



**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

# STABILITY IN KEY AREAS (SIKA) – EAST

## QUARTERLY REPORT (Q2 FY 2013)



A nearly equal number of men and women attended a Gender Conference sponsored by SIKA-East and held in Kabul in mid-March.



Members of the Mohammad Agha women's communication committee meet to discuss their DPP projects with SIKA-East.



Women from Andar attend Project Design and Development training.



Women's Advocacy training for DDA members and other influential women from Dih Yak

Photos highlighting the role of women in SIKA-East stability programming

**January – March 2013**

This publication was produced for review by the United States Agency for International Development (USAID). It was prepared by AECOM.



**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

# STABILITY IN KEY AREAS (SIKA) – EAST

QUARTERLY REPORT (Q2 FY 2013)

Contract Number: AID-306C-12-00002

**Submitted to:**

United States Agency for International Development (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.

## CONTENTS

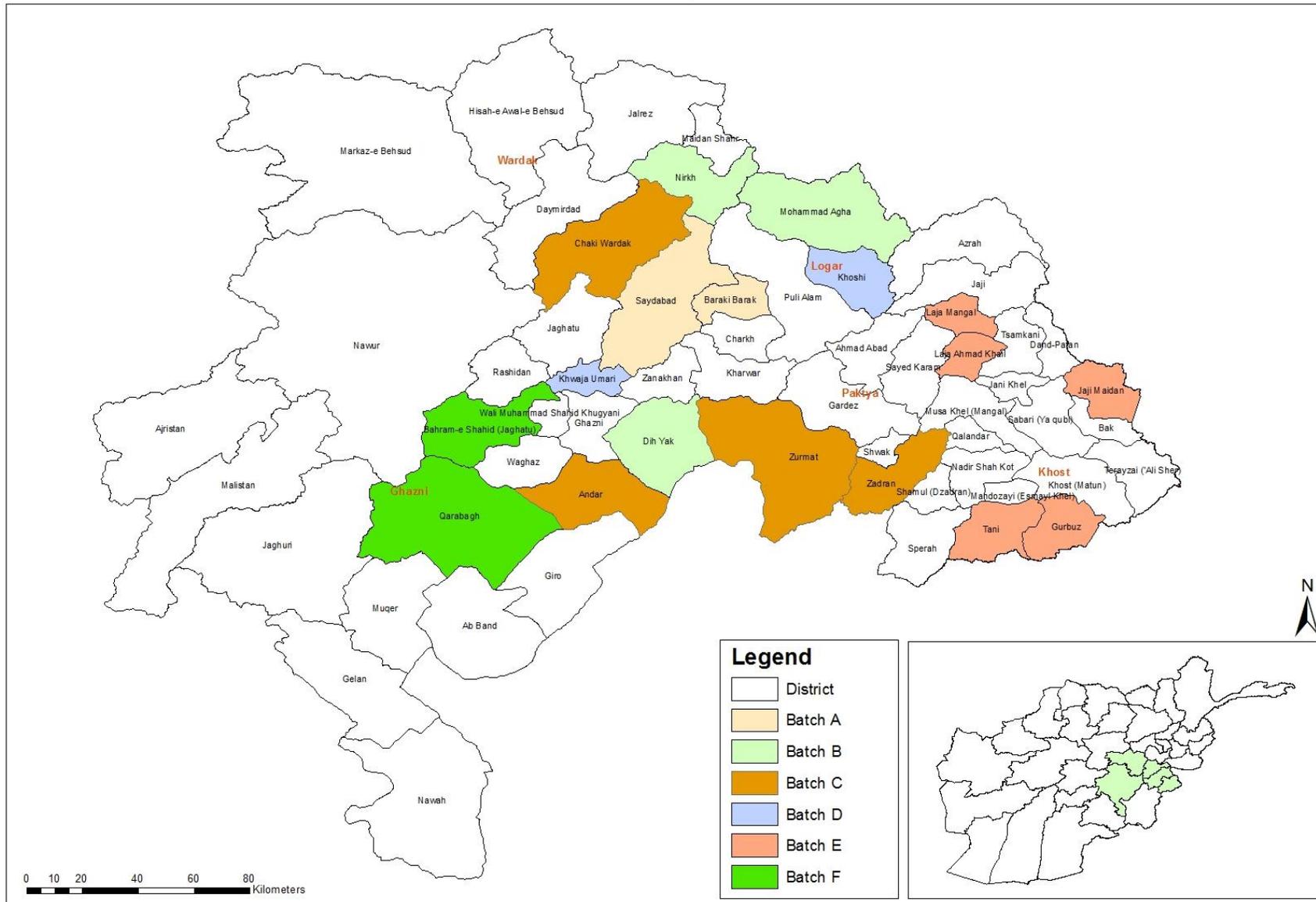
<b>CONTENTS</b> .....	<b>I</b>
<b>ACRONYMS</b> .....	<b>III</b>
<b>BACKGROUND</b> .....	<b>1</b>
<b>SIKA-EAST STATUS AS OF MARCH 31, 2013</b> .....	<b>1</b>
Overview .....	1
Major Challenges and Potential Solutions .....	3
Implementation and Training Trackers.....	4
<b>QUARTERLY HIGHLIGHTS</b> .....	<b>7</b>
January .....	7
February.....	8
March .....	9
<b>SIGNIFICANT PROVINCIAL ACTIVITIES</b> .....	<b>10</b>
Ghazni .....	10
Provincial-Level Activities .....	10
Andar District.....	11
Dih Yak District.....	11
Khwaja Umari District .....	12
Khost .....	13
Logar .....	14
Provincial-Level Activities .....	14
Baraki Barak District.....	14
Khoshi District.....	15
Mohammad Agha District .....	15
Paktya .....	17
Provincial-Level Activities .....	17
Zadran District .....	18
Zurmat District .....	19
Maydan Wardak .....	20
Provincial-Level Activities .....	20
Chaki Wardak District .....	21
Nirakh District .....	22
Saydabad District .....	23

<b>SIGNIFICANT KABUL-BASED AND COMBINED ACTIVITIES.....</b>	<b>25</b>
Major Coordination Meeting.....	25
Workshops and Trainings .....	25
Other Significant Activities .....	26
Stability Analysis and Planning Unit .....	26
Resource Development Unit.....	26
Communication and Outreach Unit.....	27
Service Delivery Unit .....	28
Grants and Sub-contracts Unit .....	28
Capacity Building and Gender Unit.....	30
Monitoring, Evaluation, and Learning Unit.....	30
Security Unit .....	30
Operations Unit.....	32
Human Resources Unit .....	33
<b>APPENDIX A .....</b>	<b>35</b>
SIKA-East Stakeholder Engagement Process .....	35
<b>APPENDIX B .....</b>	<b>39</b>
Workshops and Trainings Conducted during the Quarter .....	39
<b>APPENDIX C .....</b>	<b>42</b>
SIKA-East PMP Indicators – Training .....	42
<b>APPENDIX D .....</b>	<b>44</b>
SIKA-East Actual Vs. Expected Results .....	44

## ACRONYMS

ALP	Afghan Local Police
APPF	Afghanistan Public Protection Force
AWEC	Afghan Women's Educational Center
BoQ	Bill of Quantity
CDC	Community Development Council
COR	Contracting Officer's Representative
DCC	District Community Council
DDA	District Development Assembly
DoWA	Department of Women Affairs
DE	District Entities
DPP	District Project Portfolio
DSU	District Support Unit
FP	Facilitating Partner
GRC	Grant Review Committee
HR	Human Resource
IRC	International Rescue Committee
IRD	International Relief and Development
MISTI	Measuring Impact of Stabilization Initiative
MoWA	Ministry of Women Affairs
MRRD	Ministry of Rural Rehabilitation and Development
NABDP	National Area Based Development Program
NSP	National Solidarity Program
PMC	Project Management Committees
PMU	Provincial Management Unit
PRRD	Provincial Rural Rehabilitation Department
SAM	Stability Analysis Methodology
SCA	Swedish Committee for Afghanistan
SIKA-East	Stability in Key Areas-East
Sol	Sources of Instability
ToT	Training of Trainers
USAID	United States Agency for International Development
VSAT	Very Small Aperture Terminal

### SIKA-East District Implementation



## BACKGROUND

The SIKA-East Quarterly Report FY2013 Q2 provides an overview of program activities and achievements during the months of January, February, and March 2013. 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.

The 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.

## SIKA-EAST STATUS AS OF MARCH 31, 2013

### OVERVIEW

**Earlier Launches:** By the end of 2012, the SIKA-East program, led by MRRD and IDLG, had been launched in five districts in three provinces: Baraki Barak and Mohammad Agha in Logar, Saydabad and Nirakh in Maydan Wardak, and Dih Yak in Ghazni. Saydabad and Baraki Barak were the first two pilot districts, where SIKA-East was launched in July 2012.

**New Launches:** During the next three months – namely, this reporting period – four more districts and the province of Paktya were added to the roster of SIKA-East implementation targets. On February 7, SIKA-East was launched in Chaki Wardak District in Maydan Wardak, as well as in Zadran and Zurmat Districts in Paktya. Twelve days later, Andar in Ghazni became the latest district to see the program introduced. Also in February, approval was granted to roll out SIKA-East in Khwaja Umari District in Ghazni and Khoshi in Logar, and work began to set up offices and hire staff there.

**Preparation for New Rollouts:** On February 4, a SIKA-East team traveled to Khost City, where it met with the Deputy Provincial Governor, PRRD Director, sector and technical directors, and National Solidarity Program (NSP) representatives in order to brief them on SIKA-East and request approval of program implementation in Khost Province. A short list of five districts closely aligned with SIKA-East selection criteria was drawn up, and in mid-March, it was decided to roll out in three of them: Gurbuz, Tani, and Jaji Maidan. Approval was also given to launch the program in Laja Ahmad Khail and Laja Mangal Districts in Paktya. Plans are well under way to establish District Support Unit (DSU) offices in all five districts, and hiring has begun.



**The Deputy Governor of Paktya, Mr. Abdul Wali Sehi Zazai, welcomes the participants to the February 7 launch of SIKA-East in Zadran and Zurmat Districts.**



**Eng. Abdul Latif Basharyar, representing PRRD, speaks at the Andar District launch on February 19.**

**Coordination with Partners:** Throughout the quarter, SIKA-East worked closely with MRRD, in the person of its Provincial and District Directors, and with the Provincial and District Governors who represent IDLG. SIKA-East staff in the provincial and district centers meet frequently, usually on a weekly basis, with their PRRD and IDLG counterparts to discuss and coordinate program plans and activities. Occasionally, the top management of the SIKA-East partners meets to discuss overarching issues, as they did on February 20 in Kabul.

The status of program implementation in all of the areas where SIKA-East is active is shown in the SIKA-East District Implementation Tracker on page 5.

**Stakeholder Engagement Process:** Preceding a program’s rollout in a district, SIKA-East works to establish and staff a district support office, and to identify and engage stabilization stakeholders, including members of local District Development Assemblies (DDAs) and District Community Councils (DCCs), as well as other influential figures in the district. These stakeholders are invited to participate in various stabilization efforts in their district. The process to engage these stakeholders is described in more detail in Appendix A.

**Trainings:** Simultaneously, SIKA-East staff and PRRD social organizers train field personnel to help the stakeholders identify sources of instability in their areas, along with possible ways of ameliorating or overcoming them. As soon as a launch occurs, PRRD and SIKA-East training teams begin conducting a succession of training courses for those who have chosen to participate in the program. These courses – on stability planning, advocacy, infrastructure project planning, and the preparation of grant applications, among others – last 28 days and prepare the participants to plan, execute, and monitor small infrastructure projects, along with other initiatives designed to enhance stability in their communities. These projects are listed on the District Project Portfolio (DPP) developed by participants in the district’s stability planning workshop.

During this reporting period, PRRD and SIKA-East trainers conducted a total of 66 such training courses and workshops, as shown in the SIKA-East Trainings Tracker on page 6 and in Appendix B.

**Gender Conference:** A related event took place between March 12 and 14, when SIKA-East, in collaboration with PRRD and DoWA, facilitated a three-day conference in Kabul titled “Gender Integration in the Stability Process.” The objective was to strengthen the capacity of SIKA-East and its government partners to



**Mr. Ghulam Haider, MRRD's Chief Coordinator for SIKA, makes a point during the lessons learned session on February 20.**



**A participant in Stability Planning Process training in Zadran works with others in a group session to note sources of instability in the district.**



**The Kabul gender conference dwelt on the rights and responsibilities of women and the duty of men towards women, enshrined in the tenets of Islam.**

streamline gender and apply gender analysis across all phases of the program within the framework of Islamic and Afghan culture. Close to 30 participants – almost equally divided between men and women and including gender specialists, prominent leaders, and program staff from Kabul and the districts where SIKA-East is being implemented – participated in the conference. The event served as an initial step in building partnerships and strengthening capacity in SIKA-East target districts to deliver gender mainstreaming in a meaningful and sustainable way.

**Cycle 1 Projects:** Cycle 1 projects are initiatives listed on a DPP that have been given top priority for implementation. As a guide to prioritization, planning participants establish stability, social cohesion, and technical feasibility criteria, such as degree of impact on instability, scale of benefit, effect on intra-tribal or hawza relations, seasonal suitability, and ease of maintenance. The following facts and figures about Cycle 1 projects have been compiled from data collected by SIKA-East to date:

- In eight of nine districts, stability planning participants highlighted 372 projects for expedited attention, encompassing 40% of the 943 solutions identified on DPPs. (Zurmat District in Paktya Province delayed Cycle 1 into the next quarter.);
- Of the 372 identified “Cycle 1 projects,” 57% address first- and second-priority sources of instability, while 25% address third-priority sources of instability;
- The majority of Cycle 1 projects involve improved access, quality, and management of irrigation (45%) and education (17%); and
- Non-infrastructure initiatives constitute 30% of the total. In Zadran District in Paktya Province, the ratio of non-infrastructure to infrastructure projects was 10:90%, while in Andar District in Ghazni Province, the ratio was about 70:30%.

**Grants Processing:** The problem with grants processing due to the migration, death, or permanent absence of Community Development Council (CDC) members may be closer to resolution, thanks to a new directive that was issued by MRRD in March. SIKA-East was informed by MRRD’s Senior Program Officer to allow a replacement of CDC/DDA members and new bank signatories through a simplified procedure in cases of the permanent absence of CDC members until new community elections can take place. This directive was issued mainly to those CDCs who have already nominated members to replace the old ones. It also allows CDCs to open bank accounts in private banks only if a normal Da Afghanistan Bank CDC account is no longer valid and cannot be reactivated. A further coordination meeting between MRRD and SIKA-East was held later in the month to discuss PRRD endorsement, pre-existing and new bank accounts, and alternative payment methods such as payment by bank check.

Meanwhile, SIKA-East continued to assist stakeholders to complete grant applications to execute small infrastructure projects in their communities. At the end of the quarter, 33 engineering designs, with a total value of \$1,278,905, had been completed; another 27, valued at \$879,014, were being developed. A total of 30 grant application packages, valued at \$1,278,903, had been completed and submitted to SIKA-East, another 87 grant applications were under development, and seven grant applications had been submitted to USAID for approval.

## MAJOR CHALLENGES AND POTENTIAL SOLUTIONS

**Baraki Barak District:** Program implementation in Baraki Barak is still a major challenge. On the morning of March 13, two members of SIKA-East’s Baraki Barak field staff and a DDA member were seized and held for two hours by Taliban insurgents. According to a report they filed after the incident, the three men were threatened and given a final warning to cease working with SIKA-East or they would be killed. On March 26, SIKA-East learned that the Taliban had informed the DDA members that they could tell SIKA-East staff that they can continue their work as normal and there would be no threats from the Taliban side.

The Baraki Barak DDA continues to resist being based in the district and is conducting business in Puli Alam, the provincial capital. PRRD and SIKA-East are working to resolve differences between the DDA and the District Governor. The issue of moving the office to the district center is still unresolved. Negotiations are in progress with governmental authorities and community representatives to solve this issue.

**Grant Application Delays:** Throughout the reporting period, the program suffered considerable delays in processing grant applications. In some cases, proposed CDC grantees on the Cycle 1 List of Priority Projects were rejected because of known issues under NSP or National Area Based Development Program (NABDP). This “blacklisting” was being discovered late in the grant application process. For the sake of efficiency, these types of issues related to the eligibility of a CDC need to be identified as early as possible. The DDA+ or PRRD should complete due diligence before projects are prioritized to review both the project and CDC against MRRD data so this problem can be flagged early on and alternatives made.

SIKA-East is facing additional challenges in Andar, Chaki Wardak, Zadran, and Zurmat, where NSP has not been fully implemented and where CDCs are largely absent, leaving the program with limited options for grantees. As a possible solution to this problem, SIKA-East is considering using existing tribal *shuras* or Project Management Committees (PMCs) as potential grantees, provided that MRRD and IDLG endorse this.

The delays in issuing grants for DPP projects has caused some district stakeholders to begin losing patience with the program. Some people in the districts have been heard to charge SIKA-East of incompetence or even deception. It is hoped that this situation can be reversed by prioritizing quick-impact projects and by working with CDCs that are legally constituted and have all of their documentation in order.

## **IMPLEMENTATION AND TRAINING TRACKERS**

The following spreadsheets show the status of program activities, including trainings, in the districts where SIKA-East has already been launched.

SIKA-EAST DISTRICT IMPLEMENTATION TRACKER

S/N	Province	District	PREPARATION					I - ORIENT				II - PLAN				III - EXECUTE										IV - EVALUATE & LEARN		
			# Province offices established	# Province staff hired	# District offices established	# District staff hired	# District profiles completed	# Stakeholder register produced	# District launch held	# Provincial Service Provider Catalog produced	# Provincial Department Service Profile produced	# DPP produced	# DPP approved by DG / PRRD	# DPP approved by USAID	# Resource coordination meetings held	# Service Provider Fair held	# Engineering packages planned	# Engineering packages in process	# Engineering packages completed	# Engineering packages completed	# Applications planned	# Applications in process	\$ Applications submitted	# Grants awarded	# Grants completed	\$ Grants awarded	\$ Grants disbursed	# District Lessons Learnt Report produced
<b>CUMULATIVE (to date)</b>					10	90	0	9	9	2			8	5			174	27	33	\$1,278,905	185	112	\$549,529					
<b>DISTRICTS</b>																												
<b>Batch A</b>																												
1	Logar	Baraki Barak			1	7		1	1					1	1													
2	Maydan Wardak	Saydabad			1	11		1	1					1	1													
<b>Batch B</b>																												
3	Ghazni	Dih Yak			1	8		1	1					1	1													
4	Logar	Mohammad Agha			1	11		1	1					1	1													
5	Maydan Wardak	Nirakh			1	8		1	1					1	1													
<b>Batch C</b>																												
6	Ghazni	Andar			1	9		1	1					1														
7	Maydan Wardak	Chaki Wardak			1	9		1	1					1														
8	Paktya	Zadran			1	9		1	1					1														
9	Paktya	Zurmat			1	7		1	1																			
<b>Batch D</b>																												
10	Ghazni	Khawaja Umari			1	5																						
11	Logar	Khoshi				6																						
<b>PROVINCES</b>																												
1	Wardak		1	15																								
2	Logar		1	15																								
3	Ghazni		1	16																								
4	Paktya		1	17																								
5	Khost		0	5																								
<b>CUMULATIVE (to date)</b>			4	68					2					2	1													

**SIKA-EAST TRAININGS TRACKER\***

DISTRICT IMPLEMENTATION	I - ORIENT				II - PLAN					III - EXECUTE								IV - EVALUATE & LEARN		TOTAL		
	Stakeholder Orientation - Female SDU	Stakeholder Orientation - Male SDU	Governance Foundation Female SDU	Governance Foundation Male SDU	Stability Planning Process - Female SAPU	Stability Planning Process - Male SAPU	Resource Dialogue & Advocacy - Female COU	Advocacy - Male COU	Infrastructure Project Planning SDU	Project Design and Development - Female SDU	Project Design and Development - Male SDU	Grant Process - Female GSU	Grant Process - Male GSU	Grant Management - Female GSU	Grant Management - Male GSU	Short Courses	Fundraising Training Male GSU	Fundraising Training Female GSU	Lessons Learnt - Female MELU	Lessons Learnt - Male MELU		
<b>PREVIOUS QUARTERS (8-Dec-11 to 31-Dec-12)</b>																						
<b>TARGET</b>		4	4	4	4	5	4	4	4	4	2	2	2	2				1	1			
<b>Launch Date</b>	<b>District</b>																					
June 4, 2012	Saydabad					1	1	1	1			1		1				1	1			
June 11, 2012	Baraki Barak					1	1	1	1			1										
November 18, 2012	Nirkh			1	1	1	1	1		1												
November 25, 2012	Mohammad Agha			1	1	1	1	1														
December 25, 2012	Dih Yak																					
<b>ACTUAL</b>				2	2	4	4	4	2	1	0	2	0	1				1	1			24
<b>%</b>		0%	0%	50%	50%	80%	100%	100%	50%	25%	0%	100%	0%	50%				100%	100%			
<b>QUARTER JAN-MAR 2013</b>																						
<b>TARGET</b>		5	5	5	5	5	5	5	5	5	7	7	7	7				1	1			
<b>Launch Date</b>	<b>District</b>																					
June 11, 2012	Baraki Barak Review	1				1	1			1	1											
June 4, 2012	Saydabad														1	1		1	1			
November 25, 2012	Mohammad Agha								1	1	1	1	1	1	1	1						
November 18, 2012	Nirkh										1	1	1	1	1	1						
December 25, 2012	Dih Yak	1	1	1	1	1	1	1	1	1	1	1	1	1				1	1			
February 7, 2013	Zadran	1	1	1	1	1	1	1	1	1	1	1	1	1				1	1			
February 7, 2013	Zumat	1	1	1	1	1	1	1	1	1	1	1	1	1								
February 7, 2013	Chaki Wardak	1	1	1	1	1	1	1	1	1	1	1	1	1								
February 19, 2013	Andar	1	1	1	1	1	1	1	1	1	1	1	1	1								
<b>ACTUAL</b>		5	5	3	5	5	6	3	4	5	6	5	3	3	1	1		3	3			66
<b>%</b>		100%	100%	60%	100%	100%	120%	60%	80%	100%	86%	71%	43%	43%				300%	300%			

\* Spreadsheet reflects training activities as of March 31, 2013. Black figures represent trainings conducted to date; red are planned. Training of Trainers workshops are not included.

## QUARTERLY HIGHLIGHTS

### JANUARY

- In early January, following the launch of SIKA-East in Dih Yak District of Ghazni Province on December 25, joint SIKA-East and PRRD trainers began a full range of trainings and activities for members of the DDA, District Community Council (DCC), CDCs, and other influential men and women from the district.
- On January 9, PRRD, with support from SIKA-East, held a Service Providers Coordination Meeting in Maydan Shahr in Maydan Wardak Province. Service providers committed to the coordination and development of working relationships and shared information about activities and challenges. Approximately 80 people participated, including governmental and non-governmental service providers, high-ranking provincial officials, and male and female members of the DDA and CDCs from Saydabad, Chaki Wardak, and Nirkh.
- On January 10, the PRRD Director for Logar chaired a coordination meeting with SIKA-East's deputy chief of party and others to explore options to relaunch stabilization activities in Baraki Barak. Participants discussed DDA+ reluctance to participate and agreed to intensify outreach efforts to encourage resumption.
- PRRD hosted a similar coordination meeting in PRRD's conference hall in Maydan Wardak. The meeting was attended by SIKA headquarters representatives, the Maydan Wardak Provincial Management Unit (PMU) staff, PRRD representatives, and CDC members of Saydabad District. The purpose of the meeting was to discuss the DPP and address security threats in the district.
- Throughout the month, informal stakeholder surveys were conducted in Chaki Wardak District of Maydan Wardak and Zadran in Paktya. By the end of January, the SIKA-East survey teams had interviewed 15 of the planned 40 senior notables in Chaki Wardak, as well as 31 of 44 in Zadran, and asked them to name other respected people from the district who might be stability stakeholders.
- At the end of January, a total of 75 grant applications were in progress for the districts of Mohammad Agha in Logar Province and Saydabad and Nirkh in Maydan Wardak. On January 23, eight grants valued at \$215,000 received technical approval from the Grant Review Committee (GRC). The next steps in the grant process were to obtain PRRD concurrence and the endorsement of CDC representatives; USAID vetting where required; USAID approval to award; determination of the grantee payment method; and the processing of award documents. SIKA-East continued to work with district teams and proposed grantees to complete grant applications.



**Women's Advocacy training for DDA members and other influential women from Dih Yak**



**Service providers coordination meeting in progress in Maydan Shahr**

## FEBRUARY

- During February, PRRD and IDLG led SIKA-East stabilization efforts in Maydan Wardak, Logar, Ghazni, and Paktya Provinces, where the program is already well established in nine districts. In addition, SIKA-East began its expansion into Khost Province. PRRD Directors and SIKA-East staff at both provincial and district levels held regular meetings to discuss and coordinate plans and activities, in close cooperation with government officials at all levels.
- SIKA-East was launched in four more districts during February: Zadran and Zurmat in Paktya Province and Chaki Wardak in Maydan Wardak – all on February 7 – and Andar District in Ghazni Province on February 19. All of the launches were well attended by top provincial and district officials, members of various provincial and district entities, and individual citizens.
- At the district level, PRRD Directors and SIKA-East staff pressed ahead with trainings, the processing of grant applications, and the preparation of engineering plans for projects identified by members of DDAs and other stakeholders as promoting stabilization. Plans also proceeded for a Service Providers Coordination Meeting to be held in Ghazni at the beginning of April and for a Service Providers Fair planned for Puli Alam later that month.
- As part of Baraki Barak relaunch activities, PRRD and DDA representatives met with a SIKA-East team to review and analyze the existing stakeholder list with the intention of ensuring broad representation across *hawzas* and interest groups. In consultation with selected elders, around 30 new stakeholders were added, bringing the total number to 147, including 20 women. Shah Mazar *hawza* stakeholders were increased by 30% (to 31 representatives) and expressed a strong interest in participating in stabilization activities.
- On February 20, SIKA-East hosted an all-day management lessons learned session in Kabul to discuss challenges, review successes, and draw lessons from program implementation in the four provinces where SIKA-East was then being implemented or, in the case of Khost, about to be launched. The meeting also had the purpose of strengthening the partnership with MRRD and IDLG in all phases of program implementation.
- On February 23, USAID awarded SIKA-East a no-cost-extension that will allow the program to continue until March 6, 2014.



**On February 19, SIKA-East was launched in Ghazni's Andar District, one of four program rollouts in February.**



**Ms. Jodi Rosenstein, USAID coordinator for SIKA-East, thanks those who took part in the February 20 lessons learned meeting.**

## MARCH

- SIKA-East continued preparations to expand into Khost Province. Several meetings were held with PRRD staff and governmental officials there. Work continued on a new office for SIKA-East in Khost City, while the hiring of new staff for the Khost office proceeded according to plan.
- In March, five more districts, designated as Batch E, were selected for program implementation. They are Gurbuz, Tani, and Jaji Maidan in Khost, and Laja Ahmad Khail and Laja Mangal in Paktya. Plans are under way to establish DSU offices in the districts, and hiring has begun.
- Following the program launches in Andar and Chaki Wardak in February, the focus there in March was to push ahead with the training of their DDA+s. Trainings also continued in Dih Yak and Nirkh. Stability Planning Process training was conducted in Zadran and Zurmat Districts of Paktya, where SIKA-East was also introduced in February.
- Between March 12 and 14, SIKA-East, in collaboration with PRRD and DoWA, facilitated a three-day conference in Kabul titled “Gender Integration in Stability Process.” Close to 30 men and women attended the workshop. The objective was to strengthen the capacity of SIKA-East and its government partners to streamline gender and apply gender analysis across all phases of the program within the framework of Islamic and Afghan culture.
- Three DPPs – for Dih Yak, Mohammad Agha, and Nirkh – were submitted to USAID in March and were subsequently approved. SIKA-East reviewed the DPPs for Andar, Chak, and Zadran districts and is preparing to submit them to USAID. An analysis of the DPPs produced to date shows that the communities attribute most of their problems to scarce resources and lack of livelihood opportunities, as well as the absence of government services in their district.



**Women from Andar attend Project Design and Development training.**



**Participants in Stability Planning Process training in Zurmat work on developing their District Project Portfolio.**

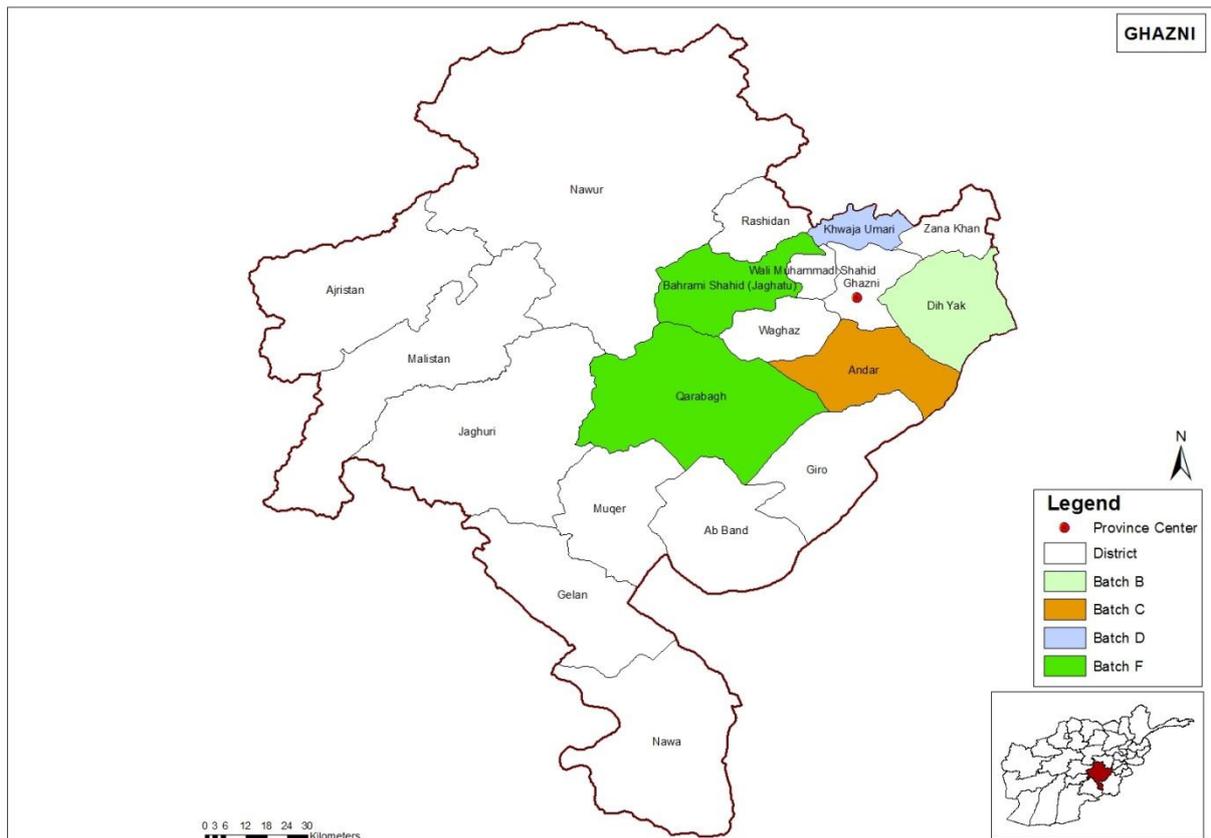


**Attendees at the Gender Conference included gender specialists, prominent leaders, and program staff from Kabul and the districts where SIKA-East is being implemented.**

## SIGNIFICANT PROVINCIAL ACTIVITIES

Provincial staff in all five 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. A list of significant meetings held during the month is included as Appendix C. Other activities are summarized on a province-by-province basis below.

### GHAZNI



### PROVINCIAL-LEVEL ACTIVITIES

**Coordination Meetings:** Throughout the quarter, the PRRD Director and his staff held regular coordination meetings with the Ghazni PMU to receive updates on program plans and activities, including the February 19 rollout in Andar District and SIKA-East trainings in the province. The PMU manager also met with the Provincial Governor, director of administration and finance, and executive director, as well as the Andar District Governor and DDA, to discuss the program launch and subsequent training activities.

**Coordination Letter to Service Providers:** In March, the PRRD Director signed a letter addressing all service providers who work in Ghazni within various sectors and requesting them to review the DPP prepared by members of the Dih Yak DDA+, CDC, and *shuras*. The purpose of this was to coordinate the DPP with service providers to seek their resources and support in implementing projects listed in the document.

## ANDAR DISTRICT

**Program Rollout in Andar District:** A launch meeting was held in the provincial hall in Ghazni City on February 19 to roll out SIKA-East in Andar District. The meeting was attended by approximately 80 men and 10 women. Eng. Abdul Latif Basharyar, representing PRRD, explained SIKA-East in some detail, emphasizing that the program's goal is to improve the lives of rural people in the district through better service delivery by district authorities. Mr. Mohammad Ali Ahmadi, Deputy Governor of Ghazni, then expressed his optimism and support for the program. Andar District Governor, Mr. Mohammad Qasim Disiwal, expressed thanks for the selection of Andar as a target district. At the request of the Ghazni provincial gender officer, a DoWA representative spoke about SIKA-East and expressed DoWA's commitment to the program. This was the first time in the SIKA-East program that a woman spoke during a launch meeting. The meeting concluded with questions and answers.



**Mr. Mohammad Ali Ahmadi, Deputy Provincial Governor, speaks during the Andar District launch meeting.**

**Trainings:** The day after the launch of SIKA-East in Andar District, joint SIKA-East and PRRD trainers began conducting the usual course of program trainings and continued on until the end of March. The DPP and list of Cycle 1 projects developed during Stability Process Planning training was reviewed by the SIKA-East DSU and submitted to Kabul. The DPP is being finalized for submittal to USAID.

## DIH YAK DISTRICT

**Post-launch Trainings and DPP:** Throughout the quarter, following the launch of SIKA-East on December 25, PRRD and SIKA-East trainers conducted a full battery of trainings for members of the DDA, DCC, CDCs, and other influential men and women from the district. One of the early trainings, Stability Planning Process, resulted in a completed DPP, which was submitted to USAID on March 3 and approved on March 23. It had earlier been reviewed and endorsed by the Dih Yak DDA+, PRRD Director, and District Governor. As was mentioned above, the DPP was also shared with all governmental, non-governmental, and private sector service providers in the province, nearly all of whom approved those projects that fall within their purview.

**Advocacy Training Follow-up for Dih Yak Women:** After participating in Resource Dialogue and Advocacy training in January, several women in Dih Yak assembled a three-member advocacy team in February to request support in organizing a tailoring course for 15 widows from Tasan, a village in the district. The advocacy team prepared a letter requesting the course and submitted it to the Department of Labor, Social Affairs, Martyrs, and Disabled, which promised to add the course to the coming year's planning. The advocacy team assigned a member to follow up and ensure the plan gets implemented.



**Women's Advocacy training for DDA members and other influential women from Dih Yak**

**Communication Committee Meetings:** The first meetings of male and female communication committees for Dih Yak were conducted at the beginning of March. Each committee is composed of five to six members selected by the larger DDA in the district. The committee's job is to design and

implement a plan to promote, at the community level, the actions the DDA is taking to improve the situation in the district from a stability perspective.

**Engineering Surveys:** The Ghazni engineering team began to conduct surveys for Dih Yak Cycle 1 projects. By the end of March, they had completed surveys and developed proposals for 30 wells in the Sulaimanzai area of the district.

#### **KHWAJA UMARI DISTRICT**

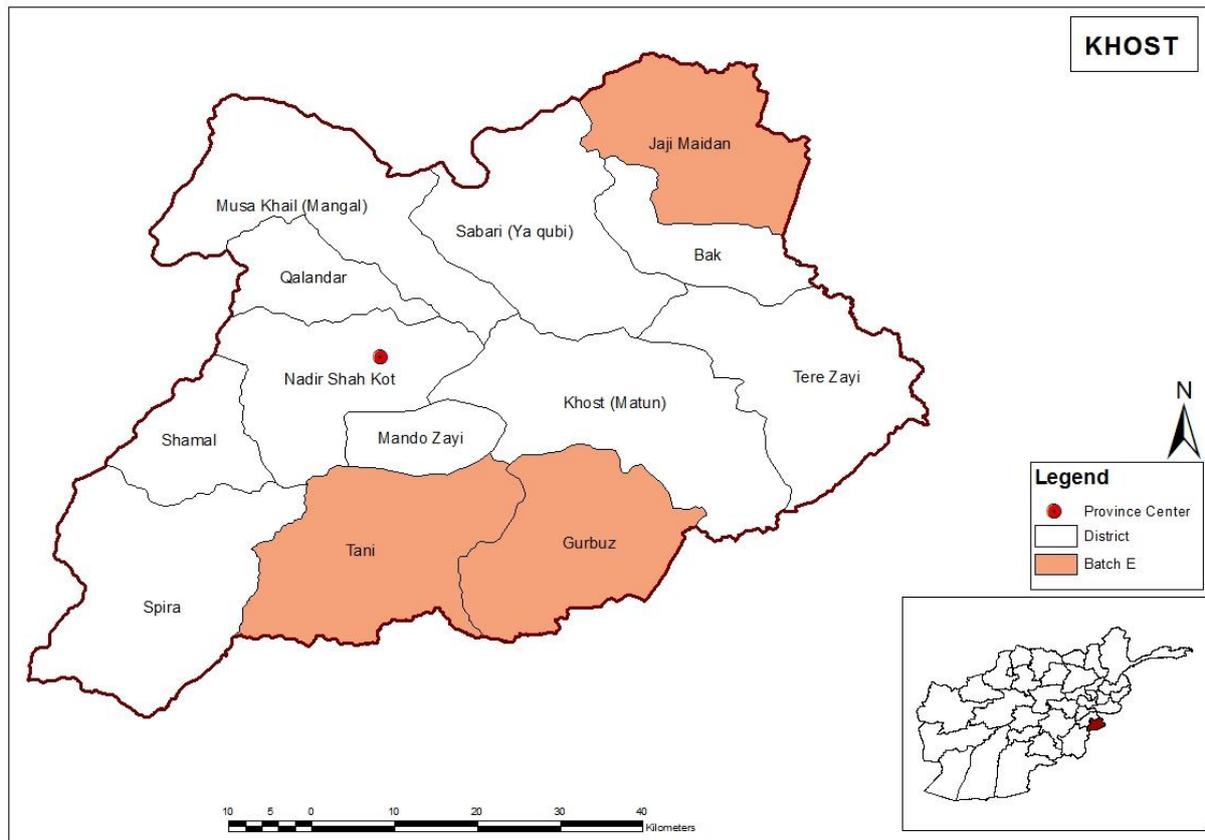
**Meeting with District Governor:** On January 21, PRRD, SIKA-East representatives, and the Khwaja Umari District Governor convened at the PRRD Director's office to discuss plans to launch the program in the district. The PRRD Director explained the program's goals and objectives in detail, and the District Governor shared ideas and recommendations. He expressed his office's support for stabilization programming in Khwaja Umari.

**Establishment of DSU Office:** To prepare for the planned launch in Khwaja Umari in April, the newly designated office building has been repaired and district staff recruited. Hiring was completed by mid-March.



**The Khwaja Umari District Governor, PRRD Director, PRRD program director, and the SIKA-East PMU manager discuss implementation of the program in Khwaja Umari.**

## KHOST

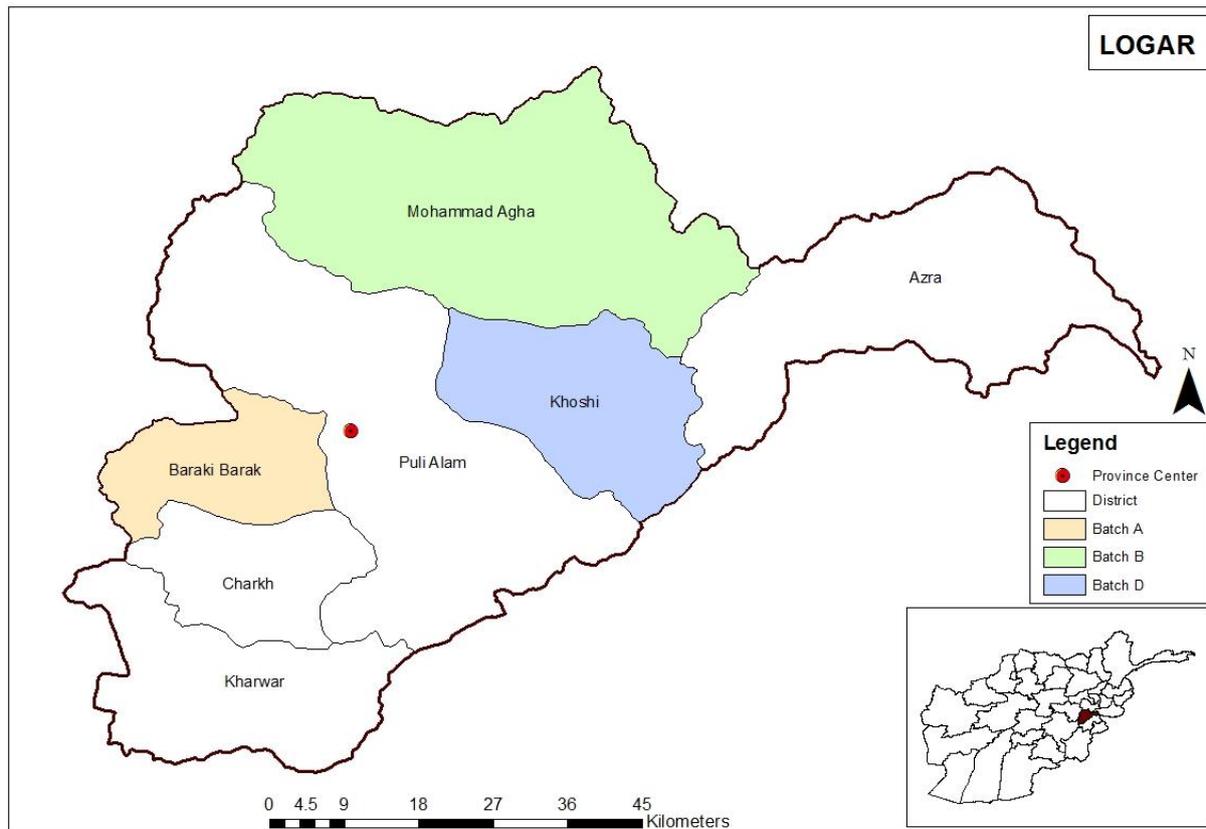


**Khost Selection:** Khost has been targeted as the next province for SIKA-East implementation. On February 4, a SIKA-East team traveled to Khost City in order to meet with the Deputy Governor, PRRD Director, sector and technical directors, and NSP representatives in order to brief them on SIKA-East’s stabilization aims and approach, implementation process, and district selection standards. Following discussions on these matters, the Deputy Governor developed a short list of five districts that SIKA-East could expand into. It was subsequently decided to move into the districts of Gurbuz, Tani, and Jaji Maidan.

**Significant Meetings:** During a meeting with the PRRD Director on March 7, the Director specified a space for SIKA-East’s PMU office connex within the PRRD compound. On March 10, the PMU manager met with the Provincial Governor to brief him on planned SIKA-East activities and the selection of Gurbuz, Tani, and Jaji Maidan Districts for program implementation. He also met with the PRRD Director and discussed planned activities in the those districts. The PRRD Director and Khost PMU manager met again on March 27 to discuss program startup and implementation. It was decided to obtain official letters from the Provincial Governor and District Governor to help ensure the smooth running of the program.

**Establishment of a PMU Office:** The process of procuring a connex building, furnishings, and other equipment for the Khost PMU began in February and continued through March. The office will be set up in April. Meanwhile, staffing for the Khost office is nearly complete. Several candidates have passed the interview and are ready to join SIKA-East.

## LOGAR



### PROVINCIAL-LEVEL ACTIVITIES

**Introductory Meeting:** On January 20, SIKA-East staff attended an introductory meeting with the new Deputy Governor of Logar. The PRRD Director led the meeting, which was also attended by representatives from NSP and International Rescue Committee (IRC). The PRRD Director briefly talked about PRRD-led programs and activities across the province. The Deputy Governor welcomed the participants and promised to serve the people of the province and support any activities that could have a positive impact on their needs.

### BARAKI BARAK DISTRICT

**Major Coordination Meeting:** Last November, communication channels with the Baraki Barak DDA+ were cut off due to threats by anti-government elements against members. SIKA-East's PMU manager, along with the Kabul main office, tried hard to keep communications with the DDA and CDCs open through several direct and indirect contacts. After lengthy consultations, the Baraki Barak DDA members agreed to attend a meeting to discuss the problems and challenges on the ground. On January 10, a coordination meeting chaired by the PRRD Director and SIKA-East's deputy chief of party, discussed ways to start implementing projects in Baraki Barak. Participants discussed DDA+ reluctance to participate and agreed to intensify outreach efforts to encourage resumption.

**Program Relaunch:** The January 10 meeting bore fruit in February when it was decided to relaunch the program in Baraki Barak. As part of the relaunch, PRRD and DDA representatives met with a SIKA-East team to review and analyze the existing stakeholder list with the intention of ensuring broad representation across *hawzas* and interest groups. In consultation with selected elders, around 30 new stakeholders were added, bringing the total number to 147, including 20 women. Shah Mazar *hawza* stake-

holders were increased by 30% (to 31 representatives) and expressed a strong interest in participating in stabilization activities.

**Refresher Trainings:** During February and March, a series of refresher trainings were held for male and female DDA members and other influential persons from Baraki Barak.

**Cycle 1 Projects:** In March, the Baraki Barak DDA+ designated 43 DPP initiatives as Cycle 1 projects, identified responsible CDCs, nominated PMCs, and prepared the first drafts of related action plans.

**Security Incident:** As was reported in the introduction to this report, two members of SIKA-East's Baraki Barak field staff and a DDA member were seized by Taliban insurgents on the morning of March 13. They were then held for two hours and threatened with death if they didn't stop working with SIKA-East. On March 26, SIKA-East learned that the insurgents had informed Baraki Barak DDA members that they should tell SIKA-East staff that they could continue their work as normal and there would be no repercussions from the Taliban side.



**Men from Baraki Barak attend a review session on the Stability Planning Process.**

#### **KHOSHI DISTRICT**

**Meeting with District Governor:** On January 22, SIKA-East representatives and the Khoshi DRRD social organizer met with the District Governor to discuss implementation of the program and establishment of an office in the district. As space is unavailable in the District Governor's office building, he designated a site where SIKA-East could set up an office connex. The Governor said he welcomed implementation of the program and strongly suggested that he be involved in interviewing and selecting candidates for Khoshi-based positions.

**Office Set-up:** Khoshi is scheduled for a SIKA-East rollout in April. Several meetings were conducted with the District Governor in February about SIKA-East's DSU office. Rather than install a connex, the Governor offered SIKA-East the use of a building that had recently been vacated by the police. The building required a certain amount of rehabilitation and maintenance, which was completed in March. At the end of the quarter, staffing was essentially complete. The office will start functioning as soon as the furniture and equipment are sent to the district in early April.

#### **MOHAMMAD AGHA DISTRICT**

**Trainings:** Following the program launch in Mohammad Agha District on November 25 and an intensive course of trainings in December, 54 men from the Mohammad Agha DDA+ attended Infrastructure Project Planning training on January 16 and 17. Two weeks later, SIKA-East trainers conducted Advocacy training for the same group of men, using existing DPPs to guide them in identifying specific advocacy projects aimed at addressing the sources of instability they had identified earlier.

**DPP Approval:** On March 3, the Mohammad Agha DPP was submitted to USAID; it was subsequently approved on March 23.

**Communication Committees:** On March 3 and 4, the men's and women's communication committees for Mohammad Agha met separately to discuss ways to improve and strengthen the system of spreading their messages into the community and communicating with district authorities. The committees met again on March 17 and 18 and decided to update the District Governor on relevant activities of the

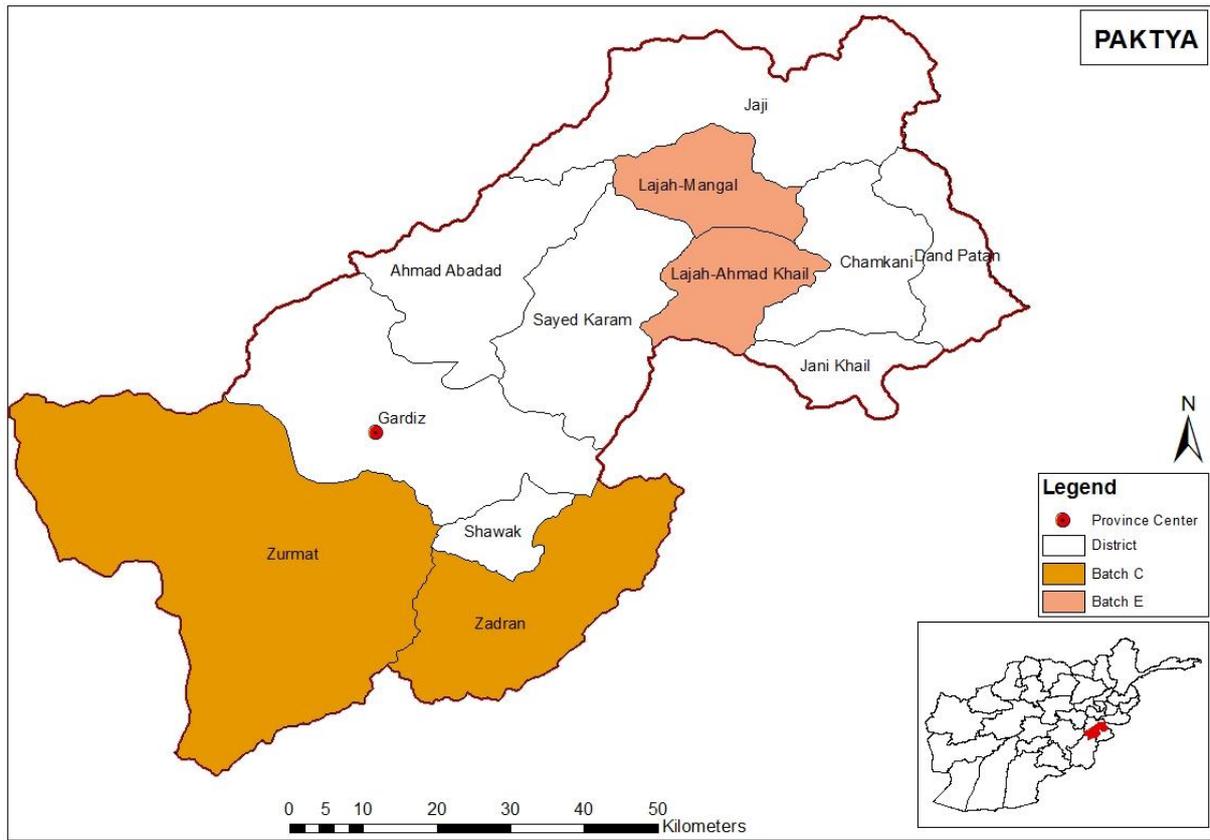
DDA+. The participants of both committees agreed to hold joint meetings in future. This will help them share lessons learned, have a single agenda, and develop a district-wide plan. They also decided to invite a representative of the District Governor to attend future meetings. Between each meeting the members return to their communities to brief the DDA members on the last meeting and obtain their agreement on steps taken.

**Grant Applications:** Thirty grant applications for Mohammad Agha were under development at the end of March, nine were being vetted by USAID, and five had been approved by the GRC and submitted to USAID. SIKA-East staff continued to assist potential grantees with project design and development. Also by the end of the quarter, thirteen engineering design packages were completed and approved by potential grantees, with six other designs in progress. The value of designs completed and in progress was \$1,020,460.04.



**The Mohammad Agha women's communication committee meets to discuss how to get their message out.**

## PAKTYA



### PROVINCIAL-LEVEL ACTIVITIES

**Significant Meetings:** Throughout the reporting period, the SIKA-East manager for Paktya held regular weekly coordination meetings with the PRRD director to update him on SIKA-East activities and plans for the province. The coordination meetings were especially frequent in the weeks leading up to the program rollout in Zadrans and Zurmat Districts on February 7.

On January 13, Paktya PMU representatives visited the manager of the National Area Based Development Program (NABDP). The manager explained NABDP's project implementation process and provided helpful information about DDAs. The NABDP chief engineer and design engineer also provided a briefing on their approach to project design, bills of quantity, and project implementation.

**Stakeholders Survey:** At the beginning of February, before the planned February 7 launch meeting, joint survey teams representing the DDA, PRRD, District Governor's office, and SIKA-East began interviewing 79 senior figures from Zadrans and Zurmat to obtain opinions on respected and influential stabilization actors. The recommendations were analyzed by representatives of PRRD, the District Governor, and DDA along with SIKA-East, resulting in the nomination of 416 key stakeholders to participate in core stabilization activities. The survey team and the Department of Women's Affairs (DoWA) then conducted a similar stakeholder survey to identify influential women in the districts, as no females were nominated during the first survey.

**Program Launch in Zadrán and Zurmat:** On February 7, SIKA-East rolled out in Zadrán and Zurmat Districts. Presided over by the Deputy Provincial Governor, the rollout was officially launched in Gardiz with the participation of line directors, tribal and community leaders, donor representatives, and others, including over 100 DDA+ members. Following a brief explanation of the program by the SIKA-East manager for Paktya, the PRRD Director welcomed the participants and provided more information about SIKA-East. The head of the provincial council spoke next and thanked USAID for funding the program and for working in the relatively insecure districts of Zadrán and Zurmat. He and other speakers urged people in district communities to support the program and try to get the maximum benefit from it. Military commanders promised their support and pledged to ensure proper security for the people of Paktya Province. The Deputy Provincial Governor had the final word, again thanking USAID for initiating stabilization programming and calling on the people of Zadrán and Zurmat to support an initiative that will help them stabilize their communities.



**Haji Abdul Wali, Zurmat District Governor, says a few words at the SIKA-East launch in Gardiz.**

**Initial Trainings:** In late February and early March, PRRD and SIKA-East trainers conducted Stability Planning Process workshops for men in Zadrán and Zurmat and oversaw the drafting of DPPs. However, during the training, the DDA+s and SIKA-East agreed that additional influential stakeholders needed to be informed about the program to gain their concurrence and encourage broader participation. The DDA+ identified a number of additional key actors and proceeded to organize meetings to include them. Further training for men from Zurmat and Zadrán was also delayed due to the scheduled inauguration of the Afghan Local Police (ALP) in those districts. The DDA and the field team proposed a short postponement of the training program to prevent rumors of a SIKA-East association with ALP and to provide additional time for broader consultations. Training activities in Zadrán and Zurmat are scheduled to resume in April.

At present, trainings for women from Zadrán and Zurmat are not scheduled, as suitable female stakeholders could not be identified during initial stakeholder mapping. SIKA-East is working with DoWA in Gardiz and also at the district level to try to identify influential women in Zadrán and Zurmat who might be enlisted to support stabilization programming.

**Service Providers Catalogue Revision:** In January, the deputy PMU manager conducted an extensive revision of the existing Service Providers Catalogue for Paktya. The revised document has been finalized and translated and will be printed for distribution at the Service Providers Coordination Meeting scheduled for Gardiz at the end of April.

## **ZADRAN DISTRICT**

**Significant Meetings:** On January 22, staff from SIKA-East's Zadrán office met with the District Governor to finalize a list of participants to be invited for the launch meeting planned for Gardiz on February 7. The launch meeting was coordinated with the PRRD Director at the provincial level on January 28.

**Trainings:** From February 17 to 19, SIKA-East Stakeholder Orientation and Governance Foundation sessions were held for 60 men from the DDA and other male stakeholders from Zadrán. This was followed by Stability Planning Process training, which started on February 20 and continued through March 4. After drafting the DPP, the trainees listed 20 initiatives for Cycle 1 priority, nominated PMCs,

and prepared the first drafts of related action plans. As NSP rollout is pending in the district and there are no CDCs, participants nominated DDA and DCC members, as well as other local representatives, to serve on management committees.

During the Stability Planning Process, as was explained above, the DDA+ and SIKA-East agreed that additional influential stakeholders needed to be brought into the stabilization process to gain their concurrence and encourage broader participation. The DDA+ identified ten key actors and proceeded to organize meetings with them. Trainings were briefly postponed while this was taking place and will be resumed next month.



**Training in Stakeholder Orientation / Governance Foundation for men from Zadran**

### ZURMAT DISTRICT

**Significant Meetings:** On January 23, the Acting District Governor of Zurmat met with SIKA-East representatives to discuss SIKA-East-facilitated stabilization activities and plans. The Acting Governor promised to cooperate in program implementation in Zurmat.

On February 3, the Acting Governor again met with SIKA-East Zurmat staff and influential people at the *hawza* level in order to recruit 40 people to conduct a survey to identify stakeholders in the district. When contacted later, the 40 recruits came up with a list of 148 potential stabilization stakeholders in the district.



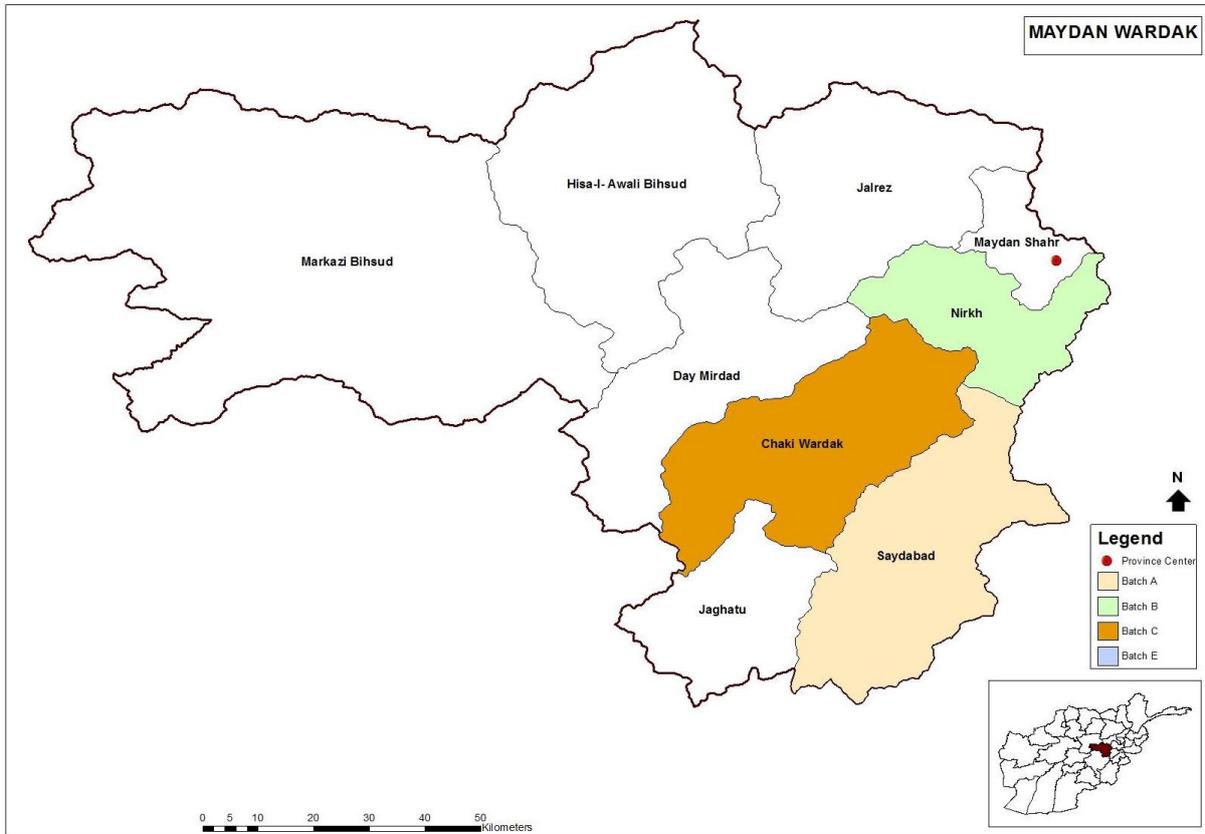
**Meeting with the Acting District Governor of Zurmat**

On March 24, the Zurmat DSU manager met with the NSP Manager in his office to discuss challenges regarding CDCs and program implementation processes in the district. Two days later, the Paktya PMU manager and Zurmat DSU manager sat with the NSP's Provincial Manager, who provided them with NSP forms and promised to support program implementation in Paktya.

### Trainings:

- With 35 men from Zurmat District attending, SIKA-East and PRRD trainers conducted Stakeholder Orientation/ Governance Foundation training on February 25. The session was held in the education department conference hall of Zurmat.
- From February 27 to March 4, the training team conducted a Stability Planning Process workshop for 40 men from the Zurmat DDA and CDCs. These sessions resulted in a DPP. At that point, it was decided to invite several influential stabilization stakeholders, who had not been identified earlier, to join the other Zurmat stakeholders and to continue the rest of the training program in April.

## MAYDAN WARDAK



### PROVINCIAL-LEVEL ACTIVITIES

**Significant Meetings:** Throughout the quarter, the Maydan Wardak PRRD Director and his staff held several coordination meetings with the SIKA-East PMU manager and staff, as well as key stakeholders. During these sessions, SIKA-East representatives updated participants on program progress and plans and discussed ways for better implementation.

On January 9, SIKA-East, working closely with the Maydan Wardak PRRD, held a Service Providers Coordination Meeting in Maydan Shahr. Service providers committed to the coordination and development of working relationships and shared information about activities and challenges. Approximately 80 people participated, including governmental and non-governmental service providers, high-ranking provincial officials, and male and female members of the DDA and CDCs from Saydabad, Chaki Wardak, and Nirkh. Speakers described existing resources available for implementing stability-focused initiatives identified in the DPP. They also showed the participants how to find them in the Service Providers Catalogue distributed at the meeting.



**Service Providers Coordination Meeting in progress in Maydan Shahr**

On February 26, the PRRD Director hosted a coordination meeting to talk about CDCs in Saydabad and other districts with absent, deceased, or displaced members. The meeting was attended by representatives of several programs, including the heads of NSP and NABDP and the SIKA-East manager for Maydan Wardak. The decision was reached that CDCs must follow four steps to authorize new officers: obtain

the signatures of community members in favor of nominated replacements, obtain the District Governor's signature, obtain Provincial Council signatures, and obtain PRRD approval.

On March 6, the Maydan Wardak PRRD Director hosted a meeting with SIKA-East provincial staff and representatives of Grants and Sub-contracts Unit in order to clarify the issue of qualified and unqualified CDCs on the list received by NSP Facilitating Partners (FPs). According to the PRRD Director, SIKA-East can proceed to work with the qualified CDCs if the activity is not redundant or already planned by some other donor.

On March 13, the PRRD Director met with the PMU manager to discuss the issue of the PRRD endorsement letter required in cases where alternative CDC officials need to be authorized to act on behalf of a CDC. The Director required significant changes, essentially eliminating any authority or endorsement of members of CDCs. It was recommended that MRRD provide direction to all PRRDs on the validity of CDCs, members, and officers.

**Service Providers Fair Follow-up:** SIKA-East staff in Maydan Wardak helped individual CDC members fill out questionnaires on the impact of the Service Providers Fair held in Maydan Shahr in November. The questionnaire had two parts. One is focused on the opinions of participating CDC members interested in obtaining services, and the other one on service providers who had booths and other display areas during the event. The post-impact evaluation will be used as lessons learned for coming events.



**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.**

## CHAKI WARDAK DISTRICT

**Stakeholder Survey:** In January, an informal stakeholder survey was initiated in Chaki Wardak District.

The SIKA-East survey team – consisting of a DDA member, a PRRD social organizer, and a SIKA-East staff member – began interviewing a planned 40 senior notables, asking them to name other respected and influential people from the district who might be stability stakeholders. In February, representatives of the District Governor, PRRD, the DDA, and SIKA-East analyzed the recommendations of 35 influential leaders identified by the survey, resulting in the nomination of 30 women and 116 men to participate in core stabilization activities.

**SIKA-East Launch:** A launch meeting was held in Maydan Shahr on February 7 to roll out SIKA-East in Chaki Wardak District. The meeting was attended by about 80 people from all over the district. They included government officials; members of the DDA, CDCs, and District Community Council; and other influential people from Chaki Wardak. The PRRD Director spoke first, welcoming the participants and briefly introducing them to the SIKA-East program. Next, the SIKA-East team from Maydan Wardak and Kabul described the program in detail and answered questions from participants. The launch meeting concluded with a speech by a representative of the District Governor, who asked district constituents to support stabilization programming and pledged his own support.



**Eng. Jan Mohammad Hekmatjo, PRRD Director for Maydan Wardak, explains SIKA-East at the Chaki Wardak launch meeting.**

**Significant Meetings:** On March 24, the newly appointed District Governor of Chaki Wardak paid a visit to the DSU office, where he received a briefing on the program. The following day, SIKA-East staff provided a short presentation on the program. The District Governor promised to support SIKA-East.

**Trainings and Activities:** Following the rollout, PRRD and SIKA-East trainers conducted an intensive sequence of workshops and trainings, starting with Stakeholder Orientation – Female on February 10 and continuing through Project Design and Development at the end of March. Other training courses are scheduled for next quarter.

After drafting the DPP during Stability Planning Process training, the DDA+ prioritized 26 initiatives as Cycle 1 projects, identified responsible CDCs, nominated PMCs, and prepared the first drafts of related action plans. In order to better coordinate project execution, SIKA-East shared the DPP with service providers, seeking their input and plans for implementation of proposed projects in light of their current resources.

### **NIRKH DISTRICT**

**Significant Meetings:** During the quarter, the District Governor, Deputy District Governor, and PRRD Director held various coordination meetings, at which the SIKA-East District Support Unit manager for Nirkh updated them on project implementation plans and activities.

On February 25, the Deputy District Governor met with SIKA-East's district manager to discuss progress, especially on surveys that program engineers are conducting for implementation projects. For safety reasons, SIKA-East was advised to contact community elders and CDC members before conducting project design surveys in various *hawzas*. They also discussed the progress of grant applications. The Deputy District Governor pledged his support for the program.



**The Nirkh Deputy District Governor receives a briefing on SIKA-East plans and activities from the district support team.**

**Trainings:** During the reporting period, several trainings were conducted for influential men and women from Nirkh District. These included Project Design and Development / Grant Process training, workshops on Advocacy and Resource Dialogue, and Fundraising training.

**DPP Approval:** On March 11, the Nirkh DPP was submitted to USAID; it was approved five days later. PRRD shared the Nirkh DPP with service providers to seek their input and plans for implementation of the proposed projects in light of their current resources.

**Communication Committee Meetings:** In February and March, the men's and women's communication committees for Nirkh held three meetings. At their first meeting in February, they developed an initial protocol for communicating back to their communities and to the larger DDA so that everyone will be equally well informed. In the second and third meetings in March, they filled out strategic communication worksheets identifying the overall objective of the DDA and other audiences. They also discussed the comments, suggestions, and buy-in provided by the DDA+ on earlier meetings. It is the practice of the communication



**Male communication committee meeting in Nirkh District**

committees to share the contents of each meeting with the DDA+ and obtain their agreement on steps taken to date.

**Grant Applications:** The Nirkh DDA+ reviewed respective Cycle 1 project lists to refine priorities at the district level (rather than within each *hawza*), clarifying the desired order for projects to enter the engineering design pipeline. The team continued to work with CDC representatives on grant application development and the collection of required supporting documents. Thirty-two applications, for five female and 27 male projects, are under development. The Nirkh grant team collected bank statements from some CDCs, plus ID cards from female CDC and DDA members, in order to process grant applications. Six applications are in the final stages of completion for non-infrastructure priority projects for women.

**Engineering Activity:** During the quarter, the SIKA-East district engineer conducted technical surveys and completed the bill of quantities, work plan, and drawings for several infrastructure projects. Potential grantees are working with SIKA-East to finalize engineering design packages for four projects in the district.

### SAYDABAD DISTRICT

**Significant Meetings:** At the beginning of January, the Saydabad DDA+ and CDCs received a warning letter by anti-government agents to stop implementation of development projects in the entire district. On January 8, a coordination meeting was conducted in Maydan Wardak with members of the Saydabad DDA and CDCs to discuss SIKA-East implementation in the district, especially challenges presented by the security situation and delays in grants processing. The meeting also addressed the concerns of the PRRD Director for Maydan Wardak about wording in the Saydabad DPP that he considered insensitive. SIKA-East's Deputy Chief of Party, Dr. Mojeeb Stanikzai, promised that SIKA-East would work with the DDA+ and PRRD to resolve everyone's issues. After this meeting, the Saydabad DDA+ rephrased the DPP wording and had it signed and endorsed by the PRRD Director. On the question of the warning letter, it was decided to ignore it and to proceed with normal stabilization activities.



**At the January 8 coordination meeting, Dr. Mojeeb Stanikzai of SIKA-East addresses DDA and CDC members from Saydabad.**

The District Governor and SIKA-East met in February to discuss progress on CDC grant applications. The District Governor signed 40 project support letters of various CDCs.

**District Project Portfolio:** The DSU team shared the DPP with government line departments in order to avoid duplication of proposed projects. The Departments of Education, Rehabilitation and Rural Development, Health, and Agriculture approved the proposed projects in accordance with GIROA norms and standards. The Department of Social Affairs and Public Works addressed some of the proposed projects, including vocational training courses and centers for men and women, using their existing resources.

**Fundraising Training:** On February 12 and 13, twelve DDA+ members and social organizers took part in a two-day training on fundraising. Among other things, the training focused on common methods of identifying donors and asking for fundraising at both district and provincial levels.

**Advocacy Training Follow-up for Saydabad Women:** In February, the women's DDA created an advocacy team, focusing on Baratkhil Village. Women from the village specifically requested literacy courses conducted by the Afghan Women's Educational Center (AWEC) and successfully advocated to

the organization; AWEC plans to begin the courses in the village in the next several months. Additionally, the Baratkhil women reached out to the Swedish Committee for Afghanistan (SCA) for training in midwifery. SCA indicated it is currently in the middle of a full slate of courses but would support the trainings in Baratkhil in four months, once the current courses are completed.

**Communication Committee Meetings:** In February and March, SIKA-East's communication and outreach staff conducted four meetings of the communication committees for the district, whose members include men and women from the Saydabad DDA+ and CDCs. At the most recent meetings, held on March 18, the committees framed a message, focusing on the activities that the DDA+ and District Governor should take to bring stability to the district. They continued working to build on previous meetings to implement the communication plan and identify potential partners.

**Design and Grant Activities:** SIKA-East continued to assist district entities with project surveys and engineering design packages for Saydabad Cycle 1 infrastructure projects. To date, in Saydabad 18 engineering design packages have been completed and approved by potential grantees, and ten additional designs are in progress.

The DSU team also assisted potential grantees to complete grant application forms and supporting documents. SIKA-East continued to discuss CDC membership validity and PRRD endorsements with the PRRD director, MRRD, and USAID.

**Maydan Wardak Provincial Profile:** The DSU worked on the Maydan Wardak Provincial Profile and collected statistics on health services from different districts. The team also met with tribal elders, scholars, and politically influential people from the district to conduct a survey of grievances and resiliencies.



**A district engineer takes measurements for a project to extend the Chinary Qala karez at Abazak hawza in Saydabad.**

## SIGNIFICANT KABUL-BASED AND COMBINED ACTIVITIES

### MAJOR COORDINATION MEETING

On February 20, SIKA-East hosted an all-day management lessons learned session to recount challenges, review successes, and draw lessons from program implementation in the four provinces where SIKA-East was then being implemented or, in the case of Khost, about to be launched. The meeting also had the purpose of strengthening the partnership with MRRD and IDLG in the program's current provinces and districts and in future ones. Participants in the session included MRRD's Chief Coordinator for SIKA; MRRD Senior Program Officer; PRRD Directors from Logar, Maydan Wardak, Ghazni, Paktya, and Khost; the USAID Contracting Officer's Representative (COR) and Alternative COR; and senior management of SIKA-East.



**Mr. Ghulam Haider, MRRD's Chief Coordinator for SIKA, makes a point during the February 20 lessons learned meeting.**

During the session, the PRRD Directors and SIKA-East PMU managers from the five provinces described their programs' activities and engaged in a general discussion on how to resolve some of the implementation challenges encountered in the process, especially those associated with the processing of grant applications for expired or blacklisted CDCs. MRRD's Chief Coordinator said that MRRD would issue a directive to PRRD Directors to find a quick solution to the CDC problem and expedite the grant approval process.

Finally, SIKA-East and MRRD discussed the way that future target districts are selected in order to ensure that the program is only implemented in districts that are reasonably safe. It was agreed that a joint high-level SIKA-East and MRRD team should approach the governor of a targeted province, introduce the program, and ask him to select from a list of proposed four to six districts those where SIKA-East could work.

### WORKSHOPS AND TRAININGS

**Training of Trainers (ToT) Workshops:** Several ToT workshops were held in Kabul during the quarter to prepare field staff and PRRD social organizers from targeted districts in Logar, Ghazni, Maydan Wardak, and Paktya Provinces to conduct similar trainings for members of DDA+s and other influential men and women in their areas. A list of all SIKA-East workshops and trainings conducted during the quarter is included in Appendix B.

**Coordination Improvement Training:** Program Support Unit conducted a training workshop for Maydan Wardak, Logar, and Paktya PMU managers on how to improve coordination and communication with PRRD Directors and IDLG entities, especially District and Provincial Governors.



**SIKA-East PMU heads and staff attending training on how to improve coordination and communication with IDLG representatives**

**Gender Integration in Stability Process:** Between March 12 and 14, SIKA-East facilitated a three-day conference in Kabul titled “Gender Integration in the Stability Process.” The event was closely coordinated with PRRD and DoWA offices in Paktya, Ghazni, Logar, and Maydan Wardak. Twenty-seven men and women, including gender specialists and prominent leaders as well as program staff from SIKA-East target districts, participated in this workshop. The objective was to strengthen the capacity of SIKA-East and its government partners to streamline gender and apply gender analysis across all phases of the program within the framework of Islamic and Afghan culture. The workshop was designed in a highly interactive way in order to draw significant input from the participants on possible ways to successfully negotiate gender in stability programming in the context of field conditions. Having capacity to apply gender analysis will enable participants to identify gender issues and explore ways to leverage the existing formal and informal structures and relationships to integrate women’s interests, needs, and priorities with those of men and boys in the Stability Planning Process. The workshop served as an initial step in building partnerships and strengthening capacity in SIKA-East target districts to deliver gender mainstreaming in a meaningful and sustainable way.



**A SIKA-East trainer makes a point during a group session at the gender integration conference.**

## **OTHER SIGNIFICANT ACTIVITIES**

### **STABILITY ANALYSIS AND PLANNING UNIT**

**New Activity Schedule:** In January, the unit drafted the overall activity schedule for Batch C districts (Andar, Chaki Wardak, Zadran, and Zurmat) and Batch D districts (Khwaja Umari and Khoshi). In March, the districts targeted for Batch E and Batch F were selected and a preliminary schedule developed. The new Batch E districts are Gurbuz, Tani, and Jaji Maidan in Khost Province, and Laja Ahmad Khail and Laja Mangal in Paktya. The Batch F districts are Qarabagh and Jaghatu in Ghazni Province.

**District Project Portfolios:** SIKA-East produced electronic Pashto versions of the DPPs for Batch B districts (Nirakh, Mohammad Agha, and Dih Yak), reviewed them for clarity, and forwarded them to the DDA+s for cross-checking against the originals. On March 3, following their endorsement by PRRD and the District Governors, SIKA-East submitted the English versions of the DPPs for Dih Yak and Mohammad Agha to USAID for approval; it was granted on March 23. The DPP for Nirakh was submitted on March 11 and approved five days later.

Also during the quarter, SIKA-East reviewed the Andar, Chaki Wardak, and Zadran Districts’ DPPs. Members of DDAs and influential people of the community will present these DPPs to their respective District Governor, PRRD Director, and Afghan government line departments to review and endorse. An analysis showed that the community attributes most of their problems to scarce resources and lack of livelihood opportunities, as well as the absence of government services in their districts.

**Standard Operating Procedures for DPP Development:** SIKA-East created Standard Operating Procedures to assist DDA+s in developing DPPs during Stability Planning Process sessions. The procedures also play a supporting role in encouraging DDA+ members to take ownership of their DPP so they can fully advocate for their district’s priorities.

### **RESOURCE DEVELOPMENT UNIT**

**Service Providers Coordination Meeting:** On January 9, the unit supported the Maydan Wardak PRRD in conducting a Service Providers Coordination Meeting in Maydan Shahr. 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. Approximately 80 people attended the meeting.

**Service Providers Fairs:** In preparation for the upcoming Service Providers Fair in Logar Province, rescheduled for April 23 and 24, the unit conducted a meeting with vendors to brief them about the fair and discuss logistical requirements for it. The unit also conducted a technical bid evaluation to find an organization to provide logistical arrangements for the event. The unit has also begun planning for a Service Providers Fair in Ghazni Province. By way of preparation, the 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.

**Gender Sensitivity in Trainings:** Following a review by the SIKA-East Gender Specialist, the documents for Resource Dialogue training were revised to take into account gender sensitivity so that facilitators can focus on gender-related issues while delivering their trainings.

#### **COMMUNICATION AND OUTREACH UNIT**

**Resiliencies and Grievances Questionnaire:** The unit finalized a Resiliencies and Grievances Questionnaire, an informal survey that aims to discern and evaluate the current key resiliencies and grievances in a community and propose a constructive set of recommendations for changing a negative situation into a positive one.

**DDA+ Communication Committees:** In February, SIKA-East helped DDA+s in Mohammad Agha, Saydabad, and Nirkh Districts set up communication committees in anticipation of regular meetings to design and implement communication strategies around Cycle 1 projects. In March, similar committees were established in Zadran and Zurmat. The larger DDA in both districts selected five to six members each to sit on the committees.

The overall objective of the communication committees is to develop a comprehensive communication and outreach plan for the DDA+ and the District Governor's office that addresses communications on three levels. Communications need to go (1) up to the provincial and national level to ensure that district priorities are heard when budgeting decisions are made, (2) across to the DDA+ to be sure it is speaking with one voice on community needs, and (3) down to the community so that local constituents are aware of the work the DDA+/District Governor are doing for them. The messages developed should be rooted in stability and the work the government is doing for the community. A series of five initial meetings are planned to be conducted to set the committees. Between each meeting, the members will go back to their communities and the larger DDA, brief them on the content of the meeting, and obtain their agreement on steps taken to date.

**Radio Plays:** In order to publicize the program, the unit initiated a production schedule for radio plays, including designing themes, organizing an initial Kabul-based Pashto review committee, and identifying a process for obtaining governmental approval. During January, they edited and commented on scripts of radio plays developed by SEZMA Productions and returned them to SEZMA for further processing. As PRRD and District Governors were engaged in other priorities in the targeted districts during February and March, the deadline for approval of radio play scripts has been extended until April.

**Curriculum Development:** Curriculums were designed for two post-DPP trainings – namely, Fund-raising and Strategic Planning – bringing to six the number of trainings developed to date. The other four, which were designed last year, are Strategic Communication, Advocacy, Lobbying, and Negotiation.

## SERVICE DELIVERY UNIT

**Stakeholder Engagement Surveys:** During the quarter, three stakeholder rosters – for Zadran, Zurmat, and Chaki Wardak Districts – were developed through extensive local consultations, identifying a broad array of participants for stabilization activities. In each district, a group of government authorities, local leaders, and SIKA-East district teams collaborated on planning, interviewing, analyzing, and finalizing the selection of stakeholders. In Baraki Barak, PRRD and other government representatives, senior influential leaders, and SIKA-East reviewed and supplemented the original roster of stakeholders to expand representation, voice, and participation.

In all other operative districts, SIKA-East worked throughout the quarter with district teams to collect, review, clean, and organize data on stakeholders as well as DPP Cycle 1 institutions and projects. This includes determining and correcting gaps and errors, harmonizing formats, and preparing for intra- and cross-district analysis of key data sets.

By the end of March, SIKA-East possessed up-to-date records on the stakeholder engagement process, the type and status of Cycle 1 priorities, and institutional and technical issues. See Appendix A for more details on the SIKA-East stakeholder engagement process.

**Development of DPP Cycle 1 Project Matrix:** Based on DDA+ DPPs, the team developed a simplified project matrix to facilitate consistent DDA+ and SIKA-East project tracking and management.

**Engineering Support Group:** Engineering continued to work with district engineers to perform surveys for proposed projects and to develop engineering design packages to execute them. The following table gives the status of design packages at the end of March.

**Status of SIKA-East Engineering Design Packages**

Province / District			Designs		Design Completion Status	
S/N	Province	District	Total Designs in Progress	Designs Completed 100%	In Progress \$	Completed \$
<b>Batch A</b>						
1	Logar	Baraki Barak	0	0	0	0
2	Maydan Wardak	Saydabad	10	18	144,861.50	506,732.70
<b>Batch B</b>						
3	Ghazni	Dih Yak	4	0	112,452.68	0
4	Logar	Mohammad Agha	6	13	353,781.62	666,678.42
5	Maydan Wardak	Nirkh	7	2	267,918.36	105,493.96
<b>Batch C</b>						
6	Ghazni	Andar	0	0	0	0
7	Maydan Wardak	Chaki Wardak	0	0	0	0
8	Paktya	Zadran	0	0	0	0
<b>Subtotals</b>			27	33	879,014.16	1,278,905.08
<b>Grand Totals</b>			<b>60</b>		<b>2,184,452.28</b>	

## GRANTS AND SUB-CONTRACTS UNIT

**Grant Applications:** Towards the end of the quarter, Grants and Sub-contracts Unit prepared seven grant packages from Saydabad and Mohammad Agha Districts and submitted them to USAID for approval. The Grant Review Committee (GRC) reviewed 16 applications that were received in March: eight from Saydabad, one from Nirkh, and seven from Mohammad Agha; it approved 13. Eighty-seven applications are currently under development.

**Problematic CDCs:** The majority of the CDCs proposed as grantees have not held re-elections or replaced vacant officer positions as required by their own bylaws. The officers include chairperson, deputy chairperson, secretary, and treasurer, who have specific responsibilities and authorities on behalf of the CDCs. This authority includes the ability to sign grant agreements and manage and disburse funds utilizing official bank accounts.

On February 25, the SIKA-East Grants and Subcontracts Compliance Director participated in a meeting with the MRRD Coordinator for SIKA Programs, Mr. Siamuddin Abedi. Discussion focused on issues faced in the grant application phase, including the NSP designation of unqualified, blacklisted, and suspended CDCs; pre-existing and new bank accounts; authorized bank account signatories; NSP Facilitating Partner bank disbursement authority; CDC past performance indicators and data; SIKA-East available grant mechanisms; and USAID vetting requirements. A summary e-mail and follow-on actions were provided to Mr. Abedi on February 27.

**CDC Endorsement:** In March, a new directive was issued by MRRD on CDC membership endorsement. SIKA-East was informed by MRRD's Senior Program Officer to allow a replacement of CDC/DDA members and new bank signatories through a simplified procedure in cases of the migration, death, or permanent absence of CDC members until new community elections can take place. This directive was issued mainly to those CDCs who have already nominated members to replace the old ones. It also allows CDCs to open bank accounts in private banks only if a normal Da Afghanistan Bank CDC account is no longer valid and cannot be reactivated. A further coordination meeting between MRRD and SIKA-East was held to discuss PRRD endorsement, pre-existing and new bank accounts, and alternative payment methods such as payment by bank check. The team sent an official letter to PRRD and NSP offices to collect the required CDC information for Andar and Dih Yak districts.

**Monitoring Committees:** Most of the communities suggested that they want monitoring committees consisting of key CDC members and will officially introduce this proposal to the PRRD. The monitoring committee has the responsibility of overseeing the work of CDCs and can report to the District Governor and PRRD.

**Meeting with Da Afghanistan Bank:** In March, SIKA-East's Grants and Subcontracts Compliance Director met with Da Afghanistan Bank representatives to discuss the use of pre-existing bank accounts for grant payments to CDCs. Several issues with using pre-existing accounts were identified, and it was agreed to schedule a meeting with NSP to discuss options and the way forward. She also had a meeting with representatives of FAIDA, a USAID-funded project being implemented by Chemonics, in order to explore the use of the Mobile Money M-Paisa payment method for grantees and vendors.

**Grants Status:** The current status of SIKA-East grants is summarized below:

**SIKA-East Grants Pipeline**  
**(Cumulative through March 31, 2013)**

District	Applications under Development at Any Stage		Application Packages Submitted to SIKA-East		Appl. under USAID Vetting	Appl. Vetted and Approved	Appl. Approved by GRC	Appl. Sent to USAID for Approval
	M	F	Nr.	\$	No.	No.	No.	No.
Saydabad	5	0	16	\$506,732	2	2	8	2
Nirkh	27	5	1	\$105,493	1	1	0	0
Mohammad Agha	28	2	13	\$666,678	9	8	5	5
Dih Yak	17	3	0	0	0	0	0	0
<b>Total</b>	<b>77</b>	<b>10</b>	<b>30</b>	<b>\$1,278,903.00</b>	<b>12</b>	<b>11</b>	<b>13</b>	<b>7</b>

**Price Analyses:** The Grants and Sub-contracts procurement officers completed price analyses for the proposed grant application budgets from 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.

#### **CAPACITY BUILDING AND GENDER UNIT**

**Trainings and Training Modules:** During the quarter, the unit facilitated several Kabul-based ToT workshops, as well as province- and district-level trainings. The unit also started a comprehensive review of the training modules.

The unit's gender group continued to work on the SIKA-East gender mainstreaming strategy and also conducted a significant meeting with gender officers from Ghazni and Paktya about gender mainstreaming in SIKA-East activities in those provinces.

#### **MONITORING, EVALUATION, AND LEARNING UNIT**

**Monitoring and Evaluation Summit:** On February 11, a SIKA-East team attended a Monitoring and Evaluation Summit, which was sponsored by Measuring Impact of Stabilization Initiatives (MISTI). During the conference, the participating stabilization programs, including all four SIKAs, presented their program updates and discussed successes and challenges encountered during the implementation. MISTI presented their initial findings from the recently completed baseline survey and spoke extensively about the ongoing Stability Analysis Methodology (SAM) evaluations. The summit was a valuable opportunity for SIKA stabilization leads to compare strategies and approaches, identify shared challenges, and discuss ways to improve the design and delivery of stability analysis in the target districts, with an emphasis on the transferability and sustainability of SAM beyond the life of USAID-funded programs.

**Focus Groups:** Rahman Safi Impact Consulting submitted the district and final reports, including all the deliverables, and presented the methodology and major findings to senior management on January 13.

**Baseline Survey:** The unit received the cleaned and final polling survey data for the SIKA-East baseline impact indicators from MISTI in SPSS and ASCII formats for all nine SIKA-East districts where the program was then being implemented. The unit re-analyzed the data and updated the baseline numbers, graphs, and charts according to the clean data received.

**Mapping:** The unit made first drafts of maps for SIKA-East districts and the activities implemented there to date. MISTI provided new layers for roads and rivers, which have been used to draw provincial and district maps for future use in SIKA-East reports and other documents. The maps will also be available to other program units.

**Web-based Database:** SIKA-East's web-based database was completed on February 13, and presented to the SIKA-East units for review and comments on February 21. It was decided that three more modules need to be added to the database in order to consolidate the functions of a few units and allow for easier sharing of information across the units and throughout the SIKA-East program. The three new modules were created and operating successfully by mid-March.

#### **SECURITY UNIT**

**Saydabad District Elders Meeting:** In January, Security staff traveled to Maydan Shahr in Maydan Wardak to attend a meeting with the elders of Saydabad District. The meeting had been called to discuss a general threat letter by an armed opposition group announcing that no one should be participating in any NGO activities in the district. The district elders showed support for SIKA-East activities in Saydabad and promised to ensure the safety of the program there.

**New Security Systems:** Also in January, Security activated a new staff tracking system by assigning the Kabul security unit and field security officers to report and log all staff movements to and from their

areas of operation. Also installed was a new incident tracking database, which allows Security to better advise field staff on which areas to avoid and which routes offer less potential risk for field staff travel. Finally, Security activated a new SMS emergency alert system for all staff in SIKA-East's various areas of operation in anticipation of ongoing and increased incidents. The SMS alert system provides the ability to immediately inform all relevant staff of incidents in their specific area, as well as timely warnings of threats when intelligence is received.

**Armored Vehicles Registration:** In November, Security initiated the vehicle licensing process for four armored vehicles supplied to the project by USAID. The addition of four armored vehicles will enable the program to save a considerable amount in monthly security operational costs by returning the current leased vehicles to GardaWorld. Following routine delays in getting the vehicles registered with the Kabul Traffic Department, the process was set back further by an attack on the Traffic Department in January, which temporarily crippled their ability to issue green books and license plates. In March, the SIKA-East Security Director met with the General Director of the Traffic Department to discuss the delay in the registration process and steps that need to be taken to finalize it. The delays are expected to be resolved in April.

**Afghan Security Conference:** On January 30, AECOM held an Afghan security conference attended by SIKA-East, -South, and -West, as well as representatives from the Home Office and AECOM's corporate security team. Discussions centered on finding solutions to challenges faced by all three AECOM SIKAs, as well as identifying mechanisms for improved central coordination of security, in order to militate against current and potential future threats to the programs.

**Security Risk Assessments:** During February, Security finalized security risk assessments (SRAs) for the Khoshi PRRD compound and the space proposed there for the SIKA-East PMU office. SRAs were also conducted in connection with program rollouts in Khost Province and Khwaja Umari District of Ghazni Province. In March, SRAs were carried out for the DSU offices in Tani District in Khost and Chaki Wardak in Maydan Wardak.

**Provision of Medical Services:** Following the death of Erhardt Anderson, Security initiated enquiries into alternative medical service providers. The manner in which the incident was handled by the service provider at that time raised concerns about potential future incidents of a similar nature. In March, AECOM contracted with RMSI, which has been providing professional medical services to Kabul residents, including many USAID implementing partners, since 2006.

**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.

**APPF Training and Evaluation:** Throughout the reporting period, SIKA-East Security continued to implement a formalized training schedule and evaluation protocol for the Afghanistan Public Protection Force (APPF) guards on the project in order to better manage capacity building efforts.

#### Security Incidents that Directly Affected the SIKA-East Program in FY2013 Q2

Date	Type	Description	Deaths	Injuries
2013/03/13	Kidnapping	Two members of SIKA-East's Baraki Barak field staff and a DDA member were seized by Taliban insurgents on the morning of March 13. They were then held for two hours and threatened with death if they didn't stop working with SIKA-East.	N/A	N/A

## OPERATIONS UNIT

**Guesthouse and Office Activities:** During the quarter, Operations shipped furniture and other equipment to the Ghazni guesthouse and the Maydan Wardak PMU office. Generators were installed in the Ghazni and Paktya guesthouses, and Very Small Aperture Terminal (VSAT) hardware was activated in both the Paktya guesthouse and the Dih Yak office. The rehabilitation of the Khoshi DSU office was completed in February, and the Khwaja Umari office in March.

Plans are under way for new facilities in Khost Province. The process of procuring a connex building, furnishings, and other equipment for the Khost PMU began in February and continued through March. The office will be set up in April.

In February, SIKA-East leased a new building, designated as Gulf 5, adjacent to Gulf 1, that will serve as an office building. At the end of March, the necessary renovations were about 90% complete.

**Procurement Activities:** The status of vetting for procurement purchases and grants is shown in the following tables:

### Procurement Vetting Tracker

SIKA-East Log No.	Vetted Company	Document Requested from Vendor	Complete Document Package Received from Vendor	Final Submission of All Documents to USAID	Vetting Approved by USAID	Days Pending	Remarks
PO-001	Tal Wadan Group	1 Jan 13	3 Feb 13	3 Feb 13	10 Mar 13	35	Approved
PO-002	Soofi INN	1 Jan 13	31 Jan 13	31 Jan 13	10 Mar 13	35	Approved
PO-003	Jubaili Bros	1 Jan 13	3 Feb 13	3 Feb 13		56	
PO-004	Tal Wadan Group	11 Feb 13	11 Feb 13	11 Feb 13	10 Mar 10	35	Approved
PO-005	Mohammad Ashraf Rasooli	17 Feb 13	17 Feb 13		14 Mar 14	25	Approved
PO-006	Mohammad Nadim Amin	13 Feb 13	16 Feb 13	18 Feb 13	19 Feb 13		US Citizen, no vetting needed
PO-007	Mansoor Haroon Logistics Services Co.	21 Feb 13	21 Feb 13	21 Feb 13		38	Returned, because of expired license.
PO-008	Telecom Development Company Afghanistan Limited, T/A ROSHAN	11 Mar 13	13 Mar 13	14 Mar 13		17	
PO-009	Easy Connect ISP	17 Mar 13	20 Mar 13	20 Mar 13		11	
PO-010	Afghan Crystal Amu Ltd	24 Mar 13	25 Mar 13			0	

### Grants Vetting Tracker

SIKA-East Log No.	Vetted Organization / Project	Documents Received from Grants Department	Initial Submission to USAID	Final Submission of All Documents to USAID	Vetting Approved by USAID	Days Pending
VAR # G001	Mohammad Shapoor, Head of Hassan Khel CDC / Retaining Wall Construction	26 Feb 13	26 Feb 13	27 Feb 13		32
VAR # G002	Mohammad Jan, Head of Rahmabad CDC / Girls School Boundary Wall Construction	26 Feb 13	26 Feb 13	27 Feb 13		32
VAR # G003	Mohammad Jan, Head of Rahmabad CDC / Boys School Boundary Wall Construction	26 Feb 13	26 Feb 13	27 Feb 13		32
VAR # G004	Shah Wali, Head of Kamal Khill CDC / School Boundary Wall Construction	26 Feb 13	26 Feb 13	27 Feb 13		32
VAR # G005	Abdul Hameed, Head of Sra Kala Markazi CDC / Canal Rehabilitation and Culvert Construction	26 Feb 13	27 Feb 13	27 Feb 13		32
VAR # G006	Abdul Hameed, Head of Sra Kala Markazi CDC / Spring Cleaning and Trench Construction	7 Mar 13	7 Mar 13	10 Mar 13		21
VAR # G007	Saleh Mohammad, Head of Bazi Khil CDC / Various Construction Projects	12 Mar 13	17 Mar 13	17 Mar 13		14
VAR # G008	Dawa Jan, Head of Panami Nalab / Karez Extension (Panami Nalab)	14 Mar 13	17 Mar 13	17 Mar 13		14
VAR # G009	Momin Khan, Head of Chinarai Mira Jan CDC / Karez Extension (Chinarai Mira Jan)	14 Mar 13	17 Mar 13	17 Mar 13		14
VAR # G010	Sayed Rahman, Head of Dagg Qala CDC / Karez Extension (Dagg Qala)	14 Mar 13	17 Mar 13	17 Mar 13		14
VAR # G011	Habibullah, Head of Pacha Qala CDC / School Boundary Wall Construction (Pacha Qala)	14 Mar 13	17 Mar 13	17 Mar 13		14
VAR # G012	Sami-ul-Haq, Head of Rasool Khel CDC / Protection Wall Construction	14 Mar 13	17 Mar 13	17 Mar 13		14
VAR # G013	Aqa Jan, Head of Mazgin CDC / School Boundary Wall Construction	14 Mar 13	17 Mar 13	17 Mar 13		14

### HUMAN RESOURCES UNIT

**Recruiting Activities:** The HR Department recruited 75 employees during 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	1	4	5
Grants and Sub-contracts	4	8	12
Capacity Building and Gender	1	1	2
Monitoring, Evaluation, and Learning	1	4	5
Operations	2	9	11
Program Support	12	23	35
Security	2	0	2
Finance	1	2	3
<b>Total</b>	<b>24</b>	<b>49</b>	<b>75</b>

In January, the SIKA-East HR team, in partnership with MRRD, completed 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 worked together to short-list and interview the selected candidates.

## APPENDIX A

### SIKA-EAST STAKEHOLDER ENGAGEMENT PROCESS

SIKA-East takes an inclusive approach to stakeholder engagement, acknowledging and heightening the visible role and authority of the composite mix of institutions and actors that hold a stake in local development, governance, and stability. In harmony with fostering cohesion and mitigating conflict and instability, SIKA-East encourages partners to involve this wide circle of actors, recognize the validity of differing viewpoints, and generate practical opportunities for collective action. The process and key activities are summarized below, along with highlights of progress and results in SIKA-East’s current nine districts.

#### REPRESENTATION AND PARTICIPATION

Engagement begins early in district entry during the “Orient Phase” and builds upon the leadership foundation that already exists. First, the SIKA-East team, District Governor, and PRRD Director hold discussions and reach agreement on the standardized stakeholder identification routine. Then a multi-disciplinary committee representing diverse interests and responsibilities is formed to lead the effort, typically comprising government officials, recognized district leaders, and civil society representatives. This construct places local leaders at the forefront, exercising collective judgment and decision-making to establish the DDA+, while ensuring ownership and moderating SIKA-East’s role at the outset. It also introduces inclusive participation and cooperation as norms.

Once formed, the committee convenes to plan an opinion survey of notables who are well-versed in the local context and ground realities. These commonly include local officials, as well as prominent religious scholars, politicians, tribal elders, professionals, business leaders, and other senior opinion shapers. Committee members and SIKA-East staff form small teams to conduct interviews, probing who is respected, who is influential, and who may play an adverse role if excluded, marginalized, or left uninformed. This consultative process leads to the identification of a spectrum of stakeholders judged to have the voice, standing, wisdom, and capabilities to sway stabilization.

#### ORGANIZED LEADERSHIP AND ACTIVISM

Analyzing this list for frequency of nomination, diversity of background, range of expertise, and similar factors, the committee develops the “Stakeholder Register.” This organizes identified stakeholders into four categories:

Category	Membership	Max No.
A. DDA+	DDA, DCC, and members of other leadership groups	62
B. Government	Local authorities from and/or serving in the district	15
C. Social Supporters	Religious scholars, tribal/community leaders	70
D. Technical Supporters	Professionals, skilled subject-area experts	20

Group membership is designed to be somewhat flexible and adaptive to the ongoing process, offering a range of options to become involved. DDA+ and government officials are encouraged to regularly join in activities that strengthen leadership, managerial, and technical abilities; improve constituent outreach and communication; and deliver demanded public services. Social and technical supporters are periodically briefed on progress and issues; participate in signature events, such as stability planning and service

provider fairs; and according to their sphere of expertise, contribute to public consultations, provide assistance managing conflicts and troubleshooting, and manage project implementation.

The first event following development of the register is the SIKA-East district launch to publicly kick off programming, and IDLG and PRRD include senior stakeholders on the invitation list. This is followed with an orientation for the wider stakeholder audience, introducing the programming and facilitating exercises to build familiarity and unity. The DDA+ and other selected stakeholders then take part in a workshop that reviews DDA and DCC accomplishments and explores the DDA+ organizational structure, core functions, and systems. The group also establishes informal performance and accountability benchmarks, as members analyze past development and governance successes and grievances and commit to bringing pragmatic change.

This concludes SIKA-East's Orient Phase and positions the DDA+ and other stakeholders to actively participate in stability analysis and strategic planning.

### OBSERVATIONS AND HIGHLIGHTS

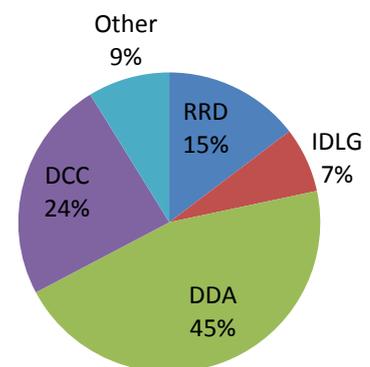
#### DECISION-MAKING: District entities are leading decision-makers on establishment of the DDA+ and stakeholder mobilization.

- PRRD and IDLG agreed on the methodology to establish the DDA+, melding dual district governance bodies into a single body and expanding constituent representation with additional members. DDA and DCC membership constituted nearly 70% of the decision-makers.
- Institutional participation was consistently strong, with PRRD, IDLG, DDA, and DCC jointly represented in five out of nine districts, and three of the four represented in three other districts. The exception was Chaki Wardak District in Maydan Wardak Province, where the assassinated District Governor was yet to be replaced. In addition to the above representatives, three committees chose to add other members, such as tribal elders.
- On average, ten members served on each decision-making committee. Mohammad Agha District in Logar Province and Zadran District in Paktya Province contributed the greatest number, with average participation of 19 and 15, respectively.

Institutional Representation										Institution	Percentage
Andar	Dih Yak	Baraki Barak Mohammad Agha	Chaki Wardak	Nirakh	Saydabad	Zadran	Zurmat				
Ghazni		Logar		Maidan Wardak		Paktya					
										PRRD	15
			*							IDLG	7
										DDA	45
										DCC	24
										Other	9

\* District Governor vacancy

% Committee Membership (Total Nine Districts)

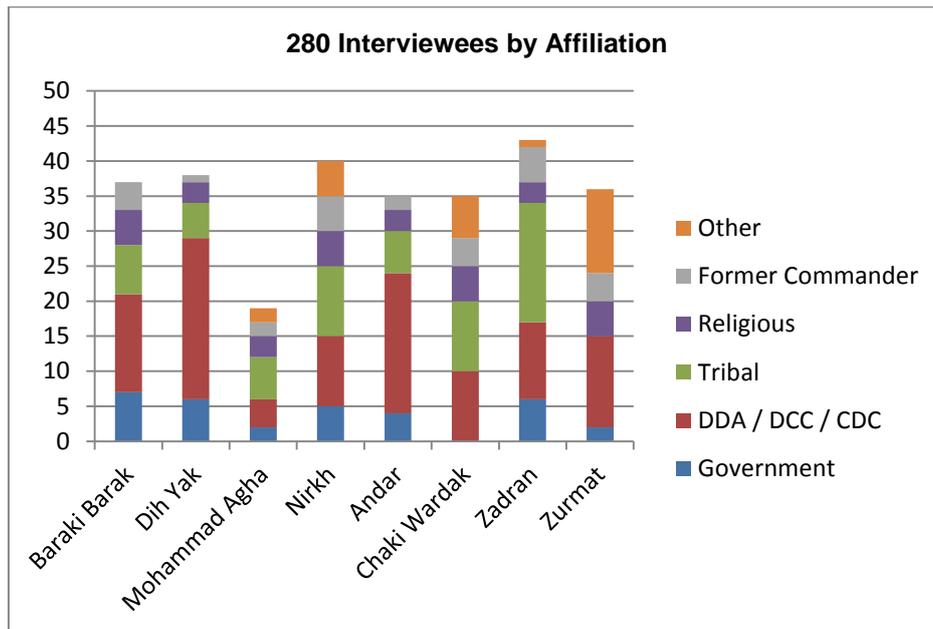
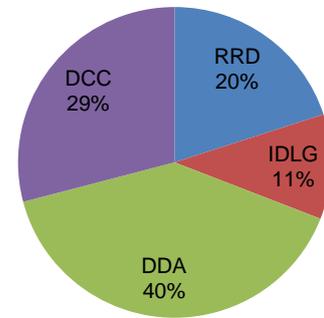


**MULTI-PARTY CONSULTATIONS: Committees reached out to a broad variety of opinion shapers to take diverse views into consideration during the identification process.**

- Fifty-five institutional representatives served on survey teams, along with SIKA-East. (In Saydabad informal discussions informed the process, rather than survey team interviews.)
- While institutional surveyors always outnumbered SIKA-East (Chaki Wardak excepted), the ratio was highest in Dih Yak and Andar Districts in Ghazni Province at 67% and 77%, respectively. DDA and DCC members constituted the majority of survey team participants across the nine districts.
- Over 280 notables were consulted, presenting diverse perspectives on influential personalities. Analyzing their opinions and recommendations, committees identified 1,393 key stakeholders and developed eight rosters to guide public consultations and participation.

Survey Team Institutional Representation										Institution	Percentage
Andar	Dih Yak	Baraki Barak	Mohammad Agha	Chaki Wardak	Nirakh	Saydabad	Zadran	Zurmat			
Ghazni			Logar	Maidan Wardak		Paktya					
[Blue]			[Blue]	[Blue]		*	[Blue]			PRRD	20
[Red]			[Red]	[Red]		*	[Red]			IDLG	11
[Green]			[Green]	[Green]		*	[Green]			DDA	40
[Purple]			[Purple]	[Purple]		*	[Purple]	[Purple]		DCC	29
* Informal discussions											

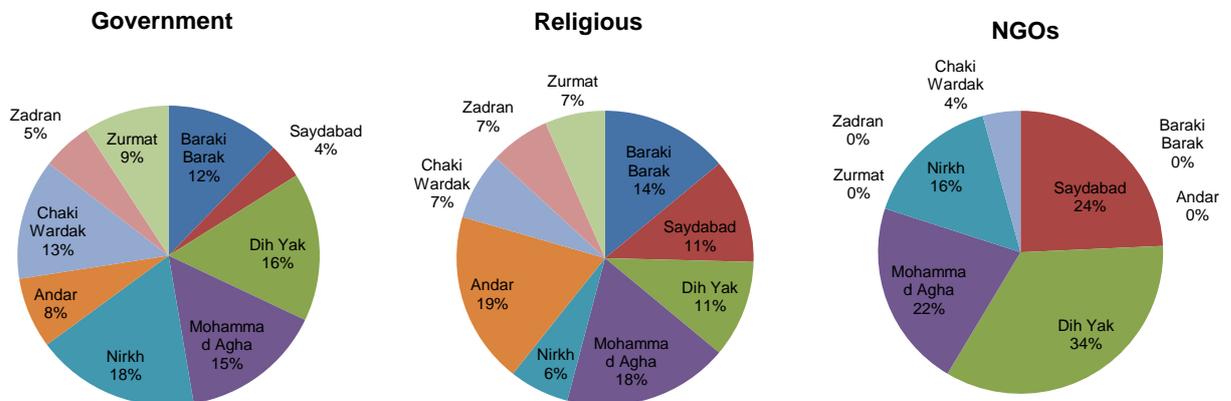
**% Survey Team Membership (Total Nine Districts)**



**STAKEHOLDER CIRCLES: 1,393 stakeholders were identified by the district committees, representing significant diversity and powerful collective potential in the nine districts.**

- Overall, 40% were designated as DDA+ members, with the other 60% slated as governmental, social, and technical advisors. Zadran and Zurmat Districts in Paktya Province had the highest and lowest ratio of DDA+ to other stakeholders at 56% and 31%, respectively. The Zadran District committee established one of the largest DDA+ bodies to date, with 103 members – comprising over 55% of the district’s 185-person stakeholder register.
- Overall, nearly 10% of stakeholders are female, and six of nine districts listed women on their registers. In Chaki Wardak, a high of 29% of stakeholders were women. These included women identified as the spouses of tribal leaders and religious scholars. In Logar, women activists comprise 100% of the “Plus,” only two of whom are CDC members. Andar District in Ghazni Province and Zadran and Zurmat Districts in Paktya Province do not yet have female stakeholders on their registers.
- Overall, nearly 10% of stakeholders are affiliated with the government in various capacities, including teachers and doctors employed in government education and health facilities. Dih Yak District in Ghazni Province has the highest ratio of government to other stakeholders at 16%, while Zadran District constitutes the lowest at 4%.
- Overall, nearly 10% of stakeholders hold religious credentials. Mohammad Agha District in Logar Province and Andar District in Ghazni Province have the highest ratio at 14% each, while Zadran District again has the lowest at 4%.
- Overall, only 5% of stakeholders are identified as affiliated with an NGO, and only five out of nine districts include anyone in this category. Dih Yak District has the highest ratio at 18%.

**Stakeholder Affiliations**



## APPENDIX B

### WORKSHOPS AND TRAININGS CONDUCTED DURING THE QUARTER

Date	Title	Location	Type	Men	Women
Dec 31 - January 2	Project Design and Development ToT	Kabul	ToT	11	
January 6-10	Project Design and Development / Grant Process – Female	Nirkh	Training		25
January 6-8	Stakeholder Orientation and Strengthening the Governance Foundation – Female	Dih Yak	Training		36
January 6-10	Stakeholder Engagement – Male	Kabul	ToT	23	
January 6-10	Project Design and Development / Grant Process – Male	Kabul	ToT	13	
January 9-14	Stability Planning Process – Female	Dih Yak	Training		37
January 13-17	Project Design and Development / Grant Process – Male	Nirkh	Training	31	
January 13-17	Project Design and Development / Grant Process – Female	Mohammad Agha	Training		24
January 13-21	Project Design and Development / Grant Process – Male	Nirkh	Training	35	
January 14-15	Resource Dialogue and Advocacy	Kabul	ToT	N/A	N/A
January 16-17	Advocacy – Female	Dih Yak	Training		38
January 16-17	Infrastructure Project Planning – Male	Mohammad Agha	Training	49	
January 22-23	Advocacy – Male	Nirkh	Training	36	
January 27-31	Stability Planning Process	Kabul	ToT	30	1
January 27-31	Project Design and Grant Process – Male	Mohammad Agha	Training	52	
January 27-31	Project Design and Development / Grant Process – Male	Kabul	ToT	12	1
January 28	Grant Review Committee	Kabul	ToT	16	
February 3-4	Infrastructure Project Planning	Dih Yak	Training	25	
February 3-5	Advocacy ToT	Kabul	ToT	8	1
February 4-5	Advocacy – Male	Mohammad Agha	Training	54	
February 5-7	Project Design and Development – Female	Dih Yak	Training		26
February 7-11	Grant Process – Female	Dih Yak	Training		17
February 9-13	Project Design and Development / Grant Process ToT	Kabul	ToT	20	1
February 10-12	Stakeholder Orientation and Governance Foundation – Female	Chaki Wardak / Maidan Shahr	Training		30
February 12	Fundraising – Male	Saydabad / Maidan Shahr	Training	12	
February 12-17	Project Design and Development -- Male	Dih Yak	Training	23	

February 13	Fundraising – Female	Saidabad / Maidan Shahr	Training		20
February 13	Grant Review Committee ToT	Baraki Barak / Puli Alam	ToT	7	
February 17-18	Stability Planning Process Review – Men	Baraki Barak / Puli Alam	Workshop	41	
February 17-19	Stakeholder Orientation / Governance Foundation – Men	Zadran	Training	60	
February 17-19	Stakeholder Orientation / Governance Foundation – Men	Chaki Wardak / Maydan Shahr	Training	40	
February 17-21	Grant Process – Men	Dih Yak	Training	50	
February 17-21	Stability Planning Process – Women	Chaki Wardak / Maydan Shahr	Training		30
February 18-20	Stakeholder Orientation / Governance Foundation – Women	Andar / Ghazni	Training		19
February 19-20	Stability Planning Process Review Session – Women	Baraki Barak / Puli Alam	Training		24
February 20, 24 to March 3	Stability Planning Process – Men	Chaki Wardak / Maidan Shahr	Training	43	
February 20, 24 to March 3	Stability Planning Process – Men	Zadran	Training	60	
February 21-25	Stakeholder Orientation / Governance Foundation – Male	Zurmat	Training	35	
February 21-25	Stakeholder Orientation / Governance Foundation – Male	Andar / Ghazni	Training	45	
February 24-25	Infrastructure Project Planning – Male	Baraki Barak / Puli Alam	Training	45	
February 24-25	Resource Dialogue and Advocacy Training – Male	Dih Yak	Training	30	
February 24-25	Resource Dialogue and Advocacy Training – Female	Chaki Wardak / Maydan Shahr	Training		22
February 24-28	Stability Planning Process – Female	Andar / Ghazni	Training		31
February 26-28	Project Design and Development – Female	Baraki Barak / Puli Alam	Training	40	40
February 27-28	Stability Planning Process – Male	Zurmat	Training	40	
February 27-28	Stability Planning Process – Male	Andar / Ghazni	Training	33	
March 3	Stability Planning Process – Male	Chak	Training	42	
March 3	Stability Planning Process – Male	Zadran	Training	59	
March 3-4	Stability Planning Process – Male	Zurmat	Training	47	
March 3-4	Resource Dialogue and Advocacy – Female	Andar	Training		31
March 3-5	Project Design and Development / Grant Process and Application Development – Male	Baraki Barak	Training	41	
March 4-5	Resource Dialogue and Advocacy – Male	Chak	Training	44	
March 5-7	Grant Process and Application Development	Baraki Barak / Puli Alam	Training		30
March 5-7	Project Design and Development / Grant Process and Application Development – Female	Andar	Training		35
March 6	Fund Raising	Nirkh	Training	24	
March 7	Fund Raising	Nirkh	Training		18

March 10-14	Project Design and Development / Grant Process	Kabul	ToT	16	
March 10-14	Grant Process and Application Development – Male	Baraki Barak / Puli Alam	Training	50	
March 10	Stability Planning Process	Andar	Training	42	
March 10-11	Project Design and Development/ Grant Process – Female	Andar	Training		35
March 11-12	Resource Dialogue and Advocacy – Male	Andar	Training	42	
March 11-12	Resource Dialogue and Advocacy – Male	Andar	Training	39	
March 12-14	Gender Integration in Stability Process	Kabul	Workshop	13	14
March 13-14	Infrastructure Project Planning	Andar	Training	40	
March 17-19	Project Design and Development / Grant Process – Male	Andar	Training	33	
March 17-19	Infrastructure Project Planning	Chak	Training	32	
March 18	Fundraising – Male	Dih Yak	Training	19	
March 18-19	Project Design and Development / Grant Process – Female	Chak	Training		22
March 19	Fundraising – Female	Dih Yak	Training		15
March 24	Project Design and Development – Female	Chak	Training		22
March 25	Project Design and Development – Male	Chak	Training	41	
March 26	Lobbying – Male	Saydabad	Training	9	
March 27	Lobbying – Female	Saydabad	Training		17

## APPENDIX C

### SIKA-EAST PMP INDICATORS – TRAINING

Indicator	District	FY2013 Q1				FY2013 Q2															
						Q2 Total				Jan 2013				Feb 2013				Mar 2013			
		#	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	Baraki Barak	-	-	-	-	7	-	-	7	-	-	-	-	4	-	-	4	3	-	-	3
	Saydabad	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Mohammad Agha	5	-	-	-	5	-	-	5	5	-	-	5	-	-	-	-	-	-	-	-
	Nirakh	6	-	-	-	2	-	-	2	2	-	-	2	-	-	-	-	-	-	-	-
	Dih Yak	-	-	-	-	9	-	-	9	4	-	-	4	5	-	-	5	-	-	-	-
	Chak	-	-	-	-	7	-	-	7	-	-	-	-	3	-	-	3	4	-	-	4
	Andar	-	-	-	-	5	-	-	5	-	-	-	-	3	-	-	3	2	-	-	2
	Zurmat	-	-	-	-	2	-	-	2	-	-	-	-	1	-	-	1	1	-	-	1
	Zadran	-	-	-	-	2	-	-	2	-	-	-	-	2	-	-	2	-	-	-	-
1.3 Number of people participating in Stability Analysis Tool stabilization work sessions	Baraki Barak	-	-	-	-	-	255	69	323	-	-	-	-	-	91	69	160	-	164	-	164
	Saydabad	-	324	38	362	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Mohammad Agha	-	166	33	199	-	214	26	240	-	214	26	240	-	-	-	-	-	-	-	-
	Nirakh	-	149	45	194	-	38	25	63	38	25	63	-	-	-	-	-	-	-	-	-
	Dih Yak	-	-	-	-	-	113	123	236	-	66	47	113	-	67	56	123	-	-	-	-
	Chak	-	-	-	-	-	171	84	255	-	-	-	-	-	43	62	105	-	128	22	150
	Andar	-	-	-	-	-	89	87	176	-	-	-	-	-	49	52	101	-	40	35	75
	Zurmat	-	-	-	-	-	97	-	97	-	-	-	-	-	44	-	44	-	53	-	53
	Zadran	-	-	-	-	-	115	-	115	-	-	-	-	-	115	-	115	-	-	-	-
2.5A Number of Service Provider Catalog training workshops held for District Entities	Saydabad	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Mohammad Agha	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Dih Yak	-	-	-	-	2	-	-	2	2	-	-	2	-	-	-	-	-	-	-	-

Indicator	District	FY2013 Q1				FY2013 Q2															
						Q2 Total				Jan 2013				Feb 2013				Mar 2013			
		#	M	F	T	#	M	F	T	#	M	F	T	#	M	F	T	#	M	F	T
<b>2.5B</b> Number of DE Members trained in using the Service Provider Catalog	Saydabad	-	0	28	28	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Mohammad Agha	-	48	-	48	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Dih Yak	-	-	-	-	-	43	23	66	-	43	23	66	-	-	-	-	-	-	-	-
<b>3.5A</b> Number of communication trainings conducted for Des	Saydabad	1	-	-	1	3	-	-	3	-	-	-	-	2	-	-	2	1	-	-	1
	Mohammad Agha	2	-	-	2	1	-	-	1	-	-	-	-	1	-	-	1	-	-	-	-
	Nirkh	-	-	-	-	3	-	-	3	1	-	-	1	-	-	-	-	2	-	-	2
	Dih Yak	-	-	-	-	5	-	-	5	2	-	-	2	1	-	-	1	2	-	-	2
	Chak	-	-	-	-	1	-	-	1	-	-	-	-	-	-	-	-	1	-	-	1
	Andar	-	-	-	-	3	-	-	3	-	-	-	-	-	-	-	-	3	-	-	3
<b>3.5B</b> Number of DE members trained in communication	Saydabad	-	0	28	28	-	12	28	40	-	-	-	-	-	12	15	27	-	-	13	13
	Mohammad Agha	-	47	29	76	-	58	-	58	-	-	-	58	-	58	-	58	-	-	-	-
	Nirkh	-	-	-	-	-	24	18	79	-	37	-	37	-	-	-	-	-	24	18	42
	Dih Yak	-	-	-	-	-	87	57	144	-	23	43	66	-	45	0	45	-	19	14	33
	Chak	-	-	-	-	-	46	-	46	-	-	-	-	-	-	-	-	-	46	-	46
	Andar	-	-	-	-	-	73	31	104	-	-	-	-	-	-	-	-	-	73	31	104

Note that the data reported here is only for districts in which activities were completed in the quarter – districts with no data have not been included in the table.

## APPENDIX D

### SIKA-EAST ACTUAL VS. EXPECTED RESULTS

Program Component	Indicator	Year 1 Target	Actual Results To-Date			Actual Results Last 6 Months 2012/10/01 - 2013/03/31			Notes/Comments
			#	Male	Female	#	Male	Female	
Provincial and District Entities (DE) increasingly address sources of instability	Stabilization work sessions conducted for district entities	24	78			56			
	People participating in stabilization work sessions	480	2,825	2,295	530	2,261	1,731	530	
	Target districts with stabilization programming executed against identified sources of instability	8	9			9			
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	8	16			4			
	Number of DE members trained in using the Service Provider Catalog	40	606	534	72	142	91	51	
	DE's using the Service Provider Catalog	40							This is difficult to determine. SPC are distributed at Resource Dialogue sessions and at the Service Provider Fairs
	% of DPP activities that address stability at the district level implemented in collaboration with providers identified in SPC	20							
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	10							A survey is required for this and is part of what MISTI is doing.
	Communication Training events conducted	8	41			19			
	Number of DE members trained in communication	160	1,165	859	306	538	347	191	
	Increase in number of meetings between PEs and DEs	10							
Provincial authorities are able to improve basic service delivery	Grants activities implemented against Sols	24							
	Number of person days of employment created through SIKA interventions	14,742							

**U.S. Agency for International Development**

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

**[www.usaid.gov](http://www.usaid.gov)**