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AFGHANISTAN

STABILITY IN KEY AREAS (SIKA) – EAST

MONTHLY REPORT (OCTOBER 2012)

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MONTHLY REPORT (OCTOBER 2012)

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.

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ACRONYMS

ACAP	Afghan Civil Assistance Program
BoQ	Bill of Quantities
CBGU	Capacity Building and Gender Unit
CDC	Community Development Council
CDG	Community Development Group
COU	Communication and Outreach Unit
DAIL	Department of Agriculture, Irrigation, and Livestock
DCC	District Community Council
DDA	District Development Assembly
DE	District Entity
DFPO	Deputy Field Program Officer
DoWA	Department of Women Affairs
DPP	District Project Portfolio
DSU	District Support Unit
ESG	Engineering Support Group
FG	Focus Group
GRC	Grant Review Committee
GSU	Grant and Sub-contract Unit
HO	Home Office
HPP	<i>Hawza</i> Project Portfolio
HR	Human Resource
HSP	<i>Hawza</i> Stability Plan
IRD	International Relief and Development
MELU	Monitoring, Evaluation and Learning Unit
MISTI	Measuring Impact of Stabilization Initiative
MoWA	Ministry of Women Affairs
MRRD	Ministry of Rural Rehabilitation and Development
NABDP	National Area Based Development Program
NSP	National Solidarity Program
PDSP	Provincial Department Service Profile
PMP	Performance Management Plan
PMU	Provincial Management Unit
PRRD	Provincial Rural Rehabilitation Department
PSU	Program Support Unit
RDU	Resource Development Unit
RSI	Rahman Safi Impact Consultancy
SAM	Stability Analysis Methodology
SAPU	Stability Analysis and Planning Unit
SDU	Service Delivery Unit
SIKA	Stability in Key Areas
Sol	Sources of Instability
SP	Standard Operating Procedure
SPC	Service Provider Catalog
SPF	Service Provider Fair
TAR	Training Attendance Record
TEG	Translation and Editing Group
VSAT	Very Small Aperture Terminal

BACKGROUND

The Stability in Key Areas-East (SIKA-East) monthly report provides an overview of program activities during October 2012. These activities over the month are described under four primary subject areas, corresponding to the four principal SIKA-East operating units: Stability Analysis and Planning, Resource Development, Communication and Outreach, and Service Delivery. This report provides a comprehensive picture of SIKA-East activities during the reporting period. Although an Implementation Letter was signed by USAID, MRRD, and IDLG on September 2, SIKA-East has still not received approval to begin full implementation of the program.

This report also provides information on objective-based project implementation, the relationships with the Ministry of Rural Rehabilitation and Development (MRRD) and the Departments of Women Affairs (DoWA) at the provincial level, and training sessions conducted for members of Community Development Councils (CDC), District Development Assemblies (DDA), and other stakeholders. Finally, the report provides information on documents that were prepared during the month.

SUMMARY OF ACTIVITIES

HIGHLIGHTS

- Worked to finalize District Project Portfolios (DPPs) for Baraki Barak and Saydabad, incorporating USAID comments on the draft submitted last month;
- Continued finalizing and compressing rollout plans for pilot districts and other districts targeted by SIKA-East;
- Conducted a Resource Information Sharing session as part of *Hawza* Resource Dialogue for female DDA members, service providers, and other prominent women of Saydabad;
- Completed data collection for Logar and Wardak Provincial Department Service Profiles (PDSPs), working with the provincial departments;
- Formally submitted district profiles for Deh Yak, Nerkh, and Zadran to USAID, complementing the profile for Baraki Barak, which was submitted earlier;
- Conducted a one-day Communication Plan Development session for 28 women from Saydabad to develop basic strategic communication skills; and
- Conducted a three-day training of trainers (ToT) on Strengthening the Governance Foundation, which focused on organizing the DDAs/DCCs to lead and manage district stabilization efforts.

PROGRAM DEVELOPMENT

Stability Analysis and Planning Unit (SAPU) continued working to finalize the DPPs recently reviewed and commented upon by USAID. The DPPs constitute a solid strategic platform and programming tool for implementing stability plans in SIKA-East districts. The unit also worked on facilitator guides for the district stability process module, adapting them to incorporate lessons learned and issues raised during earlier sessions.

Work continued on rollout plans for the pilot districts and others on the SIKA-East agenda. Each rollout is scheduled to take place over eight days and is designed to produce at the end a *Hawza* Stability Plan and a single consolidated DPP. The compressed timetable permits two rollouts to be conducted at the same time in two different districts.

Resource Development Unit (RDU) worked with ministerial line departments in Logar and Wardak Provinces to collect data for PDSPs. The draft PDSPs, which will be used to develop agendas for provincial coordination meetings, are being reviewed by SIKA-East management. The RDU also conducted a number of meetings with service providers to elicit their interest in attending a Service Provider Fair (SPF) being planned for Maidan Shahr in Wardak Province. Preparations have begun for a similar SPF to be held in Ghazni.

Communication and Outreach Unit (COU) formally submitted district profiles for Deh Yak, Nerkh, and Zadran to USAID, and plans to submit three more profiles – for Andar, Mohammad Agha, and Zurmat District – in November. A district profile for Baraki Barak has already been submitted. The unit also completely updated the Ghazni Service Provider Catalog (SPC) after contacting all the service providers listed in the original edition to obtain current information for the new one.

At a three-day training of trainers (ToT) on Strengthening the Governance Foundation led by Service Delivery Unit (SDU), the focus was on organizing DDAs/DCCs to lead and manage stabilization efforts in their areas. Participants included Provincial Rural Rehabilitation Department (PRRD) social organizers from Logar and Wardak Provinces, as well as SIKA-East district and head office program staff.

The Grant and Sub-contract Unit (GSU) worked on developing grant application training modules and analyzed the DPPs for Baraki Barak and Saydabad Districts in order to recommend the most effective grant-packaging and grant-making strategies. The unit also revised the Grant Manual to incorporate comments from USAID, after which it was resubmitted to USAID for final approval.

Provincial staffs working with the Program Support Unit (PSU) attended regular meetings with PRRD directors in all four target provinces to update them on program progress. The Provincial Management Unit (PMU) manager of Logar Province shared the DPP for Logar with the local PRRD head. In Paktya, the provincial team prepared a list of key people in the province in connection with the upcoming rollout in Zurmat District. A four-member SIKA-East team met with the Paktya PRRD director, who promised to introduce SIKA-East to important groups and individuals in the province.

During October, Operations Unit renovated the Mohammad Agha District Support Unit (DSU) office and completed the purchase of equipment for it. They also signed a lease for a guest house in Wardak Province and worked on contracts for guest houses in three more provinces.

Security Unit interviewed applicants for the position of security and operations officer for Mohammad Agha, Nerkh, and Zurmat Districts. They also took possession of two new armored vehicles and expect to receive two more in November. Finally, they initiated inquiries into alternative providers of medical services as a result of the recent unsatisfactory performance of the current medical services provider.

KEY PROGRAM ACTIVITIES

STABILITY ANALYSIS AND PLANNING UNIT

SAPU worked intensively to finalize the District Project Portfolios (DPPs) for Baraki Barak and Saydabad. The submission of these products to USAID for review and concurrence marked a milestone in SIKA-East implementation. The DPPs, developed over the course of the past four months by the members of the District Development Assemblies (DDAs) and *hawza* leaders from both districts, create a strategic platform for transforming stability plans into action and will provide a sound programming tool for SIKA-East.

SAPU worked on revising the facilitator guides for the Stability Analysis and Planning portion of the upcoming district stability process module in the new SIKA-East districts. The guides are being adapted to take into account lessons learned and challenges encountered during the previous sessions, as well as the feedback of the participants. In addition, the joint PRRD and SIKA-East facilitation teams will place greater focus on identifying local resiliencies and community strengths in order to better inform the programming and strengthen positive dynamics, systems, and persons in the target districts as an important component of the stabilization effort. The Stability Analysis and Planning session will be a part of the more comprehensive training module, including resource coordination, concept development, and communications, which will provide the District Entities (DEs) and *hawza* leaders with the skills and knowledge necessary to develop their DPPs.

SAPU worked on finalizing and compressing the rollout plan for the pilot districts and the upcoming SIKA-East districts (Nerkh, Mohammad Agha, and Deh Yak). The overall process now lasts for eight days, beginning with identifying Sources of Instability (Sol) and their root causes, identifying resources, communication techniques, project concept development, and project advocacy. The product of each eight-day process will be *Hawza* Stability Plans (HSPs) and a single consolidated DPP. The purpose of compressing the rollout was to create a timeline that would maximize resources and make the most efficient use of time with participants. The new rollout timeline allows SIKA-East staff and PRRDs to conduct rollouts into two districts simultaneously.

The lack of permission to engage with women in an official capacity severely hampers SIKA-East's ability to include the female population in the program. Once SIKA-East is allowed to meet with representatives of the Ministry of Women Affairs (MoWA), Ministry of Rural Rehabilitation and Development (MRRD), and other key stakeholders, it will be much more effective in building the trust and communication links necessary to obtain female participation in the program.

SAPU met with Measuring Impact of Stabilization Initiative (MISTI) to discuss the upcoming evaluation of the SIKA-East Stability Analysis Methodology (SAM). MISTI will be evaluating not only SAM, but SIKA-East more broadly.

NEXT STEPS:

- Prepare for rollout to the new SIKA-East districts (Nerkh, Mohammad Agha, and Deh Yak);
- Reorient field stability program officers on the eight-day process and improvements to the SAM curriculum;
- Discuss appropriate steps forward on involving women in each province with stability program officers and other stakeholders; and
- Continue training Kabul and field staff on SAM.

RESOURCE DEVELOPMENT UNIT

Resource Development Unit (RDU) conducted a Resource Information Sharing session as part of *Hawza* Resource Dialogue for female DDA members, service providers, and other prominent women of Saydabad. The participants included the director of the Department of Women Affairs (DoWA), who actively participated in the workshop. In the first day of the dialogue, the participants learned about available resources and active service providers, along with their geographic focus, work sector, projects, and contact information. They also learned how to access these resources and service providers and how to address some of the Sols through existing service providers and resources using

the Service Providers Catalog (SPC). At the end, copies of Maydan Shahr's SPC were distributed to the participants.

RDU completed data collection for Logar and Wardak PDSPs, working with the provincial departments of PRRD, Education, Health, Justice, and Agriculture, Irrigation, and Livestock (DAIL). These line departments provided most of the required data for the PDSPs. This included the departments' ongoing/planned projects and challenges and problems they face, services they provide, their current *Tashkil*, and active centers. The unit submitted the PDSPs to SIKA-East management. The PDSPs will be used to develop agendas for provincial coordination meetings.

In preparation for the Service Provider Fair (SPF) planned for Wardak, RDU conducted several meetings with service providers to seek their interest in the event. RDU is organizing the SPF to assist local communities and District Entities (DEs) in identifying resources, which will result in better utilization of services by the local populace and enable provincial and district government entities to address sources of instability. Another purpose of the SPF is to bring all service providers and DDAs, CDCs, and local shura members together to share information and establish a dialogue in order to improve access to different services in different areas of the respective provinces. This also helps provincial and district authorities improve their ability to communicate with DEs and the local population and inform them about the services being provided in their respective areas. The SPF will be conducted in Public Private Partnership Hall of the Maydan Shahr municipality. Approximately 50 service providers are expected to participate and set up booths/showrooms during the two-day event.

The RDU also plans to conduct another SPF in Ghazni Province. By way of preparation, the provincial PMU manager met with the Ghazni Chamber of Commerce and Industries to discuss the event and obtain a list of business organizations in the province.

NEXT STEPS:

- Conduct SPF in Wardak;
- Coordinate rollout-related activities in newly approved districts;
- Update DPP based on coordination result with service providers, and sort out the activities and/or Sols that can be addressed using existing resources; and
- Conduct coordination meeting in Logar among service providers and between service providers and DEs.

COMMUNICATION AND OUTREACH UNIT

Communication and Outreach Unit (COU) formally submitted district profiles for Deh Yak, Nerkh, and Zadran to USAID. To date, four district profiles have been submitted to USAID, including Baraki Barak, which was sent earlier.

In October, Logar and Wardak field staffs were invited to Kabul to participate in three days of meetings with senior Kabul staff. As a result, the team designed the curriculum for the core advocacy training. In addition, the basis for COU training after the DPP intervention was designed.

The Ghazni SPC was completely updated this month. All the service providers listed in the previously prepared SPC were contacted again to see if there were any changes in their planned activities. The updated SPC was shared with the USAID Deputy Field Program Officer (DFPO) for his review and comments, if any.

On October 3, 28 women from Saydabad participated in a one-day Communication Plan Development session to develop basic strategic communication skills. Over the course of the day, the participants learned how to identify and phrase an objective, how to create a message, and how to organize a communication plan specifically around topics identified in the DPP they created in earlier workshops conducted with SIKA-East.

NEXT STEPS:

- Complete curriculum for COU post-DPP trainings on lobbying, communication planning, and coalition building;
- Complete Andar, Mohammad Agha, and Zurmat district profiles;
- Develop a communicators report; and
- Enrich district profiles.

SERVICE DELIVERY UNIT

Service Delivery Unit (SDU), in collaboration with other units, conducted a three-day training of trainers (ToT) on Strengthening the Governance Foundation. The training focused on organizing the DDAs/DCCs+ to lead and manage district stabilization efforts, from strategic planning through budgeting, executing, and overseeing the DPP. The workshop grounds this process in the district's existing governance framework, assisting participants to determine the structures, systems, and tools needed for effective management and administration. Logar and Wardak PRRD social organizers participated in the ToT, along with SIKA-East district and head office program staff. Trainees practiced activities within each of the training's three components (institutional overview, stakeholder dialogue, and institutional management), using their experience to shape the workshop's district-level curriculum and training tools. The ToT concluded with participants staging a mock workshop. A Community Development Group (CDG) reviewed the result and improved the curriculum for Strengthening the Governance Foundation session by applying lessons learned from the training.

The training teams will jointly replicate the training in Baraki Barak and Saydabad in early November. In new districts, the workshop will be held during Phase I, Orient.

Engineering Support Group (ESG) worked on developing a curriculum for training sessions on an Introduction to Infrastructure Project Planning. ESG also led a two-day training for DDAs/DCCs+ to help them lead and manage district infrastructure efforts. The workshop focused on five areas: the technical feasibility of projects, field measurement techniques for infrastructure projects, drafting of Bills of Quantities (BoQs), methods for rapid estimating based on plans and specifications, and the application of environmental safeguard policies on projects.

SDU staff worked to develop the methodological groundwork for SIKA-East orient, plan, and execute phases, while designing, training staff on, and implementing key field activities. The challenge includes balancing competing needs to address immediate priorities, such as stakeholder and DPP activities, with urgent upcoming priorities, such as project design and grant application activities.

CDG conducted introductory meetings with influential people from Zadran and Khost and identified some stakeholders in the field, while discussions continued about other potential stakeholders. These will help SIKA-East during program rollouts in the two areas.

Eight ESG staff participated in a meeting with the National Solidarity Program (NSP) Engineering Director on October 7. The NSP delivered checklists, which will be most helpful for project implementation efforts. The meeting with the MRRD Engineering Department was very productive and increased the unit's understanding of the MRRD implementation process.

In October, GSU focused primarily on an analysis of the DPPs for Baraki Barak and Saydabad Districts. Proposed projects have been analyzed from the perspective of grant rules and regulations with the goal of recommending the most effective and appropriate grant-packaging and grant-making strategies, bundling each activity into projects, and marking them with their respective codes. This exercise helped people understand how activities were incorporated in the DPP, how many types of grants may be issued from these activities, and what mechanisms can be used for project implementation. Some of the activities in the DPP are not grant-related; thus, the process helps to filter and segregate grant-related activities.

The GSU team worked on developing grant application training modules, including grant rules and regulations, Grant Review Committee (GRC) orientation, and procurement procedures for in kind grants for both SIKA-East staff and potential grantees. Additionally, based on comments received from USAID, the Grant Manual was revised – in coordination with AECOM and International Relief and Development (IRD) Home Offices – to include training and special needs grants, as well as to incorporate minor updates, such as grant applications. It was then resubmitted to USAID for final approval.

NEXT STEPS:

- Prepare DPP implementation ToT for field staff;
- Conduct Strengthening the Governance Foundation session in Baraki Barak, Saydabad, and Nerkh Districts;
- Conduct Project Development and Design training in Baraki Barak and Saydabad Districts;
- Conduct Infrastructure Project Planning Training in Saydabad District;
- Conduct Women Governance and SPP workshop for Nerkh District;
- Compare prioritized projects with existing district strategic plans;
- Participate in rollout meeting of new districts;
- Obtain mentor guarantees to fill grant application letter;
- Conduct training for GRC team members on GRC roles and responsibilities, grant application package, evaluation and selection criteria, and required GRC reports; and
- Conduct training for new GSU staff.

CROSS-CUTTING ACTIVITIES

CAPACITY BUILDING AND GENDER UNIT

At the beginning of October, Capacity Building and Gender Unit (CBGU) facilitated SIKA 5 Orientation for a total of 33 newly hired staff, including 30 men and three women. Additionally, the unit conducted a three-day ToT from October 15 to 17 for seven capacity building officers and one gender officer. During this training, a brainstorming session was conducted with the goal of formulating a SIKA-East Capacity Building Strategy. As a result, CBGU started drafting a Capacity Building Policy.

The Paktya capacity building and training officer attended a one-day workshop on How to Stop Violence against Women in Paktya organized by the Paktya Province Human Rights Commission. The Logar capacity building officer met with the Logar DoWA director and DDA women heads to obtain a list of women-led DEs. Similarly, the Ghazni capacity building officer held a meeting with the newly hired district governor of Andar to introduce the SIKA-East program. A meeting was also held with the gender officer of Basic Education Skills Training (BEST) to obtain information on gender activities in the province. Likewise, a meeting was conducted with the program manager of Afghan Women Service and Education (AWSE) to obtain her opinion on ways to attract and involve influential women of Andar and Deh Yak Districts in SIKA-East implementation.

NEXT STEPS:

- Facilitate SIKA-East 6 orientation for newly hired employees;
- Finalize training outlines for ESG;
- Finalize SIKA-East capacity building strategy;
- Finalize SIKA-East gender strategy;
- Facilitate Stabilization Planning workshop in Nerkh District;
- Facilitate Strengthening Governance workshop in Nerkh District;
- Develop the SIKA-East Gender Strategy;
- Develop a SIKA-East field training manual; and
- Conduct ToT sessions for provincial capacity building officers in Kabul.

MONITORING, LEARNING, AND EVALUATION UNIT

Monitoring, Evaluation, and Learning Unit (MELU) received, reviewed, and approved the final focus group (FG) district mapping for six districts from Rahman Safi Impact Consultancy (RSI).

During October, the FG sub-contractor implemented FGs in all nine districts of SIKA-East, bringing the total number of completed FGs held so far to 47. The following table shows the breakdown of FGs in target districts:

No	District	# of FG
1	Baraki Barak	6
2	Saydabad	8
3	Deh Yak	6
4	Mohammad Agha	5
5	Zurmat	4
6	Zadran	5
7	Chak	7
8	Nerkh	5
9	Andar	1
	Total	47

MELU captured all non-financial-related metrics and indicators and entered them into **Afghan Info** on October 15. It was agreed that the financial data should be reported using closed-books information

from the Home Office (HO) so that the financial-related metrics and indicators/disbursements will be captured soon after the books are closed and AECOM HO is able to send the required data.

MELU collaborated with Finance and CBGU and agreed that the code characters should be aligned to the SIKA-East Work Plan. A code has been generated for SIKA orientation. A Standard Operating Procedure (SOP) for Training Attendance Records (TARs) has been developed, and MELU will use the module for the next SIKA induction orientation.

The delays encountered with refining the SIKA-East program methodology are adversely affecting the next version of the Work Plan, which is required to finalize various other important activities within the program, including the coding system. The revision of the SIKA-East result framework / Performance Management Plan (PMP) is also contingent on the revision of the SIKA-East Work Plan.

The current accounting system is unable to report on the cost breakdown for TraiNet, since the coding system has not yet been implemented. Until that happens, MELU will calculate the cost for one participant in the training and multiply that cost by the number of actual participants at the same training/event. This will provide a near actual expense for the event.

NEXT STEPS:

- Report to TraiNet for FY2012 Q4 training data;
- Follow up on FG implementation;
- Conduct quality control of RSI; and
- Collaborate with MISTI for the required arrangements for the SIKA M&E Community of Practice, which will be hosted by SIKA-East and held in late November.

PROGRAM SUPPORT UNIT

Provincial staffs in all four target provinces attended regular meetings with PRRD directors in order to update them on program progress. During a meeting with the PRRD head of Logar Province, the PMU manager shared the DPP with him at his request.

The Paktya provincial team prepared a list of key people in the province, including community leaders, members of the CDC/DDA, religious scholars, the DCC, and other well-known citizens. The purpose of this effort is preliminary action for the upcoming rollout in Zurmat District, as people on the list will be directly involved in the event.

In order to coordinate SIKA-East activities with governmental sectors in Zurmat District, a four-member SIKA-East team met with the Paktya PRRD director. As a result, the PRRD promised to introduce SIKA-East to the above-mentioned groups and individuals. Likewise, the Zadrán team met the new police officer for the district in order to coordinate the program and seek his support in implementation.

Information and Communication Technology Group (ICTG) analyzed the new changes to the SAPU database, which have been incorporated in the old interim database. The new structure accommodates new tables and forms for *Hawza* Stability Plans (HSP), *Hawza* Project Portfolios (HPP), and DPPs to capture the required detailed information for the respective departments. The team worked to combine all the databases into one and provided support to the CBGU and RDU databases. The combined interim database was tested to ensure its functionality and performance for the final deployment; it was also uploaded to OneSource.

Translation and Editing Group (TEG) translated various documents, including job descriptions for different positions, a Human Resource (HR) orientation presentation, MRRD letters, a capacity building questionnaire, and an HR code of conduct presentation. They also translated SIKA-EAST environment compliance documents, training materials, Logar Education and Health Directorate service profiles, Saydabad and Baraki Barak DPPs, and SAPU's SAM guide.

NEXT STEPS:

- Complete work on the Mohammad Agha DSU office;
- Rent guest houses in Paktya, Logar, and Ghazni;
- Complete GSU interim database;
- Present and share all interim databases with MELU, grants specialists, and directors of SIKA-North and SIKA-South;
- Translate Grants Manual and Grantee Handbook; and
- Prepare for SIKA-East rollout in Ghazni Center, Deh Yak, and Mohammad Agha Districts.

OPERATIONS UNIT

During the month, the purchase of equipment for the Mohammad Agha DSU office was completed, and the office was renovated. The office will begin operations as soon as the PRRD introduces it to the Mohammad Agha district governor.

The Procurement Unit, with support of the PSU, signed a contract with the owner of a guest house in Wardak Province; contracts for three other provinces are in progress.

NEXT STEP:

- Set up Andar and Mohammad Agha District offices with Very Small Aperture Terminal (VSAT) hardware.

HUMAN RESOURCE UNIT

The HR Department recruited 12 employees in October. The table below shows detailed information about the newly hired staff:

#	Position/Title	Gender	Employer	Section	Province
1	Grants and Subcontracts Training Officer	Male	IRD	GSU	Wardak
2	Stakeholder Engagement Advisor	Male	AECOM	CDU	Paktya
3	Gender Officer	Female	AECOM	CBGU	Kabul
4	Security & Operations Officer	Male	AECOM	Operation Unit	Wardak
5	Security & Operations Officer	Male	AECOM	Operation Unit	Logar
6	Community Development Officer	Male	AECOM	CDU	Kabul
7	Cook & Cleaner	Male	AECOM	Operation Unit	Logar
8	District Team Leader	Male	AECOM	DSU	Logar
9	Senior IT Officer	Male	AECOM	Operation Unit	Kabul
10	Grants & Subcontracts Officer	Male	IRD	GSU	Ghazni
11	Procurement Officer	Male	IRD	GSU	Ghazni
12	Senior CBT Manager	Male	Ti	CBGU	Kabul

NEXT STEP:

- Open 57 new positions for SIKA-East in November.

SECURITY UNIT

Security conducted interviews for the position of security and operations officer for the districts of Mohammad Agha, Nerkh, and Zurmat. Security also took possession of two new armored vehicles supplied by USAID, which will go a long way to support the additional security movements. Two additional armored vehicles are also anticipated in the next month, which will allow for cost savings on the security budget.

An investigation continued into the arrest of security/operations officer for Saydabad, Habibullah Ibrahim. The investigation brought to light that he was arrested by the NDS and CIA, purportedly in connection with possible ties to the Taliban. Ibrahim was subsequently dismissed by Security, but his arrest highlighted certain flaws in the recruiting process, which will be rectified.

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

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

Security attended meetings regarding the ongoing security threats in Baraki Barak, as well as follow-up on threat reports received from the field.

The following security orientations were conducted during October:

Date	Topic	Location	Narrative Description
14 Oct	Security Orientation	Kabul	Security orientation for Kabul and field office staff members
18 Oct	Security Orientation	Kabul	Security orientation for local field staff members
31 Oct	Security Orientation	Kabul	Security orientation for local field staff members on Kidnap/Hostage, Safe Travel, and ID Holders in Kabul

NEXT STEPS:

- Conduct interviews for new positions in Kabul Security Unit;
- Conduct training for security and operation officers of Logar, Wardak, and Paktya Provinces on Travel Authorizations and Coordination;
- Obtain licenses for USAID-supplied armored vehicles; and
- Conduct security assessment and finalize Security Risk Assessment report on accommodation for staff members visiting Logar PMU office.

APPENDICES

WORKSHOPS AND TRAININGS CONDUCTED IN OCTOBER 2012

Date	Topic	Location	Type	Narrative Description	PMP Indicator
10/ 02/ 2012	Resource Information Sharing Session as Part of Hawza Resource Dialogue	Maidan Wardak	Session/workshop	Resource Information Sharing Session as part of Hawza Resource Dialogue conducted for DDA and CDC female members; attended by around 20 women.	2.5a & 2.5 b
10/02-03/2012	Resource and Communication Dialogue	Maidan Shahr	Workshop	Training officially commenced with a speech by deputy PRRD, who described their objectives to the women. The Wardak province PMU manager also briefed the participants on the training.	2.1
10/03/2012	Grants	Kabul	SIKA-5 Orientation	Training for new SIKA-E staff about grant eligibility, grant mechanisms, grant cycle, basic grants criteria.	N/A
10/07-09/12	Detail Grant and Procurement Training	Kabul	On the job training	Training of newly hired GSU province and district team members.	
10/15-17/ 2012	Capacity Building Training	Kabul	Training	PMU CBO attended 3-days of training in Kabul.	N/A
10/15-23/2012	Grant Application Package Training	Kabul	On the job training	Training for GSU Kabul-based staff in grant application package, case study for different grant mechanisms.	N/A
10/16/ 2012	MISTI Portal Briefing Session	MSI Office	Orientation	MELU director, MEL manager, and data management specialist participated in the MISTI portal briefing session. The MISTI MIS specialist briefed the different pages of the MISTI portal and the way system works.	N/A
10/16-18/2012	Strengthening the Governance Foundation	Kabul	Workshop	SDU led a three-day ToT for Strengthening the Governance Foundation session, organizing the DDAs/DCCs+ to lead and manage district stabilization efforts, from strategic planning through budgeting, executing, and overseeing the DPP. Logar and Wardak PRRD social organizers participated in the ToT, along with SIKA-East district and head office program staff. Trainees practiced activities within each of the training's three components (institutional overview, stakeholder dialogue, and institutional management). The ToT concluded with participants staging a mock workshop.	N/A

Date	Topic	Location	Type	Narrative Description	PMP Indicator
10/16-18/2012	Laying the Governance Foundation Training	Kabul	Training	Baraki Barak district DSU team was in Kabul to attend the training.	N/A
10/16-18/2012	Anticipated Trainings Design	Kabul	Training	PMU communication representative participated in the training to design relevant anticipated trainings.	N/A
10/16-18/2012	Procurement Training	Kabul	Training	PMU procurement officers from relevant departments took part in the three-day training.	N/A
10/21-22/2012	Infrastructure Project Planning Workshop	Kabul	Workshop	SDU/ ESG led the two-day Infrastructure Project Planning training, which featured five short courses on feasibility, field measurement, NSP BoQ, Plans and Specifications, and Environmental Compliance. The training is intended to help DDAs/DCCs lead and manage district infrastructure efforts.	N/A
10/21-22/2012	Infrastructure Project Planning	Maydan Shahr	Training	PMU Engineering conducted a training on infrastructure project planning for DDA members.	N/A

MEETINGS CONDUCTED IN OCTOBER

Date	Topic	Location	Type	Narrative Description	PMP Indicator
10/2-21/2012	Coordination Meetings	Maydan Shahr	Meeting	Four meetings were held with PRRD, its key stakeholders (NSP, SCA, and NABDP), and the SIKA team to share knowledge, experiences, solutions to problems, and ways of achieving better implementation.	N/A
10/07/2012	Exchange of experience	MRRD Engineering directorate	Meeting	Eight ESG staff participated in a meeting with the MRRD engineering director. NSP delivered checklists, which will be helpful for project implementation efforts, and SIKA-East's understanding of MRRD's implementation process was increased.	N/A
10/09/2012	Discussion on Potential Sayyidabad Bazar rebuild effort	IRD ACAP II Office	Meeting	ESG, along with GSU and SAPU, met IRD ACAP II chief of party (CoP) to discuss potential for reconstruction of the Saydabad bazaar. Ideas and concepts from this meeting were forwarded to USAID for direction.	N/A
10/09-10/2012	Meeting	Paktya	Meeting	Paktya PMU manager and two engineers met with Water Management Department's head, who expressed the wish that SIKA will use the NSP technical manual during project implementation.	N/A
10/11-30/2012	Service Provider Fair	Kabul & Maidan Shahr	Meeting	RDU team conducted regular meeting with PRRD Wardak and service providers to better coordinate the service provider fair planned for Wardak in early November.	N/A
10/14/2012	Sols that can be addressed using existing resources	Kabul	Meeting	Following on several internal meetings and discussions and a review of the Hawza stability plan, some proposed activities were listed in the DDP for Baraki Barak and Saydabad that can be addressed using existing resources. A list of activities and potential service providers that can address the activities was sent to field staff to closely coordinate with them in this.	2.3

Date	Topic	Location	Type	Narrative Description	PMP Indicator
10/ 14-18/ 2012	Meeting on SIKA-East reporting structure	SIKA-East Kabul	Meeting	MELU led meetings with all SIKA-East units – program and non-program – to ascertain viewpoints and information regarding the interim databases, reporting chain of command, reporting for USAID purposes, and the existing results framework/indicators. This forms part of the research required to improve the systems within the program. It may be noted that only CBGU and RDU are using the interim databases.	N/A
10/20/2012	Ensuring work ground for SIKA	Matoon village/ khost province and Zadran district Paktya	Meeting	SDU/CD conducted introductory meetings with influential people from Zadran and Khost and identified some stakeholders in the field, while discussions continue about other potential stakeholders. This will help SIKA-East during the rollout in these areas.	N/A
10/22/2012	Meeting	Paktya PMU office	Meeting	SIKA-East met with the head of Refugees and Reparations to discuss their ongoing projects.	N/A
10/23/2012	Meeting	PRRD office	Meeting	SIKA-East participated in a regular weekly meeting attended by all PRRD partners.	N/A
10/24/2012	Bid Conference	Kabul	Meeting	RDU Team, with coordination of Procurement Unit, conducted a meeting with applied vendors who provide logistics services.	N/A

DOCUMENTS PREPARED IN OCTOBER

Date	Topic	Location	Type	Narrative Description	PMP Indicator
10/04/2012	District Profile	Kabul	Document preparation	District profiles for Deh Yak, Nerkh. and Zadran were submitted to USAID.	
10/06/2012	Workshop Outlines	Kabul	Document preparation	SDU outlined Strengthening the Governance Foundation for Stabilization, a training to assist DDAs/DCCs to manage stabilization / SIKA-East programming, from strategic planning through budgeting, executing, and overseeing the DPP. Beginning with district presentation of strengths and challenges and building on existing institutional infrastructure, the session covers roles and responsibilities, committee structures, simple operating systems, and SIKA-East tools.	N/A
10/07/2012	Scope of Work for ToT	Kabul	Document preparation	A ToT scope of work was prepared for procurement of services and a potential consultant identified with the required blend of area and conflict management expertise. Staff from ESG, CDG, and other units highlighted this skill-building as essential, given the extensive training delivered by SIKA-East staff.	N/A
10/09/012	Workshop Outlines	Kabul	Document preparation	SDU outlined Preparing for District Project Portfolio Implementation, a training to assist DDAs/DCCs and other DEs to transition from idea to action, preparing priority initiatives for implementation. Participants will cross-check the portfolio against other local strategic plans, prioritize the first batch of projects for implementation (Cycle I), and screen potential SIKA-East grant activities and grantees for eligibility.	N/A
10/14/2012	Workshop Curriculum	Kabul	Document preparation	ESG, with CBU support, completed curriculum development of the following Infrastructure Project Planning technical training sessions: <ul style="list-style-type: none"> • Project Feasibility • Site Inspection and Measuring Techniques • Understanding and Using NSP Design Drawings • Estimating Cost and Developing the BOQ • Environmental Compliance 	N/A

Date	Topic	Location	Type	Narrative Description	PMP Indicator
10/11/2012	Monthly Media Analysis	Kabul	Document preparation	Monthly media analyses for targeted provinces were prepared and shared with SIKA-East staff.	
10/14-16/2012	Curriculum Design Training	Kabul	Document preparation	Design of base advocacy training for district entities post-DPP implementation.	
Daily	Media/Information Report	Kabul	Document preparation	Regular updates to staff on key news in Afghanistan and targeted provinces.	

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