



USAID | **AFGHANISTAN**
FROM THE AMERICAN PEOPLE

STABILITY IN KEY AREAS (SIKA) – EAST

MONTHLY REPORT (NOVEMBER 2012)



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

NOVEMBER 2012

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DISCLAIMER:

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CONTENTS

CONTENTS.....	i
ACRONYMS.....	ii
BACKGROUND.....	1
SUMMARY OF ACTIVITIES.....	1
Highlights.....	1
Program Development.....	2
KEY PROGRAM ACTIVITIES	3
Stability Analysis and Planning Unit	3
Resource Development Unit.....	5
Communication and Outreach Unit.....	5
Service Delivery Unit	6
CROSS-CUTTING ACTIVITIES	7
Grants and Subcontracts Unit.....	7
Capacity Building and Gender Unit.....	8
Monitoring, Learning, and Evaluation Unit.....	9
Program Support Unit.....	10
Program Management Unit.....	11
Operations Unit.....	13
Human Resource Unit	13
Security Unit	14
APPENDICES	16
Workshops and Trainings Conducted in november 2012	16
Meetings conducted in NOVEMBER	18
Documents prepared in NOVEMBER	19
Preliminary Schedule for District Stability Planning Process	20

ACRONYMS

BoQ	Bill of Quantities
CBGU	Capacity Building and Gender Unit
CDC	Community Development Council
CDG	Community Development Group
COU	Communication and Outreach Unit
DCC	District Community Council
DDA	District Development Assembly
DE	District Entity
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
HR	Human Resource
ICT	Information and Communication Technology
IPP	Infrastructure Project Planning
IRD	International Relief and Development
MELU	Monitoring, Evaluation and Learning Unit
MISTI	Measuring Impact of Stabilization Initiative
MRRD	Ministry of Rural Rehabilitation and Development
NSP	National Solidarity Program
PDD	Project Development and Design
PMC	Project Management Committee
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
SAPU	Stability Analysis and Planning Unit
SDU	Service Delivery Unit
SIKA	Stability in Key Areas
SOP	Standard Operating Procedure
SPC	Service Provider Catalog
SPF	Service Providers Fair
TCP	Training Providers Catalogue
TEG	Translations and Editing Group
ToT	Training of Trainers
USAID	United States Agency for International Development
VSAT	Very Small Aperture Terminal

BACKGROUND

The Stability in Key Areas-East (SIKA-East) monthly report provides an overview of program activities during November 2012. These activities 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, which is also covered by SIKA-East weekly reports 46 through 49.

This report also provides information on objective-based project implementation, the relationships with the Ministry of Rural Rehabilitation and Development (MRRD) and the Department of Women’s 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

- Conducted “Strengthening of the Governance Foundation” and “DPP Implementation” workshops for DEs and community leaders from Saydabad;
- Held five-day “Grants Process and Project Design” training for newly created Project Management Committees (PMC);
- Launched SIKA-East program activities in two new districts – Nerkh of Maidan Wardak on November 18 and Mohammad Agha of Logar on November 25;
- Conducted five-day Training of Trainers (ToT) – on “District Stability Process Planning” – to prepare field teams and Provincial Rural Rehabilitation Department (PRRD) social organizers from Logar and Wardak to conduct “Stability Planning Process” sessions;
- Held a two-day Service Providers Fair, attended by 43 service providers and over 800 people, in Maidan Shahr in Wardak province;
- Submitted district profiles for Andar, Mohammad Agha, and Zurmat, the last three of the initial nine targeted districts; and
- Received 21 partially filled grant applications and worked with SDU at district and provincial levels to assist grantees to complete them.



Scenes from the Service Providers Fair held by SIKA-East and PRRD at Maidan Shahr in Wardak in mid-November.

PROGRAM DEVELOPMENT

From November 25 to 29, Stability Analysis and Planning Unit (SAPU) conducted a five-day ToT on "District Stability Process Planning." The workshop, which was held in Kabul, was meant to prepare field teams and Provincial Rural Rehabilitation Department (PRRD) Social Organizers from Logar and Wardak to conduct "Stability Planning Process" sessions. They were also designed to further develop the capacity of district entities (DE) to design, manage, and monitor their stabilization projects. SIKA-East and PRRD field teams facilitated five-day "Grants Process and Project Design" training for newly created Project Management Committees. The purpose of the session was to further elaborate on the concepts of project management. At the end of the workshops, the participants were able to successfully identify the grantees for the SIKA-East-funded projects and partially fill out the grant applications.

For security reasons, the Logar PRRD director and community leaders requested that all SIKA-East activities in Baraki Barak District be put in hold until the ongoing political disagreement with local Taliban is resolved. Once conditions allow, SIKA-East and PRRD expect to continue with the planned workshops. In the meantime, SIKA-East launched program rollouts in the districts of Nerkh (Wardak) and Mohammad Agha (Logar).

On November 14 and 15, Resource Development Unit (RDU), in collaboration with PRRD, conducted a two-day Service Providers Fair (SPF) at Maidan Shahr in Wardak Province. The event was attended by 43 governmental and non-governmental service providers.

Communication and Outreach Unit (COU) formally submitted district profiles for Mohammad Agha, Andar, and Zurmat. All initial district profiles have now been completed and submitted to USAID. COU also completed the draft of the communications strategy and submitted it to management for final review.

GSU received 21 partially completed grant applications and has begun working with SDU at the district and provincial levels to assist grantees in the completion of these applications. The first five completed applications are expected at the beginning of December. GSU is also completing capacity assessments of the proposed grantees (CDCs) in order to determine their ability to manage and implement Fixed Obligation Grants.

A total of 68 focus group reports, prepared by Rahman Safi Impact Consultancy, have been translated, and the remaining 22 are undergoing translation. The analysis of data for four districts (Saydabad, Chak, Nerkh, and Baraki Barak) has started; the analysis of the other five districts will begin early next month.

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.

On Friday, November 23, a truck bomb was detonated in the government center of Maidan Shahr, Wardak. The SIKA-East office embedded within the PRRD compound, as well as the SIKA East guest house located 150 meters away, were damaged in the attack. No SIKA-East staff were injured in the blast, and all staff were accounted for shortly after the incident.

Following the explosion, Operations and Security traveled to Maidan Shahr, removed computers and other valuable equipment from the office, and brought it back to Kabul. Operations coordinated repairs to the office and returned the equipment., and by the end of the month, the office was again fully operational.

KEY PROGRAM ACTIVITIES

STABILITY ANALYSIS AND PLANNING UNIT

During November, SIKA-East worked with District Entities (DE) and community leaders from Saydabad to assist them to move beyond their District Project Portfolios (DPP) and transform their strategic plans into concrete activities and grant applications. Following a comprehensive Training of Trainers (ToT) for the program field staff and social organizers in Kabul, a joint SIKA-East and PRRD team returned to Maidan Shahr to conduct “Strengthening of the Governance Foundation” and “DPP Implementation” workshops for the District Development Assembly (DDA), Community Development Councils (CDC), District Community Councils (DCC,) and other influential local leaders. The workshops were designed to further develop the capacity of DEs to design, manage, and monitor their stabilization projects. During the sessions, the participants decided on the first cycle of DPP projects, finalized Project Action Plans, and nominated members of the Project Management Committees (PMCs), who will ultimately manage and monitor projects funded under SIKA-East.

Dovetailing on the governance workshops, SIKA-East and PRRD field teams facilitated five-day “Grants Process and Project Design” training for the newly created PMCs. The purpose of the session was to further elaborate on the concepts of project management, including the identification of stakeholders and beneficiaries, and discuss potential risks, safeguards, and controls that could be put in place to mitigate likely implementation challenges. At the end of the workshops, the participants were able to successfully identify the grantees for the SIKA-East-funded projects and partially fill out the grant applications. In the days following the workshop, SIKA-East and PRRD teams worked closely with individual PMCs to assist them to complete the first batch of first-cycle DPP project grant applications, including the development of budgets, Bills of Quantities (BoQ), and environmental and other assessments. The first batch of completed grant applications from Saydabad will be finalized in the first week of December.

Due to the deteriorating security situation in Baraki Barak, the Logar PRRD director and community leaders have requested that all SIKA-East activities in this district be put in hold until the ongoing political disagreement with local Taliban is resolved. Once conditions allow, SIKA-East and PRRD expect to continue with the planned workshops to facilitate post-DPP grant applications development. It is hoped that the implementation of stabilization projects in Baraki Barak can begin during the calmer winter months.



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



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

In parallel with the implementation in the pilot districts of Baraki Barak and Saydabad, SIKA-East reached a new milestone in November by launching its program activities in two new districts – Nerkh of Maidan Wardak and Mohammad Agha of Logar. The introductory meetings were followed by two-day “Strengthening of the Governance Foundation” workshops to allow SIKA-East and PRRD to become familiar with the DEs and set the stage for the upcoming “Stability Planning Process” module and the development of the DPPs for the two districts. Learning from the challenges from the pilot districts, SIKA-East has developed a more streamlined planning process, combining strong governance, stability analysis, strategic planning, and project management elements into an integrated module. Security and other conditions permitting, the new process would allow DEs to move from the program introduction to project and grant development within two months of intense practical training.

On November 17, SIKA-East hosted an all-day management Lessons Learned session to recount challenges, review successes, and draw lessons from the program implementation in Baraki Barak and Saydabad and discuss how to strengthen the partnership with MRRD in future target districts. Participants in the session included MRRD’s Chief Coordinator for SIKA, PRRD directors from Logar and Maidan Wardak, the USAID Alternative COR, the Stability Analysis and Planning Unit manager, and senior management of SIKA-East. While a number of deficiencies were encountered in program implementation in the pilot districts, SIKA-East and the PRRD directors committed to create an action plan to address these, including improving mutual coordination, instituting a regular reporting system between the SIKA-East Provincial Management Unit (PMU) and PRRD directors, and providing more on-the-job capacity building for PRRD staff. Finally, SIKA-East and MRRD discussed the need to revisit the criteria for selecting future target districts in order to ensure that SIKA goes to districts where the program can be safely and effectively implemented. Until that time, SIKA-East will continue working in the already designated districts, some of which are deemed as “red zones” by MRRD, and cooperate closely with MRRD and PRRD on engaging in such areas.

From November 25 to 29, SIKA-East trainers conducted two five-day ToT sessions for field staff and social organizers from Nerkh and Mohammad Agha to prepare them to effectively facilitate “Stability Planning Process” sessions in their respective districts. The Kabul-based workshops for SIKA-East and PRRD field staff from Paktya and Ghazni will continue throughout December.

NEXT STEPS:

- Conduct a five-day district “Stability Planning Process” ToT workshop for field staff from Ghazni and Paktya and PRRD Social Organizers;
- Conduct a five-day “Governance and District Stability Planning Process” workshop for women from Nerkh in Maidan Shahr;
- Conduct a five-day “Governance and District Stability Planning Process” workshop for women from Mohammad Agha in Pul-e-Alam;
- Conduct a two-day “Strengthening of the Governance Foundation” workshop for Mohammad Agha DEs; and
- Facilitate an eight-day district “Stability Planning Process” workshop for DEs from Nerkh and Mohammad Agha.

RESOURCE DEVELOPMENT UNIT

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



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

A press release and Snapshot (formerly Success Story) were written for the event and submitted to USAID for possible dissemination. A draft version of the Snapshot is included at the end of this report.

RDU developed a concept paper for the coordination meeting for service providers and DEs, which is scheduled to be held on December 5 in Pul-e-Alam in Logar Province. The concept paper was shared with the provincial governor and PRRD director. The main purpose of the meeting is to improve working relationships and strengthen coordination among the service providers. The meeting will give them an opportunity to share information about their activities and discuss challenges they face. It will also help them avoid duplication of effort and wasted resources, and should lead to better communication with local populations.

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

NEXT STEPS:

- Conduct December 5 coordination meeting in Pul-e-Alam in Logar Province among service providers and between service providers and DEs;
- Revise Saydabad DPP to relate activities to various provincial line departments; and
- Finalize RDU's annual budget and activities plan.

COMMUNICATION AND OUTREACH UNIT

District profiles for Andar, Mohammad Agha, and Zurmat were formally submitted to USAID, bringing the total submitted to date to nine. All initial district profiles have been completed and submitted to USAID.

Working with staff from Wardak, Logar, and Ghazni, COU completed the design of the curriculum for "Negotiation / Conflict Resolution" and "Lobbying the Base" for future COU trainings to be held post-

DPP intervention. In addition, the SIKA-East communication strategy was reviewed and submitted to program management for final review. Also, daily updates and the October Monthly Media Analysis Report on key news in Afghanistan and targeted provinces were prepared and distributed to the interested parties.

COU provided services to various other units in the course of the month. This included support for several trainings on governance, communications, and advocacy; for the Mohammad Agha rollout and Nerkh provincial launch; and for the Service Provider Fair at Maydan Shahr in Wardak. COU also provided constructive suggestions and comments to Procurement to help with the issuing of an RFP for development of a series of themed radio plays for broadcasting in targeted districts of Paktya, Logar, Wardak, Ghazni, Khost, and Paktika Provinces, and in other districts to be added as the program expands.

NEXT STEPS:

- Start production of provincial profiles for Logar, Wardak, Ghazni, and Paktya;
- Support SAPU and SDU stability rollout and governance trainings;
- Complete curriculum for COU trainings post-DPP on fundraising, strategic planning, and coalition building;
- Conduct two rounds of advocacy trainings for women in Mohammad Agha and Nerkh;
- Conduct DDA+ project advocacy training in Saydabad;
- Prepare Monthly Media Analysis Report; and
- Finalize CoU communication strategy.

SERVICE DELIVERY UNIT

Saydabad District Engineer, Mohammad Naeem, completed multiple site visits and project assessments on behalf of five of the Saydabad hawzas. These investigations allowed him to complete five preliminary project designs with the associated Bills of Quantities (BOQ) and Activity Work Plan / Schedule. These were submitted to the SDU Engineering Support Unit for review and evaluation on November 29. The balance of the documents needed for complete grant applications are being assembled by the Saydabad Community Development Officer and Grants Officer and will be submitted to the Kabul office at the beginning of December.



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

SDU completed the development of the “Infrastructure Project Planning” (IPP) training program and successfully delivered this to the Saydabad hawza representative. This program is a suite of five short courses, which focus on the interest of those who expect to be involved in infrastructure-related projects. It includes the following subjects: Construction Feasibility, Field Measurement Techniques, Understanding Construction Drawings and Specifications, Estimating and Developing the BOQ, and Environmental Compliance and Water Management.

SDU completed development of major components and delivered the following training programs:

- “Strengthening of the Governance Foundations” ToT for SIKA-East Staff;
- “Strengthening of the Governance Foundations,” provided to the CDC’s and others from Nerkh District;
- “Preparing for DPP Implementation” staff ToT;
- “Infrastructure Project Planning” ToT for Field Engineers; and
- “Project Development and Design (PDD),” which covers five areas: Construction Project Design Selection, Environmental Assessment, Detailed Estimating and the BOQ, Procurement Planning, and Scheduling.

NEXT STEPS:

- Deliver the two-day “Infrastructure Project Planning” training program to the Nerkh District project management committees;
- Deliver the “Stability Process Planning ToT” for the staff from Paktya and Ghazni; and
- Continue project development and design efforts with the CDCs from Saydabad.

CROSS-CUTTING ACTIVITIES

GRANTS AND SUBCONTRACTS UNIT

As a result of the “Grants Process and Project Design” workshop that took place on November 18 – 22 for Saydabad DEs, GSU received 21 partially filled grant applications. GSU is currently working with SDU at the district and provincial levels to assist grantees in the completion of these applications. The first five completed applications are expected at the end of next week. The security situation in Wardak is impacting the process. At the same time, GSU is completing capacity assessments of the proposed grantees (CDCs) in order to determine their capability in managing and implementing Fixed Obligation Grants.

During November, GSU supported and presented at several TOT and DE trainings, including “Stability Planning Process,” “Grants Process and Project Design,” and “Preparing for DPP Implementation.”

The Grant Manual was revised to include “training” and “special needs” grants, as well as to incorporate minor updates. These include a grant application that is designed to meet basic grant evaluation, selection, and award requirements, and at the same time be an understandable and practical document to complete at the community level. GSU also developed a plan for quick and effective development and implementation of the Training Grants in new districts.

The final version of the Standard Procurement Procedures (SOP) under In Kind Grants was approved by the International Relief and Development (IRD) home office. The GSU is now working to update, develop, and adjust the required procurement templates, training materials, and checklists in accordance with the final approved procedures. Also, GSU procurement field staff have been busy surveying the local markets at the district and provincial levels to determine locally available vendors for various expected In Kind Grant activities. This will facilitate the procurement process.

The GSU database manager, with support from other GSU staff members, developed a file structure to electronically archive key documents within SIKA-East’s OneSource database and workflow system. The structure will be used for uploading and storing GSU documents, manuals, applications, award and

implementation documents, reports, etc. As this is a web-based system, the file structure will be available to authorized users throughout the world.

Recruitment of the new staff continued, and four positions were filled during the month. A significant effort was made to identify and hire suitable candidates for GSU provincial and districts units. Priority was given to vacant positions in new districts in which SIKA-East has planned to start activities.

NEXT STEPS:

- Review the first completed grant applications from Saydabad District to ensure that all required information and supporting documents are complete before submission to the Grant Review Committee (GRC);
- Conduct GRC training for Wardak provincial office at beginning of December to train GRC members before they receive the first batch of applications for review, evaluation, and award determination;
- Support and participate in a number of ToT and DE trainings, including “Stability Planning Process,” “Grants Process and Project Design,” and “Preparing for DPP Implementation”; and
- Continue working with potential grantees in Saydabad District to complete grant applications and pre-qualification surveys; the surveys will determine the capacity of each grantee to manage and implement grants and will also show the level of capacity building required from the district team.

CAPACITY BUILDING AND GENDER UNIT

In November, Capacity Building and Gender Unit (CBGU) completed development of the CBGU strategies and forwarded them to management for review and approval. CBGU also finalized the first draft of the field training manual and sent it to all units for feedback and comment.

CBGU also facilitated the following trainings during the month:

- A one-day ToT on “Infrastructure Project Planning” conducted by Engineering Support Group (ESG), which was attended by five SIKA-East provincial engineers;
- A three-day training on “Preparation for DPP Implementation” that was offered by Service Delivery Unit (SDU) and had 30 participants from Kabul and the provinces;
- A four-day ToT on “Grants Process and Project Design,” which was held by Grants and Subcontracts Unit (GSU) and attracted 24 participants from Kabul and the provinces;
- A five-day ToT held by Stability Analysis and Planning for field staff and social organizers from Nerkh and Mohammad Agha to prepare them to conduct “Stability Planning Process” sessions in their respective districts; 27 people attended.

The unit also developed post-training evaluation reports on several of the workshops and shared them with management.

In addition, the CBGU capacity building officer in Wardak assisted RDU with registration for the Service Providers Fair and developed a questionnaire in Dari and Pashto for evaluating the event. The capacity building officers of Paktya, Ghazni, Logar, and Wardak met with representatives of DDA, PRRD, and DoWA to generate a list of influential women in those provinces.

Two gender officers were hired for Ghazni and Paktya provinces, while recruitment for gender officers for Wardak and Logar continues. Also, a capacity building and administrative officer joined SIKA-East during the month and received orientation on the program and his roles and responsibilities.

NEXT STEPS:

- Provide assistance and cooperation with Service Provider Coordination Meeting in Logar;
- Facilitate “Strengthening of the Governance Foundation” workshop for women in Nerkh and Mohammad Agha;
- Facilitate “Grants Process and Project Design” training;
- Facilitate “Stability Planning Process” ToT workshop for field staff from Ghazni and Paktya;
- Launch the SIKA college orientation for new hires; and
- Work on “Stability Analysis and Planning” ToT post-training evaluation and on “Construction Feasibility” training outline.

MONITORING, LEARNING, AND EVALUATION UNIT

Rahman Safi Impact Consultancy (RSI) has finished implementing 90 focus groups in all nine districts. A total of 68 focus group reports have been translated, and the remaining 22 are being translated. Analysis of data for four districts (Saydabad, Chak, Nerkh, and Baraki Barak) has begun, and analysis of the other five districts will begin early next month. Kate Head, a consultant with OSC, is expected to arrive at the beginning of December to help with data analysis. Monitoring, Evaluation, and Learning Unit (MELU) has reviewed the reporting outlines suggested by RSI and provided the necessary feedback on how SIKA-East would like to see the data presented.

On November 13, a MELU QC team visited RSI’s office to verify that the data collected by RSI for the focus groups are valid, accurate, and verifiable. The documents were reviewed and the QC team submitted a report after an in-house document review of the selected focus groups.

MELU submitted the Afghan Info report to USAID Afghan Info Portal on November 12. The actual cost and projection data for TraiNet Q3 and Q4 has been completed. For much of the month, the TraiNet portal was inaccessible to SIKA-East for uploading training data, but access was restored on November 27. A briefing session on how to use the portal will be given to the MELU team on December 3, and MELU plans to upload the data into the portal by December 5.

In communication with Measuring Impact of Stabilization Initiative (MISTI), MELU has received the data for seven districts except for Mohammad Agha and Zadran Districts. The data for Zadran will be ready soon, while field work in Mohammad Agha began November 25. Faustino Ccama, STTA Consultant, arrived on November 19 to do data analysis for SIKA-East baseline. To assist in this activity, MELU has requested that SPSS software be procured, and the software is expected to be ready by December 9.

For better tracking of training costs, a new coding system was launched on November 25 to measure the actual cost of training activities, disaggregated by gender, location, and type of cost. Moreover, MELU has revised some of the operational formats to be compatible with SIKA-East reporting to TraiNet and Afghan Info. Those forms have been distributed to all SIKA-East for use. At the end of the month, a presentation on how the coding system works was delivered to senior management.

NEXT STEPS:

- Report to TraiNet for FY2012 Q4 training data;
- Upload data to TraiNet portal;
- Review the SIKA-East results framework and Performance Management Plan (PMP); and
- Continue to analyze survey data and focus groups.

PROGRAM SUPPORT UNIT

On November 18, SIKA-East conducted a program rollout for Nerkh District. The rollout was officially launched in the presence of the provincial governor, the Nerkh district governor, DCC/CDC members, and other influential people in the community. The Nerkh district team met beforehand with DRRD social organizers to coordinate the event. The Nerkh community pledged to cooperate fully with the SIKA team and support the program.

The SIKA-East launch in Mohammad Agha District took place on November 25 and was attended by prominent government officials, members of district DDAs and CDCs, and influential people from Logar province. During the kick-off meeting, the district governor welcomed the participants and briefed them on SIKA-East. He also urged DDA members and other participants to cooperate with the program in order to bring stability to the area. The PRRD head presented program aspects in great detail, mentioning the goals and objectives of the project. SIKA-East's Program Support Unit (PSU) director, Eng. Abdullah Stanikzai, explained project implementation procedures and answered participants' questions.

Initially, the meeting was planned to be held in Pul-e-Alam's municipal hall, but on the morning of the event the provincial governor called the PRRD director and DG and asked them to hold it in the Mohammad Agha district center mosque. Because of the change of venue, many invitees were unable to attend.

On November 29, SIKA-East representatives met with the Paktya PRRD director to improve coordination and support field staff with their activities. The PRRD director expressed satisfaction with SIKA-East's efforts and promised to extend his cooperation in the future as well.

An Information and Communication Technology (ICT) team assisted the Human Resource Unit with the installation of a new attendance system, and completed an interim database for SDU and a reports database for SAPU. They also completed the database structure for the web-based integrated system and finalized the Entity Relationship Diagrams that will serve as its foundation platform.

In addition, the ICT team presented and shared copies of all the interim databases with the heads of GSU and MELU for SIKA-South and West. They tested the SDU interim database for any data inconsistency issues and data manipulation problems, and made it ready for its final deployment and handover to the grants team. The team is planning to conduct the training on the interim database for the Grants and Community Development team members.



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



Eng. Abdullah Stanikzai, director of PSU, explains the goals, objectives, and steps of the SIKA-East program to participants at the Mohammad Agha launch.

During this reporting period, PSU's Translations and Editing group (TEG), besides providing regular translation and interpreting services to other relevant departments, allocated a large amount of time for translating grants documents. These included the Grantee Handbook, Grants Manual, Pre-Qualification Questionnaire, Negotiation Memorandum, and Pre-Award Survey, as well as Expense Reimbursement and Progress Report, Tranche Payment Request Form, and Grant Completion Certificate. It is worth mentioning that the team will continue translating the remaining documents, as and when required.

PROGRAM MANAGEMENT UNIT

Provincial staffs in all four target provinces – Ghazni, Logar, Paktya, and Wardak – attended regular meetings with PRRD directors in order to update them on program progress.

Ghazni

The Ghazni provincial team received a prefabricated connex and installed it in the PRRD compound. The capacity building officer also completed the Ghazni Training Providers Catalogue (TPC) and Gender Service Providers Catalogue (SPC), which were submitted to CBGU in Kabul for review and comments. The capacity building officer also met with Care International and National Solidarity Program (NSP) to collect data and information for women-led service providers. Interviews were conducted with candidates for several open positions, and suitable candidates were recommended for further HR processing. Three quotations were received for a PMU office guest house and sent to Kabul for further procurement procedures. COU staff, with the Ghazni PMU and the support of other units, is working on Deh Yak and Andar DDA/CDC profiles and entering them into the online database. The grants procurement officer is working on a list of commercial vendors, which will be used as a reference in future grants procurement processes.

NEXT STEPS:

- Facilitate SIKA-East rollout in Deh Yak district;
- Prepare the list of participants for the rollout; and
- Prepare the list of participants for upcoming stability sessions.

Logar

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

On November 8, a five-person PMU team met with the governor of Logar Province and the local PRRD director. The PRRD head updated the governor on SIKA-East activities across the province, while SIKA-East staff explained their roles. They also discussed the Service Providers Coordination Meeting planned to be held in Pul-e-Alam on December 5. The main purpose of the meeting is to improve working relationships and strengthen coordination among the service providers and local people who can use their resources.

On November 25, as was reported above, the SIKA-East program rollout for Mohammad Agha District took place in the district center mosque. The launch was very well attended.

NEXT STEPS:

- Attend December 5 coordination meeting among service providers;
- Attend governance workshop in Mohammad Agha district center on December 1 and 2;

- Facilitate “Strengthening of the Governance Foundation” and “Standard Procurement Procedures” training to be held at the beginning of December for Mohammad Agha district DDA+ members; and
- Participate in the PRRD coordination meeting.

Paktya

Throughout November, the PMU manager held regular meetings with the Paktya PRRD director in his office to update him on the activities and progress of SIKA-East in the province. The Paktya capacity building officer compiled a list of influential women in the province who might be candidates to attend SIKA-East trainings and workshops; this list was shared with CBGU Kabul. The Zurmat Community Development Officer contacted different sources and gathered information regarding influential people in the community. The Paktya team met with the Education Quality Improvement Program (EQUIP) Program Officer in order to update the SPC.

On November 27, the Paktya PMU manager visited the provincial economics directorate in order to collect information on vendors and suppliers existing and working in Paktya Province. The director presented a detailed list of vendors. The vendors will be contacted about supplying materials for future projects.

NEXT STEPS:

- Hold kick-off meeting at province level to introduce SIKA-East to governmental entities and program stakeholders;
- Launch program rollout in Waza Zadran and Zurmat Districts;
- Conduct training on SIKA-East to members of DDA, CDCs, and other influential citizens; and
- Hire to fill the remaining positions.

Wardak

Coordination meetings were held in the beginning of the month with representatives of line departments in Wardak province, including Agriculture, Education, Economics, Women’s Affairs, Mines and Industries, Communication and Information Technology, and many other governmental, nongovernmental, and private companies to ask them to participate in the Service Provider Fair that took place in Maidan Shahr on November 14 and 15. The majority of the departments showed a deep interest in the fair and committed to participating.

Provincial and district staff facilitated the rollout of SIKA-East in Nerkh District on November 18. The team met beforehand with DRRD social organizers to coordinate the event.

NEXT STEPS:

- Conduct governance training for women from Nerkh District;
- Set up Chak district office;
- Hold regular coordination meetings;
- Recruit for vacant positions for Chak and Saydabad Districts; and
- Obtain tools for generator and fuel system.

OPERATIONS UNIT

On November 23, a large truck bomb damaged the SIKA-East office building in the Maidan Shahr provincial center (see full report under “Security Unit” below). Operations and Security removed computers and other valuable equipment from the office and returned it to Kabul. Operations Unit coordinated repairs to the office, which was mainly to the doors, windows, and lights, and then returned the equipment. By the end of the month, the office was fully operational again.

Operations sent teams to inspect new guest houses in Pul-e-Alam (Logar) and Gardez (Paktya). Both houses were found acceptable, and furniture and other furnishings were sent and set up. A generator for the Pul-e-Alam guest house has been installed, and one for the house in Gardez will be shipped next month. SIKA-East’s Andar and Mohammad Agha District offices were outfitted with Very Small Aperture Terminal (VSAT) hardware. All SIKA-East offices, both in Kabul and the field, are being equipped with heaters for the winter.



The truck bomb blast in Maidan Shahr blew out all the window glass and damaged window and door frames in the SIKA-East guest house in the provincial governor’s compound.

NEXT STEP:

- Finish work on the recently leased guest houses in the provinces; and
- Ensure that all SIKA-East offices and guest houses are ready for the winter.

HUMAN RESOURCE UNIT

The HR Department recruited twenty employees in November 2012. The table below shows detailed information about the newly hired staff:

#	Position/Title	Gender	Employer	Section	Province
1	Translator / Interpreter (Editor)	Male	AECOM	PSU	Kabul
2	Community Development Officer	Male	AECOM	CDG	Logar
3	Translator / Interpreter (Editor)	Male	AECOM	PSU	Kabul
4	Field Finance Officer	Male	AECOM	Finance	Kabul
5	District Engineer	Male	AECOM	ESG	Logar
6	Community Development Officer	Male	AECOM	DCG	Logar
7	M&E Officer	Male	OSC	DSU	Ghazni
8	Grants and Subcontracts Officer	Male	IRD	DSU	Paktya
9	Procurement Officer	Male	IRD	PMU	Paktya
10	Translator / Interpreter (Editor)	Male	AECOM	PSU	Kabul
11	Watchman (Guest House)	Male	AECOM	Operation	Wardak
12	Capacity Building Officer	Male	IRD	CBGU	Kabul
13	Cook and Cleaner	Male	AECOM	Operation	Paktya

14	District Engineer	Male	AECOM	SGU	Wardak
15	PMU Manager	Male	AECOM	PMU	Logar
16	Grants and Subcontracts Officer	Male	IRD	GSU	Logar
17	Security and Operations Officer	Male	AECOM	DSU	Paktya
18	M&E Officer	Male	OSC	DSU	Logar
19	Watchman (Office)	Male	AECOM	Operation	Ghazni
20	APPF Coordinator	Male	AECOM	Security Unit	Kabul

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

NEXT STEP:

- Open fifty-four new positions for SIKA-East in December 2012.

SECURITY UNIT

On Friday, November 23, a truck bomb was detonated in the government center of Maidan Shahr, Wardak. The SIKA-East office embedded within the PRRD compound, as well as the SIKA East guest house located 150 meters away, were damaged in the attack. No SIKA-East staff were injured in the attack, and all staff were accounted for shortly after the incident. Considering the location and magnitude of the blast, it is clear that the attack was directed at the cluster of GIROA facilities in the area and was intended to cause maximum damage to these facilities. The blast radius was approximately 150 meters, encompassing a number of government buildings, commercial premises, and residences. An estimated 20 buildings were leveled by the blast. The SIKA-East guest house was on the outer perimeter of the blast radius and sustained some structural damage, and all doors and windows were destroyed by the blast wave. The SIKA-East office connex buildings also lost a number of doors, and all windows were destroyed. All SIKA-East office equipment and sensitive items were removed within hours after the incident and transported to Kabul in order to prevent theft or looting. Security worked quickly and diligently to conduct staff accountability and to secure USAID property.

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

The new APPF coordinator joined SIKA-East on November 28 and was given orientation on his roles and responsibilities.

The following security orientations were conducted during November:

Date	Topic	Location	Narrative Description
Nov. 6	Modified Travel Authorization	Kabul	Training on Modified Travel Authorization for Security and Operations Officers of the PMUs and DSUs
Nov. 14	Security Orientation	Kabul	Security orientation of 5 SIKA-East new hired staff for field and Kabul offices
Nov. 21	Security Orientation	Kabul	Security orientation of 6 SIKA-East new hired staff for field and Kabul offices
Nov. 28	District Selection	Kabul	Selection of districts for further rollout, list to be finalized

NEXT STEPS:

- Conduct interviews of Security and Operations officers for Sayed Abad, Chak, and Ghazni; and
- Perform Security Risk Assessment of accommodation in Ghazni.

APPENDICES

WORKSHOPS AND TRAININGS CONDUCTED IN NOVEMBER 2012

Date	Topic	Location	Type	Narrative Description	PMP Indicator
11/04-11/06/2012	Preparing for DPP Implementation Staff ToT	Kabul	ToT	Comprehensive Training of Trainers (ToT) for program field staff and social organizers	N/A
11/06/2012	Modified Travel Authorization	Kabul	Training	Training on Modified Travel Authorization for security and operations officers of the PMUs and DSUs	N/A
11/06-11/07/2012	Security and Operations Training	Kabul	Training	Two-day security and operation training for security and operations officers of Baraki Barak and Mohammad Agha Districts	N/A
11/07/2012	Strengthening of the Governance Foundation	Wardak	Training	Training for representatives of six hawzas of Saydabad District, held in PRRD conference hall in Maidan Shahr	1.3
11/08-11/10/2012	Preparing for DPP Implementation Training (Phase II – Plan)	Wardak	Training	Workshop designed to further develop the capacity of DEs to design, manage, and monitor their stabilization projects	N/A
11/11-11/12/2012	Core Team Design ToT for Grant Design Process Training and Project Design	Kabul	ToT	Training designed to help participants identify grantees for SIKA-East-funded projects and partially fill out the grant applications	N/A
11/13-11/19/2012	Infrastructure Project Planning ToT	Kabul	ToT	ToT for field engineers to prepare them to train CDC PMCs in five technical infrastructure-related topics	N/A
11/13-11/17/2012	Grant Process Training and Project Design Staff ToT (Phase III – Execute)	Kabul	Training	Training, conducted in Kabul for PMU/ DSU staff, designed to help participants identify grantees for SIKA-East-funded projects and partially fill out the grant applications	N/A
11/18/2012	Infrastructure Project Planning ToT	Kabul	ToT	One-day training conducted in Kabul for PMU and DSU engineers	N/A
11/18-11/22/2012	Grant Process Training and Project Design Training (Phase III – Execute)	Maydan Shahr	Training	Training, conducted for representatives of six hawzas of Saydabad district, designed to help participants identify grantees for SIKA-East-funded projects and partially fill out the grant applications	N/A

Date	Topic	Location	Type	Narrative Description	PMP Indicator
11/21-11/22/2012	Strengthening of the Governance Foundation	Maydan Shahr	Training	Two-day workshop for Nerkh District CDC members, DDA members, and district mobilizers	N/A
11/25-11/29/2012	Stability Planning Process ToT	Kabul	Training	Workshop to prepare field teams and PRRD social organizers from Logar and Wardak to conduct Stability Planning Process sessions	N/A
11/29/2012	HR Training and Coordination Meeting	Kabul	Training / Meeting	One-day HR training for acting PMU, plus preplanned coordination meeting in Kabul	N/A

MEETINGS CONDUCTED IN NOVEMBER

Date	Topic	Location	Type	Narrative Description	PMP Indicator
11/04/2012	Influential Members List	PMU	Meeting	PMU met with Mohammad Agha district DDA members to confirm influential members list.	N/A
11/04 -11/27/2012	Coordination Meeting	Maidan Shahr	Meeting	PMU staff participated in four coordination meetings with PRRD.	2.1
11/05/2012	Confirm Hall	Municipality Directorate	Meeting	Meeting was held with PRRD and Logar province municipality director to discuss the Service Providers Coordination Meeting planned for Pul-e-Alam on December 5.	N/A
11/13/2012	Quality Control (QC) of RSI Office	RSI Office	Research	The MELU QC team visited RSI in their office on November 13 to outline a quality control process on the focus group activities implemented by RSI.	N/A
11/18/2012	SIKA-East Rollout in Nerkh District	Maydan Shahr	Meeting	Rollout launch in Nerkh District of Wardak Province took place officially in the presence of provincial governor, Nerkh district governor, Nerkh DCC, CDC members, and influential community members.	4.1
11/25/2013	SIKA-East Rollout in Mohammad Agha District	Pul-e-Alam	Meeting	Rollout launch in Mohammad Agha District of Logar Province was attended by prominent government officials, members of district DDAs and CDCs, influential people from Logar province, and SIKA-East staff.	4.1
11/26/2012	Draft Agenda for Service Providers Coordination Meeting	Directorate of Economy	Meeting	PMU met with the Department of Economy director to discuss the issue of planned coordination meeting among service providers	N/A
11/27/2012	Mohammad Agha District Workshops	PRRD	Meeting	PMU met with the PRRD to discuss planned workshops for the district	N/A
11/27/2012	Hall Reservation	DoWA	Meeting	Meeting was held with DoWA Director to bring her up to date on the planned Mohammad Agha district "Women Governance and Standard Procurement Procedures (SPP)" training and to reserve the hall for specified dates.	N/A

DOCUMENTS PREPARED IN NOVEMBER

Date	Topic	Location	Type	Narrative Description	PMP Indicator
11/01/2012	DPP Analysis	Kabul	Document Preparation	GSU team completed analysis of District Project Portfolio (DPP) for Saydabad, from the grant rules and regulations perspective.	N/A
11/09/2012	Grant Application Package	Kabul	Document Preparation	GSU finalized the grant application package.	N/A
11/11/2012	District Profile	Kabul	Document Preparation	District profile for Andar was submitted to USAID.	N/A
11/11-11/15/2012	Curriculum Design	Kabul	Document Preparation	Curriculum was developed for COU post-DPP trainings on lobbying and negotiation.	N/A
11/12/2012	Radio Play Procurement RFP	Kabul	Document Preparation	A vendor is to be hired to produce a series of themed radio plays for broadcast in the targeted districts of Paktya, Logar, Maidan Wardak, Ghazni, Khost, and Paktya, as well as other districts to be added as the program expands.	N/A
11/15/2012	File Archive Structure	Kabul	Document Filing System	GSU developed a file structure to electronically archive key documents within the SIKA-East OneSource database.	N/A
11/22/2012	Procurement Under In Kind Grants	Kabul	Document Preparation	The final version of the SPP under In Kind Grants was approved by IRD Home Office. This will facilitate the procurement process.	N/A
11/24/2012	District Profile	Kabul	Document Preparation	District profile for Mohammad Agha was submitted to USAID.	N/A
11/24/2012	District Profile	Kabul	Document Preparation	District profile for Zurmat was submitted to USAID.	N/A



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AFGHANISTAN

SNAPSHOT Service Providers Meet at Wardak Fair

Two-day fair highlights resources available to the people of Wardak to solve problems and improve their lives.



The representative of an agricultural services company demonstrates his organization's capabilities to a few of the fair's 800-plus visitors.

Service providers came together in Maidan Shahr to show community leaders and local citizens a range of resources that can be used to neutralize sources of instability in the province and raise the quality of life.

On November 14 and 15, the Ministry of Rural Rehabilitation and Development (MRRD) and the Wardak Provincial Governor hosted a Service Providers Fair at Maidan Shahr in Wardak Province. More than 800 people visited the two-day event to learn about resources available in their province.

The Maidan Shahr fair was attended by 43 service providers – namely, governmental or non-governmental organizations, including private companies, that maintain a local presence and offer various types of resources. Visitors were able to stop by booths set up by service providers to highlight their products and capabilities, while the displayers had a chance to meet with potential clients and donor agencies to discuss their needs.

The Service Providers Fair is an integral part of the USAID-funded Stability in Key Areas (SIKA) – East program. This initiative, which is led by the MRRD in partnership with the Independent Directorate of Local Governance, is designed to promote good governance and improved service delivery in targeted districts in eastern Afghanistan. The program is currently active in Wardak, Logar, Ghazni, and Paktya Provinces, and is looking to expand into other eastern provinces.

The SIKA-East program works with community and district entities, as well as independent citizens, to identify sources of instability in their area and to address them through specific community-driven activities designed to remedy the destabilizing factors while improving governance and the delivery of services.

SIKA-East helps communities identify resources provided by service organizations to implement the activities, and when they are not available, it awards grants for development projects that meet its requirements. Citizens and local leaders ensure the transparency and ultimate success of these projects by designing and overseeing them, managing project funds, and participating directly in their implementation.

Reaction to the Maidan Shahr fair was very positive. One attendee observed: "This is the first time that people here have had the chance to talk to so many service providers face to face to find out what they have to offer and how to take advantage of it."

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov