



# USAID | AFGHANISTAN

FROM THE AMERICAN PEOPLE

## STABILITY IN KEY AREAS (SIKA) – EAST

MONTHLY REPORT (JANUARY 2013)



Mr. Ghazni Gul Zarzai, sector director for Wardak Province, addresses those attending a service providers coordination meeting in Maydan Shahr, stressing the importance of coordinating projects with the local government.

January 2013

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



**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

# STABILITY IN KEY AREAS (SIKA) – EAST

MONTHLY REPORT (JANUARY 2013)

Contract Number: AID-306C-12-00002

**Submitted to:**

United States Agency for International Development (USAID) Afghanistan

**Prepared by:**

AECOM International Development

**DISCLAIMER:**

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

## CONTENTS

<b>CONTENTS</b> .....	<b>I</b>
<b>ACRONYMS</b> .....	<b>II</b>
<b>BACKGROUND</b> .....	<b>I</b>
<b>HIGHLIGHTS</b> .....	<b>I</b>
<b>SIGNIFICANT PROVINCIAL ACTIVITIES</b> .....	<b>2</b>
Ghazni .....	<b>2</b>
Provincial-Level Activities .....	<b>2</b>
Dih Yak District.....	<b>2</b>
Khwaja Umari District.....	<b>3</b>
Next Steps for Ghazni.....	<b>3</b>
Logar .....	<b>4</b>
Provincial-Level Activities .....	<b>4</b>
Baraki Barak District.....	<b>4</b>
Mohammad Agha District.....	<b>5</b>
Khoshi District.....	<b>5</b>
Next Steps for Logar .....	<b>5</b>
Paktya .....	<b>5</b>
Provincial-Level Activities .....	<b>5</b>
Zadran District.....	<b>6</b>
Zurmat District .....	<b>6</b>
Next Steps for Paktya.....	<b>6</b>
Maydan Wardak .....	<b>7</b>
Saydabad District .....	<b>7</b>
Nirakh District.....	<b>7</b>
Chak District.....	<b>8</b>
Next Steps for Wardak.....	<b>8</b>
<b>SIGNIFICANT KABUL-BASED AND COMBINED ACTIVITIES</b> .....	<b>8</b>
Workshops and Trainings.....	<b>8</b>
Other Significant Activities .....	<b>9</b>
Stability Analysis and Planning Unit.....	<b>9</b>
Resource Development Unit.....	<b>10</b>
Communication and Outreach Unit.....	<b>10</b>
Service Delivery Unit.....	<b>10</b>
Grants and Sub-contracts Unit .....	<b>11</b>
Monitoring, Evaluation, and Learning Unit.....	<b>12</b>
Capacity Building and Gender Unit.....	<b>12</b>
Security Unit.....	<b>13</b>
Operations Unit .....	<b>13</b>
Human Resources Unit .....	<b>13</b>
Program Support Unit .....	<b>14</b>
Next Steps .....	<b>14</b>

**APPENDIX A** .....16  
    “Telling Our Story” Piece Prepared in January ..... 16  
**APPENDIX B** .....17  
    Workshops and Trainings Conducted in January ..... 17  
**APPENDIX C** .....19  
    Significant Meetings Conducted in January ..... 19

## ACRONYMS

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

## BACKGROUND

The Stability in Key Areas-East (SIKA-East) monthly report provides an overview of program activities during January 2013. These activities are grouped geographically according to the four provinces in which SIKA-East is currently active. This report provides a comprehensive picture of SIKA-East activities during the reporting period, which is also covered by SIKA-East weekly reports 55 through 59.

This report also provides information on objective-based project implementation, the relationships with and the involvement of the Ministry of Rural Rehabilitation and Development (MRRD), the Independent Directorate of Local Government (IDLG), 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.

## HIGHLIGHTS

- Following the launch of SIKA-East in Dih Yak District on December 25, joint SIKA-East and Provincial Rural Rehabilitation and Development Directorate (PRRD) trainers conducted a full range of trainings and activities in January for members of the DDA, District Community Council (DCC), CDCs, and other influential men and women from the district.
- On January 9, nearly 80 service providers met in Maydan Shahr to improve coordination and working relationships and share information about their activities and challenges.
- On January 10, the PRRD director for Logar chaired a coordination meeting with SIKA-East's deputy chief of party and others to explore options to relaunch stabilization activities in Baraki Barak. Participants discussed DDA+ reluctance to participate and agreed to intensify outreach efforts to encourage resumption.
- PRRD hosted a similar coordination meeting in Wardak PRRD conference hall among SIKA headquarters representatives, the Wardak PMU, PRRD representatives, and CDC members of Saydabad District to discuss the DPP and address security threats in Saydabad District.
- Informal stakeholder surveys are under way in Chak District of Maydan Wardak and Zadran in Paktya. By the end of January, the SIKA-East survey teams had interviewed 15 of the planned 40 senior notables in Chak, as well as 31 of 44 in Zadran, and asked them to name other respected people from the district who might be stability stakeholders.



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



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

## SIGNIFICANT PROVINCIAL ACTIVITIES

In January PRRD directors and SIKA-East provincial staff in all four target provinces met regularly to discuss stabilization progress, challenges, and plans and to coordinate upcoming activities with government entities. Other activities are summarized on a province-by-province basis below and in the appendices at the back of the report.

### GHAZNI

#### PROVINCIAL-LEVEL ACTIVITIES

##### Significant Meetings:

- Throughout January, the Ghazni Provincial Management Unit (PMU) manager conducted regular coordination meetings with the PRRD director and his staff to update them on program plans and activities, including planned SIKA-East trainings in the province. The Dih Yak district governor also met with the team for the same purpose.
- The Ghazni capacity building officer and gender officer met with the director of DoWA for Ghazni and with female DDA members to discuss future stabilization activities and opportunities to participate. It was agreed that a list of interested women would be compiled.

#### DIH YAK DISTRICT

**Meeting with District Governor:** On January 14, a joint PRRD and SIKA-East team attended a coordination meeting with the Dih Yak district governor, during which they discussed SIKA-East stabilization activities and plans and shared ideas and recommendations on the implementation process.

**Trainings and Activities:** Following the launch of SIKA-East in Dih Yak District on December 25, joint SIKA-East and PRRD trainers conducted the following trainings and district activities in January:

- **Stakeholder Orientation and Governance Foundation Training (Women):** Coordinating with DoWA, SIKA-East and PRRD trainers invited 25 influential women of Dih Yak District for Stakeholder Orientation / Governance Foundation training in Ghazni City from January 6 to 8. The women were briefed on SIKA-East and how it differs from other government programs and then examined the type and profile of district stability stakeholders, including women's associations, and explored ways to involve them in stabilization initiatives.
- **Stability Planning Process Training (Women):** From January 9 to 14, the same women participated in a five-day Stability Planning Process workshop conducted by a training team from SIKA-East, PRRD, and DoWA. During these sessions, stability program officers and PRRD social organizers introduced the program's objectives and explained the Stability Analysis Methodology. They jointly explained the dynamic of stability and instability and facilitated discussion on the concepts of social responsibilities and social cohesion, and assisted the participants in identifying local resiliencies and community strengths, as well as the key sources of instability and concrete ways to address them. This



**Stability Planning Process training for women in Dih Yak**

session resulted in the development of a preliminary District Project Portfolio (DPP), which was later incorporated into a comprehensive district-level DPP.

- **Advocacy Training (Women):** Five female DDA members and 17 other influential women from Dih Yak participated in a two-day Advocacy training held on January 16 and 17.
- **Stakeholder Orientation and Governance Foundation Training (Men):** On January 9 and 10, SIKA-East and PRRD conducted Stakeholder and Governance sessions for 44 DDA+ members and other influential elders from Dih Yak District.
- **Stability Planning Process Training (Men):** Between January 11 and 23, local leaders took part in stability analysis and planning, led by the SIKA-East team and Dih Yak social organizers, learning the dynamics of stability and instability and developing a DPP that linked sources of instability and root causes to solutions. Based on criteria they developed during the sessions, participants also prioritized a first set of projects for action (“Cycle 1”), began assessing project feasibility, and drafted initial plans to transition to implementation.
- **Resource Dialogue Sessions:** One-day Resource Dialogue sessions were conducted for female and male DDA members and representatives of several governmental and non-governmental service providers of Dih Yak; the women’s session was held on January 13, and the men’s on January 17. A total of 38 people attended the two sessions, where they learned about various services and resources available in Ghazni Province and how to access them. At the end of the sessions, participants were given the Ghazni Service Providers Catalogue to guide independent networking and discussions.



**A SIKA-East stability program officer explains the objectives of the meeting to the 44 attendees from Dih Yak at the January 9 Stakeholder Orientation.**



**Participants in the Stability Planning Process training break up into groups to develop a list of problems and challenges in their district, as well as possible solutions.**

#### **KHWAJA UMARI DISTRICT**

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

#### **NEXT STEPS FOR GHAZNI**

- Coordinate regularly with the Ghazni PRRD director, provincial governor, and Dih Yak district governor;



**The Khwaja Umari district governor, PRRD director, PRRD program director, and the SIKA-East PMU Manager discuss implementation of the program in Khwaja Umari.**

- Assist Project Management Committees to assess project feasibility and collect initial project data during Infrastructure Project Planning for Dih Yak District stakeholders;
- Brief potential grantees on project management basics, review grantee and project eligibility criteria, and facilitate preparation of first drafts of grant applications during Project Design and Development and Grant Process sessions for Dih Yak men and women;
- Orient Andar District DDA+ and other notables on SIKA-East process and explore the status of organization structures and systems to enable effective DDA+ participation; and
- Continue preparing for Andar and Khwaja Umari rollouts.

## LOGAR

### PROVINCIAL-LEVEL ACTIVITIES

#### Significant Meetings:

- The provincial governor and Logar PMU manager met to discuss details and updates on SIKA-East implementation in Logar Province. The PRRD director for Logar and PMU manager also consulted regularly on stabilization plans and progress in the province. Meanwhile, SIKA-East provincial staff continued to collect data from different sources to enrich the profile for Logar Province.
- On January 20, SIKA-East staff attended an introductory meeting with the new deputy governor of Logar. The PRRD director led the meeting, which was also attended by representatives from NSP and IRC. The PRRD director briefly talked about PRRD-led programs and activities across the province. The governor welcomed the participants and promised to serve the people of the province and support any activities that could have a positive impact on their needs.
- On January 21, a SIKA-East representative participated in a coordination meeting conducted by the PRRD director. The meeting's agenda included an update on the program's implementation in the province, including the program's rollout in Khoshi District.

### BARAKI BARAK DISTRICT

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



**At the Baraki Barak coordination meeting, Dr. Mojeeb Stanikzai of SIKA-East addresses DDA and CDC members.**

**Proposed Office Move:** The district governor of Baraki Barak proposed that SIKA-East move its office to the district government compound. However, DDA members opposed the idea on the basis that the security

of SIKA-East staff there could not be guaranteed. This issue still remains unsolved while negotiations continue.

## **MOHAMMAD AGHA DISTRICT**

### **Trainings and Activities:**

- SIKA-East conducted combined Project Design and Development and Grant Process Training of Trainers (ToT) for 13 field staff and PRRD social organizers from Mohammad Agha from January 6 to 10. During the training, which was held in Kabul, participants learned about basic project management grant eligibility standards, different types of grants, and how to assist district entities to prepare grant applications. Back in Mohammad Agha, the new trainers led the same trainings for 20 women from the district between January 13 and 17, and for men from January 27 to 31.
- On January 16 and 17, 54 men from the Mohammad Agha DDA+ discussed project feasibility, field measurements, plans and specifications, estimating of bills of quantity, and environmental compliance during Infrastructure Project Planning training.

## **KHOSHI DISTRICT**

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

## **NEXT STEPS FOR LOGAR**

- Conduct Advocacy training for Mohammad Agha men; and
- Continue facilitating district entity development of grant applications for priority projects.

## **PAKYA**

### **PROVINCIAL-LEVEL ACTIVITIES**

#### **Significant Meetings:**

- Throughout January, the SIKA-East manager for Paktya held regular weekly coordination meetings with the PRRD director to update him on SIKA-East achievements to date and to coordinate the program rollout in Zadran and Zurmat Districts planned for February.
- On January 1, representatives of the Paktya PMU visited the head of Central Statistics Organization (CSO) in order to populate the province standardization form. The CSO advised that the total number of villages in Paktya province is 1,381, and the population is 525,000. On January 20, during a meeting with the DoWA director, the Paktya communication and outreach officer updated and completed the form.
- On January 9, the PMU manager and representatives of other MRRD partners were invited to the Paktya provincial council for a special meeting to present achievements and plans. The head of the provincial council expressed appreciation for SIKA-East's efforts to strengthen local capability to stabilize the area.
- On January 13, Paktya PMU representatives visited the manager of the National Area Based Development Program (NABDP). The manager explained NABDP's project implementation process and provided help-

ful information about District Development Assemblies. The NABDP chief engineer and design engineer also provided a briefing on their approach to project design, bills of quantity, and project implementation.

- On January 21, the Paktya deputy PMU manager and PRRD director participated in their weekly coordination meeting, reviewing SIKA-East achievements and plans. After the meeting, the two met with the new deputy governor to brief him on developments.
- Also on January 21, the Paktya capacity building officer participated in a gender workshop conducted by the human rights office. She informed participants that SIKA-East will pursue efforts to mainstream gender issues in targeted districts; the remark was well received.

**Service Providers Catalogue Revision:** During the reporting period, the deputy PMU manager conducted an extensive revision of the existing Service Providers Catalogue for Paktya. The revised document has been finalized and sent for translation and printing.

### ZADRAN DISTRICT

#### Significant Meetings:

- On January 6, the Zadran District Support Unit (DSU) participated in a coordination meeting with the PRRD representative and Conflict Resolution Committee. The participants focused on proper collaboration and coordination with the SIKA-East team in Zadran District.
- On January 22, SIKA-East's Zadran unit met with the district governor to finalize a list of participants to be invited for the upcoming launch meeting to be held in Gardiz on February 7. The launch meeting was coordinated with the PRRD Director at the provincial level on January 28.

**Stakeholder Survey:** In January, SIKA-East began conducting an informal stakeholder survey in the district. By the end of the month, the survey team, which includes one DDA member, one PRRD social organizer, and one SIKA-East staff member, had interviewed 31 of the planned 44 senior notables and asked them to identify other respected and influential stability stakeholders in the district. The sample group of those surveyed includes representatives of the district governor, DRRD, DDA, and Village Affairs Department.

### ZURMAT DISTRICT

**Meeting with District Governor:** On January 23, SIKA-East representatives and the Zurmat district governor discussed SIKA-East facilitated stabilization activities and plans. The governor promised to cooperate in program implementation in Zurmat and committed to participating in a meeting with influential people from the district on February 3.

#### NEXT STEPS FOR PAKTYA

- Participate in weekly PRRD coordination meetings along with other related organizations;
- Orient DDA+ members on stabilization programming and jointly assess existing structures and systems in preparation for activities in Zadran and Zurmat Districts; and
- Facilitate preparations for rollout in Zadran and Zurmat Districts.



**Meeting with Zurmat District Governor**

## MAYDAN WARDAK

### Significant Meetings:

- On January 9, SIKA-East, working closely with the Wardak PRRD, held a service providers coordination meeting in Maydan Shahr. Service providers committed to the coordination and development of working relationships and shared information about activities and challenges. Approximately 80 people participated, including governmental and non-governmental service providers, high ranking provincial officials, and male and female members of the DDA and CDCs from Saydabad, Chak, and Nirkh. Speakers described existing resources available for implementing stability-focused initiatives identified in the DPP and also showed the participants how to find them in the Service Providers Catalogue distributed at the meeting.
- During the month, Wardak PMU management, staff, and key stakeholders participated in several coordination meetings with PRRD, including January 13 and January 20. During the sessions SIKA-East's representative updated participants on program progress and plans and discussed ways for better implementation.
- On January 27, the Wardak PMU manager updated the PRRD director on progress and discussed various issues, including the planned SIKA-East launch in Chak.



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

### SAYDABAD DISTRICT

**Coordination Meeting:** In January, Saydabad DDA+ and CDCs received a warning letter by anti-government agents to stop implementation of development projects in the entire district. A coordination meeting to discuss the threats was convened in Wardak PRRD conference hall among PRRD representatives, DDA+ and CDCs members, Wardak PMU, and SIKA headquarters representatives. SIKA-East's deputy chief of party also briefed the participants on SIKA-East and asked them to share the challenges they have faced during project implementation. Participants also discussed implementation of the DPP.

**Design and Grant Activities:** SIKA-East continued to assist district entities with project surveys, and by the end of the month completed 14 engineering design packages for Saydabad Cycle 1 infrastructure projects, with four additional packages near completion. The DSU team also assisted potential grantees to complete grant application forms and supporting documents. SIKA-East continued to discuss CDC membership validity and PRRD endorsements with the PRRD director, MRRD, and USAID.

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

### NIRKHA DISTRICT

**Coordination Meetings:** During January, Nirkh DSU staff met with the district governor and deputy governor, as well as the PRRD director, to update them on project implementation.

### Trainings and Activities:

- **Project design and development and grant application preparation:** Between December 30 and January 2, SIKA-East conducted a combined ToT in Project Design and Development / Grant Process for the

11 members of the Nirkh District field staff. This ToT prepared the field staff to brief DDA+ members on basic project management, grantee and project eligibility standards, and drafting of grant applications.

- **Project design and development and grant application activities:** From January 6 to 10, the recently trained field staff conducted training in Project Design and Development / Grant Process for women from Nirkh. The training briefed potential grantees on developing project plans and drafting grant applications, and participating women drafted five applications during the training. On January 20 and 21, the same training was conducted for 36 male stakeholders from Nirkh, including 18 DDA+ members, 13 CDC members, two DRRD staff, and three tribal elders. During the training, 30 grant applications were drafted, along with initial support documents. Thus, a total of 35 grant applications from Nirkh district are in process.



**The Nirkh District DSU team meets with the district governor.**

- **Advocacy and Resource Dialogue Training:** A two-day training on Advocacy and Resource Dialogue was conducted on January 22 and 23 for 37 men from Nirkh district's DDA+. This session aimed at developing the trainees' capacity to effectively advocate for their priorities articulated in the DPP.

## CHAK DISTRICT

**Stakeholder Survey:** An informal stakeholder survey is under way in Chak District. By the end of January, the SIKA-East survey team – consisting of a DDA member, a PRRD social organizer, and a SIKA-East staff member – had interviewed 15 of the planned 40 senior notables and asked them to name other respected and influential people from the district who might be stability stakeholders. A joint committee planned the survey, including PRRD, the district governor, and DDA representatives.

## NEXT STEPS FOR WARDAK

- Launch the program in Chak District;
- Conduct regular coordination meetings with PRRD and the district governor;
- Conduct Stakeholder Orientation and Governance Foundation sessions for DDA+ and other notables in Chaki Wardak District;
- Conduct Fundraising training for male members of Saydabad DDA+; and
- Continue to facilitate potential grantee grant application development.

## SIGNIFICANT KABUL-BASED AND COMBINED ACTIVITIES

### WORKSHOPS AND TRAININGS

**ToT on Stakeholder Engagement:** From January 6 to 10, SIKA-East conducted a Stakeholder Engagement ToT for 23 field staff and PRRD social organizers from Andar in Ghazni Province, Chak in Wardak, and Zadran and Zurmat in Paktya. This ToT was intended to prepare the joint SIKA-East and PRRD teams to conduct the stakeholder survey and orientation with influential people of their own districts.

**ToT on Project Design and Development / Grant Process:** Also between January 6 and 10, SIKA-East conducted a ToT in Project Design and Development / Grant Process for 13 field staff and PRRD social organizers from Mohammad Agha. During this training, the participants learned about different types of grants and how to assist communities and district entities to fill out grant applications.

**ToT on Resource Dialogue and Advocacy:** On January 14 and 15, SIKA-East's core team of trainers conducted a two-day Resource Dialogue and Advocacy ToT for ten field staff and PRRD social organizers from Dih Yak, Mohammad Agha, Nirkh, and Zadran Districts. The purpose of this ToT was to update the agenda based on greater integration with Resource Development Unit and lessons learned from the trainings conducted during previous months.

**ToT on Stability Planning Process:** In preparation for the upcoming rollout in the Batch C districts of Andar, Chak, Zadran, and Zurmat, SIKA-East's team of trainers conducted the Stability Planning Process ToT for the field staff and PRRD social organizers from those districts. At the end of the workshop, which took place between January 27 and 31, the joint SIKA-East and PRRD teams had been trained to facilitate Stability Planning Process sessions in their own districts and assist district entities and community leaders to develop their DPPs.

**ToT on Project Design and Development / Grant Process:** A five-day ToT was conducted between January 27 and 31 for 13 staff from Ghazni and Wardak Provinces.

**ToT Grant Review Committee:** A ToT on Grant Review Committee practices and procedures was held on January 28 for 16 participants from Nirkh and Mohammad Agha Districts.

**Coordination Improvement Training:** Program Support Unit conducted a training workshop for Wardak, Logar, and Paktya PMU managers on how to improve coordination and communication with PRRD directors and Independent Directorate of Local Governance (IDLG) entities, especially district and provincial governors.

**Lessons Learned ToT:** A Lessons Learned ToT for Monitoring, Evaluation, and Learning Unit was designed and conducted in January. This training enables unit staff to assist district entities to identify and prioritize challenges of the SIKA-East methodology and suggest solutions for improvement in the next district implementation.



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

## **OTHER SIGNIFICANT ACTIVITIES**

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

**New Activity Schedule:** The unit drafted the overall activity schedule for Batch C and Batch D districts. The schedule will serve as a useful management tool for SIKA-East and PRRD and IDLG partners, and will enable them to plan their resources effectively in coming months.

**District Project Portfolios:** The unit also reviewed the DPPs of Nirkh and Mohammad Agha Districts. The original portfolios will be submitted to PRRD via their respective DDAs, while SIKA-East plans to submit the English versions for USAID approval in the coming week.

**Standard Operation Procedures for DPP Development:** SIKA-East created Standard Operating Procedures to assist DDA+s in developing DPPs during Stability Planning Process sessions. The procedures

also play a supporting role in encouraging DDA+ members to take ownership of their DPP so they can fully advocate for their district's priorities.

#### **RESOURCE DEVELOPMENT UNIT**

**Service Providers Coordination Meeting:** On January 9, the unit supported the Wardak PRRD in conducting a service providers coordination meeting in Maydan Shahr. The purpose of this meeting was to improve coordination and working relationships among the service providers and give them an opportunity to share information about their activities and challenges. Approximately 80 people attended the meeting.

**Logar Service Providers Fair:** In preparation for the upcoming Service Providers Fair in Logar Province, the unit conducted a meeting with vendors to brief them about the fair and discuss logistical requirements for it. The unit also conducted a technical bid evaluation to find an organization to provide logistical arrangements for the event.

**Paktya Service Providers Catalogue:** The second version of the Paktya Service Providers Catalogue was finalized and translated. It will be printed and used for future SIKA-East events.

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

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

**DDA+ Communication Committees:** The unit began organizing DDA+ communication committees in Saydabad and Mohammad Agha in anticipation of regular meetings to design and implement communication strategies around Cycle 1 projects.

**Radio Plays:** In order to publicize the program, the unit initiated a production schedule for radio plays, including designing themes, organizing an initial Kabul-based Pashto review committee, and identifying a process for obtaining governmental approval. During January, they edited and commented on scripts of radio plays developed by SEZMA Productions and returned them to SEZMA for further processing.

**Lessons Learned:** On January 30, the unit held a lessons learned and consultative meeting with provincial communications and outreach officers. The objective of the meeting was to facilitate an ongoing sharing of information and experience between the field staff in different areas on a face-to-face basis. Another aim was to stress the importance of following up on previous trainings to keep SIKA informed on how participants have been using new skills developed through participation in SIKA-East trainings.

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

#### **SERVICE DELIVERY UNIT**

**Preparation for Stakeholder Engagement:** To prepare for stakeholder engagement surveys in Chaki Wardak and Zadran Districts, SIKA-East staff met with PRRD representatives, district governors, and DDA representatives to identify key actors in the districts to help in the survey, such as government officials, tribal elders, religious scholars, former commanders, and professionals.

**Development of DPP Cycle 1 Project Matrix:** Based on DDA+ DPPs, the team developed a simplified project matrix to facilitate consistent DDA+ and SIKA-East project tracking and management. The tool is under review and will be finalized during February.

#### GRANTS AND SUB-CONTRACTS UNIT

**Grants Technical Approval:** Eight grants valued at \$215,000 received technical approval from the Grant Review Committee on January 23. SIKA-East is proceeding with the next steps, including obtaining PRRD concurrence and the endorsement of CDC representatives; USAID vetting where required; USAID approval to award; determination of the grantee payment method; and the processing of award documents.

**Preparation of Grant Applications:** A total of 75 grant applications are in progress for the districts of Saydabad, Mohammad Agha, and Nirkh. The unit continues to work with the district teams and proposed grantees to complete grant applications. The current status of SIKA-East grants is summarized below:

**SIKA-East Grants Pipeline**  
**(Cumulative through January 2013)**

Province	District	Applications in Process	Applications Submitted	Grants GRC Completed	Grants Awarded	Grants Completed	Value of Applications Submitted (USD)
Maydan Wardak	Saydabad	7	8	8	0	0	215,000
Maydan Wardak	Nirkh	36	0	0	0	0	0
Logar	Mohammad Agha	32	0	0	0	0	0

**Authorized CDC Members for SIKA-East Grants:** Many of the elected CDC officials are no longer present in the area, or their period of performance as an officer has expired. In addition, many CDCs have not conducted new elections as required under their own by-laws. Without CDC officers or elected members in place who have the authority to obligate and enter into grant agreements and financial transactions, an alternative was proposed.

In January, the unit drafted a document to serve as a temporary and limited delegation-of-authority to be endorsed by the PRRD Director. The document contains the names of CDC members who will act on behalf of the CDC for the purposes of the SIKA-East grant. These members must have the authority to sign the grant application and agreement, open or use a pre-existing bank account, have signature authority for the bank account, and act on behalf of the CDC for all other matters related to the SIKA-East grant execution and management.

This issue was communicated to USAID's Contracting Officer Representative (COR), who advised that SIKA-East work with MRRD. MRRD's Senior Program Officer in an email response replied as follows:

“SIKA is advised to proceed with contracting SIKA projects with all CDCs regardless of their tenure of three years. It was stated by the leadership of NSP that CDCs with more than three years after their elections where re-elections have not been conducted are still valid and can carry on development activities in their communities. NSP is intending to conduct re-elections as soon as the program rolls out for the repeater block grant. This means that CDCs are valid and eligible to implement projects until re-election takes place. The NSP headquarters office has notified their provincial NSP office on this matter.

We recommend that SIKA provincial representative meets both RRD Director and NSP provincial Office. The same applies for all other provinces and all CDCs in the country.”

On this basis, SIKA-East provincial representatives are now working with the PRRD director and NSP provincial office to complete the abovementioned endorsement letters providing for authority to specific CDC members. Without this endorsement, SIKA-East will only be able to enter into grant agreements with those CDCs or DDAs with current elected officers.

**CDC Bank Accounts:** The preferred method of making payments to grantees under SIKA-East is through an official grantee bank account. MRRD requested the use of pre-existing CDC and DDA bank accounts. SIKA-East is considering this request and GSU has recommended the use of pre-existing accounts as long as certain conditions are met, including that there would be no cash advance to the grantee and the grant instrument would be a Fixed Obligation Grant (FOG) and not a cost-reimbursable grant.

**Vendor Vetting Threshold:** The threshold was lowered from \$150,000 to \$25,000 beginning January 1, 2013. This revised policy on vetting awards and sub-awards at \$25,000 or above will significantly slow actual awards to grantees and vendors, depending upon the amount of time required to complete the vetting. The policy will require a request to USAID to vet each and every grantee and vendor if the award will be \$25,000 or above or if it is anticipated that multiple awards will reach this threshold. This issue has been discussed with the USAID COR.

**Price Analyses:** The Grants and Sub-contracts procurement officers completed price analyses for the proposed grant application budgets from the CDCs. This due diligence will expedite the grant making process and has thus far shown proposed costs to be reasonable and within market range.

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

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

**Mapping:** The unit made first drafts of maps for SIKA-East districts and the activities implemented there to date. Working with MISTI, the unit is incorporating new layers for roads, rivers, and boundaries, and proposes to share the maps with other program units once they are complete.

**Management Information Systems:** Management Information System Group continued to work on the web-based database. They completed the development and design of the web-based integrated system for the Stability Analysis and Planning, Resource Development, Community and Outreach, and Capacity Building and Gender Units. A few changes were required after handover to each unit. The Service Delivery and Grants and Sub-contracts Unit modules are in process.

**Measuring Impact of Stabilization Initiative (MISTI):** The unit received the cleaned and final polling survey data for the SIKA-East baseline impact indicators from MISTI in SPSS and ASCII formats for all nine SIKA-East districts. The unit re-analyzed the data and updated the baseline numbers, graphs, and charts according to the clean data received.

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

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

## SECURITY UNIT

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

**Tracking System:** Security activated a new staff tracking system by assigning the Kabul security unit and field security officers to report and log all staff movements to and from their areas of operation. Security also activated a new incident tracking database, which allows them to better advise field staff on which areas to avoid and which routes offer less potential risk for field staff travel.

**SMS Alert System:** Security activated a new SMS emergency alert system for all staff in SIKA-East's various areas of operation in anticipation of ongoing and increased incidents. The SMS alert system provides the ability to immediately inform all relevant staff of incidents in their specific area, as well as timely warnings of threats when intelligence is received.

**Armored Vehicles Registration:** Security faced further delays with the registration of the USAID-supplied armored vehicles due to an attack on the Kabul Traffic Department this month. The Traffic Department's ability to issue green books and license plates was temporarily crippled by the attack. It is anticipated that the registration process will finally be concluded by the end of February.

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

## OPERATIONS UNIT

**Guesthouse and Office Activities:** In January, the unit shipped furniture and other equipment to the Ghazni guesthouse and the Wardak PMU office. Also, a generator was installed in the Paktya guesthouse, and Very Small Aperture Terminal (VSAT) hardware was activated in both the Paktya guesthouse and the Dih Yak office.

**Procurement Activities:** Jubaili Bros. has been recommended for the provision of 44 kV generators for provincial guesthouses; USAID approval is being awaited.

## HUMAN RESOURCES UNIT

**Human Resources:** The HR Department recruited 19 employees in December. The following table provides details on the newly hired staff:

#	Position/Title	Gender	Employer	Section	Province
1	M&E Officer	Male	OSC	MELU	Kabul
2	Security Officer	Male	AECOM	Security	Kabul
3	Grants & Subcontracts Officer	Male	IRD	IR4-G&S	Logar
4	Grants & Subcontracts Training Officer	Male	IRD	IR4-G&S	Ghazni
5	Provincial Engineer	Male	Ti	IR4-Engineering	Paktya
6	Community Development Officer	Male	AECOM	IR4-Comm Dev	Logar
7	M&E Officer	Male	OSC	MELU	Paktya
8	M&E Officer	Male	OSC	MELU	Wardak
9	Driver	Male	AECOM	MRRD	Kabul
10	Driver	Male	AECOM	MRRD	Kabul
11	Cleaner (Office)	Male	AECOM	MRRD	Kabul
12	Cleaner (Office)	Female	AECOM	MRRD	Kabul
13	Senior Program Officer	Male	AECOM	MRRD	Kabul
14	Field Finance Assistant	Male	AECOM	Finance	Kabul
15	Security & Operations Officer	Male	AECOM	Field Ops	Ghazni
16	Stability Analyst & Planning Assistant	Male	AECOM	IR1	Kabul
17	District Engineer	Male	AECOM	IR4-Engineering	Wardak
18	Security & Operations Officer	Male	AECOM	Field Ops	Wardak
19	Central Support Unit Officer	Male	AECOM	PSU-CSU	Kabul

#### PROGRAM SUPPORT UNIT

**Meeting with DDA Members:** The Kabul-based unit met with Saydabad DDA members to resolve some of their concerns about the DPP and seek their opinion on the security situation in their district. The unit also met with the Wardak PMU and provided information on how to improve coordination and relations with the PRRD.

**Meeting with PRRD:** Program Support Unit met with the Maydan Wardak PRRD director to resolve his concerns about certain sources of instability in the Saydabad DPP. It was decided to clarify some wording in the DPP to resolve confusion.

#### NEXT STEPS

- Prepare for program launches in the Batch C districts (Zurmat, Zadran, Chak, and Andar);
- Provide support for implementation of the program in Baraki Barak;
- Submit DPPs to PRRD, district governors, and USAID for approval;
- Continue conducting ToTs in Kabul;
- Complete arrangements for the Service Provider Fair in Logar;
- Finalize the January Monthly Media Analysis Report and distribute it to interested parties;
- Conduct Advocacy ToT for Batch C districts;
- Complete radio play scripts;

- Screen and edit *hamza*-level communication baseline survey and resiliencies and grievances questionnaires and data entry;
- Conduct informal stakeholder surveys in Zurmat and Andar Districts;
- Conduct Project Design and Development/ Grant Process ToT for field staff from Zurmat and Andar Districts;
- Establish DSU offices in Khoshi and Khwaja Umari;
- Continue survey and design for Saydabad, Nirkh, and Mohammad Agha DPP Cycle 1 projects;
- Continue working on the web-based data base;
- Provide training for Monitoring, Evaluation, and Learning staff, deputy PMU managers, DSU team leaders, and PRRD social organizers from the first nine districts on the basics of Monitoring, Evaluation, and Learning data collection tools.
- Conduct Security Risk Assessments of the Khost Province PRRD for a future rollout, and of Khwaja Umari District of Ghazni Province;
- Finalize licensing of USAID-supplied armored vehicles through Traffic Police Department for green plates;
- Initiate contract modification with Afghan Public Protection Force for additional SIKA-East guards; and
- Continue recruitment by HR Department of 94 staff:
  - Fifty-nine vacancies in process with AECOM;
  - Seven vacancies in process with OSC;
  - Twenty-six vacancies in process with IRD; and
  - Two vacancies in process with Ti.

## APPENDIX A

### “TELLING OUR STORY” PIECE PREPARED IN JANUARY



# USAID | AFGHANISTAN

## SNAPSHOT

### Service Providers Meet in Wardak

**Need for coordination and communication on projects is essential.**



*Mr. Ghazni Gul Zarzal, sector director for Wardak Province, addresses the service providers, stressing the importance of coordinating projects with the local government.*

***In Wardak, service providers recently met to discuss ways to improve coordination among themselves and with local communities and authorities.***

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

USAID’s Stability in Key Areas – East program is working with the Ministry of Rural Rehabilitation and Development and the Independent Directorate of Local Governance to promote good governance and service delivery in targeted districts in eastern Afghanistan. SIKA-East is currently active in districts in four provinces, including the districts of Saydabad, Nerkh, and Chak in Wardak Province.

Too often in the past, stabilization and development projects in Afghanistan have been plagued by a lack of coordination and duplication of efforts. To avoid this happening on their Wardak programs, MRRD and SIKA-East recently organized a meeting in Maydan Shahr, the provincial capital, to try to improve coordination among organizations providing services in the province and strengthen working relationships with local government authorities.

Over 80 men and women attended the meeting. Many of them work for ministries and agencies of the Afghan government or for private companies, national and international donors, or non-governmental organizations. All of these entities, and others represented at the event, have a physical presence in Wardak and provide various services to local communities. Also present were members of district-level citizens organizations and community development councils from Saydabad, Nerkh, and Chak Districts.

Eng. Jan Mohammad Hekmatjo, MRRD director for Wardak, welcomed the participants and briefly outlined SIKA-East’s activities, goals, and working areas. He also explained the difference between SIKA-East with its bottom-up, community-based approach and earlier stabilization programs.

The discussion that followed touched on various subjects, including the District Development Portfolios (DPPs) that the District Development Assembly and CDCs in each SIKA-East district prepare. Mr. Ghazni Gul Zarzal, sector director for Wardak Province, speaking on behalf of the governor, emphasized the need to cross-check the DPPs with plans already developed by the governor’s office so as to avoid duplication of efforts.

At the end of the session, everyone agreed that close coordination and communication among all parties involved is the only way that projects can be implemented effectively and stability enhanced.

## APPENDIX B

### WORKSHOPS AND TRAININGS CONDUCTED IN JANUARY

Date	Topic	Location	Type	Narrative Description	PMP Indicator
Dec 31 - Jan 2	Project Design and Development ToT (Men)	Kabul	Workshop	ToT for Nirkh staff explained basics of project management, development and use of Project Action Plan, bills of quantities, project feasibility, and grant application development.	N/A
Jan 6-10	Project Design and Development / Grant Process (Women)	Wardak	Training	Nirkh district team conducted training for 25 influential women.	1.1 & 3.1
Jan 6-8	Stakeholder Orientation and Strengthening the Governance Foundation (Women)	Ghazni	Training	Gender officer of Ghazni Province facilitated three-day training for 27 women.	1.1 & 3.1
Jan 6-10	Stakeholder Engagement (Men)	Kabul	ToT	Capacity building officer facilitated five-day training for Ghazni, Paktya, and Wardak staff; 23 men participated.	
Jan 6-10	Project Design and Development / Grant Process (Men)	Kabul	ToT	Capacity building officer facilitated five-day training for a total number of 13 SIKA-East staff.	
Jan 9-14	Stability Planning Process (Women)	Ghazni	Training	Capacity building officer facilitated the training attended by 23 women.	
Jan 13-17	Project Design and Development / Grant Process (Men)	Wardak	Training	Capacity building officer facilitated five-day training for 31 men.	
Jan 13-17	Project Design and Development / Grant Process (Women)	Logar	Training	Capacity building officer facilitated five-day training for 32 Mohammad Agha female DDA members.	
Jan 13-21	Project Design and Development / Grant Process (Men)	Wardak	Training	In this training for Nirkh DDA members and other influential men, the participants filled out grant application forms.	4.1
Jan 14-15	Resource Dialogue and Advocacy	Kabul	ToT	Two-day training for ten field staff and PRRD social organizers from Dih Yak, Mohammad Agha, Nirkh, and Zadran.	
Jan 16-17	Advocacy (Women)	Ghazni	Training	Two-day training was conducted for 22 female members of the Dih Yak DDA+.	
Jan 16-17	Infrastructure Project Planning (Men)	Logar	Training	Two-day training was held for 45 men from the Mohammad Agha District DDA+.	

Jan 22-23	Advocacy (Men)	Wardak	Training	Two-day training was conducted for male members of Nirkh District DDA+.	3.1
Jan 27-31	Stability Planning Process	Kabul	ToT	Capacity building officer facilitated five-day ToT for Chak, Andar, Zurmat, and Zadran districts. The participants numbered 30 men and one woman.	
Jan 27-31	Project Design and Grant Process (Men)	Logar	Training	Capacity building officer facilitated five-day ToT for men from Mohammad Agha District. An average of 52 participants attended the training.	
Jan 27-31	Project Design and Development / Grant Process (Men)	Kabul	ToT	This ToT was conducted for 13 men from Ghazni and Wardak Provinces	
Jan 28	Grant Review Committee	Kabul	ToT	Capacity building officer facilitated one-day Grant Review Committee ToT for Nirkh and Mohammad Agha Districts. The total number of the participants was 16 trainees.	

## APPENDIX C

### SIGNIFICANT MEETINGS CONDUCTED IN JANUARY

Date	Topic	Location	Type	Narrative Description
Jan 6	Coordination	Ghazni	Meeting	Updated PRRD Director on program implementation and planned activities.
Jan 6	Coordination	Paktya	Meeting	Coordination meeting with the PRRD focused on proper collaboration and coordination with the SIKA-East team in Zadran District.
Jan 6	Coordination	Wardak	Meeting	Updated PRRD Director on program implementation and planned activities.
Jan 7	Coordination	Logar	Meeting	Updated PRRD Director on program implementation and planned activities.
Jan 7	Coordination	Paktya	Meeting	Updated PRRD Director on program implementation and planned activities; also coordinated program rollout in Zadran and Zurmat Districts.
Jan 8	Advisory	Wardak	Meeting	SIKA-East Deputy Chief of Party (DCoP) provided information regarding SIKA-East implementation to CDC and DDA members.
Jan 9	District Stakeholders Survey	Paktya	Meeting	Paktya PMU staff met with PRRD and district representatives, DDA members, and other influential people to discuss the district stakeholders' survey. Participants were asked to identify well-known and influential individuals who could help SIKA-East by filling in the questionnaire linked with upcoming assessments of the program.
Jan 10	Coordination	Logar (Baraki Barak)	Meeting	Discussed and coordinated the Service Providers Coordination meeting planned for Baraki Barak.
Jan 13	Coordination	Ghazni	Meeting	Updated PRRD director on program implementation and planned activities.
Jan 13	Coordination	Ghazni	Meeting	Updated district governor on program implementation and planned activities.
Jan 13	Coordination	Wardak	Meeting	Updated PRRD director on program implementation and planned activities
Jan 20	Introduction of new District Governor	Logar	Meeting	New Deputy Governor was introduced to MRRD partners. The governor was briefed on all programs including SIKA-East.
Jan 20	Coordination	Wardak	Meeting	Updated PRRD Director on program implementation and planned activities.
Jan 20	Province Standardization Form	Paktya	Meeting	Updated DoWA director on program and completed province standardization form.
Jan 21	Coordination	Ghazni (Khwaja Umari)	Meeting	Informed district governor on expected implementation of program in Khwaja Umari.
Jan 21	Coordination	Logar	Meeting	Updated PRRD director on program implementation and planned activities, and also discussed program rollout in Khoshi.
Jan 21	Coordination	Paktya	Meeting	Updated PRRD director on program implementation and planned activities.
Jan 21	Coordination	Paktya	Meeting	Briefed deputy governor on program implementation and planned activities.

Jan 22	Program Commencement in Khoshi	Logar	Meeting	Discussed program implementation in Khoshi with district governor and talked about establishment of SIKA-East office there. Ended up with support from district governor.
Jan 22	Kickoff Meeting	Paktya	Meeting	Met district governor to discuss kickoff meeting planned Gardiz City. District governor was invited for the meeting and supported the agenda.
Jan 23	Program Implementation in Zurmat	Paktya	Meeting	Discussed program implementation in Zurmat with district governor. The governor promised to participate in meeting with influential people.
Jan 23	Program Launch in Chak	Wardak	Meeting	Discussed program launch in Chak with PRRD director, who promised full support of the plan.
Jan 26	Coordination	Ghazni	Meeting	Coordinated Dih Yak training plan.
Jan 28	Coordination	Paktya	Meeting	Met district governor and finalized list of participants for launch meeting in Gardiz
Jan 29	Coordination	Wardak	Meeting	Updated district governor on program implementation and planned activities.

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

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

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