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# STABILIZATION IN KEY AREAS (SIKA) – WEST

## WEEKLY REPORT (AUGUST 23–29, 2012)

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# STABILIZATION IN KEY AREAS (SIKA) – WEST

## WEEKLY REPORT

**Submitted to:**

USAID | Afghanistan

**Prepared by:**

AECOM International Development

**DISCLAIMER:**

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## BACKGROUND

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The United States Agency for International Development (USAID) awarded AECOM International Development the Stabilization in Key Areas (SIKA)-West program on January 29, 2012. The SIKA-West 18-month contract (with an additional 18-month option period) is intended to increase stability and pave the way to transition in the western provinces of Herat, Farah, Badghis, and Ghor. The program will be led by the Ministry of Rural Rehabilitation and Development (MRRD) in partnership with USAID and SIKA-West.

## KEY PROGRAM ACTIVITIES

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### SUMMARY OF WEEKLY REPORT

Afghan national staff returned to work on August 23<sup>rd</sup>, following the four-day *Eid-ul-Fitr* holiday from August 19-22. The highlight of the week was the second meeting of the Bala Baluk District Stabilization Committee (DSC), where 5 additional members were elected, expanding the DSC to 23 members. Orientation was held at Herat HQ for the recently hired SIKA-West staff.

### HIGHLIGHTS OF THE WEEK INCLUDE:

#### INTERMEDIATE RESULT 1

- On August 26, the IR1 Stability Program Officer (SPO) traveled to Farah by road to help prepare the Farah Provincial Support Team (PST) and Bala Baluk District Support Team (DST) staff for the Stabilization Analysis Mechanism (SAM) presentation and DSC meeting.
- On August 27, the HQ Acting Senior Program Officer, HQ IR1 SPO, PST IR1 Farah, Manager PST Farah, Deputy Manager PST Farah, M&E PST Farah, IR4 PST Farah, IR3 PST Farah, DRRD Bala Baluk Social Mobilizers and all three DST Bala Baluk staff members attended the second DSC meeting at the Bala Baluk District Center. The meeting agenda included training on the SAM, a workshop on utilizing SAM to identify Sources of Instability (SOI), an orientation for each SIKA-West component and the identification of DSC focal points for each component. The District Governor opened the training session at 9:00 a.m. following a recitation of verses from the Holy Qur'an. Subsequent to the agenda overview by the PST Manager, IR1 presented the SAM training and the workshop on utilizing SAM to address SOIs, root causes and potential mitigation activities. Approximately 33 people from the government, the community and the District Development Assembly (DDA) participated in the election of 5 new DSC members, expanding the membership to 23. The five new members comprised of four DDA members and the Bala Baluk Telecommunications Manager. There were a total of 18 DSC participants in this meeting, as five of members who attended the previous meeting were absent.
- During this meeting, the Bala Baluk DSC identified *insecurity* as one SOI. The DSC identified and prioritized the following root causes: (1) presence of insurgency; (2) government corruption; (3) lack of trust between government and communities on both sides; (4) foreign interference; (5) lack of government access to the communities; (6) unqualified employees in the government departments; (7) dissatisfaction of Pashtun tribes with the government; and (8) unemployment.
- The DSC identified the following mitigation activities for three of the root causes:
  1. **Presence of insurgency**
    - a) Mediation through the *Ulama* and tribal elders,
    - b) Providing job opportunities such as schools and mosque rehabilitation and construction of small dams,

- c) Providing agricultural programs such as horticulture facilities, livestock, etc.,
- d) Following the roles and laws of Islam.

## **2. Corruption**

- a) Hiring qualified and educated people for the government departments,
- b) Increasing the government staff salaries,
- c) Providing salary assistance such as coupons,
- d) Improving the capacity of the government staff.

## **3. Lack of trust between government and communities from both sides**

- a) Giving respect to *Ulama* and influential elders from the government,
  - b) Conducting coordination meetings between government and communities,
  - c) Implementing projects equally to all villages,
  - d) Government cooperation with people for encouraging the donor agencies and maintenance of projects.
- On August 28, the IR1 team recorded the DSC's findings on the SOI, root causes and mitigation activities into the Bala Baluk District Stabilization Matrix (DSM) for further analysis, planning and implementation of mitigation activities. The IR1 team held a strategy discussion on the DSM to begin planning and prioritizing mitigation activities.
  - On August 26, the IR1 SPO drafted a Stability Success Inventory story on the uprising of the people from Zherai District in Kandahar Province against the Taliban and other insurgent groups.

## **INTERMEDIATE RESULT 2**

- NTR

## **INTERMEDIATE RESULT 3**

- *(Delayed weekly report from August 16-22)* Farah DRRD sent out a one-minute message to the people of Farah on the first and second day of *Eid*. The message, produced by the DRRD Media Officer with the support of the IR3 team, was broadcast on the local evening news programs four times per night in two local languages.
- The IR3 team conducted a training workshop for the Farah PST and DST members on August 27 at the DRRD office. The training covered an introduction to IR3/Communications and Messaging strategies.
- During the second DSC meeting in Bala Baluk on August 27, the IR3 team members provided the DSC members with a short introduction to their role and purpose in achieving the objectives of the SIKA-West project. IR3 plans to implement additional training sessions to DSC counterparts in the future.

## **INTERMEDIATE RESULT 4**

- The IR4 HQ Community Development Officer (CDO) traveled by road to Farah Province to mentor the Farah PST CDO on Community Stabilization Practices from August 25-26. Following a practice session with the Farah PST staff on August 26, the PST CDO made the same presentation to the Bala Baluk DSC members on August 27.
- During the week, IR4 Technicians from PST Herat and Badghis developed technical materials that will be used during the design and implementation of community-driven service delivery options.
- Hadi Fahim, the Community Development Technician, joined SIKA-West on August 26.
- The IR4 staff and Grant Officer presented Community Stabilization Practice and Grant Methodology to recently hired HQ staff as part of a scheduled orientation training.

## **GENDER AND CAPACITY BUILDING**

### **Gender Component**

- The Capacity Building Department (CBD) team continued developing Gender Mainstreaming materials for the upcoming PST/DST training.
- The CBD team shortlisted 16 resumes for the positions of Literacy Teachers in the Bala Baluk District. The SOWs have been prepared and translated and will be advertised.
- The CBD team had issued a number of RFPs two weeks prior to Operations and is currently waiting on responses to the Gender Literacy Training, Gender Health & Nutrition Training, and Gender Vocational Training RFPs for the Bala Baluk District.
- The CBD has coordinated Gender Mainstreaming Training for the three Gender/Capacity Building Officers from Herat, Farah and Badghis. The completed modules include Introduction to Gender Awareness, Gender Mainstreaming (Part I), and Gender Mainstreaming (Part II). These modules will be repeated for the benefit of the PST&DST/DRRD/DOWA in Farah province and for the benefit of the PSTs only in Badghis and Herat.
- The CBD has launched the SIKA-West Internal Gender Working Group, which has identified focal points for gender within each IR and is coordinating with each group to streamline gender concerns. This group will meet weekly.
- The CBD has arranged for the creation of a Provincial Gender Working Group in Farah which will include Farah PST/DRRD/DOWA and other gender counterparts within the line ministries. These weekly meetings will be coordinated to plan gender focused activities at the district level within Bala Baluk.
- The DOWA within Farah province has been invited to participate in the DSC discussions and has been identified as a CBD Gender counterpart at the district level within Bala Baluk to coordinate further activities.

### **CBD Headquarters Component**

- To date, 43 Training Modules covering IR1-IR4/M&E and Gender have been completed and translated into Dari and Pashto and shared with the SIKA-West program. This week, CBD-Effective Presentation Techniques & TOT Guidelines were completed.
- The training calendar for September was updated and sent to all relevant staff. The calendar coordinates all IR/M&E and Gender training activities in the field for the month of September.
- The CBD team worked with IR1, IR3 and IR4 to develop training materials which will enable them to train RRD counterparts and district entities in the field.
- The following CBD trainings were facilitated this week.
  - a) Introduction to IR2- Resource Development (Orientation For New Staff)
  - b) Introduction to IR3- Communications ( Orientation For New Staff)
  - c) Introduction to IR4- Community Development (Orientation For New Staff)
  - d) Introduction to M&E (Orientation For New Staff)
  - e) Work Plan Development (Orientation For New Staff)
  - f) Meeting Memorandums (Orientation For New Staff)
  - g) Introduction to Capacity Building (Orientation For New Staff)
  - h) Introduction to Gender (Orientation For New Staff)
  - i) Introduction to Grants & Subcontracts (Orientation For New Staff)
  - j) Introduction to Security (Orientation For New Staff)
  - k) Introduction to IT/Logistics/Procurement (Orientation For New Staff)
  - l) Introduction to Finance/Human Resources (Orientation For New Staff)
  - m) Introduction to Community Mobilization (Orientation For New Staff)

## CBD Farah Component

- On August 27, CBD facilitated the Bala Baluk DSC meeting. During this meeting, the Bala Baluk DSC received the following trainings:
  - a) Introduction to the SIKA-West Program
  - b) IR1-Stability Analysis Mechanism Training
  - c) IR1- Identification of Sources of Instability
  - d) IR2- Introduction to the Service Provider Catalog
  - e) IR3- Introduction to Communications
  - f) IR4- Introduction to Community Development
  - g) M&E-Introduction to M&E Procedures
  - h) CBD- Identification of DSC Counterparts & Needs Assessments
  - i) CBD- Attendance Sheets/Feedback Forms/Meeting Reports/ Updated Bala Baluk Membership List

The meeting report is currently being translated and will be shared with all departments once complete.

- Farah DRRD Capacity Needs Assessment data was received and is currently being reviewed to plan upcoming capacity building training sessions for the DRRD. DRRD counterparts have been identified and will be followed by targeted capacity building programming as outlined in the current 6 month Bala Baluk engagement plan.
- The Bala Baluk District Governor Capacity Building Needs Assessment is underway, as is the Bala Baluk DSC Needs Assessment.
- CBD is waiting on responses for the following RFPs:
  - a) Computer Programming RFP for Farah DRRD/PST
  - b) English Language Training RFP for Farah DRRD/PST
  - c) Technical Engineering Training RFP for Farah DRRD/PST/DST/DEs
 Expected roll-out of this training is September 15, 2012.
- CBD is planning a roll-out for DRRD counterpart training and District Government training with IR1, IR2, IR3, IR4 and M&E trainers.

## MONITORING AND EVALUATION

- The M&E unit produced training materials covering the use of Tracksticks and sent an M&E Officer to the Farah PST on August 27-30 to build the capacity of the PST M&E Officer. While there, the HQ M&E Officer checked the state of the PST's filing and record keeping systems.
- The M&E lead and M&E Officer interviewed four people for the Reporting Officer position. The female candidate has been selected and an offer will be made by HR next week.
- The M&E lead short-listed 42 candidates for the Herat PST M&E Officer position.
- Progress was made on two RFPs covering Database Design, Implementation and Training, and Baseline Survey Collection.
- The M&E Lead and M&E Officer prepared discussion points for the upcoming STAB-U M&E Summit in Kabul on September 5.

## HR & RECRUITMENT

- To date, 78 employees (27 female, 51 male) have been hired and 17 positions are in process.

SIKA-West Recruitment				
Staff	Herat Office	Herat Province	Farah Province	Badghis Province
Hired	56	6	11	5
In process	10	2	1	4
Females hired	22	2	2	1
Males hired	34	4	9	4

## DELIVERABLES

- Weekly Report

## SECURITY OPERATIONS

- Conducted various Herat City moves without incident.
- Continued to liaise with other projects operating within the Herat area.
- Conducted weapons training with APPF MST personnel.
- Conducted compound defense plan with expatriate personnel.

## LOOKING AHEAD/NEXT WEEK'S ACTIVITIES

- IR1 plans to hold a SIKA-West HQ Strategic Stabilization Cycle meeting on September 1 to discuss the Bala Baluk DSM.
- IR1 will obtain follow-up feedback from the second Bala Baluk DSC meeting.
- The IR1 SPO and M&E Officer will attend the STAB-U M&E Summit in Kabul on September 5.
- The IR4 lead and M&E lead will be part of the Farah and Badghis recruitment drives, on September 3-6 and September 4-8, respectively.

## IMAGES



*The second Bala Baluk DSC meeting at the Bala Baluk District Center on August 27.*