



**SIGAR**

Office of the Special Inspector General  
for Afghanistan Reconstruction

June 28, 2017

The Honorable Wade Warren  
Acting Administrator  
U.S. Agency for International Development

Dear Acting Administrator Warren,

I am writing to request information regarding USAID's Stability in Key Areas (SIKA) program. SIKA was intended to promote good governance in specific districts throughout Afghanistan, reduce the impact of the insurgency, increase confidence in the Afghan government, and pave the way for a peaceful security transition. Between December 2011 and April 2012, USAID awarded over \$203 million in contracts to AECOM International Development, Inc. (AECOM) and Development Alternatives (DAI) to implement four regional SIKA programs — East, West, South, and North—designed to partner closely with existing sub-national development and governance structures to help identify sources of instability and address needs and grievances identified by targeted communities.<sup>1</sup> Each contract had an 18-month base period of performance with the possibility of additional 18-month option periods. In 2013, USAID extended the period of performance for the three contracts awarded to AECOM, and signed a new contract with DAI.<sup>2</sup> By the time the programs ended in September 2015, USAID had spent approximately \$306 million on contracts to implement SIKA.<sup>3</sup>

SIGAR has previously examined various aspects of the four regional SIKA programs and found that they faced many challenges throughout their periods of performance.<sup>4</sup> For example, in July 2013, we reported that SIKA programs had not met their essential objectives because USAID had not awarded grants on a timely basis or established a formal working agreement with the

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<sup>1</sup> AECOM received the contracts for SIKA East (\$88,680,279 awarded December 7, 2011), SIKA West (\$32,005,753 awarded January 29, 2012), and SIKA South (\$58,784,676 initially awarded April 10, 2012). DAI received the contract for SIKA North (\$23,708,930 awarded March 14, 2012).

<sup>2</sup> In January 2013, USAID extended SIKA West's initial period of performance by 7 months, from July 2013 to February 2014. In March 2013, USAID extended SIKA East's initial period of performance by 9 months, from June 2013 to March 2014. In May 2013, SIKA North received a 4-month extension from September 2013 to January 2014. USAID signed a new contract for SIKA South with a new 18-month base period in March 2013.

<sup>3</sup> In 2012, the U.S. government had decided to discontinue the stabilization mission because of a U.S. policy shift to support the transition to building the capacity of the Afghan government to lead its own development efforts.

<sup>4</sup> SIGAR, *Stability in Key Areas (SIKA) Programs: After 16 Months and \$47 Million Spent, USAID Had Not Met Essential Program Objectives*, SIGAR 13-16-AR, July 29, 2013; SIGAR, *USAID's Measuring Impact of Stabilization Initiative: Audit of Costs Incurred by Management Systems International*, SIGAR 15-53-FA, April 21, 2015; and SIGAR, *USAID's Measuring Impacts of Stabilization Initiative: Program Generally Achieved Its Objectives, but USAID's Lack of a Geospatial Data Policy and Standards Affected Its Implementation*, SIGAR 17-10-AR, October, 26, 2016.

Afghan government for project implementation. In 2016, we conducted an audit of USAID's Measuring Impacts of Stabilization Initiatives (MISTI) program, which was intended to monitor and evaluate USAID's stabilization programs, including SIKA.<sup>5</sup> We reported that USAID had difficulty overseeing its stabilization programs, including SIKA, due to high levels of violence and reduced security and protection, which impeded USAID personnel from accessing locations where the agency was implementing its programs.<sup>6</sup>

Given the hundreds of millions of U.S. taxpayer dollars USAID spent on SIKA, and the importance of stability to the reconstruction effort, I am seeking additional information concerning the extent to which SIKA contributed to stability in Afghanistan. Therefore, please provide the following:

- 1) A complete list of SIKA projects implemented by AECOM and DAI by province, including information regarding:
  - a. The title and type of project
  - b. The location of the project (using the most specific information possible, including geospatial coordinates, if available)
  - c. Total cost per project
  - d. Last reported project status

I am asking that you provide a response to this request and all requested documentation no later than July 13, 2017. I am submitting this request under the authority of Public Law No. 110-181, and the Inspector General Act of 1978, as amended. Should you or your staff have any questions about this potential project, please contact Mr. Mathew Dove, Director of Special Projects, at (703) 545-6051 or [matthew.d.dove.civ@mail.mil](mailto:matthew.d.dove.civ@mail.mil).

Sincerely,



John F. Sopko  
Special Inspector General  
for Afghan Reconstruction

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<sup>5</sup> SIGAR, *USAID's Measuring Impacts of Stabilization Initiative: Program Generally Achieved Its Objectives, but USAID's Lack of a Geospatial Data Policy and Standards Affected Its Implementation*, SIGAR 17-10-AR, October, 26, 2016.

<sup>6</sup> *Id.*



**USAID** | **AFGHANISTAN**  
FROM THE AMERICAN PEOPLE

**MEMORANDUM**

July 9, 2017

**TO:** John F. Sopko  
Special Inspector General for  
Afghanistan Reconstruction (SIGAR)

**FROM:** Scott Hedlund, Office Director *SH*  
Office of Democracy and Governance

**SUBJECT:** Mission Response to SIGAR Inquiry Letter on USAID's  
Stability in Key Areas (SIKA) program (SIGAR SP-  
172/SIGAR-17-XX-SP)

**REF:** SIGAR Transmittal email dated 06/28/2017

This letter refers to Special Inspector General Sopko's June 28, 2017 letter regarding USAID's Stability in Key Areas (SIKA) program.

In its letter, SIGAR requested USAID to provide no later than July 13, 2017 documents pertaining to SIKA program. USAID has assembled and is providing the requested information which accompanies this letter.

The data provided in response to SIGAR questions 1)a, 1)b, and 1)d was generated from historical data in Afghan Info. Afghan Info allows implementing partners to upload their GPS data for each of their site locations directly into the application, where our partners have the option to indicate either the district and village name where this site was located, or they have the option of providing the GPS coordinates if available. If partners choose to select the village name, the system auto-generates a latitude and longitude within the village (often the village center). Therefore, the GPS coordinates will not necessarily align with the precise locations for the activities described, such as the location where a culvert was installed. For the response for question 1)c, costs were not tracked down to the individual project level.

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Attachments:

Appendix A SIKa Project Sites – Afghan Info

Appendix B SIKa Total Expenses per Award Voucher

cc: Ravi Suaris, Controller, USAID/Afghanistan  
Joanie Simon Bartholomaus, U.S. Embassy/Kabul  
OAPA Audit