

DFID-AFGHANISTAN / STABILISATION UNIT

INFRASTRUCTURE ADVISER – HELMAND

Draft version 5 April 2010

MAIN DETAILS

Comment [m1]: This would all change and become part of a consultants Tor

DEPARTMENT: DFID-Afghanistan / Stabilisation Unit (the post is funded by both departments and will continue to be so)

LOCATION: UK-led Civil-Military Mission to Helmand (CMMH), Lashkar Gah, Helmand, Afghanistan (Provincial Reconstruction Team, PRT)

JOB TITLE: Senior Infrastructure Adviser

DFID Grade: A1 (open to A2 candidates on TP)

DATE OF VACANCY: May 2010

POSTING DURATION: 6 Months extendable by a further 6 months

The successful applicant must complete a psychological evaluation, have undertaken HEAT training and have SC security clearance before taking up the post; initiating DV security clearance should be considered.

PURPOSE

As part of the UK-led CMMH the Infrastructure Adviser (IA) will report directly to both the PRT Deputy Head (Delivery) and DFID's Helmand Team Leader, and through them to the UK Special Representative and the Head of DFID-Afghanistan. The IA will play a central role in **developing and delivering a realistic programme of infrastructure investments which directly support delivery of the Helmand Plan and contribute to delivery of DFID's country Business Plan, both in turn contributing to the British Embassy Kabul Business Plan.**

The infrastructure programme will be financed through a variety of aid instruments (UK Conflict Fund; DFID Programme Funds including projects, programmes and co-financed investments) and will be closely coordinated with the work of other donors as well as that financed from other sources (eg US Commanders Emergency Response Program, CERP; USAID; USDA). The programme will be integrated and coordinated with other strands (sectors) of the Helmand Plan; have a district focus but recognise the provincial level, network and larger infrastructure requirements; and will complement other DFID-supported programmes.

SPECIFIC OBJECTIVES

The following objectives are constructed to suit a typical DFID PMF:

1. Ensure effective delivery of infrastructure in Helmand, coordinated with other actors, aligned with provincial government priorities and plans, district government priorities, national standards and the ANDS (40%):

- Lashkar Gar to Gereshk Road Project: - ensure satisfactory launch, transition to implementation, supervision and monitoring.
- Gereshk Hydro-Power Plant and Electricity Distribution Rehabilitation - ensure satisfactory launch, transition to implementation, supervision and monitoring.
- Helmand River Basin Study and Master Plan – ensure effective implementation, supervision and monitoring.
- Ensure effective implementation of Bost Airfield and Agricultural Centre project.
- Ensure effective delivery of infrastructure elements of DFID-A programme, in particular the Helmand Growth Programme (HGP).
- Ensure effective coordination with others on (road, power and water) infrastructure projects in Helmand (eg those of USAID, UAE, US-MEB, RC(S)).
- Ensure effective contributions from, and co-financing and co-management arrangements for road, power and water projects with, ADB and Denmark; and others that may emerge.

Comment [m2]: This function is readily transferable to a consultant. Even the role of ensuring delivery of the 4 main DFID projects can be handed over with only ONE concern. **DFID would need to ensure that a consultant IA was not “feeding” unnecessary additional work to their own project team. This is easily monitored.**

2. Ensure effective delivery of infrastructure delivered through the PRT, supporting district staff and advising PRT colleagues (40%):

- Deliver PRT infrastructure activities, in particular through District Stabilisation Teams, StabAds and PRT Thematic leads.
- Support RC(S) infrastructure activities such as for Bridge Tom.
- Influence RC(S) infrastructure programmes ensuring coherent regional approach; and MEB activities and approach.
- Work with PRT on Freedom of Movement monitoring, linked to the DFID-A M&E and Measures of Effect work.
- Plan budget monitor and account to PRT funded projects.
- Provide strategic direction to the PRT STRE engineers.
- Lead the PRT Infrastructure Working Group.

Comment [m3]: This function is readily transferred to a consultant.

3. Develop program of institutional development activities for Line (infrastructure) Ministries and their provincial departments (5%).

- Support and strengthen Provincial Infrastructure Coordination Committee under Governor, linked to sector working groups.
- Support and strengthen Provincial Governor's (infrastructure) advisers.

Comment [m4]: This function is readily transferred to a consultant.

- Support Directors of Provincial Departments of Energy & Water, Public Works, HAVA, MRRD etc.
- Ensure DFID supported infrastructure projects deliver sound capacity building.

4. Represent, support and deliver communication products for CMMH and DFID-A (5%).

Comment [m5]: This function can still be delivered through a consultant but final QA, QC and release would be under the remit of DFID-H and PRT officials.

- Contribute proactively to PRT Stratcomms activities.
- Contribute proactively to DFID-A communication objectives.
- Contribute to DFID Corporate and infrastructure communications.
- Contribute to regular, frequent and priority briefings and material for DFID-A, BEK and PRT.

5. Support DFID Infrastructure Strategy development and delivery, related PRD themes and SU work (5%).

Comment [m6]: This is a fairly small part of the role. A consultant would be able to contribute with DFID Infrastructure HoP, PRD and SU oversight.

- Contribute to finalisation and launch of DFID's Infrastructure Strategy.
- Contribute and support delivery of DFID's Water Policy including on water storage, with links to the Regional Climate Change adviser in Delhi.
- Contribute to SU learning on stabilisation.

6. Support programme and office management objectives.

Comment [m7]: This function would pass to the DFID representation role.

- DFID-A - ensure that ARIES related tasks specific to the role are actioned in a timely manner and that data is entered accurately.
- DFID-A - contribute to the G&L Team programme and financial management requirements.
- PRT – comply with PRT planning, monitoring and reporting requirements.

BACKGROUND AND CONTEXT

Afghanistan and Helmand

Afghanistan is arguably the UK's highest foreign policy priority, with the UK committed to take the lead role in Helmand Province until at least 2009. Currently, around 9,000 UK service personnel are deployed to Southern Afghanistan, mostly to Helmand, where we are engaged in a Counter-Insurgency (COIN) campaign. This campaign is politically driven, with our military activity deployed to support the effective establishment of the legitimate Government of Afghanistan.

In May 2006, the UK assumed leadership of the Provincial Reconstruction Team (PRT) in Helmand's provincial capital Lashkar Gah. In late 2007, Ministers agreed to the establishment of an enduring UK Civil-Military Mission in Helmand (UKCMMH) to:

- provide political leadership to the UK's efforts in southern Afghanistan
- direct our support to Afghan reconstruction and reconciliation efforts
- plan, co-ordinate and deliver civil-military counter-insurgency activities.

The UKCMMH is led by a UK Senior Representative (UKSR) accountable through Her Majesty's Ambassador (HMA) to the Afghan Strategy Group (ASG) and Ministers in London. It comprises around 200 personnel, of which around 85 are currently civilians with an intention to lift this number to around 55. Recognising the different local dynamics across the Province, the PRT bases civilian staff out of the provincial capital Lashkar Gah to work alongside the military in the District Offices situated in military Forward Operating bases (FOBs).

Comment [m8]: Update / correct

The overall framework for civil-military activities in Southern Afghanistan is provided by the Helmand (Implementation) Plan (HIP). This updated plan, agreed jointly between the senior UK and US civilian and military parties in Helmand, and endorsed by Ministers, defines the UK's support in the Province in terms of seven core strands: politics and reconciliation; governance; security; rule of law; economic development; counter-narcotics and strategic communications.

These programmes are implemented by a blend of civilian and military personnel and financed from departmental sources as well as the Conflict Fund (CF). In addition, US officials (State, USAID and USDA), Denmark and Estonian representatives are co-located within the mission and contribute to the work there.

The role of infrastructure within the PRT

Small-scale infrastructure accounted for a great deal of the PRT's activity in Helmand in 2007-08, much comprised quick impact projects (QIPs) in district centres improving access to water, to a lesser extent electricity; construction of civic buildings, clinics, schools and security infrastructure; and repairs to roads. Much of this was undertaken with an eye to generating employment. This evolved in 2008-09 to better planned District Centre build. This has been delivered mostly within the PRT, now led by the Specialist Team Royal Engineers – planning, design, development of specifications, tendering and contract management and supervision.

As the PRT evolved and the understanding of what is needed to generate stable conditions in Helmand has evolved so have perceptions of the role of infrastructure. With increased funding and increased commitment the PRT has moved away from a piecemeal approach to infrastructure development within stabilisation activities to a more systematic and programmatic approach based on demonstrating – through the delivery of infrastructure – that the reach of Government is extending. Key elements in this concept for delivery include:

- i. roads - freedom of movement is seen as being fundamental to achieving security
- ii. electricity - recognising that for the foreseeable future most of Helmand will not receive electricity from the national grid
- iii. potentially large scale irrigation work, although this must be seen as part of a wider package to develop licit agricultural livelihoods in a province with a major narcotics growing problem.

The PRT is an organisation that has undergone frequent change and rapid growth since its inception in 2006. The post-holder will need therefore to be comfortable in an environment that develops structurally and managerially in real time.

Conditions at post

Accommodation in Lashkar Gah is very good. You will generally have your own room or “pod” with electricity (air conditioning) and en-suite shower and toilet providing a relatively high degree of privacy. TV (British Forces Broadcasting) and internet connections will ordinarily be available allowing relatively good contact with colleagues and home. Food is provided by the military and is to a high standard.

The PRT is investing heavily in building infrastructure in the District Offices, balancing the need to provide security with the need for an environment suitable for engaging with local political actors. Accommodation is marginally less comfortable than in Lashkar Gah, but improving. Staff in these locations have their own “pod” with electricity (air conditioning) and en-suite shower and toilet. As in Lashkar Gah, TV and internet connections will be available. The IA would be expected to visit and spend time in these locations.

Security for civilian staff is maintained to a standard set by the FCO in London and supervised in Lashkar Gah. Access to the FOBs and District Centres is by military helicopter. Bodyguards are always present. Hostile environment training will be provided prior to taking up any posting. Prior experience of such environments would be desirable and the successful candidates are likely to offer a high degree of both resilience and self-awareness.

The Stabilisation Unit

The Stabilisation Unit was originally established in September 2004 as the Post Conflict Reconstruction Unit and is jointly owned by the Foreign and Commonwealth Office (FCO), Department for International Development (DFID) and Ministry of Defence (MOD). In late 2007 it was renamed the Stabilisation Unit¹ and the 2007 Comprehensive Spending Round White Paper set out its key priorities as being to:

- provide civilian teams to support the design and delivery of UK civilian activities, including quick impact projects, in insecure environments often alongside UK military forces, and filling critical capability gaps in UK and international operations (e.g. rule of law, governance and policing advisers);
- facilitate cross-government assessment and planning to stabilise countries emerging from conflict; and
- identify and integrate lessons from UK interventions into future stabilisation activities.

¹ See www.stabilisationunit.gov.uk for more details.

In early 2008, Permanent Secretaries from the Unit's parent Departments agreed it should play a more significant role in delivering UK objectives in Helmand, working directly to the UKSR as an integral part of the CMMH. This includes the Unit becoming responsible for recruiting the majority of the civilian personnel. The Unit's role in Helmand is its single most important objective and senior core staff are already deployed in Helmand to ensure the Unit meets Department's expectations.

KNOWLEDGE, SKILLS OR EXPERIENCE REQUIRED

The successful post holder will have demonstrated experience in:

- A Chartered Civil Engineer with at least ten years professional experience in civil engineering working in both site and design office environments.
- Experience of managing large scale infrastructure projects.
- A minimum of five years experience of working in recovery and development environments.
- A strong knowledge of working with local governments and line ministries in order to ensure delivery is co-ordinated and to the correct government standard.
- An ability to produce reports aimed at both the technical reader as well as complimentary non-technical reports.
- Proven ability to mentor and work in partnership in order to develop capacity with counterparts.
- Infrastructure programme design, implementation monitoring and reporting preferably in a post conflict or hostile environment.
- An ability to work in a fast moving environment where there is pressure to balance the imperatives of delivery with sound programme design.
- Knowledge of working with governmental departments/ministries in order to support the civil society.

KEY COMPETENCES

1. DELIVERING STABILISATION

Sound Programme Management and Project Management skills and techniques with an ability to ensure appropriate resources and levels of capability are applied to deliver.

2. PROBLEM SOLVING AND JUDGEMENT

An ability to systematically draw together information, to analyse, evaluate and reach logical and timely conclusions, and produce well argued recommendations, including when under pressure to solve problems.

3. STRATEGIC UNDERSTANDING

An ability to take account of and understand the role and organisation of the UK CMMH including the wider social, economic, political and business context in which we work and in relation to the specific country context.

4. WORKING WITH OTHERS

The CMMH is a small community. You must be able to work effectively with colleagues and contacts in the immediate and wider teams in pursuit of objectives.

5. COMMUNICATING AND INFLUENCING

You will be able to present a professional image and convey information clearly and concisely, adjusting style according to purpose and audience. You will be expected to speak and write in a well-structured, clear and concise way and be able to develop and maintain a wide range of contacts and use a range of communication skills to negotiate and influence others in support of the UK CMMH's objectives.

6. STAKEHOLDER RELATIONS

You will work and meet regularly with partners, stakeholders and service providers. Consequently you will need to be able to understand and anticipate the Mission's needs and to seek out new and more effective ways of meeting them.

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