USAID | AFGHANISTAN
FROM THE AMERICAN PEOPLE

March 2, 2009

Stephen MacLeod
Director
Office of Contracts, Procurement, and Pricing
Development Alternatives, Inc. (DAI)
7600 Wisconsin Ave., Suite 200
Bethesda, MD 20814

Reference: Request for Application No. 306-08-029

Subject: Cooperative Agreement No. 306-A-00-09-00508

Dear Mr. MacLeod:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development (USAID) hereby awards to Development Alternatives, Inc. (DAI), hereinafter referred to as the "Recipient", the sum specified in Section A.3 to provide support for a program in Afghanistan as described in Attachment B, entitled "Program Description."

This Cooperative Agreement is effective and obligation is made as of the date of this letter and shall apply to expenditures made by the Recipient in furtherance of program objectives during the period beginning with the effective date shown in Attachment A (the Schedule), Article A.2, Paragraph 1. USAID will not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

This Cooperative Agreement is made to the Recipient on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachments hereto, all of which have been agreed to by your organization.

Please sign the original and all enclosed copies of this letter to acknowledge your receipt of the Cooperative Agreement, and return the original and all but one copy to the Agreement Officer.

Sincerely yours,

James Goodwin
Agreement Officer

Attachments:
- A. Schedule
- B. Program Description
- C. Standard Provisions

Annexes:
- Annex 1: Program Description
- Annex 2: Branding Strategy and Marking Plan
- Annex 3: List of Non Expendable Equipment
- Annex 4: List of Government Furnished Equipment

ACKNOWLEDGED BY

Name: Stephen C. MacLeod

TITLE: Director, Contracts, Procurement & Pricing

DATE: March 4, 2009

U.S. Agency for International Development
Regional Development Mission/Asia
Afghanistan Office of Acquisition and Assistance
9th Floor, GPF Witthaya Tower A
93/1 Wireless Road
Bangkok 10330 Thailand

Tel: [662] 263-7400
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Agreement Officer

PHOENIX OBLIGATION
Amount:
MAR 01 2009
Requested By: On
Reviewed By: On
Submitted By: On
Document Type:

Attachments:
- A. Schedule
- B. Program Description
- C. Standard Provisions

Annexes:
- Annex 1: Program Description
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ACKNOWLEDGED:
BY: _____

Name: _____

TITLE: _____

DATE: _____

U.S. Agency for International Development
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Afghanistan Office of Acquisition and Assistance
9th Floor, GPF Witthaya Tower A
93/1 Wireless Road
Bangkok, 10330 Thailand

Tel: [662] 263-7400
Fax: [662] 263-7466
Web: www.usaid.gov/afghanistan

A. GENERAL

Total USAID Estimated Amount:	$149,978,589.00
Total Obligated USAID Amount:	
Cost-Sharing Amount (Non-Federal):	$0.00
Activity Title:	Incentives Driving Economic Alternatives for the North, East, and West (IDEA-NEW)

C. PAYMENT OFFICE

U.S. Agency for International Development
M/CFO/CMP-LOC Unit RRB 7.07-108
1300 Pennsylvania Avenue, NW
Washington, DC 20523-7700

D. ADMINISTRATIVE OFFICE

Agreement Officer (AO)
Afghanistan Office of Acquisition and Assistance
USAID/RDMA
93/1 Wireless Road
Bangkok, 10330 Thailand

Agreement Officer Technical Representative (AOTR)
USAID/Afghanistan
Great Masood Road
Kabul, Afghanistan

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ATTACHMENT A – SCHEDULE

A.1 PURPOSE OF COOPERATIVE AGREEMENT

The purpose of this Cooperative Agreement is to provide support for the program described in Attachment B to this Cooperative Agreement entitled "Program Description."

A.2 PERIOD OF COOPERATIVE AGREEMENT

1. The effective date of this Cooperative Agreement is March 2, 2009. The completion date of this Cooperative Agreement is March 1, 2014.

2. Funds obligated hereunder are available for program expenditures for the estimated period March 2, 2009 to May 10, 2010.

A.3 AMOUNT OF COOPERATIVE AGREEMENT AND PAYMENT

1. The total estimated amount of this Cooperative Agreement for the period shown in A.2.1 above is $149,978,589.

2. USAID hereby obligates the amount of for program expenditure during the period set forth in A.2.2 above and as shown in the Budget in A.4 below. The Recipient will be given written notice by the Agreement Officer if additional funds will be added. USAID is not obligated to reimburse the Recipient for the expenditure of amounts in excess of the total obligated amount.

3. Payment will be made to the Recipient by Letter of Credit in accordance with procedures set forth in 22 CFR 226.

A.4 COOPERATIVE AGREEMENT BUDGET

The following is the Agreement Budget, including local cost financing items, if authorized. Revisions to this budget shall be made in accordance with 22 CFR 226.

Cost Element	Year 1 (2/15/09 - 2/14/10)	Year 2 (2/15/10 - 2/14/11)	Year 3 (2/15/11 - 2/14/12)	Year 4 (2/15/12 - 2/14/13)	Year 5 (2/15/13 - 2/14/14)	Total
1 Personnel 2 Equipment & Supplies (including shipping) 3 Other Direct Costs (including allowances, travel, transportation, & shipping of personal 4 Security 5 Program Implementation Funds 6 Indirect Costs (including fringe benefits) 7 Subawards						
TOTAL	**$32,697,992**	**$30,236,159**	**$30,475,067**	**$28,657,761**	**$27,911,610**	**$149,978,589**

The summary budget set forth above is based on the detailed budget that the Recipient submitted with its application for this Award. The Recipient's detailed budget (as may be adjusted by USAID to correct any mathematical errors) constitutes the approved budget plan for this Award. In accordance with 22 CFR 226.25(b), the Recipient shall report all deviations from the approved budget plan. The Recipient shall report any such deviations to the AOTR.

A.5 REPORTING AND EVALUATION

1. Financial Reporting

(A) Financial reporting requirements shall be in accordance with 22 CFR 226.22 and 22 CFR 226.52 regarding Letter of Credit advance payments. Either paper copies or electronic copies (scanned PDF document) may be submitted, but not both.

(B) In accordance with 22 CFR 226.52, the SF 269 and SF 272 or other substitute forms designated by USAID are used to report actual expenditures and are required on a quarterly basis. The Recipient shall submit these forms in the following manner:

(i) The PSC 272 and 272a (if necessary) must be submitted via electronic format to the U.S. Department of Health and Human Services (HHS) (http://www.dpm.psc.gov) within 45 calendar days following the end of each quarter. A copy of this form shall also be submitted at the same time to the Agreement Officer's Technical Representative (AOTR) and kabulfinancialreport@usaid.gov .

(ii) One copy of the SF 269 or 269a (as appropriate) must be submitted to the AOTR and kabulfinancialreport@usaid.gov. These reports shall be submitted within 30 calendar days from the end of each quarter, except that the final report shall be submitted within 90 calendar days from the estimated completion date of this Award.

(C) In accordance with 22 CFR 226.70-72, the original and two copies of all final financial reports shall be submitted to the USAID/Washington M/FM/CMP-LOC Unit. The electronic version of the final PSC 272 or 272a may be submitted to HHS in accordance with paragraph (B)(i) above.

2. Program Reporting

(1) General Requirements

(A) The Recipient shall comply with the Standard Provisions set forth in Attachment C of this Award entitled "Publications and Media Releases" and "Marking Under USAID-Funded Assistance Instruments." All reports shall be in English.

(B) Data must be disaggregated by gender and age as per Operational Plan indicator requirements described in Section (3) Performance Monitoring Reports, Paragraph (A) Indicators as described in (3)(A) below, and the Recipient's Monitoring and Evaluation (M&E) Plan must be capable of accomplishing this. If disaggregated data are not feasible, the M&E plan (including performance indicators) must assess impact on disaggregated populations indirectly.

(2) Program Planning Reports

(A) Annual Activity Plans

(i) Not later than 60 calendar days from the effective date of this Award, the Recipient shall submit three copies to the AOTR of a draft annual activity plan, covering the first year of this Award. Electronic submission is preferred over hard-copy. For the first annual activity plan it shall be harmonized with the U.S. Government's fiscal year system as such will include the period from the award date through September 30, 2009. Given the relatively short period of time, this activity plan shall also include an interim inclusion of activities expected through the first full working year.

The activity plan shall include the activities planned to be conducted, the site(s) where they will be conducted, benchmarks/milestones and annual performance targets; the outputs/outcomes which the Recipient expects to achieve; and the inputs planned to be provided by the Recipient, during the activity plan period. Included shall be an explanation of how those inputs are expected to achieve the outputs/outcomes and benchmarks/milestones.

The activity plan shall also consider whether boys and girls or women and men are involved or affected differently by the context or work to be undertaken, and, if so, whether the difference is potentially significant for managing toward sustainable program impact. The Recipient shall describe and use appropriate gender-sensitive methodologies and shall maintain gender-integration and -balance in all activities, targeting women and girls when necessary to achieve that balance. The activity plans will also include the Recipient's planned international travel, as described in paragraph (a)(1) of Standard Provisions set forth in Attachment C of this Award entitled "International Air Travel and Transportation."

The AOTR shall review the draft annual activity plan, and shall provide comments within 30 calendar days from receipt. Thereafter, the Recipient shall submit three copies of the final activity plan within 15 calendar days of receipt of the AOTR's comments to the AOTR for approval.

(ii) Not later than 60 calendar days prior to the beginning of each subsequent year, the Recipient shall submit three copies to the AOTR of draft annual activity plans for each subsequent year. Electronic submission is preferred over hard-copy. The activity plan shall be delineated by the reporting periods (*i.e.* the second annual activity plan will run from Oct 1, 2009 to September 30, 2010) However, the Recipient has the option to provide a two-year activity plan at this time if circumstances permit. The activity plans shall include the activities planned to be conducted, the site(s) where they will be conducted, and benchmarks/milestones; the outputs/outcomes which the Recipient expects to achieve; and the inputs planned to be provided by the Recipient, during the activity plan period. Included shall be an explanation of how those inputs are expected to achieve the outputs/outcomes and benchmarks/milestones. The activity plans will also include the Recipient's planned international travel, as described in paragraph (a)(1) of the Standard Provision set forth in Attachment C of this Award entitled "International Air Travel and Transportation." The AOTR shall review the draft activity plan, and shall provide comments within 30 days from receipt. Thereafter, the Recipient shall submit three copies of the final activity plan within 15 days of receipt of the AOTR's comments to the AOTR for approval.

(iii) The activity plan will describe activities to be conducted at a greater level of detail than Attachment B (Program Description) of this Award, but shall be cross-referenced with the applicable sections in the Program Description. All activities must be within the scope and objectives of this Award. Activity plans shall not change such scope and objectives or any other terms and conditions of this Award in any way; such changes may only be approved by the Agreement Officer, in advance and in writing. Thereafter, if there are inconsistencies between the activity plan and the Program Description or other terms and conditions of this Award, the latter will take precedence over the activity plan.

(iv) If, at any time, it becomes necessary to revise the approved activity plan, the Recipient shall submit proposed changes to the AOTR, and the procedures described above shall apply. All activity plans, including significant revisions thereto, must be approved by the AOTR. If the revised activity plan is approved, the Recipient shall submit a revised M&E plan, as necessary, for approval by the AOTR.

(B) Monitoring and Evaluation (M&E) Plan

(i) Not later than 60 days from the effective date of this Award, the Recipient shall submit three copies to the AOTR of a draft M&E plan. Electronic submission is preferred over hard-copy. The M&E plan shall include a detailed plan for managing the collection of data in order to monitor performance and report thereon. The M&E plan shall specify the source, method of collection, and schedule of collection for each datum required; and assign responsibility for collection to a specific partner, team, or individual. The M&E plan shall also describe critical assumptions. Also included must be performance baseline data which describe the prevailing conditions of a beneficiary population and/or the situation at the onset of the program, the magnitude of the problem and/or the needs that the Recipient's program will address, performance indicators (including appropriate rationale and justification therefore), and numerical performance targets delineated by the U.S. Government's fiscal year (*i.e.*, October 1 – September 30) or part thereof. If disaggregated data are required, the M&E plan must be capable of accomplishing this. If disaggregated data are not feasible, the M&E plan (including performance indicators) must assess impact on disaggregated populations indirectly.

The AOTR will provide comments within 30 days, and the Recipient shall then submit three copies of the final M&E plan within 15 days of receipt of the AOTR's comments to the AOTR for approval. The M&E plan must be approved by the AOTR.

(ii) If, at any time, it becomes necessary to revise the approved M&E plan, the Recipient shall submit proposed changes to the AOTR, and the procedures described above shall apply. If the M&E plan is revised, the Recipient shall submit a revised activity plan, as necessary, for approval by the AOTR.

(3) Performance Monitoring Reports

(A) **Indicators:** The following indicators shall be reported on as part of the Operational Plan on a quarterly basis.

# of hectares devoted to licit agricultural production
Number of rural households benefiting directly from U.S. Government interventions in Afghanistan
Increased sales (US$) of licit farm and non-farm products in USG-assisted areas over previous year
Number of full-time equivalent (FTE) jobs created by USG sponsored alternative development or alternative livelihood activities

(B) **Biweekly Status Report:** Biweekly reports (biweeklies) are intended to be concise reports that summarize project progress against tasks, indicators and benchmarks, and identify implementation issues that may inhibit or enhance recipient performance. These reports may also provide insights into development problems, suggestions on possible future interventions and general observations with respect to the overall development context of the region. From time to time, USAID may request the recipient to add sections to the biweekly reports highlighting certain activities, reflecting high profile concerns of the U.S. Government or recording significant or substantial investments of the USG to respond to information needs on the part of a variety of stakeholders. These requests will be made by the AOTR. The report should be submitted to the AOTR within 15 calendar days of the end of the reporting period. The reporting period is defined as the first of the month to the 15th of the same month and the 16th of the month until the end of the same month. The biweekly reports are cleared through Alternatives Development and Agriculture Office (ADAG) management before being circulated by ADAG to key partners. As with the ADP-East program, a summary table of results achieved shall be included at the back of each biweekly report and shall be disaggregated by province.

(C) **Quarterly Reports:** The Recipient shall prepare detailed quarterly reports with concise information on project progress relative to expected results and outcomes on a quarterly basis as outlined in annual work plans. These reports should summarize project progress against tasks and benchmarks, including tasks assigned through technical directives and identify implementation issues that may inhibit or enhance recipient performance, updates on staff turnover, lists of personnel assigned different sectors, upcoming events and project plans and other key updates that would be helpful for Mission management of the program, especially the AOTR. The first quarterly report provided to USAID shall be named and enumerated "Quarterly Report IDEA-NEW, Quarter 2, FY2009" (albeit for this first report – a basic progress report on program start-up would be sufficient). Placing the start and end date of the current agreement on the cover page/or information page of these reports will allow readers to determine how far into their agreement they have reached.

- In addition, this report will include quarterly budget analysis, including expenditures during the relevant quarter, projections of expenditures for the following quarter and any deviations from expected budgets. This budgetary element of the quarterly report can be a duplicate of the report required for submission to the Office of Financial Management (OFM)

- Quarterly reporting shall begin after the end of the first quarter from the Agreement award. The quarterly report is due to the AOTR on or before the last day of the month following the end of each quarter.

- Quarterly Reports Schedule for Submission:

    - QI: October 1 to December 31
    - Q2: January 1 to March 31
    - Q3: April 1 to June 30
    - Q4: July 1 to September 30

        - Quarterly Report 1 due January 31
        - Quarterly Report 2 due April 30
        - Quarterly Report 3 due July 31
        - Quarterly Report 4 due October 31

(D) **Quarterly Financial Reports:** A quarterly financial report is due to the Office of Financial Management (OFM) of USAID/Afghanistan through the AOTR with respect to the same reporting calendar as that for quarterly programmatic reports outlined above. This report shall provide a comprehensive accounting of how project funds were expended during the quarter, incurred costs to date and provide expected and unexpected expenditures through the anticipated end date of project. The reports should provide explanation for any significant changes in funding spending patterns, e.g. pipelines and bum rates. Disbursements shall be tracked by FY, province, district and gender.

(E) **Reporting on Supplemental Funding:** Because the funds allocated by the U.S. Congress may be supplemental operating budget, USAID may require that the supplemental funds obligated for this program are tracked separately. The Recipient is obligated to adhere to these reporting requirements for supplemental funds in any fiscal year.

(F) **Annual Reports:** The recipient shall prepare detailed annual reports with concise information on project progress relative to expected results and outcomes on a yearly basis as outlined in annual activity plans. The annual report must provide concise information on the progress of the project with respect to the indicators, benchmarks and tasks outlined in the statement of work, annual activity plan and contractually agreed upon results, including tasks assigned through technical directives. The annual report will be the basis for project evaluation, audit and management decision making for budgetary considerations. It is essential that the annual report is complete, accurate and timely. The annual report is due to the AOTR no later than 30 days from September 30 (the end of the fiscal year) *i.e.* October 30.

(G) **Electronic Data Contributions**: USAID/Afghanistan uses a management information system to track program and project information for all mission-funded activities. The purpose of this database is to track and monitor development projects, while maintaining coordination between USAID/Afghanistan, USAID/Washington, Congress, implementing partners, the Government of Afghanistan, and other donors. This reporting process supports the Government of Afghanistan's requirement that USAID provide information to the Ministry of Finance in order to track ongoing and completed donor-sponsored development activities.

The Recipient shall provide at least a quarterly update of information on the activities under the Agreement by entering this information into the USAID/Afghanistan electronic information retrieval system. The Recipient shall enter information via an Internet website; USAID will provide the URL address, and a user ID/password. The Recipient shall name one person as the primary point of contact for the system, who will receive training from the USAID Database Manager to utilize the system. A comprehensive user manual which will provide detailed information on the required information and processes needed for managing the database.

(H) **Final Project Report:** The Recipient will produce a final project report with detailed and concise information describing accomplishments and results as well as a detailed description of the development context before and after the intervention. This report will be based on project indicators, tasks assigned in the contract or by technical directive through the life of project and project benchmarks. The report will address, in a unique section, lessons learned, best practices and an analysis of further development issues to be addressed in the geographic work zone, including ways forward with particular reference to project elements unattainable or challenging and how these challenges could be overcome in future interventions. This final project report will be submitted to the AOTR not more than 90 days after the cooperative agreement completion date.

The AOTR is required to document/certify in the official AOTR file on a quarterly basis confirming that the recipient is complying with these specific reporting/delivery requirements.

In accordance with the Standard Provision set forth in Attachment C of this Award entitled "Publications and Media Releases," the Recipient shall also submit one copy, in electronic (preferred) or paper form, of the annual and final Results Report to one of the following:

By E-Mail: docsubmit@dec.cdie.org

By Mail: USAID Development Experience Clearinghouse
Attn: Document Acquisitions
8403 Colesville Road, Suite 210
Silver Spring, MD 20910

By Fax: (301) 588-7787

On-Line: http://www.dec.org/index.cfm?fuseaction=docSubmit.home

In accordance with the aforesaid Standard Provision, each document submitted should include the following information: (1) descriptive title; (2) author(s) name; (3) award number; (4) sponsoring USAID office; (5) date of publication; and (6) software name and version (if electronic document is sent).

3. **Final Report**

The Recipient shall submit the original and one copy to M/FM, the Agreement Officer (if requested), and the AOTR and one copy, in electronic (preferred) or paper form of final documents to one of the following: (a) Via E-mail: docsubmit@dec.cdie.org ; (b) Via U.S. Postal Service: Development Experience Clearinghouse, 8403 Colesville Road, Suite 210 Silver Spring, MD 20910, USA; (c) Via Fax: (301) 588-7787; or (d) Online: http://www.dec.org/index.cfm?fuseaction=docSubmit.home.

A.6 INDIRECT COST RATE

Pending establishment of revised provisional or final indirect cost rates, allowable indirect costs shall be reimbursed on the basis of the following negotiated provisional or predetermined rates and the appropriate bases:

Description	Rate	Base	Type	Period
General & Administration	9.10%	1/	1/	1/
Overhead	52.20%	2/	2/	2/

1/Base of Application: Total cost excluding G&A costs and pass-through grant costs
Type of Rate: Provisional
Period: 01-01-08 until amended

2/Base of Application: Total direct labor dollars, B&P labor dollars and applicable fringe benefits
Type of Rate: Provisional
Period: 01-01-08 until amended

A.7 PROCUREMENT AND CONTRACTING

(a) General

(1) Applicability

This Section applies to the procurement of goods and services by the Recipient using USAID funds provided hereunder. It does not apply to sub-grants and sub-agreements in support of sub-recipients' programs, but does apply to procurement of goods and services by sub-recipients.

(2) Noncompliance

Failure of the Recipient to comply with the requirements set forth herein may result in disallowance of costs in accordance with 22 CFR 226.27.

(3) General Procurement Requirements

The Recipient shall comply with the general procurement requirements prescribed in 22 CFR 226.40-49.

(4) Ineligible Goods and Services

In accordance with paragraph (a)(1) of the Standard Provision set forth in Attachment C of this Award entitled "USAID Eligibility Rules for Goods and Services," military equipment, surveillance equipment, commodities and services for support of police or other law enforcement activities, abortion equipment and services, luxury goods and gambling equipment, and weather modification equipment may not be financed hereunder.

(5) Eligibility of Other Commodities

Except for restricted goods (for which special requirements apply, as described in paragraph [d] below), funds provided hereunder may only be used for commodities that are designated as "eligible" in the USAID Commodity Eligibility Listing (http://www.usaid.gov/policy/ads/300/31251m.pdf), or for which the Agreement Officer may specifically provide prior written approval. To this end, commodities (other than ineligible goods which are discussed in paragraph [a][4] above, and restricted goods which are subject to paragraph [d] below) which were included in the Recipient's detailed budget are authorized for financing hereunder unless otherwise stated. To the extent that the USAID Eligibility Listing includes any special requirements applicable to the commodities included in the Recipient's detailed budget, the Recipient shall comply with such special requirements unless otherwise approved in advance and in writing by the Agreement Officer.

(6) Ineligible Suppliers

In purchasing all goods and services with funds provided under this Award, the Recipient shall comply with the supplier eligibility requirements set forth in: (1) paragraph (a)(2) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services;" (2) 22 CFR 226.44(d); and (3) the Standard Provision entitled "Implementation Of E.O. 13224 -- Executive Order On Terrorist Financing."

(7) Source, Origin, and Componentry of Goods, and Nationality of Suppliers of Goods and Services

As indicated in paragraph (b) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services," USAID's rules on the source, origin, and componentry of commodities, and the nationality of suppliers of goods and services, are set forth in 22 CFR 228 (http://www.access.gpo.gov/nara/cfr/waisidx_08/22cfr228_08.html), and apply to this Award.

As indicated therein, and except as may otherwise be approved in advance and in writing by the Agreement Officer, all goods financed hereunder (other than restricted goods, which are subject to paragraph [d] below) must have their source and origin in the authorized geographic code set forth in paragraph (b) below, and all components must be from countries included in Geographic Code 935. As further indicated in 22 CFR 228, and except as may otherwise be approved in advance and in writing by the Agreement Officer, the suppliers of goods and services (other than commodity-related services, which are subject to paragraph [c] below) must be eligible under 22 CFR 228.14 and 22 CFR 228.30-39, respectively, and must have their nationality in a country included in the authorized geographic code set forth in paragraph (b) below. In no event may funds provided under this Award be used for any commodity whose source or origin is not included in Geographic Code 935 and/or which contains a component from a country that is not included in Geographic Code 935, nor may any supplier of goods and services have their nationality in a country not included in Geographic Code 935, unless the Agreement Officer provides specific prior written approval to the contrary. Geographic codes may be found at: http://www.usaid.gov/policy/ads/200/260mab.xls.

(b) Authorized Geographic Code for Non-Restricted Goods and Services (Other than Commodity-Related Services)

In addition to local procurement authorized in accordance with the Standard Provision set forth in Attachment C of this Award entitled "Local Procurement," the Authorized Geographic Code for goods (other than restricted goods, which are subject to paragraph [d] below) and services (other than commodity-related services, which are subject to paragraph [c] below) shall be in accordance with paragraph (b)(1) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" (regardless of the prescription for use set forth therein), *i.e.*, Geographic Code 935 (Special Free World), subject to the Recipient's compliance with the order of preference and file documentation requirements described therein.

(c) Commodity-Related Services

(1) Air Travel and Transportation

For both transportation of people and transportation of goods, the Recipient shall comply with the Standard Provision set forth in Attachment C of this Award entitled "International Air Travel and Transportation." All air charters covering full or part cargo must be approved in advance and in writing by the Agreement Officer. This includes charter parties, booking notes, and booking agreements when those forms of freight contracts incorporate provisions which are in addition to, or which deviate from, the terms of the carrier's standard bill of lading and tariff. The cost of commodities will be ineligible for reimbursement under this Award if shipped under any air charter which has not received prior written approval from the Agreement Officer.

(2) Ocean Shipments

The Recipient shall comply with the Standard Provision set forth in Attachment C of this Award entitled "Ocean Shipment of Goods." The Agreement Officer must authorize, in advance and in writing, the payment of any freight differential costs between using U-S.-flag vessels and using non-U.S.-flag vessels. All despatch earned at the port of unloading on cost, insurance, and freight (CIF) and cost and freight (C&R) shipments, and despatch earned at either the port of loading or unloading for free on board (FOB) or free alongside (FAS) shipments (to the extent that despatch exceeds demurrage incurred on the same voyage) must be credited to this Award as Program Income or refunded to USAID. Demurrage and detention costs are otherwise ineligible for USAID financing. Dead freight is not reimbursable hereunder. All ocean charters covering full or part cargo must be approved in advance and in writing by the Agreement Officer. This includes charter parties, booking notes, and booking agreements when those forms of freight contracts incorporate provisions which are in addition to, or which deviate from, the terms of the carrier's standard bill of lading and tariff. The cost of commodities will be ineligible for reimbursement under this Award if shipped under any ocean charter which has not received prior written approval of the Agreement Officer.

(3) Marine Insurance

The Recipient shall comply with 22 CFR 228.23.

(4) Other Delivery Services

Paragraph (b)(1) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" (regardless of the prescription for use set forth therein) applies to other delivery services (such as export packing, loading, commodity inspection services, and services of a freight forwarder), *i.e.*, Geographic Code 935 (Special Free World), subject to the Recipient's compliance with the order of preference and file documentation requirements described therein.

(5) Incidental Services

Paragraph (b)(1) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" (regardless of the prescription for use set forth therein) applies to incidental services (such as installation or erection of USAID-financed equipment, or the training of personnel in the maintenance, operation, and use of such equipment), *i.e.*, Geographic Code 935 (Special Free World), subject to the Recipient's compliance with the order of preference and file documentation requirements described therein.

(d) Restricted Goods

In accordance with paragraph (a)(3) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services," agricultural commodities, purchase or long-term lease (*i.e*, a single lease of more than 180 days, or repetitive or intermittent leases within a one-year period totaling more than 180 days) of motor vehicles, pharmaceuticals, pesticides, used equipment, U.S. Government-owned excess property, and fertilizer may not be financed hereunder without the prior written approval of the Agreement Officer. However, paragraph (a)(3) of the aforementioned Standard Provision also indicates that these restricted goods are deemed to be approved if the item is of U.S. (Geographic Code 000) source and origin, the item has been identified and incorporated in the Program Description (Attachment B) or the Schedule (Attachment A) of this Award, and the costs related to the item are incorporated in the budget set forth in Section A.4: Cooperative Agreement Budget above. Nevertheless, certain additional requirements and/or waivers apply to restricted goods under this Award. Accordingly, the restricted goods listed below are approved subject to the following:

(1) Non-U.S. Motor Vehicles

(A) Motor vehicles are defined as self-propelled vehicles with passenger carriage capacity, such as highway trucks, passenger cars and buses, motorcycles, scooters, motorized bicycles and utility vehicles. Excluded from this definition are industrial vehicles for materials handling and earthmoving, such as lift trucks, tractors, graders, scrapers, off-the-highway trucks (such as off-road dump trucks) and other vehicles that are not designed for travel at normal road speeds (40 kilometers per hour and above).

(B) Motor vehicles (regardless of their source and origin) are "equipment," and require prior approval as such under the applicable U.S. Government Cost Principles (see 22 CFR 226.27), and motor vehicles that are not manufactured (*i.e.*, do not have their "origin") in the U.S. are "restricted goods." As a restricted good, the purchase and/or the lease of non-U.S. motor vehicles for more than 180 days (both single leases and repetitive or intermittent leases within a one-year period totaling more than 180 days) requires USAID approval.
Approval of motor vehicles as "equipment" does not constitute approval of non-U.S. motor vehicles (as restricted goods) because they do not satisfy the requirement under paragraph (a)(3) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" that they be of U.S. source and origin.

(C) For the purpose of this Award, however, the Authorized Geographic Code for the purchase and long-term lease of motor vehicles financed by USAID hereunder shall be in accordance with paragraph (b)(1) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" (regardless of the prescription for use set forth therein), *i.e.*, Geographic Code 935 (Special Free World), subject to the Recipient's compliance with the order of preference and file documentation requirements described therein, and the following supplemental descending order of preference:

(i) U.S.-manufactured vehicles;

(ii) Vehicles assembled in the cooperating country or a Geographic Code 941 country using a substantial number of parts and sub-assemblies manufactured in the U.S.;

(iii) Vehicles manufactured in any Geographic Code 935 country by a subsidiary of a U.S. manufacturer; and

(iv) Vehicles manufactured in a Geographic Code 935 country by other than subsidiaries of U.S. manufacturers.

(2) Pharmaceutical Products

Use of pharmaceutical products in the Recipient's Program requires advance approval from USAID.

Even if pharmaceutical products are identified in the Program Description set forth in Attachment B of this Award, are of U.S. source/origin, and the costs for the same are included in the budget set forth in Section A.4 above (and, hence, are deemed to be approved pursuant to paragraph [a][3] of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services"), the following additional requirements apply:

(A) Definitions

"Pharmaceuticals" are defined in USAID's Automated Directives System (ADS) Glossary as any substance intended for use in the diagnosis, cure, mitigation, treatment, or prevention of diseases in humans or animals; any substances (other than food) intended to affect the structure or any function of the body of humans or animals; and, any substance intended for use as a component in the above. The term includes drugs, vitamins, oral rehydration salts, biologicals, and some in-vitro diagnostic reagents/test kits; but does not include devices or their components, parts, or accessories.

A "Stringent Regulatory Authority" is a drug regulatory body that closely resembles FDA in standards utilized in its operations. Currently, countries that participate in the International Conference on Harmonization (ICH) are considered as stringent regulatory authorities. The ICH regulatory bodies include: the U.S. FDA; the Japanese Ministry of Health, Labor, and Welfare; the European Agency for the Evaluation of Medicinal Products (EMEA) centralized procedure; the European Free Trade Area (represented by the Swiss Medic). The Canadian drug regulatory authority, the Therapeutic Products Directorate, Health Canada, is an observer to the ICH and is also considered a stringent regulatory authority. Other countries may be considered having a stringent regulatory body if they have implemented ICH guidelines and resemble the U.S. FDA in operation, but would be considered on a case-by-case basis.

(B) Patent Infringement

USAID funds may not be used to purchase pharmaceutical product(s) that infringe on an existing U.S. patent.

(C) Expiration Dates

(i) Alkaloids, Antibiotics, Vitamins, and Related Products

Not more than 1/6 of full dating periods from 1 to 18 months, nor 1/3 of full dating periods of more than 18 months shall have expired on the date of shipment.

(ii) Veterinary Biologics and Allergenic Preparations, Blood Derivative Vaccines, and Toxoids for Human Use

Unless otherwise approved by the Agreement Officer, not more than 1/4 of full dating periods from 1 to 18 months, nor 1/3 of full dating periods of more than 18 months, shall have expired on the date of shipment.

(D) Other Requirements

The Recipient shall comply with all other requirements of Special Provisions 40.1 (alkaloids, antibiotics, vitamins, and related products), 40.2 (allergenic preparations, blood derivative vaccines, and toxoids for human use), and 40.3 (veterinary biologics) of the USAID Commodity Eligibility Listing (http://www.usaid.gov/policy/ads/300/31251m.pdf).

(E) Supplier Certificates

The Recipient shall obtain the supplier certificates described in Special Provisions 40.1, 40.2, and 40.3 of the USAID Commodity Eligibility Listing.

(F) Authorized Geographic Code

For the purpose of this Award, the Authorized Geographic Code for the source and origin of the pharmaceutical products identified in the Program Description set forth in Attachment B of this Award, the costs for the same are included in the budget set forth in Section A.4 above, shall be in accordance with paragraph (b)(1) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" (regardless of the prescription for use set forth therein), *i.e.*, Geographic Code 935 (Special Free World), subject to the Recipient's compliance with the order of preference and file documentation requirements described therein.

(G) Inspection/Certification/Regulation of Manufacturing Facility by the U.S. Food and Drug Administration (FDA) or Other Stringent Regulatory Authority

Unless otherwise approved the Agreement Officer, the manufacturing facility must, in all cases, be inspected, certified, or regulated by the FDA or other stringent regulatory authority.

(H) Supplier Certificates for Non-FDA-Licensed Products

If the products are not FDA-licensed, that supplier shall provide the following certificate In lieu of the supplier certificate described in paragraph (E) above:

> "The undersigned supplier, or agent acting in behalf of and authorized to bind the supplier, agrees with and certifies that he has complied in all material respects with Special Provisions 40.1, 40.2, and/or 40.3 of the USAID Commodity Eligibility Listing, that the supplier has not infringed on existing U.S. patents, and that that the products have expirations dates within [*the time specified in paragraph (C) above*].

The undersigned guarantees that each item for which payment is now claimed was in compliance with the World Health Organization's Good Manufacturing Practices and Standards. The undersigned also guarantees that, on the date of shipment, no item is misbranded, adulterated, worthless, contaminated, dangerous, or harmful, and, with respect to violation of any such requirement or guarantee, will make full and complete refund upon demand of any sum received by the supplier for any product which is the subject of such a violation."

(3) Agricultural Commodities – Seeds

Use of seeds in the Recipient's Program requires advance approval from USAID.

Even if seeds are identified in the Program Description set forth in Attachment B of this Award, are of U.S. source/origin, and the costs for the same are included in the budget set forth in Section A.4 above (and, hence, are deemed to be approved pursuant to paragraph [a][3] of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services"), the following additional requirements apply:

(A) The Recipient shall obtain from the suppliers of all seeds procured under this Award a "Seed Grower's Certificate," which attests to the following:

(i) The seed was grown in (*Name of Country*).

(ii) The seed was sampled by an official of, and tested in, a laboratory of (*Name of Country and City*).

(iii) The seed was put up in packages of containers used by end-users, labeled with all of the following:

- Seed lot number;
- Kind, or kind and variety;
- Weed seeds;
- Inert matter;
- Germination and hard seed;
- Names and rates of noxious weed-seed occurrence (which must conform to the laws of the importing country);
- Month/year in which purity and germination tests were completed; and
- If seed was treated, chemicals with which treated and cautionary statement, if advisable.

(iv) Not more than twelve (12) calendar months have elapsed since the last day of the month when germination tests were completed (when seed is packaged in hermetically sealed containers).

(v) Samples of the shipping lot will be retained for one (1) year by the (*Grower*), and a copy of the laboratory purity and germination test analysis will be retained by the laboratory for not less than three (3) years.

(B) The laboratory report shall be prepared under the letterhead of the laboratory, dated, and signed by a person, such as a seed technologist, making the analysis, and shall be attached to the "SEED GROWER'S CERTIFICATE."

(C) The "Seed Grower's Certificate" shall be issued under the letterhead of the Grower. It shall identify the Supplier's transaction by letter of credit number and bank, and identify the lot involved. The Certificate shall be dated and signed by an individual authorized to bind the Grower and shall be issued to the Supplier.

(D) The documents provided under this provision shall be available in English for audit purposes. If the Recipient cannot obtain a Seed Grower's Certificate, the Recipient shall document its files to indicate what quality assurance practices were followed in lieu of the certification.

(E) The Authorized Geographic Code for the source and origin of the seeds identified in the Program Description set forth in Attachment B of this Award, the costs for the same are included in the budget set forth in Section A.4 above, shall be in accordance with paragraph (b)(1) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" (regardless of the prescription for use set forth therein), *i.e.*, Geographic Code 935 (Special Free World), subject to the Recipient's compliance with the order of preference and file documentation requirements described therein.

(4) Fertilizer

Use of fertilizer in the Recipient's Program requires advance approval from USAID.

Even if fertilizer(s) is (are) identified in the Program Description set forth in Attachment B of this Award, are of U.S. source/origin, and the costs for the same are included in the budget set forth in Section A.4 above (and, hence, are deemed to be approved pursuant to paragraph [a][3] of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services"), the following additional requirements apply:

(A) To the extent that the fertilizer(s) is (are) included in the USAID Commodity Eligibility Listing (http://www.usaid.gov/policy/ads/300/31251m.pdf), the Recipient shall comply with the specifications, bagging, and quality assurance requirements set forth therein, unless otherwise approved in advance and in writing by the Agreement Officer. With respect to fertilizers that are not included in the USAID Commodity Eligibility Listing, the Recipient is responsible for ensuring the safety, effectiveness, appropriateness, and quality thereof.

(B) The Recipient shall obtain and retain the following documentation related to fertilizers financed hereunder:

(i) Certificate of Inspection;

(ii) Certificate of Weight;

(iii) Manufacturer(s) Certificate of the product and of the bagging stating:

"The undersigned certifies that the material furnished under the manufacturer's invoice number _____ meets the specifications for fertilizers and/or bagging as set forth by USAID."

- OR -

(iii) Supplier(s) Certificate of the product and of the bagging stating:

"The undersigned certifies that the products invoiced herein, and their bagging, conform to USAID-approved specifications and to the specifications of the purchaser."

(C) If the Recipient cannot obtain any of the above-described certifications, the Recipient shall document its files to indicate what quality assurance practices were followed in lieu of the certification.

(D) The documents provided under this provision shall be available in English for audit purposes.

(E) The Authorized Geographic Code for the source and origin of the fertilizer(s) identified in the Program Description set forth in Attachment 2 of this Award, the costs for the same are included in the budget set forth in Section 1.4 above, shall be in accordance with paragraph (b)(1) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" (regardless of the prescription for use set forth therein), *i.e.*, Geographic Code 935 (Special Free World), subject to the Recipient's compliance with the order of preference and file documentation requirements described therein.

(5) Pesticides

Use of pesticides in the Recipient's Program requires advance approval from USAID.

(A) Pesticides are defined as substances or mixtures of substances intended for either: (i) preventing, destroying, repelling, or mitigating any unwanted insects, rodents, nematodes, fungi, weeds, and other forms of plant or animal life or viruses, bacteria, or other micro-organisms (except viruses, bacteria, or other micro-organisms on or living in man or other living animals); or (ii) intended for use as a plant regulator, defoliant, or desiccant.

(B) Even if pesticides are identified in the Program Description set forth in Attachment B of this Award, are of U.S. source/origin, and the costs for the same are included in the budget set forth in Section A.4 above (and, hence, are deemed to be approved pursuant to paragraph [a][3] of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services"), the following additional requirements apply:

(C) The Authorized Geographic Code for the source and origin of the pesticides identified in the Program Description set forth in Attachment B of this Award, the costs for the same are included in the budget set forth in Section A.4 above, shall be in accordance with paragraph (b)(1) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" (regardless of the prescription for use set forth therein), *i.e.*, Geographic Code 935 (Special Free World), subject to the Recipient's compliance with the order of preference and file documentation requirements described therein.

(D) Used Equipment

The Recipient's proposal for purchase of used equipment requires the Post-Award approval of USAID.

The Authorized Geographic Code for the source and origin of the used equipment identified in the Program Description set forth in Attachment 2 of this Award, the costs for the same are included in the budget set forth in Section 1.4 above, shall be in accordance with paragraph (b)(1) of the Standard Provision entitled "USAID Eligibility Rules for Goods and Services" (regardless of the prescription for use set forth therein), *i.e.*, Geographic Code 935 (Special Free World), subject to the Recipient's compliance with the order of preference and file documentation requirements described therein.

(e) Procurement of Non Expendable Equipment

The non expendable listed in Annex 1 is hereby approved for purchase, except for restricted goods which require post-award approval by USAID

(f) Government Furnished Equipment

Annex 2 lists expendable and non expendable equipment and supplies to be furnished by USAID to the Recipient.

(g) USAID Approval of Information Technology (IT) Equipment

All IT equipment proposed by the Recipient for use in the Program requires approval from USAID/Washington/IRM

A.8 BRANDING STRATEGY AND MARKING PLAN

The Recipient's Branding Strategy and Marking Plan of January 14, 2009 will be reviewed/approved by the Mission Regional Legal Advisor and Program Officer within 60 days of the award. DAI's draft branding strategy and marking plan is herewith attached as Annex 2.

A.9 TITLE TO PROPERTY

Property Title will be vested with USAID until the completion of the award at which time an approved disposition plan will transfer title to the Cooperative Country.

A.10 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this award is 935.

A.11 COST SHARING

The Cost Sharing (Matching) provision does not apply to this agreement since no cost sharing have been anticipated and negotiated under the program.

A.12 SUBSTANTIAL INVOLVEMENT

Substantial involvement during the implementation of this Agreement shall be limited to approval of the elements listed below:

a. Approval of Recipient Implementation Plans.

b. Approval of specified key personnel assigned to the positions listed below. The personnel currently listed have been approved. All changes thereto must be submitted for the approval by the Agreement Officer's Technical Representative.

Title: Project Director
Title: Project Administrator
Title: Senior Regional Manager

c. Agency and recipient collaboration or joint participation.

d. Agency Authority to immediately halt a construction activity.

A.13 SPECIAL PROVISIONS

A.13.1 USAID DISABILITY POLICY (DEC 2004)

(a) The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies,

activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website: http://www.usaid.gov/about_usaid/disability/.

(b) USAID therefore requires that the recipient not discriminate against people with disabilities in the implementation of USAID funded programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing the program under this grant or cooperative agreement. To that end and to the extent it can accomplish this goal within the scope of the program objectives, the recipient should demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

A.13.2 EXECUTIVE ORDER ON TERRORISM FINANCING (FEB 2002)

The Contractor/Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the responsibility of the contractor/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all subcontracts/subawards issued under this contract/agreement.

-End of Schedule A-

ATTACHMENT B – PROGRAM DESCRIPTION

Program Description is attached as ANNEX 1.

ATTACHMENT C – STANDARD PROVISIONS

STANDARD PROVISIONS FOR U.S., NONGOVERNMENTAL ORGANIZATIONS

I. MANDATORY STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL RECIPIENTS

1. APPLICABILITY OF 22 CFR PART 226 (MAY 2005)
2. INELIGIBLE COUNTRIES (MAY 1986)
3. NONDISCRIMINATION (MAY 1986)
4. NONLIABILITY (NOVEMBER 1985)
5. AMENDMENT (NOVEMBER 1985)
6. NOTICES (NOVEMBER 1985)
7. SUBAGREEMENTS (JUNE 1999)
8. OMB APPROVAL UNDER THE PAPERWORK REDUCTION ACT (DECEMBER 2003)
9. USAID ELIGIBILITY RULES FOR GOODS AND SERVICES (APRIL 1998)
10. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS (JANUARY 2004)
11. DRUG-FREE WORKPLACE (JANUARY 2004)
12. EQUAL PROTECTION OF THE LAWS FOR FAITH-BASED AND COMMUNITY ORGANIZATIONS (FEBRUARY 2004)
13. IMPLEMENTATION OF E.O. 13224 -- EXECUTIVE ORDER ON TERRORIST FINANCING (MARCH 2002)
14. MARKING UNDER USAID-FUNDED ASSISTANCE INSTRUMENTS (DECEMBER 2005)
15. REGULATIONS GOVERNING EMPLOYEES (AUGUST 1992)
16. CONVERSION OF UNITED STATES DOLLARS TO LOCAL CURRENCY (NOVEMBER 1985)
17. USE OF POUCH FACILITIES (AUGUST 1992)
18. INTERNATIONAL AIR TRAVEL AND TRANSPORTATION (JUNE 1999)
19. OCEAN SHIPMENT OF GOODS (JUNE 1999)
20. LOCAL PROCUREMENT (APRIL 1998)
21. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)

II. REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S., NONGOVERNMENTAL RECIPIENTS

3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (APRIL 1998)
4. PUBLICATIONS AND MEDIA RELEASES (MARCH 2006)
9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
10. PUBLIC NOTICES (MARCH 2004)
11. (RESERVED)
13. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
14. INVESTMENT PROMOTION (NOVEMBER 2003)
15. REPORTING OF FOREIGN TAXES (MARCH 2006)
16. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JANUARY 2002)
17. ORGANIZATIONS ELIGIBLE FOR ASSISTANCE (JULY 2004)
22. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
23. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)

I. MANDATORY STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL RECIPIENTS

1. APPLICABILITY OF 22 CFR PART 226 (MAY 2005)

a. All provisions of 22 CFR Part 226 and all Standard Provisions attached to this agreement are applicable to the recipient and to subrecipients which meet the definition of "Recipient" in Part 226, unless a section specifically excludes a subrecipient from coverage. The recipient shall assure that subrecipients have copies of all the attached standard provisions.
b. For any subawards made with Non-US subrecipients the Recipient shall include the applicable "Standard Provisions for Non-US Nongovernmental Grantees." Recipients are required to ensure compliance with monitoring procedures in accordance with OMB Circular A-133.

[END OF PROVISION]

2. INELIGIBLE COUNTRIES (MAY 1986)

Unless otherwise approved by the USAID Agreement Officer, funds will only be expended for assistance to countries eligible for assistance under the Foreign Assistance Act of 1961, as amended, or under acts appropriating funds for foreign assistance.

[END OF PROVISION]

3. NONDISCRIMINATION (MAY 1986)

(This provision is applicable when work under the grant is performed in the U.S. or when employees are recruited in the U.S.)
No U.S. citizen or legal resident shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity funded by this award on the basis of race, color, national origin, age, handicap, or sex.

[END OF PROVISION]

4. NONLIABILITY (NOVEMBER 1985)

USAID does not assume liability for any third party claims for damages arising out of this award.

[END OF PROVISION]

5. AMENDMENT (NOVEMBER 1985)

The award may be amended by formal modifications to the basic award document or by means of an exchange of letters between the Agreement Officer and an appropriate official of the recipient.

[END OF PROVISION]

6. NOTICES (NOVEMBER 1985)

Any notice given by USAID or the recipient shall be sufficient only if in writing and delivered in person, mailed, or cabled as follows:

To the USAID Agreement Officer, at the address specified in the award.

To recipient, at recipient's address shown in the award or to such other address designated within the award.

Notices shall be effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

[END OF PROVISION]

7. SUBAGREEMENTS (JUNE 1999)

Subrecipients, subawardees, and contractors have no relationship with USAID under the terms of this agreement. All required USAID approvals must be directed through the recipient to USAID.

[END OF PROVISION]

8. OMB APPROVAL UNDER THE PAPERWORK REDUCTION ACT (DECEMBER 2003)

Information collection requirements imposed by this grant are covered by OMB approval number 0412-0510; the current expiration date is 04/30/2005. The Standard Provisions containing the requirement and an estimate of the public reporting burden (including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information) are

Standard Provision Burden Estimate
Air Travel and Transportation 1 (hour)
Ocean Shipment of Goods .5
Patent Rights .5
Publications .5
Negotiated Indirect Cost Rates -
(Predetermined and Provisional) 1
Voluntary Population Planning .5
Protection of the Individual as a 1
Research Subject

22 CFR 226 Burden Estimate
22 CFR 226.40-.49 Procurement
of Goods and Services 1
22 CFR 226.30 - .36
Property Standards 1.5
Comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, may be sent to the Office of Procurement, Policy Division (M/OP/P) U.S. Agency for International Development, Washington, DC 20523-7801 and to the Office of Management and Budget, Paperwork Reduction Project (0412-0510), Washington, D.C 20503.

[END OF PROVISION]

9. USAID ELIGIBILITY RULES FOR GOODS AND SERVICES (APRIL 1998)

(This provision is not applicable to goods or services which the recipient provides with private funds as part of a cost-sharing requirement, or with Program Income generated under the award.)

a. Ineligible and Restricted Goods and Services: USAID's policy on ineligible and restricted goods and services is contained in ADS Chapter 312.

(1) Ineligible Goods and Services. Under no circumstances shall the recipient procure any of the following under this award:

(i) Military equipment,
(ii) Surveillance equipment,
(iii) Commodities and services for support of police or other law enforcement activities,

(iv) Abortion equipment and services,
(v) Luxury goods and gambling equipment, or
(vi) Weather modification equipment.

(2) Ineligible Suppliers. Funds provided under this award shall not be used to procure any goods or services furnished by any firms or individuals whose name appears on the "Lists of Parties Excluded from Federal Procurement and Nonprocurement Programs." USAID will provide the recipient with a copy of these lists upon request.

(3) Restricted Goods. The recipient shall not procure any of the following goods and services without the prior approval of the Agreement Officer:
(i) Agricultural commodities,
(ii) Motor vehicles,
(iii) Pharmaceuticals,
(iv) Pesticides,
(v) Used equipment,
(vi) U.S. Government-owned excess property, or
(vii) Fertilizer.

Prior approval will be deemed to have been met when:
(i) the item is of U.S. source/origin;
(ii) the item has been identified and incorporated in the program description or schedule of the award (initial or revisions), or amendments to the award; and
(iii) the costs related to the item are incorporated in the approved budget of the award. Where the item has not been incorporated into the award as described above, a separate written authorization from the Agreement Officer must be provided before the item is procured.

b. Source and Nationality: The eligibility rules for goods and services based on source and nationality are divided into two categories. One applies when the total procurement element during the life of the award is over $250,000, and the other applies when the total procurement element during the life of the award is not over $250,000, or the award is funded under the Development Fund for Africa (DFA) regardless of the amount. The total procurement element includes procurement of all goods (e.g., equipment, materials, supplies) and services. Guidance on the eligibility of specific goods or services may be obtained from the Agreement Officer. USAID policies and definitions on source, origin and nationality are contained in 22 CFR Part 228, Rules on Source, Origin and Nationality for Commodities and Services Financed by the Agency for International Development, which is incorporated into this Award in its entirety.

(1) For DFA funded awards or when the total procurement element during the life of this award is valued at $250,000 or less, the following rules apply:

(i) The authorized source for procurement of all goods and services to be reimbursed under the award is USAID Geographic Code 935, "Special Free World," and such goods and services must meet the source, origin and nationality requirements set forth in 22 CFR Part 228 in accordance with the following order of preference:
(A) The United States (USAID Geographic Code 000),
(B) The Cooperating Country,
(C) USAID Geographic Code 941, and
(D) USAID Geographic Code 935.

(ii) Application of order of preference: When the recipient procures goods and services from other than U.S. sources, under the order of preference in paragraph (b)(1)(i) above, the recipient shall document its files to justify each such instance. The documentation shall set forth the circumstances surrounding the procurement and shall be based on one or more of the following reasons, which will be set forth in the grantee's documentation:

(A) The procurement was of an emergency nature, which would not allow for the delay attendant to soliciting U.S. sources,
(B) The price differential for procurement from U.S. sources exceeded by 50% or more the delivered price from the non-U.S. source,
(C) Compelling local political considerations precluded consideration of U.S. sources,
(D) The goods or services were not available from U.S. sources, or
(E) Procurement of locally available goods and services, as opposed to procurement of U.S. goods and services, would best promote the objectives of the Foreign Assistance program under the award.

(2) When the total procurement element exceeds $250,000 (unless funded by DFA), the following applies: Except as may be specifically approved or directed in advance by the Agreement Officer, all goods and services financed with U.S. dollars, which will be reimbursed under this award must meet the source, origin and nationality requirements set forth in 22 CFR Part 228 for the authorized geographic code specified in the schedule of this award. If none is specified, the authorized source is Code 000, the United States.

c. Printed or Audio-Visual Teaching Materials: If the effective use of printed or audio-visual teaching materials depends upon their being in the local language and if such materials are intended for technical assistance projects or activities financed by USAID in whole or in part and if other funds including U.S.-owned or U.S.-controlled local currencies are not readily available to finance the procurement of such materials, local language versions may be procured from the following sources, in order of preference:

(1) The United States (USAID Geographic Code 000),

(2) The Cooperating Country,

(3) "Selected Free World" countries (USAID Geographic Code 941), and

(4) "Special Free World" countries (USAID Geographic Code 899).

d. If USAID determines that the recipient has procured any of these goods or services under this award contrary to the requirements of this provision, and has received payment for such purposes, the Agreement Officer may require the recipient to refund the entire amount of the purchase.

This provision must be included in all subagreements which include procurement of goods or services which total over $5,000.

[END OF PROVISION]

10. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS (JANUARY 2004)

a. The recipient agrees to notify the Agreement Officer immediately upon learning that it or any of its principals:

(1) Are presently excluded or disqualified from covered transactions by any Federal department or agency;

(2) Have been convicted within the preceding three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, making false claims, or

obstruction of justice; commission of any other offense indicating a lack of business integrity or business honesty that seriously and directly affects your present responsibility;

(3) Are presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b); and

(4) Have had one or more public transactions (Federal, State, or local) terminated for cause or default within the preceding three years.

b. The recipient agrees that, unless authorized by the Agreement Officer, it will not knowingly enter into any subagreements or contracts under this grant with a person or entity that is included on the Excluded Parties List System (http://epls.arnet.gov). The recipient further agrees to include the following provision in any subagreements or contracts entered into under this award:

DEBARMENT, SUSPENSION, INELIGIBILITY, AND VOLUNTARY EXCLUSION (DECEMBER 2003)
The recipient/contractor certifies that neither it nor its principals is presently excluded or disqualified from participation in this transaction by any Federal department or agency.

c. The policies and procedures applicable to debarment, suspension, and ineligibility under USAID-financed transactions are set forth in 22 CFR Part 208.

[END OF PROVISION]

11. DRUG-FREE WORKPLACE (JANUARY 2004)

a. The recipient agrees that it will publish a drug-free workplace statement and provide a copy to each employee who will be engaged in the performance of any Federal award. The statement must

(1) Tell the employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in its workplace;

(2) Specify the actions the recipient will take against employees for violating that prohibition; and

(3) Let each employee know that, as a condition of employment under any award, he or she
- (i) Must abide by the terms of the statement, and
- (ii) Must notify you in writing if he or she is convicted for a violation of a criminal drug statute occurring in the workplace, and must do so no more than five calendar days after the conviction.

b. The recipient agrees that it will establish an ongoing drug-free awareness program to inform employees about
- (i) The dangers of drug abuse in the workplace;
- (ii) Your policy of maintaining a drug-free workplace;
- (iii) Any available drug counseling, rehabilitation and employee assistance programs; and
- (iv) The penalties that you may impose upon them for drug abuse violations occurring in the workplace.

c. Without the Agreement Officer's expressed written approval, the policy statement and program must be in place as soon as possible, no later than the 30 days after the effective date of this award or the completion date of this award, whichever occurs first.

d. The recipient agrees to immediately notify the Agreement Officer if an employee is convicted of a drug violation in the workplace. The notification must be in writing, identify the employee's position title, the number of each award on which the employee worked. The notification must be sent to the Agreement Officer within ten calendar days after the recipient learns of the conviction.

e. Within 30 calendar days of learning about an employee's conviction, the recipient must either
(1) Take appropriate personnel action against the employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973 (29 USC 794), as amended, or
(2) Require the employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for these purposes by a Federal, State or local health, law enforcement, or other appropriate agency.

f. The policies and procedures applicable to violations of these requirements are set forth in 22 CFR Part 210.

[END OF PROVISION]

12. EQUAL PROTECTION OF THE LAWS FOR FAITH-BASED AND COMMUNITY ORGANIZATIONS (FEBRUARY 2004)

a. The recipient may not discriminate against any beneficiary or potential beneficiary under this award on the basis of religion or religious belief. Accordingly, in providing services supported in whole or in part by this agreement or in its outreach activities related to such services, the recipient may not discriminate against current or prospective program beneficiaries on the basis of religion, a religious belief, a refusal to hold a religious belief, or a refusal to actively participate in a religious practice;

b. The Federal Government must implement Federal programs in accordance with the Establishment Clause and the Free Exercise Clause of the First Amendment to the Constitution. Therefore, if the recipient engages in inherently religious activities, such as worship, religious instruction, and proselytization, it must offer those services at a different time or location from any programs or services directly funded by this award, and participation by beneficiaries in any such inherently religious activities must be voluntary.

c. If the recipient makes subawards under this agreement, faith-based organizations should be eligible to participate on the same basis as other organizations, and should not be discriminated against on the basis of their religious character or affiliation.

[END OF PROVISION]

13. IMPLEMENTATION OF E.O. 13224 -- EXECUTIVE ORDER ON TERRORIST FINANCING (MARCH 2002)

The Recipient is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all contracts/subawards issued under this agreement.

[END OF PROVISION]

14. MARKING UNDER USAID-FUNDED ASSISTANCE INSTRUMENTS (DECEMBER 2005)

(a) Definitions

Commodities mean any material, article, supply, goods or equipment, excluding recipient offices, vehicles, and non-deliverable items for recipient's internal use, in administration of the USAID funded grant, cooperative agreement, or other agreement or subagreement.

Principal Officer means the most senior officer in a USAID Operating Unit in the field, e.g., USAID Mission Director or USAID Representative. For global programs managed from Washington but executed across many countries, such as disaster relief and assistance to internally displaced persons,

humanitarian emergencies or immediate post conflict and political crisis response, the cognizant Principal Officer may be an Office Director, for example, the Directors of USAID/W/Office of Foreign Disaster Assistance and Office of Transition Initiatives. For non-presence countries, the cognizant Principal Officer is the Senior USAID officer in a regional USAID Operating Unit responsible for the non-presence country, or in the absence of such a responsible operating unit, the Principal U.S Diplomatic Officer in the non-presence country exercising delegated authority from USAID.

Programs mean an organized set of activities and allocation of resources directed toward a common purpose, objective, or goal undertaken or proposed by an organization to carry out the responsibilities assigned to it.

Projects include all the marginal costs of inputs (including the proposed investment) technically required to produce a discrete marketable output or a desired result (for example, services from a fully functional water/sewage treatment facility).

Public communications are documents and messages intended for distribution to audiences external to the recipient's organization. They include, but are not limited to, correspondence, publications, studies, reports, audio visual productions, and other informational products; applications, forms, press and promotional materials used in connection with USAID funded programs, projects or activities, including signage and plaques; Web sites/Internet activities; and events such as training courses, conferences, seminars, press conferences and so forth.

Subrecipient means any person or government (including cooperating country government) department, agency, establishment, or for profit or nonprofit organization that receives a USAID subaward, as defined in 22 C.F.R. 226.2.

Technical Assistance means the provision of funds, goods, services, or other foreign assistance, such as loan guarantees or food for work, to developing countries and other USAID recipients, and through such recipients to subrecipients, in direct support of a development objective – as opposed to the internal management of the foreign assistance program.

USAID Identity (Identity) means the official marking for the United States Agency for International Development (USAID), comprised of the USAID logo or seal and new brandmark, with the tagline that clearly communicates that our assistance is "from the American people." The USAID Identity is available on the USAID website at www.usaid.gov/branding and USAID provides it without royalty, license, or other fee to recipients of USAID-funded grants, or cooperative agreements, or other assistance awards

(b) Marking of Program Deliverables

(1) All recipients must mark appropriately all overseas programs, projects, activities, public communications, and commodities partially or fully funded by a USAID grant or cooperative agreement or other assistance award or subaward with the USAID Identity, of a size and prominence equivalent to or greater than the recipient's, other donor's, or any other third party's identity or logo.

(2) The Recipient will mark all program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) with the USAID Identity. The Recipient should erect temporary signs or plaques early in the construction or implementation phase. When construction or implementation is complete, the Recipient must install a permanent, durable sign, plaque or other marking.

(3) The Recipient will mark technical assistance, studies, reports, papers, publications, audio-visual productions, public service announcements, Web sites/Internet activities and other promotional, informational, media, or communications products funded by USAID with the USAID Identity.

(4) The Recipient will appropriately mark events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities, with the USAID Identity. Unless directly prohibited and as appropriate to the surroundings, recipients should display additional materials, such as signs and banners, with the USAID Identity. In circumstances in which the USAID Identity cannot be displayed visually, the recipient is encouraged otherwise to acknowledge USAID and the American people's support.

(5) The Recipient will mark all commodities financed by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs, and all other equipment, supplies, and other materials funded by USAID, and their export packaging with the USAID Identity.

(6) The Agreement Officer may require the USAID Identity to be larger and more prominent if it is the majority donor, or to require that a cooperating country government's identity be larger and more prominent if circumstances warrant, and as appropriate depending on the audience, program goals, and materials produced.

(7) The Agreement Officer may require marking with the USAID Identity in the event that the recipient does not choose to mark with its own identity or logo.

(8) The Agreement Officer may require a pre-production review of USAID-funded public communications and program materials for compliance with the approved Marking Plan.

(9) Subrecipients. To ensure that the marking requirements "flow down" to subrecipients of subawards, recipients of USAID funded grants and cooperative agreements or other assistance awards will include the USAID-approved marking provision in any USAID funded subaward, as follows:

"As a condition of receipt of this subaward, marking with the USAID Identity of a size and prominence equivalent to or greater than the recipient's, subrecipient's, other donor's or third party's is required. In the event the recipient chooses not to require marking with its own identity or logo by the subrecipient, USAID may, at its discretion, require marking by the subrecipient with the USAID Identity."

(10) Any 'public communications', as defined in 22 C.F.R. 226.2, funded by USAID, in which the content has not been approved by USAID, must contain the following disclaimer:

"This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of [insert recipient name] and do not necessarily reflect the views of USAID or the United States Government."

(11) The recipient will provide the Cognizant Technical Officer (CTO) or other USAID personnel designated in the grant or cooperative agreement with two copies of all program and communications materials produced under the award. In addition, the recipient will submit one electronic or one hard copy of all final documents to USAID's Development Experience Clearinghouse.

(c) Implementation of marking requirements.

(1) When the grant or cooperative agreement contains an approved Marking Plan, the recipient will implement the requirements of this provision following the approved Marking Plan.

(2) When the grant or cooperative agreement does not contain an approved Marking Plan, the recipient will propose and submit a plan for implementing the requirements of this provision within [***Agreement Officer fill-in***] days after the effective date of this provision. The plan will include:

(i) A description of the program deliverables specified in paragraph (b) of this provision that the recipient will produce as a part of the grant or cooperative agreement and which will visibly bear the USAID Identity.

(ii) the type of marking and what materials the applicant uses to mark the program deliverables with the USAID Identity,
(iii) when in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking,

(3) The recipient may request program deliverables not be marked with the USAID Identity by identifying the program deliverables and providing a rationale for not marking these program deliverables. Program deliverables may be exempted from USAID marking requirements when:

(i) USAID marking requirements would compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials;
(ii) USAID marking requirements would diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent;
(iii) USAID marking requirements would undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications better positioned as "by" or "from" a cooperating country ministry or government official;
(iv) USAID marking requirements would impair the functionality of an item;
(v) USAID marking requirements would incur substantial costs or be impractical;
(vi) USAID marking requirements would offend local cultural or social norms, or be considered inappropriate;
(vii) USAID marking requirements would conflict with international law.

(4) The proposed plan for implementing the requirements of this provision, including any proposed exemptions, will be negotiated within the time specified by the Agreement Officer after receipt of the proposed plan. Failure to negotiate an approved plan with the time specified by the Agreement Officer may be considered as noncompliance with the requirements is provision.

(d) Waivers.

(1) The recipient may request a waiver of the Marking Plan or of the marking requirements of this provision, in whole or in part, for each program, project, activity, public communication or commodity, or, in exceptional circumstances, for a region or country, when USAID required marking would pose compelling political, safety, or security concerns, or when marking would have an adverse impact in the cooperating country. The recipient will submit the request through the Cognizant Technical Officer. The Principal Officer is responsible for approvals or disapprovals of waiver requests.

(2) The request will describe the compelling political, safety, security concerns, or adverse impact that require a waiver, detail the circumstances and rationale for the waiver, detail the specific requirements to be waived, the specific portion of the Marking Plan to be waived, or specific marking to be waived, and include a description of how program materials will be marked (if at all) if the USAID Identity is removed. The request should also provide a rationale for any use of recipient's own identity/logo or that of a third party on materials that will be subject to the waiver.

(3) Approved waivers are not limited in duration but are subject to Principal Officer review at any time, due to changed circumstances.

(4) Approved waivers "flow down" to recipients of subawards unless specified otherwise. The waiver may also include the removal of USAID markings already affixed, if circumstances warrant.

(5) Determinations regarding waiver requests are subject to appeal to the Principal Officer's cognizant Assistant Administrator. The recipient may appeal by submitting a written request to reconsider the Principal Officer's waiver determination to the cognizant Assistant Administrator.

(e) Non-retroactivity.

The requirements of this provision do not apply to any materials, events, or commodities produced prior to January 2, 2006. The requirements of this provision do not apply to program, project, or activity sites funded by USAID, including visible infrastructure projects (for example, roads, bridges, buildings) or other programs, projects, or activities that are physical in nature (for example, agriculture, forestry, water management) where the construction and implementation of these are complete prior to January 2, 2006 and the period of the grant does not extend past January 2, 2006.

[END OF PROVISION]

15. REGULATIONS GOVERNING EMPLOYEES (AUGUST 1992)

(The following applies to the recipient's employees working in the cooperating country under the agreement who are not citizens of the cooperating country.)

a. The recipient's employees shall maintain private status and may not rely on local U.S. Government offices or facilities for support while under this grant.

b. The sale of personal property or automobiles by recipient employees and their dependents in the foreign country to which they are assigned shall be subject to the same limitations and prohibitions which apply to direct-hire USAID personnel employed by the Mission, including the rules contained in 22 CFR Part 136, except as this may conflict with host government regulations.

c. Other than work to be performed under this award for which an employee is assigned by the recipient, no employee of the recipient shall engage directly or indirectly, either in the individual's own name or in the name or through an agency of another person, in any business, profession, or occupation in the foreign countries to which the individual is assigned, nor shall the individual make loans or investments to or in any business, profession or occupation in the foreign countries to which the individual is assigned.

d. The recipient's employees, while in a foreign country, are expected to show respect for its conventions, customs, and institutions, to abide by its applicable laws and regulations, and not to interfere in its internal political affairs.

e. In the event the conduct of any recipient employee is not in accordance with the preceding paragraphs, the recipient's chief of party shall consult with the USAID Mission Director and the employee involved and shall recommend to the recipient a course of action with regard to such employee.

f. The parties recognize the rights of the U.S. Ambassador to direct the removal from a country of any U.S. citizen or the discharge from this grant award of any third country national when, in the discretion of the Ambassador, the interests of the United States so require.

g. If it is determined, either under (e) or (f) above, that the services of such employee should be terminated, the recipient shall use its best efforts to cause the return of such employee to the United States, or point of origin, as appropriate.

[END OF PROVISION]

16. CONVERSION OF UNITED STATES DOLLARS TO LOCAL CURRENCY (NOVEMBER 1985)

(This provision applies when activities are undertaken outside the United States.)

Upon arrival in the Cooperating Country, and from time to time as appropriate, the recipient's chief of party shall consult with the Mission Director who shall provide, in writing, the procedure the recipient and

its employees shall follow in the conversion of United States dollars to local currency. This may include, but is not limited to, the conversion of currency through the cognizant United States Disbursing Officer or Mission Controller, as appropriate.

[END OF PROVISION]

17. USE OF POUCH FACILITIES (AUGUST 1992)

(This provision applies when activities are undertaken outside the United States.)

a. Use of diplomatic pouch is controlled by the Department of State. The Department of State has authorized the use of pouch facilities for USAID recipients and their employees as a general policy, as detailed in items (1) through (6) below. However, the final decision regarding use of pouch facilities rest with the Embassy or USAID Mission. In consideration of the use of pouch facilities, the recipient and its employees agree to indemnify and hold harmless, the Department of State and USAID for loss or damage occurring in pouch transmission:

(1) Recipients and their employees are authorized use of the pouch for transmission and receipt of up to a maximum of .9 kgs per shipment of correspondence and documents needed in the administration of assistance programs.

(2) U.S. citizen employees are authorized use of the pouch for personal mail up to a maximum of .45 kgs per shipment (but see (a)(3) below).

(3) Merchandise, parcels, magazines, or newspapers are not considered to be personal mail for purposes of this standard provision and are not authorized to be sent or received by pouch.

(4) Official and personal mail pursuant to a.1. and 2. above sent by pouch should be addressed as follows:

Name of individual or organization (followed by letter symbol "G")
City Name of post (USAID/_____)
Agency for International Development
Washington, D.C. 20523-0001

(5) Mail sent via the diplomatic pouch may not be in violation of U.S. Postal laws and may not contain material ineligible for pouch transmission.

(6) Recipient personnel are NOT authorized use of military postal facilities (APO/FPO). This is an Adjutant General's decision based on existing laws and regulations governing military postal facilities and is being enforced worldwide.

b. The recipient shall be responsible for advising its employees of this authorization, these guidelines, and limitations on use of pouch facilities.

c. Specific additional guidance on grantee use of pouch facilities in accordance with this standard provision is available from the Post Communication Center at the Embassy or USAID Mission.

[END OF PROVISION]

18. INTERNATIONAL AIR TRAVEL AND TRANSPORTATION (JUNE 1999)

(This provision is applicable when costs for international travel or transportation will be paid for with USAID funds. This provision is not applicable if the recipient is providing for travel with private funds as part of a cost-sharing requirement, or with Program Income generated under the award.)

a. PRIOR BUDGET APPROVAL
In accordance with OMB Cost Principles, direct charges for foreign travel costs are allowable only when each foreign trip has received prior budget approval. Such approval will be deemed to have been met when:

(1) the trip is identified. Identification is accomplished by providing the following information: the number of trips, the number of individuals per trip, and the destination country(s).

(2) the information noted at (a)(1) above is incorporated in: the proposal, the program description or schedule of the award, the implementation plan (initial or revisions), or amendments to the award; and

(3) the costs related to the travel are incorporated in the approved budget of the award.
The Agreement Officer may approve travel which has not been incorporated in writing as required by paragraph (a) (2). In such case, a copy of the Agreement Officer's approval must be included in the agreement file.

b. NOTIFICATION
(1) As long as prior budget approval has been met in accordance with paragraph (a) above, a separate Notification will not be necessary unless:

(i) the primary purpose of the trip is to work with USAID Mission personnel, or
(ii) the recipient expects significant administrative or substantive programmatic support from the Mission.

Neither the USAID Mission nor the Embassy will require Country Clearance of employees or contractors of USAID Recipients.

(2) Where notification is required in accordance with paragraph (1)(i) or (ii) above, the recipient will observe the following standards:

(i) Send a written notice to the cognizant USAID Technical Office in the Mission. If the recipient's primary point of contact is a Technical Officer in USAID/W, the recipient may send the notice to that person. It will be the responsibility of the USAID/W Technical Officer to forward the notice to the field.
(ii) The notice should be sent as far in advance as possible, but at least 14 calendar days in advance of the proposed travel. This notice may be sent by fax or e-mail. The recipient should retain proof that notification was made.
(iii) The notification shall contain the following information: the award number, the cognizant Technical Officer, the traveler's name (if known), date of arrival, and the purpose of the trip.
(iv) The USAID Mission will respond only if travel has been denied. It will be the responsibility of the Technical Officer in the Mission to contact the recipient within 5 working days of having received the notice if the travel is denied. If the recipient has not received a response within the time frame, the recipient will be considered to have met these standards for notification, and may travel.
(v) If a subrecipient is required to issue a Notification, as per this section, the subrecipient may contact the USAID Technical Officer directly, or the prime may contact USAID on the subrecipient's behalf.

c. SECURITY ISSUES
Recipients are encouraged to obtain the latest Department of State Travel Advisory Notices before travelling. These Notices are available to the general public and may be obtained directly from the State Department, or via Internet.

Where security is a concern in a specific region, recipients may choose to notify the US Embassy of their presence when they have entered the country. This may be especially important for long-term posting.

d. USE OF U.S.-OWNED LOCAL CURRENCY
Travel to certain countries shall, at USAID's option, be funded from U.S.-owned local currency. When USAID intends to exercise this option, USAID will either issue a U.S. Government S.F. 1169, Transportation Request (GTR) which the grantee may exchange for tickets, or issue the tickets directly. Use of such U.S.-owned currencies will constitute a dollar charge to this grant.

e. THE FLY AMERICA ACT
The Fly America Act (49 U.S.C. 40118) requires that all air travel and shipments under this award must be made on U.S. flag air carriers to the extent service by such carriers is available. The Administrator of General Services Administration (GSA) is authorized to issue regulations for purposes of implementation. Those regulations may be found at 41 CFR part 301, and are hereby incorporated by reference into this award.

f. COST PRINCIPLES
The recipient will be reimbursed for travel and the reasonable cost of subsistence, post differentials and other allowances paid to employees in international travel status in accordance with the recipient's applicable cost principles and established policies and practices which are uniformly applied to federally financed and other activities of the grantee.

If the recipient does not have written established policies regarding travel costs, the standard for determining the reasonableness of reimbursement for overseas allowance will be the Standardized Regulations (Government Civilians, Foreign Areas), published by the U.S. Department of State, as from time to time amended. The most current subsistence, post differentials, and other allowances may be obtained from the Agreement Officer.

g. SUBAWARDS.
This provision will be included in all subawards and contracts which require international air travel and transportation under this award.

[END OF PROVISION]

19. OCEAN SHIPMENT OF GOODS (JUNE 1999)

(This provision is applicable for awards and subawards for $100,000 or more and when goods purchased with funds provided under this award are transported to cooperating countries on ocean vessels whether or not award funds are used for the transportation.)

a. At least 50% of the gross tonnage of all goods purchased under this agreement and transported to the cooperating countries shall be made on privately owned U.S. flag commercial ocean vessels, to the extent such vessels are available at fair and reasonable rates for such vessels.

b. At least 50% of the gross freight revenue generated by shipments of goods purchased under this agreement and transported to the cooperating countries on dry cargo liners shall be paid to or for the benefit of privately owned U.S. flag commercial ocean vessels to the extent such vessels are available at fair and reasonable rates for such vessels.

c. When U.S. flag vessels are not available, or their use would result in a significant delay, the grantee may request a determination of non-availability from the USAID Transportation Division, Office of Procurement, Washington, D.C. 20523, giving the basis for the request which will relieve the grantee of the requirement to use U.S. flag vessels for the amount of tonnage included in the determination. Shipments made on non-free world ocean vessels are not reimbursable under this grant.

d. The recipient shall send a copy of each ocean bill of lading, stating all of the carrier's charges including the basis for calculation such as weight or cubic measurement, covering a shipment under this agreement to:

U.S. Department of Transportation,
Maritime Administration, Division of National Cargo,
400 7th Street, S.W.,
Washington, DC 20590, and
U.S. Agency for International Development,
Office of Procurement, Transportation Division
1300 Pennsylvania Avenue, N.W.
Washington, DC 20523-7900

e. Shipments by voluntary nonprofit relief agencies (i.e., PVOs) shall be governed by this standard provision and by USAID Regulation 2, "Overseas Shipments of Supplies by Voluntary Nonprofit Relief Agencies" (22 CFR Part 202).

f. Shipments financed under this grant must meet applicable eligibility requirements set out in 22 CFR 228.21.

[END OF PROVISION]

20. LOCAL PROCUREMENT (APRIL 1998)

(This provision applies when activities are undertaken outside the United States.)

a. Financing local procurement involves the use of appropriated funds to finance the procurement of goods and services supplied by local businesses, dealers or producers, with payment normally being in the currency of the cooperating country.

b. Locally financed procurements must be covered by source and nationality waivers as set forth in 22 CFR 228, Subpart F, except as provided for in mandatory standard provision, "USAID Eligibility Rules for Goods and Services," or when one of the following exceptions applies:

(1) Locally available commodities of U.S. origin, which are otherwise eligible for financing, if the value of the transaction is estimated not to exceed $100,000 exclusive of transportation costs.
(2) Commodities of geographic code 935 origin if the value of the transaction does not exceed the local currency equivalent of $5,000.
(3) Professional Services Contracts estimated not to exceed $250,000.
(4) Construction Services Contracts estimated not to exceed $5,000,000.
(5) Commodities and services available only in the local economy (no specific per transaction value applies to this category). This category includes the following items:

(i) Utilities including fuel for heating and cooking, waste disposal and trash collection;
(ii) Communications - telephone, telex, fax, postal and courier services;
(iii) Rental costs for housing and office space;
(iv) Petroleum, oils and lubricants for operating vehicles and equipment;
(v) Newspapers, periodicals and books published in the cooperating country;
(vi) Other commodities and services and related expenses that, by their nature or as a practical matter, can only be acquired, performed, or incurred in the cooperating country, e.g., vehicle maintenance, hotel accommodations, etc.

c. The coverage on ineligible and restricted goods and services in the mandatory standard provision entitled, "USAID Eligibility Rules for Goods and Services," also apply to local procurement.

d. This provision will be included in all subagreements where local procurement of goods or services is a supported element.

[END OF PROVISION]

21. VOLUNTARY POPULATION PLANNING ACTIVITIES – MANDATORY REQUIREMENTS (MAY 2006)

Requirements for Voluntary Sterilization Programs

(1) None of the funds made available under this award shall be used to pay for the performance of involuntary sterilization as a method of family planning or to coerce or provide any financial incentive to any individual to practice sterilization.

Prohibition on Abortion-Related Activities:

(1) No funds made available under this award will be used to finance, support, or be attributed to the following activities: (i) procurement or distribution of equipment intended to be used for the purpose of inducing abortions as a method of family planning; (ii) special fees or incentives to any person to coerce or motivate them to have abortions; (iii) payments to persons to perform abortions or to solicit persons to undergo abortions; (iv) information, education, training, or communication programs that seek to promote abortion as a method of family planning; and (v) lobbying for or against abortion. The term "motivate", as it relates to family planning assistance, shall not be construed to prohibit the provision, consistent with local law, of information or counseling about all pregnancy options.

(2) No funds made available under this award will be used to pay for any biomedical research which relates, in whole or in part, to methods of, or the performance of, abortions or involuntary sterilizations as a means of family planning. Epidemiologic or descriptive research to assess the incidence, extent or consequences of abortions is not precluded.

[END OF PROVISION]

[END OF MANDATORY PROVISIONS]

II. REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S., NONGOVERNMENTAL RECIPIENTS

3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (APRIL 1998)

APPLICABILITY: This provision applies to for-profit organizations whose indirect cost rates under this award are on a provisional basis.

a. Provisional indirect cost rates shall be established for the recipient's accounting periods during the term of this award. Pending establishment of revised provisional or final rates, allowable indirect costs shall be reimbursed at the rates, on the bases, and for the periods shown in the schedule of this award. Indirect cost rates and the appropriate bases shall be established in accordance with FAR Subpart 42.7.

b. Within six months after the close of the recipient's fiscal year, the recipient shall submit to the cognizant agency for audit the proposed final indirect cost rates and supporting cost data. If USAID is the cognizant agency or no cognizant agency has been designated, the recipient shall submit three copies of the proposed final indirect cost rates and supporting cost data, to the Overhead, Special Costs, and Closeout Branch, Office or Procurement, USAID, Washington, DC 20523-7802. The proposed rates shall be based on the recipient's actual cost experience during that fiscal year. Negotiations of final indirect cost rates shall begin soon after receipt of the recipient's proposal.

c. Allowability of costs and acceptability of cost allocation methods shall be determined in accordance with the applicable cost principles.

d. The results of each negotiation shall be set forth in an indirect cost rate agreement signed by both parties. Such agreement is automatically incorporated into this award and shall specify (1) the agreed

upon final rates, (2) the bases to which the rates apply, (3) the fiscal year for which the rates apply, and (4) the items treated as direct costs. The agreement shall not change any monetary ceiling, award obligation, or specific cost allowance or disallowance provided for in this award.

e. Pending establishment of final indirect cost rates for any fiscal year, the recipient shall be reimbursed either at negotiated provisional rates or at billing rates acceptable to the Agreement Officer, subject to appropriate adjustment when the final rates for the fiscal year are established. To prevent substantial overpayment or underpayment, the provisional or billing rates may be prospectively or retroactively revised by mutual agreement.

f. Failure by the parties to agree on final rates is a 22 CFR 226.90 dispute.

[END OF PROVISION]

4. PUBLICATIONS AND MEDIA RELEASES (MARCH 2006)

APPLICABILITY: This provision is applicable when publications are financed under the award.

a. The recipient shall provide the USAID Cognizant Technical Officer one copy of all published works developed under the award with lists of other written work produced under the award at the end of the period of performance. In addition, the recipient shall submit final documents in electronic format unless no electronic version exists at the following address:
Online (preferred)
http://www.dec.org/submit.cfm

Mailing address:
Document Acquisitions
USAID Development Experience Clearinghouse (DEC)
8403 Colesville Road Suite 210
Silver Spring, MD 20910-6368

Contract Information:
Telephone (301) 562-0641
Fax (301) 588-7787
E-mail: docsubmit@dec.cdie.org

Electronic documents must consist of only one electronic file that comprises the complete and final equivalent of a hard copy. They may be submitted online (preferred); on 3.5" diskettes, a Zip disk, CD-R, or by e-mail. Electronic documents should be in PDF (Portable Document Format). Submission in other formats is acceptable but discouraged.

Each document submitted should contain essential bibliographic elements, such as 1) descriptive title; 2) author(s) name; 3) award number; 4) sponsoring USAID office; 5) strategic objective; and 6) date of publication.

b. In the event award funds are used to underwrite the cost of publishing, in lieu of the publisher assuming this cost as is the normal practice, any profits or royalties up to the amount of such cost shall be credited to the award unless the schedule of the award has identified the profits or royalties as program income.

c. Except as otherwise provided in the terms and conditions of the award, the author or the recipient is free to copyright any books, publications, or other copyrightable materials developed in the course of or under this award, but USAID reserves a royalty-free nonexclusive and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use the work for Government purposes.

[END OF PROVISION]

9. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)

APPLICABILITY: This provision is applicable to property titled in the name of the cooperating country or such public or private agency as the cooperating country government may designate.

a. Except as modified by the schedule of this grant, title to all equipment, materials and supplies, the cost of which is reimbursable to the recipient by USAID or by the cooperating country, shall at all times be in the name of the cooperating country or such public or private agency as the cooperating country may designate, unless title to specified types or classes of equipment is reserved to USAID under provisions set forth in the schedule of this award. All such property shall be under the custody and control of recipient until the owner of title directs otherwise or completion of work under this award or its termination, at which time custody and control shall be turned over to the owner of title or disposed of in accordance with its instructions. All performance guarantees and warranties obtained from suppliers shall be taken in the name of the title owner.

b. The recipient shall maintain and administer in accordance with sound business practice a program for the maintenance, repair, protection, and preservation of Government property so as to assure its full availability and usefulness for the performance of this grant. The recipient shall take all reasonable steps to comply with all appropriate directions or instructions which the Agreement Officer may prescribe as reasonably necessary for the protection of the Government property.

c. The recipient shall prepare and establish a program, to be approved by the appropriate USAID Mission, for the receipt, use, maintenance, protection, custody and care of equipment, materials and supplies for which it has custodial responsibility, including the establishment of reasonable controls to enforce such program. The recipient shall be guided by the following requirements:

(1) Property Control: The property control system shall include but not be limited to the following:

(i) Identification of each item of cooperating country property acquired or furnished under the award by a serially controlled identification number and by description of item. Each item must be clearly marked "Property of (insert name of cooperating country)."
(ii) The price of each item of property acquired or furnished under this award.
(iii) The location of each item of property acquired or furnished under this award.
(iv) A record of any usable components which are permanently removed from items of cooperating country property as a result of modification or otherwise.
(v) A record of disposition of each item acquired or furnished under the award.
(vi) Date of order and receipt of any item acquired or furnished under the award.
(vii) The official property control records shall be kept in such condition that at any stage of completion of the work under this award, the status of property acquired or furnished under this award may be readily ascertained. A report of current status of all items of property acquired or furnished under the award shall be submitted yearly concurrently with the annual report.

(2) Maintenance Program: The recipient's maintenance program shall be consistent with sound business practice, the terms of the award, and provide for:

(i) disclosure of need for and the performance of preventive maintenance,
(ii) disclosure and reporting of need for capital type rehabilitation, and
(iii) recording of work accomplished under the program:

(A) Preventive maintenance - Preventive maintenance is maintenance generally performed on a regularly scheduled basis to prevent the occurrence of defects and to detect and correct minor defects before they result in serious consequences.

(B) Records of maintenance - The recipient's maintenance program shall provide for records sufficient to disclose the maintenance actions performed and deficiencies discovered as a result of inspections.
(C) A report of status of maintenance of cooperating country property shall be submitted annually concurrently with the annual report.

d. Risk of Loss:

(1) The recipient shall not be liable for any loss of or damage to the cooperating country property, or for expenses incidental to such loss or damage except that the recipient shall be responsible for any such loss or damage (including expenses incidental thereto):

(i) Which results from willful misconduct or lack of good faith on the part of any of the recipient's directors or officers, or on the part of any of its managers, superintendents, or other equivalent representatives, who have supervision or direction of all or substantially all of the recipient's business, or all or substantially all of the recipient's operation at any one plant, laboratory, or separate location in which this award is being performed;
(ii) Which results from a failure on the part of the recipient, due to the willful misconduct or lack of good faith on the part of any of its directors, officers, or other representatives mentioned in (i) above:
  (A) to maintain and administer, in accordance with sound business practice, the program for maintenance, repair, protection, and preservation of cooperating country property as required by (i) above, or
  (B) to take all reasonable steps to comply with any appropriate written directions of the Agreement Officer under (b) above;

(iii) For which the recipient is otherwise responsible under the express terms designated in the schedule of this award;
(vi) Which results from a risk expressly required to be insured under some other provision of this award, but only to the extent of the insurance so required to be procured and maintained, or to the extent of insurance actually procured and maintained, whichever is greater; or
(v) Which results from a risk which is in fact covered by insurance or for which the grantee is otherwise reimbursed, but only to the extent of such insurance or reimbursement;
(vi) Provided, that, if more than one of the above exceptions shall be applicable in any case, the recipient's liability under any one exception shall not be limited by any other exception.

(2) The recipient shall not be reimbursed for, and shall not include as an item of overhead, the cost of insurance, or any provision for a reserve, covering the risk of loss of or damage to the cooperating country property, except to the extent that USAID may have required the recipient to carry such insurance under any other provision of this award.

(3) Upon the happening of loss or destruction of or damage to the cooperating country property, the recipient shall notify the Agreement Officer thereof, shall take all reasonable steps to protect the cooperating country property from further damage, separate the damaged and undamaged cooperating country property, put all the cooperating country property in the best possible order, and furnish to the Agreement Officer a statement of:

(i) The lost, destroyed, or damaged cooperating country property;
(ii) The time and origin of the loss, destruction, or damage;
(iii) All known interests in commingled property of which the cooperating country property is a part; and
(iv) The insurance, if any, covering any part of or interest in such commingled property.

(4) The recipient shall make repairs and renovations of the damaged cooperating country property or take such other action as the Agreement Officer directs.

(5) In the event the recipient is indemnified, reimbursed, or otherwise compensated for any loss or destruction of or damage to the cooperating country property, it shall use the proceeds to repair, renovate or replace the cooperating country property involved, or shall credit such proceeds against the cost of the work covered by the award, or shall otherwise reimburse USAID, as directed by the Agreement Officer. The recipient shall do nothing to prejudice USAID's right to recover against third parties for any such loss, destruction, or damage, and upon the request of the Agreement Officer, shall, at the Governments expense, furnish to USAID all reasonable assistance and cooperation (including assistance in the prosecution of suits and the execution of instruments or assignments in favor of the Government) in obtaining recovery.

e. Access: USAID, and any persons designated by it, shall at all reasonable times have access to the premises wherein any cooperating country property is located, for the purpose of inspecting the cooperating country property.

f. Final Accounting and Disposition of Cooperating Country Property: Within 90 days after completion of this award, or at such other date as may be fixed by the Agreement Officer, the recipient shall submit to the Agreement Officer an inventory schedule covering all items of equipment, materials and supplies under the recipient's custody, title to which is in the cooperating country or public or private agency designated by the cooperating country, which have not been consumed in the performance of this award. The recipient shall also indicate what disposition has been made of such property.

g. Communications: All communications issued pursuant to this provision shall be in writing.

[END OF PROVISION]

10. PUBLIC NOTICES (MARCH 2004)

APPLICABILITY: This provision is applicable when the cognizant Activity Manager or SO Team determines that the award is of public interest and requests that the provision be included in the award.

It is USAID's policy to inform the public as fully as possible of its programs and activities. The recipient is encouraged to give public notice of the receipt of this award and, from time to time, to announce progress and accomplishments. Press releases or other public notices should include a statement substantially as follows:

"The U.S. Agency for International Development administers the U.S. foreign assistance program providing economic and humanitarian assistance in more than 120 countries worldwide."
The recipient may call on USAID's Bureau for Legislative and Public Affairs for advice regarding public notices. The recipient is requested to provide copies of notices or announcements to the cognizant technical officer and to USAID's Bureau for Legislative and Public Affairs as far in advance of release as possible.

[END OF PROVISION]

11. (RESERVED)

13. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)

APPLICABILITY: This provision is applicable where performance of the award will take place in "Covered" Countries, as described in ADS 206 (see 206.5.3)

a. USAID reserves the right to terminate assistance to, or take other appropriate measures with respect to, any participant approved by USAID who is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140.

b. (1) For any loan over $1000 made under this agreement, the recipient shall insert a clause in the loan agreement stating that the loan is subject to immediate cancellation, acceleration, recall or refund by the recipient if the borrower or a key individual of a borrower is found to have been convicted of a narcotics offense or to have been engaged in drug trafficking as defined in 22 CFR Part
(2) Upon notice by USAID of a determination under section (1) and at USAID's option, the recipient agrees to immediately cancel, accelerate or recall the loan, including refund in full of the outstanding balance. USAID reserves the right to have the loan refund returned to USAID.

c. (1) The recipient agrees not to disburse, or sign documents committing the recipient to disburse, funds to a subrecipient designated by USAID ("Designated Subrecipient") until advised by USAID that: (i) any United States Government review of the Designated Subrecipient and its key individuals has been completed; (ii) any related certifications have been obtained; and (iii) the assistance to the Designated Subrecipient has been approved. Designation means that the subrecipient has been unilaterally selected by USAID as the subrecipient. USAID approval of a subrecipient, selected by another party, or joint selection by USAID and another party is not designation.
(2) The recipient shall insert the following clause, or its substance, in its agreement with the Designated Subrecipient:

"The recipient reserves the right to terminate this [Agreement/Contract] or take other appropriate measures if the [Subrecipient] or a key individual of the [Subrecipient] is found to have been convicted of a narcotic offense or to have been engaged in drug trafficking as defined in 22 CFR Part 140."

[END OF PROVISION]

14. INVESTMENT PROMOTION (NOVEMBER 2003)

APPLICABILITY: The following clause is required for grants and cooperative agreements when the program includes gray-area activities or investment-related activities where specific activities are not identified at the time of obligation but could be for investment-related activities, as described in ADS 225 (see 225.3.1.8)

a. Except as specifically set forth in this award or otherwise authorized by USAID in writing, no funds or other support provided hereunder may be used for any activity that involves investment promotion in a foreign country.

b. In the event the recipient is requested or wishes to provide assistance in the above area or requires clarification from USAID as to whether the activity would be consistent with the limitation set forth above, the recipient must notify the Agreement Officer and provide a detailed description of the proposed activity. The recipient must not proceed with the activity until advised by USAID that it

c. The recipient must ensure that its employees and sub-recipients and contractors providing investment promotion services hereunder are made aware of the restrictions set forth in this clause and must include this clause in all contracts and other sub-agreements entered into hereunder.

[END OF PROVISION]

15. REPORTING OF FOREIGN TAXES (MARCH 2006)

APPLICABILITY: This provision is applicable to all USAID agreements that obligate or subobligate FY 2003 or later funds except for agreements funded with Operating Expense, Pub. L. 480 funds, or trust funds, or agreements where there will be no commodity transactions in a foreign country over the amount of $500.

a. The recipient must annually submit a report by April 16 of the next year.

b. Contents of Report. The report must contain:

(i) Contractor/recipient name.
(ii) Contact name with phone, fax and email.
(iii) Agreement number(s).
(iv) Amount of foreign taxes assessed by a foreign government [each foreign government must be listed separately] on commodity purchase transactions valued at $500 or more financed with U.S. foreign assistance funds under this agreement during the prior U.S. fiscal year.
(v) Only foreign taxes assessed by the foreign government in the country receiving U.S. assistance is to be reported. Foreign taxes by a third party foreign government are not to be reported. For example, if an assistance program for Lesotho involves the purchase of commodities in South Africa using foreign assistance funds, any taxes imposed by South Africa would not be reported in the report for Lesotho (or South Africa).
(vi) Any reimbursements received by the Recipient during the period in (iv) regardless of when the foreign tax was assessed and any reimbursements on the taxes reported in (iv) received through March 31.
(vii) Report is required even if the recipient did not pay any taxes during the report period.
(viii) Cumulative reports may be provided if the recipient is implementing more than one program in a foreign country.

c. Definitions. For purposes of this clause:

(i) "Agreement" includes USAID direct and country contracts, grants, cooperative agreements and interagency agreements.
(ii) "Commodity" means any material, article, supply, goods, or equipment.
(iii) "Foreign government" includes any foreign governmental entity.
(iv) "Foreign taxes" means value-added taxes and custom duties assessed by a foreign government on a commodity. It does not include foreign sales taxes.

d. Where. Submit the reports to: [insert address and point of contact at the Embassy, Mission or FM/CMP as appropriate. see b. below] [optional with a copy to]

e. Subagreements. The recipient must include this reporting requirement in all applicable subcontracts, subgrants and other subagreements.

f. For further information see http://www.state.gov/m/rm/c10443.htm.

[END OF PROVISION]

16. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (January 2002)

APPLICABILITY: Include this provision in agreements funded from the following accounts:
- *Development Assistance, including assistance for sub-Saharan Africa,*
- *Child Survival and Disease Programs Fund, and*
- *Micro and Small Enterprise Development Program Account.*

Funds in this agreement may not be used to finance the travel, per diem, hotel expenses, meals, conference fees or other conference costs for any member of a foreign government's delegation to an international conference sponsored by a public international organization, except as provided in ADS Mandatory Reference "Guidance on Funding Foreign Government Delegations to International Conferences or as approved by the Agreement Officer".

These provisions also must be included in the Standard Provisions of any new grant or cooperative agreement to a public international organization or a U.S. or non-U.S. non-governmental organization financed with FY04 HIV/AIDS funds or modification to an existing grant or cooperative agreement that adds FY04 HIV/AIDS.

[END OF PROVISION]

17. ORGANIZATIONS ELIGIBLE FOR ASSISTANCE (JULY 2004)

APPLICABILITY: This provision must be included in any Request for Application (RFA) or Annual Program Statement (APS) that could lead to a grant or cooperative agreement for activities related to human trafficking funded from any year program resources.

The U.S. Government is opposed to prostitution and related activities, which are inherently harmful and dehumanizing, and contribute to the phenomenon of trafficking in persons. None of the funds made available under this agreement may be used to promote, support or advocate the legalization or practice of prostitution. Nothing in the preceding sentence shall be construed to preclude assistance designed to ameliorate the suffering of, or health risks to, victims while they are being trafficked or after they are out of the situation that resulted from such victims being trafficked. Foreign organizations, whether prime or subrecipients, that receive U.S. Government funds to fight trafficking in persons cannot promote, support or advocate the legalization or practice of prostitution when they are engaged in overseas activities. The preceding sentence shall not apply to organizations that provide services to individuals solely after they are no longer engaged in activities that resulted from such victims being trafficked.

[END OF PROVISION]

22. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)

APPLICABILITY: This provision must be included in Request for Applications (RFAs), and in awards.

a. The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website:
http://pdf.dec.org/pdf_docs/PDABQ631.pdf

b. USAID therefore requires that the recipient not discriminate against people with disabilities in the implementation of USAID funded programs and that it make every effort to comply with the objectives of the USAID Disability Policy in performing the program under this grant or cooperative agreement. To that end and to the extent it can accomplish this goal within the scope of the program objectives, the recipient should demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.

[END OF PROVISION]

23. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (September 2004)

APPLICABILITY: This provision must be included in Request for Applications (RFAs) and in awards involving construction.

a. One of the objectives of the USAID Disability Policy is to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities. As part of this policy USAID has established standards for any new or renovation construction project funded by USAID to allow access by people with disabilities (PWDs). The full text of the policy paper can be found at the following website: http://pdf.dec.org/pdf_docs/PDABQ631.pdf.

b. USAID requires the recipient to comply with standards of accessibility for people with disabilities in all structures, buildings or facilities resulting from new or renovation construction or alterations of an existing structure.

c. The recipient will comply with the host country or regional standards for accessibility in construction when such standards result in at least substantially equivalent accessibility and usability as the standard provided in the Americans with Disabilities Act (ADA) of 1990 and the Architectural Barriers Act (ABA) Accessibility Guidelines of July 2004. Where there are no host country or regional standards for universal access or where the host country or regional standards fail to meet the ADA/ABA threshold, the standard prescribed in the ADA and the ABA will be used.

d. New Construction. All new construction will comply with the above standards for accessibility.

e. Alterations. Changes to an existing structure that affect, the usability of the structure will comply with the above standards for accessibility unless the recipient obtains the Agreement Officer's advance approval that compliance is technically infeasible or constitutes an undue burden or both. Compliance is technically infeasible where structural conditions would require removing or altering a load-bearing member that is an essential part of the structural frame or because other existing physical or site constraints prohibit modification or addition of elements, spaces, or features that are in full and strict compliance with the minimum requirements of the standard. Compliance is an undue burden where it entails either a significant difficulty or expense or both.

f. Exceptions. The following construction related activities are excepted from the requirements of paragraphs (a) through (d) above:

(1) Normal maintenance, re-roofing, painting or wall papering, or changes to mechanical or electrical systems are not alterations and the above standards do not apply unless they affect the accessibility of the building or facility; and

(2) Emergency construction (which may entail the provision of plastic sheeting or tents, minor repair and upgrading of existing structures, rebuilding of part of existing structures, or provision of temporary structures) intended to be temporary in nature. A portion of emergency construction assistance may be provided to people with disabilities as part of the process of identifying disaster- and crisis-affected people as "most vulnerable."

[END OF PROVISION]

[END OF STANDARD PROVISIONS]

ANNEX 1

ANNEX 1
PROGRAM DESCRIPTION

*IDEA-NEW**

Program Description

*Incentives Driving Economic Alternatives for the North, East and West Program

DAI In association with:
ACDI/VOCA
Mercy Corps
URS Corporation
and Resource Partners:
Aga Khan Foundation
Cetena Group
Dutch Committee for Afghanistan
International Center for Agricultural Research in Dry Areas
Peace Dividend Trust
Roots of Peace Development

DAI Contact:
Stephen Macleod
Director, Contract, Procurement, and Pricing, DAI
Tel: 301 771 7600
Fax: 301 771 7777
Email: stephen_macleod@dai.com

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Executive Summary

Afghan farmers cultivate poppy because they need to feed their families—and for many poor rural Afghans, poppy growing is the only reliable source of cash, credit, and access to cropland to supplement subsistence farming. Sometimes coercion is also a factor. The U.S. Agency for International Development (USAID)/Afghanistan Incentives Driving Economic Alternatives for the North, East, and West Program (IDEA-NEW) is designed to dissuade Afghans from growing poppy by increasing access to licit, commercially viable, alternative sources of income. Regenerating the licit economy in rural Afghanistan is no mean feat, especially given Afghanistan's harsh environment, woefully deficient infrastructure, limited government reach, and, above all, challenging security situation.

DAI, in alliance with Mercy Corps and ACDI/VOCA, proposes to achieve IDEA-NEW's broad objective, despite the challenge, by adopting a technical approach that DAI developed under, and has used with tangible success in, USAID/Afghanistan's Alternative Development Program – Eastern Region (ADP/E). This approach, most simply expressed, is to define program interventions with reference to customers, use value chain techniques to reveal customer needs, then provide tailored, customer-specific incentives to facilitate meeting those needs. Our primary customers are the communities where poppy is (or is likely to be) cultivated. Infrastructure is our point of entry to a community because the immediate needs of farmers and villagers typically consist of building or repairing basic infrastructure. We offer cash and technical expertise. The possibility of getting immediate needs taken care of quickly (and earning some income from construction labor) is a powerful incentive for cooperation and, no less important, for providing the security necessary for doing further development work. Value chain analysis reveals opportunities and priority needs, priority subsectors, target markets, comparative advantages, and weak links, indicating how best to improve value chain functioning and increase community participation in viable value chains. Diverse program interventions, including an expansion of private sector activity, then meet the needs by exploiting the opportunities in collaboration with community leaders, Islamic Republic of Afghanistan (IRoA) ministries and agencies, and the private sector.

Programmatic and geographic flexibility is integral to our approach: we propose to work under IDEA-NEW where, when, and with whatever means we can to have the greatest impact on poppy cultivation. This means working in provinces not only where poppy is currently being cultivated, but also where poppy growing has declined or ceased, to prevent back-sliding. Gender-responsive programming, communications, and monitoring will be part of all program activities. Our approach also emphasizes a reliance on our Afghan personnel for decision making and leadership, community buy-in and ownership, and special attention to food security needs.

Under ADP/E, this approach has already led in Nangarhar Province to an increase in vegetable production by over 180,000 tons, an increase in wheat yield by 14 percent, the engagement of 5,200 farmers in fruit and nut production, the employment of 54 women in the production of 4.5 million plug seedlings per year linked to the value chain for high-value horticultural products, and commercial horticultural exports to regional markets. ADP/E distributed $21 million in cash-for-work funds in lots of $100 each—deliberately, despite the transaction costs, to ensure that the benefits of the program were spread widely. These results and others contributed to a 65 percent average annual increase in household revenue. Nangarhar Province, the second highest opium-producing province in 2007, has become essentially poppy-free in 2008, at least for now.

Our management approach is decentralized. We propose to implement IDEA-NEW from regional hub offices that have provincial implementation teams operating where program activities are concentrated, close to customers, partners, and stakeholders. Provincial implementation teams will shift locations and activity types as program priorities evolve and we achieve results. We already have a good idea where program activities will likely generate the most impact during the first months of implementation. Our proposed priorities for IDEA-new at this time are 12 of the 26 provinces in the North, East, and West.

DAI, Mercy Corps, and ACDI/VOCA will each have responsibility for program oversight and implementation in a specific geographical area, based on where each organization currently is working, has program management infrastructure in place, or has the most appropriate technical capabilities. DAI will manage regional implementation in the East and West (from regional hubs in Jalalabad and Herat, respectively) and will lead a small Kabul management office. Mercy Corps will manage implementation in

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the Northeast (from Taloqan), and ACDI/VOCA in the Northwest (from Mazar-e-Sharif). URS will plan, design, oversee, and ensure quality for all infrastructure work.

Chief of Party Carson Coleman has the agribusiness expertise, the experience managing major USAID-funded programs, and the on-the-ground record in Afghanistan required to make IDEA-NEW succeed. He is currently Chief of Party of the USAID-funded Alternative Development Program – Northern Region (ADP/N), managing implementation of a $60 million program with a staff of 220. Mr. Coleman has also been Chief of Party of three other USAID-funded programs in Islamic countries, as well as a senior executive for several agricultural input and services companies. Our proposed Deputy Chief of Party, Mohammad Aslamy, is Mr. Coleman's Deputy Chief of Party on ADP/N.

We will staff IDEA-NEW initially with senior expatriates (including Afghan-Americans) to provide specialized technical expertise, experience with international markets and standards, and proven program management skills, and senior Afghan professionals to provide technical and management oversight to our Afghan technical and administrative personnel. Our Afghan professionals are truly a team; many are already working together. By the end of Year 3, our goal is to have all of the expatriate technical positions filled by Afghan nationals, including the Chief of Party. We will accelerate this process where conditions warrant, but our experience confirms that it is critical to have international expertise to get the program up and running well and to train our personnel in their roles first, rather than moving Afghan personnel into leadership positions prematurely. To further promote Afghanization, DAI has partnered with ATA Group, headed by Tawab Assifi, Senior Technical Advisor to the President's Office, to provide high-level Afghan-American personnel.

DAI, ACDI/VOCA, and Mercy Corps between them have 60 years of experience in Afghanistan; DAI began working in Afghanistan three decades ago and has implemented USAID/Afghanistan alternative development programs continuously since 2004. We have learned what works, and what does not, and we know that our lessons learned can be extended to other areas where poppy is cultivated, yielding results that contribute to the U.S. Government's counternarcotics strategy by promoting Afghanistan's licit economy.

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Chapter One: Technical Approach

PART I: PROGRAM DESCRIPTION AND SCHEDULE

THE DEVELOPMENT CHALLENGE

The main development challenge for USAID/Afghanistan's IDEA-NEW program is to counteract—without force and in a sustainable manner, even when military and development assistance has ended—the compelling reasons that Afghan farmers cultivate poppy. One such reason is the need to feed a family. For many poor, rural households, poppy growing is not a choice, but a necessity, the only reliable source of cash income, credit, and access to cropland to supplement subsistence farming. The second reason is coercion and the threat of physical harm—from landlords, jihadists, and anti-government elements.

IDEA-NEW will address the first of these reasons. It will do so by increasing licit, commercially viable, agricultural-based alternatives for rural Afghans (the broad objective). To the extent the program is successful, it will contribute to the U.S. Government goal of significantly reducing and ultimately eradicating poppy production. IDEA-NEW, and USAID/Afghanistan's other alternative development programs, are not the U.S. Government's sole, sufficient means of achieving this goal. These alternative development programs are complemented by four other pillars in the overall U.S. counternarcotics strategy: public information, poppy elimination and eradication, interdiction and law enforcement operations, and justice reform and prosecution.

The development challenge is currently compounded by a harsh physical environment, deficient or wholly absent infrastructure, and a limited government reach secondary to tribal loyalties. All are constraints on commercially viable, income-generating, agricultural alternatives. Above all, there is a war underway. Development assistance providers, whether foreign or Afghan, can be of little help when security concerns prevent them from leaving their homes and compounds.

Yet there has been recent progress in some areas in reducing poppy production. In the Northern and Eastern regions, overall poppy cultivation has been decreasing. Nangarhar, the second highest opium-producing province in 2007, was essentially poppy-free in 2008; poppy cultivation levels have decreased in Badakhshan (once a major producer) as well as in Kunar and Laghman, and they have stabilized in Tahkar. These gains remain tenuous, but they are encouraging. And USAID/Afghanistan alternative development programs such as ADP/E have undoubtedly contributed significantly to the gains by helping to regenerate the licit economy, with demonstrable results. In areas with security, commercial activities, including value-added and export-oriented agribusinesses, are beginning to thrive. The alternative development and related programs (such as Agriculture, Rural Investment and Enterprise Strengthening [ARIES], Accelerated Sustainable Agriculture Program [ASAP], and Afghanistan Small and Medium-Sized Enterprise Development [ASMED]) USAID/Afghanistan has mounted in these regions provide a model that can—in combination with other means employed by the U.S. Government and in coordination with the efforts of other donors—work elsewhere Afghanistan.

In this part of Chapter One, we explain how DAI and its partners propose to meet the challenge by first describing our technical approach in general, and then presenting our program description and schedule. Parts II and III present our Quality Assurance Surveillance Plan and risk management approach, respectively.

APPROACH

The approach that DAI and our partners—ACDI/VOCA, Mercy Corps, and URS Corporation—will take to implement the IDEA-NEW program is modeled on one we have developed through direct experience in predecessor programs. We have learned what works, and what does not, and know that our lessons learned can be extended to locales across Afghanistan. This approach, most simply expressed, is to define program activities with reference to customers, to apply value chain techniques to reveal customer needs, and to create incentives by filling those needs (see Figure 1).

FIGURE 1: THE KEY ELEMENTS TO DAI'S APPROACH TO ALTERNATIVE DEVELOPMENT – CUSTOMERS, VALUE CHAINS, AND INCENTIVES — LEAD TO SUBSTANTIVE RESULTS

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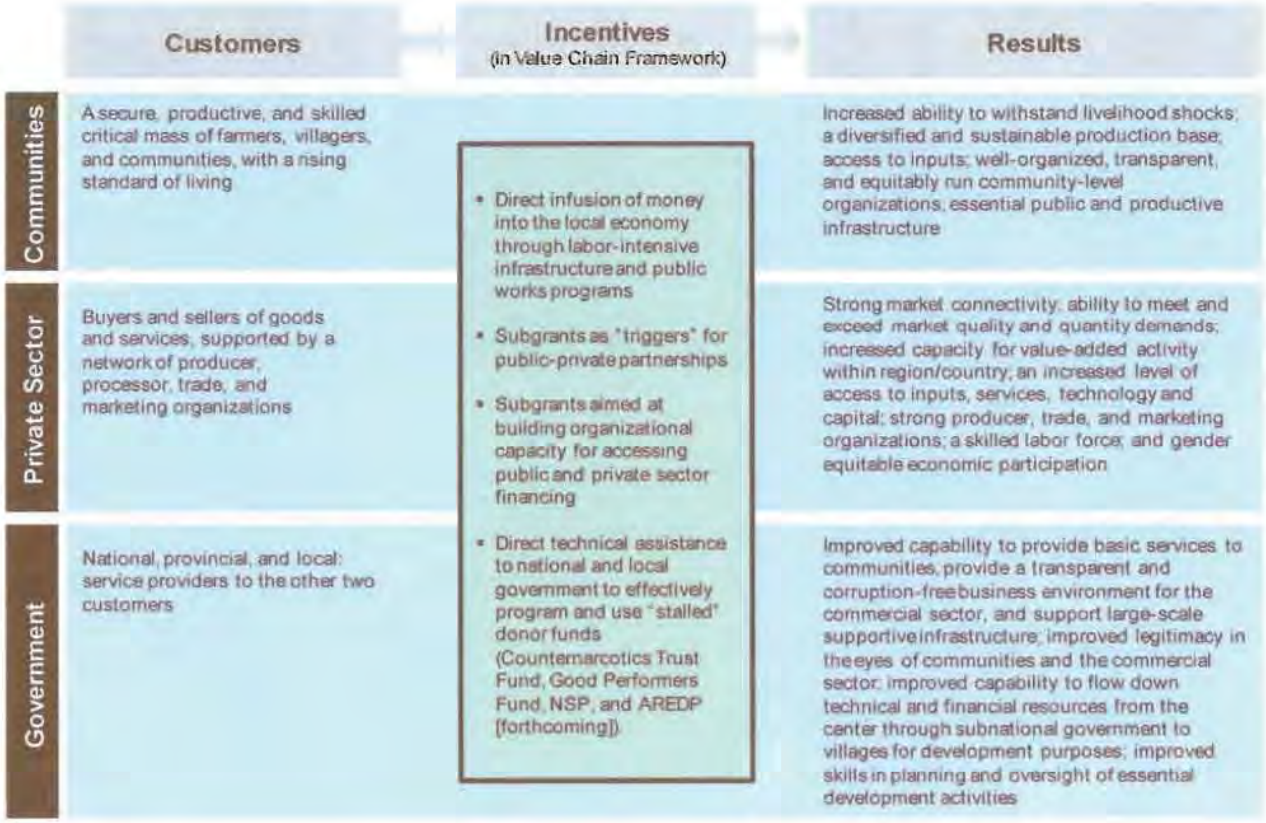

Our customers are the communities or locales where poppy is cultivated or is likely to be cultivated. The opium economy is thereby the main driver of where, and with whom, we work. Depending on the state of the local economy, however, our customers may also be the private sector (as the engine of growth and investment) or government (in its capacity as service provider to communities and the private sector). A critical feature of our approach is the recognition that each type of customer has different needs and that, therefore, we must operate differently for each region and for each type of customer.

Infrastructure is our point of entry to a community because farmers and villagers typically require immediate assistance building or repairing basic infrastructure. Working with the communities, and encouraging them to set out their priority needs, we supply the resources and technical engineering expertise to employ and supervise a local labor force. In exchange, villagers engage in development activities and provide security. The possibility of having their immediate needs taken care of quickly (and earning income from construction labor) is a powerful incentive for cooperation. Through cooperation, trust is built, on which foundation much more can be done with the community. For example, in remote Nuristan, road-building programs using local community labor and resources have allowed ADP/E staff to move and operate in this dangerous region with safety. Local communities provide protection and discreet warnings of impending anti-government element activities to our personnel.

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With immediate needs addressed, we delve deeper into constraints on a viable economic alternative to poppy growing. Value chain analysis reveals opportunities and needs, priority subsectors, target markets, comparative advantages, and weak links—indicating how best to improve the functioning of a value chain and increase the participation of a community in viable value chains. The analysis isolates the possible incentives that may be used to effect improvements. Value chains run from the production of raw goods (or services) through buyers and sellers to an end market, meeting demand. They include input suppliers, service providers, producers, processors, and buyers; the operation of a licit value chain takes place within a regulatory environment (both limiting and potentially supportive) set by government. The value chain concept provides a framework for understanding how the labor, products, and efforts of diverse individuals and organizations contribute to bringing goods and services to market.

"... Undoubtedly Succeeded ..."

"I would like to show my appreciation ... for the contribution of your program to the development of the licit economy in the Eastern region. ADP/E has undoubtedly succeeded in the modernization of agriculture, the developing of agriculture markets and the provision of productive infrastructure, all of which are resulting in visible manifestations of economic growth."

—Obaidullah Ramin, Minister of Agriculture, Irrigation, and Livestock, in a letter to DAI's Jonathan Greenham, ADP/E Chief of Party, October 7, 2008

The private sector is a key collaborative partner, contributing knowledge and effort, or aligning ongoing activities, to leverage USAID funding. For example, Mercy Corps and Bagram Fruit and Beverage Company, working together under a Global Development Alliance (GDA) arrangement, have helped grape and pomegranate value chain participants in Helmand, Kandahar, and Parwan provinces improve production and processing techniques—working toward alternative development objectives while helping Bagram increase export sales.

Programmatic and geographic ***flexibility*** is an integral part of our approach. We work where we can have the greatest impact on poppy cultivation, given the extent of cultivation, the comparative advantages a locale offers, the security situation in the region, and military activities planned or underway.

Provision for ***security*** is also built into our approach. In addition to our professional security provider, we rely on our Afghan customers to ensure that our personnel can operate safely by offering them incentives to do so. If military activity has receded in an area and there is enough safe space for development activities to proceed, this collaborative approach to security is effective, even as military activity overall in Afghanistan increases. Our flexibility extends to security, as well: we are prepared to withdraw or postpone activities if security deteriorates, until the community indicates that it is safe to return.

The DAI team will apply all of the elements of our alternative development approach to achieve the objectives of IDEA-NEW.

Phasing in IDEA-NEW

The progression of program efforts to build or regenerate licit economic activity, at the most general level, has four phases:

Phase 1: Ensure continuity and stability (with infrastructure typically in the lead).

Phase 2: Identify and rectify impediments to value chain participation.

Phase 3: Accelerate economic regeneration.

Phase 4: Transition to self-sustainability.

The timing of each phase in IDEA-NEW will depend on needs and priority activities in a specific community. Overall, in Nangarhar and Badakshan, the groundwork has been laid; other provinces will need more preparation. These phases will occur concurrently; thus, by the end of Year 1, most or all of these phases will be underway somewhere in the priority provinces. Figure 2 in the Scheduling section illustrates how we applied this methodology in Nangarhar under ADP/E. Phase 1 planning and choice of community priorities will be undertaken in collaboration with USAID, IRoA, and local partners in the first 90 days; Phase 2 will continue into Years 1 and 2; Phase 3 will start in favored areas in Year 1 and pick

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up in Years 2 and 3 in others; and Phase 4 will start in Years 2 and 3 and continue through Years 4 and 5.

Meeting IDEA-NEW's Programmatic Objectives and Crosscutting Programmatic Issues

Our approach—focused on particular customers, specific possibilities, and tailored interventions, combined with flexibility—will ensure that IDEA-NEW meets the four programmatic objectives and addresses the crosscutting programmatic issues laid out in the RFA. Our approach centers on Programmatic Objective 2: Customers, Cash, and Comparative Advantage (CCCA), with the understanding that CCCA encompasses three types of customers (communities, private sector, government); a range of possible incentives in addition to cash; and "comparative advantage" as only one contributor (albeit a very important one) toward creating commercially viable alternatives to poppy cultivation. In the section that follows, we describe activities that illustrate how IDEA-NEW will meet Programmatic Objective 1: Contributing to Host-Country Priorities, and Programmatic Objective 3: Donor Aid Effectiveness, Synergies, and Leveraging of Resources. We name IRoA units with which we will work and illustrate how we will ensure attention to gender and other crosscutting programmatic issues. Examples are the most concrete way to show how we will meet these objectives however, attached from page 48-54 is a more detailed overview of how we will meet these objectives 1 and 3. We summarize our grant-making process to explain how we will meet Programmatic Objective 4: Subgrants: Finding Future Partners.

Results-Oriented Program Description

In this section we describe the types of activities our IDEA-NEW team will implement. We identify the specific types of activities we think merit priority at the outset of IDEA-NEW, and which we will implement in the first year, in the Scheduling section. These activities are based on our years of experience in these provinces and on the extensive on-the-ground interviews and investigations we made in preparing this program application.

We have organized the range of prospective activities into five types, or "program components": 1) Agricultural Production; 2) Agricultural and Rural Infrastructure; 3) Access to Finance; 4) Value Chain Integration; and 5) Rural Enterprise Development. We discuss the needs and/or constraints each set of activities will address, the incentives we will bring into play, and the outputs and intermediate results we expect.

Each component description is preceded by a table showing the results and deliverables (or outputs) we expect to achieve by 2014. These results include those specified in the RFA, plus additional proposed results. Working with USAID, we will refine all results and targets at program outset and include the revised quantities in the approved annual workplans and Quality Assurance Surveillance Plan (QASP). For the IDEA-NEW program as a whole, ***we envision the North, East, and West of Afghanistan to be free of poppy in 2014***, contingent on comparable effectiveness in complementary U.S. Government development efforts and matching progress on the military and diplomatic fronts.

TABLE 1: PROGRAM-WIDE RESULTS AND DELIVERABLES BY 2014

Results	Deliverables
Increased public and private assistance to voluntary opium poppy eradication communities (I.3.4.5)	150,000 hectares devoted to licit agricultural production 250,000 rural households benefiting directly from IDEA-NEW interventions in Afghanistan 25,000 full-time equivalent jobs created by U.S. Government-sponsored alternative development or alternative livelihood activities
Improved (increased and sustainable) alternative development activities targeting farms in the aftermath of opium poppy eradication/destruction programs (I.3.4.6)	Average of 15 percent year-on-year increase in sales of licit farm and non-farm products in U.S. Government-assisted areas

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COMPONENT 1: AGRICULTURAL PRODUCTION

TABLE 2: COMPONENT 1 RESULTS AND DELIVERABLES BY 2014

Result	Deliverables
Improved quality of agricultural production and services (increased diversity and productivity) (I.3.4.3)	180,000 individuals receiving short-term agricultural productivity training 9,000 hectares of new and rehabilitated orchards and vineyards 100,000 hectares under improved technology and management as a result of U.S. Government assistance 5 million trees planted and maintained—$6 million value

Afghan agriculture suffers from low crop productivity, poor crop quality, limited market access, absence of reliable and timely market information, and opportunistic sales. These factors interact to produce low volumes of marketable output, high transaction costs, and little bargaining power on the side of farmers, making agriculture-related activities high-risk and low-return.

IDEA-NEW will train farmers and herders in commercial agriculture production and animal husbandry techniques in accordance with the shortcomings and needs identified in specific communities. Specialists, mainly Afghans, will catalyze production-related changes in each of the IDEA-NEW regional hubs (described in Chapter Two). These specialists will work with farmers, the private sector, and the IRoA to shift targeted districts toward a more secure and productive agricultural base. Senior Advisor – Agricultural Sector and Production Ehsanullah Ehsan will provide overall direction for production-related activities in each region.

One focus of our team's activities under Component 1 will be the ***improvement of productive agricultural capacity***. The target products will include fruits and nuts, fresh vegetable produce, and cereals and field crops. Activities to improve fruit and nut production will include building on the investment made to date in new fruit trees, expanding both village-level (predominantly woman-owned) and commercial-scale nurseries, establishing new fruit production clusters, promoting vineyard improvement through trellising, and continuing technical assistance in orchard management. Orchard expansion activities will be linked to income diversification and proven value chain strategies, including inter-cropping with short-cycle vegetables or fodder crops. For fresh vegetable produce, IDEA-NEW will replicate ADP/E's successful vegetable production programs, which were tailored to the very different needs and capacities of subsistence and semi-commercial farmers. The Regional Vegetable Program, for example, supported more than 10,000 semi-commercial farmers, the majority of them under contract, in the production of high-value vegetables. For IDEA-NEW, other illustrative activities, based on identified needs, would be field trials for vegetable production using plastic tunnels in Shegnan and Darwaz (Badkhshan province).

Increasing wheat productivity not only contributes to food security, given the central role of wheat in the Afghan diet, but also facilitates diversification into higher-value agricultural products: allowing production of the same quantities of wheat from a smaller area frees up land for higher-value agricultural alternatives. IDEA-NEW will work with the International Center for Agricultural Research in Dry Areas (ICARDA) and the Ministry of Agriculture, Irrigation, and Livestock (MAIL) to build on ADP/E's efforts in expanding village-based seed enterprises, improving extension services and input supplies to farmers, promoting the adoption of best practices, and working with communities to increase wheat yields from rain-fed areas. IDEA-NEW will also continue the efforts of ACDI/VOCA, ICARDA, and others in improving yields and productivity of other important field crops such as potatoes, rice, and barley.

A second focal point for activities under Component 1 will be ***improved livestock productivity***. Livestock—dairy herds for milk production or small ruminants such as goats and sheep for wool, hides, or meat—is a key livelihoods asset for more than half of the rural families in Afghanistan. For the poorest and most remote communities—those most susceptible to dependence on opium poppy cultivation—

livestock is often the principal means of subsistence and the only tangible wealth. In Ghor and Badakshan, for example, livestock can give better returns than poppy.

IDEA-NEW will help farmers and herders rebuild healthy herds and flocks, where there is need, by expanding and strengthening the Veterinary Field Units network of the Dutch Committee for Afghanistan and the Basic Veterinary Worker training program that Mercy Corps has established in Kandahar, Helmand, and Uruzgan provinces. IDEA-NEW will also promote the adoption of commercially oriented best practices and technologies, such as feedlot technology for winter feeding started under ADP/N. Broiler production is another profitable activity that requires relatively low investment and has the potential to produce economic gains in a relatively short time. IDEA-NEW can build on the experience and existing industry foundation laid by ADP/E in the form of broiler breeder farms, hatcheries, and a feedmill operation linked to 1,900 grain and legume producers. This initiative has the potential to be replicated in parts of the Northern and Western regions and to achieve substantial economic impact in the short term.

Working with the Ministry of Rural Rehabilitation and Development (MRRD) and MAIL, and building on ADP/E's Forestry Incentives for Livelihood Diversification program, we will strengthen the community-based natural resource management capacity of communities, with a special focus on rangeland management. IDEA-NEW activities in rangeland management will draw on several successful models, such as Mercy Corps' Catchment Development Program. We may also collaborate with the Green Afghanistan Initiative when it is operative in IDEA-NEW communities. An illustrative activity would be a program of controlled grazing, vaccination, and animal husbandry with the Ghor Agriculture Department and communities reliant on livestock.

A third focal point will be ***improved access to new technologies and best practices***. To meet the productivity objectives proposed above, the DAI team will work with MAIL personnel and the private sector, through progressive farmers at the village level, applying appropriate extension methods and providing technical assistance and training to farmers and producers groups. Examples include use of the privatized network of Veterinary Field Units and the Nangarhar Fruit Growers Association to provide extension services. Where the private sector is unlikely to meet the need for extension services, IDEA-NEW will reinforce provincial and district line ministry advisors' limited resources through outsourcing to nongovernmental organizations (NGOs). Methods used to disseminate new technologies and best practices will include Farmer Field Schools, Farmer Livestock Schools, model farms, study tours, and coordination with MAIL Centers of Excellence and research farms. However, market demand transmitted via traders and eventually contract buyers will constitute the main thrust for the adoption of improved crop management practices, because, by that means, farmers' responses are linked to increased revenues and immediate economic gratification.

IDEA-NEW will expand the Ministry of Education's Agricultural High Schools program, which Mercy Corps has been supporting. The capacity of an Agricultural High School depends mainly on the school's infrastructure. Once rehabilitated, a school can quickly and easily triple the number of its students and teachers. In 2005, before its rehabilitation, for example, Baghlan Agricultural High School had 70 students enrolled; 320 students now study at the newly rehabilitated school, including many girls.

COMPONENT 2: AGRICULTURAL AND RURAL INFRASTRUCTURE

TABLE 3: COMPONENT 2 RESULTS AND DELIVERABLES BY 2014

Result	Deliverables
Improved access to high-quality irrigation, electricity, cold storage, transportation, and other infrastructure directly linked to agricultural value chains	150,000 hectares of land returned to irrigation 500,000 people benefiting directly from improved/constructed roads and canal infrastructure projects 250,000 people benefiting directly from market center rehabilitation and cold chain and storage facilities projects 250 businesses and households newly receiving access to electricity

Investment in infrastructure has an enormous multiplying effect on economic growth, poverty alleviation, and socioeconomic development. Infrastructure is particularly important in our approach to IDEA-NEW

implementation; we will use the offer of infrastructure creation or rehabilitation as our entrée into a local community—the incentive for securing cooperation (and security) and building trust. Therefore, URS Corporation, the largest U.S.-based design engineering company, is a core member of our IDEA-NEW implementing team. URS engineer Tom Connolly, IDEA-NEW's Senior Advisor – Infrastructure and Technology, will provide technical guidance and direction for infrastructure activities. These activities will focus on two broad types of infrastructure: 1) community-level basic infrastructure, and 2) productive infrastructure for value chain development.

After 30 years of underinvestment, the demand for community-level basic infrastructure to support development is still overwhelming in rural Afghanistan, despite the headway being made by national IRoA programs (such as the Emergency Irrigation Rehabilitation Project) and donor programs targeted toward specific regions (such as USAID's Strategic Provincial Roads–Southern and Eastern Afghanistan project). In coordination with these and other programs, IDEA-NEW will, with the help of local authorities and communities, select irrigation systems for rehabilitation, farm-to-market roads for improvement, and rural electrification sites.

Within IDEA-NEW's initial coverage area, there are numerous large-scale irrigation systems, such as the Kelagay and Gawargan canal networks in Baghlan (28,000 hectares) and the Shahrawan in Takhar (40,000 hectares). Outside of these major systems, there are an additional 400,000 hectares being sub-optimally served by a combination of canal systems, karezes, and springs. DAI and its partners have been rehabilitating irrigation networks throughout the East and North—in the East, we have constructed or rehabilitated 2,721 kms of irrigation structures and drainage canals, resulting in 135,332 hectares of land with access to improved irrigation—but much remains to be done. We will continue to work with MAIL, community development councils (CDCs), and local communities to restore effective irrigation flows to these lands through the repair and construction of intakes, canals, diversion structures, and drains. We will also work with MAIL to increase water storage capacity within systems, using simple techniques such as the construction of off-line impoundments or simple surface water catchments. An illustrative project is the extension of irrigation flows from the Harirud and Kabgan Rivers to areas in Hirat Province such as Ghoryan, Zinda Jan, and Guzara. We will primarily use local engineers and labor, supported and trained by IDEA-NEW experts. Irrigation projects will be combined with the concurrent strengthening of water users associations and technical training in crops and improved on-farm water management.

Rural access for people and goods continues to be a challenge, notwithstanding the immense efforts made through the combined efforts of National Rural Accessibility Program, the Provincial Reconstruction Teams (PRTs), and USAID's infrastructure programs. A continued concerted effort is necessary to link farmers to inputs and markets and to establish year-round connectivity among villages, districts, and provincial capitals. IDEA-NEW will contribute to improved rural access on three levels. First, we will work with the Provincial Development Committees, MRRD, and the Ministry of Public Works within the framework of a coordinated rural roads effort. Second, we will assume responsibility for secondary or tertiary road improvements within a province or district when 1) it directly contributes to the principal goals of the program (licit commercial agribusiness and the elimination of poppy production); 2) there are no other programs capable of meeting the demand; or 3) the activity serves a broader purpose, such as restoring stability in the aftermath of unrest. Rural access projects (including roadways, bridges, and other cross-drainage structures) will be performed using labor-intensive methods, giving villagers wage-labor alternatives to poppy cultivation or income supplements while longer-term endeavors, such as new orchards, mature.

A lack of reliable power is another major constraint to economic growth in Afghanistan, even within principal cities. The energy sector in Afghanistan currently has no coherent policy or institutional framework for addressing rural electrification; therefore, to further the goals of IDEA-NEW, we will focus on pragmatic decentralized solutions such as small hydroelectric, solar, wind, and, where no other alternatives exist, diesel generators. Examples of potential projects include the incorporation of small hydroelectric systems into irrigation system improvements. Other models include the construction of "mini-grids" around private sector power investments, resulting in public-private partnership energy solutions for rural communities. Many of these approaches will need to be piloted first, after which we will scale up and replicate successful models. To begin, we will complement the National Solidarity Program (NSP) experience with lessons learned from other projects and regions. Another starting point is ADP/E's

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successful integration of training, local investment, and microhydroelectric power to ensure that electricity provides jobs as well as lights to isolated communities. We will also work at the highest levels, through Senior Technical Advisor to the President Tawab Assifi, to ensure that major new investments in the power sector are targeted at IDEA-NEWs growth poles.

Productive infrastructure for competitive value chain development rectifies deficiencies in post-harvest and processing facilities, storage and warehousing capacity, cold chains, and market centers—all significant constraints on agriculture value chain development throughout the North, East, and West. In outlying rural areas, some form of community ownership of these facilities is the norm. IDEA-NEW will focus on market and storage facilities at the district level. We will also work with District Development Assemblies to develop "enclaves" or small industrial sites. These clustered facilities, providing the basic elements of power, water, and security, will help incentivize local or regional entrepreneurs to invest upstream (helping facilitate contract farming and production arrangements).

Economic Benefits from Infrastructure Development

The renovation of the Jalalabad Wholesale Market by the ADP/E program illustrates the multiple benefits of program investments in improving productive infrastructure. About 160 fruit and vegetable wholesalers trade approximately $30 million of fresh produce annually at the market. ADP/E invested $400,000 in the renovation, while generating nearly 29,000 labor-days for 278 laborers. The improvements resulted in a 30 percent increase in market traffic, increased sales for local farmers and traders, and substantially improved hygienic and sanitary conditions. A similar investment is now being made in Mehterlam. IDEA-NEW will replicate this success in priority market centers such as Pul-i-Khumri, Taloqan, and Kishim.

Productive infrastructure in competitive value chains is preferably owned and managed, in the long run, by the private sector. Our agribusiness advisors will work with private sector actors (associations, cooperatives, and entrepreneurs) to overcome the most critical infrastructure constraints within each value chain. We see opportunity, for example, to promote public-private ownership of cold storage facilities for watermelons, grapes, raisins, and apples in Faryab Province, and onion and potato storage in Nangarhar. Incentives for collaboration include direct technical assistance, challenge grants, business planning support, and investment promotion.

Making rural infrastructure development sustainable is essential if the flow of social and economic benefits from the investments is to continue over time. IDEA-NEW will enhance the sustainability of infrastructure improvements by engaging with the members of the local organizations responsible for operating and maintaining any civil works constructed (water users associations, for example, or district road maintenance associations formed with IDEA-NEW support). We will involve them in identifying and designing the project, keep them involved as monitoring partners during construction, and strengthen their ability to manage and finance recurring maintenance activities through targeted training. We will also incorporate construction trades training for both men and women though grants-enabled vocational training programs.

COMPONENT 3: ACCESS TO FINANCE

TABLE 4: COMPONENT 3 RESULTS AND DELIVERABLES BY 2014

Results	Deliverables
Increased foreign and domestic investment in the agriculture sector	$4 million in direct investment leveraged for local small and medium-sized enterprises (SMEs) and agribusinesses 25 public-private partnerships formed and dollar value leveraged as a result of U.S. Government assistance, including 4 GDAs $2 million of new loans provided to assisted SMEs and agribusinesses

Almost every businessperson with whom we have worked in Afghanistan cites the need for investment and/or additional working capital to address the constraints to business growth and profitability.

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Badakhshan apple growers lack capital to invest in cold storage, for example; Baghlan dairy cooperatives need modern machinery but lack the capital or credit to purchase it.

IDEA-NEW will help improve access to finance in rural Afghanistan at the micro, SME, and large-scale investment levels. We will facilitate provision of a full range of financial options, including credit, investment, and leasing. IDEA-NEW will foster effective use of financial resources by educating enterprises and farmers on appropriate types of financing and use of credit. Complementing these activities, IDEA-NEW will be prepared to build the administrative and business development skills of established and newly formed trade and producer associations and organizations.

Microlending is critical to helping move small-scale producers, women, and community based common interest groups into the commercial sphere. We will build their capacity for effective absorption of microfinance, help microfinance institutions develop appropriate lending products, and mitigate risk through selective complementary grants. Direct partner and resource organization linkages that can be immediately put to use include Mercy Corps' Ariana Financial Services Group (see textbox), the Agha Khan Foundation's Afghanistan Rural Microcredit Program, and First Microfinance Bank–Afghanistan. An illustrative activity would be to work with the First Microfinance Bank in Pul-e-Khumri (Baghlan Province) to expand microfinance services there. We will also leverage the resources of ACDI/VOCA's USAID-funded ARIES program and the Afghanistan Rural Finance Company (ARFC) created under its auspices. In the Eastern Region, ADP/E has successfully combined its technical interventions and support with project financing from ARFC and small grants from ASMED to jumpstart local businesses.

Leveraging Resources: Access to Finance for Female Entrepreneurs

In 2003, with an initial grant from the Bill & Melinda Gates Foundation, Mercy Corps launched Ariana Financial Services Joint Stock Company (AFS). AFS has grown to be one of the strongest microfinance institutions in Afghanistan, with a portfolio of $11.3 million, some 12,000 active clients, and a 99 percent recovery rate. Even more notable is the fact that the Director and 72 percent of AFS' clients are women. AFS is now in the final stages of becoming a fully independent, nationally recognized, financially self-sufficient (by end-2008), and wholly Afghan-run institution.

To improve access to capital for middle-market participants of key value chains, building on ADP/E's experience, IDEA-NEW will help SMEs, associations, cooperatives, and other business groups prepare sound business plans for presentation to investors, then help broker investment deals though a combination of commercial lending, subgrants, and attracting private equity.

While we will focus on building a strong core of SMEs to drive value chain development, large investments are also crucial to economic regeneration. Using the approach DAI took to help meet the Eastern region's need for a state-of-the-art freight terminal, we will work with the IRoA and private investors to attract financing from the Overseas Private Investment Corporation, the International Finance Corporation, Afghan Growth Finance, and the Afghanistan Renewal Fund.

COMPONENT 4: VALUE CHAIN INTEGRATION

TABLE 5: COMPONENT 4 RESULTS AND DELIVERABLES BY 2014

Results	Deliverables
Increased sales and market linkages (I.3.4.1)	$25 million in sales of targeted value chains $8 million of new export sales in targeted value chains (with a 15 percent annual increase)
Increased private sector partnerships between assisted farms and agribusinesses and successful local and international firms (I.3.4.4)	10,000 farmers under contract for licit products through business linkages support

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IDEA-NEW activities will enhance the entire value chain, from production to market, in a variety of agricultural subsectors. IDEA-NEW will address production inputs (such as improved seed varieties or access to financing) and production practices (pest management, planting techniques, water use). Post-production, we will address handling, packing, and storage techniques; and further up the value chain we will enhance market access through improved economic infrastructure and price information as well as value-added processing and linkages to new markets. Activities in this component provide the focus and context for production-related (Component 1), infrastructure (Component 2), and access to finance (Component 3) activities.

Multiple USAID programs contribute to value chain development in the Northern, Eastern, and Western regions, either in comprehensively (such as ASAP) or in a targeted manner (such as ASMED for improving business development services and ARIES for improving access to finance). In the Eastern region, the DAI team will capitalize on earlier USAID investments that have expanded improved wheat, fruits, nuts, and semi-commercial vegetable production and built the foundation for the development of the poultry industry. Under IDEA-NEW, we will take additional steps to promote value-adding operations, facilitate market linkages, increase the level of competitiveness of Afghan products, and promote additional private investments in agroprocessing and marketing. In the West and North, we will use a similar approach to develop strategic value chains, taking as starting point knowledge generated by Mercy Corps' GDA-driven work on grapes and dairy products in the North Central region and ACDI/VOCA's work on livestock, fruits, and nuts in Badakshsan.

Through IDEA-NEW's initial value chain analysis, we will identify key areas where women can participate. We will build off ADP/E's model, integrating women into the value chain process over time, as the program gains traction and credibility within communities. For any value chain, our approach to analysis and intervention generally has five steps:

1. **Assessment of final markets.** This includes a continuous assessment of the crops and traits demanded by target markets, as well as volumes and seasonality of demand. The selection of the market opportunities for focus in each region will be primarily influenced by the relative competitiveness of specific value chains as compared with competing suppliers. IDEA-NEW will focus on four types of markets: local, regional, import substitution, and export. Local markets help provide stable rural growth, regional markets aid in diversification, import substitution helps retain value-added revenue within the region, and export markets "set the bar" for quality standards, innovation, and price.
2. **Analysis of production possibilities.** This refers to the prioritization of areas (districts and villages) based on agro-ecological conditions suitable for the production of target products. The DAI team will use geographic information systems—taking into consideration variables such as soil types, temperatures, distance to markets, availability of inputs, and water availability—in performing these analyses.
3. **Selection of target crops.** The assessment of final markets and the analysis of production possibilities will allow for the identification and prioritization of target crops, as well as the geographic distribution of key production areas. This will result in a "menu" of products

Women in Economic Development – ADP/E's Accomplishments

- ADP/E facilitated the establishment of 40 women-owned fish farms.
- 190 women operate small-scale dairy processing units in Eastern Afghanistan as a way to increase household incomes.
- 220 women entrepreneurs facilitated the establishment of the Eastern Region Handicraft Center in partnership with Golden Fingers and Afghan Hands organizations.
- 200 business women are currently participating in a mentorship program that supports the establishment of women-owned businesses through a focused and intensive program.
- Over 2,500 women trained in livestock husbandry, including nutrition, identification and treatment of common diseases, and modern practices to improve productivity.
- ADP/E is supporting 18 Nuristani women who are currently being trained as midwifes. Upon completion of the course, the women will return to their communities in Nuristan and provide urgently needed maternal health services to women there.
- Over 2,500 women trained in livestock husbandry, including nutrition, identification and treatment of common diseases, and modern practices to improve productivity.

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to support in each region. For example, in Badakhshan, we foresee opportunity to introduce new high-value crops such as asfoetida in Ghoran, Kuran, and Zebak and pistachios in Shar-e-Buzurg, Argo, and Kishm.

4. **Value chain overview.** Production and market data enable the analysis of the structure and performance of specific value chains, allowing for the identification of weak links. This analysis is based on the criterion of "nodal efficiency and value chain competitiveness," which looks at the way constraints at different levels of the value chain affect overall competitiveness. Value chains function most effectively and most equitably when there is strong vertical integration, from producer to buyer, and rural economies are most resilient when there is substantial cross-sector clustering. An example of the first is market-specific contract farming, such as The "Pride of the Eastern Region" program in Nangarhar; an example of the second is linking dairy value chain development to small-scale commercial orchard development through the intercropping of fodder crops.
5. **Design of value chain support mechanisms.** With knowledge of the key constraints on the efficiency of a particular value chain, IDEA-NEW will select appropriate support mechanisms (technological, institutional, and organizational) to ensure an improved flow of products from farm to market. For example, Mercy Corps trained producers in the grape (raisin) subsector to reduce post-harvest losses and improve handling, and built the capacity of in-country processors to meet export standards. Our support mechanisms will rely on the participation of forward-looking entrepreneurs as "chain captains" to ensure sustainability post-project.

Value Chain Focal Points. With USAID and MAIL, IDEA-NEW will settle quickly on three to four value chains per region to ensure an appropriate level of investment and enable farmer conglomerates to reach sufficient scale to penetrate markets and sustain market positions. Table 6 lists candidate value chains for each region.

Making the Connection

ADP/E has sponsored four agricultural trade fairs: three in Jalalabad and one in Laghman in collaboration with the provincial directorates of agriculture. We have facilitated participation for partners in six more; in Kabul, Herat, Mazar-e-Sharif, and Kunduz. The 2007 Agricultural Trade Fair in Jalalabad brought together more than 12,500 visitors including 90 produce buyers from other regions of Afghanistan, Pakistan, India, Turkey, Tajikistan, and Uzbekistan. As a result, traders from Nangarhar began exporting pomegranates, melons and oranges to India and Uzbekistan.

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TABLE 6: CANDIDATE VALUE CHAINS BY REGION

Northern Region	Eastern Region	Western Region
Staple crops: potatoes, wheat Fruits and nuts: cherries, peaches, pears, pistachios, almonds, grapes, raisins Fresh vegetables: Tomatoes, onions, potatoes (with emphasis on local markets) Animal products: meat, cashmere Spices: asfoetida	Staple crops: wheat, rice, maize Fruits and nuts: apricots, plums, pomegranates, persimmons, citrus Fresh vegetables: tomatoes, onion, lettuce, okra, eggplant, specialty crops (with emphasis on Kabul and Pakistan markets) Animal products: cheese, broilers Spices: pinenuts,	Staple crops: wheat Fruits and nuts: apples, pears, pistachios, almonds Fresh and processed vegetables: tomatoes and tomato paste, carrots, onions, okra, eggplant (with emphasis on urban markets) Animal products: dairy, broilers Spices: cumin, saffron

Market Information and Facilitation. Reliable market information is one of the most effective means to improve market efficiency. ADP/E has shown that access to market information helps value chain actors—particularly farmers—to respond to market incentives, make better cropping decisions, and increase their bargaining power. IDEA-NEW will work with MAIL and its programs to integrate and build on the TAMAS in the East, implemented by ADP/E and MAIL, expanding it to cover the 10 most important markets in the Northern and Western regions. TAMAS is currently collecting wholesale and retail price data for 65 commodities and reaches 70,000 radio listeners three times per week and 2,400 daily via email and on-demand SMSs.

While market information constitutes one important element in organizing markets and making them more efficient, direct trade facilitation—deploying field technicians to serve as "market facilitators"—has proven to be another highly effective intervention to "prime" the value chains. In Eastern Afghanistan, this activity has resulted in over $3.5 million worth of new fruit and vegetable sales. IDEA-NEW will replicate this system in the Northern and Western provinces to introduce collective marketing schemes and other organizational innovations that will increase the flow of commodities through the value chains.

Capacity Building. In addition to building the capacity of producers and local businesspeople to understand and respond to markets, it is equally important to build the capacity of their support structure—producer associations, business associations, and business development services providers. Association development is needed in every province where IDEA-NEW will work, although some provinces are further along than others. The Nangarhar SME association, an umbrella organization with 8,000 members from approximately 50 industry-specific associations, has been a reliable partner in agribusiness development in the Eastern region. In other areas, such as Badakhshan and Takhar, associations are considerably less developed. Working closely with the ASMED program and Afghan partners, Senior Advisor – Institutional Strengthening and Capacity Building Sergio Delgado will provide assistance in five areas: internal management, membership development, products and services, public outreach, and advocacy.

Training for business associations will cover internal management, collective purchasing and marketing, member services (access to finance, advocacy), and business planning. For traders, training will cover basic market

ASMED Results

Results achieved through the DAI-implemented ASMED program include:

- 2,537 businesses supported and 344 new SMEs created
- 18 SMEs accessed bank loans/equity
- 72 new business associations established; 13,115 new members in business associations
- 14 private-public partnerships (GDAs) formed; $14.5 million leveraged
- 205 SMEs have added value and/or diversified into higher-value products and services
- 25 percent increase in number of clients of business development service providers
- 5,459 full-time equivalent jobs created
- 328 firms investing in improved technology

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analysis, grading and packing, production contracts as a planning and risk-management mechanism, exploration of export markets, and export procedures.

Gender Mainstreaming. There are culturally acceptable ways—in the Afghan context—to incorporate women into agriculture-related activities, enabling them to participate and benefit from economic growth. Examples of such activities are employment in fruit and vegetable pack-houses, production of vegetable seedlings, and management of poultry farms. IDEA-NEW will promote the development of value-added processing facilities that are either owned by women or employ large numbers of women. For example, we might award a subgrant to a women's group in Kunduz district (Takhar) to establish a seed oil press.

COMPONENT 5: RURAL ENTERPRISE DEVELOPMENT

TABLE 7: COMPONENT 5 RESULTS AND DELIVERABLES BY 2014

Result	Deliverables
Increased sales and market linkages of rural SMEs	$25 million in off-farm sales from market linkages 150 off-farm SMEs created and receiving IDEA-NEW technical assistance

Although the majority of rural enterprises in the program area will be agriculturally based, IDEA-NEW will also promote the creation of nonagricultural micro, small, and medium-sized enterprises that align with market opportunities. Nonagricultural enterprises are particularly important in providing opportunities for women, especially in the more conservative Pashtun areas. In a continuation and scaling-up of successful gender and SME programs such as ASMED and ADP/E, we will provide participants with skills training and small grants and marketing assistance, as ADP/E has done with the Rodat and Ghaziabad textile factories, and will connect rural enterprises with essential resources and partners. IDEA-NEW will also provide small grants, technical assistance, and mentoring to help launch small productive or service-oriented businesses, such as handicrafts, bakeries, and neighborhood retail stores.

A significant IRoA priority program that should begin to gain traction in 2009–2010 is the MRRD's Afghanistan Rural Enterprise Development Program (AREDP). One key AREDP element will be the formation of common interest groups and associations in rural villages, which we expect to focus not only on agribusiness development but also nonagribusiness enterprises. AREDP will facilitate access to finance, provide "end-to-end" business development service support, institute quality control measures, and promote partnerships between microenterprises and small and medium-scale entrepreneurs. If AREDP can replicate the outreach and public acceptance of the NSP, it will become a formidable tool for helping to promote rural enterprise development in Afghanistan. IDEA-NEW will support AREDP during its inception by participating in collaborative planning at the ministerial and local levels; helping promote the program where IDEA-NEW activities are to be conducted; building the skills of nascent groups, associations, and service providers; and linking AREDP-assisted groups into the most viable local value chains.

Rural Women Take the Reins

ADP/E's Smallholder Livestock Development Program provides rural women with basic training in management, nutrition, as well as identification and treatment of common livestock diseases. In just over three months, the program—facilitated by three female paravets hired and trained by ADP/E—has trained more than 800 women from 25 villages in Laghman and Nangarhar provinces. The program works in coordination with self-help groups organized through ADP/E's Gender and Microenterprise unit.

SUBGRANTS: FINDING FUTURE PARTNERS

TABLE 8: FINDING FUTURE PARTNERS AND GOVERNANCE RESULTS AND DELIVERABLES BY 2014

Results	Deliverables
Strengthened producer organizations, water users associations, trade and business associations, and community-	600 NGOs (associations, community-based organizations, CDCs, trade groups, etc.) receive capacity-building assistance and strengthening

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based organizations Increased transparency and accountability (I.3.4.7) Increased link between central and local government to bring government closer to the people (I.3.4.8)	90 associations have improved governance, management, and technical skills 200 project activities take place representing tangible cooperation among local government, NGOs, and communities

IDEA-NEW will meet Programmatic Objective 4: Sub-Grants: Finding Future Partners through grant-making activities that are part of the five components described above.

Finding the Best Future Partners

When looking to select a local partner for subgrant funding, Mercy Corps collaborates with the Agency Coordinating Body For Afghan Relief—a consortium of national and international NGOs—and considers whether an organization: 1) is mission-based, with some management depth, not simply reliant on a single figurehead; 2) has the ability to responsibly absorb additional grant funding; 3) has appropriate local geographic and technical expertise; and 4) is abe to forge a mutually enriching, long-term relationship.

We already know many of the local partners in the target districts through our work with ADP, the Local Governance and Community Development Project (LGCD), and ASMED. To identify future partners at the community level, we will work closely with the Provincial Development Councils and the NSP. New community partners—subgrantees—will primarily be among CDCs and emergent common interest groups. To identify partners within the private sector, we will work with agencies such as Afghanistan.Investment Support Agency, umbrella organizations such as the National Union for Horticultural Development in Afghanistan, and DAI resource partner Peace Dividend Trust's AfghanFirst network. Our private sector partners will primarily be producer and trade associations and manufacturer enterprises. Potential future government partners will primarily be units of subnational government, but we foresee a collaborative and less direct role for IDEA-NEW with government where LGCD is operating.

As we identify these additional partners, we will perform rapid capacity assessments to determine their strengths and weaknesses. Based on the results, we will incorporate both our existing partners and these new organizations into IDEA-NEW activities. For capable organizations, this may mean the award of a subgrant to directly provide a service, such as training. For organizations that show promise but have noticeable weaknesses (in either management or technical capacity), IDEA-NEW will use subgrants to build their capacity, and then graduate them to direct implementation roles.

Fast, Effective, High-Impact: Marketplace Development Grants

The DAI-implemented ASMED project designed a rapid-impact program to improve commerce in volatile remote locations. Marketplace Development Grants finance vital improvements to marketplace infrastructure, such as wholesale markets, compartmentalized vegetable stalls, toilet facilities, improved drainage, electrification, and cold storage. The district governor of Chamkani District has remarked on how galvanizing such a small project can be for a local community, stating that it has even increased people's willingness to pay taxes.

IDEA-NEW will use the following types of grants to increase local ownership and impact:

Rapid Response Grants: Fast-disbursement grants aimed at providing immediate assistance in the wake of political or social unrest or natural disasters.

Capacity-Building Grants: Structured grants aimed at building administrative, business or managerial skills, leadership, and equipment capacity.

Marketplace Development Grants: Grants to finance vital improvements to marketplace infrastructure, such as compartmentalized vegetable stalls, toilet facilities, and cold storage.

Challenge Grants: Grants meant to serve as incentives or catalysts for accelerated economic activity, triggering public-private partnerships or business investments leading to contracts and sales. (An

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example is a subgrant to local entrepreneurs in Badghis to rebuild the cotton pressing operations in Morghab.)

Local Impact Grants: Grants to be used in combination with, or in the absence of, NSP block grants and other funding sources to address needs at the village level.

Environmental Compliance

DAI's Environmental Management System, developed and used effectively on ADP/E, consists of user-friendly checklists that swiftly screen program activities for environmental and social impacts, categorize them according to risk, and identify appropriate mitigation measures. The system is comprehensive, yet field staff can use it after a short training session. While we expect that the majority of program activities will fall under the guidelines established for "negative declaration with conditions," DAI is experienced in deploying experts to perform environmental scoping statements and assessments in conflict areas and is prepared to do so under IDEA-NEW.

Scheduling Program Activities

The DAI team already has a good idea of the provinces and districts where we can begin to work with the greatest impact and what the focus will be in each place. The selection and prioritization of districts and of particular types of interventions will take USAID, IRoA, and community input into account. We are proposing 12 provinces in Afghanistan's Northern, Western, and Eastern regions to be initial priorities for IDEA-NEW. This geographic coverage reflects our desire to sustain the accomplishments of prior USAID/Afghanistan ADP programs; it also reflects our understanding of the situation on the ground. The 12 priority provinces are consistent with the latest UN counternarcotics appraisals and the Afghanistan National Development Strategy.

To target the districts for IDEA-NEW program intervention within these priority provinces, we will consider the following factors: work already done in those locations (building on the past); trends in opium cultivation (highlighting good performers, areas of still-significant production, and areas at risk); logical hubs from which to scale up and expand commercially viable agribusinesses; security threats that may affect the ability of program staff to work effectively; location of current and planned USAID- and other U.S. Government-funded activities; IRoA Master Planning frameworks (such as the Agriculture and Rural Development Zones) and current and planned IRoA program coverage; and geographic coverage of complementary initiatives by other donors.

Expansion of IDEA-NEW activities into new provinces and districts (and adjustments within provinces and districts) will be driven by geographic shifts in opium cultivation; logical scaling-up or expansion of market-led subsectors or value chains; IDEA-NEW participation in crisis, post-conflict, or humanitarian responses, as directed by USAID; and an annual re-assessment of the parameters used in determining work areas.

To select priorities for program interventions in the targeted districts and respond to the needs of each community, we will apply the system developed under ADP/E, which is based on the recognition that rural communities have differing opportunities and constraints. The ADP/E system began by placing districts into four categories (Table 9).

TABLE 9: CHARACTERISTICS OF ADP/E DEVELOPMENT CATEGORIES

Development Category	Characteristics
I	Remote from market centers, highly dependent on subsistence agriculture, small or marginal landholdings, absence of rural non-farm employment, poor road and irrigation infrastructure, 70 percent or more of the population under the poverty line. Limited IRoA and donor presence.
II	Relatively far from market centers, households engaged in subsistence agriculture, low volumes of surplus production sold in community markets, poor road infrastructure, 50

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	percent or more of the population under the poverty line. Localized IRoA presence.
III	Access to district markets, with a relatively large percentage of surplus farmers having established trade links to district-level markets, access to irrigation, emerging rural non-farm employment opportunities, and 40 percent or more of the population under the poverty line. Increasing IRoA and donor presence
IV	Access to district- and provincial-level markets, with a large number of surplus and semi-commercial farmers, access to irrigation. the rural non-farm economy expanding, a cadre of entrepreneurs investing in agroprocessing and trade, and a rapidly reducing number of households falling under the poverty line. Strong IRoA and donor presence

This broad categorization provides an initial basis for selecting program mixes that address the specific needs of the rural communities in the target districts. It is also a basis for allocating resources across the various types of program activities. Table 10 provides an example from ADP/E of the priority types of activities for districts in Nangarhar Province and the relative levels of investment of program resources by activity type. Annex B provides representative examples of the specific activities undertaken (or still being undertaken) by ADP/E in Nangarhar Province, in accordance with this prioritization. A similar prioritization will be used as IDEA-NEW rapidly builds on the knowledge of DAI, ACDI/VOCA, and Mercy Corps of the Northern, Eastern, and Western regions to select an appropriate mix of interventions for each target district.

The scheduling of program activities in a locale will be based on local opportunities and needs and the successes of our entry-level activities. In general, the goal is to shift from the entry-level infrastructure activities to market support infrastructure and from food security to private sector development over time, to the extent possible in a given district. The overall phasing for IDEA-NEW was indicated in the Approach section above. Figure 2 graphically illustrates the type of scheduling we applied to districts in Nangarhar Province under ADP/E.

TABLE 10: ADP/E SELECTION OF PROGRAMMATIC PRIORITIES FOR TARGET DISTRICTS, NANGARHAR, 2006

Development Category	Districts	Priority Types of Activities	Investment Proportions
I	Hisarak, Sherzad, Chaparhar, Pachi Wa Agam, Dih Bala, Achin, Nazyan, Dur Baba, Muhmand Dara, Lal Pur, Goshta	Infrastructure Food security Transitional agriculture	80% 15% 5%
II	Khogyani, Shinwar, Kama, Dara-I-Nur	Infrastructure Transitional agriculture Semi-commercial agriculture	70% 25% 5%
III	Rodat, Batikot, Kuz Kunar	Infrastructure Transitional agriculture Semi-commercial agriculture Commercial agriculture Market development	50% 20% 20% 10% 5%

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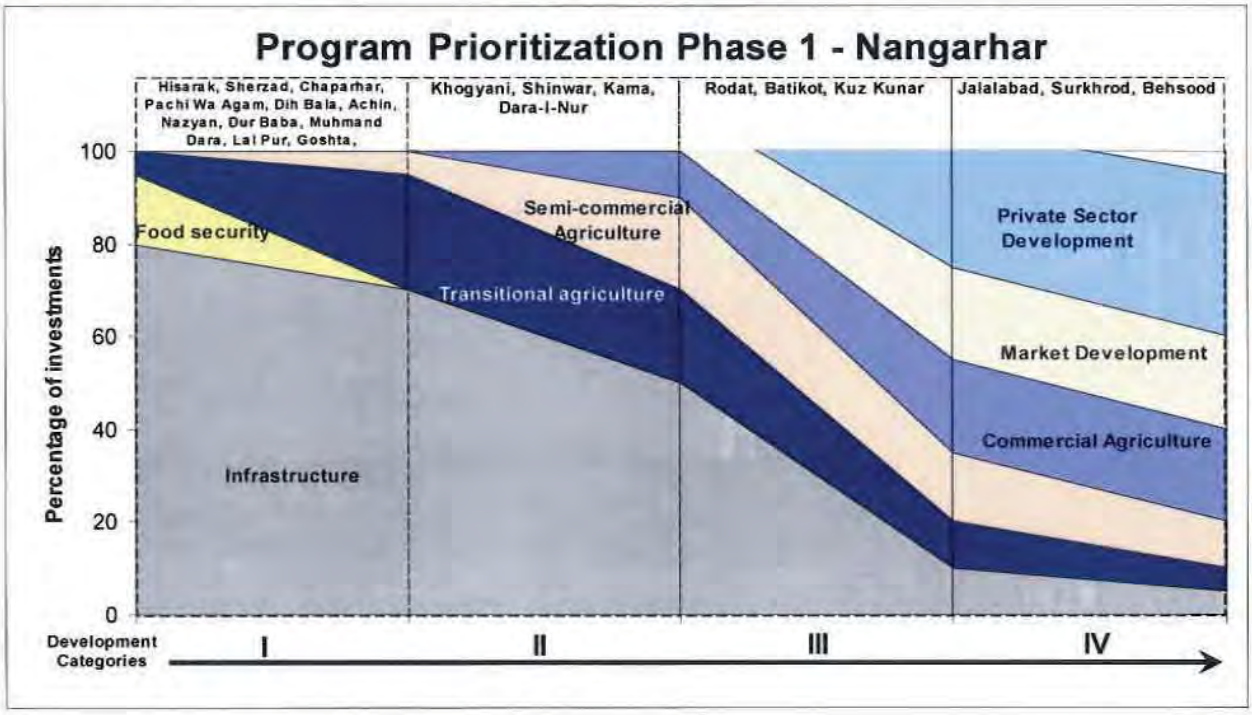
Development Category	Districts	Priority Types of Activities	Investment Proportions
IV	Jalalabad, Surkhrod, Behsood	Infrastructure Transitional agriculture Semi-commercial agriculture Commercial agriculture Market development Private sector development	10% 10% 15% 20% 30% 15%

FIGURE 2: ADP/E SCHEDULING BY ACTIVITY TYPE, NANGARHAR



PART II: QUALITY ASSURANCE SURVEILLANCE PLAN

We present our preliminary QASP for IDEA-NEW in three parts: first by explaining our broad approach to performance monitoring, then the measures we will use to ensure data quality, and finally our plan for QASP implementation, which describes the monitoring of performance metrics to manage the IDEA-NEW program. Separate from the quality control plan, the final, detailed QASP will be submitted to the AOTR and **should be approved within 45 days of the IDEA-NEW** award. Preliminary targeted results in terms of those metrics were indicated at the start of each component description in Part I. In Annex D we present a summary of those indicators in a standard USAID performance monitoring plan (PMP) format, adding details on disaggregation, data sources, and method and frequency of collection—our preliminary PMP for IDEA-NEW.

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Performance Monitoring Approach

Two features will characterize DAI's approach to performance monitoring in IDEA-NEW:

1. **Project management and adaptability.** The purpose of monitoring and evaluation (M&E) is not only to report on performance, but also to inform decision making by USAID and IDEA-NEW managers. Our Chief of Party, Carson Coleman, and other managers will use M&E data and performance reports to capture success, understand failures, and adjust program emphasis or change implementation tactics accordingly. Thresholds for acceptable and unacceptable performance will be specified on an ongoing basis by the USAID Cognizant Technical Officer and Mr. Coleman in consultation to accommodate flexibility in IDEA-NEW programming.
2. **Integration.** We will integrate performance monitoring into day-to-day program activities by assigning all technical personnel responsibility for monitoring and data collection. We will compile, analyze, and summarize our monitoring information for all personnel so they understand how the data they gather are used and see how well the activities in which they are engaged are working.

Data Quality Control and Assurance

We will control and ensure data quality by several means in implementing IDEA-NEW: by ensuring the reliability of baseline data, conducting data quality assessments, training personnel and partners in their respective M&E roles, developing simple data collection tools, and using sound statistical sampling techniques.

Under the direction of Ali Ahmad, M&E Manager on ADP/E, we will conduct formal data quality assessments (DQAs), meeting ADS 203 standards, for baseline data and, annually thereafter, for all M&E data. We will use DQA checklists to highlight issues related to data validity, integrity, precision, reliability, and timeliness. For purposes of data quality assurance, Mr. Ahmad and his team will also conduct random site visits and informal site surveys.

All personnel will be trained in M&E basics and data quality standards, given tools to use in data collection, updated regularly on program progress, and mentored on an ongoing basis by Mr. Ahmad. Data quality training will help staff and IDEA-NEW partners avoid common data quality pitfalls by focusing on key questions such as whether there is a direct relationship between the activity and what is being measured.

We will use simple but statistically sound procedures to collect the program metrics. Data collection methods will be backed by uncomplicated, user-friendly tools (such as questionnaires) to ensure that consistent and high-quality data are collected. We will also provide indicator reference sheets (see the example in Annex F) as guides for personnel in the field. When program indicators are informed by multiple data sources, Mr. Ahmad will critically review and compare each dataset. For results and indicators where a simple survey methodology is required, DAI's M&E personnel will oversee the effort and provide training to ensure a standardized and statistically sound process. All data collected will be checked for integrity and accuracy. After data are entered, simple validation checks built into the DAI Technical and Administrative Management Information System (TAMIS; see below) will be used to check for missing data, outliers, or other data consistency issues. Typically, to confirm accuracy of data entry, we check a certain percentage of hard copies against entered and compiled data.

QASP Implementation Plan:

IDEA-NEW's implementation plan for measuring results from project activities and ensuring data quality under the PMP involves the following:

Developing data collection tools and gathering baseline information. We anticipate developing and using existing customer satisfaction surveys and capacity indices, and collecting data through short questionnaires, focus groups, interviews, direct observation, and other means.

Using TAMIS for data entry, compilation, and analysis. DAI uses TAMIS to manage M&E data on our field projects worldwide. TAMIS captures program data in a database that is internet-accessible, facilitating data entry, use, and reporting.

Training staff, partners, and counterparts on performance reporting, as explained above.

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Reporting bi-weekly, quarterly, and annually on project performance. IDEA-NEW will report in accordance with RFA specifications . We will convene an annual IDEA-NEW results workshop with program personnel, implementing partners, counterparts, and USAID/Afghanistan to share program performance and elicit feedback.

Providing real-time performance data. Performance data compiled in TAMIS will also be accessible by USAID on a real-time basis through the internet. We have developed a "PMP Dashboard" interface to format TAMIS M&E data for easy USAID program oversight (see the sample in Annex F). According to the LGCD CTO, direct access to documents and information in TAMIS has speeded up the review/approval process and simplified reporting. Apart from regular reporting and provision of data via TAMIS, we will provide performance data and information to USAID/Afghanistan at any time to meet requests from senior USAID and State Department managers, Congress, the military, or the media.

Conducting regular DQAs and other measures, as explained above, to ensure quality.

Performance Monitoring Plan

The preliminary PMP in Annex D includes indicators (performance metrics) specified by the RFA, additional indicators currently used by USAID's Alternative Development and Agriculture Program, and others that we suggest. We link indicators to intermediate results, provide indicator definitions, and specify disaggregation, units of measurement, data source, data collection method and frequency, and preliminary targets for each indicator. This draft PMP will be supplemented and refined in conjunction with IDEA-NEW staff and local partners and submitted to USAID for final approval within 90 days of award.

PART III: RISK MITIGATION

DAI, Mercy Corps, and ACDI/VOCA have more than 30 years of combined experience operating throughout Afghanistan; we understand the need for carefully approaching implementation, are aware of local dynamics, and continually assess risk to our staff and our community partners. In preparing this application, we conducted a joint risk analysis exercise in Kabul with our core implementation partners. To prioritize risks for which mitigation measures should be developed in IDEA-NEW, we focused on those that were considered to have a very high impact and a high likelihood of occurring during implementation. These risks are considered to be "critical."

Table 11 presents critical risks that were identified during our in-country risk analysis exercise. They are sorted into types based on their sources; examples are provided of specific risks that are foreseeable in the near- to mid-term, along with possible mitigation measures.

As IDEA-NEW gets underway, new risks will emerge and previously safe areas will become problematic. It will be important to anticipate risks as early as possible and develop concrete steps to mitigate or even eliminate them. To identify effectively emerging risks during program implementation, we will regularly update our risk analysis. DAI will identify emerging new risks and move quickly with location-specific measures to address them. These measures will include community involvement, postponement of activities, avoidance of currently high-risk locations, and rapid revisions to ongoing programs.

TABLE 11: CRITICAL RISKS, SOURCES, AND MITIGATION MEASURES

Risks: Types and Foreseeable Examples	Mitigation Measures

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Risks: Types and Foreseeable Examples		Mitigation Measures
Security	Drug-related conflict exacerbates insecurity in areas where program is operating Northeast region continues to deteriorate—increasing activity by anti-governmental elements makes work difficult and certain areas inaccessible Market linkages are disrupted by insecurity, social strife, and rent seeking at checkpoints Input supply is disrupted because of border security requirements Criminal activity increases	Daily attention to security situation by Chief of Party, regional security coordinators and expatriate security manager Engagement of security professionals to provide physical security at project locations A community entry strategy to build trust and credibility with local partners A locally recognized long-term presence and history in Afghanistan A commitment to individual Afghans' advancement A local reputation for honesty and fairness Daily security updates, email and SMS alerts, and regular radio and phone contact with all staff
Natural Disasters	Winter 2008 results in large-scale livestock deaths Production areas are damaged by flooding (spring), snow (winter), disease, earthquake (Northeast) Drought in Northeast results in crop failure and feed insecurity	Rapid-response funds and teams Winterization and stockpiling activities Coordination with MAIL, Food for Peace, Office of Foreign Disaster Assistance, U.S. Department of Agriculture (USDA), Food and Agriculture Organization (FAO), PRTs, and others conducting food security interventions Experience with distribution of inputs and flexibility in programming funds to allow feed or seed distributions
Interethnic Conflict	Pashtun/Uzbek/Tajik interethnic conflict is exacerbated around elections Intra- and intercommunity conflicts arise	Conduct relationship mapping to prepare to deal with interethnic tensions An honest broker role and a local reputation for fairness
Political Governance	There is a dramatic change of government from democratic to more autocratic or theocratic Election upheaval leads to public dissatisfaction and disaffection IDEA-NEW becomes a political pawn in a highly charged pre-electoral environment Government corruption increases	Effective communication with program communities Procurement transparency and broad participation by local suppliers Counter/pre-emptive messaging Rolling analysis of political dynamics Political firewall: strict adherence to evenly distributed technical directed programs Working with Shura as community voice Use of memoranda of understanding whose timeframes extend beyond one political mandate "Light footprint," low-profile operations, especially during the first six months in new areas
Program Design	It is difficult and time-consuming to recruit, mobilize, and retain talented staff Resource partners fail to perform	Culture of excellence and high standards to attract "best and brightest" Personnel incentives, such as medical insurance, COLAs, flexible work weeks, advancement on merit, and training opportunities, including education allowances Use of multiple media and communications channels to solicit candidate inquiries International and local recruitment systems to aid in identifying and fielding candidates rapidly

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Risks: Types and Foreseeable Examples		Mitigation Measures
Capacity	There is insufficient local capacity to meet development objectives	Use of professional development and training not only for capacity building but also as a retention strategy Logical sequencing of IDEA-NEW activities to align to capacity-development curve at the target location Phased development of projects with mentoring and training throughout
External Environment	Global market changes for crops and commodities Legal environment for cooperatives and SMEs prohibits their growth There is an adverse (or absence of) enabling legal and regulatory framework	Use of market information systems and updating existing subsector studies to target winners Regular collaboration with local authorities to ensure cooperation and support Work with regional and national associations and local businesses to lobby for change
Cultural	Cultural norms prohibit women's full engagement	Coordination with local religious authorities to ensure their understanding of and support for program goals Ongoing partnership and cooperation with the Department of Women's Affairs Creative programming as in ADP/E's gender and microenterprise programs

Safety and Security

The safety and security of all of our personnel are of paramount importance. DAI has been able to work effectively and safely throughout Afghanistan by using a security approach that combines local engagement and buy-in, as noted in Part I, with effective yet low-profile protocols for our staff, flexibility in programming, and daily adjustments to travel. Even during spikes in armed conflict and disturbances such as riots, our programs have continued to perform.

For IDEA-NEW, we will base an Afghan security coordinator in each regional hub and the Kabul office under the overall supervision of our Country Security Manager, J.C. Greyling, who will be based in Kabul. Mr. Greyling and the regional security coordinators will assess the security situation of each province and district daily, inform key staff , and suggest adjustments to security and logistics protocols to maximize security. Our security protocols include contingency plans for continued program implementation even if international personnel must be temporarily evacuated or locked down. Using the existing security manuals for ongoing programs in Afghanistan as a starting point, we will develop the security plan for IDEA-NEW and deliver it to USAID within 10 days of program start-up. All DAI security plans are subject to review and quality assurance by DAI's Kosovo-based Global Security Manager, John Reid, who conducts on-site assessments regularly for all DAI-implemented programs in Afghanistan.

We will also engage a professional security firm to provide armed security services. DAI has issued a request for quotations to international security firms and has evaluated the responses. We will a make a final selection on our security provider before program start-up.

Chapter Two: Management Approach and Personnel

In this chapter we present our management approach in three parts, matching the three RFA evaluation criteria subfactors for management approach and personnel: I) Management Structure, II) Chief of Party, Personnel, and Staffing Plan, and III) Use of Local Professionals and Organizations. Several discrete subsections provide information required by the RFA instructions but not cited in the evaluation criteria, notably on past experience. In Part I, we explain briefly how this management approach and structure achieve the four management objectives outlined in the RFA.

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PART I: MANAGEMENT STRUCTURE

APPROACH: ADDRESSING IDEA-NEW MANAGEMENT OBJECTIVES

MANAGEMENT OBJECTIVE 1: "AFGHANIZATION" OF OUR WORK. DAI is proposing a team of senior Afghan and expatriate professionals to provide specialized technical expertise, experience with international markets and standards, and proven program management skills. Our goal by the end of Year 3 is to have all of the expatriate technical positions, including key personnel, filled by Afghan nationals. Therefore, our management approach calls for serious investment of our senior staff members' time and energy in training, mentoring, and retaining qualified Afghan personnel. To further support skill transfer and capacity building for our Afghan staff, DAI will enlist KonTerra Group, a management training organization, to work directly with our Afghan and expatriate staff. DAI currently subcontracts with KonTerra on our LGCD project for skills transfer, managerial capacity building, gender mainstreaming, and individual and organizational effectiveness training.

To further promote "Afghanization," DAI has partnered with ATA Group, headed by Tawab Assifi, Senior Technical Advisor to the President's Office, to provide high-level Afghan-American personnel. We have also assigned lead responsibility for conducting public outreach and communications for IDEA-NEW to Cetena Group, the only Afghan media organization with the ability to cover the entire country, including the least secure areas. DAI worked with Cetena Group in implementing the ASMED program. To maximize procurement of Afghan goods and services under IDEA-NEW, we have included Peace Dividend Trust on our team to identify local sources and broker commercial arrangements. Finally, a major portion of the budget is allocated to grants to be made to qualified Afghan organizations to implement complementary programs.

MANAGEMENT OBJECTIVE 2: TELLING OUR STORY. DAI's comprehensive approach to "telling our story" will disseminate program results and increase awareness of the program among U.S. Government and other donor counterparts; spread the story of U.S. alternative development efforts in Afghanistan; and help promote licit lifestyles among Afghan stakeholders. Our management approach and structure provide on-the-ground technical capacity for IDEA-NEW to "tell our story" to all of these audiences. Director of Communications Margaret Orwig will work with Cetena Group to oversee communications activities, with particular attention to communications with U.S. Government agencies and other donors. Communications activities for the Afghan audience, designed and conducted by Cetena Group, will not only promote licit lifestyles but will also highlight the activities of the IDEA-NEW program and other USAID and U.S. Government alternative development programs. For example, working in concert with MAIL, IDEA-NEW may replicate successful initiatives such ADP/E's weekly radio agriculture program and the weekly RTA (government TV) program that highlights infrastructure projects. In addition, IDEA-NEW will communicate its work at monthly district- and provincial-level technical working group meetings and to local and national ministry counterparts, partners, and other organizations working in the area. All published stories and press releases will be in Dari and Pashto, and regular project summaries will be translated for local officials.

USAID programs in Afghanistan have a high profile with U.S. Government and other U.S. audiences; information about these programs can be highly sensitive. USAID will be the issuer of any information intended for U.S. audiences, but we expect the IDEA-NEW staff to be asked to develop much of the content. Because the data from our M&E activities will be a principal source of the information intended for U.S. audiences, Ms. Orwig will work closely with Ali Ahmed, Director of M&E, as she does now on ADP/E. IDEA-NEW will work with the USAID/Afghanistan Development Outreach and Communication team to develop success stories for USAID and other news sources and to update the Afghanistan web pages.

MANAGEMENT OBJECTIVE 3: INTEGRATING GENDER AND INTEGRATING WOMEN. Our proposed technical approach integrates gender issues throughout program activities, as described in Chapter One, thereby addressing a key crosscutting programmatic issue. Our management approach correspondingly provides for the integration of gender issues in the program. The long-term IDEA-NEW personnel includes an expatriate gender specialist, Darlene Karpowicz, as Senior Advisor – Economic Opportunities for the Women and Disabled Groups. She will be supported by Afghan Deputy Munira Sahar as well as Fareshta Shaheed, both veterans of the ADP/E program; all will be based in the Nangarhar regional hub but will

travel often to the other regional hubs to direct gender activities there. Ms. Karpowicz and her team will jointly be responsible for ensuring that gender mainstreaming occurs and that gender-responsive programming and communications are part of all program activities. Specifically, the team will:

Train all program personnel on how to integrate gender issues into activities, the constraints women confront to participation in the economy, and ways to overcome those constraints.

Engage with provincial governments and the private sector to increase gender awareness, demonstrating how increasing women's participation in the formal economy will have a significant economic as well as social return for the entire society.

Conduct gender assessments to inform implementation strategy.

Participate in annual workplan sessions for each regional hub to ensure that gender integration assessments are part of all technical programming.

Coordinate with program stakeholders, counterparts, USAID, and other donors to disseminate lessons learned about gender-related programming.

Confirm, through the gender indicators in IDEA-NEW performance monitoring and gender disaggregation of data, that women are explicit beneficiaries of program activities.

Ms. Karpowicz and her team will conduct gender assessments in the Western and Northern provinces within IDEA-NEW's first 90 days to determine where and how gender integration activities are culturally acceptable and, therefore, successful and sustainable. Given the cultural specificity of each province, these assessments will be crucial to designing appropriate interventions. In the Eastern region, we will build on ADP/E's gender program, taking into account lessons learned and capitalizing on opportunities for greater expansion and inclusion.

In addition, IDEA-NEW will provide subcontracts and grants to women's organizations and female business owners (see Figure 7 at the end of this chapter for a list of possible grantees and subcontractors) and we will mandate gender targets for all subgrantees. Female business owners may be reluctant to expand their businesses because of household demands and cultural constraints. We will address this issue by creating women's business centers to provide basic training (such as accounting and literacy) and to expand business opportunities for these women.

DAI has employed women extensively in our projects in Afghanistan. DAI currently employs 53 Afghan women in professional positions and 40 in non-technical roles. In IDEA-NEW, female technical staff will be placed in all regional hubs. To support their professional development, IDEA-NEW will mount a special mentorship program in collaboration with the Konterra Group for our female personnel, in addition to the gender training for all employees.

Management Objective 4: Programmatic and Activity Flexibility. Our technical approach emphasizes geographic and programmatic flexibility. Correspondingly, the IDEA-NEW management structure and approach are designed to facilitate flexibility in several ways.

We have set aside a significant portion of total project funding for unallocated implementation activities with subgrantees, subcontractors, cash-for-work activities, rapid-response activities, and other endeavors. These funds will be used to respond to USAID, PRT, IRoA, or other stakeholders' requirements and to capitalize on windows of opportunity.

Our management structure provides for four regional hub offices. Each will oversee a number of smaller, entirely Afghan, provincial implementation teams. Keeping these teams small, with minimal office infrastructure, will enable us to shift resources and program activities as events unfold and new priorities emerge.

Deputy Chief of Party for Technical Programming Mohammad Aslamy and the Senior Advisors will have country-wide responsibility for technical coherence and strategic direction of program activities as well as local responsibilities. Our most experienced technical personnel will not be confined to one location but will be available to quickly move to provide technical assistance, training, and troubleshooting wherever program activities are planned or underway.

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Because it is critical for IDEA-NEW to have maximum reach in rural, unstable areas, we will recruit top-notch Afghan personnel as well as capable Afghan partners (subgrantees and subcontractors) and deploy them to areas that are inaccessible to expatriates.

Operational Structure

IDEA-NEW will have a decentralized operational structure. The operational (physical office) structure consists of a small Kabul management office and, initially, four regional hubs, each with responsibility for leading program implementation in a specific set of provinces (a region). Program activities will be implemented mainly by and through the staff in each regional hub. The regional staffs will include personnel assigned to provincial implementation teams who will be based in satellite offices in each province. Personnel assigned to these teams will carry out day-to-day program implementation. They will interface directly with farmers, on-farm managers, associations, cooperatives, small businesses, provincial and district government units, and other stakeholders and beneficiaries, with technical support from and the active participation of personnel in the regional hubs (to the extent geography and security permit). The provincial teams will be staffed entirely with Afghan technical professionals, with some administrative and logistical support. Provincial implementation teams and their satellite offices are designed to be readily transferrable from one location to another or phased in and out over the life of the project, depending on when and where IDEA-NEW activities are concentrated.

Figure 3 is a map showing the regional hubs and the regions for which they will be responsible. We propose Jalalabad (Eastern), Taloqan (Northeastern), Mazar-e-Sharif (Northwestern), and Herat (Western) as regional hub locations because of the poppy trends in nearby provinces, their locations relative to economic development corridors, their regional importance, their relative ease of access, and their link to the existing infrastructure and ongoing project activities of DAI, ACDI/VOCA, and Mercy Corps. A provincial implementation team will be set up when the level and type of program activity in a province or area calls for a continued nearby presence, in accordance with the assessments, phasing, and schedule outlined in Chapter One.

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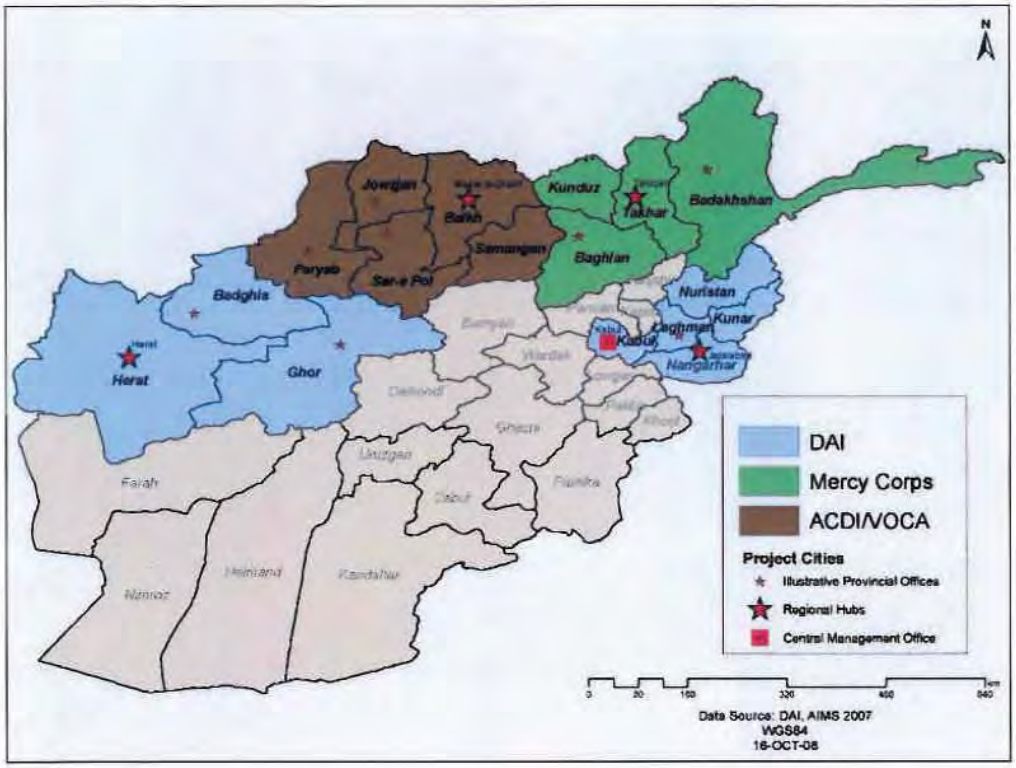
FIGURE 3: IDEA-NEW REGIONAL HUBS



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KABUL MANAGEMENT OFFICE. A small management office will be established in Kabul to facilitate IDEA-NEW liaison and communications with IRoA, USAID/Afghanistan, the ministries, and other donors. Under the direction of Chief of Party Carson Coleman, the Kabul office will:

Provide overall strategic direction for the program;
Communicate, coordinate, and serve as the liaison with USAID, IRoA, and other donors;
Provide technical support and resources to regional hubs;
Orchestrate communications and M&E functions;
Oversee program security measures;
Liaise with the DAI home office and provide access as needed to home office resources; and
Centralize all program financial, administrative, and reporting functions.

MANAGEMENT STRUCTURE, STAFFING PLAN, AND ORGANIZATION

Figure 4 is our program organizational chart, depicting the IDEA-NEW management structure, reporting lines, and management authorities. Figure 5 provides detail on the management structure in a regional hub, using the Jalalabad center as an example. Chief of Party Carson Coleman will lead the program. As discussed further below, he has the senior-level agribusiness expertise, the experience managing the implementation of major USAID programs, and the on-the-ground experience in Afghanistan required to lead this complex program. He will directly oversee a technical advisory team, an operations management team, and the directors of the four regional hubs. The five-member technical advisory team will be headed by Deputy Chief of Party/Senior Agricultural Development Advisor Mohammad Aslamy, who has worked with Mr. Coleman on ADP/N. Two of the Senior Advisors will be based in regional hubs; three (including Dr. Aslamy) will be based in Kabul. The operations management team, headed by Director of Administration and Operations Shawn Shelton with the support of Ahmed Jawed, will oversee all finance and contractual, grant making, M&E, and communications activities.

The regional hubs will each be managed by a Regional Director. They will be staffed mainly by Afghan technical specialists in agricultural production, private sector development, infrastructure, microfinance, and gender programming, and Afghan personnel responsible for finance and administration, M&E and communications, grants management, and security.

We are basically proposing a matrix management structure. The senior technical advisors will be responsible for technical leadership across all regions. They will ensure that activities implemented from every regional hub work toward common purposes and adhere to common technical methodologies, standards, and best practices. The senior technical advisors will also be responsible for ensuring that activities in the five components are complementary. The technical purview of each senior technical advisor will cut across the five components, corresponding instead to technical specialties where the highest-level specialized expertise is required, given the technical approach and programming we propose for IDEA-NEW—agribusiness; agricultural sector and production; institutional strengthening and capacity building; infrastructure and technology; and economic opportunities for women and disabled groups. The roles the senior technical advisors will play in developing and implementing IDEA-NEW activities are illustrated by examples in Chapter One.

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FIGURE 4: IDEA-NEW ORGANIZATIONAL STRUCTURE

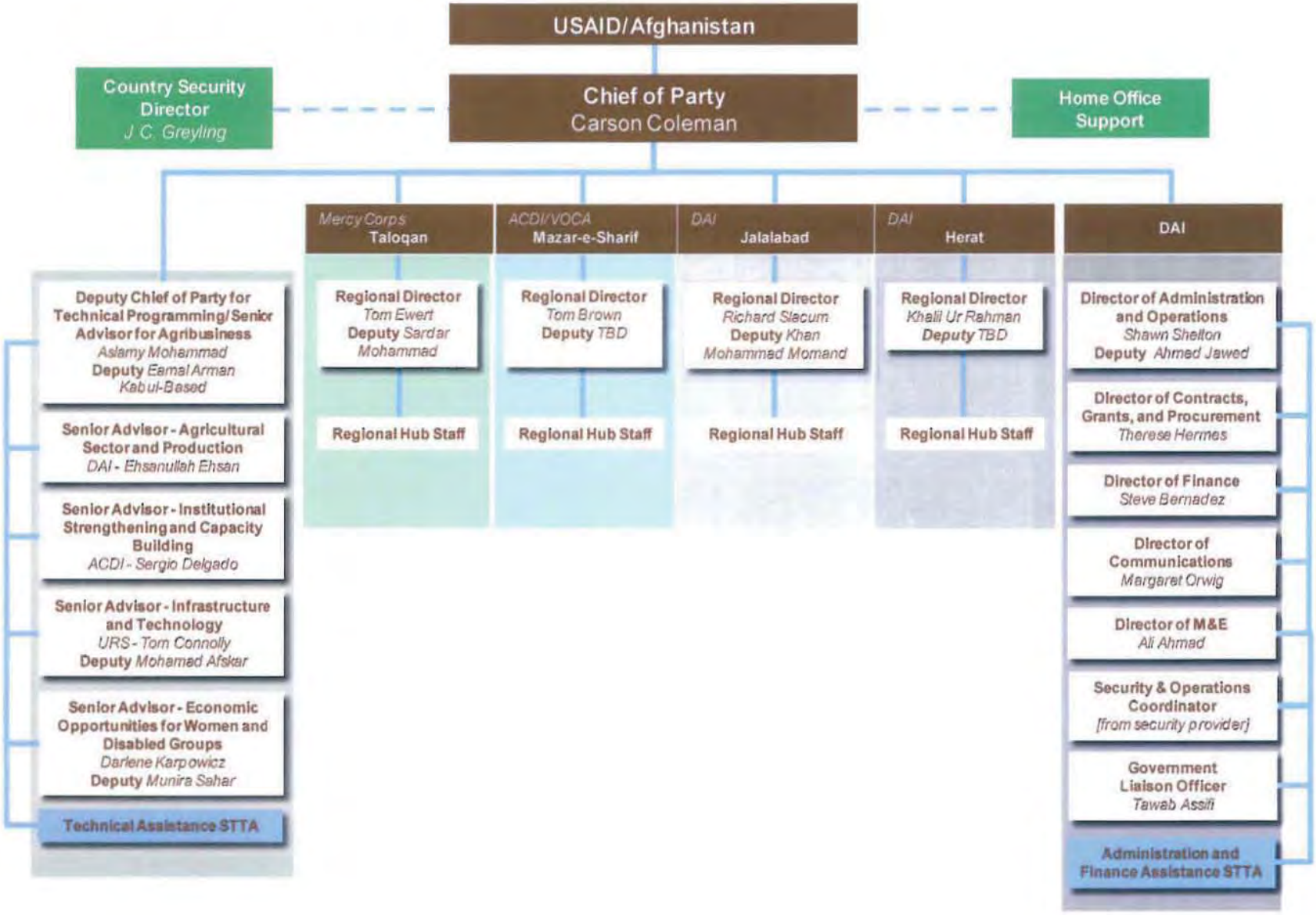

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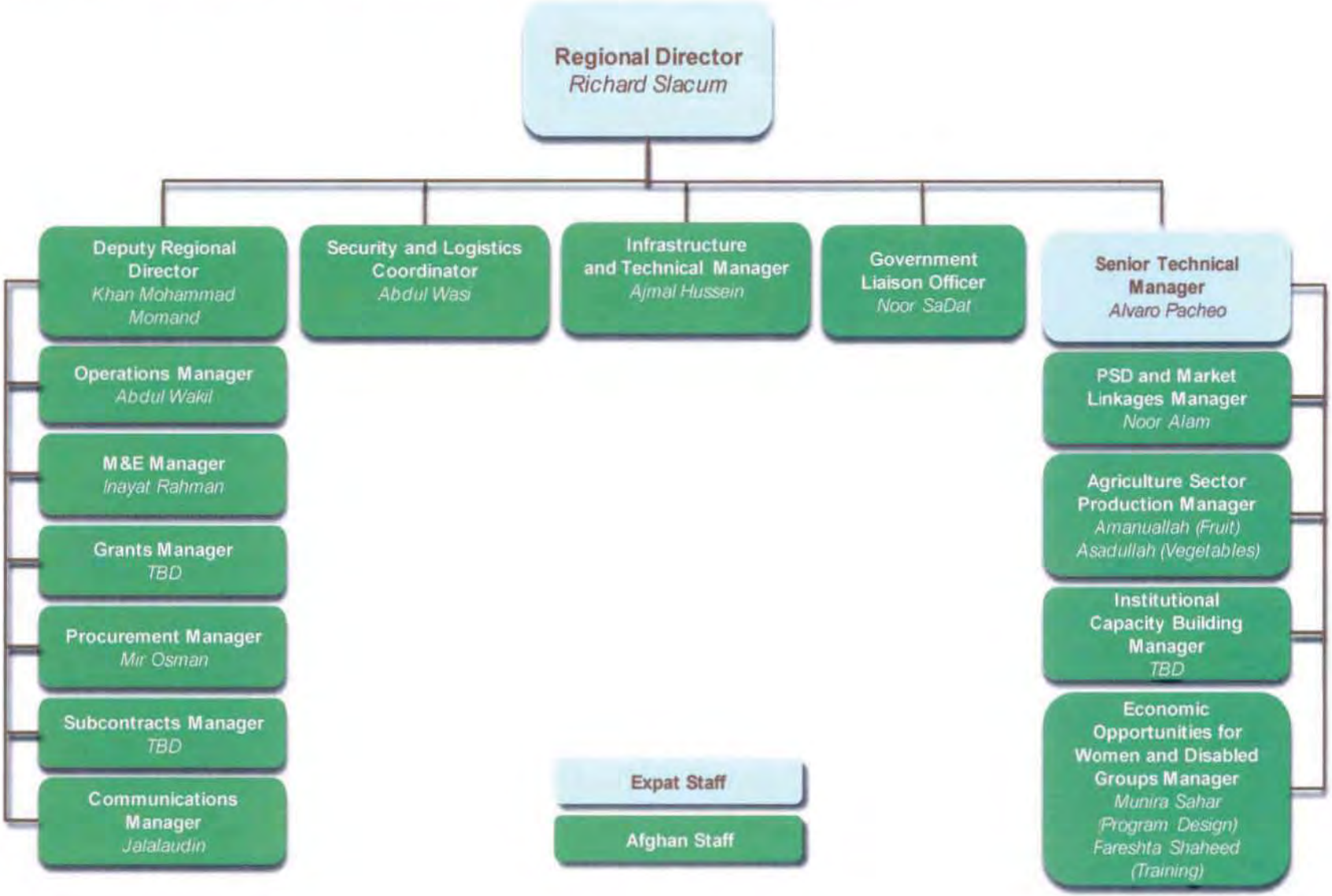
FIGURE 5: ILLUSTRATIVE IDEA-NEW MANAGEMENT STRUCTURE IN A REGIONAL HUB



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START-UP PLAN

Our staff will mobilize in two waves. Within 72 hours of award, the start-up team, including start-up team leader Christopher Seeley and Chief of Party Carson Coleman, will mobilize to Afghanistan. Additional administrative support will also mobilize to begin operational set-up in-country in conjunction with our security manager. Mr. Seeley will oversee daily supervision of the start-up team, allowing Mr. Coleman to liaise with USAID and local stakeholders and focus on workplan development. Additional start-up team members—including Dr. Aslamy, three of the Regional Directors, communications and M&E staff, and DAI home office information technology (IT) support staff—will arrive in-country during Week 3. Table 12 presents details on the roles and responsibilities of the start-up team members. Our schedule for setting up program operations quickly in the first 90 days is presented in Gantt chart format in Annex E.

TABLE 12: START-UP TEAM

Person/Position	Roles and Responsibilities
First Wave	
Carson Coleman Chief of Party/Start-Up Team Leader	Establish contact with USAID, local stakeholders and counterparts, other USAID projects, and other donors. Lead development of IDEA-NEW workplan and M&E plan.
Christopher Seeley Start-Up Team Leader/Home Office Project Manager	Oversee all start-up operations. Lead team development among DAI, Mercy Corps, and ACDI/VOCA. Assist with the transfer of ADP/N and ADP/E ongoing projects to IDEA-NEW activities. Work with the Chief of Party and Tawab Affisi to forge IRoA buy-in.
Shawn Shelton Director of Administration and Operations	Lead all administrative start-up tasks, including office facility leasing and build-out; local hiring; finalization of administrative, financial, and procurement procedures; and tailoring of management systems. Finalize IDEA-NEW Grants Manual for USAID approval.
Ahmad Jawed Deputy Director of Administration and Operations	Support all administrative start-up tasks, including office facility leasing and build-out; local hiring; finalization of administrative, financial, and procurement procedures; and tailoring of management systems.
Sarah Weatherby Operations Analyst	Establish financial systems; hire financial management staff; train hired financial staff in field accounting software, oracle, and FER uploads.
Shawn Kairis Home Office Project Coordinator	Ensure that DAI's management systems are tailored to meet IDEA-NEW needs and train local staff on system use. Arrange office leases and oversee initial project procurement.
J.C. Greyling Country Security Manager	Review security status and finalize security plan. Develop IDEA-NEW Security Incidence Data Management System and train staff on its use.
Second Wave	
Aslamy Mohammad Deputy Chief of Party	Oversee workplan development for each regional hub to ensure standard quality across regions and across partners.
Richard Slacum, Tom Ewert, Tom Brown – Regional Directors	Work with USAID, the Chief of Party, and the DAI Home Office Project Manager to develop the workplan. Review security protocols. Establish regional office; hire staff.
Margaret Orwig Director of Communications	Develop overall project communications strategy; design specific communication activities for inclusion in the workplan.

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Person/Position	Roles and Responsibilities
Dejan Momirovic IT Specialist	Establish IT network in program office. Select and train local IT staff. Assist Home Office Project Coordinator in training local staff on database use. Procure communications equipment (cell phones, laptops, etc.). Set up geographic information system databases.
Pavla Cornejo TAMIS Specialist	Tailor DAI's TAMIS for Afghanistan and install system. Link reporting systems to USAID's GeoBase system. Train program staff to use TAMIS.

By the end of the 90-day mobilization period, DAI will have:

Recruited and hired IDEA-NEW long-term project staff in Kabul and in the Nangarhar, Balkh, and Takar regional hubs;

Developed profiles and program plans for all provinces to be covered during Year 1, including reviews of economic, political, and social situations and agricultural production schemes (including poppy production) as well as an agricultural calendar;

Initiated program implementation across all IDEA-NEW components; and

Submitted the first project deliverables to USAID, including the workplan, PMP, security plan, communications plan, and grants manual.

The draft Branding Implementation Plan/Marking Plan (attached as pages 41-47 herein) will be finalized and completed in consultation with the AOTR and cleared by USAID/Afghanistan Regional Legal Advisor and program and DOC offices in Kabul ***within 60 days of the award***.

IDEA-NEW Implementing Partners

DAI is joined in this application by Mercy Corps and ACDI/VOCA as core partners, along with URS for infrastructure and engineering activities and environmental compliance, all under subcontract to DAI. Our IDEA-NEW consortium unites DAI's USAID project management expertise and extensive alternative development experience with Mercy Corps' agricultural productivity and livelihoods work in Afghanistan and ACDI/VOCA's capacity in institution and association building and rural investment and finance. URS, which works with DAI under the LGCD project, adds licensed engineering and construction management capabilities, critical to our technical approach, under which infrastructure is the leading edge of the program.

DAI, Mercy Corps, and ACDI/VOCA will each have responsibility for program oversight and implementation in a specific geographical area, as indicated on Figure 3 above, based on where each organization is currently working and has program management infrastructure in place and technical strengths. DAI will manage regional implementation in the East and West (regional hubs in Jalalabad and Herat, respectively) and will manage the Kabul office. Mercy Corps will manage implementation in the Northeast (centered in Taloqan), and ACDI/VOCA in the Northwest (centered in Mazar-e-Sharif).

Our resource partners are Afghan and international organizations that will provide services under subcontract, collaborate under subgrant, or coordinate their ongoing program activities with IDEA-NEW and further IDEA-NEW's broad and programmatic objectives. See Table 13.

In addition to these resource partners, which already have defined geographic and technical roles, we will work with a number of our trusted Afghan organization partners (identified in Part III of this chapter), who will engage in IDEA-NEW through subgrants, subcontracts, cash-for-work activities, and other activities.

TABLE 13: CONSORTIUM RATIONALE

Organization	Relevant Experience	Roles and Responsibilities
Core Implementing Partners		

Organization	Relevant Experience	Roles and Responsibilities
DAI (U.S.)	Nearly two decades of on-the-ground experience in Afghanistan and a current country portfolio of more than $309 million in contract value, Works in Afghanistan across the spectrum of alternative development, economic growth, and community development. Manages the implementation of USAID rapid-response programs in politically unstable post-conflict and conflict countries worldwide. Proven ability to launch projects and deploy experts in logistically complex environments on short notice. Currently implementing ADP/E, LGCD, and ASMED programs.	Prime applicant, responsible for overall program management and achievement of results. Will manage regional hubs in Jalalabad (East) and Herat (West); provinces include Kunar, Nangahar, Laghman, Hirat, Ghor, and Badghis. Will provide centralized coordination of security, operations, finance, subcontracting, grants administration, procurement, and knowledge management. Will serve as prime liaison with USAID, other U.S. Government agencies, the U.S. military, the IRoA, and partners.
ACDI/VOCA (U.S.)	In Afghanistan, four years of experience in Badakhshan, Takhar, Kabul, and Paktia provinces. Currently working under ADP/N and ARIES programs. Technical expertise and experience in Afghanistan in rural finance, high-value horticulture, livestock, tree crops, integrated pest management, association development, enterprise development for women and youth groups, SME lending, and infrastructure rehabilitation.	Will oversee and manage program implementation in the Northwest and regional hub in Mazar-e-Sharif; provinces include Balkh, Jawzjan, Faryab, Samanagan, and Sari Pul. Will provide Senior Advisor – Institutional Strengthening and Capacity Building, based in Kabul.
Mercy Corps (U.S.)	In Afghanistan continuously for the past 22 years. Has contributed to improving rural livelihoods, recovering rural economies, increasing agricultural productivity, and strengthening value chains. Relevant projects include European Commission (EC) Europe AID- funded Afghanistan Rural Recovery Programme; ECHO-funded Food Security for Vulnerable Returnee Families; EC-funded Prevention of Soil Erosion; and two Food for Peace grants.	Will oversee and manage program implementation in the Northeast and regional hub in Taloqan; provinces include Kunduz, Takhar, Baghlan, and Badakhshan. Will provide Regional Director for Taloqan office.
URS (U.S.)	The largest U.S.-based engineering design firm for the past eight years, a $5.4 billion engineering and construction management enterprise with 50,000 employees in 30 offices worldwide. Working in Afghanistan with DAI now on LGCD. In-country work includes planning, design, environmental, construction, program and construction management, and operations and maintenance.	Will provide licensed engineering and construction management services; direct planning, oversight, and QA/QC for infrastructure work. Will provides Senior Advisor – Infrastructure and Technology.
Resource Partners		
Aga Khan Foundation (Regional)	Established in Afghanistan in 2003. Implements programs to provide rural development, health, education, civil society strengthening support, and microfinance services. Partners with communities to build infrastructure projects, including water supply, latrines, irrigation,	Will coordinate activities in Badakhshan, Baghlan, and Bamyan with IDEA-NEW activities. Will replicate and scale up successes within these provinces, potentially expanding them elsewhere through IDEA-NEW subaward(s). Will

Organization	Relevant Experience	Roles and Responsibilities
	microhydroelectric, roads, schools, and health centers.	jointly implement alternative development activities with IDEA-NEW.
ATA Group (Afghan-American)	Provides senior Afghan technical specialists through the Office of the President to provide technical support and advice to ministers and the Cabinet.	Will advise IDEA-NEW on coordination, planning, and interaction with the IRoA.
International Center for Agricultural Research in Dry Areas (Regional)	Established in 1977. In Afghanistan, advances agricultural research and disseminate market information to promote productivity improvements integrated with sustainable natural resource management practices. Under ADP/E, provides training for quality seed production procedures and marketing in Nangarhar, Kunar, and Laghman.	Will link IDEA-NEW with Agricultural Research Stations. Will provide training in new agricultural technologies and methodologies. Will provide training and technical assistance in general food security initiatives.
Cetena Group (Afghan)	The only Afghan communications company with country-wide reach. Conducts surveys and research, provides IT, media networking, and creative services. Production capabilities in customized print, TV, radio, and internet programming and advertisement, as well as merchandising.	Will design public outreach and communications campaigns including assessment or survey of target audience. Will produce print, radio, and TV material. Will disseminate information to the public and monitor and evaluate effectiveness of outreach campaigns.
Roots of Peace Development (U.S.)	Has worked in Afghanistan since 2003 in perennial horticulture. Project experience in Afghanistan includes Rural Business Support Program, ADP/E Orchard Project, ADP/N Orchard Project, USDA Orchard and Vine Program, World Bank Horticulture Program, EC Perennial Horticulture Development Program, and ASAP.	Will provide technical support to perennial horticulture value chains with specific attention to market-driven, export-oriented activities. Will expand activities under ADP/E and ADP/N to the Shamali region and improve value of Afghan fresh fruit. Will establish trader development programs to increase fresh and dried fruit and nut exports to regional markets in Central and South Asia, Middle East, and Eastern Europe
Peace Dividend Trust (U.S.)	Trained more than 130 companies in Afghanistan, resulting in a reported $20 million worth of new contracts. Matchmaking and brokering efforts in Afghanistan totaling over $40 million in contracts for bottled water, fruits and vegetables, office supplies, furniture, and construction.	Will work to increase local procurement and support the Afghan private sector. Will help Afghan businesses improve business skills and bid competitively for contracts. Will train potential subgrantees.

DAI Experience in Afghanistan

For the past 38 years, DAI has worked exclusively on the design, implementation, and evaluation of development programs, primarily under contract to USAID. Currently, DAI is implementing 99 projects in 64 countries. About one-third of the company's work is in agribusiness, agriculture, and natural resources. An independent firm wholly owned by its employees through the Employee Stock Ownership Plan, DAI has more than 1,000 employees worldwide. DAI was named Greater Washington's U.S. Government Contractor of the Year in the large company category in 2006; in 2008, DAI's CEO was named Government Contractor Executive of the Year. (See Annex B.)

DAI: "... an Example for Others ..."

DAI "demonstrated an outstanding performance level that was significantly in excess of anticipated achievements and is commendable as an example for others."

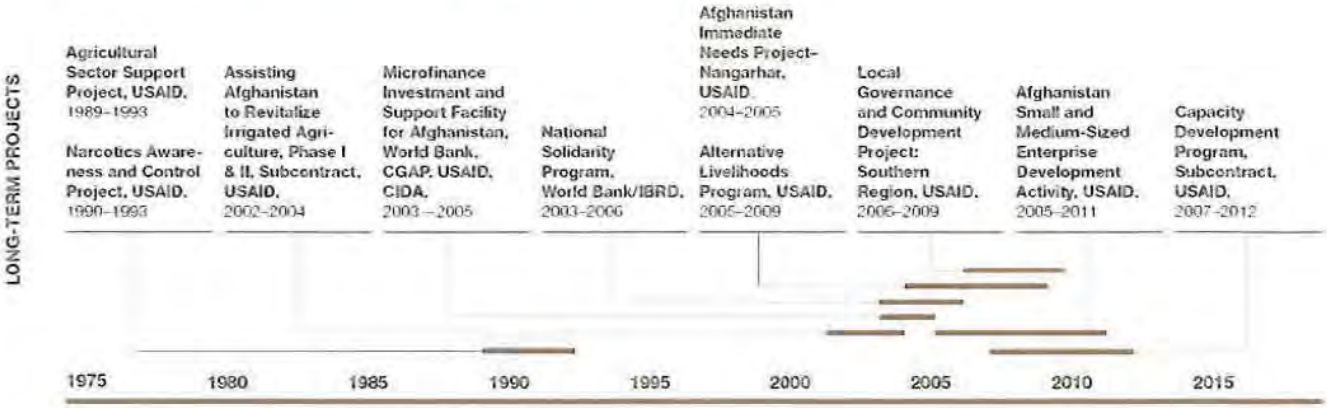
DAI "has unfailingly demonstrated an outstanding level of response and adaptability to the numerous administrative issues and related services requested."

—USAID/Afghanistan, Contractor Performance Report, Afghanistan Immediate Needs Program

DAI is among USAID's most trusted and experienced implementers of rapid-response as well as long-term development assistance programs in post-conflict and politically unstable settings. In addition to Afghanistan, the company is now on the ground in the Democratic Republic of Congo, Haiti, Iraq, Liberia, Pakistan, the Palestinian territories, and other countries with exceptional security risks. DAI's experience in countries with deficient transport and communications infrastructure, financial institutions, and basic government services have enabled the company to develop project management and operational systems that streamline communications between the home office and field team, integrate multifaceted components across regions with multiple partners, and ensure sound M&E practices.

DAI launched its first integrated development project in Afghanistan for Logar Province in 1977, setting in motion over three decades of experience designing, implementing, and managing complex projects—most centered on alternative development—for a variety of donors, including USAID, the World Bank, the microfinance institution CGAP, and the United Nations Development Programme (UNDP). Our more recent experience is depicted in Figure 6. DAI's experience implementing USAID alternative development-related programs in Afghanistan began by coalescing multiple stakeholders around the reduction of poppy cultivation and promotion of viable alternatives under the Afghanistan Narcotics Awareness and Control Project (1990–1993). Soon after the Taliban regime was toppled, we established project offices in-country to support the foundling Government of Afghanistan and provide economic development support to Afghans through the Afghanistan Immediate Needs Project–Nangarhar (AINP, 2004–2005). AINP was a first step in USAID's plan to create meaningful livelihood alternatives for Afghans. Subsequently we initiated activities under the current USAID strategy through the Alternative Livelihoods Project, later renamed the Alternative Development Program – Eastern Region (2005–2009), in Nangarhar, Laghman, Kunar, and Nuristan provinces, to increase the competitiveness of regional businesses, improve access to markets, and address the particular needs of populations that are heavily reliant on the poppy economy (with emphasis on women and the landless). We are also implementing USAID's Afghanistan Small and Medium-Sized Enterprise Development Activity (2006–2011), which aims to revitalize the war-ravaged national economy and productive capacity by restoring or creating market linkages and building the capacity of the institutions and services required for the private sector to grow. Under USAID's Afghanistan Local Governance and Community Development Project: Southern Region (2006–2009), we are working to bridge the political divide between provincial governments and local communities. LGCD uses development projects as an incentive for conflict resolution between villages and sub-tribes by reducing the resource limitations that motivate much conflict. DAI's tenure in Afghanistan has led to a reliable network of public and private sector relationships in almost every region.

FIGURE 6: DAI'S EXPERIENCE IN AFGHANISTAN



REFERENCES

Name	Address, Telephone Number, Email	Relationship
Said Fazlullah Wahedi Kunar Governor	079- 30072/0700-277766 wahidi@kunar-gov.org; wahidi.kgov@yahoo.com	The Governor of Kunar has been a strong supporter of ADP/E's work. He has been a true partner in helping ADP/E facilitate ivelihoods activities throughout the province.
Donald R Mickelwait	3801 Connecticut Avenue NW # 203 Washington, D.C. 20008 202-248-4890; intl: +66 8-637-8847 don_mickelwait@dai.com	Mr. Mickelwait was a founding member of DAI and served as CEO until 1999. After leaving DAI, Mr. Mickelwait founded Experience International, a current subcontractor to DAI.
Brian Bacon Policy Team Leader USAID/DCHA/FFP	Ronald Reagan Building Washington, D.C. 20523-1000 202-712-5593 bbacon2000@yahoo.com	Mr. Bacon served as the Cognizant Technical Officer (CTO) overseeing the DAI-implemented ADP/E program from 2006-2007.

STATEMENT OF FINANCIAL STABILITY

DAI has been providing international development services since 1970. The company's financial strength is supported by accumulated net worth in excess of $20 million and 2007 gross revenue of more than $310 million. DAI currently maintains a funded revenue backlog in excess of $350 million and a financial line of credit of $74 million with M&T Bank that can be expanded to $84 million if necessary. DAI's continuity and stability have been strengthened by its employees' participation in the DAI Employee Stock Ownership Plan. DAI consistently maintains above-average financial status reports from the Dun & Bradstreet organization and unqualified opinions from the independent international audit firm Ernst & Young, LLP. Full audited financial statements from the past two years are attached in Annex G.

PART II: CHIEF OF PARTY, PERSONNEL, AND STAFFING PLAN

Part II is divided into four subsections: 1) Key Personnel; 2) Core Long-Term Personnel; 3) Short-Term Technical Assistance; and 4) Staff Recruitment and Retention Strategy.

KEY PERSONNEL

DAI proposes that six positions be designated as Key Personnel: the Chief of Party, the Deputy Chief of Party for Technical Programming, and the four Regional Directors. Full resumes for these candidates are provided in Annex A.

Regional Director Scope of Work
The Regional Director for each hub office will oversee the entire program for the region, including:

- Coordinating technical activities with the Chief of Party; other IDEA-NEW management, technical, and administrative teams; and other USAID and other donor programs in the region
- Interfacing with regional government officials regarding program planning and implementation
- Ensuring that the annual workplan for the region is fully implemented
- Supervising all personnel in the region

Chief of Party Carson Coleman brings to IDEA-NEW a combination of experience managing the implementation of major USAID programs, technical expertise in agriculture and agribusiness, special expertise in increasing women's participation in agribusiness, and on-the-ground familiarity with Afghanistan and its people. Currently he is Chief of Party for ADP/N, based in Feyzabad, leading a staff of 220 Afghans and expatriates in a $60 million alternative development program that has contributed to a 73 percent reduction (according to UN figures) of poppy cultivation. ADP/N activities address the livestock and horticulture sectors, including initiatives in women's programs, institutional capacity, infrastructure, and communications. Mr. Coleman was Chief of Party for three other USAID-funded programs: the Women Oriented Dairy Revitalization Project in Afghanistan and agribusiness programs in Yemen and in post-conflict Iraq. His USAID program management experience includes subgrant administration.

Mr. Coleman's expertise in agriculture and agribusiness derives from 30 years of experience in the field, including 15 in private enterprises. He held senior management positions with ConAgra overseeing agriculture input production facilities, established the first large-scale organic fertilizer production facility in Sri Lanka, and was Chief Executive Officer of a mineral fertilizer input product manufacturer. He also consulted for several years on fruit export opportunities.

Mr. Coleman's experience managing programs in diverse cultures (mostly Islamic, and mostly post-conflict), in overseeing the professional development of personnel at all levels on large multi-ethnic staffs, in supervising production workers in agribusinesses, and in training farmers and extension agents all attest to his interpersonal skills and cultural sensitivity. His language skills are strong, too; he is proficient in Arabic and Urdu. He holds degrees in international studies and animal science.

Supporting and reporting to the Chief of Party, **Mohammad Aslamy**, Deputy Chief of Party for Technical Programming, will oversee the senior technical advisors and be responsible for ensuring technical programming standards across regional hubs and partners. Dr. Aslamy has 40 years of academic and professional experience in agriculture and agribusiness. As Deputy Chief of Party for ADP/N, Dr. Aslamy managed program efforts covering construction and rehabilitation of roads, bridges, irrigation canals, and Veterinary Field Units; the establishment of numerous commercial orchards, nurseries, vegetable farms, and demonstration vegetable plots; and the introduction of technology transfer. He has also served as the Director of a subgrantee's activities in the Afghanistan dairy industry project led by Mr. Coleman, working closely with MAIL, local elders, village cooperatives, women's groups, and agribusinesses.

Richard Slacum, Jalalabad-based Regional Director for the Eastern Region (including the provinces of Kunar, Laghman, Nuristan, and Nangarhar), has over 30 years of experience with alternative livelihoods, agribusiness, and enterprise development. He has served as Chief of Party for a multimillion dollar sustainable livelihoods program in Madagascar where he promoted private enterprise creation and the development of economically and environmentally sustainable alternative livelihood options. As a technical advisor to the Landmine Survivors Network, Mr. Slacum designed and managed a program of livelihood and enterprise services for disabled persons, providing income-generation activities and supporting their reintegration into communities. He is familiar with post-conflict environments from work in Bosnia, Chad, and Liberia.

Overseeing IDEA-NEW activities in Balkh, Samangan, Sar-e Pol, Jowzan, and Faryab, Regional Director **Tom Brown** will be based in the Mazar-e-Sharif regional hub. Mr. Brown has 24 years of experience and specializes in horticulture training and agricultural entrepreneurship. Mr. Brown is currently serving as the

Agribusiness Development Manager on USAID ASAP in Afghanistan, where he is responsible for planning and implementing horticulture value chain development activities and supervising a team of Afghan value chain managers and partners. He has worked to advance agribusiness in Afghanistan since 1991.

Tom Ewert, proposed Regional Director for Takhar, Badakshan, Kunduz, and Baglan provinces and based in Taloqan, has 20 years of experience in development and emergency settings, urban and rural field-based agriculture, and food assistance programs. Most recently, Mr. Ewert served as Country Director for Mercy Corps in Liberia overseeing agriculture and market development, community mobilization, peace-building, food security, infrastructure and youth programming in collaboration with USAID and other donors. There, he managed a program portfolio that included five offices in seven counties with over 100 national staff and multiple local partners.

Based in Herat, **Khalil Ur Rahman**, Regional Director for Herat, Ghor, and Baghdis, is an agronomist with 19 years of experience designing and implementing agricultural programs in Afghanistan, including seven years of direct management and implementation experience in crop production improvements in Herat. Mr. Rahman's technical skills include high-value annual crops, crop production improvement, seed multiplication, estimation of crop water requirements, and rural development. He is currently serving as National Field Manager on the Special Program for Food Security in the Afghan Ministry of Agriculture, responsible for coordinating FAO priorities with the Ministry and providing guidance to local staff.

Core Long-Term Personnel

The core non-key senior management positions are the Deputies to the four Regional Directors and the Director of Administration and Operations. A listing of other senior personnel and their qualifications is presented in Annex A along with their full resumes.

Director of Administration and Operations **Shawn Shelton** will manage the administrative, communications, M&E, and business operations of IDEA-NEW, including finance, subcontracting, grants, procurement, logistics, facilities, and IT. He will report directly to the Chief of Party. Mr. Shelton has worked with USAID, U.S. Forces, and NATO to establish and execute programs to streamline operational efficiencies in challenging environments. He served as Deputy Director of Operations and Administration for the $163 million USAID-funded Economic Governance Program in Iraq, overseeing all financial tracking and reporting, logistics, procurement, and human resources. He has also worked in Afghanistan and the Balkans.

Eamal Arman, proposed Deputy to Dr. Aslamy, has 13 years of experience in economic development and humanitarian relief programs throughout Afghanistan, including three years working with DAI on ADP/E in a series of increasingly responsible positions. He currently serves as Deputy Program Manager for the Market Development Program under ADP/E, where he identifies and organizes farmer and trader groups; facilitates trade contacts among farmers, traders, and final buyers; assists in the identification of market constraints; and administers trade support interventions. Earlier, he served as the Deputy Program Manager for the Gender and Microenterprise Program under ADP/E where he designed SME-focused programs to address identified weaknesses in targeted value chains for women. Mr. Arman has also worked for the UNDP and the International Rescue Committee in Afghanistan.

DAI proposes **Khan Mohammad Momand** as Deputy Regional Director for the Jalalabad office. Mr. Momand brings 20 years of experience in project planning, management, donor relations, finance/administration, and monitoring to this position. He is currently Director of Operations and Programming on ADP/E, where he has worked with the UN Office for Project Services, European donors, and international NGOs in Pakistan and Afghanistan.

Sardar Mohammad will serve as the Deputy Regional Director for the Taloqan office for Takhar, Badakhshan, and Baglan provinces. Dr. Mohammad has 19 years of development experience in the agricultural sector, including animal health, food security, and vocational training. He is currently serving as the Regional Coordinator for all Mercy Corps programs in Southern Afghanistan. He previously served as the Deputy Program Manager of the USDA-funded Afghan Agro-business and Agriculture Development Program. Dr. Mohammad has worked with multiple donors in Afghanistan, including USAID.

Ahmad Jawed, Deputy Administration and Operations Manager, will support Mr. Shelton in managing all logistics, procurement, operations and administration. Mr. Jawed has 13 years of operations management and administration experience including his most recent position as Program Manager and Kabul Liaison Officer for ADP/E, Mr. Jawed has four years of experience managing operations in Afghanistan for DAI programs, beginning with the Afghanistan Immediate Needs Program, complementing Mr. Shelton's operations experience in Iraq.

Short-Term Technical Assistance

DAI has a strong reputation and impressive history of rapid mobilization to some of the most challenging development environments in the world. Across DAI's current Afghanistan portfolio, we have identified and mobilized over 40 short-term consultants ranging from microhydro engineers to handicraft specialists. DAI and our core implementation partners recognize that recruitment efforts for short-term technical assistance must be ongoing throughout the life of the program to ensure that high-quality candidates are available when needed. From DAI's and our partners' networks, we have selected an illustrative list of technical consultants who are committed to our work in Afghanistan and to IDEA-NEW. Please refer to Annex A for a matrix of our illustrative short-term technical assistance candidates.

Home Office Technical and Administrative Support

Our home office support team will be headed by Christopher Seeley as Home Office Project Manager. Mr. Seeley knows Afghanistan and USAID's alternative development strategy in Afghanistan well, having served as the first Chief of Party for ADP/E in Jalalabad. He has held senior positions in major alternative development programs in other countries as well. On IDEA-NEW, Mr. Seeley will contribute his own technical expertise, which includes successfully starting large and complex USAID alternative development projects and ensuring they deliver sustainable results. He will provide advice and counsel to Mr. Coleman as needed and provide trouble-shooting support, should that ever be necessary, and he will have a key role in the start-up, as noted. Under Mr. Seeley's direction, Alia Afshar, the Home Office Backstop, will oversee the provision of home office technical and administrative support to the field team. Mr. Seeley and Ms. Afshar have worked together to support DAI projects in Afghanistan for three years.

Because of the operational challenges to implementing programs in rural areas of Afghanistan, and the extent of DAI work in the country, DAI has created an Afghanistan Home Office Support Team that works across all DAI projects in Afghanistan. The team provides administrative and financial support for all projects in Afghanistan. Specifically, the team responds to USAID requests for contractual information; issues accurate invoices and other financial statements; assists with recruitment; and mobilizes both short-term and long-term personnel. The team's members come from DAI's offices of recruitment, finance, contracts, IT, geographic information systems, procurement, and human resources.

Recruitment and Retention

To ensure that our projects have rapid access to the best possible technical expertise, DAI maintains a staff of 10 or more full-time professional international recruiters. Two of these recruiters are assigned to the Afghanistan Home Office Support Team and devoted full-time to DAI-implemented programs in Afghanistan. Designed specifically to support the staffing of USAID-funded programs, DAI's recruitment office excels at mobilizing and fielding consulting teams for overseas assignments on a timely basis and in immediate response to client requests—within days of the initial request, when client contracting requirements are complete. All candidates are vetted through a competitive process and reviewed by home office management and field teams. Recruiters perform due diligence (including background checks) to check references and confirm candidates' professional, education and salary history. DAI maintains a computerized recruitment information system with searchable files on 25,000 available consultants in a broad range of related fields. DAI recruiters can quickly identify the most qualified specialists with the most appropriate regional, technical, and language expertise.

DAI's ability to mobilize and deploy short-term consultants on short notice is due not only to our recruitment resources, but also to the fact that DAI maintains a large home office staff of development professionals. Most already have substantial field experience and welcome opportunities to provide assistance in the field in their areas of expertise.

DAI takes pride in its ability to retain not only expatriate talent, but also local talent, even in a difficult work environment. DAI's success implementing ADP/E, for example, is largely due to the loyalty of our Afghan staff. This staff includes 171 Afghan staff members, of which over 90 percent have remained with the program since its inception in 2005. Of these 171 individuals, 10 have been promoted into senior management positions. Many other staff members have been promoted multiple times. High expatriate and Afghan staff retention has enabled the program to achieve and exceed its objectives. As noted in the text box examples and in introducing our IDEA-NEW personnel, we propose that a number of ADP/E professionals transfer to IDEA-NEW. This transfer of people, their skills, and their knowledge will help ensure that the successful technical methods used in ADP/E are adopted successfully by IDEA-NEW.

Absorbing Hard-Earned Know-How

Khan Mohamed was promoted to ALP/E Director of Operations in 2007. We are proposing him in IDEA-NEW as Deputy Regional Director for the East because of his proven leadership in operational and administrative support.

Ahmed Jawed has worked on ADP/E since 2005, serving as the program's Kabul-based representative. We are proposing him to be IDEA-NEW's Deputy Manager of Administration and Operations.

PART III: USE OF LOCAL PROFESSIONALS AND ORGANIZATIONS

Use of Local Professionals

We propose that each expatriate on the IDEA-NEW staff have an Afghan deputy and that (as noted at the beginning of this chapter) the mentoring of Afghan staff be an integral element of each expatriate—and each senior Afghan—senior staff member's responsibilities. We have chosen the key staff members not only based on their technical capabilities, but also their willingness and ability to further promote, mentor, and build the capacity of their local deputy counterparts. By the end of Year Three, these Afghan deputies will assume the senior technical and administrative director positions. Specifically, Afghans will hold the Deputy Chief of Party and all four regional director positions as well as the Director of Administration and Operations position; ideally we will also have an Afghan Chief of Party by that time. Expatriates initially in these positions will phase out and provide guidance and mentoring via periodic short-term consultancies thereafter. We will accelerate this process where conditions warrant, but we believe it is important to get the program up and running well and train personnel in the roles before moving them into leadership positions. It would not serve the interests of the project or our Afghan colleagues to make these assignments prematurely.

To sustain momentum in building a cadre of Afghan professionals capable of leading a program as large and strategic as IDEA-NEW, we will take a holistic approach to building human resource potential. The human resources function will not be merely administrative (that is, limited to payroll, hiring, and the like). We envision an human resource function that provides adequate recognition and reward to project employees—incentives—to motivate them to succeed. IDEA-NEW will continue to promote building Afghan capacity by encouraging staff to pursue educational opportunities, taking classes in English language/writing, IT, USAID contracting classes, grants management, and MBA coursework. To further support professional development, we will provide our Afghan staff technical and management training delivered by the management training organization KonTerra Group.

We will also address the current needs of Afghan staff by offering employees and their families health and life insurance through a trusted provider. We are mindful of the financial constraints our staff are facing due to rising food prices and will budget for slightly higher salaries and regular raises to compensate for their higher living costs. We are also looking at "flex-time." The job security potential in IDEA-NEW's five-year duration is another attraction. Our approach to personnel retention has proven very successful in the Afghan social and cultural context, suggesting that personnel retention will not be an issue in IDEA-NEW.

Use of Afghan Organizations

DAI and our core implementation partners will continue to use the Afghan subcontractors and subgrantees which we have worked previously, while also identifying new Afghan partners. Figure 7 shows a short list of Afghan organizations with demonstrated capabilities relevant to IDEA-NEW and

matches each organization's strengths to its anticipated areas of technical focus in IDEA-NEW. These and other organizations will interface with IDEA-NEW in a number of possible ways: they may serve as technical advisors to IDEA-NEW staff by participating in annual workplan sessions and assisting in developing successful implementation methodologies or tools. They may serve as intermediary organizations to strengthen capacity of other NGOs. They may be recipients of subgrants for their own project activities that otherwise help meet the objectives of IDEA-NEW. They may be subcontracted to provide services for cash-for-work, emergency assistance, and training activities.

FIGURE 7: POTENTIAL IDEA-NEW PARTNER ORGANIZATIONS AND TECHNICAL AREAS OF EXPERTISE

Organization / IDEA-NEW Area	Afghanistan Investment Support Agency (AISA)	Afghan Relief Committee (ARC)	National Union for Horticulture Development in Afghanistan (NUHDA)	Afghanistan Veterinary Association (AVA)	Afghan Women's Business Federation (AWBF)	Yemagn Construction Road Company	Afghanistan Development Association (ADA)	Women's Weaving Enterprise Center of Feyzabad	Badakhshan Institute of Technology	Kabul University	Welfare and Development Organization for Afghanistan (WDOA), Bark-e-Sabz NGO	Noor Brother Agriculture Co, Celab Co. Hamodzai Saffron	The First Micro Finance Bank, ARFC, AFC, AGF	Coordination for Justice and Women Rights, Herat Women's Shura.
Components														
Agricultural Production		■	■				■			■		■		
Agricultural and Rural Infrastructure						■	■				■			
Access to Finance	■				■		■		■				■	
High-Value Agriculture		■	■									■		
Rural Enterprise Development				■	■			■	■		■			
Crosscutting Issues														
Institution Strengthening	■		■	■						■				
Gender Mainstreaming					■		■	■						■
Governance	■		■	■			■							
Environment			■							■				

Procuring Products and Services Locally and Regionally

DAI prides itself on efficient procurement for international development assistance project, relying on local or regional procurement of goods and services when most cost-effective. DAI has in-house staff dedicated entirely to procurement and participating actively in the Afghanistan Home Office Support Team. DAI procurement specialists are currently overseeing or handling procurement for 99 projects in 64 countries. The firm's line of credit provides the financial flexibility to make large procurements. DAI adheres to strict procedures for purchasing in compliance with all USAID regulations.

The collaboration of Peace Dividend Trust with IDEA-NEW will help maximize procurement of goods and services in Afghanistan or nearby countries. Through its "Afghan First" program, Peace Dividend Trust will assist us in ensuring that, where possible, products are procured locally or regionally. The recent DFID report *Economic Incentives and Development Initiatives to Reduce Opium Production* recommends fully funding Peace Dividend Trust activities to promote local procurement, confirming the organization's effectiveness.

Maximizing Local Procurement

On LGCD, 80 to 90 percent of procurement is from Afghan-based firms. Further, LGCD is using local Afghan firms to provide training in how to maintain the equipment procured. Under ADP/E, DAI sought ways to increase program impact on local economies, wherever possible sourcing skills, facilities, transport, equipment, goods, and services at the district or provincial level, rather than in Kabul or Pakistan.

RESPONSE TO REQUEST FOR ADDITIONAL TECHNICAL INPUT ON DONOR AID EFFECTIVENESS AND COORDINATION WITH THE AFGHAN GOVERNMENT

DAI

MEMORANDUM

Date: December 17, 2008

To: Fedon John Capas; A&A Specialist; USAID

From: DAI/Washington

RE: RFA No. 306-08-029 (IDEA-NEW); Request for Additional Technical Input

In discussions with the procurement A&A Specialist, it was requested that DAI expand upon the topics of donor aid effectiveness and anti-corruption strategies. These two themes are mainstreamed into the consortium's current work throughout Afghanistan, perhaps best exemplified by Mercy Corps' portfolio (drawing upon funding from the US, UK, EU and WB); DAI's track record in combining the resources of multiple USAID programs for maximum development impact (see below); and our success in strengthening sub-national governance through LGCD/SE. Per the request, the following sections expand upon our strategies for achieving maximum aid effectiveness and combating corruption.

DONOR AID EFFECTIVENESS, SYNERGIES AND LEVERAGING OF RESOURCES (PROGRAMMATIC OBJECTIVE THREE)

The IDEA-NEW team is committed to working with USAID to ensure substantive coordination with the widest possible range of on-the-ground donor programs and emerging private sector opportunities—fully sharing information, using program activities as windows of opportunities to engage other donors and leverage resources, and participating in cross-donor events. This includes the Afghan government, USG partners, and international donors and support organizations. Additionally, we will make direct links between IDEA/NEW customers and appropriate private sector counterparts, both within Afghanistan and regionally. Each of these potential areas of coordination, cooperation and leveraging is discussed below.

COORDINATION WITH THE AFGHAN GOVERNMENT – COMPLEMENTING NATIONAL PROGRAMS:

IDEA-NEW will support the priorities of the Afghan government and increase aid effectiveness in three principal ways. These are:

FULL ENGAGEMENT AND COLLABORATIVE IMPLEMENTATION WITH LOCAL GOVERNMENT

IDEA-NEW will be implemented to a large degree in a decentralized manner, with a provincial focus. We will forge strong relationships with provincial governor's offices and line ministries and take a proactive stance with the Provincial Development Committees (working in concert with USAID's Field Program Officers and PRT Commanders). The PDCs, under the leadership of provincial governors and with support from the Ministry of Economy Provincial Directorates, play a key coordinating and management role at the sub-national level. With support from MRRD and other actors, PDCs formulated Provincial Development Strategies and Plans. The PDCs can also play a role in facilitating coordination at the provincial level around implementation of provincial/district development plans.

Through the PDC, we will reach out to include the appropriate line ministries (MAIL, MRRD, MoPW, etc…) as partners in planning, community outreach and implementation. This approach has been highly successful in the Eastern Region, where local capacity has for development leadership has been strengthened though a "learning by doing approach" and where AD activities are seen as a positive extension of government support. Within 60 days of project start-up, the IDEA-NEW team will have Memorandums of Understanding with all provincial governments and be in the process of engaging line ministries in targeted assessments and priority setting.

Collaboration/Integration with National Programs

As appropriate, IDEA/NEW will coordinate with the 15 Afghanistan National Priority Programs outlined in the Comprehensive Agriculture and Rural Development (CARD) strategy of the ANDS. These include the National Solidarity Program, the National Food Security Program, NADBP, the Horticulture Program, the Livestock Program, NRAP, the Rural Water Supply and Sanitation Program, the National Surveillance System Program, and the forthcoming Rural Enterprise Development Program. On one level, project leveraging will include participation in relevant ANDS agriculture sector working groups; presentations on IDEA/NEW goals and objectives with emphasis on entry points, complementarities, and the elimination of overlaps; establishment of forums combining the above programs as per specific programmatic objectives; and joint staff orientation, training programs, and technical exchanges.

On another level, we will aggressively identify specific field opportunities where resources and activities can be linked to achieve multiple objectives. A clear example of this would be coordinating with the NSP to link CDC community infrastructure projects to IDEA-NEW agriculture or livestock production or ag-business initiatives; another would be close collaboration and co-implementation of farm-to-market access solutions with the National Rural Access Program.

Specific actions to be undertaken include the signing of MOUs with critical programs during the start-up phase (to streamline subsequent cooperation); identification and mapping of CARD program activities within priority provinces; and setting a goal of having at least 5 collaborative ventures underway within the first year of the Cooperative Agreement.

Alignment with National Counternarcotics Strategies

IDEA/NEW will be an active member of the Alternative Development Working Group and will maintain a close working relationship with Alternative Development Directorate of the Ministry of Counter Narcotics (MCN). In addition, we will establish and maintain close contacts with Counter Narcotics Trust Fund (CNTF) management and CNTF-funded programs. Our COP, Carson Coleman, will be aide in these national-level interactions by Tawab Assifi, our senior advisor for national cooperation. Mr. Assifi is currently an advisor to the President's Office on technical issues and is well situated to help IDEA-NEW in national venues. A substantive and timely activity reporting mechanism to the MCN will be established and maintained as per USAID/Alternative Development and Agriculture guidelines and instructions.

Coordination with Other USAID and USG Programs – Magnifying the Impact of the Mission's Strategic Plan:

We understand that IDEA-NEW is part of a multi-faceted USG strategy for the stabilization and development of Afghanistan. While IDEA-NEW is comprehensive in nature, we will need to connect it to complementary programs in order to maximize impact. Many of these linkages are direct and self-evident, such as collaboration with ASAP on value chain and market development (especially export), with ASMED on private sector-driven initiatives leading to job creation, and with ARIES on access to financial services.

There are additional, less noticeable alliances and opportunities that can be made as well that have not been tapped effectively to date. This includes collaboration with program such as LGCD (Local Governance and Community Development), IPACS (Initiative to Promote Afghan Civil Society), ACCESS (Support for Service Delivery and Quality of Basic Services in Afghanistan) and USDA assistance (predominantly based with PRTs).

By knitting together a coordinated effort between programs at a provincial level, USG and USAID impact can be substantially magnified and resources utilization made more effective. We will work with at a provincial level with USAID FPOs to facilitate this coordination, and with the ADAG team in Kabul to identify and move forward national-level opportunities. On the ground, we will take the lessons learned from the East, where ADP/E, ARIES and ASMED have created a highly effective triad to spur agribusiness development, and adopt it to other regions. We will also work with USAID to host regular national and local conferences and workshops to bring together the key players and ensure symmetry, coordination, and complementarities.

Specific actions to be taken to increase the effectiveness of IDEA-NEW with other USG and USAID programs will include the creation of national and provincial IDEA-NEW "play books" during the start-up period; essential cross-program MOUs executed with the first 90 days; and the incorporation of cross-program collaboration/cooperation into workplan and M&E processes.

COORDINATION WITH PROVINCIAL RECONSTRUCTION TEAMS –A UNITY OF MISSION:

PRTs play an active role throughout the program area and will have an impact on the success of IDEA/NEW; coordination will be critical. With initial assistance from the LGCD teams (S/E and N/W), we will work with USAID's PRT-embedded Field Program Officers and Regional Command-linked Development Advisors to ensure that program activities complement PRT initiatives (and vice-versa), unlock synergies with other funding streams (such as USG CERP funds), and are coordinated with security or stability operations.

While PRTs in the Eastern Region are under USG command, it will also be necessary to forge collaborative relationships with the Germans, Swedes, Spanish, Italians, Norwegians, among others. DAI's Stacey Crevello, an ex-Development Advisor to ISAF and a former USAID FPO in the Central Highlands, will help the IDEA-NEW team establish these relationships during the start-up period.

DAI and ACDI-VOCA have a good track record of PRT collaboration across the Eastern and Northern Regions; we will build upon this during the course of the program, taking advantage of exciting new upcoming opportunities. For example, it is possible that US PRTs will become focal points for significant quick response grants resources in the upcoming year. DAI will lead the IDEA-NEW team in aiding the PRTs to program these grants in ways that help provide incentives for poppy-free economic activity, or, conversely, build in deterrents to planting poppy. We anticipate a high degree of success in working with US-led PRTs and will strive to create success stories in working with our NATO counterparts/

COORDINATION WITH OTHER DONORS – WORKING TOGETHER FOR INCREASED AID EFFECTIVENESS

International donors, both multilateral and bilateral, are prominent throughout the program area. These include the World Bank, the EU and The Asian Development Bank (multilaterals), and the development agencies of the UK, Sweden, Germany and Norway. Most multilaterals and NATO bilaterals channel their support directly through Afghan government mechanisms such as the NSP and other CARD programs, For example, the WB is the principal funding source for the NSP, through MRRD; DFID supports AD efforts with direct assistance to the MoCN and through funding of the CNTF; and the Norwegian model (in charge of the Faryab PRT) is to channel all funds of development aid through the Norwegian Embassy in Kabul in cooperation with two civilian employees from the Embassy stationed at the PRT in Faryab. The assistance model preferred by these partners highlights the importance of close coordination and collaboration with the CARD programs, as mentioned before. Nonetheless, we will work to maximize the resources and opportunities inherent in the presence of these organizations at several levels.

At a field level, collaboration and coordination will be pursued through the PRTs and the PDC mechanism (to get ground truthing on national program opportunities). At a national level, we will work with USAID and through mechanisms such as MRRD's Alternative Development working group. At a minimum we aim to achieve efficiency in programming and coordination, avoiding duplication of efforts; ideally, opportunities will arise, such as the EC funding of mobile veterinary clinics via Mercy Corps' in the Central Provinces.

PUBLIC-PRIVATE PARTNERSHIPS:

As USAID's implementing partner and strategic advisor for the worldwide Global Development Alliance Support Project, DAI will tap our on-the-ground contacts and networks of local and international partners (as we have done on ASMED) to map the key partnership opportunities and create 25 PPPs (including 4 GDAs) on IDEA/NEW. We will enter into PPPs by replicating the successful ASMED model, which has leveraged over $12 million in private sector contributions to date. As discussed throughout Programmatic Objective Two components, we will develop innovative PPPs and investment opportunities that bring investment and lead to additional alliances.

IDEA/NEW will facilitate at least 25 PPPs over the life of the program, leveraging at least $25 million. At least 20 percent of private sector contributions will be in cash. As noted throughout our technical approach, partners will include international private sector companies, local private sector firms, foundations, NGO partners, other donors and U.S. Government actors, universities, and the Afghanistan government. Opportunities for PPPs in the target provinces include microhydro, renewable energy, dairy, finance, sorting and packaging for agricultural products, construction and infrastructure, agricultural machinery workshops, information and communications technology, handicrafts, and textiles.

Where possible, DAI will also leverage OPIC investments in Afghanistan. To date, OPIC loans have included critical sectoral infrastructure (including a freight terminal in Jalalabad, being assisted by DAI), hospitality services, water- and juice-bottling projects, apparel manufacturing ventures; cashmere wool exports; food storage and distribution; and on-lending through bank and non-bank institutions. OPIC has also recently engaged in discussions about pomegranate exports and juice processing. IDEA/NEW will also find opportunities to engage OPIC in MSME financing through its on-lending approach, where OPIC provides direct financing in support of a U.S.-related, for-profit or nonprofit lending institution. DAI will seek to replicate successful models, such as the ARIES program, where Foundation for International Community Assistance (FINCA) provides microfinance and ACDI/VOCA makes SME loans through its ARFC.

Specific actions to drive forward PPPs will include the formation of a PPP task force within the consortium; the convening of a PPP workshop (in coordination with ASMED) to craft an IDEA-NEW PPP strategy that complements those of other EG programs; and a PPP outreach and awareness campaign targeting the Afghan public and private sectors, educating them about the benefits of such arrangements and the various mechanisms by which they can be set up. The IDEA-NEW team will be aide in this work by Kristi Ragan of DAI, who currently heads up USAID's Global Development Alliance Strategic Support Program.

Local Governance and Anticorruption:

For a licit economy to take root in Afghanistan it must be accompanied by corresponding improvements in local governance and an enabling business environment based on transparent and honest relationships among communities, the government, and the private sector. All program activities will be undertaken in alignment with local and national government priorities and with provincial and district level government entities as full partners.

DAI, Mercy Corps and ACDI-VOCA are already working in concert with nearly half of the provincial governments in the program area, with DAI working directly with four of them (Nangarhar, Laghman, Kunar and Nuristan) on issues related to good governance, anti-corruption and the transparent delivery of essential services to communities.

Our community engagement approaches encompass non-formal governance structures, such as shuras and councils, and the evolving role of innovative civil society constructs such as Community Development Councils and CIGs. All activities, from community-level infrastructure activities to subcontracting and awarding of grants, will be done transparently and will serve as best practices models for both public and private sector participants.

Pillars of our mainstreamed approach to combating corruption are:

Strengthened Government Capacity

As detailed in our technical approach and in the section above regarding working with and through Afghan programs and entities, we embrace the Afghan government, especially at the sub-national level, as a partner. In doing so, we will inculcate them with transparent, non-corrupt processes and best practices of project planning, implementation and oversight. This learning by doing approach is complemented by formal training that will be relevant to the tasks at hand (such as clear, transparent and fair procurement practices).

We will ensure that IDEA-NEW public sector participants are engaged in the more targeted institutional strengthening programs such as LGCD, the upcoming decentralization program and other civil service training initiatives. We will also work with the government, through the Provincial Government and PDCs,

to identify and eliminate corruption obstacles to licit economic growth, such as the presence of illegal tolls, or bribes for access to essential public services. While we do not pretend that IDEA-NEW can single-handedly tackle some these issues, we can play or part in an integrated approach to the elimination of corruption with the public arena.

An Empowered Civil Society

The participatory and community focused nature of Alternative Development activities demands that a wide spectrum of stakeholders be engaged. This includes village shuras, Provincial Councils, producer groups, business associations, investors, and community leaders. This, plus the fact that the great majority of program activities initially take place at a community level, helps create an environment where a broad range of actors are either directly involved in program implementation, or at least have knowledge or "visibility" of it.

The creation of this inclusive atmosphere, while necessary for sustainable development and even security, also serves as an anti-corruption measure. The more people know about activities and the more eyes that are upon them, either informally or formally, the better civil society can perform a watchdog role and thus help combat corruption. Within the bounds of the program, we will include elements of civil society empowerment, discussing the ethics of proper business transactions and the roles and responsibilities of each "customer" in development activities.

We will complement this through community outreach programs, disseminating program information to aid in civil society oversight and input. Outside the sphere of the program, we will work with the Initiative to Promote Afghan Civil Society (IPACS), helping target their work on the development of a politically active civil society (with an emphasis on women-focused organizations) in ways that complement IDEA-NEW throughout its program area.

Transparency, Clarity and Rigor in Program Execution

Internally, the IDEA-NEW team will combat corruption through the steadfast adherence to clear, transparent protocols and procedures in all aspects of program implementation. This will be paramount in the areas of procurement, subcontracting, grants management, personnel administration, and financial management. Each partner will be guided by USAID-approved admin, finance and grants manuals; will conduct regular internal audits (both financial and procedural); and will maintain a formal process of training Afghan staff in fulfilling their jobs in full compliance with applicable regulations and procedures.

At the critical interface of the program with the public, such as the implementation of CFW activities, or the procurement of local services, we will use the oversight and monitoring procedures developed during AINP, further refined by ADP/E and incorporated into our QASP. These procedures have been successful in avoiding corruption problems such as ghost workers, the inequitable diversion of funds to community power brokers, and personal-interest driven conflict of interest in local procurement.

START-UP PLAN

Our staff will mobilize in two waves. Within 72 hours of award, the start-up team, including start-up team leader Christopher Seeley and Chief of Party Carson Coleman, will mobilize to Afghanistan. Additional administrative support will also mobilize to begin operational set-up in-country in conjunction with our security manager. Mr. Seeley will oversee daily supervision of the start-up team, allowing Mr. Coleman to liaise with USAID and local stakeholders and focus on workplan development. Additional start-up team members—including Dr. Aslamy, three of the Regional Directors, communications and M&E staff, and DAI home office information technology (IT) support staff—will arrive in-country during Week 3. Table 12 presents details on the roles and responsibilities of the start-up team members. Our schedule for setting up program operations quickly in the first 90 days is presented in Gantt chart format in Annex E.

TABLE 12: START-UP TEAM

Person/Position	Roles and Responsibilities
First Wave	
Carson Coleman Chief of Party/Start-Up Team Leader	Establish contact with USAID, local stakeholders and counterparts, other USAID projects, and other donors. Lead development of IDEA-NEW workplan and M&E plan.
Christopher Seeley Start-Up Team Leader/Home Office Project Manager	Oversee all start-up operations. Lead team development among DAI, Mercy Corps, and ACDI/VOCA. Assist with the transfer of ADP/N and ADP/E ongoing projects to IDEA-NEW activities. Work with the Chief of Party and Tawab Affisi to forge IRoA buy-in.
Shawn Shelton Director of Administration and Operations	Lead all administrative start-up tasks, including office facility leasing and build-out; local hiring; finalization of administrative, financial, and procurement procedures; and tailoring of management systems. Finalize IDEA-NEW Grants Manual for USAID approval.
Ahmad Jawed Deputy Director of Administration and Operations	Support all administrative start-up tasks, including office facility leasing and build-out; local hiring; finalization of administrative, financial, and procurement procedures; and tailoring of management systems.
Sarah Weatherby Operations Analyst	Establish financial systems; hire financial management staff; train hired financial staff in field accounting software, oracle, and FER uploads.
Shawn Kairis Home Office Project Coordinator	Ensure that DAI's management systems are tailored to meet IDEA-NEW needs and train local staff on system use. Arrange office leases and oversee initial project procurement.
J.C. Greyling Country Security Manager	Review security status and finalize security plan. Develop IDEA-NEW Security Incidence Data Management System and train staff on its use.
Second Wave	
Aslamy Mohammad Deputy Chief of Party	Oversee workplan development for each regional hub to ensure standard quality across regions and across partners.
Richard Slacum, Tom Ewert, Tom Brown – Regional Directors	Work with USAID, the Chief of Party, and the DAI Home Office Project Manager to develop the workplan. Review security protocols. Establish regional office; hire staff.
Margaret Orwig Director of Communications	Develop overall project communications strategy; design specific communication activities for inclusion in the workplan.
Ali Ahmad Director of M&E	Develop IDEA-NEW M&E plan; collect baseline data; train program M&E staff. Develop relational database to facilitate M&E data input and processing. Ensure gender integration into all program indicators and data collection activities.

Use or disclosure of the data contained on this page is subject to the restrictions on the title page of this application

ANNEX 2

ANNEX 2
BRANDING STRATEGY AND MARKING PLAN

DRAFT BRANDING STRATEGY AND MARKING PLAN DETAILS

BRANDING STRATEGY

1. PROJECT POSITIONING

The USAID/Afghanistan's alternative development programs work to increase licit and commercially viable agricultural-based alternatives for rural Afghans with the goal of significantly reducing and ultimately eradicating poppy production. The overall mission for the Incentives Driving Economic Alternatives for the North, East and West Program (IDEA-NEW) is to increase incentives that create jobs and sales, by promoting licit and sustainable commercial agriculture and related agribusiness in provinces affected by poppy and thus help local economies transition away from dependency on illicit oporium production and sales. The intended name of the program is Incentives Driving Economic Alternatives for the North, East and West Program (IDEA-NEW). The project will be cobranded as an effort of USAID's and DAI's consortium. No program-specific logo will be developed for this program that might compete with these identities.

2. PROGRAM COMMUNICATIONS AND PUBLICITY

Primary Audiences:

- Members of community based organizations, including village shuras, Community Development Committees, District Development Committees, and Common Interest Groups (such as non-crop specific producer organizations and water users associations)
- Farmers and entrepreneurs affiliated with commercially oriented associations, cooperatives, trade networks
- Buyers and investors relevant to competitive value chains (local, regional and export markets)
- Line Ministry personnel at Provincial and District Levels

Secondary Audiences:

- Rural and Urban populations in targeted provinces and districts
- Provincial Government personnel
- Provincial Development Committees
- Agricultural University Programs

Messages will be crafted to meet the needs and expectations of specific sub-groups, including but not limited to men, women, youth, IDPs, and diaspora members.

Where possible, communication materials will also be made available for wider distribution to the American people, USAID/Washington, and global media outlets.

The program message is that assistance is available from the American people to increase incentives that create jobs and sales, by promoting licit and sustainable commercial agriculture and related agribusiness in provinces affected by poppy and thus help local economies transition away from dependency on illicit oporium production and sales. The program message will reinforce the positive aspects of a legitimate national government, as well as the stability and social progress to be gained through the civil society's rejection of opium trafficking and poppy production

DAI and its partners will follow USAID's policy that programs, projects, activities, public communications, or commodities implemented or delivered under assistance awards funded by USAID are cobranded as provided in ADS Chapter 320.3.3 with the USAID identity, reflecting the standards of the USAID Graphic Standards Manual, and the DAI identity.

DAI and its partners will thus mark all appropriate materials funded under and utilized by the program, including products, equipment and inputs delivered; places where program activities are carried out; external public communications such as reports, publications, and promotional products; and public events, with the USAID standard graphic identity including the message "From the American People" in English or the Dari and Pashtu language as appropriate. The DAI (or partner) logo will also be displayed in the same size as the USAID one, with the USAID identity often taking a more prominent position (generally the upper left corner of the document, plaque or billboard). DAI and its partners will adjust their publicity plan as necessary in consultation with USAID in order to ensure program success.

Materials will also carry the following disclaimer: "This [document type] is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of DAI and its partners and do not necessarily reflect the views of USAID or the United States Government," in English or the Dari and Pashtu language as appropriate.

All terms and conditions, including appropriate intellectual property provisions, that comply with FAR and AIDAR will be observed in solicitations and contracts.

DAI will capitalize on specific milestones such as program launch, anniversaries and interim and final reports, evaluations and appraisals, program findings, and visits of dignitaries and officials to generate awareness about the program and the support provided by USAID and the American people. Such milestones will be duly publicized, and will be branded and marked as above.

3. Acknowledgements

USAID will be acknowledged as the funding source and DAI and/or its partners as the implementing agency in all project materials intended for beneficiaries or other project audiences, and the standard USAID and DAI and/or partner identities will be used on all such materials.

DAI expects cooperation with the government of Afghanistan. In case the level of involvement of Afghan government passes a test of "materiality of support" or otherwise warrants acknowledgement, DAI will seek guidance of the USAID Cognizant Technical Officer to ensure respectful and fair acknowledgement. It is anticipated that in such cases USAID, DAI and an IRoA entity may share coequal billing.

4. Branding Implementation Plan

Communications will be an important part of the program's success in terms of generating participation, building legitimacy and momentum and disseminating information. Thus a high visibility is desired, especially among the main stakeholders. Media releases, press conferences, public events, etc., will build recognition, cultivate goodwill and abet project success among both the immediate stakeholders and the broader audience.

Proposed Activities:

External Communications

Through external communications in the form of websites, radio and TV programming, flyers, project announcements, signage, newspaper articles and documented success stories, etc., the DAI team will inform key audiences about program activities, engage participation and demonstrate impact of IDEA-NEW activities. Project staff will continually identify opportunities to improve visibility, improve project effectiveness and highlight relevant activities in the media or through other means of communication to build participation in, support for and success of the project. These efforts will also be coordinated with other donor programs, and they will be streamed into DAI corporate communications for further amplification and exposure.

Letterhead, faxes, press releases and other communications materials not solely intended for project administration will reflect program cobranding.

Public Events

DAI will mark venues for events such as small group trainings, press conferences and other public activities with appropriate banners and signs featuring the USAID, DAI and program identities unless doing so is directly prohibited or inappropriate to the surroundings, e.g., in terms of neutrality or security being compromised. In circumstances in which the USAID identity cannot be displayed visually, DAI will acknowledge USAID and the American people's support through other available means. Whenever, possible, professional photography and videography will be used to capture visual images useful in project communications. Materials used at these events will also be appropriately cobranded.

Print Media

DAI will produce press releases building awareness of the project among beneficiaries, highlighting milestones and activities, and demonstrating the social and productive impact of the project. Media advisories will be used to secure coverage of project activities.

Additional

- Quarterly Financial Reports—DAI will develop quarterly written statements tracing program impacts.
- Promotional materials—DAI may occasionally publish materials such as brochures, pamphlets, flyers, etc., to inform smallholders of program activities and benefits.
- Quarterly reports—DAI will highlight project success and activities in the program quarterly progress report produced for USAID.
- Biweekly Status Report—DAI will provide biweekly status report summarizing project progress against tasks, indicators and benchmarks, and identification of any implementation issues that may inhibit or enhance recipient performance.
- Annual Reports—DAI will prepare reports on project progress relative to expected results and outcomes on a yearly basis as outlined in annual workplans.
- Branding and Marking—DAI will ensure compliance with USAID marking and branding guidelines applicable to assistance awards. Pursuant to the strategy, all program deliverables and communications at all program sites and activities will subscribe to the USAID Graphic Standards Manual and utilize USAID's standard templates. DAI will review and update this branding strategy and marking plan on a quarterly basis and maintain close communications with the USAID Mission to pursue its implementation.

MARKING PLAN

The USAID Incentives Driving Economic Alternatives for the North, East and West Program (IDEA-NEW) will work to increase incentives that create jobs and sales, by promoting licit and sustainable commercial agriculture and related agribusiness in provinces affected by poppy and thus help local economies transition away from dependency on illicit opium production and sales. This will include civil works, training, ag and ag business assistance, a grants program, among other activities as outlined in the proposed Life of Project work plan. Items to be marked are as follows:

TABLE 1. ITEMS TO BE MARKED

Item	Type of marking	Representing	Marking Code	Locations affected/Explanation for any 'U'
Activity sites	Temporary signage	USAID and IRoA	M/U	Dependent Upon security situation
Bags of seed or other ag-inputs	imprint on all bags	USAID	M	N/A
Publications	Standard front and back cover including logos, or logos at top if one-pager. Text noting USAID funding and offering disclaimer.	USAID and DAI	M	N/A
Poster or advertisement	printed logos	USAID and DAI	M	N/A
Workshop or training	Printed logos. Text noting USAID funding and disclaimer of contents.	USAID and DAI	M	N/A
Tool, machinery or agriculture equipment	Stencil or sticker	USAID	M/U	Dependent upon security situation
Computer or office equipment	Stencil or sticker	USAID	M	N/A
Letterhead and other program materials oriented to beneficiaries or public	printed logos	USAID and DAI	M	N/A
Program forms	printed logos	USAID and DAI	M	N/A
Flyers, brochures, etc.	printed logos	USAID and DAI	M	N/A
Advertisements, press releases, and other public communications	printed logos	USAID and DAI	M	N/A
Civil structures	signage	USAID/IRoA	M/U	Dependent Upon Security Situation

Marking Codes: **M = Marked** **U = Unmarked** **E = Exception** **W = Waiver**

At this time, DAI is not requesting waivers for any items affected by USAID marking/branding regulations. However, if it becomes apparent that an item requires an exception, DAI will communicate with the appropriate USAID officer and will comply with all requirements as outlined in the RFP and ADS 320.3.2.6.

ITEMS NOT TO BE MARKED:

- Any communications that are strictly administrative, rather than programmatic, in nature such as recipient communications related to award administration, including hiring/firing staff or renting office space and/or equipment.

- Recipient business cards will not carry the USAID identity.

EXCEPTIONS:

- Animals, seedlings and other agricultural products will not be individually marked. These fall under presumptive exemption (v) whereby marking is considered impractical since these materials are unlikely to support conventional markings. Instead, locations where they are disbursed will be marked with a billboard-type sign in a prominent, central location. Training materials associated with the implementation of these activities will be marked as specified.
- Insignificant (small or low-value) physical assets, the marking of which is impracticable, will not be marked unless given in large quantities and then the outer packaging will be marked.
- Events, equipment, and materials will not be marked where marking with the USAID identity is directly prohibited or inappropriate to the surroundings in terms of neutrality or security being compromised.

TIMELINE:

This plan will be implemented immediately upon program start-up.

FLOW-DOWN

Subrecipients and subgrantees will be required to include a plan for marking works, materials or activities funded through the program and to include costs associated with marking in any bids or budgets submitted to DAI. DAI will make the acceptance by the subawardee of USAID-approved marking provisions a condition of receipt of any USAID-funded subaward. As a condition of the receipt of any subaward, marking with USAID Identity of a size and prominence equivalent to or greater than the recipient's, subrecipient's, other donor's, or third party's is required. USAID may, at its discretion, require marking by the subrecipient with the USAID Identity.

ANNEX 3

ANNEX 3
LIST OF NON EXPENDABLE EQUIPMENT

IDEA-NEW NONEXPENDABLE EQUIPMENT PURCHASES

DAI Unrestricted Non-Expendable Property

- Two (2) Large Generators
- Three (3) Small Generators
- Two (2) Storage Servers

DAI Restricted Non-Expendable Property

- Four (4) C-class Armored Vehicles
- Three (3) B6-level Armored Vehicles Leased in excess of 180 days

ACDI/VOCA Unrestricted Non-Expendable Property

- Eight (8) Generators
- One (1) Work center/scanner/copier

ACDI/VOCA Restricted Non-Expendable Property

- Five (5) Vehicles

Mercy Corps Restricted Non-Expendable Property

- Fifteen (15) Used Vehicles
- Five (5) Vehicles Leased in excess of 180 days

ANNEX 4

ANNEX 4
LIST OF GOVERNMENT FURNISHED EQUIPMENT

AFGHANISTAN ADP/E USAID FURNISHED EQUIPMENT

ADP/E Electrical Equipment

Serial or ID #	Unit Cost	Assigned User/Location	Condition
INTERNAL PART S/N:A9HMP21X400080R EXTERNAL PART S/N:A9HNP2JX301031N	$500	Facilities, Business Center	Working
INTERNAL PART S/N:A9HMP12KX301497Y EXTERNAL PART S/N:A9HNP2JX301008P	$500	Radio Room, Main Office	Working
INTERNAL PART S/N:A6Z1P21X300033J EXTERNAL PART S/N:N/A	$500	Facilities, Business Center	Working
INTERNAL PART S/N:A9HMP12KX301487D EXTERNAL PART S/N:A9HNP2JX300539A	$500	MDP Unit, Main Office	Working
INTERNAL PART S/N:A9HMP2KX301485A EXTERNAL PART S/N:A9HNP2JX301013V	$500	FMP Unit, Main Office	Working
INTERNAL PART S/N:A9HMP2KX301628B EXTERNAL PART S/N:A9HNP2JX300989W	$500	IT Unit, Main Office	Working
INTERNAL PART S/N:A6Z1P21X300461E EXTERNAL PART S/N:N/A	$500	IT Unit, ALP1	Working
INTERNAL PART S/N:A9HMP2KX301632F EXTERNAL PART S/N:A9HNP2JX300964V	$500	Facilities, Business Center	Working
INTERNAL PART S/N:A9HMP2KX301481B EXTERNAL PART S/N:A9HNP2JX301038W	$500	M&E Unit, Main Office	Working
INTERNAL PART S/N:A6Z1P21X300433K EXTERNAL PART S/N:N/A	$500	M&E Unit, Main Office	Working
INTERNAL PART S/N:A9HMP2KX301482K EXTERNAL PART S/N:A9HNP2JX300969Z	$500	PSD Unit, Main Office	Working
INTERNAL PART S/N:A6Z1P21X300021M EXTERNAL PART S/N:N/A	$500	Facilities, Business Center	Working
INTERNAL PART S/N:A9HM21X400266LEXTERNAL PART S/N:N/A	$500	Facilities, Business Center	Working
INTERNAL PART S/N: A9HMP2KX301329F EXTERNAL PART S/N:A9HNP2JX300962M	$500	GME Unit, ALP1	Working
INTERNAL PART S/N:A6Z1P21X300158E EXTERNAL PART S/N:N/A	$500	Cooks, STTA Kitchen	Working
INTERNAL PART S/N:A9HMP2KX301459L EXTERNAL PART S/N:A9HNP2JX301032E	$500	FMP Unit, Main Office	Working
INTERNAL PART S/N:A9HMP21X400258Y EXTERNAL PART S/N:A9HNP2JX300827W	$500	Facilities, Business Center	Working
S/N:A9HNP2JX301002T	$500	Drivers, ALP Office	Working
INTERNAL PART S/N:A9HMP2KX301507N EXTERNAL PART S/N:N/A	$500	Logistics Unit, ALP2	Working
INTERNAL PART S/N:A621P21X300180R EXTERNAL PART S/N:N/A	$500	Jonathan, STTA	Working
INTERNAL PART S/N:A9HMP21X400237N EXTERNAL PART S/N:A9HNP2JX300833N	$500	Engineers, ALP2	Working
INTERNAL PART S/N:A621P21X300462FEXTERNAL PART S/N:N/A	$500	INFRASTRUCTURE, ALP2	Working

Serial or ID #	Unit Cost	Assigned User/Location	Condition
404KADT00018	$500	LTTA	Working
403KAPB04848	$500	Facilities Kitchen Unit, LTTA	Working
404KAKN01101	$500	Finance Unit, Main Office	Working
403KAJP04844	$500	M&E Unit, Main Office	Working
404KALC00208	$500	Agribusiness Hall, Main Office	Working
PAJY300300F	$500	Guards, STTA	Working
403KAMZ02555	$500	Operation Unit, Main Office	Working
DB98-08773H	$500	ALP Staff, Kabul Office	Working
DB98-08773G	$500	ALP Staff, Kabul Office	Working
PAJA100091T	$500	Infrastructure Unit, ALP2	Working
402KHQJ00140	$500	Facilities, Infrastructure Big Hall	Working
402KAPB00160	$500	Facilities, Infrastructure Conference Room	Working
402KAKNO1733	$500	ALP-1951, Infrastructure Big Hall Second floor	Working
402KAVH00135	$500	Facilities, Infrastructure 1st floor	Working
404KAGS00447	$500	Flouran Wali, LTTA	Working
404KAKN00477	$500	Genevieve , LTTA	Working
N/A	$500	Guards, LTTA	Working
A6Z1P2IX300186L	$500	DAI Staff, LTTA B1 Room	Working
404KABF00533	$500	Procurement Staff, Procurement Office	Working
N/A	$500	Agribusiness Unit, Agribusiness Hall	Working
603KAAE00776	$500	Gender, Main Office	Working
603KAKN00773	$500	MDP Unit, Main Office	Working
603KARW00686	$500	Finance, Main Office	Working
603KAYRU1266	$500	FMP, Main Office	Working
42KAGS01727	$500	VMP Unit, Main Office	Working
612TAPE0336	$500	Drivers Room, ALP2	Working
N/A	$500	Facilities, STTA	Working
403KARW04870	$500	Finance Unit, Main Office	Working
N/A	$530	Poultry Section, ALP-Main Office	Working
S/N: 402KAQJ01172 / LSH266TLA01	$620	ALP Staff, Kabul Office	Working
S/N:402KAZK01725 /	$620	ALP Staff, Kabul Office	Working
S/N:402KACA00283	$620	ALP Staff, Kabul Office	Working
404KAG500351	$620	ALP Staff, Kabul Office	Working
402KAAE01136	$620	ALP Staff, Kabul Office	Working
404KAXV00338	$620	ALP Staff, Kabul Office	Working
402KAFX01139	$620	ALP Staff, Kabul Office	Working
404KAWQ00433	$620	ALP Staff, Kabul Office	Working
402KALC00288	$620	ALP Staff, Kabul Office	Working
C101004690507A17130097	$620	Facility Staff, ALP2 Driver room	Working
C101004690507A17130085	$620	ALP Staff, Main Office	Working
INTERNAL PART S/N:A621P21X300012T EXTERNAL PART S/N: N/A	$640	Infrastructure Unit, ALP2	Working
INTERNAL PART S/N:A6Z1P21X300158E EXTERNAL PART S/N:N/A	$640	Infrastructure Unit, ALP2	Working
6011	$650	Infrastructure, Office	Working

Serial or ID #	Unit Cost	Assigned User/Location	Condition
0703TK01359	$690	Finance Unit, Main Office	Working
GCAE2204329	$750	ALP Staff, ALP Office	Working
2204326	$750	ALP Staff, ALP	Working
N/A	$974	MDP Unit, ALP Office	Working
N/A	$974	MDP Unit, ALP Office	Working
K9453300349	$9,960	DAI Staff, ALP1	Working
N/A	$13,180	ALP Staff, Kabul Office	Working
Naushuatec	$18,000	Finance Section, ALP-Main Office	Working
N/A	$19,175	DAI - ALP Office LTTA HOUSE	Working
N/A	$19,175	STTA GUEST HOUSE, Jalalabad, Afghanistan	Working
N/A	$19,180	DAI, ALP OFFICE, JALALABAD	Working
Total	**$138,088**		

ADP/E IT Equipment

Prop.#	Description	Serial or ID #	Unit Cost	Assigned User/Location	Condition
ALP-1454	Server UPS	N/A	$549	IT Staff, IT	Working
ALP-0795	UPS	RW432A0355	$549	DAI, ALP OFFICE IT STORE	Working
ALP-2298	Printer	JPCGNO 1866	$550	Radio Room, ALP1	Working
ALP-2299	Printer	JPCFSO 1438	$550	Guests, LTTA House	Working
ALP-2300	Printer	JPCFSO 1442	$550	DoWA Staff, DoWA Kunar	Working
ALP-0893	WIRELESS ACCESS POINT	FTX0909E07R	$550	STTA Staff, STTA House	Working
ALP-0892	WIRELESS ACCESS POINT	FTX0909ROIW	$550	LTTA Staff, LTTA House	Working
ALP-1317	VHF GP 380		$556	Radio Room, ALP Office	Working
ALP-1347	VHF GP 380	749HFJG578	$556	Security Section, ALP Office	Working
ALP-1350	VHF GP 380	749HFJ2291	$556	infrastructure,	Working
ALP-1316	VHF GP 380	749HFGB382	$556	infrastructure , ALP Office	Working
ALP-1314	VHF GP 380	749HFG7694	$556	Ali Ahmad, ALP Office	Working
ALP-1336	VHF GP 380	149HFGH825	$556	Office Guards, ALP Office	Working
ALP-1339	VHF GP 380	749HFLB822	$556	Office Guards, ALP Office	Working
ALP-1327	VHF GP 380	749HFG1090	$556	Abdul Hafiz Safi, ALP2	Working
ALP-1342	VHF GP 380	749HFJG359	$556	Security Section, ALP Office	Working
ALP-1328	VHF GP 380	749HFJG332	$556	Security Section, ALP Office	Working
ALP-1355	VHF GP 380	749HFJ2158	$556	Noor Shakir, ALP Office	Working
ALP-1345	VHF GP 380	749HFJG379	$556	COP Office, ALP Office	Working
ALP-1337	VHF GP 380	148HFGO897	$556	STTA Guards, ALP Office	Working
ALP-1321	VHF GP 380	749HFJG214	$556	TOM, LTTA House	Working
ALP-1341	VHF GP 380	749HFJG386	$556	Shapoor Driver, ALP Office	Working
ALP-1348	VHF GP 380	749HFJG358	$556	Guards, Infrastructure	Working
ALP-1352	VHF GP 380	749HFJG347	$556	Mohibullah Israr, ALP Office	Working
ALP-1332	VHF GP 380	749HFJG350	$556	Security Section, ALP Office	Working
ALP-1354	VHF GP 380	749HFJG188	$556	Bawra, ALP Office	Working
ALP-1351	VHF GP 380	749HFJG215	$556	Guests, LTTA House	Working
ALP-1343	VHF GP 380	749HFJG381	$556	Finance Unit, ALP Office	Working
ALP-1329	VHF GP 380	749HFJG384	$556	Mahendra Rajah, ALP Office	Working
ALP-1338	VHF GP 380	749HFGH888	$556	Mohammad Fahim, ALP2	Working
ALP-1312	VHF GP 380	749HFGH907	$556	Abdul Hafiz, ALP Office	Working
ALP-1340	VHF GP 380	749HFLB855	$556	Radio Room, ALP Office	Working
ALP-1331	VHF GP 380		$556	Nodular Feraz, ALP Office	Working
ALP-1335	VHF GP 380	149HFGB398	$556	Radio Room, ALP Office	Working
ALP-1349	VHF GP 380	749HFJG383	$556	Khan Mohamad, ALP Office	Working
ALP-1322	VHF GP 380	749HFJG288	$556	Margaret, LTTA House	Working
ALP-1344	VHF GP 380	749HFJG373	$556	Musa Khan, ALP Office	Working
ALP-1353	VHF GP 380	749HFJG330	$556	Security Section, ALP Office	Working
ALP-1346	VHF GP 380	749HFJ2292	$556	Security, ALP Office	Working
ALP-1319	VHF GP 380		$556	STTA Internal Guards, ALP Office	Working
ALP-1326	VHF GP 380	749HFG0964	$556	Rizwan Driver, ALP Office	Working
ALP-1318	VHF GP 380	749HFGH867	$556	Noor Shakir, ALP Office	Working

Prop.#	Description	Serial or ID #	Unit Cost	Assigned User/Location	Condition
ALP-1313	VHF GP 380	749HFG0886	$556	Alvaro, ALP1,VMP Unit	Working
ALP-1315	VHF GP 380	749HFG0883	$556	Ehsanullah, ALP Office	Working
ALP-1320	VHF GP 380	749HFGH861	$556	Mir.Osman, ALP Office	Working
ALP-2242	Big Radio	5836467C0003	$600	Akmal, Radio Room	Working
ALP-2243	Big Radio	5836467C0005	$600	Akmal, Radio Room	Working
ALP-2003	Printer	JPJC 68KG8L	$600	IT, Store	Working
ALP-2005	Printer	JPJC 68KG9M	$600	Procurement Unit, Main Office	Working
ALP-2006	Printer	JPJC 68KG8S	$600	IT, Store	Working
ALP-2010	Printer	JPJC 68KGB6	$600	IT, Store	Working
ALP-2012	Printer	JPJC 68KG9C	$600	IT, Store	Working
ALP-2367	Printer	N/A	$600	DAI Staff, Main Office	Working
ALP-2369	Printer	N/A	$600	DAI Staff, Main Office	Working
ALP-0894	CISCO PIX-501	88809063749	$613	DAI, ALP OFFICE IT STORE	Working
ALP-1285	GM VHF	103TEW8611	$684	Dai Staff, Car M,7584	Working
ALP-1294	GM VHF	103TEW8513	$684	Dai Staff, Car M,7649	Working
ALP-1291	GM VHF	103TEW8541	$684	Dai Staff, car M,7585	Working
ALP-1297	GM VHF	103TFNG185	$684	Dai Staff, Car M.7651	Working
ALP-1324	GM VHF	103TFNG185	$684	Dai Staff, M.7649	Working
ALP-1288	GM VHF	103TFNG177	$684	Dai Staff, car M,7582	Working
ALP-1362	GM VHF 280	103TFNG1660	$684	Radio Operator, Main Office	Working
ALP-1364	VHF	103TFN1037	$684	DAI Staff, M.7583	Working
ALP-2371	Computer CPU	SGH72403FJ	$700	FMP Unit, Main Office	Working
ALP-2373	Computer CPU	SGH73608SH	$700	FMP Unit, Main Office	Working
ALP-0854	CISCO SYSTEM CATALYST 2950	FOC0908Y0GA	$740	DAI, ALP OFFICE IT STORE	Working
ALP-0889	CISCO SYSTEM CATALYST 2950	FOC0908W1W5	$740	DAI, ALP OFFICE	Working
ALP-0850	CISCO SYSTEM CATALYST 2950	FOC0907W290	$740	DAI, ALP OFFICE	Working
ALP-0853	CISCO SYSTEM CATALYST 2950	FOC0906W0LB	$740	DAI, ALP OFFICE	Working
ALP-0888	CISCO SYSTEM CATALYST 2950	FOC0908Z1X5	$740	DAI, ALP OFFICE	Working
ALP-0852	CISCO SYSTEM CATALYST 2950	FOC0908W108	$740	DAI, ALP OFFICE	Working
ALP-0851	CISCO SYSTEM CATALYST 2950	FOC0907W24D	$740	DAI, ALP OFFICE	Working
ALP-1448	Crystal Switch one	N/A	$740	IT Staff, IT	Working
ALP-1450	Crystal Switch Three	N/A	$740	IT Staff, IT	Working
ALP-1449	Crystal Switch Two	N/A	$740	IT Staff, IT	Working
ALP-1831	Linksys-Cisco	REM105A000264	$740	PSD Staff, Business Center	Working
ALP-2214	DVD Duplicator	GXD001568	$750	Azizullah, Main Office	Working
ALP-1826	CP Pentium 4	MXL6070WT7	$800	PSD Staff, Business Center	Working
ALP-1491	CPU	N/A	$800	FMP Unit, ALP1	Working
ALP-1493	CPU	N/A	$800	Tawrat, Main Office	Working
ALP-2212	CPU	2UA71003RQ	$800	Azizullah, Main Office	Working
ALP-1465	CPU Pentium 4	GV2CX51	$800	Obaidullah, Main Office	Working
ALP-1467	CPU Pentium 4	75PTZ41	$800	Logistics Specialist, Logistics	Working

Prop.#	Description	Serial or ID #	Unit Cost	Assigned User/Location	Condition
ALP-1477	CPU Pentium 4	F5PTZ41	$800	Munsee, M&E Unit	Working
ALP-1483	CPU Pentium 4	N/A	$800	Zafar, M&E Unit	Working
ALP-1487	CPU Pentium 4		$800	IT Unit, Main Office	Working
ALP-1489	CPU Pentium 4		$800	Fahim, M&E	Working
ALP-1783	CPU Pentium 4	MXL6040G7N	$800	PSD Staff, Business Center	Working
ALP-1785	CPU Pentium 4	MXL6040G72	$800	PSD Staff, Business Center	Working
ALP-1787	CPU Pentium 4	MXL6040G6R	$800	PSD Staff, Business Center	Working
ALP-1789	CPU Pentium 4	MXL6040G65	$800	PSD Staff, Business Center	Working
ALP-1791	CPU Pentium 4	MXL6070WTT	$800	PSD Staff, Business Center	Working
ALP-1814	CPU Pentium 4	MXL6070WVO	$800	PSD Staff, Business Center	Working
ALP-1834	CPU Pentium 4	MXL6040G64	$800	PSD Staff, Business Center	Working
ALP-1844	CPU Pentium 4	MXL6040G6M	$800	PSD Staff, Business Center	Working
ALP-1890	CPU Pentium 4	MXL6040G73	$800	PSD Staff, Business Center	Working
ALP-1899	CPU Pentium 4	MXL6090C8S	$800	PSD Staff, Business Center	Working
ALP-1904	CPU Pentium 4	MXL6040G5M	$800	PSD Staff, Business Center	Working
ALP-1444	CPU Pentium 4 3GHZ	4w2cx51	$800	Eng.Samiullah, M&E	Working
ALP-1485	CPU Pentium4	N/A	$800	PSD, Main Office	Working
ALP-1958	DVD CamCoder/Vedio Camera	LSQN1875	$850	IT, Main Office IT	Working
ALP-2308	Laptop	ATMV70900727	$850	Fareshta, ALP1,GME	Working
ALP-2448	Printer	CNXKF57764	$850	Procurement, Main Office	Working
ALP-0891	PIX 5013 Des Bdl Chas And- S	888-09086149	$862	DAI, ALP OFFICE	Working
ALP-2028	CPU P4	MXL6190LTX	$900	IT, Store	Working
ALP-2029	CPU P4	MXL6190LDO	$900	IT, Store	Working
ALP-2033	CPU P4	MXL6190LC3	$900	Nasihullah, Main Office	Working
ALP-2039	CPU P4	MXL6190LFB	$900	IT, Store	Working
ALP-2040	CPU P4	MXL6190LBR	$900	Wholesale Associations, Jalalabad	Working
ALP-2041	CPU P4	MXL6190LL5	$900	IT, Store	Working
ALP-2042	CPU P4	MXL6190LBH	$900	IT, Store	Working
ALP-1452	Rely Controller	N/A	$900	IT Staff, IT	Working
ALP-0775	HP DESKTOP 7100 SFF	MXL51001XN	$904	M.Hamid, Jalalabad, Afghanistan(IT)	Working
ALP-0777	HP DESKTOP 7100 SFF	MXL51001YH	$904	Gul Ghuty, ALP1,GME	Working
ALP-0778	HP DESKTOP 7100 SFF	MXL51001WG	$904	M.Javed, Jalalabad, Afghanistan(IT)	Working
ALP-0783	HP DESKTOP 7100 SFF	MXL51001VZ	$904	Bawra, Main Office	Working
ALP-0776	HP DESKTOP 7100 SFF	MXL51001Y9	$904	Finance Unit, Main Office	Working
ALP-0780	HP DESKTOP 7100 SFF	MXL51001X8	$904	Amanullah Agribusiness Unit, Main Office	Working
ALP-0774	HP DESKTOP 7100 SFF	MX L51001VX	$904	Eng.Amanullah, Jalalabad, Afghanistan(IT)	Working

Prop.#	Description	Serial or ID #	Unit Cost	Assigned User/Location	Condition
ALP-0785	HP DESKTOP 7100 SFF	MXL51001XY	$904	Mir Wais, ALP1,Procurement	Working
ALP-0787	HP DESKTOP 7100 SFF	MXL51001VC	$904	Finance Unit, ALP1	Working
ALP-0773	HP DESKTOP 7100 SFF	MX L51001X5	$904	Nasihullah, Procurement	Working
ALP-0782	HP DESKTOP 7100 SFF	MXL51001YY	$904	Finance Unit, ALP1	Working
ALP-0779	HP DESKTOP 7100 SFF	MXL51001XZ	$904	ENGRAFT, Infrastructure	Working
ALP-0890	HP DESKTOP 7100 SFF	MXL51001XC	$904	VAMP Unit, ALP1	Working
ALP-0786	HP DESKTOP 7100 SFF	MXL51001VN	$904	Tajo Mohamad, Main Office	Working
ALP-0772	HP DESKTOP 7100 SFF	MXL51001XS	$904	Radio Room, ALP1	Working
ALP-0784	HP DESKTOP 7100 SFF	MXL51001WS	$904	Zafar, Monitoring	Working
ALP-0788	HP DESKTOP 7100 SFF	MXL51001YD	$904	Eng.Ab.Wali, Infrastructure	Working
ALP-0781	HP DESKTOP 7100 SFF	MXL51001VF	$904	ICD Unit, Main Office	Working
ALP-0848	HP DESIGN JET 110 PLUS	SG4BI1808C	$974	M&E Unit, Infrastructure	Working
ALP-0847	HP WORKSTATION XW 4200-P4/3,2GHz	2UA51102ZB	$1,070	Zafar, M&E Unit	Working
ALP-2302	Laptop Computer	CNU7383RH2	$1,070	Fawzia, ALP1,GME	Working
ALP-2304	Laptop Computer	CNU7383RVC	$1,070	Jalaluddin Kassat, ALP1	Working
ALP-0838	LASER JET 2430 dtn(220 v-1200D) Printer	JFPGR0059	$1,099	Agribusiness Unit, Main Office	Working
ALP-0837	LASER JET 2430 dtn(220 v-1200D) Printer	JFPGR00641	$1,099	DAI, ALP OFFICE IT STORE	Working
ALP-0841	LASER JET 2430 dtn(220 v-1200D) Printer	JPFGR00717	$1,099	PSD Unit, ALP1	Working
ALP-0836	LASER JET 2430 dtn(220 v-1200D) Printer	JFPGR00814	$1,099	Agribusiness Unit, Main Office	Working
ALP-0840	LASER JET 2430 dtn(220 v-1200D) Printer	JPFGR00957	$1,099	IT Unit, LTTA	Working
ALP-1470	Printer	N/A	$1,099	Engineering Unit, Infrastructure	Working
ALP-1474	Printer	TN5421306P	$1,099	Ajmal Hussain, Infrastructure	Working
ALP-1480	Printer	4AO850RM	$1,099	M&E Unit, Infrastructure	Working
ALP-1482	Printer	CNB300433	$1,099	IT Unit, Infrastructure	Working
ALP-1527	Printer	N/A	$1,099	Engineers, Infrastructure	Working
ALP-1545	Printer	MY06E2K12P	$1,099	IT Staff, IT	Working
ALP-1652	Printer	TH4BO111VH	$1,099	IT Staff, Kabul Office	Working
ALP-1937	Printer	JPKCX00095	$1,099	M&E Unit, Monitoring	Working

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ALP-1948	Printer	JPHGR 00646	$1,099	Infrastructure Unit, ALP2	Working
ALP-1950	Printer	JPHGR00658	$1,099	IT, M&E Section	Working
ALP-1977	Printer	JPHGR00844	$1,099	Infrastructure Unit, ALP2	Working
ALP-2213	Printer	JPZCX01522	$1,099	Azizullah, Main Office	Working
ALP-2235	Printer	CNFW71R1XT	$1,099	INFRASTRUCTURE, ALP2	Working
ALP-1446	Server Rack	N/A	$1,100	IT Staff, IT	Working
ALP-1611	Server Rack	N/A	$1,100	IT Staff, IT	Working
ALP-2368	Printer	CNFW71R1XR	$1,150	DAI Staff, Main Office	Working
ALP-2376	Printer	CNFW71R1XP	$1,150	GME Unit, Main Office	Working
ALP-1502	Desktop with LG Monitor	504DIZJ1G333	$1,200	PSD Unit, Main Office	Working
ALP-1981	Desktop Computer	MXL6120Z83	$1,200	IT Staff, IT	Working
ALP-1983	Desktop Computer	MXL6040G63	$1,200	GME, Main Office	Working
ALP-1986	Desktop Computer	MXL6120Z5W	$1,200	Mohiburahman, Facilities	Working
ALP-1988	Desktop Computer	MXL6040G5N	$1,200	ENG.BAZ MOHAMMAD, ALP2	Working
ALP-1363	Desktop Console	5103141B0795	$1,200	Radio Operator, Main Office	Working
ALP-1508	Desktop with Dell Monitor	44PTZ41	$1,200	NRIT Unit, Infrastructure	Working
ALP-1501	Desktop With LG Monitor	409DIYG3U178	$1,200	Engineers, Infrastructure	Working
ALP-1503	Desktop with LG Monitor	504DIDM1H866	$1,200	Eng.Wali, Infrastructure	Working
ALP-1504	Desktop with LG Monitor	504DIDKD1H749	$1,200	Eng.Basir, Infrastructure	Working
ALP-1505	Desktop with LG Monitor	506NA006930	$1,200	IT Staff, IT	Working
ALP-1509	Desktop with LG Monitor	504DIFVIH851	$1,200	Finance Shirzad, Main Office	Working
ALP-1510	Desktop with LG Monitor	507NA000690	$1,200	Tabarook, Infrastructure	Working
ALP-1500	Desktop with Monitor	504DIXQIH874	$1,200	Tabaruk, ALP2	Working
ALP-2374	Laptop Computer	CNU81238QL	$1,200	FMP Unit, Main Office	Working
ALP-2454	Printer	CNFW6DH14F	$1,200	Finance Section, ALP-Main Office	Working
ALP-0798	HP PROLIANT ML 350T04 SERVER	USM50201MC	$1,260	DAI, ALP OFFICE, IT STORE	Working
ALP-0800	HP PROLIANT ML 350T04 SERVER	USM50702EA	$1,260	DAI, ALP OFFICE, IT STORE	Working
ALP-0801	HP PROLIANT ML 350T04 SERVER	USM5020IMC	$1,260	DAI, ALP OFFICE, IT STORE	Working
ALP-0799	HP PROLIANT ML 350T04 SERVER	USM50201MZ	$1,260	DAI, ALP OFFICE, IT STORE	Working
ALP-0802	HP PROLIANT ML 350T04 SERVER	USM50201MW	$1,260	Guests, LTTA House	Working
ALP-1453	Server	N/A	$1,260	IT Staff, IT	Working
ALP-2160	Lap Top Computer	CNU7062RPX	$1,380	Mohammadullah, ALP1,Finance	Working
ALP-2161	Lap Top Computer	CNU70516RF	$1,380	Ajmal Hussain, Infrastructure	Working
ALP-2162	Lap Top Computer	CNU7062SOC	$1,380	Abdul Wakil, Main Office	Working
ALP-2163	Lap Top Computer	CNU706250Q	$1,380	Shahram, ALP1	Working
ALP-2164	Lap Top Computer	CNU7062RRV	$1,380	Eng.Fawad, Infrastructure	Working

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ALP-2165	Lap Top Computer	CNU7130207	$1,380	Eng.Askar, Infrastructure	Working
ALP-2166	Lap Top Computer	CNU7031MVN	$1,380	IT UNIT, IT	Working
ALP-2167	Lap Top Computer	CNU7062RT6	$1,380	Mir Osman, Main office	Working
ALP-2168	Lap Top Computer	CNU7031MR8	$1,380	Habibullah Ziar, Main Office	Working
ALP-2169	Lap Top Computer	CNU7062RTJ	$1,380	Dr.Emal Arman, Main Office	Working
ALP-0771	LAPTOP	CNU504G73F	$1,380	Eng.Shakir, Infrastructure	Working
ALP-0807	LAPTOP	CNU501FTHM	$1,380	Eng.Niaz Mohd Toorialay, Infrastructure	Working
ALP-0762	LAPTOP	CNU510FSFC	$1,380	Khan Mohammad, Operations	Working
ALP-0769	LAPTOP	CNU510FT9B	$1,380	IT Staff, IT Store	Working
ALP-0016	LAPTOP	CNU509FF4D	$1,380	Waheed, ALP1,GME	Working
ALP-0809	LAPTOP	CNU510FSK4	$1,380	Abdul Hafiz Safi, Logistics	Working
ALP-1279	LAPTOP	CNU 5141YCJ	$1,380	IT, IT Store	Working
ALP-1473	Laptop	CNU521HXF	$1,380	Amir Khan, ALP2	Working
ALP-1938	Laptop	CNU5520V9K	$1,380	Bismil, Finance	Working
ALP-0810	LAPTOP	CNU510FSLB	$1,380	Sayed Khalid, Agribusiness	Working
ALP-0768	LAPTOP	CNU510FTIH	$1,380	IT, IT Store	Working
ALP-0040	LAPTOP	CNU504G94T	$1,380	S.Wahid, Logistics	Working
ALP-0770	LAPTOP	CNU504G6G5	$1,380	PSD, Main Office	Working
ALP-1281	LAPTOP	CNU 5141Y6Q	$1,380	HAZRAT NABI, ALP2	Working
ALP-0803	LAPTOP	CNU504G8RZ	$1,380	Minhajuddin, Agribusiness	Working
ALP-0806	LAPTOP	CNU510FT86	$1,380	Staff, Business Center	Working
ALP-0763	LAPTOP	CNU510FSPP	$1,380	Haji Zahiruddin, Infrastructure	Working
ALP-0765	LAPTOP	CNU510FGSS	$1,380	ENG.ANWAR, ALP2	Working
ALP-0805	LAPTOP	CNU510FKS7	$1,380	Tawrat Jamil, Main Office	Working
ALP-0808	LAPTOP	CNU510FSHR	$1,380	Nasihullah, ALP1,Procurement	Working
ALP-1280	LAPTOP	CNU 5141XSO	$1,380	Mujadidi, ALP1	Working
ALP-0804	LAPTOP	CNU504G6N3	$1,380	Haji Naqeeb, ALP1, Finance	Working
ALP-0766	LAPTOP	CNU510FSW5	$1,380	PSD, Main Office	Working
ALP-0017	LAPTOP	CNU505FDS3	$1,380	IT Stock, Main Office	Working
ALP-1282	LAPTOP	CNU 52524TG	$1,380	Munira Sahar, MI&Gender	Working
ALP-0764	LAPTOP	CNU510FSLO	$1,380	Assad Sultanzai, Main Office	Working
ALP-1278	Laptop Computer	CNU 5200KHL	$1,380	IT, IT Store	Working
ALP-1398	Laptop Computer	P/W 632500516610	$1,380	GME Staff, Main Office	Working
ALP-1495	Laptop Computer	NCM36C101087	$1,380	IT Staff, IT Store	Working
ALP-1496	Laptop Computer	J5896A04	$1,380	Mina, Main Office	Working
ALP-1497	Laptop Computer	CNU501F5NC	$1,380	Hayatullah Safi, ALP1	Working
ALP-1499	Laptop Computer	CNU501F654	$1,380	Eng.Abdul Ahmad, Infrastructure	Working
ALP-1544	Laptop Computer	CNU509F7QD	$1,380	Flouran Wali, ME &Gender	Working
ALP-1604	Laptop Computer	CNU5520W6T	$1,380	Zarghuna, Main Office	Working
ALP-1605	Laptop Computer	CNU5520TGZ	$1,380	IT Unit, IT	Working
ALP-1606	Laptop Computer	CNU5520VY3	$1,380	Mohammad hamid, ALP	Working
ALP-1607	Laptop Computer	CNU5520VJF	$1,380	Monitoring Staff, M&E Unit	Working
ALP-1608	Laptop Computer	CNU5520VK4	$1,380	Irfanullah, Main Office	Working
ALP-1609	Laptop Computer	CNU5520VTB	$1,380	GME Staff, GME Unit	Working
ALP-1610	Laptop Computer	CNU5520V90	$1,380	Abdul Wasi, Main Office	Working
ALP-1704	Laptop Computer	CNU5520XVT	$1,380	Mujeeburahman, Finance Unit	Working

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ALP-1707	Laptop Computer	CNU5520VKX	$1,380	Hamid, Main Office	Working
ALP-1708	Laptop Computer	CNU5520V50	$1,380	Noor Alam, IT	Working
ALP-1728	Laptop Computer	CNU5520X06	$1,380	Zeba, Monitoring, GME	Working
ALP-1442	Laptop Computer	8HKFN81	$1,380	Jawed Ahmad Satar, Kabul Office	Working
ALP-1939	Laptop Computer	GVWFP81	$1,380	Haji Hakim, Main Office	Working
ALP-1941	Laptop Computer	5HKFN81	$1,380	Irfanullah, PSD Office	Working
ALP-1942	Laptop Computer	BHKFN81	$1,380	M.Jan Momand, Infrastructure	Working
ALP-1943	Laptop Computer	CNU5520VJV	$1,380	Communication Unit, Main Office	Working
ALP-1976	Laptop Computer	CNU5520VT5	$1,380	Dr.Emal Arman, ALP1	Working
ALP-2074	Laptop Computer	CNU7041GPS	$1,380	IT Staff, IT Store	Working
ALP-2075	Laptop Computer	CNU7041GH8	$1,380	Babrak Ahmadzai, Main Office	Working
ALP-2076	Laptop Computer	CNU7041BCD	$1,380	Store, Main Office	Working
ALP-2077	Laptop Computer	CNU7041GHZ	$1,380	Danilo, Main Office	Working
ALP-2078	Laptop Computer	CNU7041GNT	$1,380	Ali Ahmad, Monitoring	Working
ALP-2079	Laptop Computer	CNU7041GK6	$1,380	Abdurahman, ALP1,Finance	Working
ALP-2080	Laptop Computer	CNU7041GKP	$1,380	Margaret, Main Office	Working
ALP-2081	Laptop Computer	CNU7041OLKL	$1,380	Imran Khan, ALP Office	Working
ALP-2082	Laptop Computer	CNU7041IG85	$1,380	Alvaro, ALP1, VMP Unit	Working
ALP-2083	Laptop Computer	CNU7041IGJL	$1,380	Jonathan, STTA	Working
ALP-0018	LAPTOP HP nc 6220	CNU509FF1P	$1,380	Mangal, Facilities UNIT	Working
ALP-0866	DIGITAL PROJECTOR	TWB4371037	$1,599	DAI, ALP OFFICE, IT STORE	Working
ALP-0864	DIGITAL PROJECTOR	TWB4371035	$1,599	DAI, ALP OFFICE, IT STORE	Working
ALP-0867	DIGITAL PROJECTOR	TWB4371051	$1,599	DAI, ALP OFFICE, IT STORE	Working
ALP-0865	DIGITAL PROJECTOR	TWB4371044	$1,599	DAI, ALP OFFICE, IT STORE	Working
ALP-1911	Digital Projector	3.103E+14	$1,599	PSD, Business Center	Working
ALP-0792	UPS	TX114A0069	$1,638	DAI, ALP OFFICE, IT STORE	Working
ALP-0794	UPS	RW432A0357	$1,638	DAI, ALP OFFICE, IT STORE	Working
ALP-0789	UPS	TXX15X0070	$1,638	DAI, ALP OFFICE, IT STORE	Working
ALP-0797	UPS	RW432A0356	$1,638	Guests, LTTA House	Working
ALP-0791	UPS	TX114A0068	$1,638	DAI, ALP OFFICE, IT STORE	Working
ALP-0793	UPS	RW432A0352	$1,638	DAI, ALP OFFICE, IT STORE	Working
ALP-0796	UPS	RW432A0351	$1,638	DAI, ALP OFFICE, IT STORE	Working
ALP-0790	UPS	TX015A0069	$1,638	DAI, ALP OFFICE, IT STORE	Working
ALP-0899	WLAN PARABOLIC DISH ANTENA	N/A	$1,650	DAI, ALP OFFICE, IT STORE	Working
ALP-0898	WLAN PARABOLIC DISH ANTENA	N/A	$1,650	DAI, ALP OFFICE IT STORE	Working
ALP-0002	LAPTOP	CNU503FHCL	$1,945	Shokaib, ALP1,PSD	Working
ALP-0005	LAPTOP	CNU505FPLM	$1,945	Assadullah Azizi, ALP	Working
ALP-1472	Laptop	CNU501F6J5	$1,945	Setara, Main Office	Working
ALP-0003	LAPTOP	CNU505FPJZ	$1,945	IT, IT Store	Working

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ALP-0013	LAPTOP	CNU451F68Y	$1,945	Sadat, NRM	Working
ALP-0004	LAPTOP	CNU505FSJ1	$1,945	Naila, Main Office	Working
ALP-1511	Laptop Computer	CNU501F696	$1,945	Eng. Yusuf, Infrastructure	Working
ALP-0007	LAPTOP HP nc 6000	CNU505FQ0K	$1,945	Fahim, ALP2	Working
ALP-0001	LAPTOP HP nc 6000	CNU501F66G	$1,945	Eng.Anwar, Infrastructure	Working
ALP-2449	Printer	JPKHD46651	$2,200	Public & Information Staff, Main Office	Working
ALP-1431	Transceiver Supply Codan 3020	0512F	$2,740	DAI Staff, Laghman Office	Working
ALP-2244	Laptop	24A73710G8	$2,950	IT Staff, IT	Working
ALP-0767	LAPTOP	CNU510FIFS	$3,355	Enayat, Monitoring	Working
ALP-1586	Codan RF,NGT VR Mobile	5635024F0712/5603142B0712	$3,755	DAI Staff, Vehicle No M.7582	Working
ALP-1323	RF Unit NGT VR Mobile	5635024F0709	$3,755	Dai Staff, M.7649	Working
ALP-1289	RF Unit NGT VR Mobile	5635024F0739	$3,755	Dai Staff, car M,7585	Working
ALP-1286	RF Unit NGT VR Mobile	5635024F0718	$3,755	Dai Staff, car M,7582	Working
ALP-1295	RF Unit NGT VR Mobile	5635024F0714	$3,755	Dai Staff, Car M.7651	Working
ALP-1333	RF Unit NGT VR Mobile	5635024F0716	$3,755	DAI STAFF, M.7581	Working
ALP-1283	RF Unit NGT VR Mobile	5635024F0725	$3,755	Dai Staff, Car M,7584	
ALP-1430	RF Unit NGT VR Mobile	5103138U0785/ 08-05628-001	$3,755	DAI Staff, Laghman Office	Working
ALP-1441	Modem	P/N 47-10539-02 REV.AO S/N 888 09464170	$4,500	DAI Staff, Kabul Office	Working
ALP-0214	Modem Datum	42126150	$4,500	DAI, ALP Office IT Unit	Working
ALP-1451	Satellite Modem	N/A	$4,500	PSD Unit, Business Center	Working
ALP-1432	NGT Desktop Console		$4,504	DAI Staff, Laghman Office	Working
ALP-1447	CISCO Router	N/A	$5,000	PSD Unit, Business Center	Working
ALP-0213	ROUTER	25786903	$5,000	IT, Jalalabad, Afghanistan(IT)	Working
Total			**$356,434**		