



USAID | AFGHANISTAN

FROM THE AMERICAN PEOPLE

MAR 23 2013

SUBJECT: Award Number AID-306-A-13-00002, Multi-Input Area Development Global Development Alliance (MIAD GDA)

Dear _____

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the U.S. Agency for International Development, (hereinafter, referred to as "USAID") hereby enters into a Collaboration Agreement (the "Agreement") with the Aga Khan Foundation USA (hereinafter, referred to as AKF USA) for the sum of \$_____ to provide support for a program in Afghanistan as described in the Articles of this Agreement and Attachment 1, entitled "Program Statement."

Obligation is made as of the date of this letter and shall apply to commitments made by AKF USA in furtherance of the objectives of the MIAD GDA, as described in the Articles of the Agreement, during the period beginning with the effective date and ending 60-months thereafter. USAID shall not be liable for reimbursing AKF USA for any costs in excess of the obligated amount.

The funds obligated in this Agreement are obligated to AKF USA, on the condition that the funds will be administered in accordance with the Articles and Standard Provisions as set forth in the Agreement.

Please sign the original and each copy of this letter to acknowledge your receipt of the Agreement, and return a signed scanned copy to the Agreement Officer.

Cordially,

Michael Ashkouri, Esq.
Supervisory Agreement Officer

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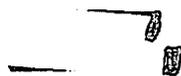
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ARTICLE I: SCOPE OF THE AGREEMENT

A. BACKGROUND

The purpose of the Multi-Input Area Development Global Development Alliance (MIAD GDA, or the "Alliance") is to promote a private sector led model of sustainable social and economic development in Badakhshan Province that incorporates efforts to reduce economic, social and gender inequalities. The project purpose will be realized through the mobilization of private investments in profitable economic drivers (businesses and economic growth projects), which will create jobs, stimulate economic growth and generate income for social development from the USAID-granted funds.

B. GOALS AND SCOPE

The Parties shall perform a coordinated effort to design and develop a program to: 1) implement social development activities as specified in the Program Statement, attached as Attachment 1, covering health, education, democracy and governance, civil society, rural development, agriculture, and technical and vocation training; and 2) undertake investments in economic driver projects through appropriate investment structures, including a financing facility (such as the Multi-Input Area Development (MIAD) Financing Facility)

The program shall be carried out in accordance with the Program Statement incorporated into this Agreement as Attachment 1. AKF USA and its Alliance Members (defined below) shall submit or otherwise provide all documentation required by Attachment 2, Reporting Requirements.

The MIAD GDA will involve both a social component and an economic driver component. The social component will consist of [redacted] of funding for a set of social interventions taking place over the term of this Agreement. This amount will be comprised of [redacted] in funding contribution by USAID and [redacted] contribution from AKF USA.

The economic driver component of the Alliance will consist of investments made in selected economic driver projects in Afghanistan and the region, through appropriate funding vehicles, including, potentially, the MIAD Financing Facility. Through the economic driver component of the Alliance, a minimum of [redacted] in investments will be planned in Afghanistan and the region. The USAID funding contribution to be invested in the economic driver portion of the Alliance is [redacted]. The USAID contributions will be designated exclusively for investment in Afghanistan and preferably in the province of Badakhshan. Investments by AKF USA or any affiliated entity may be made outside of Afghanistan, provided that Afghanistan is the primary beneficiary of this investment. 100% of the returns attributable to USAID's contribution to the MIAD Financing Facility or other appropriate investment vehicle shall support the ongoing needs of the social sector in Afghanistan, with a preference of the needs of the province of Badakhshan.

B. ALLIANCE STEERING COMMITTEE (ASC)

AKF USA shall establish an Alliance Steering Committee (ASC) to oversee the elaboration and implementation of the MIAD GDA.

USAID will have an advisory role (represented by the Agreement Officer's Representative (AOR)) on the ASC to help coordinate activities in the social sector and support the management of the MIAD Financing Facility or other appropriate investment vehicle. The following ASC decisions are subject to USAID Agreement Officer Approval:

- (a) Changes to the Articles Collaboration, if such changes substantially alter the relationship of the Parties as originally agreed upon when the Agreement was executed;
- (b) Changes to, or elimination of, any USAID funding allocation to any Alliance Member as technically and/or financially justified;
- (c) Technical and/or funding revisions to the Agreement; and
- (d) Admission of additional or replacement Alliance Members.

The ASC is responsible for establishing a schedule of regular technical meetings. The ASC must notify all Alliance Members and the USAID AOR of the established meeting schedule and, in the event of changes to this schedule, must notify all Alliance Members and the USAID AOR thirty (30) calendar days prior to the next scheduled meeting.

A quorum (at least 2/3) is required of the voting representatives (or their proxies) of the ASC. All programmatic decisions will be made by majority vote of the ASC.

C. MANAGEMENT AND PROGRAM STRUCTURE

Technical and program management of the coordinated program established under this Agreement must be accomplished through the management structures and processes detailed in this Article.

The USAID AOR is expected to fully participate in all meetings of the ASC. Other USAID and/or US Government personnel approved by the USAID AOR may also participate in the technical portion of these meetings.

D. PROGRAM MANAGEMENT PLANNING PROCESS

The program management and planning process will be subject to quarterly and annual reviews with inputs and review from the ASC, including inputs from the USAID AOR.

Initial Program Plan: The Alliance will follow the initial program plan that is contained in the Program Statement (Attachment 1).

Overall Program Plan Annual Review

(a) The ASC, with USAID's AOR participation and review, will prepare an overall Annual Program Plan in the first quarter of each Agreement Year. (For this purpose, each consecutive twelve (12) month period from (and including) the month of execution of this Agreement during which this Agreement will remain in effect will be considered an "Agreement Year.") The Annual Program Plan will be presented and reviewed at an annual program review, concurrent with the appropriate quarterly meeting of the ASC, which will be attended by the Alliance Members, the USAID AOR, and other program managers and personnel as appropriate. The ASC, with USAID's participation and review, will prepare a final Annual Program Plan for each Program Year.

(b) The Annual Program Plan provides a detailed schedule of activities, commits the Alliance to use its best efforts to meet specific performance objectives, and includes forecasted expenditures. Recommendations for changes, revisions or modifications to the Agreement that result from the annual program review must be made in accordance with the provisions of Article III, Section E.

E. MODIFICATIONS

As a result of quarterly meetings, annual reviews, or at any time during the term of the Agreement, progress or results may indicate that a change in the Program Statement would be beneficial to program objectives. Recommendations for modifications, including justifications to support any changes to the Program Statement, will be documented in a letter and submitted by the ASC to the USAID Agreement Officer. This documentation letter will detail the technical, chronological, and financial impact of the proposed modification to the existing program.

The USAID Agreement Officer will be responsible for the review and verification of any recommendations to revise or otherwise modify the Program Statement or other proposed changes to the terms and conditions of this Agreement. The ASC, with USAID AOR's participation, may approve any modification to the Program Statement or this Agreement.

F. FINANCING FACILITY AND OTHER MECHANISM

Prior to implementing the MIAD Financing Facility or any other such investment vehicle and the mechanism that invests the returns attributable to the _____ USAID grant that is invested in such a Financing Facility, as discussed in Attachment 1 of this Agreement, AKF USA will seek Agreement Officer approval to fully reflect USAID’s non-voting advisory role in the implementation of activities under the Alliance.

ARTICLE IV: AGREEMENT ADMINISTRATION

Unless otherwise provided in this Agreement, approvals permitted or required by USAID may be made only by the USAID Agreement Officer. Administrative matters affecting material terms and conditions of this Agreement must be referred to the following representatives of the Parties:

USAID: _____

AKF USA: _____

Technical matters under this Agreement must be referred to the following representatives:

USAID: _____

AKF USA: _____

Each Party may change its representatives named in this Article by written notification to the other Party.

ARTICLE V: AMENDMENT

This Agreement may be amended upon mutual consent of the Parties by formal modifications to this Agreement or by exchange of letters between the USAID Agreement Officer and appropriate Alliance Administrator, as identified in Article IV above.

ARTICLE VI: OBLIGATION AND PAYMENT

A. OBLIGATION

Upon execution of this Agreement, USAID hereby obligates _____ or purposes of this Agreement. AKF USA will be given written notice by the Agreement Officer if additional funds will be added. USAID is not obligated to reimburse AKF USA for the expenditure of amounts in excess of the total obligated amount.

USAID’s total estimated contribution, subject to the availability of funds and agreement to proceed, is _____ USAID’s liability to make payments to the Alliance is limited to _____

only those funds obligated under this Agreement or by modification to the Agreement. USAID may incrementally fund this Agreement.

Of the total estimated contribution, USAID will contribute _____ to the social component of this program and another \$ _____ to the economic driver component.

B. PAYMENTS

In addition to any other financial reports provided or required, the ASC must notify the USAID Agreement Officer immediately if any contribution from AKF USA is not made as required.

Payment shall be made to AKF USA by Letter of Credit (L.O.C) in accordance with the procedures set forth in 22 CFR 226.

Limitation of Funds: In no case will USAID's liability exceed the amount obligated under this Agreement.

Financial Records and Reports: The Alliance and Alliance Members must maintain adequate records to account for all funding under this Agreement and must maintain adequate records to account for Alliance Members' funding provided under this Agreement.

Upon completion or termination of this Agreement, whichever occurs earlier, the Alliance Administrator must furnish to the Agreement Officer a copy of the Final Report required by Attachment 2, Part E. The Alliances' and Alliance Members' relevant financial records are subject to examination or audit by a certified public accountant for a period not to exceed three (3) years after expiration of the term of this Agreement. Payment records are to be maintained for six years and three months as applicable.

ARTICLE VII: DISPUTES

A. GENERAL

Parties must communicate with one another in good faith and in a timely and cooperative manner when raising issues under this Article. This Article does not limit in any way the termination procedures set forth at Article II.C.

B. DISPUTES RESOLUTION PROCEDURES

1. Any disagreement, claim or dispute between USAID and AKF USA, any Alliance Member or the Alliance concerning questions of fact or law arising from or in connection with this Agreement, whether or not involving an alleged breach of this Agreement, may be raised only under this Article.
2. Whenever disputes, disagreements or misunderstandings arise, the Parties must attempt to resolve the issue(s) involved by discussion and mutual agreement as soon as practicable. The Parties will endeavor that no dispute, disagreement, or misunderstanding that arose more than three (3) months prior to the notification made under subparagraph B.3 of this Article will

constitute the basis for relief under this Article, unless the USAID Agreement Officer, in the interests of justice, waives this requirement.

3. Failing resolution by mutual agreement, the aggrieved Party must document the dispute, disagreement, or misunderstanding by notifying the USAID Agreement Officer in writing of the relevant facts, identifying unresolved issues, and specifying the clarification or remedy sought. Within five (5) working days after providing notice to the other Party, the aggrieved Party may, in writing, request a decision by the USAID Agreement Officer. The Agreement Officer shall submit a written position on the matter(s) in dispute within thirty (30) calendar days after being notified that a decision has been requested.
4. If the aggrieved Party desires a further review, the Party must submit a written request to the USAID Procurement Executive, made within thirty (30) calendar days of the expiration of the time for a decision under subparagraph B.3 above. The USAID Procurement Executive may elect to conduct this review personally or through a designee or jointly with a senior executive appointed by the ASC. Following the review, the USAID Procurement Executive or designee will resolve the issue(s) and notify the Parties in writing. Such resolution is not subject to further administrative review and, to the extent permitted by law, will be final and binding.

ARTICLE VIII: NONLIABILITY

USAID does not assume responsibility for any 3rd party claims arising out of this Agreement. Claims for damages of any nature whatsoever pursued under this Agreement must be limited to direct damages only up to the aggregate amount of USAID funding disbursed as of the time the dispute arises. In no event will USAID be liable for any claims for consequential, punitive, special and incidental damages, claims for lost profits or other indirect damages.

ARTICLE IX: TITLE AND DISPOSITION OF PROPERTY

A. DEFINITIONS

In this Article "property" means any tangible personal property other than property actually consumed during the execution of work under this Agreement.

B. TITLE TO PROPERTY

C. DISPOSITION OF PROPERTY

At the completion of the term of this Agreement, items of property must be disposed of in accordance with USAID disposition instructions provided by the Agreement Officer.

ARTICLE X: AUDITS AND RECORDS

AKF USA must maintain financial records, supporting documents, statistical records and all other records to support performance of, and charges to this Agreement. Accounting records and supporting documentation must, at a minimum, be adequate to show all costs incurred under this Agreement; receipt and use of goods and services acquired under this Agreement; the costs of the program supplied from other sources; and the overall progress of the program. Unless otherwise notified by USAID, AKF USA records and Alliance Members' records that pertain to this Agreement must be retained for a period of three years from the date of submission of the final expenditure report.

Costs charged to the program by AKF USA, a U.S. non-governmental organization must be determined to be allowable in accordance with the applicable OMB Circulars. AKF USA is subject to the Single Audit Act (31 U.S.C. 7501-7507) and the audit and record terms of OMB Circular A-133, Audits of States, Local Governments, and Non-profit Organizations.

USAID will have full access to all relevant information with respect to the investment decisions related to the investment of its contributions.

ARTICLE XI: OTHER STANDARD PROVISIONS

The following mandatory and required when applicable Standard Provisions must be adhered to unless a deviation has been approved in accordance with ADS 303.4. The full text of each standard provision can be found at the following website:

<http://transition.usaid.gov/policy/ads/300/303maa.pdf>

1. Ineligible Countries (May 1986)
2. Nondiscrimination (June 2012)
3. Sub-agreements (June 2012)
4. OMB Approval Under the Paperwork Reduction Act (December 2003)
5. USAID Eligibility Rules for Goods and Services (June 2012)
6. Debarment, Suspension, and Other Responsibility Matters (June 2012)
7. Drug-Free Workplace (June 2012)
8. Equal Participation by Faith-Based Organizations (June 2012)
9. Preventing Terrorist Financing – Implementation of E.O. 13224 (June 2012)
10. Regulations Governing Employees (August 1992)
11. Conversion of United States Dollars to Local Currency (November 1985)
12. Use of Pouch Facilities
13. Travel and International Air Transportation (June 2012)
14. Ocean Shipment of Goods (June 2012)
15. Voluntary Population Planning Activities – Mandatory Requirements (May 2006)
16. Trafficking in Persons (June 2012)
17. Submissions to the Development Experience Clearinghouse and Publications (June 2012)
18. Negotiated Indirect Cost Rates – Provisional (Nonprofit) (April 1998)
19. Voluntary Population Planning Activities – Supplemental Requirements (Jan. 2009)
20. Cost-Sharing (Matching) (February 2012)

21. Prohibition of Assistance to Drug Traffickers (June 1999)
22. Investment Promotion (November 2003)
23. Reporting Host Government Taxes (June 2012)
24. USAID Disability Policy – Assistance (December 2004)
25. Central Contractor Registration and Universal Identifier (October 2010)
26. Reporting Sub-awards and Executive Compensation (October 2010)

ARTICLE XII: ORDER OF PRECEDENCE

In the event of any inconsistency between the terms of this Agreement and language set forth in the Attachments, the inconsistency must be resolved by giving precedence in the following order: (1) The Agreement, and (2) Attachments to the Agreement.

ARTICLE XIII: EXECUTION

This Agreement constitutes the entire agreement of the Parties and supersedes all prior and contemporaneous agreements, understandings, negotiations and discussions among the Parties, whether oral or written, with respect to the subject matter hereof. This Agreement may be revised only by written consent of AKF USA and the USAID Agreement Officer. This Agreement, or modifications thereto, may be executed in counterparts, each of which will be deemed as original, but all of which, taken together, constitute one and the same instrument.

ARTICLE XIV: PUBLICITY AND MARKING:

The parties must confer about and, if applicable, agree upon the substance of a visibility and publicity strategy for the programs, projects, activities, or public communications supported by this Agreement. The program, project, activity, or public communication, must be marked in accordance with the provisions of USAID ADS 320 and the USAID Partner Branding Guide. This requirement does not apply to the economic drivers' component of this Agreement.

ARTICLE XV: ENVIRONMENTAL CONSIDERATIONS

Section 117 of the Foreign Assistance Act of 1961, as amended, requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204, which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities.

AKF USA's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs. In addition AKF USA must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern as applied to the activities under this Agreement.

No activity funded under this Agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by USAID's Bureau Environmental Officer (BEO) (hereinafter, such documents are referred to as "approved Regulation 216 environmental documentation.")

An IEE has been approved for the activities expected to be implemented under this Agreement and is attached hereto as Attachment 6. USAID has determined that a Negative Determination with Conditions applies to one or more of the proposed activities and a Positive Determination applies to certain other activities proposed under the program. AKF USA shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this Agreement.

In particular, as part of its initial program plan and all Annual Program Plans thereafter, AKF USA, in collaboration with the USAID AOR and Mission Environmental Officer or BEO, as appropriate, shall review all ongoing and planned activities under this Agreement to determine if they are within the scope of the approved Regulation 216 environmental documentation.

If AKF USA plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare a proposal for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of amendments to the approved Regulation 216 environmental documentation.

Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is approved by USAID.

ARTICLE XVI: GENDER CONSIDERATIONS

Congress has mandated that USAID programs address the needs and protect the rights of Afghan women and girls, including efforts undertaken to prevent discrimination and violence against women and girls; provide economic and leadership opportunities; increase participation of women in the political process at the national, provincial and sub-provincial levels; improve security for women and girls; and any other programs designed to directly benefit women and girls. As required by USAID policies, AKF USA must integrate assistance to women into all stages of development, planning, programming and implementation as a part of this program, even if such integration requires separate but equitable programming approaches. Such integration shall focus on Afghan-led programs directly aligned with any or all the three pillars of development outlined in the National Action Plan for the Women of Afghanistan (NAPWA): 1) Security; 2) Government, Rule of Law, and Human Rights (including leadership and political participation); and 3) Economic and Social Development. AKF USA must establish the necessary accounting and management systems to separately track and report to USAID fiscal

year expenditures under the Agreement supporting issues of gender equality and women and girls as direct beneficiaries during each fiscal year of the Agreement.

AKF USA must establish the necessary implementation, management and reporting systems to separately track and report to USAID data on female beneficiaries and measurable impacts of activities intended to address the needs of women and girls. Project quarterly implementation reports through Afghan Info shall specifically include information on the following, to the extent that it is applicable to the Agreement: 1) the total number of women and girls supported through the Agreement on a quarterly basis; 2) number of women accessing basic services, including education and health; 3) number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries; 4) number of interventions resulting in increased participation of women in government and civil society; 5) number of activities supporting legal rights and public access for women; and 6) qualitative outcomes, in addition to quantifiable outputs, for women who have benefited from the Agreement. AKF USA must refer to USAID/Afghanistan's comprehensive Performance Management Plan (PMP) for a list of gender indicators and may add customized indicators as needed. Indicators applicable to the Agreement shall be disaggregated by gender. This requirement does not apply to the economic drivers' component of this Agreement.

ARTICLE XVII: AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this Agreement is 937: the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source.

ATTACHMENT 1: PROGRAM STATEMENT

Multi Input Area Development: Financing Facility with an Economic Driver.

Before we discuss the pre-MIAD social development work encompassed by this GDA, we will elaborate about the economic drivers that will sustain the work beyond the five (5) year GDA. Essentially, through the MIAD Financing Facility or other appropriate investment vehicle,

proposes to mobilize at least \$ in capital to invest with an additional \$ of USAID grant funds through

[REDACTED]

Laying Groundwork through Social Development and Allied Infrastructure Working Through District Development Assemblies

AKF will work in its existing implementation areas to support local District Development Assemblies (DDAs), including capacity building for these councils and development-focused

block grants through which the DDAs can select and prioritize socially beneficial projects for the communities in their districts. The block grants will be, on average, _____ will be used to fund district level infrastructure projects that are selected from each district's District Development Plans.

Each DDA will receive two block grants: one in Year One and one in Year Three. AKF has developed a package of thematic capacity-building trainings, which are designed to support the project selection and management process and also further the broader good governance functioning of the DDAs. Trainings cover issues such as:

- Sub-national Governance Visioning
- Needs Assessment
- Revising District Development Plans
- Participatory Project Selection/Project Cycle Management
- Gender Integration
- Community-based Monitoring
- Common Property Resource Management/Disaster Risk Reduction
- Conflict Resolution

By the end of the project, once the DDAs have used 2 block grants, each DDA will participate in horizontal experience-sharing activities with neighboring districts for cross learning and exchange of best practices. AKF and USAID will endeavor to ensure that implementation of the program responds to evolving sub-national governance structures, including those implemented by GIRoA and the World Bank's ARTF. The block grants will be disbursed in a manner that enables future local government funding to be provided on budget.

AKF's experience has demonstrated multiple benefits of working with DDAs. First, locally elected governance bodies are engaged in determining what their development needs are and how best they can meet those needs with the block grant funding. Second, implementing the grants in this way enables DDAs to learn by doing, which will help them meet their mandate of service delivery to constituents. Given the increasing emphasis on local procurement and the building of capacity of local institutions, this increased capacity can also benefit future USG development assistance, and constitutes an investment in Afghanistan's future governance structures. Importantly, this experience will be critical in ensuring that DDAs will be better able to play the constitutionally mandated role of District Councils in the future.

AKF is especially careful to ensure that projects selected by DDAs have full support from provincial level authorities, who must confirm in writing, their willingness to staff, operate, and maintain facilities, where appropriate. (i.e., in health and education) in order to ensure on-going sustainability.

The process and proposed interventions will be driven by the needs of the community. Therefore, it is difficult to accurately predict which interventions that DDAs will choose to address during

this intervention phase. However, AKF envisions certain parameters around the projects that will be implemented under these block grants. These parameters include:

- Priority interventions will focus on health, education, and rural development, in line with the overall vision of the program;
- Interventions will align with the Afghan national plans and strategies;
- Interventions will be eligible interventions, in accordance with the United States' rules and regulations for foreign assistance, as guaranteed by the projects' compliance officer;
- Appropriate levels of community engagement and participation will be ensured, including from women.

Sector-Specific Interventions

Health

Poor health practices, coupled with the lack of safe drinking water and inadequate sanitation, are among the major causes of mortality and morbidity in Badakhshan, especially for mothers and children. The proposed interventions are aimed at increasing access to safe drinking water, improved sanitation and health promotion through community-led interventions, thereby investing in prevention mechanisms that improve community health and reduce the volume of cases referred to care facilities for acute treatment. Community-based awareness and prevention is a critical approach to helping the formal healthcare system become more sustainable and capable of handling its patient burden in the years to come.

Per alignment with the Health National Priority Program (NPP) "Health for All Afghans," the proposed interventions are aimed at the adoption of community-based health promotion strategies and promoting community empowerment in collaboration with non-health stakeholders in the communities (National Priority Program, Component-3, Subcomponent-5, and Deliverable-3). The proposed interventions will also complement the existing USAID supported Partnership Contracts for Health (PCH) in Badakhshan districts and will build on the interventions implemented in Badakhshan with the support of the Canadian International Development Agency (CIDA), which have focused on barriers to maternal and neonatal health. Since neither the current USAID or CIDA funding contain health and hygiene prevention and promotion activities which integrate water and sanitation issues, under the GDA AKF will focus on this area of public-based health. Specifically, AKF will reach ad
in addition to ys a public health, safe drinking water, and sanitation initiatives.

1 - Health Promotion:

Improved health knowledge, attitudes, and practices of communities will be promoted through building greater capacity of local actors in communities of Existing community structures, recognized by the MoPH

and MRRD, such as Family Health Action Groups, CDCs, CDC clusters, and DDAs, will be used for effective behavior change communication, which will help to ensure the continuous sustainability of interventions. Health promotion activities will include the following three components:

Level: This component is focused on building community acceptance for behavior change and is aimed at micro-level and meso-level structures such as health shuras, CDCs, CDC Clusters and DDAs. The delivery of health messages through these existing, representative institutions will help to build an enabling environment for behavior change.

Level 2: This component is focused on School Shuras (SSs) and School Student Associations (SSAs) to help promote messages; incorporate relevant messages into the current curriculum; and raise awareness among teachers to institutionalize messages within their lessons. Children can become change agents in their own communities and healthy behaviors that are normalized early in a child's life become life-long health-supporting habits. AKF will use a variety of platforms, including government platforms where possible and appropriate.

Level 3: This component is focused at the household level and is specifically intended to reach women and caregivers who may be less mobile due to socio-cultural norms and therefore harder to reach through community-level activities. Women and caregivers (especially female elders) are influential in determining childhood behavioral patterns, such as hand washing, diet and food consumption, and knowledge on health, sanitation, and nutrition. Behavior change in households will be targeted through the Care Group Model¹ using Family Health Action Group volunteers.

Messaging: A standard package of messages for multiple target groups is developed, and reflects existing Information, Education and Communication (IEC) materials² around nutrition, health and hygiene. The package will address gaps in messaging (e.g., menstrual hygiene) and develop messaging in new areas. Health Promotion messaging is tailored to the unique target group based on literacy, environment and household/community domain. The IEC messages are approved by MoPH and piloted for understanding by target populations with respect to concepts, presentation, and appropriateness. These messages will be used for training and supporting existing community structures as outlined above, and may also be introduced through Community-Based Savings Groups (CBSGs), adult literacy classes, and parenting classes. For household and school system targeting, packages will be carefully tailored. Also, teacher packages and materials (e.g., games, toys, and songbooks) will be developed. These materials will ensure that linkages are made with current issues in textbooks to nutrition, health, and hygiene. Finally, message domains include: 1) Sanitation; 2) Personal Hygiene; 3) Environmental Hygiene; 4) Nutrition; and 5) Communicable Diseases.

¹ Laughlin M. (2004). "The Care Group Difference." Baltimore: World Relief.

² The IEC package is comprised of the messages developed by MoPH, MRRD and MoE. The package is presented to IEC Committee of the MoPH for endorsement.

II - Water and Sanitation:

The planned interventions will contribute to the sustainability of Badakhshan's formal healthcare system by improving access to safe drinking water with the rehabilitation of _____ water points and establishment of _____ new water points in _____ target villages. In sum, _____ improved sanitation facilities will be established.

Water and sanitation activities will complement public health interventions in target villages identified based on AKF's recently completed assessment. The proposed WatSan intervention is aligned with national priorities identified by MoPH and MRRD and will be implemented as follows:

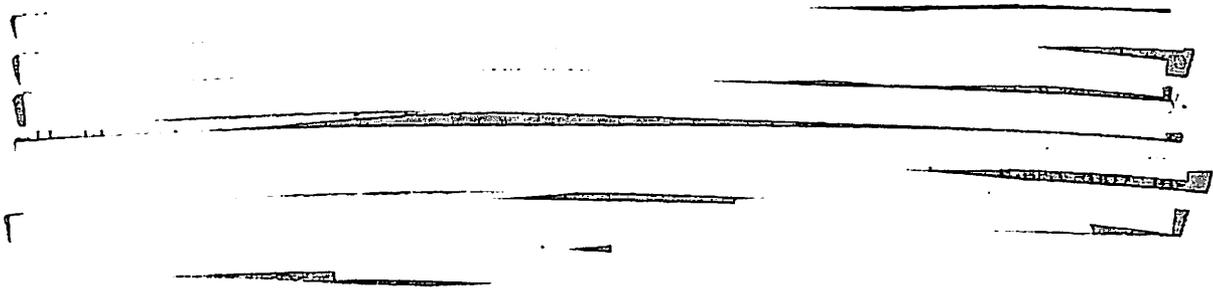
Phase 1: AKFA will leverage existing relations in target villages to make contact with existing Water User Groups (WUGs) to identify sites for new water sources and non-functional water points that can be rehabilitated. Water point selection will be based on the standard technical and operational criteria as per AKF's Operational Manual, which will ensure the functionality (availability of sufficient water) and utility (accessible to all) of the water point along with maintenance and operating measures as committed by the Water User Groups.

Phase 2: Water points will be rehabilitated and built, based on need, with the time and labor contributions from the WUG members. Improved sanitation facilities will be established and sanitation education will be provided to the target communities. The sanitation components are aligned with the standard components for Community Led Total Sanitation and are linked with Water and Health and Hygiene promotion component of the project.

Phase 3: Follow-up visits to households will be made every three months to identify which water points are being used by which households for mapping purposes.

III – eHealth

In addition to strengthening preventative interventions through Public Health Promotion and WASH programming, AKF will work with _____ to expand their network of eHealth connections to a broader range of more far-flung facilities, supporting rural clinical service delivery. This intervention will ensure cost savings for patients and the health system, leading to a more sustainable health system for Badakhshan.



The proposed expansion will grow the eHealth network to include district level facilities and below in Badakhshan, and will be completed in two phases over five years. Phase 1 of this project will connect district level health facilities in Badakhshan with Faizabad Provincial Hospital and _____ in Kabul. With these connections, a program of continuing distance education and strengthening family medicine training through eLearning will be initiated. Phase 2 will connect community-based health workers associated with Community Health Centres (CHCs) in rural areas through mobile technology for referral of cases and sharing health information. Many of these facilities do not have access to the Provincial Center for much of the year and therefore, patient loss is highest during the winter months because difficult cases cannot be easily referred to better-equipped facilities. As a result of eHealth, doctors and nurses will have access to expert consultations and counselling all year round.

By ensuring that the above-mentioned eHealth solutions succeed a strong IT infrastructure base for the health institutions is required in the region. Health institutions will need PCs or laptops with required internet connectivity at appropriate locations. All equipment would need approximately 24-hour battery support, especially in Afghan health centers. Minimum bandwidth of 128 Kbps for internet connectivity should be available to all institutions to allow access to asynchronous and low-bandwidth synchronous solutions for educational and clinical purposes. Finally, where appropriate, wireless access in hospitals and teaching centers, will also be explored to improve the effectiveness of health institutions.

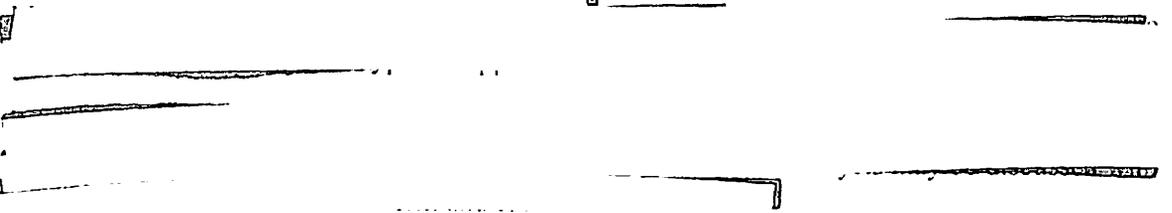
AKF will train and deploy eHealth coordinators to provide support to connected health facilities on a regular basis. The eHealth coordinators will require specialized training in some equipment to support tele-consultations, in order to ensure that quality is not compromised. _____ healthcare providers and managers will be provided initial and refresher trainings on the technology, both through workshops and on a one-to-one basis.

The proposed expanded connections will:

- a) Reduce the number of referrals to next level facilities and help limit unnecessary referrals;
- b) Provide immediate responses, in terms of counselling patients, selecting treatment, and referral to the next level facilities where needed;
- c) Save time and cost for patients;
- d) Save cost of care for the health system caused by unnecessary referrals;
- e) Positively impact health indicators related to maternal and child health and chronic diseases;
- f) Improve knowledge of health providers, strengthening the capacity of the primary tiers of the health system and relieving the burden on higher-level facilities for simple cases;
- g) Avoid costly travel to training workshops and teaching sessions, retaining healthcare providers in their district posts.

The addition of eHealth in these areas will complement and enhance the services provided in BPHS and serve to relieve the future burden on facilities covered by EPHS. As such, this program will help to make the broader health system in Badakhshan more resilient as coordinated its eHealth approach with MoPH and other health stakeholders, including, presenting

the ehealth strategy to the World Health Organization. The dissemination of lessons learned has resulted in _____ being asked to help the Government and various stakeholders develop a broader strategy for ehealth connectivity at the national level. This approach has been supported by the Government and other health stakeholders, and represents a relatively cost-effective upfront enhancement to the national health system, which has long-term benefits for the overall health system and for increasing access to health services to people located in virtually inaccessible areas. This will be documented and disseminated nationally through _____ engagement with actors at the ministerial level.



Education

The advancement and augmentation of an educated, literate population is an important element in supporting extant social and economic development. This challenge is particularly relevant to Afghanistan, where more than half of the population is under 15, and in Badakhshan, where almost one-third of the population is under nine. This problem is attenuated in the case of women, where gender inequality in education remains high, as evidenced by the fact that only 12.6% of adult women are literate.

AKF currently supports Afghanistan's education system in _____ in Badakhshan. Interventions in these areas include: building and rehabilitating schools; providing essential teaching and learning materials; developing teacher effectiveness through in-school training and mentoring in government schools and community-based classes; addressing community concerns and changing attitudes towards education; and supporting and training education officials at district and provincial level with the objectives of increasing access, quality, community engagement and government capacity.

AKF has been undertaking education interventions in Afghanistan for almost 10 years and recognizes that teacher effectiveness is one of the most significant issues, underpinning many of the aspects outlined above. In Afghanistan, a dearth of qualified teachers working in schools (particularly in remote rural areas) and problems in implementing effective ongoing professional development, are obstacles to building and sustaining a cadre of competent teachers and to the future development of a well-educated population. These problems affect females disproportionately, due to family and cultural factors, which often prevent women, particularly in rural areas, from being able to take advantage of teaching opportunities. The current hunger for education requires teachers who are able to deliver meaningful, effective education, inasmuch as the lack of qualified female teachers is commonly noted as a core barrier to enabling more girls to remain at school beyond the primary level.

Teacher Training Colleges (TTCs) have been established to address the issue of increasing the qualification level of teachers – with “core” TTCs generally focusing on accepting students on a full-time basis post Grade 12 onto pre-service training programs, and, more recently, “satellite” or district level TTCs providing part-time training to people who are already working as teachers but have not formally qualified. AKF regards this latter program as particularly effective with respect to:

- Improving teacher qualifications and quality in rural and remote areas
- Working with people who have already chosen to become teachers (rather than students at core TTCs who frequently attend because they want a Grade 14 education but have no intention of becoming a teacher);
- Reaching women (who are disproportionately more limited for financial and cultural reasons in being able to attend the full-time core TTCs in the provincial centers);
- Providing an infrastructure “light” model, by using buildings and staff which are already present, rather than building something new (Satellite TTCs use government school buildings during a part of the day or school holidays when they are not otherwise being fully utilized and any small additions made to the Satellite TTC (e.g., laboratory equipment) also benefits the school); and
- Ensuring that the lessons learned are immediately implemented in the classroom.

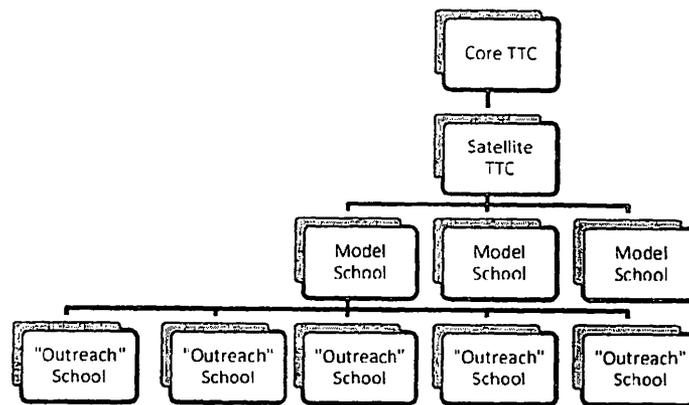
The proliferation of Satellite TTCs and Model Schools and the sustained support thereto is part of the Ministry of Education’s (MoE’s) National Priority Program for Education plan

for focusing on the improvement of the quality of education and the development of a cadre of qualified teachers, particularly women. The proposed activities will complement MoE activities and vision of strengthening and developing the Satellite TTC concept and expanding the number and benefits of model schools.

Proposed Activities

In order to develop a platform which will help strengthen education delivery and effectiveness in Badakhshan, as well as provide a model for other districts in Badakhshan and Afghanistan, AKF will focus on supporting Satellite TTCs to ensure that they are able to offer quality teacher education and effective teachers. Figure 44 illustrates a model in which each Satellite TTC would be linked to 3 model schools, and each of those would conduct outreach work with a cluster of around 5 other schools (government or community) in the area. In addition, some support will be provided to the Core TTC to strengthen their ability to competently manage the work of the Satellite TTCs remotely.

Figure 4: Linkages between TTCs and model schools



Details of Activity

Core TTC – The program will deliver appropriate workshops, mentorship and, if required, provide additional temporary staff to support TTC Management in developing the organizational, planning and human resource management skills to efficaciously manage the Satellite TTCs remotely. This will require the development and establishment of systems and structures at each Satellite TTC to deal with day-to-day administrative and human resource issues, as well as for oversight of pedagogical quality and the challenges presented by the part-time nature of study at the Satellite TTCs.

During the course of five years, these skills will become institutionalized within the TTC management structure. The positive lessons learned from this program will be shared with the Teacher Education Department (TED) at the MoE in Kabul, which is responsible for the management of all TTCs, and other important stakeholders, to be used as a national model. Ideally, most training and support will be front-loaded, insofar as, over the last 2 years of the project, the TTC management will be able to effectively support the Satellite TTCs with minimum support from AKF. Moreover, AKF will also support the TTC in adapting and preparing for its new role as a professional development institute (PDI), by working with DT3 and PED staff to create province or district based Professional Development teams. These teams will deliver in-service professional development and support schools to develop effective in-school professional development mechanisms, as per the TED vision.

Satellite TTCs – Within the Satellite TTCs, the program will focus on:

- (i) Improving essential infrastructure in order for Satellite TTCs to deliver training effectively (e.g. building additional latrines, a science laboratory). However, totally new construction will not be undertaken;
- (ii) Providing essential resources and materials

Many of these materials will, in future years, be transferred to the District Professional Development Institute, which will in time replace the Satellite TTCs to provide ongoing professional development to in-service teachers; and

(iii) Developing professionalism among the faculty will involve improving the pedagogical skills and content knowledge of the Satellite TTC Faculty, particularly in the fields of Math and Science, through training courses and ongoing mentoring.

Model Schools – Each Satellite TTC will work closely with 3 model schools, which will act as “seedbeds” for good practice in school management and instruction, and help teachers gain a different, yet, positive model. At the same time, unqualified teachers from the model schools will be targeted and assisted to attend the Satellite TTC (e.g., through assistance with transportation). As with the Satellite TTCs, the activities at the model schools will focus on three areas: (i) improving essential infrastructure; (ii) providing essential resources and materials; and (iii) ameliorating the professional development of school staff and management. AKF will employ a Whole School Improvement approach³ for these interventions, which has been proven to have a significant impact on student retention and school completion, developing communities of professionals among teachers, and producing cohorts of students (including a notable number of girls) who graduate from Grade 12 and progress into teaching or higher education. The first three years of the project will focus on the schools themselves, with years 4-5, focusing on supporting the model schools to effectively design and implement outreach projects and facilitate learning visits to surrounding, outreach schools.

“Outreach” Schools – Each model school will work with a group of around 5 other government schools, in order to share resources, provide training, and enable other schools to learn from the successes of the model schools and adapt them for their own school. Although, these activities will be organized and run by the model schools, initially, AKF will facilitate the model schools with respect to organizing their activities, and will incentivize these activities among the model schools, by providing additional school supplies and resources and other professional support options for successful, active, and imaginative outreach programs.

PED/DED Support – Pursuant to retaining the active support and engagement of the PED and DEDs is essential for any organization to be able to work effectively in a province or district, and to enable the positive successes of a program to be replicated further. Therefore activities in this section will include the provision of resources, support and training in key identified areas to help engage officials within the PED/DED, expose them to the methods being used (particularly in the model school and outreach school model) and provide opportunities for exposure visits within and between districts for others to benefit from the program. AKF will also help provide training and support, where needed, to provincial methodologist teams and DT3 teams to serve as the new PD Teams, working with faculty from the TTC.

³ Whole School Improvement will cover (a) leadership and management; (b) effective teaching and learning; (c) efficient use of resources and materials; (d) sufficient infrastructure; and (e) developing an engaged community, both within the school and in the wider community

This initiative complements other work being undertaken by AKF with support from other donors which is largely schools based (government and community) and focuses on providing training and ongoing in-class mentorship to teachers to help them apply their knowledge to their classroom practice and behavior. As part of ongoing projects, AKF conducts formal evaluations of all teachers mentored to assess their classroom practice against indicators on subject content knowledge, pedagogical skills, classroom management skills, gender awareness and inclusion and student behavior – evaluations which will be adapted for use with TTC faculty and the model and outreach schools. Currently, AKF undertakes minimal work with Satellite TTCs beyond assisting student teachers to attend. AKF has developed two model schools in Badakhshan as part of a CIDA-funded project (plus four, in two other provinces). The model schools developed in this project will be new, but lessons learned from the previous project will be utilized and expanded within this initiative.

Rural Development

While the investments made by the MIAD Financing Facility or other appropriate investment vehicle will create some jobs directly, the majority of people living in Badakhshan will likely remain dependent on agriculture and livestock for sustenance and income, supplemented with remittances from local and migrant labor. Therefore, in order to boost agricultural productivity, food security, and access to markets for cash crops, AKF and its partners will design and implement activities aimed at improving livelihoods and community institutions:

Component 1: Strengthening of Rural Livelihoods

Interventions will focus on increasing food security and production capacity of rural populations in the target area through a series of natural resource management, agriculture, and market-focused interventions. Natural resources management activities will aim to enhance the resource bases in Badakhshan and improve the environment for local sustainable development. Part and parcel with this goal, AKF will focus on strengthening local institutions and practices, including: pasture management committees and water user groups for rangeland and forest management, improvement of water use efficiency and water storage, promotion of more sustainable land management practices (such as piloting alternatives to lalmi cultivation and increasing fodder cultivation from low land areas), demonstration of silage and hay-making technologies, and development of multiple-purpose forestry for firewood, watershed protection, and cash generation.

AKF is not involved in the free distribution of seed, other planting stock and inputs, in recognition that this can have a negative impact on the private sector's ability and capacity to provide seed and other inputs sustainably through market systems. Instead, AKF, in partnership with MAII/DAII, works with groups of farmers to test new seed varieties and practices (see FFS and PTD below). Farmers are linked to agricultural inputs shops for their inputs needs. AKF's _____ provides these private sector input suppliers with capacity building to improve their performance.

AKF is an active member of several MAIL working groups, including the Horticulture Working Group, and AKF activities are in line with MAIL's policies and best practices. In addition, AKF has been invited to participate in coordination meetings for the Afghan Agricultural Research and Extension Department (AGRED) project being funded by USAID. The principal aim is to facilitate systemic changes in research and extension throughout the country, which is working directly in selected provinces.

Agriculture interventions will begin at the national policy level, where AKF participates in the Agriculture and Rural Development Cluster planning sessions on the design and implementation of ARD National Priority Programs. Lessons learned from implementation of proposed activities will be fed into NPP design, implementation and monitoring. In Badakhshan, AKF works with the Department of Agriculture, Irrigation, and Livestock, and other line departments, for the transfer of technical skills and field methods, which have been integrated into the government support system for farmers.

AKF has also provided support to the MAIL extension program of AKIS, (Agriculture Knowledge Information System). AKF and MAIL piloted the program with the Baharak extension unit in Badakhshan by providing computers, solar systems, and computer training.

AKF uses Farmer Field Schools (FFS) and Participatory Technology Development (PTD) to build the technical capacity of farmers. These extension approaches have proven to be so successful that the Government has introduced them nationally. Under the proposed program, AKF – in partnership with DAIL, will conduct 3 Farmer Field Schools (FFSs) and 5 Participatory Technology Development (PTD) sessions per year/district. Consequently, graduates of these FFS and PTD initiatives will be encouraged to become lead farmers and information service providers in their own communities. AKF will also provide material support, while DAIL will provide trainers and extension staff. By Year 5, deliberate efforts by AKF will be made to complete a full handover of responsibility for administration and funding to DAIL.

AKF focuses on systemic changes that will remain after AKF has withdrawn from direct support to the DAIL. In this respect, the systemic change signifies the adoption of FFS and PTD, as standard MAIL activities, whereby MAIL will retain trainers who can train new staff when existing staff resign.

In connection with this approach, AKF will complement its capacity building to Government extension services by incorporating a farmer-to-farmer extension component. Accordingly, incentives include the training and the opportunity to gain income from providing services to other farmers. For example, some farmers have started their own nursery businesses to provide clonal planting stock from selected "mother" trees, and *paravets* are charging for their services.

This will enable participants to disseminate the knowledge they have gained on improved and innovative practices and technologies to other farmers in their communities.

In order to complement capacity-building in agriculture and livestock, AKF will also support and strengthen private input supply systems, with a view to making these local services widely used, sustainable, and independently provided. In the livestock sub-sector, AKF will link communities to animal health services, to be delivered through seven Livestock Development Centers (LDCs) and forty Livestock Development Field Units. In connection therewith, services provided will include: breeding services, vaccination treatment, and de-worming for livestock development.

In the horticulture sub-sector, AKF will link beneficiaries to three Horticulture Development Centers (HDCs), three Mother Stock Nurseries and seven Farmer Utility Shops, where inputs and services such as fertilizer, saplings, pruning, and budding can be obtained. These services will help farmers significantly increase the health of their herds, along with the yields of their crops, thereby increasing food security and generating a surplus that can be sold in the market. Once demand is stimulated, AKF will assertively support the privatization of HDCs and LDCs, in order to place input supplies on a sustainable footing for farmers, and provide an income generation opportunity for the private entrepreneurs delivering these services. Approximately 15,000 farmers will benefit from the privatized services mentioned above, in the first 5 years of inputs.

AKF will also undertake value addition interventions, focused on improving storage, processing, post-harvest marketing and distribution in specific value chains. Value chains that will be treated with post-harvest interventions will include: potato, apple, poultry, and honey, among others. Value chain interventions will target approximately 4,000 individuals, 2,000 of which are women. Sex-disaggregated number of beneficiaries is used to measure the program's success in reaching women farmers within the prevailing cultural restrictions, and guides the program in designing interventions, which will result in positive behavioral change in terms of women's participation. In addition, the program will monitor production, yields, sales, and increased income for selected value chains, such as potato and apple. AKF has the capacity to effectively and diligently measure such impacts through its Evaluation, Research, and Learning Unit.

Value chain analyses will enable AKF and _____ to identify further enterprise possibilities for the Facility. In turn, these enterprises will attempt to source produce from a variety of locations, including Badakhshan, to ensure that the businesses are viable. In situations where cross-border trade enhances the viability of these enterprises, it will be incorporated to the extent possible.

AKF will work with MAIL, other related governmental departments, and INGOs (WCS) to support community-based institutions to manage local natural resources such as water, rangelands, and forests, in accordance with related national laws, including the 2009 Water Law. In this context, AKF will draw heavily upon its previous experiences in implementing participatory management of irrigation systems and common pool resources in Baghlan, Takhar,

and Bamyan, to help Badakhshan develop a multi-layered natural resources governance system with local communities in the center of decision-making and management. Together with institutional formation, the necessary awareness-and-capacity-building activities and essential infrastructure development activities will be likewise implemented. AKF's Market Development Program includes tourism, and it works with a number of stakeholders, including WCS for conservation and tourism development related to livelihoods and poverty alleviation. This activity is presently funded by other donors, but coordinated with MIAD initiatives.

Component 2: Strengthening Sub-national Governance

All things being equal, good governance provides a channel for community participation, institutional responsiveness to constituent needs, and works for transparency and accountability, essential for livelihood systems, which are predictable and trustworthy. Within the governance component, AKF will build on its well-established program of capacity building. The program will support 160 clusters of Community Development Councils and 15 District Development Assemblies⁴ within the program area. Clusters and DDAs will be provided with a structured series of activities, including training on critical themes such as gender planning, common property resource management, disaster preparedness, and conflict resolution.

In addition to training, thematic campaigns and conferences are planned to support capacity-building objectives – examples include conferences on women's development and campaigns on tree planting. AKF evaluates and grades CDCs and DDAs on a maturity index that evaluates the institutional strength of these institutions against a set of good governance indicators (such as internal record-keeping, transparency, inclusion, etc.). Among other important qualities, voluntary action by the committee is one element factored into this evaluation tool, requiring these governance bodies to demonstrate that they can organize events, mobilize resources, and engage in development planning without outside support. By the end of the five-year period, 75% of the CDCs and DDAs in the target area will receive "A" grades, and approximately 80% will receive "A" grades in voluntary action in particular, demonstrating the sustainability and independence, which can be envisioned for these structures. With this capacity built, AKF anticipates that any potential future donor support will be provided through GIROA on-budget mechanisms.

AKF will also support communities, clusters, and DDAs to undertake social audits. The social audit is a process, whereby community members are provided with an opportunity to audit their representatives' accounts and the quality of service delivery, and question elected council members in a public forum.

In order to support the sustainability of these local institutions, AKF will train communities and clusters to mobilize resources and coordinate planning and prioritization of needs through

⁴ AKF is aware of and engaged in the current policy dialogue about the evolving role of DDAs. We will ensure that its approaches continue to align with these changes.

Linkage-building. Initially, they will have the opportunity to meet with other CDCs and clusters to share experiences. Thereafter, AKF will introduce community and cluster representatives to provincial and district departments, along with national and international civil society representatives. In sum, linkage-building activities promote cross learning and introduce government representatives to field realities.

In order to further strengthen the financial resilience of communities to build social capital, and increase their ability to weather shocks, AKF will support the establishment and training of 1,000 Community-based Savings Groups, and the continuous support of 500 groups already established. These are local civil society groups that produce collective savings and provide small loans to group members for household or community needs. This intervention addresses the deficit in access to finance that underpins many other development challenges, while contributing to civil society and community capacity in literacy, numeracy, and planning.

At the district level, AKF will provide capacity building to at least 15 District Governors, tailoring initiatives to the changing mandates of district level structures. Thematic capacity building will be matched to district level issues such as good governance and advocacy, and district level structures will be supported to organize higher-level campaigns in partnership with key line departments, such as campaigns on child enrolment and vaccination.

At the provincial level, AKF works with at least 4 key provincial line departments (DRRD, DAIL, Department of Economy, and DOWA) to help these departments deliver improved services. Other provincial level departments linked to the program include Department of Health, Department of Education, and the Department of Counter Narcotics. AKF has experience working with these Departments. For these line departments, support is provided on a needs basis. This intervention will include capacity building (in coordination with the relevant national ministries), and exposure to program-related best practices and techniques used in the field. This support is commensurate with ministerial priorities, and represents an opportunity for AKF to replicate its most successful methods for long-term sustainability by demonstrating models to government departments.

Component 3: Social and Economic Infrastructure

Wakhan Micro-Hydel. The Wakhan district in Badakhshan is one of the most remote parts of Afghanistan and therefore, lacks basic infrastructure, which is available throughout the rest of Afghanistan. Sarhad Brughel, located in the upper Wakhan, is one of the least accessible regions throughout Afghanistan, due to the surrounding rugged landscape. Consequently, travelling to Sarhad Brughel from Faizabad, the provincial capital of Badakhshan, takes at least 20 hours.

Due to the remoteness of Sarhad Brughel, this region is currently not connected to Badakhshan's electricity grid, and presumably will not be connected in the near future. Therefore, in the case of four villages within Sarhad Brughel, AKF seeks to establish a 50 kilowatt micro-hydel. To this end, AKF has already conducted a pre-feasibility study on establishing such a micro-hydel.

which indicates that such a micro-hydel is viable for Sarhad Brughel, and but will also benefit approximately 1,200 individuals, residing in the four villages mentioned above. This initiative is being coordinated with the MEW and its provincial department. If needed, AKF will provide the provincial department with relevant capacity building, so its staff can gain experience and capacity for administrating such programs.

The process of establishing the micro-hydel will be overseen and conducted by a highly experienced and qualified hydro-power engineer, with numerous years of experience in establishing micro-hydels throughout Badakhshan. This engineer will be supported, both by the regional AKI engineering team in Badakhshan, as well as the national engineering team in Kabul. The engineer will also work with the community to ensure their interest, agreement, and engagement with the project. Furthermore, the engineer will engage with community leadership and representatives thereof, to ensure an agreement with respect to bona fide ownership by the community once the project has been completed.

Jurm Irrigation Canal. Jurm district lies near the center of Badakhshan, located approximately four hours from Faizabad by car. Though, the area in question, is better connected than Wakhan district, it has a higher population density – approximately 60,000 individuals – thereby, making land availability an ongoing concern.

Within Jurm, there are three large segments of rain-fed land, which the local communities hope to bring under irrigation. These segments of land – the largest of which is known as Dasht-e Kib – approximately 20,000 jeribs (4,000 hectares) are located near the Jurm district center. Once brought under irrigation, this segment of land has the potential to yield very significant economic and nutritional returns: given that each jeribs of land can produce approximately 80 seers (560 kg) of wheat. Specifically, it is estimated that the 20,000 jeribs of land will produce about 1,600,000 seers (11,200,000 kilograms) of wheat per harvest annually. Since the price of 1 seer of wheat is approximately 100 Afghanis (\$USD 2) this land can result in approximately 160,000,000 Afghanis (\$3,200,000 USD) of gross income for the applicable farmers. This additional infusion of income will directly improve food security, economic opportunities, and rural livelihoods for the approximately 10,000 individuals in the surrounding villages. Furthermore, this segment of land will have the potential to serve as a significant economic driver for the approximately 60,000 individuals throughout Jurm.

The implementation of the project will effectively involve four stakeholders: 1) AKI engineering department, which will supervise and administer the project; 2) the subcontracted construction company, that will implement the project; 3) the District Development Assemblies (DDAs), which will be involved in project monitoring, troubleshooting, conflict resolution, community mobilization, and contributions; and 4) the Department of Agriculture, Irrigation, and Livestock (DAIL) and most importantly, the Ministry of Energy (MEW), which will be involved from the onset of the project to address potential land and water resources disputes, develop maintenance and operational mechanisms for the irrigation canal, and help address other material issues that might arise during and after the project lifecycle. The DAIL will provide farmers with

extension services to train them on best practices to irrigate fields. At the same time, water conservation and crops needs, will serve to guide these best practices.

As part of the project implementation process, AKH will employ the following methodology: First, upon approval of the project, AKH will conduct a detailed feasibility study. This feasibility study will involve collecting baseline information, conducting a technical examination of the project components, and fully appraising all potential impacts of the project. Second, AKH team members will conduct a survey of the project and, simultaneously, will engage the local communities and applicable representatives in discussions and negotiations pertaining to the project components. Third, AKH will lead the design process of the project, after which it will identify a construction company to whom it will sub-contract the project. The construction component will subsequently begin implementing the project, during which time AKH will proffer support and supervision. Finally, once the project has been completed, AKH will evaluate the project to determine if it met the expected outcomes, and assess the strengths and challenges of the initiative.

Technical and Vocational Training

A labor market survey of Faizabad town conducted in 2009-2010 found that access to professional and vocational education in Badakhshan is extremely limited. In particular the quality of existing programming remains poor, and the economic market suffers from a dearth of technically and administratively skilled individuals. The labor market survey observed that these skills are in high demand, with 92.1% of employees and 86.8% of employers reporting that they would benefit from additional skills training across private, public, and civil society sectors.

In order to address the unmet need for high quality, employment-focused skills training, in 2009 the ' [REDACTED] launched courses in Afghan Badakhshan, and Khorog, Tajikistan, for a wide range of Afghan learners, including those interested in becoming future instructors. [REDACTED]

[REDACTED]

With funding under the MIAD GDA, [REDACTED]

[REDACTED] will offer entry level and intermediate level courses in Applied English, Accounting, and Information Technology (IT), using curriculum and learning materials in Dari developed by [REDACTED]. The requested funds will cover a significant portion of operating costs and needed equipment, as well as instructors' salaries for courses in the three areas mentioned above. Funding for additional courses and new programming areas will be sought from other donors or, potentially, the trust fund.

In general, courses will be delivered by a combination of Tajik and Afghan instructors trained and certified at the _____ center in Khorog, Tajikistan. Additional instructors will be identified and developed from the current cohort of Afghan learners at the _____ Learning Center in Khorog, Tajikistan. By the same token, _____ will continue to develop the professional qualifications of existing Afghan instructors to ensure that they are capable of conducting courses at advanced levels (English, Accounting, and IT).

Moreover, courses will be offered both in Faizabad town and at the Learning Center. As a private, not-for-profit institution, _____ will maintain its fee paying model for Badakhshan: a model that is proving successful in _____ other remote, economically depressed locations in Central Asia. Learners will not be turned away due to inability to pay, but all students will be required to contribute toward the cost of their programs. _____ vocational and professional education programming allows for flexible-work-study or longer-term repayment arrangements with existing and future employers.

As a consequence of _____ graduates of these courses will have improved employment opportunities, increased incomes, and will form part of a positive feedback loop with the economic investments made and catalyzed by _____ In short, greater economic investment will lead to greater demand for skilled individuals, which will lead to increased demand for high-quality training. An alumni survey conducted in December 2011 found that 62% of Afghan student/graduates secured employment after completing _____ courses (*versus* 34% who were already employed before the program).

_____ anticipates the deliverance of programs reaching approximately 640 learners in 2013, during its first year of operations in Faizabad. By 2017, annual enrolment in Faizabad is expected to reach 2,000 individuals.

In order to ensure that programming continues to align with labor market needs _____ will conduct a follow-up labor market survey and feasibility study within the first two years of the Learning Center's operation. By building on the results of _____ first labor market survey, the survey will examine a variety of dimensions affecting current labor market conditions in Afghan Badakhshan.

Research and Learning

The research and learning agenda for the proposed program will have multiple strands that serve multifarious purposes, and will be developed in partnership with the research team, _____

_____ in particular, the research performed will provide the evidence base for proof of concept and replication. The research and learning component will fold into a policy advocacy agenda meant to reach government, investors, corporations, and other key stakeholders. The policy agenda expects to include multiple case studies with public launches and roundtables to inform and influence relevant decision-makers.

The first strand or 'track' will include the traditional approach to monitoring and evaluation, in which data on inputs, outputs, outcomes and impacts, following USAID's guidance on M&E, are collected over the 5 year period of the GDA (M&E activities after 5 years will be determined at a later date). Track two will have a higher level perspective, and include a rigorous operations research program, aimed at documenting the impact (both intended and unintended) of the overall MIAD. The second track will be developed in collaboration with a multi-disciplinary, multi-agency team, led by the university research partner.

Track One: Programmatic M&E

The Monitoring, Evaluation, Research and Learning Unit (MERLU) at AKF operates cooperatively with implementing sectors to conduct routine output monitoring and outcome/impact assessments. At the apex of the results chain, outcomes and impacts are determined primarily through the Area Assessment survey (AA). The Area Assessment is intended as a complementary addition to existing M&E activities by providing outcome/impact level focus to existing analytical systems and by linking analysis to program interventions. The Area Assessment is administered at the household level in all program areas every three years and covers a number of Quality of Life indicators that fall within seven domains of program activity: household economy; agriculture; health, education; built and natural environment; community and associational life; and perceived quality of life. The last Area Assessment was conducted in 2011 and will be repeated again in 2014.

For the most part, AKI functions as a facilitating partner with a wide number of development actors for the purpose of building their capacity (e.g., INGOs, sub-national governance institutions, etc.) at multiple governmental levels. Through the development of an innovative approach designed to measure institutional maturity, AKF is able to track and grade institutional development against a set of appropriate indicators; for example, sub-national governance institutions are graded against a commonly accepted list of good governance indicators. The data collection process is extensive and includes substantive data verification protocols to ensure accuracy. The purpose behind employing the Maturity Assessment approach, AKF is able to show institutional development with quantifiable, time-series data.

AKF also regularly employs consultants and firms who conduct both formative and summative evaluations. By drawing on its linkages to the wider Afghan knowledge community, AKF has established relationships with specialized evaluators who have extensive experience working in post-conflict states. AKF uses external evaluators to help guide program implementation and to measure performance achievements against stated objectives. The use of external evaluators ensures a high level of accountability and transparency, and constitutes a foundational component to AKF's program learning and innovation agenda.

Input and output monitoring is the responsibility of the MERLU Monitoring Manager. Working closely with the program sectors, the Monitoring Manager and her staff ensure that routine data

collection is professional, timely and adequate to the task at hand. As of 2012, all AKF M&E data will be centrally managed through the DevInfo database system. In conjunction with an enhanced data management system, MERLU will be able to ensure a greater level of data analysis, transparency and accountability.

Track Two: Documenting the 'Proof of Concept'

By building upon the data and analysis generated through MERLU's Track One M&E activities, MERLU and the research partner will develop a rigorous research program, designed to test and document the overall MIAD Financing Facility model and approach. While, the precise research methodology of the study will be prospectively determined by the research partners, it will be initially predicated on the proposition that the following questions must be addressed:

- Under what conditions can private sector enterprises involved in a MIAD model sustain social institutions or social development (e.g., health, education, civil society)?
- What key aspects of the relationship between the private sector and social development parties contribute most toward mutual success?
- What are the elements needed in the public private partnership to enable a successful MIAD Facility?
- Is the MIAD approach able to produce dynamic synergies between its constituent social development activities that have a greater impact than the sum of its parts?
- What level of MIAD activity is required to produce positive synergies?
- What characteristics must regions have for a MIAD model to be successful? Given these different characteristics, how should this model be adjusted?

ATTACHMENT 2: REPORTING REQUIREMENTS

A. QUARTERLY REPORT

On or before 30 calendar days after the effective date of the Agreement and quarterly thereafter throughout the term of the Agreement, the Alliance Steering Committee (ASC) must submit or otherwise provide a quarterly report. Two (2) copies must be submitted or otherwise provided to the USAID AOR and one must be submitted or otherwise provided to the USAID Agreement Officer. The report will have two (2) major sections.

- **Technical Status Report.** The technical status report will detail technical progress to date and report on all problems, technical issues or major developments during the reporting period. The technical status report will include a report on the status of Alliance activities during the reporting period.
- **Business Status Report.** The business status report must provide summarized details of the resource status of this Agreement, including the status of contributions by the Alliance participants. This report will include a quarterly accounting of current expenditures as outlined in the Annual Program Plan. Any major deviations, more than plus or minus 10%, must be explained, along with discussions of the adjustment actions proposed.

B. ANNUAL PROGRAM PLAN DOCUMENT

AKF USA must submit or otherwise provide to the USAID AOR one (1) copy of a report which describes the Annual Program Plan as described in Article III, Section D. This document must be submitted not later than TBD calendar days following the Annual Site Review, as described in Article III, Section D.

C. SPECIAL TECHNICAL REPORTS

As agreed to by the Alliance and the USAID AOR, the ASC must submit or otherwise provide to the USAID AOR one (1) copy of special reports on significant events, such as significant target accomplishments by Alliance Members.

D. FINAL REPORT

AKF USA must submit or otherwise provide a Final Report making full disclosure of all major developments by the Alliance upon completion of the Agreement or within 60 calendar days of termination of this Agreement. With the approval of the USAID AOR, reprints of published articles may be attached to the Final Report. Two (2) copies must be submitted or otherwise provided to the USAID AOR.

The Final Report must be marked with a distribution statement to denote the extent of its availability for distribution, release, and disclosure without additional approvals or authorizations.

ATTACHEMENT 3: INDICATIVE FUNDING SCHEDULE

A. INDICATIVE PROGRAM FUNDING CONTRIBUTIONS

USAID/Afghanistan -- Indicative Funding Contribution

YEAR 1	
YEAR 2	
YEAR 3	
YEAR 4	
YEAR 5	
TOTALS	<u> </u>

B. ALLIANCE MEMBER CONTRIBUTIONS

Member Contribution

AKF USA -- Indicative Funding Contribution

YEAR 1	<u> </u>
YEAR 2	<u> </u>
YEAR 3	<u> </u>
YEAR 4	<u> </u>
YEAR 5	<u> </u>

 indicative Mobilized Funding Contribution totaling be invested within the period of the Agreement.

TOTALS