



Final Report

Services under Program and Project Offices for Results Tracking Project (SUPPORT)

April 2013

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**Afghanistan Services under Program and Project Offices
for Results Tracking (SUPPORT)**

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Disclaimer:

The views expressed in this report are those of the author and do not necessarily reflect the views of USAID, the Government of Afghanistan, or any other organization or person associated with this project.

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ABBREVIATIONS AND ACRONYMS

ACOR	Alternate Contracting Officer's Representative
ADS	Automated Directive System
AIOG	Afghanistan Interagency
ANDS	Afghanistan National Development Strategy
AOR	Agreement Officer's Representative
CCCI	Checchi and Company Consulting, Inc.
CCN	Cooperating Country National
CO	Contracting Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
COR	Contracting Officer's Representative
CTO	Cognizant Technical Officer
DAC	Development Assistance Committee
DCOP	Deputy Chief of Party
DEC	Development Experience Clearinghouse
DOC	Documentation Outreach and Communications
DQA	Data Quality Assessment
FACTS	Foreign Assistance Coordination Tracking System
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
IOM	International Organization for Migration
IP	Implementing Partner
ISAF	International Security Assistance Force
LOE	Level of Effort
LTTA	Long Term Technical Assistance
M&E	Monitoring and Evaluation
MIS	Management Information System
MOBIS	Mission Oriented Business Integrated Services
OAG	Office of Agriculture
ODG	Office of Democracy and Governance
OECD	Organization for Economic Cooperation and Development
OEG	Office of Economic Growth
OIEE	Office of Infrastructure, Engineering and Energy
OIG	Office of Inspector General
OP	Operating Plan
OPPD	Office of Program and Project Development
OSSD	Office of Social Service Development
PMP	Performance Management Plan
PPL/LER	Policy, Planning and Learning/Office of Learning, Evaluation and Research
QA/QC	Quality Assurance/Quality Control
RSO	Regional Security Office
SOW	Statement of Work

STAB U	Stabilization Unit
STTA	Short Term Technical Assistance
SUPPORT	Services under Program and Project Offices for Results Tracking
TCC	Transition Coordination Committee
TCN	Third Country National
TPM	Third Party Monitoring
USAID	United States Agency for International Development
USN	United States National

1 EXECUTIVE SUMMARY

1.1 INTRODUCTION

On October 9, 2006 the United States Agency for International Development (USAID) and Checchi and Company Consulting, Inc. (hereafter referred to as Checchi or “implementing partner”) entered into a task order under Checchi’s Mission Oriented Business Integrated Services (MOBIS) contract (Contract No.: GS-10F-0425M; Order No.: 306-M-00-07-00502-00) to execute USAID/Afghanistan’s Services Under Program and Project Offices for Results Tracking (SUPPORT) project. The original completion date of this contract was October 8, 2009. The completion date was later extended several times.

In the original contract, it was stated that the objectives of the SUPPORT project were to provide services to PPDO (now the Office of Program and Project Development, or OPPD) and other technical offices of USAID/Afghanistan (hereafter “the Mission”). The contract further stated that “The purpose of the task order...is to improve the Mission’s program information system products to make them more efficient, frequently updated, comprehensive and accurate. The task order shall also disseminate public information about the results achieved by USAID assistance to the general public as well specific target groups in Afghanistan, the U.S., and other donors. The contractor shall organize workshops, conferences and meetings to facilitate coordination among USAID implementers and other donors, and to promote dialogue on development assistance issues, results and assistance approaches worthy of replication.” The original contract categorized the specific tasks and deliverables as follows:

- A. Prepare and submit for USAID concurrence an annual work plan for each year of the contract detailing the schedule of activities to be undertaken;
- B. Update, improve and oversee implementation of the Mission’s Management Information System (MIS);
- C. Produce interim or final evaluations of programs, projects and/or activities;
- D. Organize, facilitate and provide logistical support to workshops, conferences and meetings;
- E. Produce media products, such as public service announcements on USAID activities for Afghan radio, TV and newspapers;
- F. Provide translations of technical and legal documents and intermittent short-term interpreters that can function in English, Dari, and Pashto and in the technical areas of the USAID portfolio, to accompany mission staff to official meetings and multi-day trips for meetings in the field; and
- G. Final reports including demobilization and property disposal plans.

The project’s reporting cycle included monthly and quarterly reports, with the former providing details on STTA arrivals/departures; security related events; MIS and Geographic Information System (GIS) and translation work for the Mission; and information pertaining to ongoing assessments/designs/evaluations. Quarterly reports provided a summary overview and were structured to correspond to the original contract’s deliverables, as detailed above. This final report adopts the quarterly report’s structure and the following section (Section 2) serves as a single summative reference point of the 23 quarterly reports submitted over the life of the project. In discussions with the project’s Contracting Officer’s Representative (COR), it was also agreed that a section would be added to the final report to provide suggestions for improvement in the evaluation process (Section 3).

1.2 EXTERNAL DEVELOPMENTS

It is worth noting three external developments that had an impact on the implementation of the SUPPORT project. First of all, as the chart below (Figure 1) demonstrates, USAID/Afghanistan experienced a dramatic increase in funding and activities during the period of the project.

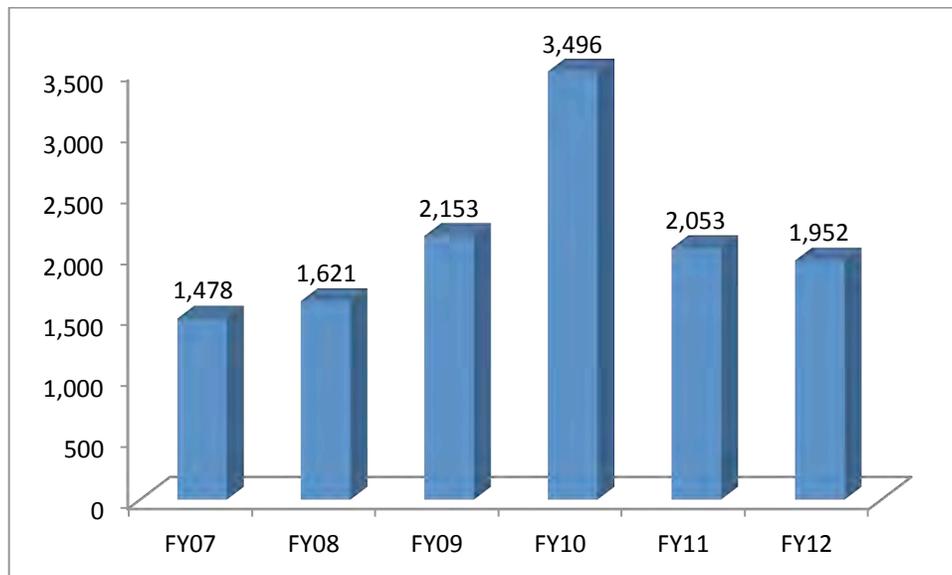


Figure 1: USAID FOREIGN ASSISTANCE TO AFGHANISTAN (Total in \$M)

This increase in funding and the expansion of USAID/Afghanistan’s portfolio of activities changed the Mission and, as a result, changed the orientation of a project that was, essentially, a “back office” support project. As discussed in Section 2, some of the tasks originally envisioned to be undertaken by the project were overtaken by events and no longer needed (especially the need for embedded staff). But while demand for certain services decreased, demand in other areas rose. Specifically, the original contract set the project a goal of four evaluations per year; as Figure 2 (below) shows, this number dramatically increased. The second external development was USAID’s issuance of a new evaluation policy in January 2011, followed by Mission Order 201 in September 2011 integrating gender requirements into all relevant Mission programs and

activities. This latter requirement accounted for the sharp rise in activities in Fiscal Year (FY) 12, when SUPPORT undertook 27 gender assessments that were designed to be integrated into USAID/Afghanistan’s future procurements. The third external development that impacted the project was the continuing deterioration in Afghanistan’s security situation, which created challenges in recruitment of Short-Term Technical Assistance (STTA) and some Long-Term Technical Assistance (LTTA) staff.

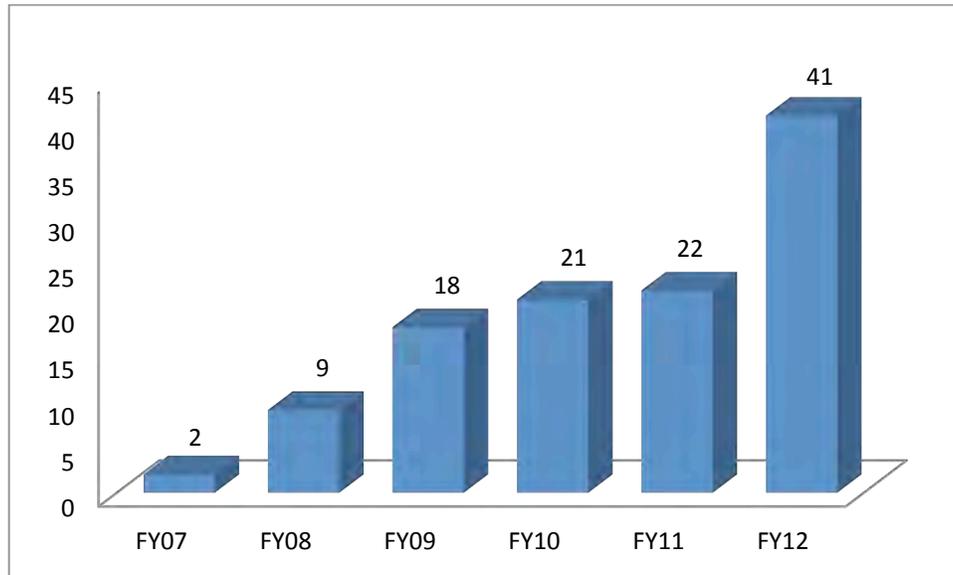


Figure 2: # of Assessments/Designs/Evaluations/Other by FY

1.3 SUCCESSES AND LIMITATIONS

The SUPPORT project was successful in responding to all requests received from USAID. The project was essentially “demand driven”, providing services in three core areas: i) evaluations/assessments/designs and other tasks;¹ ii) Documentation, Outreach and Communications (DOC) office support, translation services, and GIS/MIS support; and iii) conference facilitation for USAID/Afghanistan and its implementing partners. Of these, the provision of evaluations/assessments/designs and other tasks was the largest area, as measured by the allocation of budget resources and “workdays ordered”. As Figure 2 shows, between FY07 and FY12 SUPPORT undertook a total of 114 such activities of varying size and complexity.

The single most important factor in achieving these successes was the establishment of solid communications and a collaborative working relationship between USAID/Afghanistan’s OPPD and the SUPPORT management team. As many of the tasks were designated “high priority” and often had minimal lead time, the ability to communicate quickly to understand the Mission’s needs was of critical importance. Another factor contributing to this effective working relationship was the high level of continuity in the project management of both USAID and the

¹ “Other tasks” included activities such as Third Party Monitoring (TPM) and CCN STTA support to the Transition

SUPPORT that is not often found given the high rate of staff turnover in Afghanistan. USAID's final Contracting Officer's Technical Representative (COTR)/COR for the SUPPORT project – Mr. Sayed Aqa – had been associated with the project since its inception – first as the alternate Cognizant Technical Officer (CTO)/COTR/COR and, from 2010 onwards, as the COTR/COR. From late 2007, SUPPORT had only had two Chiefs of Party, one of whom had served previously as the other's Deputy, and two Home Office Project Directors.²

Adding to the ability of the two parties to communicate, collaborate and coordinate efficiently and effectively was the fact that SUPPORT's Kabul based staff had security clearances to enter the USAID Mission premises without the need to be escorted. This access enabled senior staff to have informal meetings about a wide variety of issues (typically associated with ongoing evaluations, assessments and design activities) with OPPD and/or the technical offices. It also facilitated awareness of the SUPPORT project's other services, such as mapping and conference facilities, by new USAID technical office staff, which given the high turnover of USAID staff was an important function.

There were, invariably, a number of developments over the course of the SUPPORT project that served to place limitations on project services. The most serious of these were a series of relatively short contract extensions, which made it difficult for SUPPORT to plan activities. In FY08, the SUPPORT contract was modified to *reduce* the original period of performance by five months with a revised completion date of May 31, 2009 (from the original contract completion date of October 31, 2009). The contract was subsequently modified to *extend* the project as follows:

- Extension 1– May 31, 2009 to October 31, 2009 (5 months)
- Extension 2 – October 31, 2009 to April 30, 2010 (6 months)
- Extension 3 – April 30, 2010 to October 31, 2010 (6 months)
- Extension 4 – October 31, 2010 to April 30, 2011 (6 months)
- Extension 5 – April 30, 2011 to August 31, 2011 (4 months)
- Extension 6 – August 31, 2011 to April 30, 2012 (8 months)
- Extension 7 – April 30, 2012 to June 30, 2012 (2 months)
- Extension 8 – June 30, 2012 to August 27, 2012³ (< 2months)

² Mr. Bud Eaton – the project's initial Chief of Party, was replaced by Mr. Hoppy Mazier, who served as Chief of Party from September 2007 to October 2010; Mr. Paul King was Chief of Party from October 2010 to August 2012 and prior to this he was the Deputy Chief of Party from October 2008 to October 2010. Mr. Mazier returned as Deputy Chief of Party from October 2011 to August 2012. Mr. Tom Reynders was the initial Home Office Project Director from the project's inception until February 2009 when he tragically passed away during a home office visit to Kabul. From February 2009 to August 2012, Ms. Patricia McPhelim served as the Home Office Project Director.

³ This date reflected the end of Checchi's MOBIS contract.

Planning became especially challenging given these extensions. Technical offices would, upon learning of the project's imminent closure, opt to use other mechanisms to undertake evaluations or, in certain cases, the evaluation simply never occurred.⁴ After an extension had been finalized, there would be sharp spike in work requests. For example, once the extension was finalized in mid-April 2011, SUPPORT received Statements of Work (SOWs) for eight activities of varying degrees of complexity, all to be completed before August 31, 2011.

Another limitation came late in the project: the decision by the Regional Security Office (RSO) to rescind Embassy badges issued to the project's resident staff. As has been mentioned, this access contributed to the project's success as it allowed USAID and SUPPORT staff to interact as needed to discuss ongoing and planned activities. Once the badges were withdrawn, meetings needed to be planned in accordance with security protocols, including a 24-48 hour prior notice requirement.

Key Numbers – at a Glance...

- 98.7% – percentage of budget utilized for “expatriate days ordered”
- 114 – number of evaluations, designs, assessments and other activities
- 126 – number of conferences and workshops hosted by the project for USAID and its IPs
- 3,243 – number of participants attending conferences and workshops
- 1,848 – number of maps created for USAID, its IPs, and SUPPORT STTA
- 152 – number of translations prepared for USAID (not including DOC office translations)
- 4 – number of COR/COTRs assigned to the project
- 3 – number of Chiefs of Party
- 16 – number of contract modifications

1.4 SUGGESTIONS

- **Access** – In April 2012, the project's resident LTTA team had its access to USAID/Afghanistan's compound – which had been in place since 2007 – revoked by the RSO. Reasons were not given for this decision, although other contractors providing comparable ‘functional’ support services (such as motor pool or power plant personnel) were not required to surrender their access. One of the hallmarks of the success of the SUPPORT project was the professional relationship established between OPPD and SUPPORT management and the ability of both parties to rapidly communicate with one another about outstanding issues, which in turn facilitated proper planning and

⁴ In March 2011 SUPPORT received a SOW for a final evaluation of the STAB Unit's LGCD project which had a LOE of 10 weeks. While SUPPORT began recruitment it was unable to finalize recruitment until the modification extending the project was signed, which was not received until mid-April. As a result of the delay, combined with the increased pace of the LGCD demobilization, USAID/STAB opted to cancel the evaluation.

implementation. While understanding the challenging nature of security and access, it is strongly suggested that the level of access provided to the team prior to April 2012 be restored.

- **Adequate planning** – During its final three years of operation, the SUPPORT project experienced a cycle of relatively short extensions, often executed on short notice. It is understood and recognized by all parties that this was less than optimal and created unnecessary challenges in implementation. Project design, assessment, and evaluation work requires considerable lead time to plan, which can be further complicated by the specific challenges of operating in Afghanistan. Failure to allow time for adequate planning has the effect of squeezing work into unrealistic timeframes and putting unnecessary pressures on a project’s fixed management and physical resources. Moving forward, efforts should be made to avoid a recurrence of such situations, and to allow adequate time for each task to achieve the stated objectives.
- **Evaluative questions** – Prior to the introduction of USAID’s new evaluation policy in 2011, SOWs i) tended to focus of process rather than performance; ii) often asked questions that were too numerous and too narrow; and iii) emphasized indicator measurement or data gathering at the expense of the “big picture”. Now that the new policy is in place, future evaluations need to incorporate *evaluative* questions rather than *descriptive* ones, in order to determine how well the project has been implemented rather than whether it has been implemented as intended. Increased staffing with Monitoring and Evaluation (M&E) expertise inside OPPD and the technical offices – combined with clear policy guidance – has already improved matters considerably. Nevertheless, it is hoped that mechanisms can still be found to engage SUPPORT LTTA and STTA at an earlier stage in the SOW development process so that they have the opportunity to review and bring their varied experiences to bear on the evaluation questions before these questions have been finalized.
- **Evaluation types, methods and levels of effort** – USAID’s new evaluation policy provides guidance on the types of evaluations (performance and impact) that USAID will undertake moving forward, and also recommends a mixed methodology as the preferred method for performance evaluations, which will constitute the majority of all evaluation work. Building on the previous suggestion, if some mechanism could be developed whereby SUPPORT STTA and LTTA are able to provide more substantive input at this early development stage, the resulting SOWs would be more tightly focused.
- **Utilization focus** – To avoid situations where evaluation reports are seen merely as the product of ‘boxes checked’, SOWs need to reflect an understanding on the *use* and *users*

of evaluations. It is also important to recognize and develop strategies around the fact that *use* needs to be facilitated at every step in the evaluation process.

2 REPORTING SUMMARY

As was mentioned in the previous section, the SUPPORT project changed over the course of time. This is hardly surprising in the context of Afghanistan, where the Mission experienced sweeping changes in its structure and scope during the period the SUPPORT project was operational. As the years progressed, many of the tasks internal to the Mission, especially those that entailed providing embedded LTTA to supplement Mission staff resources, were no longer needed, and other tasks were added or expanded. Nevertheless, the quarterly reports retained their original structure, with only minor changes, so that SUPPORT reported against tasks on a quarterly basis even where there had been no activity. What follows in this section mirrors the reporting structure of the quarterly reports and provides a general summary. The key variation is with regards to Task 6 (Section 2.6), which centers on assessments/designs/evaluations and ‘other’ activities, and where the data is broken out and presented in several different ways to show how the services were “demanded” and the nature of the “supply”. A list of the activities by fiscal year is provided in Annex B.

2.1 TASK 1: ANNUAL WORK PLAN

Each year the SUPPORT project was required to submit an annual work plan detailing tasks and deliverables as well as a number of specific outputs. As one would anticipate in a setting as dynamic and complex as Afghanistan, some of the tasks and deliverables became redundant and/or were replaced. For example, the project was originally tasked with providing support to the DOC office as this office had been critically understaffed. SUPPORT provided an embedded staff member from FY08 through to FY11, but by this juncture the DOC office had grown significantly and there was no longer a pressing need for this assistance, and by the latter half of FY11 the position was removed. The annual work plan was due on the 16th day of October each year for COTR/COR concurrence. Both SUPPORT and the COTR/COR were compliant with this requirement.

2.2 TASK 2: MANAGEMENT INFORMATION AND REPORTING PRODUCTS

The original SUPPORT contract tasked the contractor with developing a new Management Information System to enhance the Mission’s program monitoring and reporting functions. By FY08, a separate sub work plan had been developed, approved and integrated into the project’s approved annual work plan and in January 2008, after a series of meetings and an extended period of research, a MIS Development Concept paper was delivered to OPPD. A MIS steering committee was established to discuss and evaluate contracting mechanisms for a proposed MIS. However, by the end of FY08, SUPPORT had been informed that the Mission would not be proceeding with the acquisition and implementation of a new MIS as originally envisioned.

Activities in this area were curtailed and, in FY 09, Task 2 was renamed “Management Information and Reporting Products”, with the following subtasks and outputs:

- Analyze and chart the information gathering procedures of the Mission and prepare needs assessments for the new MIS. This analysis shall include identification of data types and formats to comply with standardized QA/QC protocols and identify information sources of the technical offices.
- Develop and update reports on a wide range of formats and products. These include action memoranda, briefing materials, and PowerPoint presentations as identified by the mission.
- Draft policy and MIS data exchange policy documents for the new MIS.
- Provide appropriate user training for the new MIS through presentations and workshops for Mission personnel and USAID/Afghanistan’s implementing partners.
- Provide a network archive system administrator specializing in document management, document library facility, and training for sustainable network document management by mission staff.

FY09 saw further changes in these tasks. For example, the deliverable of providing a network archive system administrator was removed as the Mission had opted to perform this work using its internal resources due to security restrictions. Indeed, much of FY09 centered on the second output and, specifically, on the acquisition of GIS data from various sources and the creation of a large map catalogue. By the end of FY09, SUPPORT had developed over 180 maps that were used in briefing materials and by the various technical offices, implementing partners and STTA undertaking evaluations.

Through the remainder of the project, Task 2 centered on developing the map catalogue that was used by the Mission in developing memoranda, briefing materials, and PowerPoint presentations. By the end of FY11, the map catalogue had grown to in excess of 300 maps and, in FY12, over 70+ specialized maps were created to assist the Mission in developing its new “economic corridors” strategy.

2.3 TASK 3: PERFORMANCE MONITORING PLAN AND RELATED ACTIVITIES

In FY07, within six months of the project’s start up, SUPPORT provided assistance in the form of summary indicator tables to various technical offices and in identifying issues that could be resolved prior to Portfolio Reviews. At the start of FY08, SUPPORT recruited a Program Design/Monitoring Specialist (PD/M), who was embedded in the Mission and began assisting the Mission to develop a strategy to transition from the previous strategic framework. A workshop was held at the SUPPORT compound in December 2007 for the Mission’s M&E staff to plan indicators for the new Performance Management Plan (PMP) and it was agreed that by March 2008 the core list of indicators would be finalized. However, in May 2008, the Mission terminated the PD/M position and decided that all future PMP/ Operating Plan (OP) related activities would be performed on a STTA basis at the Mission’s request. By mid-2008,

SUPPORT had also developed a web-based semi-annual Portfolio Review application that was delivered to the Mission.

Task 3 deliverables, subject to the Mission requesting specific services, also changed slightly at this juncture, to the following:

- Collaborate with OPPD and Mission technical offices to revise the PMP to respond to and adhere to the new strategic framework, new standard indicators, and guidance for Afghanistan as a rebuilding country.
- Contribute to semi-annual portfolio reviews by helping Mission management and COTRs/activity managers to flag implementation issues and instances where planned outcomes were not being achieved on schedule.
- Track program results against indicators, targets, and baselines in the PMP.
- Track USAID's contributions to meeting the Government of the Islamic Republic of Afghanistan's (GIRoA) Afghanistan Compact and Afghanistan National Development Strategy (ANDS) benchmarks and timelines and help the Mission mesh them with USAID's own targets and indicators where appropriate to do so.
- Organize USAID's data collection and reporting under the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee's (DAC) aid effectiveness agreement for all work during the period of the SUPPORT task order.
- Contribute to the strategic planning process.

From FY07 to FY10, SUPPORT staff attended coordination meetings on the Afghan Compact and ANDS and reported back to USAID. SUPPORT staff also provided monthly updates to the ISAF Afghanistan Country Stability Picture (ACSP) on USAID program activity that was part of a data sharing agreement signed between USAID and International Security Assistance Force (ISAF) in September 2007. But by the end of FY10, the Mission had ceased to use GeoBase (which served as the database's backbone) and had introduced AfghanInfo 1.0, which was upgraded to version 2.0 in FY12. At the request of the Mission, the SUPPORT project brought in STTA to undertake a Data Quality Assessment (DQA) in both FY10 and FY11 (also reported under Task 6).

2.4 TASK 4: ANNUAL OPERATION PLAN AND ANNUAL REPORTING REQUIREMENTS

The SOW for Task 4 noted that as the Mission's annual OP and PMP were interrelated, this task was to be read in conjunction with Task 3. Specific outputs included the following:

- Assist Mission staff to review and select common indicators, and obtain OPPD approval of the list of indicators selected.
- Prepare program area overviews, and obtain OPPD approval on the final drafts.
- Prepare program element overviews, and obtain OPPD approval on the final drafts.
- Prepare some element narratives, and obtain OPPD approval final drafts.

- Assistant Mission staff to initiate Afghanistan-specific unified Foreign Assistance Coordination Tracking System (FACTS) data collection and management for progress reporting on standard indicators.

The above outputs were requested by the Mission but after FY08 the only request that fell within this task was for the design of indicators/metrics for RC East made by the Office of Economic Growth (OEG) in FY11 (also reported under Task 6).

2.5 TASK 5: ANNUAL EVALUATION PLAN

Under Task 5, the SUPPORT project was to analyze semiannual portfolio review reports, and recommend to the COTR and relevant technical offices when SO-level evaluations should be conducted, and how evaluation funds should be allocated for each year. The project was also tasked to identify situations that could trigger the need for an evaluation and report to the COTR. As the project unfolded – and given the decision in May 2008 to terminate the embedded PM/D position – SUPPORT was simply required to update the Mission’s AEP on a monthly basis.

2.6 TASK 6: EVALUATION OF ACTIVITIES, PROGRAMS, AND PROJECTS⁵

This task was linked to Task 5, and the SUPPORT project was initially obliged to perform at least four interim or final evaluations per year in accordance with USAID Automated Directive System (ADS) guidance in the approved evaluation plan. However, in terms of focus of the project, by FY09 evaluations had become the key area of demand for SUPPORT services, especially as the work under tasks 2, 3 and 4 was reduced. As was demonstrated in Figure 2, there was a steady year over year increase in the number of activities undertaken under this task. In terms of budgets, however, there was a slight decrease from the peak in FY10 in both FY11 and FY12 even though the raw number of activities increased (Figure 3).

⁵ This includes assessments, designs, third party monitoring (TPM) and other activities.

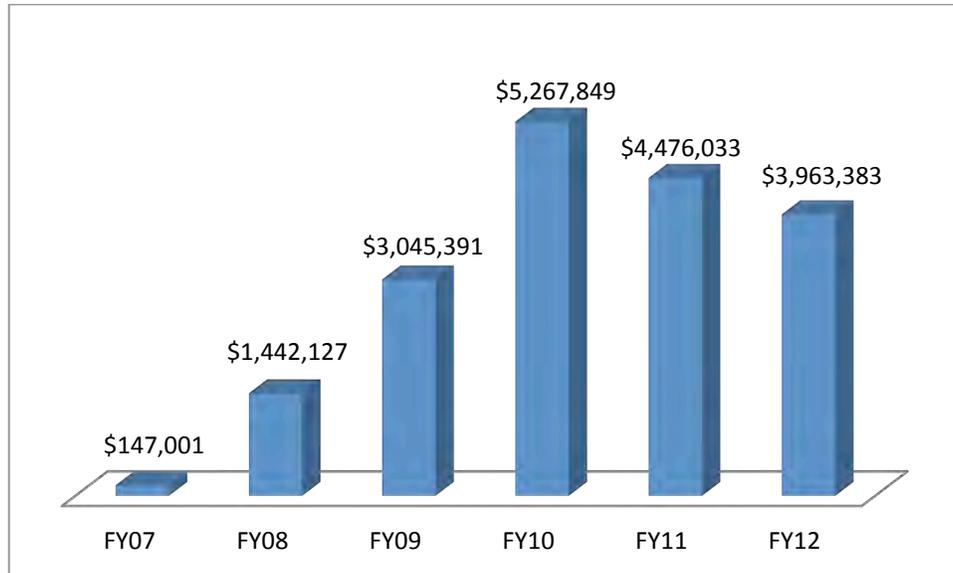


Figure 3: SUPPORT Task 6 Activity by FY and \$ Budgeted

If we average out the activity costs by fiscal year (Figure 4), the decrease is somewhat more pointed:

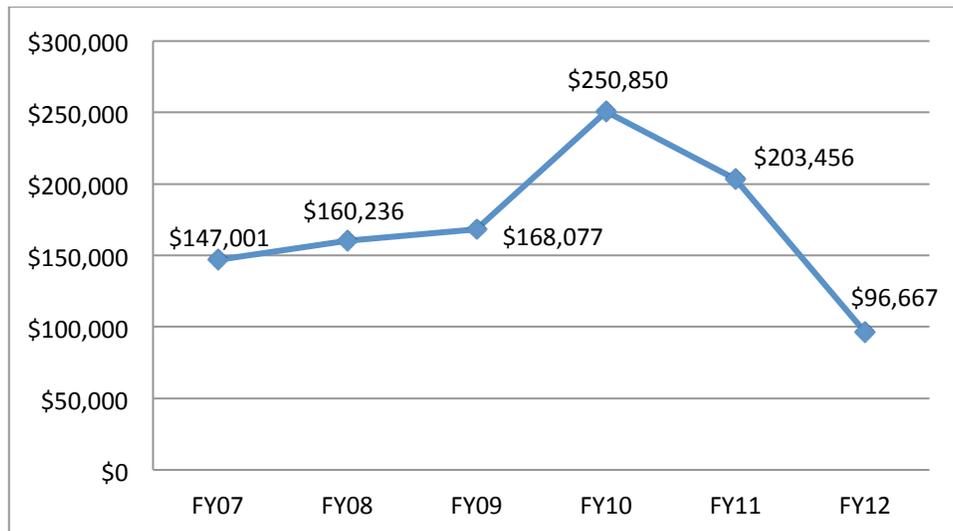


Figure 4: Average Activity Cost by FY

To explain why this was the case, it is useful to break out the activities by type – Assessments, Designs, Evaluations, and “Other” (see Figure 5 below). What is noticeable is the increase in design activities in FY12. This is directly attributable to issuance of Mission Order 201 in September 2011 integrating gender requirements into all relevant Mission programs and activities. The SUPPORT project was tasked with carrying out these gender-integration activities and in FY12 there were 27 such studies completed. But the SOWs for design/gender studies had a considerably smaller footprint. Typically they took approximately three to four weeks (including desk time at both the start and end of the assignment), which mitigated the additional costs of post

differential and danger pay; they normally utilized only one STTA; and the average budget was \$68,441. Assessments and evaluations, by contrast, were typically around six weeks long, utilized two or more STTA, and had an average evaluation cost (for FY12) of \$171,587.

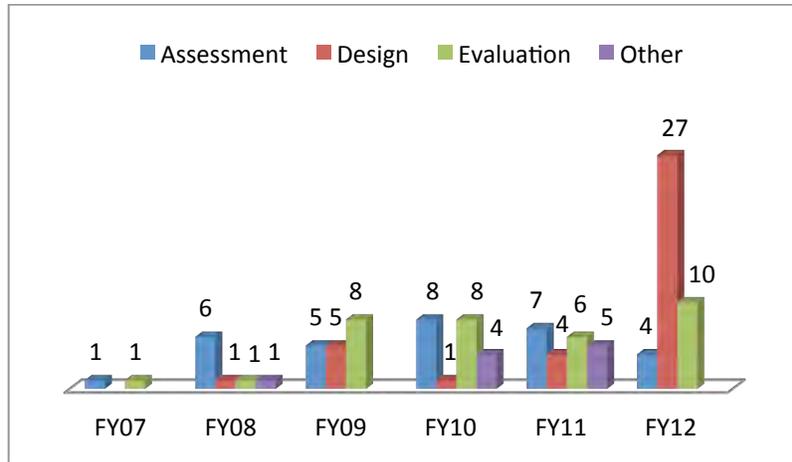


Figure 5: # of Activities by Type and FY

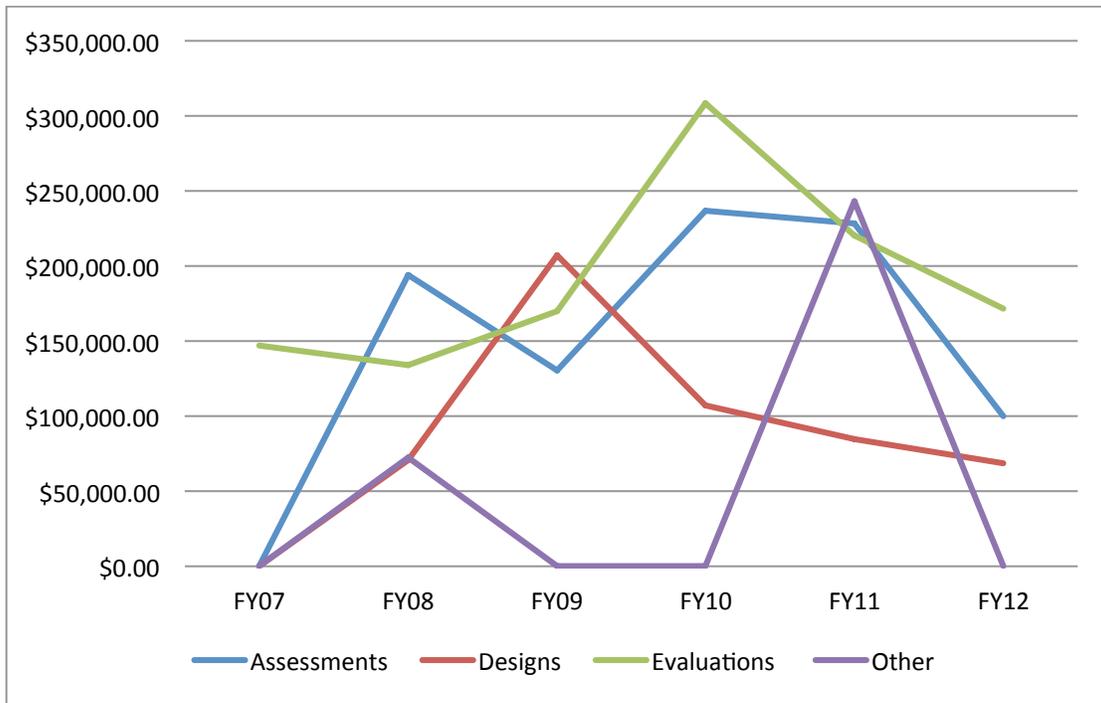


Figure 6: Average Activity Cost by Type and FY

Figure 6 (above) maps the “average” cost of each activity type over the life of the project. In contrast, we see a large increase in the average cost of assessments and evaluations in FY10 which carried over into FY11 before dropping off in FY12. This is attributable to the specific nature and complexity of the tasks undertaken at this time. In FY10, the project was tasked with the final evaluation of the three Alternative Development Projects (ADP) projects – North, East,

and South. The Level of Effort (LOE) for each of these evaluations was approximately double the average at the time and each region required three STTA plus there was an overall team leader. In FY10 the project also carried out an assessment of electricity projects in Kandahar and Helmand that required the use of a survey firm and thus the cost of that activity was also particularly high.

Turning to the “other” category, there was a noticeable spike in this category’s average cost in 2011 (see Figure 7 below). This is attributable to United States National (USN) and Cooperating Country National (CCN) STTA provided to the Transition Coordination Commission (TCC), an Afghan government appointed secretariat headed by Dr. Ashraf Ghani that was mandated to coordinate the transition from international security forces to the Afghan security forces. If we exclude this activity the average for the year drops from \$234,237 to \$133,713. This average is still unusually high as it includes the costs of a DQA conducted towards the end of FY11 that required a team of four international and two CCN STTA and an operational review of the International Organization for Migration (IOM)’s ACAP activity on behalf of the Stabilization Unit (STAB U).

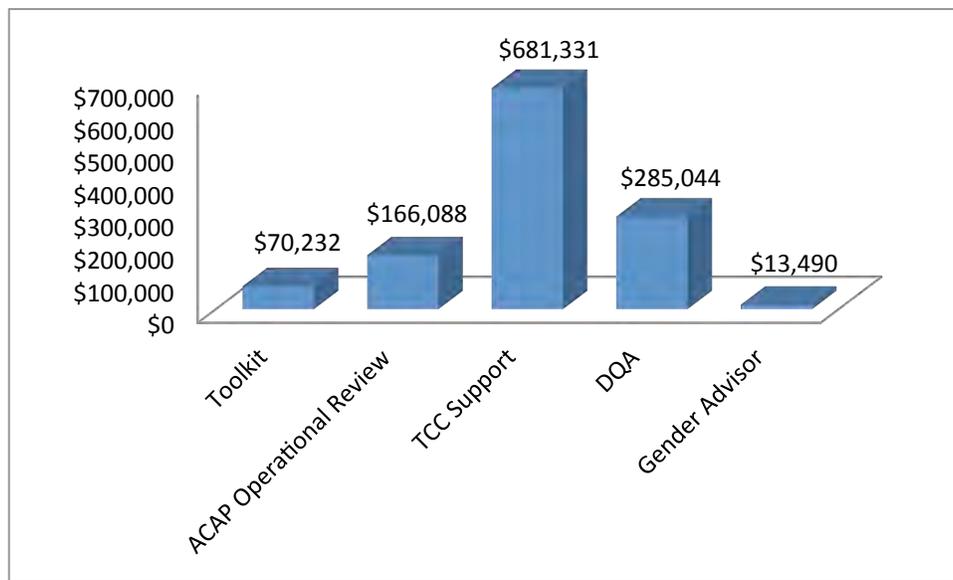


Figure 7: "Other" Assistance in FY11

Figure 8 (below) summarizes the average cost of each activity type over the life of the project. What is noticeable is the relative ‘weight’ of the ‘other’ category. While not envisioned in the original scope of the project, the complexity of demands placed on the Mission in such a highly politically charged and dynamic environment such as Afghanistan (especially between FY09 and FY11) resulted in the SUPPORT project being tasked with special activities that did not neatly fit into its original scope of work. But by FY12 these had been curtailed, likely because the project was coming to a close and was no longer a suitable vehicle for such tasks.

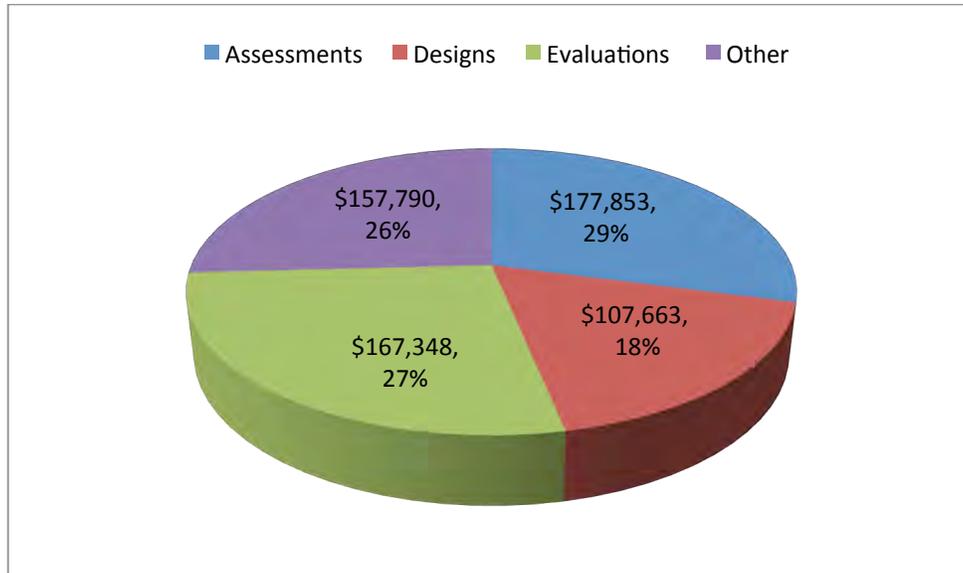


Figure 8: Average Cost and Percentage of Activity by Type, FY07-FY12

Switching focus to the demand for SUPPORT project services, Figure 9 (below) shows how SUPPORT’s total spending on Task 6 activities was allocated among OPPD and the various technical offices by fiscal year. Especially in the earlier years of the project, demand tended to come in waves: as a technical office learned about the availability of the SUPPORT project and SUPPORT successfully completed a task for that office, another request would quickly follow. While SUPPORT worked for only one technical office, the Office of Agriculture (OAG) in FY07, in FY08 the project provided services to three of USAID’s seven technical offices, with the Office of Infrastructure, Engineering and Energy (OIEE) and the Office of Democracy and Governance (ODG) accounting for roughly 80% of the demand. In FY09, the number of technical offices served increased to six, although more than 50% of the work was for Office of Social Service Development (OSSD). Similarly, in FY10 OAG accounted for more than half of the demand, which came for the first time from all seven offices. In the final two years of the SUPPORT project, demand was somewhat more evenly distributed among USAID’s technical offices, all of which utilized SUPPORT’s services.

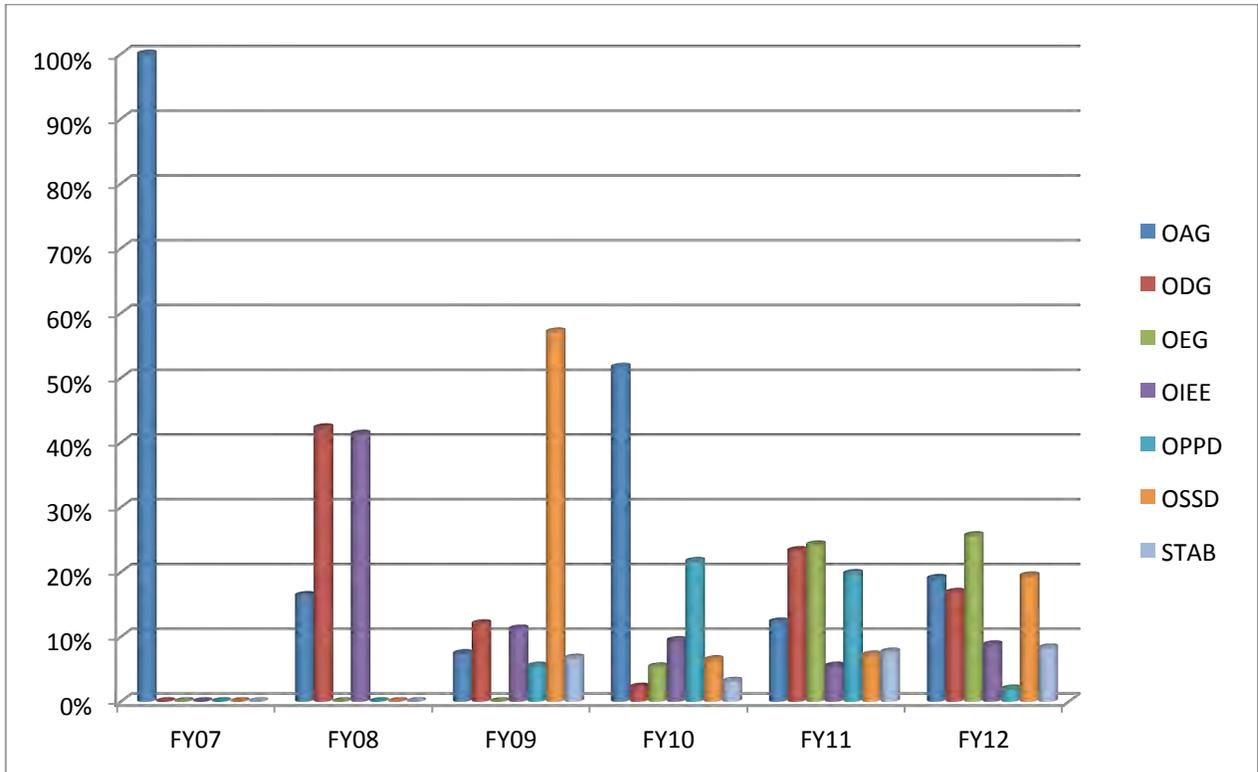


Figure 9: SUPPORT Services to Technical Offices by Percentage Share of Total Budget FY07-FY12

Averaging the numbers out over the life of the project (Figure 10) shows a more balanced distribution, with no single office accounting for more than a 25% share of the demand and most others (with the notable exception of the Stabilization Unit) with shares between 11% and 17% (Figure 10).

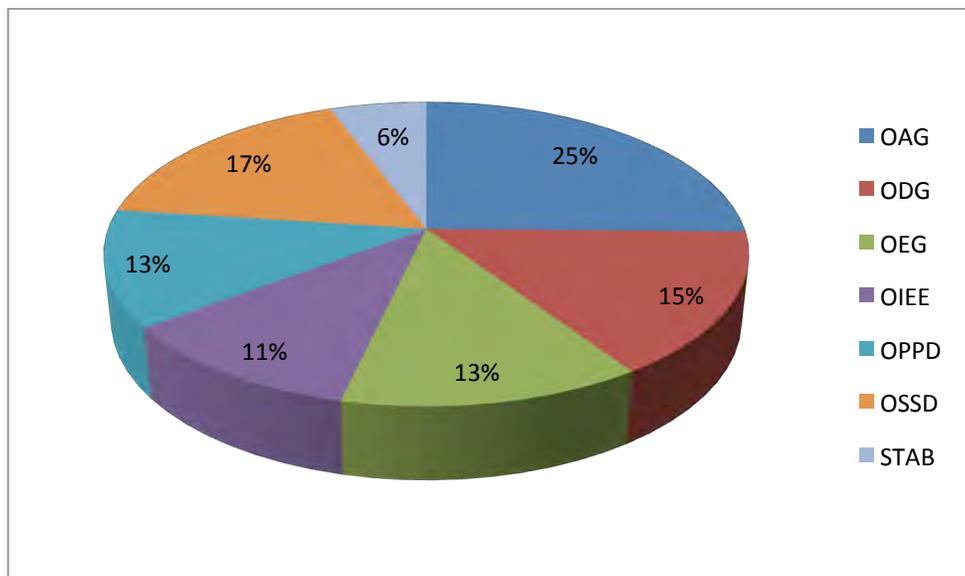


Figure 10: Demand for SUPPORT Services by Technical Offices, FY07-FY12 (by budget)

The final area of services provided under Task 6 is Third Party Monitoring (TPM), encompassing the on-going collection and review of information on project implementation, coverage and utilization of inputs. In September 2009, following discussions with USAID about the growing restrictions placed on Mission staff travel to field sites as a result of deteriorating security conditions and the potential for SUPPORT to undertake these site visits, SUPPORT was tasked with responding to SOWs for third party monitoring of six USAID projects that had been developed by various Mission technical offices in conjunction with OAG's point of contact for M&E. The stated objectives for all six SOWs were to:

- Cross check and re-validate the values of all indicators and results reported in project bi-weekly, quarterly, and annual reports.
- Determine whether implementation of the project is “on-track” and proceeding as expected to achieve its stated objectives.
- Assess the level of progress, quantity, and quality of project activities and results reported.
- Compare planned versus actual results and determine whether targets are being met.
- Identify implementation challenges and problems and recommend possible solutions or corrective actions.

Each SOW listed 27 questions grouped into six categories: Progress to Date; PMP/Targets; Data Quality/M&E System; Results Reported/Achieved; Budget; Strengths and Weaknesses. In effect, these SOWs moved the activity well beyond a simple monitoring exercise to encompass elements of a DQA with both verification⁶ and validation⁷ requirements, and it could be argued that they included elements of an evaluation as well. Ultimately, USAID opted to combine two projects under each third party monitoring activity. SUPPORT completed and submitted reports for two activities encompassing four ongoing projects.⁸ The final activity was cancelled after it had been approved by OAG due to a change in personnel within that office.

⁶ Verification determines whether a project is performing activities and producing outputs (products of a program's activities) as required or reported. It is used for monitoring and determining compliance. Different from outcomes (change resulting from outputs), verification may also examine compliance with USAID requirements (e.g., branding and marking).

⁷ Validation goes beyond verification, (not focusing on outputs and activities). Validation examines whether a project is producing expected short-term outcomes (e.g., knowledge gained or changed behavior as a result of training) and perhaps, the quality of outcomes (e.g., use and application of what learned in the training). Validation exercises focus more on a project than on a specific activity or set of activities. It is used for monitoring and can lead to evaluation. Validation requires larger samples, more rigorous sampling approaches and wider variety of methods. (e.g., representative sampling survey, focus grouping, semi-structured key informant interviews).

⁸ TPM activities were completed for IDEA NEW with ADP/SW and AWATT with A-4. The third activity, combining ASAP and CFNA/AFSA, was cancelled.

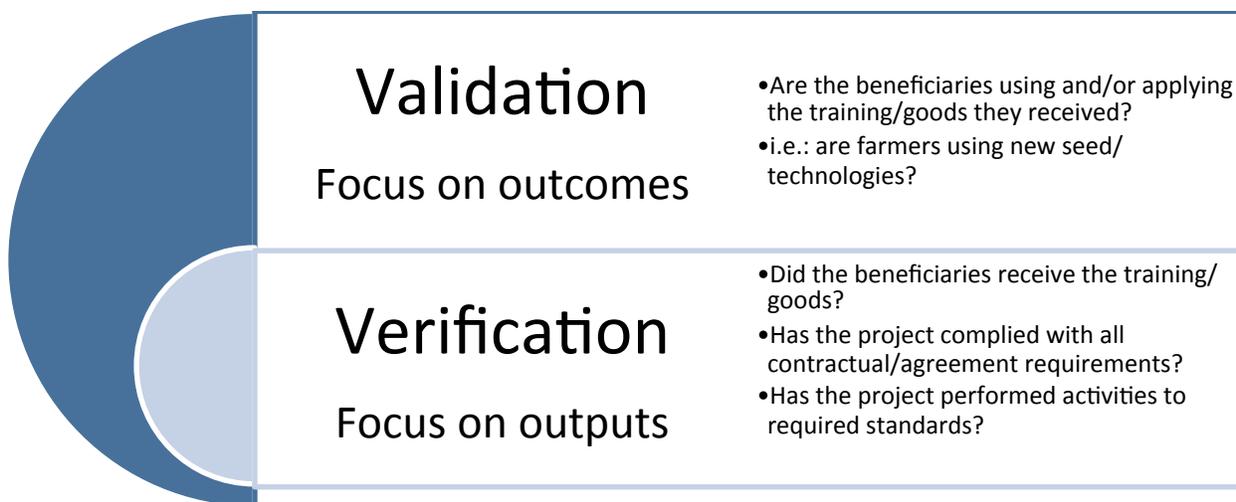
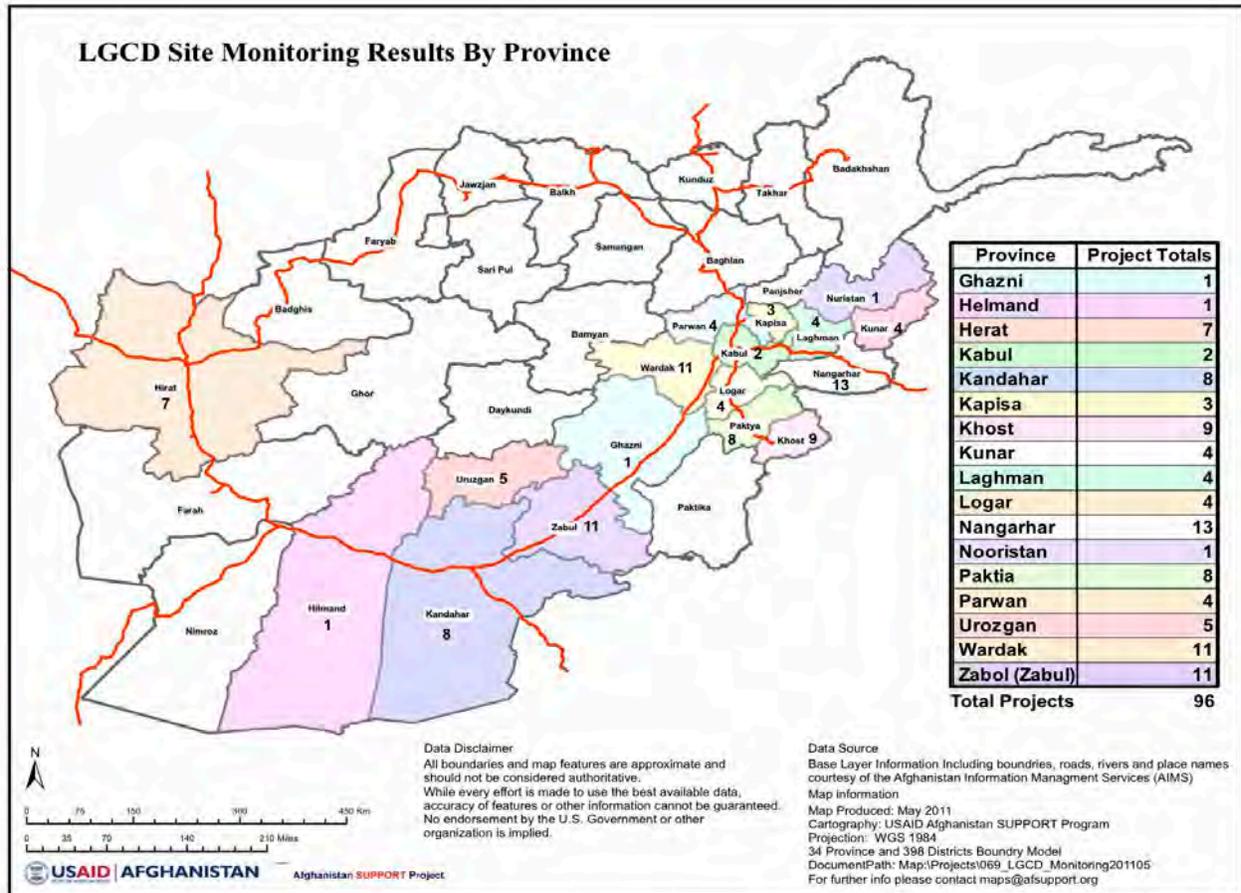


Figure 11: Verification & Validation

The next round of TPM activities focused on the LGCD project. The SOW was received in December 2009 and called for TPM activities to commence in January 2010 and proceed for a six- month period. (At the time the SUPPORT contract had only been extended until April 30, 2010 and the SOW was revised to reflect these parameters). The SOW differed from the previous round of TPM activities in that the work was to be performed over an extended period of time and therefore was more in line with typical ‘monitoring’ activities. The SOW also called for a different (more basic) reporting mechanism and a standardized list of questions.⁹ SUPPORT recruited two international STTA to manage a team of CCN monitors and to provide periodic reports to USAID. Site selection was done in conjunction with USAID’s technical office along with the Implementing Partner (IP). Over the course of the LGCD TPM activity, 96 project sites were monitored in 17 provinces. The map below shows the geographic spread of this activity.

⁹ The SOW called for the following questions: 1) Has this activity helped to improve stability? 2) Was the activity implemented on time and in accordance with the submitted proposal? 3) Did the activity have the intended outcome per the indicators outlined in the proposal? 4) Was the activity linked to GIRoA? 5) Is the activity branded and how? 6) How many participants did you see during the monitoring visit? 7) If there was paid labor involved, how many days of labor have been created? 8) What is the level of community involvement in the activity? 9) What cross-cutting issues were addressed? 10) What was the make-up and number of the beneficiaries? 11) How was the implementation verified: interviews, photos, direct observation? 12) Other questions that will provide needed information in regards to the specific project or activity.



SUPPORT’s experience with TPM activities is insightful. The concept that was initially presented to USAID had been modeled on TPM activities in similar conflict settings such as Iraq. The Mission responded with an ambitious approach that, in effect, went beyond the parameters of TPM, was not sustainable with the available resources, and ultimately was abandoned. The approach taken with the LGCD project fit more neatly into the traditional understanding of TPM in that it was implemented over a longer period of time, utilizing local staff. The reporting formats were simpler and had greater utility to USAID. Nevertheless, the approach had weaknesses in that the sampling was done not within scientific norms and sites were not selected randomly. In the end, the greatest challenge was the constant cycle of SUPPORT project extensions, which frustrated the long-term planning that is a critical element of TPM activities.

2.7 TASK 7: AFGHANISTAN INTERAGENCY (AIOG) ACTION PLAN

The initial contract called for SUPPORT to prepare progress reports (action plans) as requested by the COTR and/or OPPD on indicators that are tasked to USAID Afghanistan for interagency and US Embassy/Kabul requirements. SUPPORT was also tasked with reviewing such reports as directed by the COTR and/or OPPD staff.

In FY08, SUPPORT was informed that it would be directed only to *monitor* USAID/Afghanistan's results against US Government inter-agency and State Department indicators for which the Mission had primary responsibility or provided inputs. However, SUPPORT never received any requests for this kind of monitoring assistance.

2.8 TASK 8: MAPPING/GEOBASE QA/QC AND MONITORING

With the introduction of the Afghan Information System (AfghanInfo), the Mission ceased using GeoBase in FY10. Prior to this, SUPPORT's involvement with GeoBase centered on the provision of hardware and software to AIMS, USAID's GeoBase IP, and providing quality assurance/quality control (QA/QC) support. After USAID's grant to AIMS came to an end in FY09, SUPPORT was tasked with funding the cost of hosting the server until the Mission could determine what system it would eventually use and then import the data to that system. SUPPORT did this until the new system – AfghanInfo – was up and running in the second quarter of FY10. From that point forward, SUPPORT provided QA/QC on AfghanInfo, verifying an average of more than 43,000 entries per year and correcting more than 2,000 entries per year.¹⁰

Another accomplishment under this task was the provision of printed maps to USAID, some of which came from the SUPPORT map catalogue that, over the course of the project, grew in size to contain 1,848 different maps. These maps were utilized by USAID's DOC office in the preparation of provincial briefers, fact sheets, success stories/snapshots, and similar materials.¹¹ Additionally, SUPPORT's GIS unit completed various 'special' projects for USAID. For example, in FY11 when OPPD was developing – with the assistance of a SUPPORT STTA – an orientation handbook for incoming staff, SUPPORT's GIS unit developed customized maps based on the needs of the STTA who was developing the handbook. In FY12, when USAID was engaged in the development of its economic corridors strategy, SUPPORT produced over 100 different maps at the request of OPPD. Similarly in FY12, SUPPORT produced 47 custom maps for USAID on the Kajaki Dam project. SUPPORT's GIS unit also provided maps for other USAID IPs as well as for SUPPORT STTA working on assessment/design/evaluation tasks.

In FY11, SUPPORT was also tasked by OPPD to develop an online mapping system that could be integrated with AfghanInfo and linked to USAID's website to display development results. Given the need for the system to be integrated with the existing USAID website, SUPPORT subcontracted with CaudilWeb to develop this ArcGIS tool. However, no final determination was made to move in this direction and instead the Mission focused on an update to AfghanInfo 2.0, which included GIS components, and this initiative was dropped by the start of FY12.

¹⁰ Due to IP weaknesses with GIS and/or poor data entry practices, many GIS coordinates entered were in fact located outside of Afghanistan. SUPPORT's GIS staff was tasked with correcting these errors.

¹¹ In FY11 what were previously referred to as success stories became snapshots.

2.9 TASK 9: LOGISTICAL SUPPORT TO CONFERENCES, MEETINGS AND WORKSHOPS

Another key SUPPORT project service was to provide conference facilities for USAID and its IPs. Recognizing that secure conference facilities are both in limited supply and expensive in Kabul, this service greatly assisted USAID’s work and saved considerable cost for IPs across USAID’s portfolio of activities.

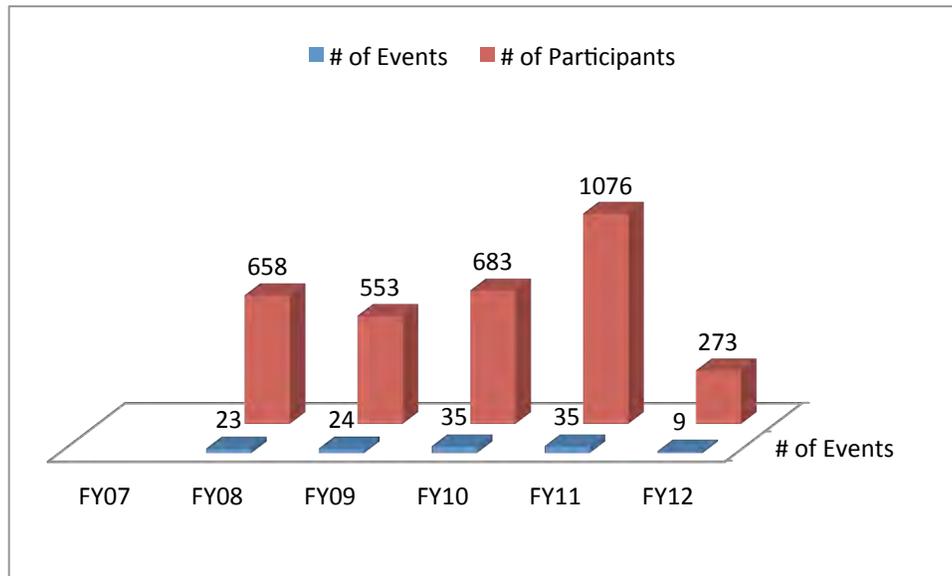


Figure 12: Conference Facility Use, FY07-FY12

As shown in Figure 11, the project did not host any formal events in FY07 while the facilities were being renovated and used as temporary living accommodations for LTTA. By FY08, however, the conference facilities were in demand by both USAID and its IPs. Utilization varied over the life of the project, from formal training sessions for staff and beneficiaries, to workshops, to space for annual meetings. When AfghanInfo debuted in 2010, OPPD made use of the facilities to provide training to IPs and hold period refresher courses and information sessions as updates dictated. The conference facilities were also utilized by SUPPORT STTA for stakeholder briefing sessions. When there were no formal requests from USAID or its IPs, the conference facilities also served as temporary offices for SUPPORT STTA teams. It is worth observing that the numbers in FY12 reflect a drop in demand as the project began close out procedures and both USAID and its IPs understood that the facilities were no longer available. While there is no way to definitively calculate the cost savings to USAID as a result of these facilities, the project hosted 126 events and 3,243 individuals and given the market prices in Kabul for comparable spaces, savings were likely significant.

2.10 TASK 10: WEB CONTENT DEVELOPMENT

At the outset of the SUPPORT project, USAID/Afghanistan had limited staff resources in a number of areas including the DOC office. SUPPORT helped provide capacity through an

embedded staff member who updated information on all of the Mission's activities for web distribution. SUPPORT's DOC Specialist also provided the COTR/DOC with quarterly updates to the Mission's website and with new provincial and/or sectoral briefers for distribution. In FY08, the DOC Specialist developed 34 provincial briefers and in FY09 55 fact sheets along with performing other routine duties such as website updates. As use of the web and social media rose in FY10, the DOC Specialist was tasked with monitoring website traffic and editing and posting press releases, fact sheets, project descriptions, and success stories/snapshots for a growing number of USAID projects. After the DOC Specialist opted not to renew her contract in the 2nd quarter of FY11 and due to uncertainties surrounding the extension of the SUPPORT contract, a decision was made in conjunction with SUPPORT's COR not to fill the position for the remaining months of the contract. This decision was made easier since the DOC office by that time was fully staffed. Given the RSO's decision to remove access to the USAID compound, an embedded staff position was, ultimately, no longer feasible.

2.11 TASK 11: TRANSLATIONS AND INTERPRETATION SERVICES

As with the previous task, staff limitations at USAID/Afghanistan at the start of the project were such that the need for translation and interpreter services was a priority. The SUPPORT project responded to this need – usually for time sensitive and critical documentation – by retaining a number of translators on permanent staff as well as utilizing Kabul University Translation Association's services.

SUPPORT's Translation Unit worked closely with the project's DOC Specialist, who would provide QA/QC support for translations from Dari/Pashto into English and work with SUPPORT's pool of translators to ensure the content of the document was understood by those translating English documents into Dari/Pashto. The Translation Unit was also responsible for part of the work load of the DOC office's translation services (briefers/success stories/press releases, etc.). Over the course of the project, SUPPORT received 376 translation tasks, of which 152 were non-DOC office requests. Translations would vary from simple one page letters from the front office to a GIRoA official (or vice versa), to lengthy reports and complex PowerPoint presentations.¹² Figure 13 (below) shows trends in translation work undertaken from FY08-FY12. The notable drop in FY12 is attributable to the SUPPORT DOC office position being phased out and the fact that this was also the project's final (shortened) year of operation.

¹² These were particularly difficult to replicate as they frequently included charts and tables that had to be completely reformatted (and often without the corresponding excel spreadsheets) as Dari/Pashto have a different (right to left) orientation than English.

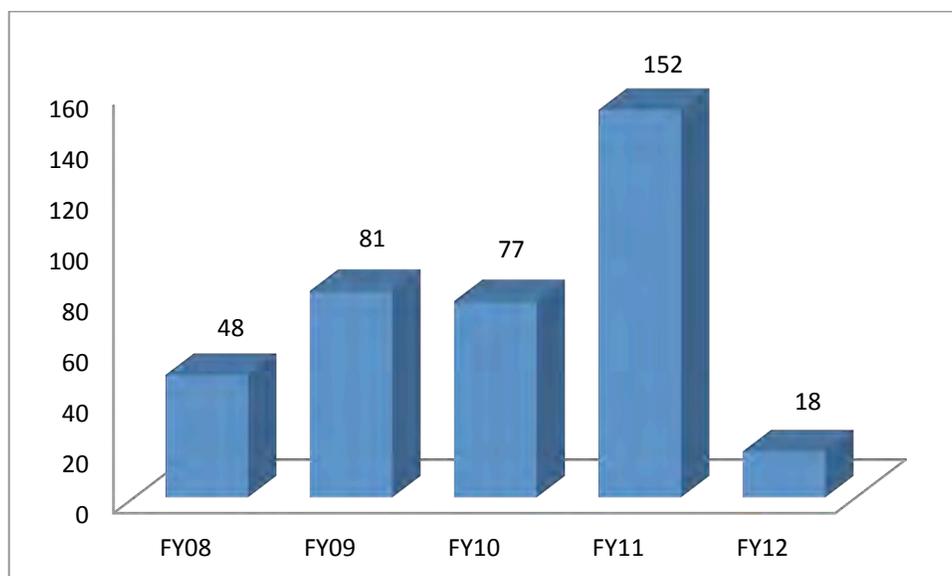


Figure 13: Translation Requests Undertaken

2.12 TASK 12: ACTIVITY/PROJECT/ELEMENT DESIGNS

This task was intended to be Mission-demand driven, particularly following the Mission’s semi-annual reviews, with SUPPORT staff providing design services for new programs as identified by the Mission and requested by the COTR/COR. There was no activity under this task over the course of the project. One could argue that the gender studies could have fallen under this task, but it was decided for simplicity to group those studies under Task 6.

3 EVALUATION CYCLE¹³

“Far better an approximate answer to the right question, which is often vague, than an exact answer to the wrong question, which can always be made precise.” – John Tukey¹⁴

This section of the report is included following discussions with the SUPPORT project’s COR regarding the overall format and content of the final report. Specifically, the contractor was invited to reflect further on the work undertaken through tasks 5 and 6 over the life of the project and, where possible, offer suggestions on ways the assessment/design/evaluation work could be strengthened. It should be stressed at the outset that these observations are not based on specific instruments one would find in a typical evaluation and are in fact simply observations – but they are “informed” observations based on experience with the implementation and management of a

¹³ This also includes assessments, designs and other activities undertaken under Task 6 –the term ‘evaluation’ is used for simplicity.

¹⁴ John Tukey, http://en.wikipedia.org/wiki/John_Tukey

large number of assessments/designs/evaluations in a dynamic and complex environment. As such, suggestions for improvement are offered rather than higher order recommendations.

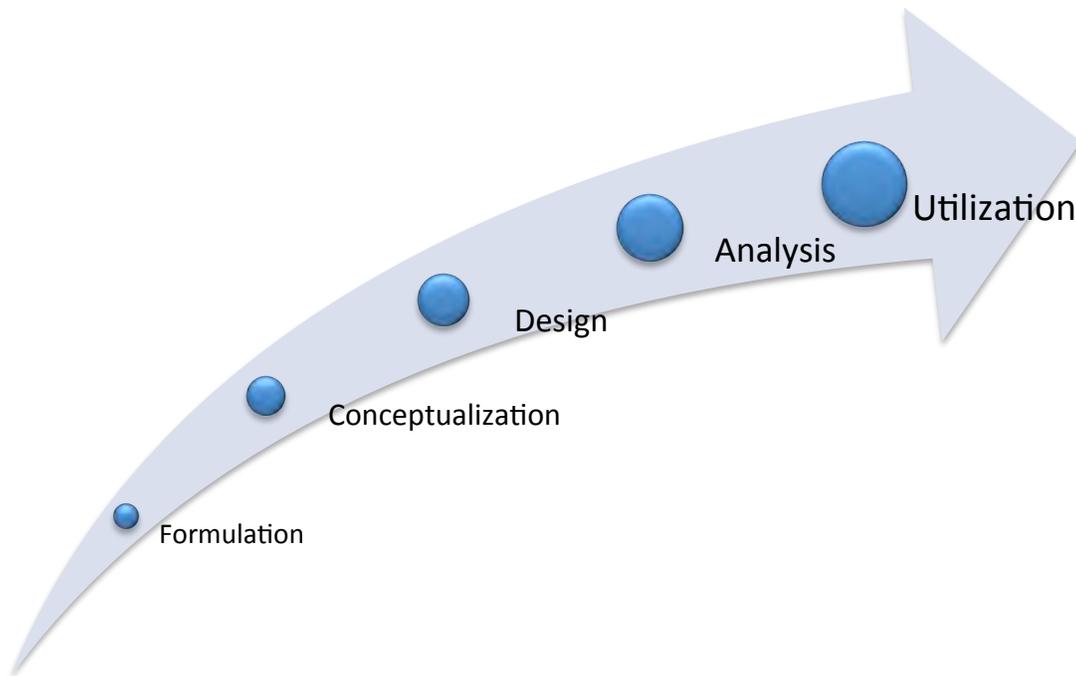


Figure 14: Evaluation Steps

Figure 14 (above) maps out the various steps undertaken in most activities under Task 6, and which generally reflect the standard steps common in most evaluations. In slightly more detail, the steps can be described as follows:

- **Formulation:** at this initial stage the purpose of the activity as well as the hypothesis and evaluation questions are developed for inclusion into the Statement of Work.
- **Conceptualization:** the methodology to guide the activity is developed along with the appropriate parameters to meet specific project outcomes.
- **Design:** here work is undertaken to shape the components of the evaluation.
- **Analysis:** analysis of evaluation data is undertaken and findings, conclusions and recommendations formulated.
- **Utilization:** findings, conclusions and recommendations from the previous step are incorporated into management or decision making as well as USAID’s learning process.

The first two stages generally correspond to the development of the SOW and the next two stages correspond to the undertaking of the evaluation itself (arrival of STTA to undertake field work and complete the report). The final stage – utilization – entails the dissemination of the report into specific management processes as well as the learning process. Under the SUPPORT project, LTTA and STTA involvement in the evaluation process was primarily limited to the second two

stages, design and analysis. Administratively, the project would respond to a specific SOW by recruiting and mobilizing suitably qualified STTA (USN/ Third Country National (TCN)/CCN), obtaining the normal USAID approvals, and providing administrative and logistic support (including security) to the teams during their time in Afghanistan. SUPPORT management also provided oversight to ensure that the deliverables fulfilled the requirements set forth in the SOW and met the standards set by USAID. Through this experience, SUPPORT gained some perspectives on the other three stages of the evaluation process, as discussed below.

3.1 FORMULATION

All good evaluations have their origins in a clear sense of purpose which can be found in the “five-w’s” questions: *who* needs to know *what*, *when*, *where*, and *why*. These questions should form the core of the SOW, along with the question of *how* well the projects were designed and *how* they have affected the targeted population/group. Prior to the introduction of USAID’s 2011 Evaluation Policy, these questions often were not fully developed in SOWs received by the SUPPORT project, which focused principally on the “mechanics” of the evaluation – LOE, methodology, budget, skillset of the proposed consultants, etc. Many of the earlier SOWs contained questions that were descriptive, narrowly focused on indicators, and were *not* geared towards “utilization” of the evaluation findings.

For an evaluation to be truly useful, it is critical that the right questions be developed. They may be difficult to answer and the answers may only be approximate, but the right questions are the ones that generate the truly useful answers. During the SUPPORT project, there was little room for substantive involvement by SUPPORT management, and no involvement of the evaluation team, in framing the substance of SOWs. Thus, there was little opportunity for the STTA who would be performing the evaluation to share their experiences with respect to both the development of questions and to the most appropriate methodologies. It is suggested that if ways could be found to incorporate feedback from SUPPORT LTTA and STTA in these areas, this collaborative approach would strengthen the SOWs and the corresponding evaluations.

3.2 CONCEPTUALIZATION

Drafters of evaluation SOWs should consider including six types of questions. The SOW questions should begin with one concerning the overall development hypothesis – what was the specific issue/problem that the project was designed to address and did the project in fact address the core causes of the problem? A process question should be included – how well was the project designed and implemented? As USAID’s evaluations are now typically performance based, there should also be an outcome question – how substantially have things changed as a result of the project interventions? A context question should be constructed to explore the underlying conditions – under what circumstances, for whom, and why did the project work? Another key question revolves around utility – were the outcomes worth the investment on the part of USAID?

And finally, performance based evaluation SOWs should seek honest answers to the core issue of sustainability.¹⁵

Once the evaluation questions have been finalized, the next issue for SOW drafters is *how* to go about obtaining answers to the evaluation questions, or what is the most appropriate *type* of evaluation. Figure 15 (below) captures the general consensus on evaluation types, but even here there is debate in the literature, with the ‘participatory’ evaluation sometimes identified as a stand-alone type while ‘output evaluations’ may be viewed simply as ‘monitoring’ exercises and thus excluded from the evaluation typology.

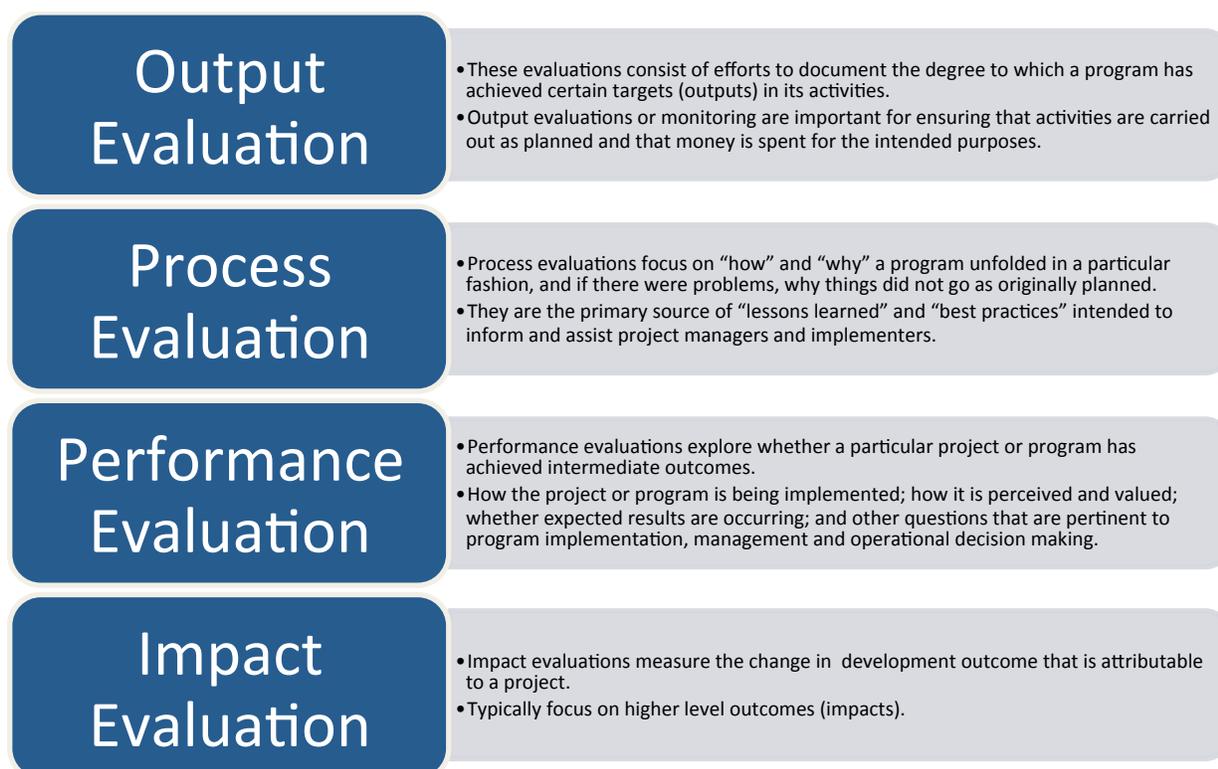


Figure 15: Typology of Evaluations-

Prior to the release of USAID’s new Evaluation Policy, the majority of the evaluations undertaken by the SUPPORT project were process evaluations that focused on *how* and *why* type questions. For example, the SOW for the PACE-A¹⁶ evaluation (FY10) characterized the task as consisting of:

“...mid-term, formative evaluation whose *objectives are to help determine what components and project aspects are working well and why, which are not and why, and to make modifications and mid-course corrections, if necessary, so that*

¹⁵ Davidson, E. Jane, Actionable Evaluations: Basics: Getting succinct answers to the most important questions, Actionable Evaluations, 2012.

¹⁶ Partnership for Advancing Community Education in Afghanistan

the PACE-A project and its results are enhanced over its second half. The evaluation should provide pertinent information, statistics and judgments that assist the implementing partners, Ministry of Education (MOE) and USAID to learn what is being accomplished technically, and what relevant management, financial and cost efficiency, and personnel information and findings present themselves” (emphasis added).

The SOW then went on to list 30 questions that the evaluation was to answer and included an annex of more than 40 additional questions. Similarly, the SOW for the LCEP-II evaluation (FY11) had as the evaluation’s first objective to “[a]ssess the current progress made to date and the effectiveness of program implementation towards achieving LECP-2 goals”, while the evaluation SOW for the COMPRI-A project (FY09) stated that the purpose was to: “... conduct a mid-term evaluation of COMPRI-A and make necessary recommendations according to findings.” The questions posed in the COMPRI-A SOW again reflected the *how* and *why* focus. The first question asked “[a]ccording to the key stakeholders, what is the technical quality of the program’s activities?” and the third question focused on the quality of the indicators. There were, of course, some exceptions to this pattern. The MISPA evaluation (FY10) clearly stated that the purpose was to “evaluate the project’s *performance, effectiveness and successes* based on expected outcomes and results as designed under specific program components” (emphasis added).

USAID’s 2011 Evaluation Policy has clarified matters considerably by limiting evaluations to two types: performance and impact.¹⁷ A performance evaluation shifts emphasis, while still retaining the *how* and *why* questions, to *what* a particular project or program has achieved. An impact evaluation measures change in a development outcome that is attributable to a defined intervention. Impact evaluations use experimental or quasi-experimental methods and require credible and rigorous data. But as USAID’s policy notes, not every development project lends itself to an impact evaluation and the necessary scientific rigor requires a considerable investment in time and other resources. The policy acknowledges that, for the time being, most USAID evaluations will be performance evaluations utilizing a ‘mixed’ methodology, which is defined as a design for collecting, analyzing, and mixing both qualitative and quantitative data in a single study or a series of studies to understand an evaluation problem.¹⁸

It is important to note that a mixed methodology can have varying degrees of complexity, as illustrated in Figure 16 (below), and that the degree of complexity can be an important factor in determining the LOE needed to conduct the evaluation. It was at this stage that SUPPORT’s

¹⁷ Interestingly, the 2011 Evaluation Policy removes monitoring from the traditional “M&E”. It recognizes that while connected, monitoring and evaluation are distinct disciplines. Operating Units are instructed to retain monitoring as per ADS regulations (203.3, 201.3.8.6, and 202.3.6) and to link monitoring and evaluation efforts through PMPs.

¹⁸ “Performance Monitoring & Evaluation Tips: Conducting Mixed-Method Evaluations,”

<http://transition.usaid.gov/policy/evalweb/documents/TIPS-ConductingMixedMethodEvaluations.pdf>, accessed 17 April 2013.

management team could have the greatest input as they were able to assess and provide guidance on how the required methodology and geographic complexity might affect the evaluation cost and timetable (e.g., would the field work be carried out in a relatively permissive urban setting or did it require site visits to remote rural sites in less secure regions of Afghanistan?).

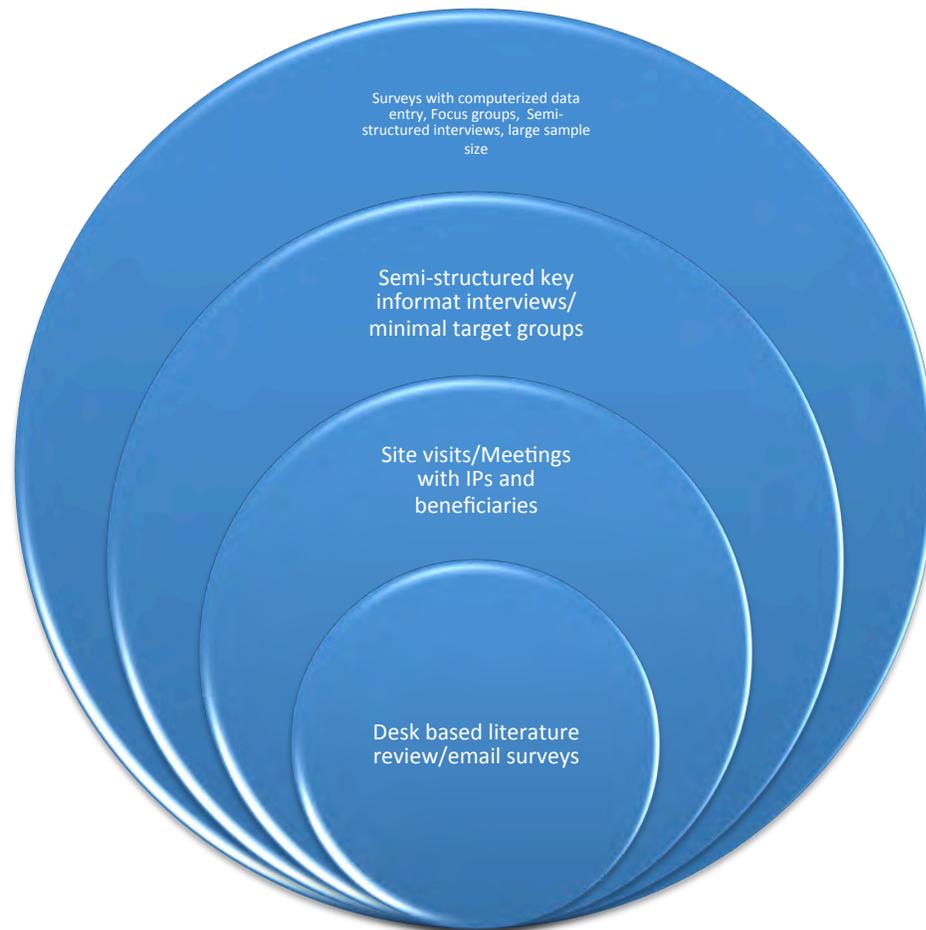


Figure 16: Scientific Rigor of Methodology

Following the release of the 2011 Evaluation Policy, USAID issued additional guidance and a checklist to assist USAID staff in developing budgets and estimating LOE requirements for evaluations. The guidance, citing a recent study of USAID SOWs, noted that the “weakest part of the SOWs was that only 7% were judged adequate in terms of the amount of LOE and budget allocated to the evaluation to address the evaluation questions.”¹⁹ It urged greater care in aligning LOE and provided the following suggested breakdown of LOE by major activity:

¹⁹ Quality Review of Recent Evaluation Statements of Work, USAID/LER, March 2010. Study conducted by MSI.

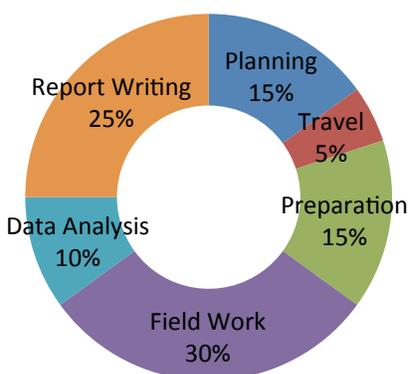


Figure 17: LOE (as %) by Category

This suggested allocation is generally consistent with the experience of the SUPPORT project with evaluation work. The guidance also provides examples of illustrative LOE and team composition, suggesting an LOE 1 of 40 days for a typical performance evaluation. However, in Afghanistan, where security restrictions and logistical challenges are considerable, this suggested LOE may be insufficient.²⁰

3.3 UTILIZATION

USAID’s new policy on evaluation was developed by “professionals who apply their best thinking to solve hard problems [and] know that we can learn more systematically from our work, and that we can more rigorously and credibly document our programs’ effectiveness.”²¹ The paramount emphasis in the new policy is upon learning and the utilization of this knowledge. The policy goes on to elaborate:

“In the end, the measure of our success will not be predicated on the number of evaluations done, or stored within a database, or even solely upon the quality of the findings. We’ll be successful if and when the evaluation work of USAID contributes to greater development effectiveness. When implemented, our vision of success is that this policy will make us better able to identify areas where we are more capable of achieving development results, and those where we have less success and therefore need to improve. *Our success will depend on our ability to*

²⁰ And the guidance is clear on this. It states: “[o]nce you have prepared your LOE chart look at an actual calendar and see how the work flows from the anticipated start-date to the anticipated end date for the evaluation. Will key stakeholders be available to participate in the evaluation when the team is in-country? Are there any holidays? Will the rainy season slow/prevent access to field sites? Are there political or security obstacles? Will the evaluation team travel over weekends? What is the contingency plan if the schedule slips?” All of these concerns, based on the experience of the SUPPORT project are relevant and thus OPPD and the technical offices are well advised to consider these concerns and built them into LOEs.

²¹ USAID, *Evaluation: Learning From Experience; USAID Evaluation Policy*, 2011, preface, <http://www.usaid.gov/sites/default/files/documents/1868/USAIDEvaluationPolicy.pdf>

*use evaluation findings to strengthen our efforts and sharpen our decision-making. With the implementation of this policy, we expect a step change in the quantity and quality of evaluation findings that inform our own strategies, program design, and resource allocation decisions; and we will contribute to the global community with new, practical and rigorous knowledge” (emphasis added).*²²

Over the course of the SUPPORT project – and particularly before the new evaluation policy was introduced – various interested parties in USAID/Afghanistan would question the utility of evaluation reports. This is a common enough theme among seasoned evaluators, but the high rate of turnover among USN/TCN staff in Afghanistan exacerbates the concern.²³ In a 2012 Office of Inspector General (OIG) report, the authors noted the impact this turnover had on the evaluation process: “*the constant staff turnover at USAID/Afghanistan erodes the staff knowledge base since managers and subordinate staff members are often unfamiliar with the projects under their purview*” (emphasis added).²⁴ The experience of the SUPPORT project confirms the OIG’s conclusion; in a number of cases, evaluations were designed and initiated by USAID technical staff who completed their tours before the results were finalized. Incoming staff would frequently find that the evaluation reports did not focus on questions they felt were important.²⁵

Although the 2011 Evaluation Policy stressed the importance of learning and utilization, it provided little in the way of detail on this critical dimension. The policy does note, under the heading of transparency, that the findings of evaluations will be shared “as widely as possible”, but offers little concrete direction other than to state that “summary” findings “including a description of methods, key findings and recommendations, will be available to the public on-line in a fully searchable form within three months of an evaluation’s conclusion”²⁶ And that “utilization of evaluation findings will be encouraged in the guidance in Mission Orders, and will be highlighted in Country Development Cooperation Strategies.”²⁷ The FAQs issued by the

²² Ibid.

²³ One 2011 news article put the annual staff turnover rate at approximately 85%. See Rajiv Chandrasekaran, “U.S. Military Dismayed by Delays in 3 Key Development Projects in Afghanistan,” Washington Post, April 28, 2011, <http://www.washingtonpost.com/world/us-military-dismayed-by-delays-in-3-key-development-projects-in-afghanistan/2011/04/22/AFD6jq8Elstory.html>.

²⁴ Office of the Inspector General, *Review of USAID/Afghanistan’s Monitoring and Evaluation System* (Report Number F-306-12-XXX-S), September 2012, p. 1.

²⁵ For example, the Third Party Monitoring activities ordered by OAG in 2009 (and referenced earlier in this report) were initiated by one staff member and the final report received by another who confided to SUPPORT LTTA that while the report was informative, she believed resources could be better utilized. In 2011 SUPPORT undertook an evaluation of OIEE’s SPR activity. During the final briefing – attended by both OIEE and OPPD staff, the report was accepted pending minor edits. But a new staff member arrived who felt the final report failed to address what he believed to be the key questions. Other examples could be added, but the overarching point is that high staff turnover create unique challenges for conducting evaluations and, more importantly, utilizing their findings, conclusions and recommendations.

²⁶ USAID, *Evaluation: Learning From Experience; USAID Evaluation Policy*, 2011, p. 7, <http://www.usaid.gov/sites/default/files/documents/1868/USAIDEvaluationPolicy.pdf>

²⁷ Ibid., p. 10. In more detail, this section states, “Evaluation is useful only insofar as it provides evidence to inform real-world decision making. Every step of USAID’s programming model – from design to implementation to

Policy, Planning and Learning/Office of Learning, Evaluation and Research (PPL/LER) on March 25, 2011 were also notably silent on utilization. Of the top ten questions in that issue, only one (#10) raised the matter of sharing findings (and how to submit a final evaluation report) and the only guidance provided was that:

“High-quality evaluation findings should inform USAID decisions. For example, the Program Office of an OU (Operating Unit) should ensure that evaluations are timed so that evaluation findings are available when decisions need to be made, and that findings are integrated into decision-making about strategies, program priorities, resource allocations and project design for that OU. At headquarters, USAID decision-makers should be using high-quality evaluation findings to inform strategic, program, policy, and budget planning for the Agency.”²⁸

One suggestion – and this can be seen as a sort of ‘meta-suggestion’ that relates to the discussion above on SOWs, – would be to find better ways of integrating utilization into the overall evaluation process.²⁹ As Michael Patton, who has written extensively about utilization-focused evaluations, notes: “A psychology of use undergirds and informs utilization-focused evaluation: intended users are more likely to use evaluations if they understand and feel ownership of the evaluation process and findings; they are more likely to understand and feel ownership if they've been actively involved; by actively involving primary intended users, the evaluator is training users in use, preparing the groundwork for use, and reinforcing the intended utility of the evaluation every step along the way.”³⁰

Patton has developed a comprehensive 12 point checklist, which breaks out the tasks involved in producing a utilization-focused evaluation along with the challenges such an approach entails and ways in which those challenges can be mitigated. While not every step is necessary, the use of a checklist and the emphasis on facilitation – a role for evaluation officers in the technical offices with guidance from OPPD – would encourage greater utilization of evaluation reports at USAID/Afghanistan. Patton’s 12 points are as follows:

evaluation – will be undertaken from the perspective not only of achieving development objectives, but of contributing to the broader goal of learning from experience. The learning from previous experience that is captured in evaluation findings should be easy to access and considered whenever an officer is designing and implementing new projects, and project and policies should be designed so they are evaluable (when possible) and should include a plan for evaluation.”

²⁸ Bureau for Policy, Planning and Learning/Office of Learning, Evaluation and Research (PPL/LER) *USAID Evaluation Policy: Answers to Frequently Asked Questions (FAQs)*, Issue 1, p. 22, March 25, 2011.

²⁹ This section draws heavily on the work of Michael Quinn Patton and “Utilization-Focused Evaluations” about which he has written extensively. See, by way of example, Michael Quinn Patton, *Utilization-Focused Evaluation (U-FE) Checklist*, Evaluation Checklists Project, www.wmich.edu/evalctr/checklists, January 2002.

³⁰ *Ibid.*, p. 1.

Michael Quinn Patton
Utilization-Focused Evaluation (U-FE) Checklist

- 1) Program/Organizations Readiness Assessment
- 2) Evaluator Readiness and Capability Assessment
- 3) Identification of Primary Intended Users
- 4) Situational Analysis
- 5) Identification of Primary Intended Uses
- 6) Focusing the Evaluation
- 7) Evaluation Design
- 8) Simulation of Use
- 9) Data Collection
- 10) Data Analysis
- 11) Facilitation of Use
- 12) Meta-evaluation

It is not the intention here to examine each of these steps in detail (Patton’s checklist is accessible online), but it is useful to stress some of the underlying premises and draw connections, where relevant, to SUPPORT project experience. The first step – program/organizational readiness – may seem obvious but it is important that the key people who want the evaluation are aware of and understand the need for utilization. From conversations with USAID/Afghanistan technical office staff, it was evident that some evaluations were being conducted only because there was a perceived requirement for them. As the staff may have already moved to a new posting by the time the evaluation findings were released, utilization was seldom a high priority. This lack of interest in utilization was reflected in mid-term and exit briefings by SUPPORT’s evaluation teams, where attendance was typically low – perhaps the COR/Agreement Officer’s Representative (AOR) and one or two colleagues from the technical office in addition to the SUPPORT COR/ Alternate Contracting Officer’s Representative (ACOR).

To encourage utilization, it is important to reach beyond the COR/AOR and identify other potential “primary intended *users*” – be they in the particular technical office or in other offices (or other agencies) – who are knowledgeable, interested, open, connected to the stakeholder constituency, and available. Here, the M&E staff in OPPD and the technical offices have key roles as utilization facilitators. Similarly, M&E staff should work to identify the “primary intended *uses*” by giving thought to how the evaluation contributes to program improvement, future decisions, and generating knowledge.

Utilization will be greatly enhanced if the evaluation design is structured to lead to useful findings. Here the methods should be carefully considered and selected to support and achieve the intended use by the primary users. USAID’s evaluation policy goes to considerable length to

impose rigor on the evaluative process. In discussions with SUPPORT LTTA, there have been suggestions that increased use of quantitative methods would strengthen the evaluations and make their findings more relevant. There is certainly logic to this reasoning, but one must be careful not to put method ahead of the evaluation question(s).

While evaluations contribute to accountability, the 2011 Evaluation Policy stresses the objective of developing lessons and recommendations from successes and failures and feeding these into both ongoing and future programs, projects, and policies. Dissemination and feedback activities are thus central components of the evaluation cycle. Further strengthening to evaluation utilization requires the development and incorporation of a dissemination strategy into the SOW and throughout all stages of an evaluation. Regrettably, for the vast majority of evaluations undertaken under the SUPPORT project, dissemination was limited to posting the final report on the Development Experience Clearinghouse (DEC). There were, however, some notable exceptions; for example, work on the Construction Value Chain Assessment as well as the evaluation of the Higher Education Project (HEP) in 2011 included a series of outreach sessions hosted at the SUPPORT compound involving a wide range of stakeholders to highlight findings, conclusions and recommendations. As mentioned elsewhere, use doesn't happen naturally; it needs to be facilitated and this facilitation is a central part of the evaluation process, which is understood to include the evaluation teams, SUPPORT LTTA and USAID's M&E team.

A basic first step is to identify the stakeholders – both internal and external – and ensure that they are aware of the evaluation findings and recommendations. Once the stakeholders are identified, customized tools should be developed to ensure the greatest possible dissemination. A number of evaluations conducted by the SUPPORT project incorporated workshops into their work plans, with considerable success.³¹ Stakeholders including targeted beneficiaries, implementing partners, USAID, civil society, the media, other donor agencies, representatives of the diplomatic community, etc., were invited at different stages to learn about the findings and contribute to the evaluation process. The fact that the SUPPORT compound offered conference facilities simplified the workshops from a logistical perspective, and the evaluation teams valued receiving feedback from as wide an audience as possible. It is suggested that such events be incorporated into all future evaluations (and assessments/designs) unless there are procurement or other sensitivities. It should be stressed that this requirement will have a minor impact on the level of effort and the benefits will certainly outweigh the costs.

SUPPORT, through its assistance to the DOC office, played a hand in facilitating the Mission's use of the internet and social media to tell USAID's 'story'. This story could be broadened to include evaluation findings. While it is not suggested that Twitter and Facebook cover every evaluation, periodic announcements of reports released or links to a selective sampling of reports

³¹ For example, the Construction Value Chain Assessment conducted in 2011 and a number of evaluations in the education sector (PACE-A; HEP) incorporated this approach, as did the Parliamentary Assessment.

would contribute to greater awareness and utilization. Each evaluation team should be responsible for developing a list of stakeholders, including email contacts for those who were interviewed or participated in focus group discussions and/or workshops, and notifying them when the final report has been made public. Similarly, USAID's intranet could be utilized more actively to communicate with other Missions with SUPPORT-like projects. Finally, USAID should share reports with the relevant IPs unless there are procurement concerns or political sensitivities once they are cleared rather than wait until reports are posted to DEC. Indeed, this is consistent with the emphasis upon learning that is central to USAID's Evaluation policy.

In light of the high staff turnover at the Mission and the impact this has on evaluations, it is suggested that a periodic newsletter (optimally quarterly) be developed and circulated to highlight past and future evaluations along with the Mission's Annual Evaluation Plan. This would create greater awareness of the USAID Evaluation Policy and the work being done in this sector. Similarly, evaluation teams and/or the SUPPORT contractor could be tasked with creating other products (briefers, pamphlets, etc.) to highlight completed evaluations. These less lengthy products would also be more easily translated into Dari and Pashto and disseminated by the internet/email.

USAID/Afghanistan can learn from the DOC office by developing standards for dissemination that can be incorporated into individual evaluations and the evaluation process. Most importantly, these strategies need to be included in individual SOWs.

Finally, it is suggested that a utilization-focused 'meta-evaluation' be considered. This could involve a compilation of simple surveys over a period of time to i) gauge the extent to which the intended use by intended users was achieved; ii) determine the extent to which additional uses or users were served beyond those initially targeted; and iii) identify and learn from any unintended consequences.³²

4 CONCLUSIONS

The SUPPORT project was implemented during a period of exceptional staffing growth at USAID/Afghanistan. This growth led to significant changes in the emphasis placed on the various project tasks and deliverables – as is to be expected of a 'demand-driven' project. SUPPORT was able to adapt and successfully respond to these changes in emphasis due to the strong working relationships established between the principal client (OPPD) and the SUPPORT management team, reinforced by relatively stable staffing patterns on the part of both parties. This, in turn, created communication channels that enabled SUPPORT to respond promptly to OPPD's frequently changing needs and requirements. SUPPORT's easy access to OPPD and USAID's

³² Patton, *op.cit.*, p. 6.

technical offices was an important factor in keeping these communication channels open and effective.

The SUPPORT Chief of Party appreciates the opportunity provided by the COR to make general remarks regarding the implementation of the SUPPORT project and to suggest potential avenues for improving the M&E process and future management of similar projects. Key suggestions are provided below.

- **Access** – In April 2012, the project’s resident LTTA team had its access to USAID/Afghanistan’s compound – which had been in place since 2007 – revoked by the RSO. Reasons were not given for this decision, although other contractors providing comparable ‘functional’ support services (such as motor pool or power plant personnel) were not required to surrender their access. One of the hallmarks of the success of the SUPPORT project was the professional relationship established between OPPD and SUPPORT management and the ability of both parties to rapidly communicate with one another about outstanding issues, which in turn facilitated proper planning and implementation. While understanding the challenging nature of security and access, it is strongly suggested that the level of access provided to the team prior to April 2012 be restored.
- **Adequate planning** – During its final three years of operation, the SUPPORT project experienced a cycle of relatively short extensions, often executed on short notice. It is understood and recognized by all parties that this was less than optimal and created unnecessary challenges in implementation. Project design, assessment, and evaluation work requires considerable lead time to plan, which can be further complicated by the specific challenges of operating in Afghanistan. Failure to allow time for adequate planning has the effect of squeezing work into unrealistic timeframes and putting unnecessary pressures on a project’s fixed management and physical resources. Moving forward, efforts should be made to avoid a recurrence of such situations, and to allow adequate time for each task to achieve the stated objectives.
- **Evaluative questions** – Prior to the introduction of USAID’s new evaluation policy in 2011, SOWs i) tended to focus on process rather than performance; ii) often asked questions that were too numerous and too narrow; and iii) emphasized indicator measurement or data gathering at the expense of the “big picture”. Now that the new policy is in place, future evaluations need to incorporate *evaluative* questions rather than *descriptive* ones, in order to determine how well the project has been implemented rather than whether it has been implemented as intended. Increased staffing with M&E expertise inside OPPD and the technical offices – combined with clear policy guidance – has already improved matters considerably. Nevertheless, it is hoped that mechanisms can still

be found to engage SUPPORT LTTA and STTA at an earlier stage in the SOW development process so that they have the opportunity to review and bring their varied experiences to bear on the evaluation questions before these questions have been finalized.

- **Evaluation types, methods and levels of effort** –USAID’s new evaluation policy provides guidance on the types of evaluations (performance and impact) that USAID will undertake moving forward, and also recommends a mixed methodology as the preferred method for performance evaluations, which will constitute the majority of all evaluation work. Building on the previous suggestion, if some mechanism could be developed whereby SUPPORT STTA and LTTA are able to provide more substantive input at this early development stage, the resulting SOWs would be more tightly focused.
- **Utilization focus** – To avoid situations where evaluation reports are seen merely as the product of ‘boxes checked’, SOWs need to reflect an understanding on the *use* and *users* of evaluations. It is also important to recognize and develop strategies around the fact that *use* needs to be facilitated at every step in the evaluation process.

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A.1 TITLE

Services under Program and Project Offices for Results Tracking (SUPPORT)

A.2 STATEMENT OF WORK

I. SERVICES

This is a GSA MOBIS time and materials task order utilizing the following Special Item Numbers (SINs): Consulting Services (874-1), Facilitation Services (874-2), Survey Services (874-3), and Program Integration and Project Management (874-7).

II. BACKGROUND

The USAID/Afghanistan program has increased rapidly and exponentially, outstripping workforce resources available for tracking results, periodic reporting, responding to ad-hoc requests for information, budget analysis, evaluating programs, and other project development and program office functions. Direct hire, US PSC, TCN and FSN personnel ceilings are constrained by limited office space, housing, high ICASS costs, OE budget limitations and security restrictions. In order to address these constraints, a contractor will take on certain project development and program office functions, including ones in support of various technical office needs.

The Program and Project Development Office (PPDO) in USAID/Afghanistan was assessed in September 2005 by an experienced retired USAID Program Officer. The scope of the work was to, "Assess the current functions, structure and staffing of PPDO and make recommendations to improve the Mission's overall operations, the management of the program budget, and results achievement." The general conclusions of the assessment were that:

- The Mission's program and project development function, housed in PPDO, is seriously understaffed for a program of its size and complexity;
- PPDO functions and structures have evolved piece-meal over the years as the Mission grew; and
- Now is a good time to move to a more traditional structure and comply more closely with the Agency's programming policies.

The assessment's recommendations were adopted by the Mission and, at the end of CY2005, Mission management took steps to move towards a more traditional program office structure by hiving-off several PPDO functions including oversight of the Provincial Reconstruction Teams (PRTs), and the Public Affairs Office, both of which were organizationally moved to the Office of the Director, and transferring several operational programs to various technical offices. PPDO has been reorganized and now includes:

- Budget Analysis Unit
- Budget Division
- Program Development & Coordination Division
- Cross-cutting Program Management Division

The USAID Cognizant Technical Officer (CTO) for the SUPPORT contract is the Chief of the PPDO Program Development & Coordination Division. The services of the three-year SUPPORT contract will primarily contribute to the activities and products of that division: portfolio monitoring; results reports; program information databases; evaluations; and conferences and workshops with USAID implementers, other donors and the Government of Afghanistan (GoA) on

issues involved in meeting planned targets, indicators and benchmarks. The Contractor will also provide short term technical assistance and produce public information media products for the Public Affairs Office (PAO).

Ambassador Randall L. Tobias, the First Director of U.S. Foreign Assistance, has proposed a New Strategic Framework for USAID foreign assistance with two Overarching Goals:

- Move countries towards self-sufficiency
- Strengthen strategic partnerships

The new Framework includes five priority objectives (of which the first four are part of the present USAID/Afghanistan Program):

- **Peace & security** – PRT portfolio including quick impact projects, new assistance to local governance & community development in insecure areas, and new installation of renewable energy facilities for rural electrification
- **Governing justly & democratically** – local governance training, independent media, rule of law, parliamentary strengthening, and civil society organizations projects are all underway, and will need to be evaluated, as a basis for the design of a proposed Phase II of D&G
- **Investing in people** – new comprehensive capacity building program for public and private sectors, NGOs, and universities, and participant training in the U.S., third countries and in-country; as well as health and education (including girls' education, literacy and youth) projects.
- **Economic growth** – infrastructure (especially energy and roads), new projects in small and medium enterprise development and micro-credit, agriculture, alternative livelihoods, and new provincial and urban strategic planning project under design.
- **Humanitarian assistance** - This phase is over in Afghanistan.

There are five country categories; Rebuilding, Developing, Transforming, Sustaining Partners, and Reforming Countries. Afghanistan is categorized as a "Rebuilding Country" as the Secretary of State has decided that it is emerging from internal and external conflict.

In the budget planning process for FY 07, Ambassador Tobias has designated Afghanistan as a "Fast Track" Country. This means that it will participate in a pilot integrated country operational planning process. A Washington-based core team will review FY 07 budget allocations during the FY 08 budget planning process and will adjust the FY 07 levels to reflect the New Strategic Framework. A standard set of measures and results indicators will be provided to the country teams. Country teams will set specific targets against these standard (shared) indicators. The SUPPORT Contractor will play a key role in producing portfolio analyses and recommendations on changes to the Mission's targets, indicators and program databases, to conform the existing portfolio to the new standard (shared) indicators while still contributing to the benchmarks agreed upon between the Mission and the GoA.

All of USAID's development assistance over the duration of the SUPPORT contract will be designed to help Afghanistan advance from the Rebuilding Country category to either the Developing Country Category (if it cannot yet meet the Millennium Challenge Criteria) or to the Transforming Country Category (if it can meet the Millennium Challenge Criteria).

III. OBJECTIVES

The SUPPORT Contractor shall provide services to PPDO and other technical offices in the Mission. The purpose of the task order (also hereinafter termed, "the contract") is to improve the Mission's program information system and reporting

products to make them more efficient, frequently updated, comprehensive and accurate. The task order shall also disseminate public information about the results achieved by USAID assistance to the general public as well as specific target groups in Afghanistan, the U.S., and other donors. The Contractor shall organize workshops, conferences and meetings to facilitate coordination among USAID implementers and other donors, and to promote dialogue on development assistance issues, results and assistance approaches worthy of replication.

The Contractor shall provide the following services to PPDO and other technical offices in the Mission:

A. Prepare and submit for USAID concurrence an Annual Work Plan for each year of the contract detailing the schedule of activities to be undertaken.

B. Update, improve and oversee implementation of the Mission's Management Information System (MIS), including the following:

1. Performance Management Plan (PMP) tracking of Mission targets and indicators, revisions to conform to the new standard (shared) indicators, and production of annual reports for the ANE Bureau and AID/W.
2. Annual Evaluation Plan, including portfolio analysis to identify the best use of the limited funds available for interim and final evaluations each year.
3. Program information databases including GeoBase and any possible successor databases, and production of semi-annual and ad hoc reports, briefing materials based on these databases, and provincial and district overviews. Installation of new or expanded components of the MIS and linking them with the Mission's proposed new Financial Database. The existing financial database is PHOENIX.
4. Monitoring of results against inter-agency and State Department indicators for which the Mission has primary responsibility or provides input, and production of periodic progress reports to the U.S. Embassy.
5. Donor coordination databases, including establishment of a new database on other donors' activities in program areas targeted by the USAID portfolio, and extracting data on USAID's programs from the MIS and preparing reports for submission to UNDP, the World Bank and other multi-donor coordination efforts (e.g. updates to the World Bank on USAID's contributions to GoA Civil Service Reform).
6. Tracking data required of donors under the Afghan National Development Strategy including: the amounts and percentages of USAID support channeled through the GoA's Core Budget, the Afghanistan private sector and local NGOs, and through South-South cooperation.

C. Produce interim or final evaluations of programs, projects and/or activities.

D. Organize, facilitate and provide logistical support to workshops, conferences and meetings.

E. Produce media products, such as public service announcements on USAID activities for Afghan radio, TV and newspapers.

F. Provide translations of technical and legal documents (into English, Dari and/or Pashto), and intermittent short term interpreters that can function in all of these three languages and in the technical areas of the USAID portfolio, to accompany Mission staff to official meetings and multi-day trips for meetings in the field.

G. Final Reports including demobilization and property disposal plans.

IV. TASKS AND DELIVERABLES

The Contractor shall furnish a skilled team capable of successfully accomplishing the objectives above, by completing the following tasks and deliverables. The technical standards, policies and procedures which apply to subparagraphs A, B and C, below, are contained in the USAID Automated Directives System (ADS) Series 200. The contractor shall execute a non-disclosure agreement to protect any proprietary and sensitive performance information it obtains about firms or organizations in the course of its work. In addition, the Contractor may be precluded from performing specific work under this Order, or from award of other USAID procurements (as a prime or subcontractor/subrecipient), if USAID determines that the Contractor has a conflict of interest as a result of its role in performing this SUPPORT Order (ex., the Contractor would be precluded from evaluating for the Mission its own work on other contracts).

A. Annual Work Plans.

Task 1 and Deliverables 1:

The Contractor shall prepare an annual work plan for year one of the task order that includes all of the tasks and deliverables, and will submit it to the USAID CTO for concurrence within 30 days after award of the task order. In each successive year of the task order, the Contractor will submit the next annual work plan to the USAID CTO for concurrence no later than 15 days before the anniversary of the task order award date.

B. Management Information System (MIS)

Task 2: The Contractor shall analyze the Mission's procedures for generating information for periodic reports (PMP Annual Reports, reporting on U.S. Embassy/State Department indicators, Semi-Annual Portfolio Reviews for the Mission, AID/W and the GoA) and the various formats required, and prepare recommendations on how to streamline data entry into program information databases and create automated reports on a wide range of formats, so that numerous special production efforts are not required for different report formats.

Deliverable 2a: Report recommending streamlined process and procedures for generating reports that use multiple formats, as required by AID/W, the State Department, and the GoA from a single database. This deliverable is due within 60 days after award.

Deliverable 2b: A training plan and schedule for Mission personnel and USAID implementers who are responsible for data entry according to the above mentioned revised process and procedures. This plan shall be due 15 days after approval of the procedures by the Mission. The Contractor shall implement the training plan on a schedule outlined in the Annual Work Plan.

1. Performance Management Plan (PMP)

The Mission's Performance Management Plan (PMP) is used to systematically monitor the results achieved towards the Mission's four Strategic Objectives by collecting and analyzing performance data for each indicator and comparing it with previously established baseline situations and targets. This information is used to monitor whether planned results are being achieved, as defined in the USAID Country Strategic Plan.

Task 3: As soon as guidance is available from AID/W, the Contractor shall collaborate with PPDO and the Mission's technical offices to revise the PMP to respond and adhere to the New Strategic Framework, new standard indicators, and guidance for Afghanistan as a "Rebuilding Country."

Deliverable 3: Revised "USAID/Afghanistan Performance Management Plan" and annual updates for the remainder of the contract.

Task 4: The Contractor shall track program results against indicators, targets, and baselines in the PMP. The Contractor shall collect data from the GoA, other donors, and public data sources, and shall identify data that needs to be collected and reported by USAID implementers to establish baselines for all indicators. The Contractor will

conduct special surveys, focus groups and collect other data that are needed to monitor the PMP indicators and targets. Arrangements for the procurement of this data are subject to the approval of the CTO and CO. The Contractor shall provide guidance to USAID implementers on data specifications, and shall provide them with training as needed to establish and maintain the PMP databases. The Contractor shall collect, collate and analyze data presented by USAID implementing partners (Contractors, grantees, NGOs, GoA) in their periodic reports and updates. The Contractor shall extract baseline information and annual data updates for the democracy and governance indicators from the separately contracted national public opinion surveys. As a general rule, all USAID implementers' performance reports (excluding financial data) will be made available to the Contractor as input to results monitoring.

Deliverable 4a: Semi-annual updates to the PMP database in conjunction with the semi-annual portfolio review process to reflect changes in strategy, targets and/or activities.

Deliverable 4b: Semi-annual PMP Data Quality Assessment Reports.

Deliverable 4c: Annual reports of results against PMP indicators and targets for the ANE Bureau and AID/W.

Task 5: The Contractor shall contribute to semi-annual Portfolio Reviews and help Mission management and CTOs flag implementation issues and instances where planned outcomes are not being achieved on schedule.

Deliverable 5a: Semi-Annual Portfolio Review Reports that identify issues or results that require PPDO and Mission management attention.

Deliverable 5b: Strategic plans, assessments, studies or analyses to meet the analytical needs of the PPDO or technical offices, as needed.

2. Annual Evaluation Plan

Task 6:

ADS 203.3.6.1 recommends that SO teams conduct at least one evaluation aimed at assessing results achievement and lessons learned during the life of each SO. The Contractor shall analyze the semi-annual portfolio review reports and recommend to the CTO and relevant technical offices when SO-level evaluations should be conducted, and how the limited funds available for interim and final evaluations should be allocated each year. The Contractor shall identify the following situations which could also trigger the need for an evaluation:

- Performance information indicates an unexpected result (positive or negative) that should be explained (such as gender-differentiated results);
- Informed feedback from customers, partners or others suggests that there are implementation problems, unmet needs, or unintended consequences or impacts;
- Issues of sustainability, cost-effectiveness, or relevance have been cited in the portfolio review or PMP monitoring process; or
- The validity of Results Framework hypotheses or critical assumptions are questioned, e.g. due to unanticipated changes in the host country environment.

Deliverable 6: Annual Evaluation Plan, developed in consultation with PPDO and the Mission's technical offices, due within 30 days of task order award, and submitted to the USAID CTO for concurrence. The Contractor shall update this plan semi-annually in conjunction with the Mission's semi-annual Portfolio Reviews.

3. Information Database

USAID has established GeoBase, a data base that supports monitoring and coordination for all USAID programs and projects, and can be used to produce reports by location, sector, funding, completion status and a host of other variables. The software can also be used to generate maps. GeoBase currently has information on more than 8,000 activities, and serves as the repository for all military-funded development activities as well as USAID-funded activities. It, or another MIS, will serve as the source of activity tracking information for the Government of Afghanistan master tracking program, currently known as Pinnacle. It may also become adopted as the tracking mechanism for multiple donors. GeoBase is managed for USAID by the Afghan Information Management Services (AIMS), a U.N. project. Pinnacle has not yet been designed. The existing GeoBase does not interface with other systems as yet. Only USAID and the U.S. Corps of Engineers are currently using GeoBase.

GeoBase is an SQL Server Based Database that is accessed through the web at www.geobase.org.af and all USAID implementing partners are required to input data into the database using an online data entry form and the user manual entitled "Afghanistan Information Management Services: GeoBase Activity System (version 2.1) Draft." The GeoBase system is a web-based application with a database backend. Since it uses ASP.net, each aspx file constitutes one user-interface module. The database interface has been implemented using stored procedures for modular isolation. In addition, common functionality has been incorporated in some server-side dynamic link libraries ("dlls") and third-party software. The summary of technical specifications for GeoBase is: Back end is SQL 2000 with ASP.NET front end.

GeoBase is an activity tracking database and reporting system that would enable the government of Afghanistan and donors to have a visible list and comparison of activities, allow government to track development projects, avoid multiplication of activities, and build common ground between different organizations and government departments through the creation and use of data standards. However, at present, only the USG is using GeoBase, and it is not now known if other donors, ISAF, or the GoA will adopt it as a model. GeoBase does not at present generate summative high level information on overall programs, policies and assistance approaches of each donor, by sector, which is the sort of information expected of the new donor coordination database called for in Task 9. For example, GeoBase can be used to find out how many schools have been built by USAID, by community, district and province. However, if a donor wants to know what USAID's education sector programs are, and an overview of its policies and assistance approaches in that sector, as input to a design effort for another donor, that information is not available from GeoBase. Similarly, USAID needs this kind of sector-level information on other donors in a new database to support USAID assistance design and donor coordination decisions.

GeoBase is currently hosted in the U.S. in a dedicated server owned by USAID that is located in the Maryland suburbs. It is being managed by a USAID-funded sub-contractor to AIMS at that location through January 2007.

USAID/Afghanistan uses the GeoBase 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.

Each USAID implementer provides at least a quarterly (some are monthly) update of information on the activities under its award or contract by entering this information into the USAID/Afghanistan GeoBase system. The implementers enter this information via an internet website. USAID provides the URL address, and a user ID/password. Each implementer names one person as its primary point of contact for GeoBase, who will receive training from the SUPPORT Contractor in how to utilize the system. A comprehensive Geobase user manual provides detailed information on the required functions and processes needed for the SUPPORT Contractor's oversight of GeoBase. A comprehensive Geobase user manual shall be provided to the Contractor, providing detailed information on the required functions and processes needed for the Contractor's oversight of GeoBase.

At present, data are entered into the database by USAID's Implementing Partners. The Cognizant Technical Officers (CTOs) for USAID's projects are responsible for overseeing data input and quality assurance for the implementers of their projects. Each Technical Office (a.k.a. SO or SO sub-team) within USAID also has a Database Coordinator, who provides technical support for all of the Implementing Partners associated with that office. PPDO maintains overall responsibility for the program database, and has an FSN Mission Database Coordinator on the PPDO staff.

The Contractor shall provide, implement, and maintain an Information System Security (ISS) Plan for the GeoBase system. The ISS Plan must comply with OMB Circular A-130, Appendix III, and USAID ADS Chapter 545, Information Systems Security. This plan must describe the processes and procedures that will be followed to ensure appropriate security of information system resources and data that are developed, processed, or used under this task order. The plan must describe those parts of the task order to which the plan applies. The Contractor's IT Security Plan must be compliant with Federal law, OMB Circular A-130, USAID ADS Chapter 545, Information Systems Security, and Chapter 541, Information Management, and the recommendations in the National Institute of Standards and Technology (NIST) Special Publication 800-18.

Task 7: The Contractor shall expand, add more in-depth information, and oversee implementation of the Mission's program information databases including GeoBase and any successor databases, as well as the production of semi-annual and ad hoc reports, briefing materials based on these databases, and provincial and district overviews. The Contractor shall provide support for the database, including oversight of data input and quality assurance, and shall take the lead in generating and disseminating reports, and development of GeoBase's mapping capabilities. The Contractor shall also provide training and orientation for users. GeoBase is currently hosted in the U.S. in a dedicated server owned by USAID that is located in the Maryland suburbs. It is being managed by a USAID-funded sub-contractor to AIMS at that location through January, 2007. The SUPPORT Contractor shall manage this server under this SUPPORT task order after that date.

Deliverable 7: A detailed work plan for the improvement of GeoBase oversight and management and the expansion of its mapping capabilities due no more than 30 days after task order award for USAID concurrence, and annual updates, also for USAID concurrence. The ISS Plan shall be submitted at this same time.

4. Results Monitoring Against Inter-Agency and State Department Indicators

An inter-agency USG group developed "Action Plan 2006" to track and report on U.S. contributions to reconstruction and development in Afghanistan. The Plan includes indicators against which progress is tracked and reported on a regular basis (every 2 weeks). The primary audience for the Plan is the Afghanistan Inter-agency Operations Group (AIOG), based in Washington, DC, which provides working-level coordination among DOD, State, Treasury, USAID, the NSC, OMB and other agencies on policy issues, and program funding. New inter-agency plans, targets and indicators will be established for 2007-2009 over the life of the SUPPORT task order.

Task 8: The Contractor shall monitor the results against USG inter-agency and State Department indicators for which the Mission has primary responsibility or provides input, and will produce periodic progress reports to the inter-agency working groups and the U.S. Embassy. The Contractor shall ensure that all data required for inter-agency USG indicators is compiled and presented in accordance with AIOG requirements. The Contractor shall link these reports to the Mission's MIS.

Deliverables 8: Progress reports on indicators that are tasked to USAID for USG inter-agency and U.S. Embassy requirements.

5. Donor Coordination Databases

Task 9: The Contractor shall create donor coordination databases, including establishment of a new database on other donors' activities in program areas targeted by the USAID portfolio. The Contractor shall then extract data on USAID's programs from the MIS and prepare reports for submission to UNDP, the World Bank and other multi-

donor coordination efforts (e.g. updates to the World Bank on USAID's contributions to GoA Civil Service Reform). The Contractor shall also monitor and analyze the donor data. The purpose is for the Contractor to advise PPDO when donor data indicates that better synchronized and more frequent donor coordination is needed to ensure that USAID's development activities will complement those of other donors and avoid program duplication and overlaps.

Deliverable 9a: Donor coordination database that covers program areas targeted by USAID, and quarterly updates.

Deliverable 9b: Semi-annual reports in conjunction with USAID Portfolio Reviews on subject areas that will need greater efforts at donor coordination to avoid program duplication and overlaps.

6. Data Tracking under Afghan National Development Strategy

The Afghan National Development Strategy (ANDS) requires new types of databases and reporting that are designed to improve aid effectiveness and donor coordination, and that will increase the involvement of Afghan public and private sector institutions in managing their own national development process.

Task 10: The Contractor shall track USAID's contributions to meeting the GoA's ANDS benchmarks and timelines, and shall help the Mission to mesh them with USAID's own targets and indicators where it is appropriate to do so. In addition, under the OECD's Development Assistance Committee (a.k.a. DAC), partner countries and donors decided at the Paris High-Level Forum on Aid Effectiveness to monitor progress against 12 indicators, and six additional indicators have been added for Afghanistan. The details on these indicators and the data collection and reporting requirements proposed to be required of donors by country are detailed in a 27-page document entitled "1. Explanatory Note: Monitoring the Paris Declaration on Aid Effectiveness, final version, (2 May 2006)," which can be downloaded at www.oecd.org/dac/effectiveness/monitoring. In that document, the DAC calls for each donor to collect its baseline data for each indicator and report it to each country's National Coordinator. (In Afghanistan, this is the Ministry of Finance and the Afghan National Development Strategy team.) Donors are still discussing the data requirements and the original deadline for baseline submissions of August 15, 2006, will not be met, so the SUPPORT Contractor shall be involved in preparing this submission for USAID/Afghanistan. Each donor is required to continue to monitor its performance against each of these indicators, and to generate progress reports on each indicator for each country where it provides development assistance, in 2008 and 2010. The Contractor shall organize USAID's data collection and reporting under the DAC's aid effectiveness agreement, for all work in Afghanistan during the period of the SUPPORT task order.

Deliverable 10a: Reports which can be presented to the Ministry of Finance and Afghanistan Compact managers on, inter alia, the following aspects of the USAID program:

- amount and percentage of assistance channeled through Afghanistan Core Budget (Afghan Reconstruction Trust Fund, direct budget funding, host country contracting, etc.).
- amount and percentage of assistance channeled through Afghanistan private sector and other modalities such as NGOs.
- amount and percentage of assistance channeled through South-South cooperation.

Deliverable 10b: Periodic reviews (as scheduled in the work plan) with USAID technical offices, GoA ministries and other donors (as necessary) on the implementation of the Afghan Compact with donors regarding:

- Security
- Governance, Rule of Law, Human Rights
- Sustainable Economic & Social Development

- Counter-Narcotics
- Progress towards achieving the Afghan National Development Strategy's benchmarks & timelines

C. Evaluations of Programs, Projects and/or Activities

Task 11: The Contractor shall perform at least four interim or final evaluations per year of programs, projects and/or activities (usually, one per SO per year) in accordance with USAID Automated Directives System (ADS). The Contractor shall propose an evaluation team with the necessary skills and experience for USAID concurrence; provide quality control for deliverables; provide presentations to the Mission, the GoA and other donors and partners on the findings, facilitate discussions, and solicit feedback on recommendations; and finalize the report in coordination with PPDO and the appropriate SO team. It is assumed that an average evaluation will be conducted by a three-person team working for a total of two months.

Deliverables 11: Four or more evaluation reports per year

D. Logistical Support to Workshops, Conferences and Meetings

Task 12: The Contractor shall provide, furnish and operate a secure compound in close proximity to the U.S. Embassy that will be used as combined housing and offices for long term and short term contract staff. The long-term resident expatriate staff will be provided with unaccompanied guesthouse-style housing and meal services. Short term expatriates will each be assigned to a one-room dwelling/work space. The Contractor is responsible for providing staff to maintain these premises and provide meal services. The Contractor shall provide all furnishings, equipment and supplies, including equipment and supplies needed for a mini-conference center (e.g. whiteboards, PowerPoint projector and screens, audio/video-teleconferencing hook-ups), and simultaneous interpretation equipment in 3 languages (Dari, Pashto, and English). The Contractor shall provide two lightly armored vehicles (LAV), and employ Afghan drivers who pass U.S. Embassy employment clearances.

The Contractor's facilities shall include: computers and other necessary office equipment and furnishings for the long-term staff and short-term consultants; and on-site conference rooms (2), one of which will accommodate approximately 30 persons. The other meeting room should seat at least 12 persons, and be useable for working lunches and dinners, and guesthouse meal service for resident and short-term staff. The Contractor shall, as requested, organize and facilitate workshops, conferences and meetings for USAID staff and their implementing partners. The Contractor shall also, as requested, organize and facilitate presentations on USAID programs for the host country, other donors, and VIPs. The Contractor's facilities (or other rented facilities for large gatherings) shall also be made available for donor coordination meetings and the convening of advisory groups responsible for overseeing project implementation. The facilities must be in a compound that can meet the U.S. Embassy Regional Security Officer's (RSO's) security requirements to be usable for USAID conferences, GoA and donor coordination meetings, and workshops.

Deliverable 12: A plan for leasing, upgrading and operation of the Contractor's conference/meeting facilities. This plan will be due within 30 days of award. This plan shall include the physical improvements that will enable the facility to conform to the U.S. Embassy RSO's security requirements.

E. Media Products

Media products will be part of a proactive media strategy that will be designed to reach both urban and rural audiences in Afghanistan and better inform the public of the breadth and scope of USAID's development activities. This program will be developed and managed by the two US PSC Contractors who serve as the Mission's Public Information Officers (PIOs). The Contractor shall work with the PIOs and USAID implementers to produce culturally appropriate messages and place them in media outlets including radio, TV, newspapers and magazines.

Task 13a: The Contractor shall provide short-term specialized technical assistance to produce media products as requested by the CTO, which could include: message testing through focus groups; preparation of public service announcements on USAID activities for Afghan radio, TV, newspapers, magazines, and billboards; and the production of marketing products (e.g. brochures, posters, etc.). The Contractor shall place these broadcast media products with radio and TV stations. The Contractor shall also place feature stories and press releases that are written by the Mission in Afghan newspapers and magazines. The annual plans for these products shall include specifications and a schedule developed in consultation with, and for the approval of, the Mission's Sr. US PSC Public Information Officer.

1. Broadcast Media: Production of radio and TV announcements will vary from 2-5 minutes in duration, and different information announcements will be placed on a rotating schedule, an estimated 6 times per week, on up to 5 channels, in rotation, for up to 50 weeks per year.

2. Print Media: There will be no production cost for press releases as they will be written by the Mission staff, however, the Contractor shall provide Dari and Pashto translations, whenever requested by USAID. The Contractor shall place differing articles in newspapers about 5 times per week in 5 different newspapers, during about 50 weeks per year. The Contractor shall also place articles in magazines on a rotating schedule, during about fifty weeks per year.

Task 13b: The Contractor shall also produce up to three 15-minute films annually using low-cost digital production methods. The subjects will be specific aspects of one or more USAID activities or the overall program. The films will be presented at international conferences and at presentations to the Afghan public and private sectors, and they may be aired on TV in Afghanistan, and possibly in the U.S.

Deliverables 13: Annual plans and due dates for the media products, with the first year's production plan and schedule due to be submitted to the Cognizant Technical Officer (CTO) and Public Information Officer 30 days after the task order is awarded, and annual plans for years two and three due 15 days prior to the anniversary date of the award.

F. Translation and Interpretation

Task 14: The Contractor shall provide translations of technical and legal documents and media products into English, Dari and/or Pashto, and intermittent short term interpreters who can function in all of these three languages and in the technical areas of the USAID portfolio, and are available on short notice, to accompany Mission staff to official meetings in Kabul and within day-trip distances, and on overnight trips to the provinces. These persons shall be mid-level Afghan professionals who can accurately discuss the range of development topics in the Mission portfolio in Dari, Pashto and English. They must also have, or be qualified to obtain, security clearances that would allow them access to Mission facilities in Kabul and PRT facilities in the provinces.

Deliverables 14: Translations into English, Dari and/or Pashto, as needed.

G. Final Reports

Task 15: Six months prior to the completion date, the Contractor will submit a Demobilization Plan to the CTO for approval. The Demobilization Plan shall include a Property Disposition Plan, a plan for the phase-out of in-country operations, a delivery schedule for all remaining reports or other deliverables required under the task order, and a timetable for completing all required actions in the Demobilization Plan.

Deliverable 15: Demobilization Plan including Property Disposition Plan, due six months prior to the task order completion date.

Task 16: The Contractor shall produce a final report that documents any lessons learned and recommends any future steps needed for the further development of all MIS, monitoring and evaluation systems that have been monitored and maintained by the Contactor. The final report is due no later than the task order completion date.

Deliverable 16: Final Report, due by the task order completion date.

H. Monitoring and Evaluation of the SUPPORT Contract

The CTO in the Program and Project Development Office will establish a Steering Committee with a representative from each technical office in the Mission. The Committee will meet at least on a quarterly basis, to review how the Contractor is performing on tasks and deliverables, and to make recommendations for improvements if needed.

V. STAFFING AND PROGRAM MANAGEMENT

The Contractor shall provide all long-term and short-term staff to satisfactorily perform the tasks set forth in the work statement, to include but not be limited to the long-term key personnel specified here.

Long Term Field Key Personnel

Chief of Party: An experienced professional with a track record of at least 15 years in international development and experience in data collection and reporting. He/she must be able to recruit and supervise, ensure quality of products from short-term experts for evaluations and other assignments, and be able to interact effectively with Mission, Embassy and GoA officials.

Data Manager/Logistics Coordinator: At least 10 years of international experience demonstrating the capacity to assume the dual responsibilities of enhancing the Mission MIS and facilitating the support and logistics for conferences, workshops, and meetings. Background in information management in complex environments overseas is required and experience in logistically difficult hardship countries is required. Experience in post-conflict countries with security issues is preferred.

Database Specialist: At least 3 years of international development overseas experience is required in positions that were responsible for MIS and GIS and database design and management. Demonstrated capacity to manage and manipulate program information databases to produce maps, reports, data profiles and graphics in varying formats for diverse audiences including the international development assistance organizations, the U.S. government, and host countries.

U.S. citizens are required for all long-term key personnel positions. All key personnel must have native English speaker quality reading, writing and oral presentation skills, as they will have critical roles in reporting to high level U.S. decision makers, both civilian and military, and in written material provided to the media, regarding the U.S. assistance portfolio. The Database Manager/Logistics Coordinator shall play a key role in being responsible for planning for, managing and facilitating the visits of U.S. Congressional Delegations and other delegations of high level VIPs that will include the highest level decision-makers in U.S. politics. The Database Specialist shall have excellent analytical and writing skills and will produce much of the narrative reporting on the portfolio for input to media and AID/W submissions.

Short-Term Offshore, and Long- and Short-Term Locally-Hired Experts

Short-term offshore-hired staff, and long- and short-term locally hired staff shall be provided by the Contractor as needed to satisfactorily perform the work. A consultant database shall be developed and maintained by the Contractor, from which appropriate short-term experts can be selected to provide monitoring and evaluation services with the concurrence of USAID. Evaluations performed under this work statement are expected to mainly be completed by short-term experts with relevant sector experience and qualifications. The role of key personnel in evaluations is more likely to be development of evaluation scopes of work, quality control, and ex-post follow up with the Mission on implications for results reporting, monitoring, workshops, conferences, media reporting and, in some cases, the general planning of follow-on actions.

Short-term U.S., TCN and Afghan evaluation and performance monitoring experts shall cover the range of sectors and topics in the Mission's portfolio. The short-term consultant database shall be developed and maintained by the Contractor, from which appropriate experts can be selected, to provide monitoring and evaluation services in the following technical specialties:

Peace & security – PRT portfolio including quick impact projects, new assistance to local governance & community development in insecure areas, and new installation of renewable energy facilities for rural electrification.

Governing justly & democratically – local governance training, independent media, rule of law, parliamentary strengthening, and civil society organizations strengthening projects are all underway, and will need to be evaluated, as a basis for the design of a proposed Phase II of D&G.

Investing in people – new comprehensive capacity building program for public and private sectors, NGOs, and universities, and participant training in the U.S., third countries and in-country; as well as health and education (including girls' education, literacy and youth) projects.

Economic growth – infrastructure (especially energy and roads), new projects in small and medium enterprise development and micro-credit, agriculture, alternative livelihoods, and new provincial and urban strategic planning project under design.

Short-Term Local Translators and Simultaneous Interpreters

The Contractor shall provide these services on short notice by furnishing mid-level Afghan professionals with (or qualified to obtain) security clearances that allow them to access and work within Provincial Reconstruction Teams (PRTs), and that can accurately discuss the range of development topics in the Mission's portfolio in Dari, Pashto and English.

Home Office Support

The Contractor shall provide short-term home office support as needed to for effective leadership, management and coordination of task order work activities, ranging from updating, improving and overseeing implementation of the Mission's Management Information System (MIS), evaluations of programs/projects and/or activities, producing media products, providing translations of technical and legal documents, and reporting. The Contractor shall ensure effective coordination with program partners and all other counterparts. Program management also includes personnel, financial and resource management; coordination with the CTO and developing work plans and progress reports.

VI. KEY PERSONNEL

a. The following personnel/positions are key personnel under this task order:

- Chief of Party
- Data Manager/Logistics Coordinator
- Database Specialist

b. The positions specified above are considered to be essential to the work being performed hereunder. Prior to replacing any of the specified individuals, the Contractor shall immediately notify both the Contracting Officer and USAID Cognizant Technical Officer reasonably in advance and shall submit written justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the work. No replacement of personnel shall be made by the Contractor without the written consent of the Contracting Officer.

VII. MAXIMIZING USE OF LOCAL AND REGIONAL ENTITIES

The contractor shall channel a portion of the work toward Afghan implementers for the carrying out of these activities. In keeping with the principles of designing a development program for Afghanistan, and where the offeror determines that work content and efficiency of implementation will be beneficial, the contractor is strongly encouraged to sub-contract with local NGOs, local offerors and other Afghan entities in the implementation of the work.

Also, in maximising the benefits and sustainability of the Demobilization, Disarmament and Reintegration (DDR) program in Afghanistan, it is essential that attempts are made to give priority to employing local entities – particularly those former Soldiers (ex-combatants) who participated in the DDR program.”

VIII. SECURITY

a. Physical Security

Security is an important concern in operating in Afghanistan. The Contractor shall establish and maintain a security plan. This plan should include adequate requirements for protecting all contact personnel in the field and at the base of operations, contingency planning in case of emergency evacuation, as well as a chain of command for communication and reporting instructions. The Contractor is responsible for establishing a security protocol allowing completion of the work in this environment. If security factors are expected to disrupt implementation or to cause delay in attaining established targets, it is the Contractor’s responsibility to immediately notify USAID. The Contractor’s security policies shall be made available for review (upon the CTO’s request) and must include the handling of any people detained by the Contactor (a.k.a. “detainees”).

b. Information System Security (ISS)

- 1) Designation of the Information System Security Officer. The Contracting Officer hereby designates the Executive Officer, located at USAID Afghanistan, as the Information System Security Officer responsible for information system security for this system.
- 2) The contractor is responsible for the information system security of all systems used by the contractor, or operated by the contractor for USAID, regardless of location. The policy governing these responsibilities is USAID Automated Directives System (ADS) Chapter 545, Information Systems Security.
- 3) The contractor must not use or redistribute any USAID information processed, stored, or transmitted by the contractor except as specified in the contract.
- 4) All contractor personnel requiring access to USAID information systems, networks, or data must comply with the USAID Personnel Security Requirements for Access to Unclassified Information Systems policy requirements of the USAID Automated Directive System (ADS) Chapter 545. Contractor supervisors must ensure a sufficient separation of duties to prevent a single individual from committing fraud with, or abusing, USAID systems or data. Contractor personnel should also have access only to that information required for their tasks. Contractors must therefore request and enforce only those facility and information system accesses that are essential for each individual’s job performance.
- 5) All contractor personnel with access to USAID information systems, networks, or data must complete a USAID-approved computer security awareness class and accept the requirements of the USAID ISS rules of behavior before being granted access to USAID systems, and annually thereafter.
- 6) All contractor personnel must complete the security processes and meet the requirements specified by the USAID Office of Security for the sensitivity or classification level of the information for which they will require access.

7) The Contractor must adhere to the requirements and procedures of the current Information System Security Plan of the GeoBase system, dated February 15, 2006, unless exceptions are granted by the ISSO for USAID.

IX. GENDER CONSIDERATIONS

All activities under all tasks should take into consideration the traditions, culture and history of Afghanistan that may be reflected in gender dynamics. Implementation, monitoring and evaluation should be culturally sensitive, exhibit flexibility, and include gender-disaggregated data. Based on the location and traditions of anticipated participants, work activities may need to be gender-segregated to facilitate participation by women; facility selection will need to ensure appropriate access and privacy for women; and some conferences, trips, etc. will need to accommodate accompaniment of some women by a male family member. The inclusion of men as well as women must be considered in order to maintain both a culturally sensitive and practical balance in meeting the needs of the population, as well as to not create resentment or a backlash against women.

The Contractor shall undertake specific assessments of perceptions, attitudes and values of women in target areas. Specific communication and awareness efforts should focus on them as required to address their needs and any impact on families from women's participation. The Contractor shall pay attention to gender-based constraints and issues (e.g. participation in decision-making, access to/quality of employment, education or health) related to interventions. The Contractor shall inform USAID of such issues and the measures to be taken to address them. Under the annual and overall task order work plans, the Contractor shall analyze any specific gender issues and outline appropriate actions that will be taken to address them during implementation.

A.3 DIFFERENTIALS AND ALLOWANCES (JULY 1996)

(This clause does not apply to TCN or CCN employees unless specifically authorized by the cognizant Assistant Administrator or Mission Director. A copy of such authorization shall be retained and made available as part of the contractor's records which are required to be preserved and made available by the "Examination of Records by the Comptroller General" and "Audit" clauses of this contract).

(a) Post differential. Post differential is an additional compensation for service at places in foreign areas where conditions of environment differ substantially from conditions of environment in the continental United States and warrant additional compensation as a recruitment and retention incentive. In areas where post differential is paid to USAID direct-hire employees, post differential not to exceed the percentage of salary as is provided such USAID employees in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 500 (except the limitation contained in Section 552, "Ceiling on Payment") Tables-Chapter 900, as from time to time amended, will be reimbursable hereunder for employees in respect to amounts earned during the time such employees actually spend overseas on work under this contract. When such post differential is provided to regular employees of the Contractor, it shall be payable beginning on the date of arrival at the post of assignment and continue, including periods away from post on official business, until the close of business on the day of departure from post of assignment en route to the United States. Sick or vacation leave taken at or away from the post of assignment will not interrupt the continuity of the assignment or require a discontinuance of such post differential payments, provided such leave is not taken within the United States or the territories of the United States. Post differential will not be payable while the employee is away from his/her post of assignment for purposes of home leave. Short-term employees shall be entitled to post differential beginning with the forty-third (43rd) day at post.

(b) Living quarters allowance. Living quarters allowance is an allowance granted to reimburse an employee for substantially all of his/her cost for either temporary or residence quarters whenever Government-owned or Government-rented quarters are not provided to him/her at his/her post without charge. Such costs are those incurred for temporary lodging (temporary quarters subsistence allowance) or one unit of residence quarters (living quarters allowance) and include rent, plus any costs not included therein for heat, light, fuel, gas, electricity and water. The temporary quarters

subsistence allowance and the living quarters allowance are never both payable to an employee for the same period of time. The Contractor will be reimbursed for payments made to employees for a living quarters allowance for rent and utilities if such facilities are not supplied. Such allowance shall not exceed the amount paid USAID employees of equivalent rank in the Cooperating Country, in accordance with either the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 130, as from time to time amended, or other rates approved by the Mission Director. Subject to the written approval of the Mission Director, short-term employees may be paid per diem (in lieu of living quarters allowance) at rates prescribed by the Federal Travel Regulations, as from time to time amended, during the time such short-term employees spend at posts of duty in the Cooperating Country under this contract. In authorizing such per diem rates, the Mission Director shall consider the particular circumstances involved with respect to each such short-term employee including the extent to which meals and/or lodging may be made available without charge or at nominal cost by an agency of the United States Government or of the Cooperating Government, and similar factors.

(c) Temporary quarters subsistence allowance. Temporary quarters subsistence allowance is a quarters allowance granted to an employee for the reasonable cost of temporary quarters incurred by the employee and his family for a period not in excess of (i) 90 days after first arrival at a new post in a foreign area or a period ending with the occupation of residence (permanent) quarters, if earlier, and (ii) 30 days immediately preceding final departure from the post subsequent to the necessary vacating of residence quarters, unless an extension is authorized in writing by the Mission Director. The Contractor will be reimbursed for payments made to employees and authorized dependents for temporary quarters subsistence allowance, in lieu of living quarters allowance, not to exceed the amount set forth in the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 120, as from time to time amended.

(d) Post allowance. Post allowance is a cost-of-living allowance granted to an employee officially stationed at a post where the cost of living, exclusive of quarters cost, is substantially higher than in Washington, D.C. The Contractor will be reimbursed for payments made to employees for post allowance not to exceed those paid USAID employees in the Cooperating Country, in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 220, as from time to time amended.

(e) Supplemental post allowance. Supplemental post allowance is a form of post allowance granted to an employee at his/her post when it is determined that assistance is necessary to defray extraordinary subsistence costs. The Contractor will be reimbursed for payments made to employees for supplemental post allowance not to exceed the amount set forth in the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 230, as from time to time amended.

(f) Educational allowance. Educational allowance is an allowance to assist an employee in meeting the extraordinary and necessary expenses, not otherwise compensated for, incurred by reason of his/her service in a foreign area in providing adequate elementary and secondary education for his/her children. The Contractor will be reimbursed for payments made to regular employees for educational allowances for their dependent children in amounts not to exceed those set forth in the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 270, as from time to time amended. (See Standardized Regulation 270)

(g) Educational travel. Educational travel is travel to and from a school in the United States for secondary education (in lieu of an educational allowance) and for college education. The Contractor will be reimbursed for payments made to regular employees for educational travel for their dependent children provided such payment does not exceed that which would be payable in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 280, as from time to time amended.

(See Standardized Regulation 280) Educational travel shall not be authorized for regular employees whose assignment is less than two years.

(h) Separate maintenance allowance. Separate maintenance allowance is an allowance to assist an employee who is compelled, by reason of dangerous, notably unhealthful, or excessively adverse living conditions at his/her post of assignment in a foreign area, or for the convenience of the Government, to meet the additional expense of maintaining his/her dependents elsewhere than at such post. The Contractor will be reimbursed for payments made to regular

employees for a separate maintenance allowance not to exceed that made to USAID employees in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 260, as from time to time amended. (See Standardized Regulation 260)

(i) Payments during evacuation. The Standardized Regulations (Government Civilians, Foreign Areas) provide the authority for efficient, orderly, and equitable procedure for the payment of compensation, post differential and allowances in the event of an emergency evacuation of employees or their dependents, or both, from duty stations for military or other reasons or because of imminent danger to their lives. If evacuation has been authorized by the Mission Director the Contractor will be reimbursed for payments made to employees and authorized dependents evacuated from their post of assignment in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 600, and the Federal Travel Regulations, as from time to time amended. (See Standardized Regulation 600)

(j) Danger pay allowance. (1) The contractor will be reimbursed for payments made to its employees for danger pay not to exceed that paid USAID employees in the cooperating country, in accordance with the Standardized Regulations (Government Civilians, Foreign Areas), Chapter 650, as from time to time amended. (See Standardized Regulation 650)

(2) Danger pay is an allowance that provides additional compensation above basic compensation to an employee in a foreign area where civil insurrection, civil war, terrorism or wartime conditions threaten physical harm or imminent danger to the health or well-being of the employee. The danger pay allowance is in lieu of that part of the post differential which is attributable to political violence. Consequently, the post differential may be reduced while danger pay is in effect to avoid dual crediting for political violence.

A.4 REPORTS

Reports

The Contractor shall provide the following reports and work plans:

- a) **Mobilization Plan:** The Contractor shall submit a mobilization plan detailing the timeframe for deploying staff, setting up offices, procuring vehicles and office equipment, and initiating work activities related to all task order components. This plan must be submitted to the CTO within 7 calendar days of the Task Order effective date.
- b) **Operational/Security Plan:** A draft operational/security plan shall be delivered to the CTO for concurrence not later than 21 calendar days after the Task Order effective date. The final operational/security set-up plan, incorporating the CTO's comments, shall be delivered to the CTO not later than 10 calendar days after CTO comments are provided to the Contractor.
- c) **Work Plans:** The work plan should be developed in consultation with USAID. A draft work plan shall be delivered to the CTO for concurrence no later than 21 calendar days after the effective date of the task order. The final work plan, incorporating the CTO's comments, shall be delivered to the CTO not later than 15 calendar days after the CTO's comments are provided to the Contractor. The Contractor shall submit three hard copies plus three CD copies of the final version of the annual work plans to the CTO for written approval.
- d) **Bi-weekly Activity Updates:** The Contractor shall report bi-weekly to the CTO on key activities carried out, with any significant issues noted. This should include ongoing activities, status (percent complete), any remarks necessary to explain delays, and a plan for addressing identified problems.

Unless the CTO otherwise agrees in writing, the Contractor shall submit within 10 calendar days following departure of a short-term specialist, a brief written report describing the purpose of the consultancy, progress made, any observations to be shared, issues identified and/or problems encountered, and expected follow-on work. These reports may be submitted electronically via e-mail to the CTO.

- e) **Quarterly Activity Reports:** The Contractor shall submit three hard copies and three CD copies of the Quarterly Progress Reports to the Task Order CTO, IQC CTO and the Contracting Officer (CO). These reports shall be submitted no later than 30 calendar days after the close of the quarterly reporting period and will discuss progress made during the previous quarter, problems encountered when not routine, and successes or anecdotes worthy of highlighting.
- f) **Quarterly Financial Reporting:** The Contractor shall submit to the CTO brief quarterly expenditure reports which compare actual with projected expenditures. These shall contain a summary page that reflects spending for the quarter by category and shows cumulative spending to date, a pipeline analysis and variance analysis. The Contractor shall also include a brief note on any significant accrued expenditures for the quarter that have not yet been billed to the task order, along with the specific amount involved, to enable the CTO to accurately track the project's expenditure rate. These reports shall be submitted approximately two weeks before the end of each quarter.
- g) **Demobilization Plan:** Six months prior to the task order completion date, the Contractor shall submit a Demobilization Plan to the CTO for approval. The Demobilization Plan shall include an illustrative Property Disposition Plan, a plan for the phase-out of in-country operations, a delivery schedule for all reports or other deliverables required under the task order and a timetable for completing all required actions in the Demobilization Plan, including the submission date of the final Property Disposition Plan to the contracting officer.
- h) **Final Report:** The Contractor shall submit by the task order completion date, a detailed Final Report, which will include, but not be limited to:
- Financial report showing, by line item, the amounts expended.
 - Summary of accomplishments achieved under this contract.
 - Discussion of problems encountered and where objectives were not achieved.
 - Future steps needed for the further development of all MIS, monitoring and evaluation systems that have been monitored and maintained by the Contractor.

The Contractor will submit three hard copies and three CD copies of the Final Report to USAID/Afghanistan plus an electronic version via e-mail to the Regional Contracts Officer.

A.5 TECHNICAL DIRECTIONS

Technical Directions during the performance of this task order shall be provided by the Cognizant Technical Officer (CTO) as stated in Block 5 of the cover page pursuant to Section F of the contract. The CTO will provide technical clarification for the scope of work, guidance on the activities, and will monitor implementation of the tasks, including approval of proposed key personnel, annual work plans, reports and other deliverables.

A.6 TERM OF PERFORMANCE

- a. Work shall commence on the date noted in Block 7 of the cover page. The completion date is reflected in Block 8 of the cover page.
- b. Subject to the ceiling price of this task order and the prior written approval of the Technical Officer (see Block No. 5 on the Cover Page), the contractor may extend the completion date, provided that the extension does not cause the elapsed time for completion of the work, including the furnishing of all deliverables, to extend beyond 60 calendar days from the original completion date. Prior to the original completion date, the contractor shall provide a copy of the Technical Officer's written approval for any extension of the term of this task order to the Contracting Officer; in addition, the contractor shall attach a copy of the Technical Officer's approval to the final voucher submitted for payment.

c. It is the contractor's responsibility to ensure that the Technical Officer-approved adjustments to the original completion date do not result in costs incurred that exceed the ceiling price of this task order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the task order.

d. Adjustments that will cause the elapsed time for completion of the work to exceed the original completion date by more than 60 calendar days must be approved in advance by the Contracting Officer.

A.7 WORKDAYS ORDERED

a. Functional Labor Category & Specialist

See Attachment No. 1 labor spread sheet for categories and specialist.

Total Professional Workdays ordered:	4,950 U.S.
	<u>5,004</u> Local
	9,954 Total

b. Approval of the Contracting Officer is required for each specific named individual to be hired by the Contractor to provide the level of effort ordered. Approvals for individuals not named in the work days ordered attachment shall be issued by the Contracting Officer by letter. Contractor must submit resumes and required salary determination information for all individuals subsequently selected to fill unnamed (TBD) positions to the CTO and Contracting Officer at least two weeks prior to commencement services by such individuals except for unanticipated exigencies. For each US expatriate individual, the Contractor shall identify the proposed position under the task order, IQC labor category, skill level, and a resume of qualifications and relevant experience, clearly addressing IQC Part B.5, Labor. For each professional CCN and TCN individual to be hired, the Contractor shall submit a USAID Contractor Employee Biographical Sheet, AID Form 1420-17, accompanied by the rationale and mathematical calculation for a proposed daily salary rate. A procedural mechanism aimed at making these approvals expeditious and efficient for both parties shall be established between the parties soon after Task Order award.

c. Subject to the ceiling price established in this task order and the prior written approval of the Technical Officer, the contractor may adjust the number of workdays actually employed in the performance of the work by each position specified in this order. The contractor shall attach a copy of the Technical Officer's approval to the final voucher submitted for payment.

d. It is the contractor's responsibility to ensure that the Technical Officer-approved adjustments to the workdays ordered for each functional labor specialist do not result in costs incurred which exceed the ceiling price of this delivery order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the ceiling price.

e. Establishment of Indirect Cost Rates

Reimbursement for indirect costs shall be made based upon final indirect cost rates which shall be established for each of the Contractor's accounting periods which apply to this Contract in accordance with Contract FAR clause 52.216-7 entitled, "Allowable Cost and Payment." Pending establishment of final rates, payment on account of allowable indirect costs shall be made on the basis of provisional rates as applied to the base(s) which is set forth below. Rates may be amended by agreement of the parties without formal modification to this Contract.

1. Checchi: none applicable
2. Subcontractor Wiles and McLaughlin: none applicable

3. Subcontractor Louis Berger Group:



A.8 CEILING PRICE

For Workdays Ordered

U.S. Professional	\$4,886,053
Non-U.S. Professional	\$ 932,196
Public Information Expenditures	\$1,200,000
PMP Surveys, Data Collection	\$ 750,000
Security	\$ 854,599
For Other Direct Costs	<u>\$5,053,712</u>
Ceiling Price	\$13,676,560

The contractor will not be paid any sum in excess of the ceiling price.

The GSA classification of Off-Schedule costs applies to all the above cost categories except U.S. Professional Labor.

A.9 ACCOUNTING AND APPROPRIATION DATA

MAARD No.: 306-MAARD-0004-3-60112
APP: 725/61037 90
Fund Code: 2005/2006/ES-SUP-06
RCN: K060374
SO activity: 306-004.01
Element: 04

Total Obligated Amount: \$5,000,000

A.10 USE OF GOVERNMENT FACILITIES AND PERSONNEL

(a) The contractor and any employee or consultant of the contractor is prohibited from using U.S. Government facilities (such as office space or equipment), or U.S. Government clerical or technical personnel in the performance of the services

specified in the task order, unless the use of Government facilities or personnel is authorized in advance, in writing, by the Contracting Officer.

(b) If at any time it is determined that the contractor, or any of its employees or consultants, have used U.S. Government facilities or personnel either in performance of the contract itself, or in advance, without authorization in, in writing, by the Contracting Officer, then the amount payable under the contract shall be reduced by an amount equal to the value of the U.S. Government facilities or personnel used by the contractor, as determined by the contracting officer.

(c) If the parties fail to agree on an adjustment made pursuant to this clause it shall be considered a "dispute" and shall be dealt with under the terms of the "Disputes" clauses of the contract.

A.11 DUTY POST

The duty post for this task order is Kabul, with periodic travel to various places in Afghanistan as necessary.

A.12 WORKWEEK

1. Non-overseas Employees.

The length of the contractor's U.S., non-overseas employees workday shall be in accordance with the contractor's established policies and practices and shall not be less than 8 hours per day and 40 hours per week.

2. Overseas Employees

The work week for the Contractor's overseas employees shall not be less than 40 hours and shall be scheduled to coincide with the work week for those employees of the USAID/Afghanistan Mission and the Cooperating Country associated with the work of this contract.

A six-day (6) workweek is also authorized for the Contractor's overseas personnel with no premium pay.

3. Short-term personnel

A six-day (6) workweek is authorized for short-term personnel performing services in the field with no premium-pay.

4. Overseas Allowances

Overseas allowances (other than per diem), if any, shall be in accordance with the clause of this Contract entitled "Differentials and Allowances" (AIDAR 752.7028) and the Standardized Regulations, and shall include, for each individual for whom the allowance will apply, the type of allowance, the calculation of the allowance, and the total overseas allowances costs.

Post differential and danger pay allowances under AIDAR clause 752.7028 are calculated by applying the percentages established by the Department of State for U.S. Government employees for each allowance to a maximum 40 hour workweek, regardless of whether the Contractor has been authorized a workweek in excess of 40 hours. If the Contracting Officer has authorized a workweek in excess of 40 hours, then additional non-premium pay salary and related fringe benefits may be paid for hours worked, but payments for post differential and danger pay are limited to the percentage rates applied to a maximum of 40 hours. "Non-premium pay" means an hourly rate of pay that is no more than the regular hourly rate of pay for a maximum 40 hour workweek.

A.13 AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this order is 935. Purchase of motor vehicles from non-US. source or origin will be held to a minimum and carried out only when necessitated by required specifications, spare parts, and maintenance capabilities. Pharmaceuticals are not included under 935.

A.14 EXECUTIVE ORDER ON TERRORISM FINANCING

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 legal 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.

A.15. BRANDING

Markings under this task order shall comply with the USAID "Graphic Standards Manual" available at www.usaid.gov/branding or any successor branding policy.

A.16 PROGRAM-FUNDED INFORMATION TECHNOLOGY

In accordance with ADS Chapter 548, USAID's Bureau for Management, Office of Information Resource Management Consulting and Information Services Division (M/IRM/CIS) is responsible for providing the framework for the Agency's program-funded Information Technology (IT) activities. M/IRM must review and approve program-funded projects that have an IT component in which the life-cycle cost of commodities or services (e.g., installation, maintenance, and technical assistance) exceeds \$100,000.

The contractor, in cooperation and with prior approval by the CTO, must submit information regarding the IT component of each project to M/IRM for review before program-funded IT activities are implemented.

A.17 PROPERTY

a. Title to nonexpendable property acquired with Task Order funds shall vest in the cooperating country in accordance with AIDAR 752.245-71, Title to and Care of Property, unless the Contracting Officer approves otherwise. The Contractor shall care for and maintain an inventory of such property in accordance with applicable IQC and Task Order property clauses.

b. All purchases of nonexpendable property must be approved for purchase by the Contracting Officer. Property currently approved by the Contracting Officer for purchase with Task Order funds is shown in Attachment No. 2. Such approval does not include the subsequent required consent to subcontracts as may be required by FAR 52.244-5. Contractor purchase of nonexpendable property not listed in Attachment No. 2 requires approval of the Contracting Officer.

A.18 CONSENT TO SUBCONTRACTS

The Contracting Officer hereby consents to the Louis Berger Group and Wiles and McLaughlin subcontracts. The proposed US Protection and Investigations subcontract requires Contracting Officer consent in accordance with FAR 244-5.

A.19 ADDITIONAL TERMS AND CONDITIONS APPLICABLE TO THE TASK ORDER AWARD**I. APPLICABLE TASK ORDER CLAUSES**

This Task Order is issued under a specific GSA MOBIS contract. Contract clauses contained therein are applicable to this Task Order. This Task Order does not change or modify the Contract in any way. In no event will any understanding, agreement, modification, change order or other matter that modifies the terms of the Contract between the Contractor and any person other than the Contracting Officer be effective and binding upon the U.S. Government. Notwithstanding the above, the following clauses are set forth herein, as they are considered specifically applicable to this task order.

TASK ORDER CLAUSES INCORPORATED BY REFERENCE – Federal Acquisition Regulation (FAR) and AID Acquisition Regulation (AIDAR)

The following are pertinent Task Order clauses which are hereby incorporated by reference (by Citation Number, Title, and Date) in accordance with the clause at FAR "52.252-2 CLAUSES INCORPORATED BY REFERENCE" of the MOBIS contract. See FAR 52.252-2 for an internet address (if specified) for electronic access to the full text of a clause.

NUMBER	TITLE	DATE
FAR 52.204-9,	Personal Identity Verification of Contractor Personnel	(Jan 2006)
FAR 52.216-7,	Allowable Cost and Payment	(December 2004)
FAR 52.227-14,	Rights in Data – General	(JUN 1987), Alternate II
FAR 52.228-3,	Worker's Compensation Insurance	(Defense Base Act)
FAR 52.230-2,	Cost Accounting Standards	(April 1998)
FAR 52.230-6,	Administration of Cost Accounting Standards	(April 2005)
FAR 52.232-22,	Limitation of Funds	(APR 1994)
FAR 52.244-2,	Subcontracts	(AUG 1998)
AIDAR 752.202-1,	Definitions (Alternates 70 and 72)	(June 1993)
AIDAR 752.204-2,	Security Requirements	
AIDAR 752.209-71,	Organizational Conflicts of Interest Discovered After Award	(June 1993)
AIDAR 752.211-70,	Language and Measurement	(June 1992)
AIDAR 752.219-8,	Utilization of Small Business Concerns and Small Disadvantaged Business Concerns	
AIDAR 752.225-9,	Buy American Act-Trade Agreements Act-Balance of Payments Program	
AIDAR 752.225-70,	Source, Origin, and Nationality Requirements	(February 1997)
AIDAR 752.225-71,	Local Procurement	(Feb 1997)
AIDAR 752.228-3,	Worker's Compensation Insurance	(Defense Base Act)
AIDAR 752.228-7,	Insurance – Liability to Third Persons	
AIDAR 752.228-9,	Cargo Insurance	
AIDAR 752.228-70,	Medical Evacuation (MEDEVAC) Services	(March 1993)
AIDAR 752.229-70,	Federal, State and Local Taxes	
AIDAR 752.231-71,	Salary Supplements for HG Employees	(Oct 1998)
AIDAR 752.232-7,	Payments under Time and Materials and Labor Hour Contracts	
AIDAR 752.245-71,	Title to and Care of Property	(April 1984)
AIDAR 752.247-70,	Preference for Privately Owned U.S.-Flag Commercial Vessels	
AIDAR 752.7001,	Biographical Data	(July 1997)
AIDAR 752.7002,	Travel and Transportation	(Jan 1990)
AIDAR 752.7003,	Documentation for Payment	(November 1998)
AIDAR 752.7004,	Emergency Locator Information	(July 1997)
AIDAR 752.7005,	Submission Requirements for Development Experience Documents	(October 1997)
AIDAR 752.7006,	Notices	(Apr 1984)
AIDAR 752.7007,	Personnel Compensation	(April 2006)

AIDAR 752.7008, Use of Government Facilities or Personnel (April 1984)
AIDAR 752.7009, Marking (January 1993)
AIDAR 752.7010, Conversion of US Dollars to Local Currency (Apr 1984)
AIDAR 752.7011, Orientation and Language Training (April 1984)
AIDAR 752.7013, Contractor-Mission Relationship (Oct 1989)
AIDAR 752.7014, Notice of Changes in Travel Regulations (Jan 1990)
AIDAR 752.7015, Use of Pouch Facilities (July 1997)
AIDAR 752.7025, Approvals (April 1994)
AIDAR 752.7027, Personnel (Dec 1990)
AIDAR 752.7028, Differentials and Allowances (July 1996)
AIDAR 752.7029, Post Privileges (July 1993)
AIDAR 752.7031, Leave and holidays (Oct 1989)
AIDAR 752.7032, International Travel Approval and Notification Requirements (January 1990)
AIDAR 752.7033, Physical Fitness (July 1997)
AIDAR 752.7034, Acknowledgment and Disclaimer (December 1991)

II. SPECIAL PROVISIONS

1. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES

Funds in this (contract, agreement, amendment) 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," at <http://www.info.usaid.gov/pubs/ads/300/refindx3.htm>, or as approved by the Contracting Officer.

2. COMPLIANCE WITH THE TRAFFICKING VICTIMS PROTECTION REAUTHORIZATION ACT

The U.S. Government may terminate this contract/order, without penalty, if the Contractor or any sub-contractor, (i) engages in severe forms of trafficking in persons or has procured a commercial sex act during the period of time that the contract is in effect, or (ii) uses forced labor in the performance of the contract agreement.

3. COMPLIANCE WITH SECTION 508 OF THE REHABILITATION ACT OF 1973, AS AMENDED

(a) The Contractor must provide a comprehensive list of all offered specific electronic and information technology (EIT) products (supplies and services) that fully comply with Section 508 of the Rehabilitation Act of 1973, per the 1998 Amendments, and the Architectural and Transportation Barriers Compliance Board's Electronic and Information Technology Accessibility Standards at 36 CFR Part 1194. The Contractor must clearly indicate where this list with full details of compliance can be found (e.g., vendors or other exact web page location). The contractor must ensure that the list is easily accessible by typical users beginning five calendar days after award. The contractor must maintain this detailed listing of compliant products for the full contract term, including all forms of extensions, and must ensure that it is current within three calendar days of changes to its product line.

(b) For every EIT product accepted under this contract by the Government that does not comply with 36 CFR Part 1194, the contractor shall, at the discretion of the Government, make every effort to replace or upgrade it with a compliant

equivalent product or service, if commercially available and cost neutral, on either the planned refresh cycle of the product or service, or on the contract renewal date, whichever shall occur first.

4. REPORTING OF FOREIGN TAXES (Revised 5 SEP 06 by M/OAA policy guidance)

(a) The Contractor must annually submit a report by April 16 of the next year.

(b) Contents of Report. The reports must contain: (i) Contractor 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 are 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 Contractor 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) Reports are required even if the contractor/recipient did not pay any taxes during the report period. (viii) Cumulative reports may be provided if the contractor/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:

USAID/Afghanistan, Agreement Officer, Program Office and the Controller's Office, U.S. Embassy, Kabul
Afghanistan; and a copy to: USAID, M/FM/CMP, RRB, 1300 Pennsylvania Ave, N.W. Washington, DC 20523.

(e) Subagreements. The Contractor 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>.

ANNEX B: LIST OF SUPPORT PROJECT ACTIVITIES COMPLETED

FY 2012 SUPPORT Reports

Number	Title	Type	Technical Office	Budget
001-2012	LCEP-2	Evaluation	OSSD	180,961.00
002-2012	RUF COD	Evaluation	OEG	231,788.00
003-2012	SGDP Gender	Design/Gender Analysis	OIEE	61,719.00
004-2012	PTEC Gender	Design/Gender Analysis	OIEE	61,719.00
005-2012	WATER Gender	Design/Gender Analysis	OIEE	61,719.00
006-2012	TAFA Gender	Design/Gender Analysis	OEG	72,649.00
007-2012	APFM Gender	Design/Gender Analysis	OEG	72,649.00
008-2012	ABADE Gender	Design/Gender Analysis	OEG	91,622.00
009-2012	EGRC Gender	Design/Gender Analysis	OEG	91,562.00
010-2012	APAP-2 Gender	Design/Gender Analysis	ODG	74,838.00
011-2012	ACAP Gender	Design/Gender Analysis	Stabilization U	44,640.00
012-2012	Three Health Projects Bernhart	Assessment & Harmonization	OSSD	52,347.00
013-2012	TO14	Evaluation	OIEE	162,723.00
014-2012	TAFA	Evaluation	OEG	147,621.00
015-2012	CHAMP	Evaluation	OAG	203,646.00
016-2012	ACE Gender	Design/Gender Analysis	OAG	100,226.00
017-2012	ASAP	Evaluation	OAG	198,031.00
018-2012	Political Parties	Assessment	ODG	214,997.00
019-2012	DDP	Evaluation	Stabilization U	214,460.00
020-2012	AMDEP	Evaluation	ODG	169,034.00
021-2012	HEP	Evaluation	OSSD	145,045.00
022-2012	GPH	Design/Gender Analysis	OSSD	54,210.00
023-2012	PHRCR & AERCA Gender	Design/Gender Analysis	ODG	62,147.00
024-2012	SNGP & SEPPA	Design/Gender	ODG	78,293.00

	Gender	Analysis		
025-2012	L Norgrove Foundation	Assessment	OPPD	77,701.00
026-2012	RADP Gender	Design/Gender Analysis	OAG	66,480.00
027-2012	JSR	Evaluation	OSSD	62,558.00
028-2012	ILG-NRMP	Design/Gender Analysis	OAG	66,018.00
029-2012	AMDEP Gender	Design/Gender Analysis	ODG	69,940.00
030-2012	AWDP Gender	Design/Gender Analysis	OEG	71,965.00
031-2012	CASP Gender	Design/Gender Analysis	Stabilization U	69,582.00
032-2012	Health Harmonization	Assessment & Harmonization	OSSD	54,572.00
033-2012	HEP Gender	Design/Gender Analysis	OSSD	68,385.00
034-2012	LCEP2 Gender	Design/Gender Analysis	OSSD	66,867.00
035-2012	IWMP Gender	Design/Gender Analysis	OAG	68,446.00
036-2012	LARA Gender	Design/Gender Analysis	OEG	52,118.00
037-2012	A-STEP Gender	Design/Gender Analysis	OSSD	84,860.00
038-2012	DCA Gender	Design/Gender Analysis	OEG	53,087.00
039-2012	AGRED Gender	Design/Gender Analysis	OAG	51,524.00
040-2012	FAIDA Gender	Design/Gender Analysis	OEG	64,460.00
041-2012	ARAZI Gender	Design/Gender Analysis	OEG	66,174.00
				3,963,383.00

FY 2011 SUPPORT Reports

Number	Title	Type	Technical Office	Budget
001-2011	LCEP-2	Evaluation	OSSD	322,311.00
002-2011	Ag Research Follow-on Design for Extension Services	Design	OAG	135,127.00
003-2011	Afghan Civil Service Support Program (ACSS)	Assessment	ODG	119,864.00
004-2011	MOWA/MISPA II	Design	OPPD	69,302.00
005-2011	Indicator/Metric Design	Design	OEG	69,187.00
006-2011	Rapid Assessment of EGGI	Assessment	OEG	159,961.00
007-2011	Toolkit	Other	OPPD	70,232.00
008-2011	ACAP	Evaluation	STAB	176,701.00
009-2001	ACAP Operational Review	Other	STAB	166,088.00
010-2011	GPAR	Design	ODG	65,848.00
011-2011	TCC Support	Other	ODG	681,331.00
012-2011	MOWA Org. Reform Assessment	Assessment	OPPD	155,112.00
013-2011	Capacity Building Assessment	Assessment	OPPD	292,317.00
014-2011	SPR	Evaluation	OIEE	246,210.00
015-2011	ASMED	Evaluation	OEG	161,187.00
016-2011	Construction Value Chain	Assessment	OEG	693,357.00
017-2011	Elections Assessment	Assessment	ODG	168,172.00
018-2011	APAP	Assessment	ODG	9,360.00
019-2011	AFSA	Evaluation	OAG	119,675.00
020-2011	DQA	Other	OPPD	285,044.00
021-2011	AVIPA Plus	Evaluation	OAG	296,154.00
022-2011	Gender Advisor	Other	OPPD	13,490.00
				4,476,030.00

FY 2010 SUPPORT Reports

Number	Title	Type	Technical Office	Budget
001-2010	A-4	Evaluation	OAG	192,846.00
002-2010	PACE-A	Evaluation	OSSD	104,859.00
003-2010	Feasibility Study/Sesame Street	Assessment	OSSD	45,423.00
004-2010	YEP	Evaluation	OSSD	190,150.00
005-2010	Keshim-Faizabad Road	Assessment	OIEE	28,470.00
006-2010	EPPPR	Assessment	ODG	118,098.00
007-2010	Ag Credit Bank Assessment	Assessment	OAG	171,277.00
008-2010	Alternative Development Program S	Evaluation	OAG	496,208.00
009-2010	Alternative Development Program E	Evaluation	OAG	494,629.00
010-2010	Alternative Development Program N	Evaluation	OAG	650,652.00
011-2010	Agricultural Finance Market	Assessment	OEG	261,719.00
012-2010	Data Quality Assessment (DQA)	Other	OPPD	160,839.00
013-2010	ACAP	Evaluation	STAB	166,088.00
014-2010	ADSP	Design	OAG	107,132.00
015-2010	MISFA Suitability Legal Analysis	Other	OEG	21,375.00
016-2010	MISPA/MOWA	Evaluation	OPPD	172,153.00
017-2010	Electricity Utilization in Kandahar	Assessment	OIEE	469,203.00
018-2010	Ag Research Study	Assessment	OAG	345,020.00
019-2010	PMP	Other	OPPD	354,020.00
020-2010	ACE/ADF	Other	OAG	263,463.00
021-2010	Gender Assessment	Assessment	OPPD	454,217.00
				5,267,841.00

FY 2009 SUPPORT Reports

Number	Title	Type	Technical Office	Budget
001-2009	Compri-A	Evaluation	OSSD	160,930.00
002-2009	CDP	Evaluation	ODG	167,753.00
003-2009	Office of the President	Design	ODG	38,391.00
004-2009	LGCD	Evaluation	PRT	183,058.00
005-2009	Anti-Corruption	Assessment	ODG	157,940.00
006-2009	Stabilization	Assessment	PRT	20,422.00
007-2009	USG Health Framework	Assessment	OSSD	129,386.00
008-2009	Ag Assessment (Dr. Mellor)	Assessment	OAG	224,725.00
009-2009	MIS	Design	OPPD	186,123.00
010-2009	HSSP	Evaluation	OSSD	154,084.00
011-2009	BESST	Evaluation	OSSD	155,484.00
012-2009	Tech Serve (Health)	Evaluation	OSSD	165,902.00
013-2009	Bamyan-Dushi Baseline	Assessment	OIEE	119,329.00
014-2009	Compri-A Follow-on	Design	OSSD	138,325.00
015-2009	Tech Serve (Health) Follow-on	Design	OSSD	333,771.00
016-2009	HSSP Follow-on	Design	OSSD	339,022.00
017-2009	Afghan Quality (Education)	Evaluation	OSSD	150,498.00
018-2009	SPR	Evaluation	OIEE	220,241.00
				3,045,384.00

FY 2008 SUPPORT Reports

Number	Title	Type	Technical Office	Budget
001-2008	STTA to ADAG office	Other	OAG	73,342.00
002-2008	RAMP	Assessment	OAG	163,157.00
003-2008	Broadcast Media	Assessment	ODG	141,642.00
004-2008	Municipal Government	Assessment	ODG	185,317.00
005-2008	K-K-H & Provincial Roads	Assessment	OIEE	524,960.00
006-2008	Political Parties	Evaluation	ODG	133,933.00
007-2008	Integrated Capacity Building	Design	OIEE	70,749.00
008-2008	ASMED database quality	Assessment	OEG	0.00
009-2008	Support to President's Office	Assessment	ODG	149,024.00
				1,442,124.00

FY 2007 SUPPORT Reports

Number	Title	Type	Technical Office	Budget
001-2007	ALP -South/North/East	Evaluation	OAG	147,001.00
002-2007	Assessment of the Impact of USAID Funded Technical Assistance - Capacity Building	Assessment	OPPD	0.00
				147,001.00