

Afghan Agricultural Research & Extension Program (AGRED)

Quarterly Report

July-Sept. 2013



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Acronyms

| | |
|-------|--|
| AAEP | USDA Afghan Agricultural Extension Program |
| AFN | Afghani (currency unit) |
| AGRED | USAID Afghan Agriculture Research & Extension Development |
| CBCMP | USDA Capacity Building and Change Management Program |
| CHAMP | USAID Commercial Horticulture & Agricultural Marketing Program |
| COP | Chief of Party |
| DAIL | Directorate of Agriculture, Irrigation and Livestock |
| DCOP | Deputy Chief of Party |
| DG | Director General |
| DIFID | Department for International Development (UK) |
| EMMP | Environmental Monitoring and Mitigation Plan |
| GIRoA | Government of the Islamic Republic of Afghanistan |
| HR | Human Resources |
| IL | Implementation Letter |
| IP | Implementation Plan |
| IPM | Integrated Pest Management |
| IWMP | Irrigation and Water Management Project |
| LOE | Level of Effort |
| MAIL | Ministry of Agriculture, Irrigation and Livestock |
| M&E | Monitoring and Evaluation |
| MoF | Ministry of Finance |
| MOU | Memorandum of Understanding |
| OCAT | Organizational Capacity Assessment Tool |
| PEFA | Public Expenditure and Accountability Framework |
| PMP | Performance Management Plan |
| ROP | Roots of Peace |
| USAID | United States Agency for International Development |
| USG | United States Government |
| WIAWG | Women in Agriculture Working Group |
| WSU | Washington State University |

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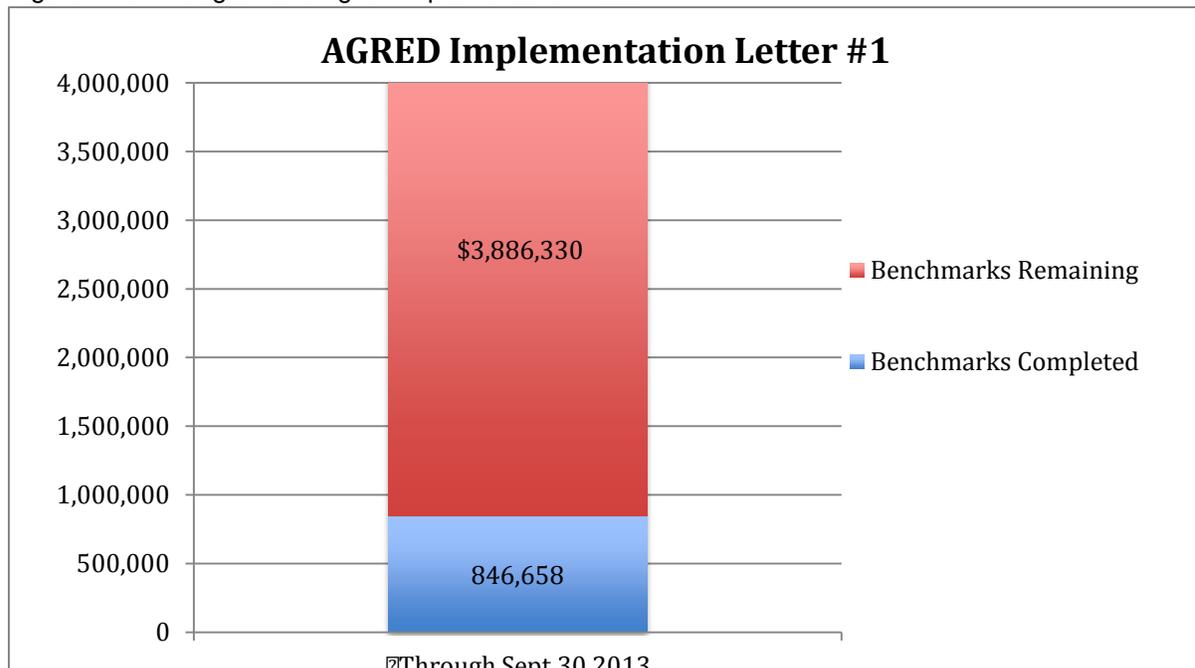
Executive Summary

On-budget planning was the major focus of the quarter. Extensive progress has been made from building a strong understanding of how the funding mechanism will work, to drafting the first Implementation Letter (IL1). As of the close of the quarter IL1 was under review at USAID and MAIL is eagerly awaiting approval given the impending deadline for including on-budget funds in the MoF Development Budget.

IL1 represents the launch of AGRED activities and the beginning of on-budget funding. With the finalization of this document, AGRED will be able to begin work on the benchmarks and proceed with the needed improvements in the research and extension systems at MAIL. All are eager to being the process.

Upon approval of the IL, MAIL and AGRED will begin moving immediately to collect the documentation needed for the benchmarks already completed. As shown above, the estimated amount for benchmarks already completed is \$847,000 USD.

Figure 1: On-Budget Funding for Implementation Letter 1



However, for this first IL, MAIL is only requesting the amount of funds estimated for completed benchmarks to be downloaded into the special account. There is a reluctance from MAIL senior staff to over commit as many are nervous about the burn rate for IL1, and for on-budget funding as a whole.

This first IL has been a very time intensive process with high levels of coordination needed to clarify expectations at MAIL, DAIL and USAID. Long review timelines are causing problems with both AGRED Quarterly Report, July-September 2013

MAIL and DAILs. As soon as IL1 is approved, AGRED will begin planning for IL2. It is expected that the second iteration will be more familiar and move more smoothly, however, early planning will also allow for time to complete the process while objectives of IL1 are under implementation

Other key AGRED activities this quarter includes continued work with DAILs on mini-proposals and projects. The AGRED team is seeing marked improvements in the quality of the proposals and DAIL Directors stepped in to review and approve mini-proposals for the first time this quarter. As the mini-proposal process is transitioned to DAILs, AGRED staff will play a lesser role.

AGRED Women's Extension staff have also been forging strong relationships in the provinces by creating working groups to bring together key stakeholders of women in agriculture. These working groups will help to provide resources to women farmers, DAILs and other NGOs serving women in the provinces.

Though the quarter was particularly busy, AGRED is looking forward to further activity under IL1.

1

On-Budget Support

New MAIL Focal Point for AGRED

Prior to this quarter AGRED was working with the MAIL Extension Director as the primary point of contact for on-budget planning. However, as of this quarter the Policy and Planning Directorate is now the primary point of contact at MAIL. This new focal point has greatly accelerated activity as this unit is built into all of MAIL and the leadership has been very responsive. A new Director General (DG) has taken leadership of the Policy and Planning department. The new DG has also designated a senior advisor to support AGRED. Both of these focal points have been highly collaborative on all aspects of planning.

Deputy Ministers have both shown great support for AGRED throughout the quarter. Deputy Minister of Admin and Finance met with AGRED numerous times to explain nuances of various MAIL processes and to provide recommendations on how benchmarks can be implemented.

MAIL On-Budget Fund Flow

In order to better understand the on-budget fund flow mechanism of the MoF, MAIL and DAILs AGRED held several meetings with MAIL finance staff. These meetings helped to outline the essential steps and estimated timeframe that will take DAILs to access the on-budget funding for development projects.

USAID joined in a meeting with AGRED and MAIL Finance Director to get a sense of the steps, procedures and timeframe for MAIL and DAILs to access on-budget funds when available in the special account.

MAIL Finance Director provided detailed information on the mechanics and procedures of how the funds are requested, approved and transferred to DAIL offices. The Director provided the below steps:

1. An agreement must be signed with MoF, MAIL and USAID. Only then can specific project codes be created in the MoF chart of accounts for project activities.
2. MAIL requests DG Treasury to open a project-dedicated account in Da Afghanistan Bank to which USAID will release the funds.
3. In order to obtain the allotment of funds, MAIL must add the project to the development budget. Form B27 (for budget allotment requests) is prepared and sent to MoF. Typically, it takes 7-10 days for the allotment to be recorded.
4. Depending on the amount required, the following procedures need to be observed-
 - a. For expenses up to AFN 500,000, Form M3 (a complete purchase order) or budget sheet must be submitted.
 - b. For expenses above AFN 500,000, signed contracts for related works, goods and services must be submitted.
 - c. A valid vendor's license and bank account information must be submitted.
5. After the procurement process is completed and the contract is signed with a verified report, the following documents are submitted to MoF to request payment to a contractor, and for transferring budgeted funds to the provincial Mostafiates:
 - a. Cover letter,
 - b. Form M16 (a payment request form)
 - c. Form B27 (a processing form)
 - d. A commitment form

- e. A copy of contract (duly signed by MAIL authorized personnel) requesting payment
- f. Invoice
- g. Bill of quantity/quality
- h. Form M7 (a good delivery form)
- i. Budget sheet and;
- j. Valid bank guarantee for advance payment(s).

The duration of payment is contingent upon the requested amount (payment above certain amount needs to be signed the Minister of Finance) through DG Treasury/Ministry of Finance. The entire payment process may take up to 15 days.

If DAILs require funding to cover activities such as a workshop the process is the same, but the period of time to complete payment may be less. The workshop would need to be added to the development budget (7-10 days), The funds can then be transferred to the Mostafiate account where the DAIL treasurer can access it. From the request for allotment to final payment, the process may take between 20-30 days. The advance must be cleared within the fiscal year

If DAILs want to build new buildings or undertake other infrastructure projects the projects should be included in the budget circular of the next year. The procurement process should be followed (the same as listed above). Payment can be made through MoF via either a special account or by direct payment by the donor.

According to the Director, there are no limitations on commitment of funds into the development budget as long as a plan is in place and the responsible departments are confident that funds will be spent before the end of the year. If the burn rate at the end of the year is below 50% it will cause a problem for MAIL.

The Director requested that the annual work plan for the budget should be initiated as soon as possible as it may take time for the revision and coordinating the information from various parties involved. In addition, proper financial flow to the DAILs has to be reviewed to ensure support is received for timely disbursement of funding.

AGRED is committed to working with the affected departments for the whole process to be able to provide the work plan at the earliest possible date.

MAIL Fund Flow Report

AGRED hired a consultant to further research the funding-flow of MAIL. The consultant reviewed existing documentation on MAIL funding flows and summarize each step of this process and considers the constraints in MAIL funding flow. The timeline following is constructed to give an overview of complicated timeframe that MAIL, MoF, and DAILs are maneuvering through. The below paragraphs are excerpted from the Executive Summary of the report, full text can be made available upon request.

Building the capacity of MAIL and DAILs involves a comprehensive understanding of the financial management systems. At point in time, it is estimated about 50% to 5% of the on-budget allocated funds are disbursed to the DAILs. The eight main factors that influence the flow of funds in MAIL are:

1. A large percentage MAIL and DAIL staff are at a low level of capacity of the (i.e. lack of high level computer literacy, low competency in the use financial software, low level of financial management skills, lack of long term planning, etc.).
2. The DAILs lack of infrastructure to electronically connect to MAIL and the MoF.
3. The system of hierarchical approval process which has a significant low level of cost-benefit.
4. Lack of effective communication between MAIL and the DAILs, which includes internet access.
5. No process for corrective action when the DAILs preliminary plans do not meet the requirements of MAIL or the MoF.
6. Provincial Government not properly disbursing the allotted fund from the MoF to the DAILs. Preliminary assessment is 40% to 50% of the allotted funds are not disbursed to the DAILs but retained at the Provincial Government.
7. Segmented development projects and operational budgets.
8. A lack of comprehensive long-range budgeting and planning at the provincial (DAIL) level.

A significant amount of research has been conducted examining the hierarchal approach of MAIL, although there is a lack of research examining the grass root functioning of MAIL and the DAILs. The hierarchal research has focused on the initiation of the funding flow and the final agreement. The preparation of the agreements and documentation is one of the main constraints. The tasks of document preparation, data collection, and funding allocation are accomplished by the mid-level management teams. This research is focused on the mid-level management teams or the grass roots funding flow of MAIL and the DAILs.

Afghanistan Ministry of Agriculture, Irrigation, and Livestock has two separate budgets: (a) Operational Budget which is funded by the Afghan Government's Revenues and discretionary funds from donor partners and (b) Development Budget which is funded by the on-budget of MAIL and off-budget of USAID (& other donors). *"A key priority for the (Afghanistan) Ministry of Finance (MoF) is sound expenditure management and increased revenue mobilization to ensure fiscal sustainability."*¹ The current procedure for MAIL and MoF facilitates donor accountability.

The present focus of MAIL – Financial Directorate, Planning & Policy, Management Information System Directorate (MIS) is for all programs to complete BC1 - Form A-2: Recent Activity - Basic Information. The priority of BC1 – Form A-2 is to provide a baseline. MIS lacks the staffing and the capacity of complete all the MoF required forms. A draft concept paper is being reviewed by MAIL to set goals to meet the documentation requirements of MoF.

The financial management system was developed by UK Department for International Development (DIFID) utilizing the Public Expenditure and Accountability (PEFA) Framework for development of

¹ Office of the Deputy Minister of Administration, Reform Implementation & Management Unit (RIMU); Ministry of Finance (MoF) Strategic Plan 1388 – 1392 (2013) (2009 – 2013/14), pg. 3.
<http://mof.gov.af/en/page/4334>

the financial accountability process.² Several revisions have been conducted since the original development of these spreadsheets/forms.

UK/PKF Study States:

“Currently, control functions are performed exclusively on mid and senior management levels without real segregation between performance, control and decision making, which have all been reserved for management level. Concentration of controls at high hierarchical levels may be regarded as general lack of reliance on lower operational and processes, which is a result of insufficiently structured and documented control systems. However, the main weakness is that concentration of all above-mentioned functions on managerial level makes not only the controls, but the whole processes, relying on few persons delegating performance of some controls rather than well designed control systems embedded in organization. This results in all transactions passing through same repetitive control process notwithstanding their value or associated risks, the only difference being the additional signature as per compliance requirements.

Processes are still not sufficiently supported by computerized systems, making the whole control process extremely labor intensive and time consuming. Once the IT Directorate manages to provide reliable power supply and put in use the new system, development of IT systems will facilitate great increase in information captured in the IT system which will make it less difficult to consolidate information needed for comprehensive analysis of existing control systems. This should eventually become a part of every-day management to ensure continuous improvement of adequacy, effectiveness and efficiency of controls as stated above.”³

AGRED’s research has determined that only 4% of the DAILs have computer access.⁴ The lack of internet access is a major constraint when facilitating data entry and financial data management in Excel. In addition, to the hierarchical controls there is a lack of suggested corrective action regarding the budgets and work plans of the DAILs. A timeframe exists although it may not be adhered to in the process, except the DAILs are expected to submit their budgets and work plans within two months. Effective communication does not exist in the current revenue management between MoF/MAIL and the DAILs. Budget and work plans are summarily dismissed without justification. The preliminary research indicates as a result of the cumbersome data collection, lack of capacity, and bureaucracy of MAIL, that DAIL budgets and work plans are rejected based on the workload of the MAIL staff.

The MAIL Financial Directorate Office states the DAIL budgets and work plans are insufficient. MAIL Financial Directorate Office states the problem lies with the Provincial and District Offices of Agriculture, Irrigation and Livestock which are not providing due diligence in preparation of the work plan and budgets.

² Public Expenditure and Accountability (PEFA) Framework, <https://www.pefa.org/en/content/pefa-framework>

³ PKF Accountants & Business Advisers, Ministry of Agriculture, Irrigation, and Livestock: Government of the Islamic Republic of Afghanistan, Farringdon Place 20 Farringdon Road, London, UK. January 2012. Pg. 7– 8.

⁴ Maheed Khan, Inventories Assessment Report: (Afghanistan DAIL) Research & Extension Centers, Roots of Peace, February 2013. Pg. 9

The Kabul DAIL estimates the disbursement of funds from MAIL is approximately 26% of the projected budgetary funding allotment. Kabul DAIL has significant access to MAIL and the budgetary approval process. Research needs to be conducted in the Afghan Provinces and Districts that lack significant access to and influence with MAIL.

The draft report was shared with MAIL and USAID and was well received, but a number of MAIL staff have additions and corrections that will be addressed in the coming quarter. The final version of the report is anticipated to be published by MAIL.

Implementation Letter 1

The first Implementation Letter (IL1) was the major focus of activity throughout the quarter. USAID, MAIL, and ROP coordinated extensively to draft, review and revise the list of benchmarks for IL1. The primary list of benchmarks represents about 50-55% of total benchmarks and are largely those related to improving or establishing systems and procedures at MAIL and DAIL. A complete list of benchmarks is included as Annex 1.

In negotiations between USAID and MAIL, it was agreed that certain benchmarks and actions that have already been completed by MAIL would be included in IL1 in order to provide a sort of advance funding. Please see the below section on “Budget” that discusses further detail on the estimated costs for completed benchmarks.

Significantly, a majority of the work under IL1 will take place at MAIL, though DAILs will be involved in review and finalization of systems and policies. However, given that we are moving into the second year of AGRED, USAID requested that benchmark A4 be incorporated into IL1 to ensure that DAILs are more closely integrated into the process and sooner than would otherwise occur. Given that IL1 will address a large portion of the benchmarks, it is anticipated, at this early stage, that later ILs will place a greater emphasis on benchmarks A and I, which will move the focus somewhat away from MAIL and relocate a larger portion of the activities at DAILs.

A great deal of time and effort went into the supporting documentation for IL1. As this is the first time completing this process a number of exchanges and review sessions were required between USAID, MAIL and AGRED. The supporting documentation provides a detailed plan for each benchmark included in IL1 addressing actions to be taken, documentation needed to verify completion of each action, the timeframe, and a budget laying out potential associated cost for each action. At the request of USAID, the AGRED team assisted MAIL’s relevant directorate to break each benchmark into “actions.” Actions represent the steps that will be taken to achieve each benchmark. A means of verification was then designated for each action.

Means of verification

The IL1 of USAID and MAIL contains benchmarks and actions and means of verification. Each action has a means of verification that states the characteristic or minimum requirements of each action to be considered completed and being paid. See table in annex for means of verification.

The means of verification is a concise description of successfully completing a benchmark activity to fulfill a strategic goal. There are means of verification for each activity in IL#1. The output serves to

show that a system or process is functioning or that a new policy is being applied. Each output will be submitted to USAID as evidence of improvements to, or establishment of, a MAIL or DAIL system.

Budget

A detailed budget was created to provide an associated cost for each action. Ultimately the goal of this further detail was to enable USAID to identify when a benchmark is partially complete and issue payment accordingly.

It is important to note that the amounts included in the budget do not represent the cost to produce a final, single deliverable but an illustrative cost to establish the process or system. The budget for each line is illustrative and represents a general plan by which MAIL will pay for the completion of each action. Approximately \$846,000 is estimated as the amount for completed benchmarks and actions. MAIL anticipates submitting documentation to USAID very soon after IL1 is signed.

It was decided that MAIL could not include an overhead rate in the budget if there was no rate in existence. AGREED recommends investigating how MAIL can establish an overhead rate for IL2. This would allow MAIL to begin to consider overhead costs, and begin to get accustomed to managing unrestricted funds.

Gantt chart

The Gantt chart for IL1 lays out the projected timeline for each action and benchmark. It is important to read the chart with the understanding that much of the preparation for an action can take place before a prior action is completed, as the benchmarks are broken into a low level of detail with the actions, and there are high levels of coordination required for each. By beginning multiple actions in a similar timeframe will allow AGREED to maintain a consistent pace and to link together actions and benchmarks.

What's Next

Finalizing IL1 is the most important action that needs to be taken. AGREED is already behind schedule and will need to move quickly to ensure that funds get spent according to plan and in a timely manner. Both MAIL and DAIL are eager to begin activities and a growing number of important actions depend upon a signed IL.

AGRED will be launched early in the next quarter. AGREED will monitor on-budget activities and continue to refine the USAID on-budget process.

Planning for IL2 will begin very soon, so that planning can begin prior to the completion of IL1. This will help to avoid gaps in programming and ensure a steady flow of work and funding.

On-Budget Support Lessons Learned and Recommendations

DAIL Directors have been expecting a greater level of involvement and activity from AGREED for several months now. The delays with IL1 have caused frustrations at MAIL and the AGREED team. Implementation Letter #1 needs to be finalized and implemented as soon as possible, AGREED can then be re-launched to DAILs at the planned DAIL Provincial Training Conference.

Given the common, frequent delays, serial planning should be avoided and actions should be approached with an understanding of how non-linear planning can avoid redundancies.

For future on-budget programming, USAID should consider a phased approach. Phase 1 could be dedicated to developing an understanding of existing systems, preparing the ministry, defining the first implementation letter and staffing appropriately only for this ministry-focused task. Phase 2 would then be dedicated to implementation and official introduction of the program to provinces and districts. The off-budget team would then be staffed up for Phase 2 field activities. The IWMP Program has the benefit that their Phase 1 is focused on off-budget activities allowing them time to prepare the ministry for Phase 2 of their program that will entail on-budget work.

2

Off-Budget Support

AGRED Off-Budget Support Staffing

AGRED would like to restructure its off-budget support team to have a team designated to each benchmark. The change in staffing is needed because of the changes to the AGRED program since the initial design, with AGRED evolving beyond addressing only Research and Extension and becoming a program that emphasizes more work with MAIL. With AGRED's evolution has come an increased emphasis on MAIL departments for Human Resources, Procurement, Finance, and M&E. The AGRED team already has most of the resources needed to support the increased activities at MAIL, but we do need added specialist in Human Resources and Communications.

The proposed restructure would allow AGRED to rebalance the team to match the support requirements needed for MAIL to accomplish the benchmarks. The off-budget support team will work along side each MAIL/DAIL department to provide technical assistance and guidance on implementation of each new action under the benchmarks. In order to fill these positions AGRED would hire two additional expat personnel to lead benchmarks B and H. A technical expert would also be hired for benchmark I, however AGRED would like to recruit within Afghanistan before looking elsewhere. See Annex 2 for the proposed revised organogram.

In order to avoid further delays in the implementation of IL1, it is essential that AGRED off-budget support be mobilized prior to the signing of the Implementation Letter. Typically, recruitment and on-boarding takes 6 weeks with additional time needed to introduce new staff to MAIL and to bring him/her up to speed on the current status of the program. If AGRED is not poised to provide the needed support, MAIL will have to make other arrangements or more time will be lost.

AGRED Staff Offices at MAIL

Technical experts will lead the off-budget support teams, and will be located within MAIL offices. This new structure will ensure appropriate staffing for each benchmark and a high level of support for the large amount of technical assistance, leadership and coordination needed to complete benchmarks and actions.

Though AGRED is seeking a cluster of offices together, and two offices have been secured for our main location within MAIL, and benchmark specialists will be located within the respective departments. The COP and DCOP-Program and the National Extension Coordinator and National Research Coordinator have their primary offices at MAIL. Additionally, MAIL M&E has already made space for the AGRED M&E Director. Kabul Provincial and Regional Coordinators are being housed at Badam Bagh DAIL.

See Annex 3 for the full list of AGRED staff to be located at MAIL.

Off-Budget Support of Benchmarks

Though work on benchmarks has not formally begun, AGRED has been building relationships with the relevant departments at MAIL and DAILs. Significant work is being accomplished in preparation for benchmarks A, C, E

AGRED is also making significant process with mini-proposals. Proposal writing trainings have been conducted and DAILs are showing improvement in both preparing proposals and in implementing projects. See the below section on Strategic Goal A for further details.

AGRED female Provincial Coordinators have been holding meetings and working to prepare other stakeholders for the on-budget work through the development of working groups that can advise on the needs of women farmers and herders in order to inform MAIL policy and programs. See the below section on Strategic Goal C for further details.

AGRED M&E Director has been working closely with MAIL M&E to review current M&E systems and revise the structure to strengthen the MAIL M&E department. See the below section on Strategic Goal E for further details.

Strategic Goal A

Bottom-up research and extension planning approach to addressing farmers'/herders' issues

A MAIL Grant Mechanism

AGRED met with Deputy Minister Kunduzi to discuss MAIL grant mechanisms that would be utilized through the on-budget process in reaching out to researchers in Afghanistan. Though the Deputy Minister confirmed that there was no grant mechanism in place within MAIL, he suggested that the existing procurement system can be used with some modifications. Suggestions are as follow:

- Line directorates budget their expected research programs in the development budget during the respective year's budgeting process
- Develop the TOR
- Procurement Department compete the service
- Evaluation is done
- The project is awarded to the university or individual who has submits more competitive proposals
- If required, advance payment can be made
- Resort is verified by the line directorate and the payment is made
- Language of the contract can be adjusted based on the requirement.

AGRED will continue to develop this process under the formal rollout of IL1.



Demonstration and Introduction of Improved technology and a new improved variety of corn to farmers with the raise bed cultivation method Mini Project. The AGRED team explaining the project implementation to the DAIL staff. Farmers and one of the AGRED M&E team member.

Mini-Projects

AGRED has been facilitating mini projects that help to address the different benchmarks of Strategic Goal A: *Bottom up Research and Extension Planning Approach to Addressing Farmers'/Herder's issues.*

AGRED continued to offer technical and financial support to the DAILs in the target provinces to be able to identify, design and implement demand driven extension and research projects. The core objectives behind the mini-projects are to enhance DAIL staff technical and institutional capacity on the design and implementation of extension and applied research projects and effective communication back to farmers/herders. AGRED was at the helm of the first round of Mini-Projects, with DAIL receiving thorough technical advice through out the process. The goal is to have the DAILs and MAIL lead the next round of mini-projects once the implementation letter gets signed.

AGRED research and extensions efforts through implementation of mini projects have shown incremental improvement in the technical knowledge of the DAILs' staff. Below is an example of Management of Melon Fruit Fly Control mini project, showing how useful research combined with effective extension can lead to a better harvest.

The Management of Melon Fruit Fly Control Project was implemented to determine which of the three methods of treatment works best to control melon flies. Studies of the three methods: pheromone traps, bagging, and chemical control, showed that pheromone traps were not effective in catching the flies at all, the chemical control proved ineffective, while the bagging method proved to be the best as it stopped all the flies from affecting the fruit resulting in the best harvest out of the three.



Management of Melon Fruit Fly Control Project

Annex 3 has a list of the Mini-Projects, which illustrates primarily how benchmark A.4 is being addressed, but also serves as an indirect delineation of how we have been addressing benchmarks A.1-A.3

DAIL's research and extension staff has improved their ability to design and implement projects using the data and practices gained from performing proper research and extension. The results of the research and extension efforts for this reporting quarter are as follows:

- Twenty mini projects are under implementation and seven are approved and are in the queue for implementation next season.

- The SOW was drafted for Women in Agriculture Extension working groups
- The technical problems of the field staff were primarily addressed during field visits.
- The New Wheat Seeding Technology mini project was completed in Heart, as a result an increase in the level of production was observed.

DAIL Proposal Process Revisions

In an effort to prepare for benchmarks A2 and A3, AGRED carried out a thorough assessment of the capacity of DAIL staff and current processes for approval of project proposals. The AGRED staff used this information and their technical expertise to draft a recommended process map for DAIL staff to utilize for DAIL initiated Research and Extension. MAIL adoption of this process map or a similar process would provide a practical and easy to use system for the DAILs to initiate farmer-centered research and extension activities in their districts. The process map is described in detail in the below section.

While AGRED was completing this assessment and draft, MAIL was also looking into the proposal process and produced a draft of its own revisions. This proactive stance is very encouraging and AGRED will continue to collaborate with MAIL on future revisions. MAIL is also pushing for a conference/workshop to be held next quarter to bring together DAIL staff and introduce the revisions to the proposal process. Collaboration and continued progress on this process will be greatly facilitated by finalizing IL1.

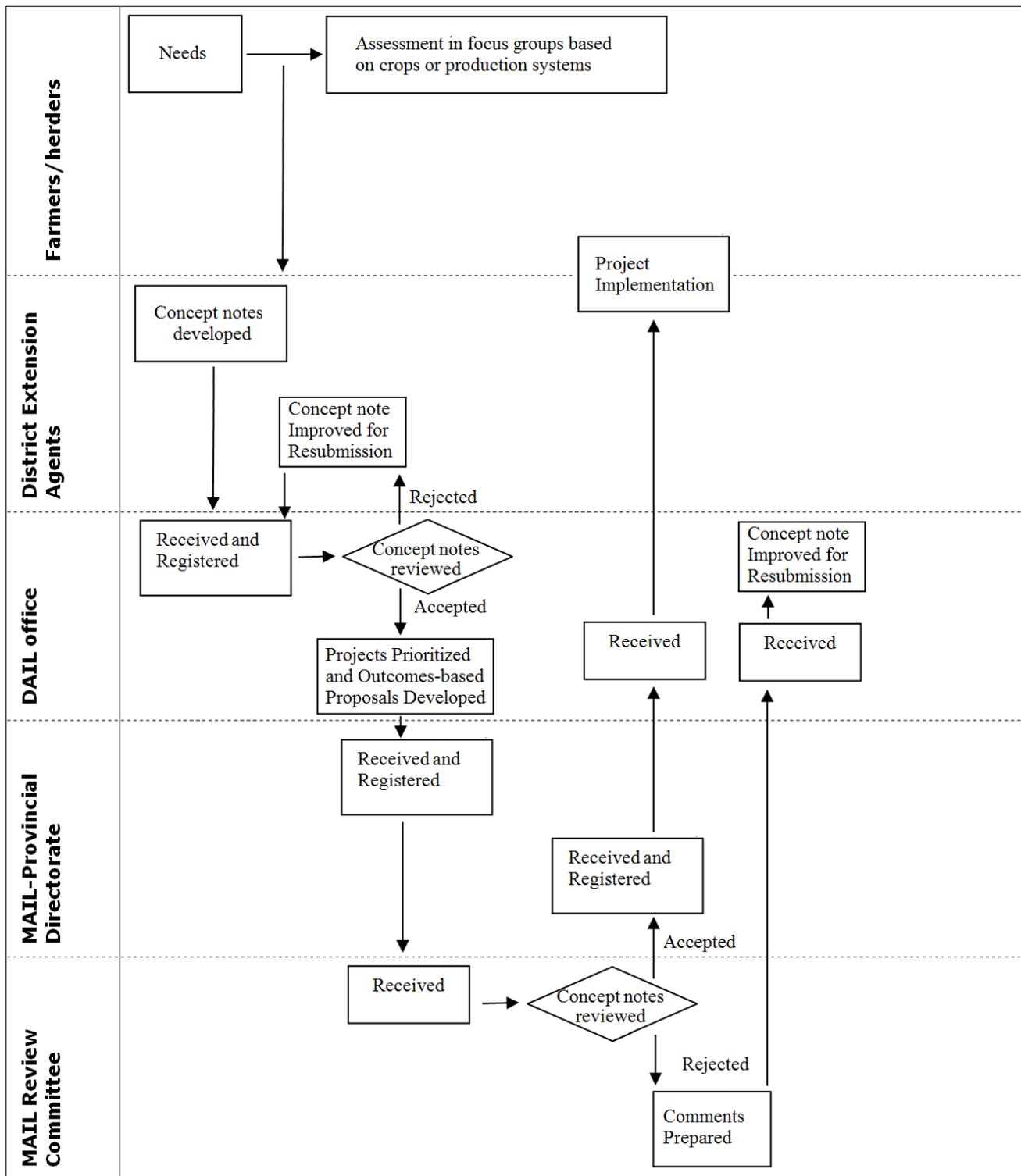
DAIL Initiated Research and Extension Process Map Actions

The below series provides a narrative of the AGRED draft for revised DAIL proposals. See Figure 2 below for the draft process map.

1. Extension Agents assess farmers' /herder's needs using farmer focus groups targeted to specific crops or production systems
 - When possible, farmer focus groups should be at least 10 % of the total population of farmers growing the specific crop or utilizing the specific production system.
2. Extension Agents develop a basic concept note with the proposed solution(s).
 - The concept note can be written in the local language.
 - The concept note must include a plan of work describing the actions needed to undertake the proposed solution(s).
 - The concept note must include an estimated budget and a time frame for the actions proposed in the plan or work or proposal for review by DAIL.
3. Extension agents submit concept notes to DAIL for review.
4. Project review committee at DAIL reviews the submitted projects.
 - Project review committee is appointed by the DAIL Director and consists, at a minimum of: the DAIL Director, Planning and Policy Director, Extension and Research Director, and one or more District Directors of Agricultural Extension. The provincial M&E officer, if present, should also serve on this committee.
 - Accepted projects are prioritized based on criteria set by the DAIL review committee.

- Rejected projects are sent back to the district Extension Agent for further improvement and analysis with farmer focus groups.
5. DAILs refine the concept notes for submission to MAIL for review and approval.
 - DAIL staffs, with the assistance of the M&E officer if available, develop the plan of action described in the concept note into an outcomes based proposal or plan of work.
 - DAIL staffs further develop estimated budgets included in the concept notes.
 - Concept notes for priority projects are prepared by DAILs each quarter for submission to MAIL.
 6. DAILs send concept notes to MAIL for review and funding consideration.
 - DAILs send concept notes for priority projects only to MAIL for consideration.
 - Provincial Affairs receive the proposals, register them and then submit them to the review committee.
 - MAIL review committee consisting of at least one member from each of these MAIL offices: Extension, Research, Planning and Policy reviews concept notes received from DAILs.
 - MAIL review committee takes no longer than two weeks to review project concept notes.
 - Comments made by the review committee on specific concept notes are recorded so that they can be shared with the DAIL Directorates at the end of the review process.
 - Comments are recorded for all concept notes for any project not approved by MAIL.
 7. Approved projects are sent to DAIL for implementation.
 - Written comments made by the review committees on accepted or rejected concept notes are also sent to the DAIL Directorates.
 - DAIL District Directors of Agricultural Extension implement projects under the supervision of DAIL Directorate

Figure 2: DAIL Initiated Research and Extension Process Map Draft



Strategic Goal B

Strengthen human resources management at MAIL to have a technically effective and motivated work force

This is a crucial Strategic Goal for the project as it is essential to build motivation for the DAIL to perform their job. AGRED is awaiting approval for a consultant to advise on MAIL human resources management. This technical support is greatly needed in order to be able to support this strategic goal. If approval is not received prior to the start of IL1, progress towards these important benchmarks will be delayed.

Although official work on Strategic Goal B has not begun yet, AGRED has been working with MAIL to define the above benchmarks for Strategic Goal B. AGRED has also identified a Human Resource Specialist, that, when hired, will work directly with the MAIL staff to build their capacity so that they can continue to meet benchmarks and strategic goals and move forward with AGRED program funding. Work on these benchmarks will move forward once the first implementation letter is signed and the AGRED Human Resource specialist can build human resource management capacity at MAIL and help culture a technically effective and motivated work force.

Strategic Goal C

Systematic institutional incorporation of Gender into research and extension plans and activities

Though work on Strategic Goal C has not formally begun, AGRED has been building relationships with the relevant departments at MAIL and DAILs. AGRED female Provincial Coordinators have been holding meetings and working to prepare other stakeholders for the on-budget work through the development of working groups that can advise on the needs of women farmers and herders in order to inform MAIL policy and programs.

The AGRED Gender Department focused on increasing female involvement in the development, design and implementation of AGRED activities. Several consultative meetings with MAIL- DAIL officials were conducted discussing various ways to involve female farmers. The government officials' suggestion and recommendation were noted and shared with the AGRED team for consideration.

Continuing to establish Women in Agriculture Working Groups (WIAWG) at the regional and provincial level is a chief accomplishment of the Gender Department. These working groups are important to the success of AGRED because they are helping to identify women who are passionate about agriculture and have desire to lead and teach other women about commercial agriculture. Currently the WIAWG are volunteer positions, but the women are building their capacity now so that when salaried positions become available within MAIL and DAILs under the on-budget funding, the women will sufficiently prepared.

As an example of the amount of coordination and planning that goes into the establishment of these working groups, here is a description of the formation of the Faryab working group in September 2013.

AGRED Quarterly Report, July-September 2013

The north region AGRED female coordinator brought together the appropriate departments of the Faryab DAIL, as well as academics, agricultural partners, and the Ministry of Women Affairs to establish the WIAWG in Faryab. This working group includes representatives from DAIL departments of Extension, Research, Home Economy and Gender as well as members of agricultural institutes and professional schools, DAIL Ag. partners, and farmer associations and cooperatives. They will come together once or twice a month to address agriculture issues concerning extension and research for women in Faryab province. This WIAWG will play an essential role in assisting the DAIL to engender mini projects and draft mini proposals based on women farmers need for funding consideration since there is only one female staff at the Faryab DAIL office and AGRED had not yet been hired a female provincial coordinator for the province.

Strategic Goal D

Improved communication between DAIL Research and Extension offices and MAIL

Though work on Strategic Goal D has not begun yet, AGRED has been having meetings with MAIL to define the benchmarks that need to be accomplished as well as the necessary actions and means of verification correlating to these benchmarks. AGRED collaboration with MAIL will lead to improved communication between DAIL Research and Extension offices and MAIL through capacity building workshops trainings and enhancing infrastructure.

Strategic Goal E

An effective monitoring and evaluation system

Though work on Strategic Goal E has not officially begun, the AGRED M&E staff is assisting DAILs with mini-project assessments. During the month of September, AGRED M&E unit conducted field-monitoring visits in Helmand and Kandahar provinces.

A new Director of Monitoring and Evaluation joined AGRED during September. Dr. Faustino Ccama comes with an extensive background in USAID program M&E and several years of experience in Afghanistan. Dr. Faustino Ccama will be leading the technical assistance for Strategic Goal E as well as AGRED's off-budget M&E activities. Our former director met worked closely with MAIL to organize M&E systems, and set plans to consolidate MAIL M&E into one department instead of being spread out so that they can be more effective.



AGRED M&E monitoring visit for the “Promotion of Alternative Improved Rice Variety with Improved Rice Production Practices” mini project in Narang district of Kunar province.

Strategic Goal F

Effective and transparent system for funding MAIL/DAIL activities addressing farmers/herders needs

Work for Strategic Goal F has not officially begun, though it is important to recognize that AGRED’s work with DAILs on the mini-proposals is increasing DAILs’ familiarity with project budgeting processes. This early work with AGRED off-budget mini-proposals is preparing DAILs for on-budget funding. AGRED has hired a finance specialist, Mr. Peter Blanquett, who will be leading the capacity building at MAIL and DAILs.

Strategic Goal G

Strengthening relationships with Afghan universities

Work for Strategic Goal G has not officially begun, however, AGRED and DAIL staff are working with agriculture faculties to invite students to participate in relevant trainings and field days. This early involvement will ease the incorporation of university staff and students at later stages, and strengthen relationships of DAILs to universities.

Strategic Goal H

Developing MAIL extension service delivery system

Work on Strategic Goal H has not officially begun. Coordination meetings and work on Strategic Goal A have begun in order to prepare for the accomplishment of developing a MAIL extension service delivery system. The mini-projects are orienting the DAILs to how extension services could potentially be delivered and are highlighting the positive effects of proficient extension work.

Strategic Goal I

Refurbishment of MAIL/DAIL Research and Extension Centers' Infrastructure

Work on Strategic Goal I has not officially begun yet, but DAIL Inventories, completed earlier in the year will be key to planning and implementation of actions under SG.I. The inventories were conducted in each of the DAILs where AGRED is working and will inform the justifications needed for improvements to DAIL facilities. AGRED has been discussing with MAIL the different ways that this goal can be achieved and collaborating to decide on the actions and means of verification for this goal. A qualified construction manager needs to be identified in order to move forward with this, and implementation funds also need to be available to MAIL in order to move forward with this goal and associated benchmark. AGRED is awaiting formal start of on-budget planning to begin work under Strategic Goal I.

What's Next

MAIL will begin successfully addressing farmer needs in 2014. Benchmark A.4 will begin! This is the focal activity for the AGRED program and will mark the first MAIL/DAIL directed activity. This will be a major milestone.

AGRED will hire several positions upon approval of the revised organogram (Annex 2). Anticipated positions are:

- HR Management/Organizational Development Technical Expert to advise on SG.B.
- Gender Specialist to be hired to lead planning session.
- Project Manager to be hired to advise on SG. I.

AGRED and MAIL are already in discussions regarding the DAIL Training/Workshop to introduce the revised proposal process and to formally re-launch AGRED at the DAILs. This workshop will be a key activity to be held early in the next quarter.

AGRED will conduct a survey of Agricultural education in Afghanistan to collect information on the strengths and weaknesses of the training and education available to students, researchers and MAIL. The survey will look at education nationwide, with particular emphasis on AGRED area of implementation. Further details will be provided in the coming quarter.

AGRED will be hosting Digital Green, CEO from India to present on his work with agricultural extension in rural India. Digital Green uses video technology to share messages with farmers and to

collect information about viewers. This activity will be an informative introduction to applications of information technology in the field of agriculture.

AGRED has been working to develop the long-term training plan for Master's degrees and professional certifications. This plan will be rolled-out in the coming quarter.

Off-Budget Support Lessons Learned and Recommendations

Writing skills are not very strong at the district level. MAIL should anticipate providing additional support for writing and editing for the DAIL staff for their offices and for trainings and workshops in the future.

An additional challenge for DAIL staff was writing proposals in English. In the future we will implement proposals in Dari and Pashto to help ease the challenge for the DAILs staff.

Monitoring and Evaluation

AGRED Baseline Study

AGRED completed the baseline study of 900 farmers from nine of AGRED's 26 provinces. The survey addressed farmers' familiarity, and satisfaction with government extension services, as well as DAIL organizational capacity and communication methods. The below table outlines how data was collected for the five indicators which require baseline data.

Table 1: Baseline Indicators and Data Sources

| Indicators | Data sources and methods |
|--|---|
| Indicator 1: % change in production of key crops by the target farmers as compare to non-beneficiary farmers | Data will be collected from target farmers (as per the sample size below). |
| Indicator 2: % increase of farmers accessing extension services | Data for this indicator will be collected from the extension centers and will be cross-checked by target farmers. |
| Indicator 3: % DAIL assisted farmers adopting improved technologies and practices as a result of USG assistance | Baseline data for the performance indicator will be collected from target farmers. |
| Indicator 9: % increase in MAIL/DAIL organizational capacity areas targeted by AGRED as measure by the OCAT | Using OCAT tool, organizational capacity of target MAIL/DAIL staff and relevant staff will be assessed. |
| Indicator 10: % of target farmers reached through public awareness campaigns | Baseline data will be collected from target farmers. |

Baseline Survey Significant Findings:

The baseline survey provides a strong starting point for much of AGRED's on-budget work. This data will be an early start to informing actions under a number of benchmarks, particularly Benchmark A.

Most Known Technologies

The below table outlines the technologies that farmers are most, and least, familiar with. This information will help to inform needed research and extension work, trainings and communication methods that need to be developed. Though, it is worth noting that though there is a high awareness of fertilizer application (listed as the most known technology), it does not suggest that fertilizer application does not require further work. Research and extension agents could decide to further develop the knowledge base here.

Table 2: Farmer Responses to Most and Least Known Technologies

| Most Known Technologies | | Least Known Technologies | |
|-------------------------|-----|----------------------------|-----|
| Fertilizer application | 78% | Winter oil / dormant spray | 88% |
| Livestock management | 44% | Mulching | 79% |
| Staggered planting | 34% | Orchard sanitation | 77% |
| Pesticide application | 34% | Integrated pest management | 70% |

| | | | |
|---------------------------|-----|---------------------------------|-----|
| Irrigation channel layout | 30% | Pre-and-post harvest management | 67% |
| Orchard Pruning | 27% | Marketing | 60% |

Extension communication messages:

- Overall, about one-third (34%) of farmers had heard extension messages through some communication medium. The vast majority in Balkh (77%) had heard messages, followed by 46% in Nangarhar and 44% in Herat. The fewest farmers hearing messages were in Ghazni (17%) and Kunduz (18%).
- The most common type of communication message heard was TV followed by radio, through extension worker, gathering and then IEC materials. The most effective means appear to be in-person communications through extension workers and through gatherings, where nearly all participants reported changing practices as a result of their exposure.

Food Security

- Overall results suggest that households have food security issues. About half of respondents throughout the seasons said that they only “sometimes” had enough to eat, with a full 34% in the winter saying that they “did not have enough to eat.”
- Across provinces winter was the time of greatest food insecurity. All provinces except Balkh had 70% or more households reporting food security issues in the winter.
- Small farmers were at more risk than large farmers; 44% of small farmers reported they did not have enough to eat in the winter as compared to 26% of large farmers.
- Women-headed households were also more likely to report that they did not have enough to eat in winter (48%) as compared to their male counterparts (31%).

Crop Production

- Wheat was the most common crop grown; 75% of households grew wheat. Average land size was 1.8 ha. per-Jerib. Average production was 495kg with resulting average per-Jerib income of 5,193 AFN. Two-thirds of households grew wheat exclusively for consumption.
- 14% of the total sample grew rice. The average land size for rice was 1.2 ha. per Jerib. Average production was 602 kg, resulting in incomes of 17,458 AFA per jerib. A total of 36% of production was consumed at home.
- 19% of the sample grew apples. Average production per Jerib was 1,728 kg, with an average price per kg of 19 AFN, resulting in an average per-Jerib income of 27,227 AFN. Between 10% and 50% of apples were consumed on-farm.

- 9% of households grew cotton. On average, farmers grew 348 kg of cotton per Jerib, with average landholdings of cotton at 0.8 ha. Average per-Jerib income was 11,484 AFN. Most cotton grown was sold (85%).
- 27% of all households grew onion. On average, farmers grew 2,570 kg of onions per Jerib, earning 41,120 AFN per Jerib at 16 AFN per kg. Households consumed 10% of onion production.

AGRED Year – 1 progress against the PMP indicators:

Related data was compiled for the following AGRED's PMP indicators. The USAID Afghan Info database was also populated with the AGRED quarter – 4.

Table 3: AGRED Year 1 Progress Against Indicators

| No. | Indicator | Baseline | Progress Year 1 |
|-----|---|---|--|
| 1 | Number of new technologies made available for transfer as a result of USG assistance. | NA | Total = 13 |
| 2 | Percent of MAIL/DAIL staff trained who are competent in skill taught. | 27% Pre-test marks 66% post-test marks | 39% increase |
| 3 | Number of MAIL/DAIL staff trained in job related skills. | NA | 233 Total (199 male, and 35 female) |
| 4 | Number of national research centers / extension centers and laboratories assisted through USG assistance. | NA | Total = 2 |

Per the request of USAID, AGRED prepared an Environmental Management and Mitigation Plan (EMMP) checklist for its mini-projects so AGRED Kabul team filed and prepared MM/SC checklist for 8 accepted Mini extension projects: Kunar and Nangarhar Rice, Paktya Red clover, Frayab Sesame, Kabul New commercial Grapes, Nangarhar Maize, Ghazni Saffron and Urozgan Mung Bean.

AGRED M&E Field Monitoring Visits

AGRED M&E unit continued their field monitoring and monitored mini projects in Helmand, Kandahar, Nangarhar, Kunar and Laghman provinces. Findings of the monitoring visits were uploaded into the field-monitoring database. According to accumulative findings 80% of monitored mini projects were selected based on stakeholder workshops, the other 20% were selected based on MAIL requests and USAID CHAMP assessments. All the demo plots and research trials were found to be in the appropriate locations, easily accessible and visible to farmers and showed sufficient irrigation. Even in secure areas there were no signboards next to the demo plots.

Total 6 monitoring visits were conducted to assess effectiveness of the trainings. As per overall findings trainings were conducted based on DAIL recommendation and AGRED field staff request. Provincial agriculture departments selected most of the training participants. M&E observed that the trainings beneficiaries were not pleased from duration of the trainings and suggested practical session in the training programs. They also demanded that they should be trained on the new extension techniques that help them to convey a better extension messages to the farmers.

M&E unit conducted six environmental monitoring visits were conducted for those mini projects that fall under the category of “Negative determination with Condition” of the EMMP in eastern and southern regions. According to the EMMP monitoring checklists almost all of the environmental mitigation measures were applied during the implementation of mini projects. Plots were established in flat land and high efficiency tractor used for ploughing and no leakage and emission were observed. Mini projects selected best appropriate seed and fertilizer for crops. Animal manure was used in the field to encourage water-holding capacity. However, some of the environmental mitigation measures were not followed for the mini projects e.g. Fertilizers were applied after irrigation.

The key results achieved by the M&E Team:

- Several projects that were monitored had recommendations provided for corrective actions,
- Afghan Info Database was updated
- Assessment report of MAIL’s M&E Directorate was produced and shared with USAID.
- A functional M&E system was developed to track the PMP indicators and conduct field level monitoring.

Almost all of the results achieved by the M&E team during the reporting period do not have any immediate impact on the target beneficiaries. The baseline data collected will be used to assess progress made throughout the entirety of the projects.

The M&E system developed for field level monitoring and tracking of the PMP indicators will have a more extended impact. The data collected through this system will be used for planning, decision making, and assessing to what extent AGRED’s desired results are achieved.

What’s Next

AGRED will begin monitoring the on-budget process, noting recommendations for improvements for future USAID on-budget projects.

AGRED’s M&E team will be developing an M&E system for MAIL/AGRED on-budget (this includes to review result framework, indicators, templates, data base, verification process and reporting). AGRED will also be working with MAIL to develop and conduct M&E trainings for staff on M&E methodologies, procedures and reporting.

The information will be collected for use by management; since it will report results in terms of targets. In the long run M&E will also develop studies such as: rate of adoption and impact studies of research and extension.

3

AGRED PMP Indicators

Table 1: PMP Indicators – Baseline and Progress (Year 1)

| No. | Indicator | Baseline | Progress (Year 1) |
|-----|--|---|--|
| 1 | Percent change in production ⁵ of key crops by the target farmers as compared to non-beneficiary farmers. | Wheat = 495 Maize = 558 Rice = 602 Onion = 2570 Grapes = 1722 Almond = 400 Apple = 1728 | To be assessed during Year – 2 of the project. |
| 2 | Percent increase of Afghan farmers accessing extension services. | Overall = 33% (41% male farmers, 3% female farmers) | To be assessed during Year – 2 of the project. |
| 3 | Percent increase in DAIL assisted farmers adopting improved technologies and practices as a result of USG assistance. | 80% (practice at least three best practices/technologies) | To be assessed during Year – 2 of the project. |
| 4 | Number of new technologies made available for transfer as a result of USG assistance. | NA | Total = 13 |
| 5 | Percent of MAIL/DAIL staff trained who are competent in skill taught. | 27% Pre-test marks 66% post-test marks | 39% increase |
| 6 | Percent of research grantees who successfully complete research according to RFP guidelines. | | |
| 7 | Percent of AGRED benchmarks achieved required for USAID certification for direct provision of funds (on-budget) to MAIL. | | |
| 8 | Funds received by MAIL through AGRED on-budget funding mechanism. | | |
| 9 | Percent of targeted farmers reached through public awareness campaigns. | | |
| 10 | Number of competitive research awards issued/provided to researchers. | | |
| 11 | Number of MAIL/DAIL staff trained in job related skills. | NA | 233 Total (199 male, and 35 female) |
| 12 | Number of national research centers / extension centers and laboratories | NA | Total = 2 |

⁵ KG per Jerib

| | | | |
|--|----------------------------------|--|--|
| | assisted through USG assistance. | | |
|--|----------------------------------|--|--|

4

Annexes

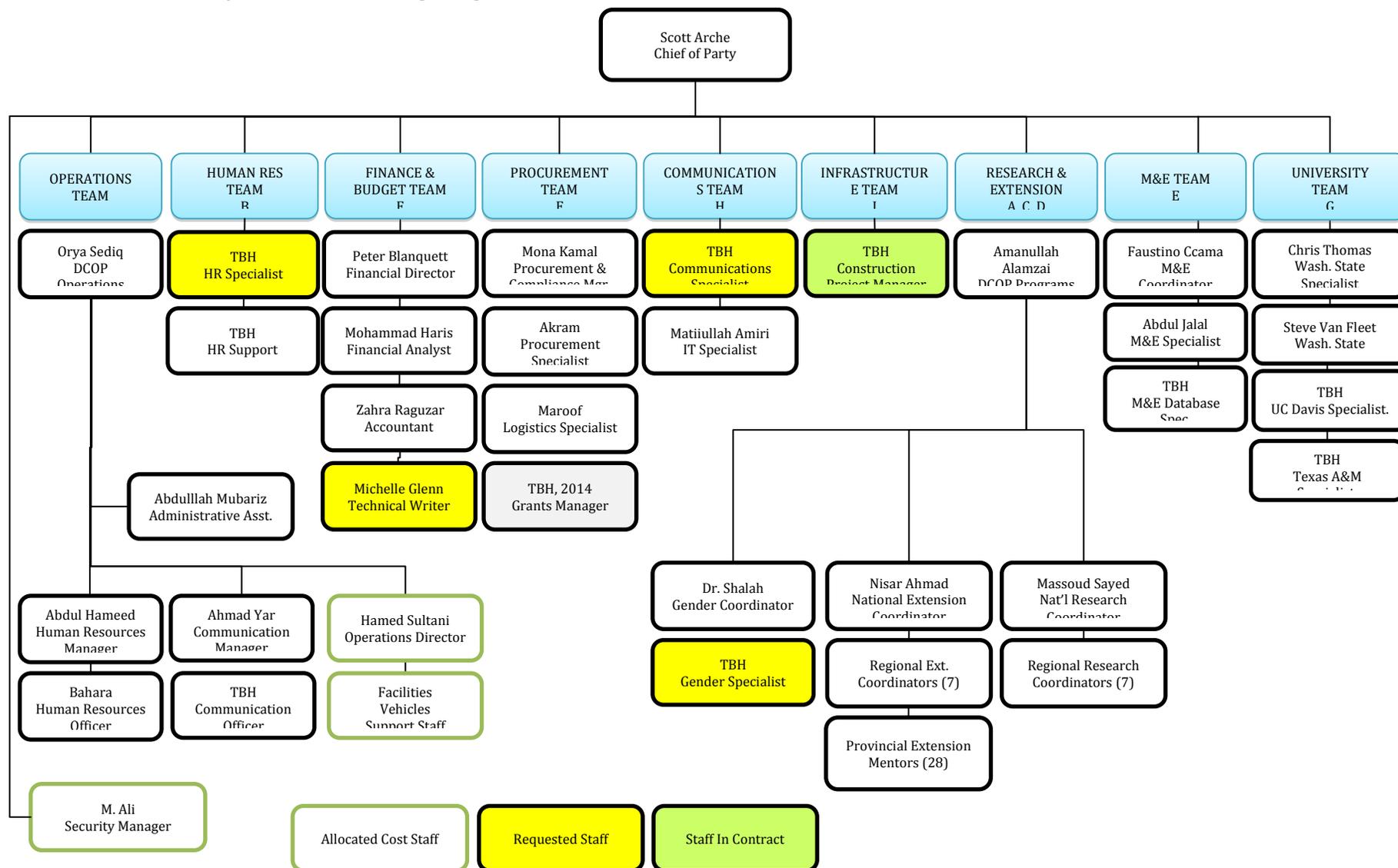
Annex 1 Draft List of Strategic Goals and Benchmarks⁶

| |
|---|
| Strategic Goal A: Bottom-up research and extension planning approach to addressing farmers'/herders' issues |
| Benchmark A.1— DAILs systematically assess farmers' needs in their respective geographical areas of responsibility. |
| Benchmark A.2— DAILs systematically design research and extension activities that directly address specific issues faced by farmers/herders. |
| Benchmark A.3— MAIL institutionalizes ability to vet research and extension work plans submitted by DAILs for technical and financial validity. |
| Benchmark A.4— DAILs systematically implement MAIL-approved research and extension work plans. |
| Strategic Goal B: Strengthen human resources management at MAIL to have a technically effective and motivated work force |
| Benchmark B.1— MAIL produces a map of critical needs positions and a plan to staff these positions. |
| Benchmark B.2— MAIL designs and implements a Workforce development plan intended to keep MAIL/DAIL research and extension employees' capabilities current. |
| Benchmark B.3— MAIL designs (revises existing) and implements an institutionalized plan to motivate its research and extension workforce. |
| Strategic Goal C: Systematic institutional incorporation of Gender into research and extension plans and activities. |
| Benchmark C.1— MAIL institutionalizes a policy to ensure each research and extension activity addresses gender (women farmers/herders directly benefit from these activities) |
| Benchmark C.2-- MAIL plans and implements a system to recruit female research and extension workers to ensure that MAIL can serve women farmers/herders |
| Strategic Goal D: Improved communication between DAIL Research and Extension offices and MAIL. |
| Benchmark D1—MAIL will design/revise and implement a communications system that allow for timely transfer of information between MAIL and DAILs |
| Strategic Goal E: An effective monitoring and evaluation system |
| Benchmark E1— MAIL designs and implements a monitoring and evaluation system which is capable of capturing activity outputs and outcomes. |

⁶ This list of Benchmarks and actions is the working list for IL1, these are not yet finalized and are subject to change. Future reports will reflect any changes.

| |
|---|
| Strategic Goal F: Effective and transparent system for funding MAIL/DAIL activities addressing farmers/herders needs |
| Benchmark F1— MAIL institutionalizes a transparent procurement and funding process to provide DAIL-identified agricultural inputs and funding in a timely manner. |
| Strategic Goal G: Strengthening relationships with Afghan universities |
| Benchmark G.2 – Describes a system of publishing, vetting, and awarding requests for proposals from Afghan organizations (with a focus on universities) to solve specific research issues. |
| Strategic Goal H: Developing MAIL extension service delivery system |
| Benchmark H1— MAIL design and implement an extension service delivery system and plan to deliver research and extension content to Afghan farmers/herders in the targeted provinces via appropriate method of communication |
| Strategic Goal I: Refurbishment of MAIL/DAIL Research and Extension Centers' Infrastructure |
| Benchmark I1— MAIL designs and implements institutional policy for DAILs to request center rehabilitation and maintenance. |
| |

Annex 2 AGRED Proposed Revised Organogram



Annex 3 AGRED Kabul Staff Duty Location

Key=

Office secured

| No | Name | Position | Current Location | New Primary Location | New Secondary Location |
|--------------------------------|---------------------|--------------------------------|------------------|----------------------|------------------------|
| MAIL AGRED OFFICES | | | | | |
| 1 | Scott Arche | COP AGRED | ROP Compound | MAIL AGRED Office | ROP Compound |
| 2 | Amanullah Alamzai | DCOP Program | ROP Compound | MAIL AGRED Office | ROP Compound |
| 3 | Peter Blanquett | Finance Manager | | ROP Compound | MAIL AGRED Office |
| 4 | Dr. Sahfiq Azimi | Training Coordinator | ROP Compound | MAIL AGRED Office | |
| 5 | WSU Team | Training Programs | ROP Compound | MAIL AGRED Office | |
| 6 | WSU Team | Training Programs | ROP Compound | MAIL AGRED Office | |
| 7 | WSU Team | Training Programs | ROP Compound | MAIL AGRED Office | |
| 8 | Nisar Ahmad Omari | National Extension Coord. | ROP Compound | MAIL AGRED Office | MAIL Extension |
| 9 | Masood Sayeed | National Research Coord. | MAIL | MAIL AGRED Office | MAIL Research |
| 10 | TBD | Logistics Officer | ROP Compound | MAIL AGRED Office | |
| 11 | TBD | Drivers | ROP Compound | MAIL AGRED Office | |
| MAIL OFFICES - EMBEDDED | | | | | |
| 1 | TBH | HR Specialist | | MAIL HR | |
| 2 | TBH | Communications Specialist | | MAIL Communication | ROP Compound |
| 3 | TBH | Construction Project Mgr. | | MAIL Engineering | |
| 4 | TBH | Gender Specialist (Consultant) | | MAIL Home Economics | |
| 5 | Dr. Shahla Amiri | Women Extension Director | ROP Compound | MAIL Home Economics | |
| 6 | Faustino Ccama | M&E Director | ROP Compound | MAIL M&E | ROP Compound |
| ROP OFFICE COMPOUND | | | | | |
| 1 | Mohammad Sediq Orya | DCOP Operations | ROP Compound | ROP Compound | |
| 2 | Peter Blanquett | Finance Manager | | ROP Compound | MAIL |
| 3 | Logistics Team | Logistics | ROP Compound | ROP Compound | |
| 4 | Finance Team | Finance | ROP Compound | ROP Compound | |
| 5 | Procurement Team | Procurement | ROP Compound | ROP Compound | |
| 6 | IT team | IT | ROP Compound | ROP Compound | |
| 7 | HR Team | HR | ROP Compound | ROP Compound | |

| BADAM BAGH FARM | | | | | |
|-----------------|--------------|--|--------------|-----------------|--|
| 1 | Lal Mohammad | Kabul, Regional Extension Coordinator | ROP Compound | Badam Bagh Farm | |
| 2 | Raz Gul | Kabul, Regional Research Coordinator | ROP Compound | Badam Bagh Farm | |
| 3 | Sear Azimi | Kabul Provincial Extension Coordinator | ROP Compound | Badam Bagh Farm | |

Annex 4 Mini Projects

| Summary of Mini-Projects | | | | | | |
|--------------------------|---|-----------------|---|---------------|-------------|----------------|
| No | Project Name | Type of Project | Location | Start Date | End Date | Status |
| 1 | Promotion of alternative improved rice variety with improved rice production practices | Extension | Laghman, Qarghaee District | May-13 | Oct-13 | Implementation |
| 2 | Introduction of Improved Mung Bean variety and improved production methods | Extension | Urozgan | 20 June, 2013 | Nov-13 | Implementation |
| 3 | Introduction of Saffron (Crocus Sativus) and its improved production practices | Extension | Ghazni | Jul-13 | Mar-14 | Implementation |
| 4 | Introduction of Improved Tomato (Dollar F1) and Eggplant (513) varieties and improved production methods and Drip Irrigation system | Extension | Kabul, Shakardara district | 20-Jun-13 | 1-Sep-13 | Complete |
| 5 | Yield and profitability comparison of Mung Bean-NM 49 with local variety (Shin Mash) | Research | Kandahar City | 20-Jun-13 | Oct-13 | Implementation |
| 6 | Introduction of Maize improved variety and improved production practices | Extension | Helmand (Lashkargah, Nad Ali and Garemseer districts. | May-13 | Sep-13 | Complete |
| 7 | Introduction of improved Mung Bean variety and improved production practices | Extension | Heart (Pashtoon Zarghom and Guzara districts) | Jun-13 | Nov-13 | Implementation |
| 8 | Introduction of Improved Sesame Variety (Stine 3300) and improved production methods | Extension | Faryab, Khwaja Sabzpoosh District | Jun-13 | Nov 013 | Implementation |
| 9 | Introduction to Proper Cultivation of Grape Vineyard | Extension | Kabul, BBF | 20-Mar-13 | August 2013 | Complete |

| | | | | | | |
|----|--|-----------|---|-----------|--------|----------------|
| 10 | Testing wheat varieties for adoption and yield performance under the agro-climate condition of Paktya province | Research | Paktya, Gardiz | Oct-13 | Jul-14 | Complete |
| 11 | Promotion of alternative improved rice variety with improved rice production practices | Extension | Kunar, Narang District | May-13 | Oct-13 | Implementation |
| 12 | Introduction of improved Maize (30k08) variety and improved production methods | Extension | Nangarhar, Sorkhrood district | 20-Jun-13 | Oct-13 | Implementation |
| 13 | Promotion of alternative improved rice variety with improved rice production practices | | Nangarhar, Kama and Sorkhrood districts | May-13 | Oct-13 | Implementation |
| 14 | Expansion of improved red clover variety (Trifolium pratense) | Extension | Paktya Province, Gardiz and Ahmad Aba districts | Aug-13 | Nov-13 | Implementation |
| 15 | Introduction of new commercial grape varieties | | Kabul | Feb-13 | Feb-15 | Implementation |
| 16 | Management of Melon Fruit Fly and its control | Research | Kunduz | Apr-13 | Oct-13 | Implementation |
| 17 | Wheat cultivation trail through Hand Seeder | Research | Herat | Feb-13 | Jul-13 | Complete |
| 18 | Introduction of improved wheat varieties (Lalmy3, Mazar 99 and Ghorl 96) and improved production methods | Extension | Faryab Province, Khwajasabzpoosh district | Oct-13 | May-14 | Implementation |
| 19 | Promotion of Off-Season vegetable production under high plastic tunnel | Extension | Paktya province, Gardiz and Ahmad Aba districts | Sep-13 | Mar-14 | Implementation |
| 20 | Demonstrate and introduce improved Corn variety and yield production | Extension | Kandahar Province, Dand Daman and Arghandab districts | May-13 | Sep-13 | Implementation |