



REGIONAL AGRICULTURAL DEVELOPMENT PROGRAM-SOUTH (RADP-S)

Year I Work Plan



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REGIONAL AGRICULTURAL DEVELOPMENT PROGRAM-SOUTH (RADP-S)

Year One Work Plan

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Contents

ACRONYMS	4
REFERENCES	4
EXECUTIVE SUMMARY	5
A. COMPONENT #1: PRODUCTIVITY AND PRODUCTION	7
B. COMPONENT #2: VALUE CHAIN FACILITATION	14
C. COMPONENT #3: ENABLING ENVIRONMENT	18
D. MONITORING AND EVALUATION	22
E. GENDER	24
F. COMMUNICATIONS AND OUTREACH	25
G. PROGRAM MANAGEMENT	27
APPENDIX 1: MONTHLY ACTIVITIES- 6 MONTH OUTLOOK	28
APPENDIX 2: GANTT CHART	35

ACRONYMS

ADA	Afghan Development Association
AFE	Action for Enterprise
AMMC	Afghan Management and Marketing Consultants
BVW	Basic Veterinary Worker
CHA	Coordination of Humanitarian Assistance
CDC	Community Development Councils
CPAR	Contractor Performance Assessment Reports
DAIL	Department of Agriculture, Irrigation, and Livestock
DCA	Dutch Committee for Afghanistan
EA	Equal Access
EEU	Enabling Environment Unit
GIS	Geographic Information System
LF	Lead Firm
MAIL	Ministry of Agriculture, Irrigation, and Livestock
MOCI	Ministry of Commerce and Industry
MOWA	Ministry of Women's Affairs
M&E	Monitoring and Evaluation
PDC	Provincial Development Council
PMP	Performance Monitoring Plan
PPU	Productivity and Production Unit
RADP-S	Regional Agricultural Development Program - South
SME	Small and Medium Enterprises
TWG	Technical Working Group
USAID	United States Agency for International Development
VCFU	Value Chain Facilitation Unit
VFU	Veterinary Field Unit

REFERENCES

- 1) Chemonics International, "Enabling Environment Component: Concept Paper and Scenarios for Component Amendment," April 2014
- 2) Action for Enterprise, "Incorporating A Value Chain Facilitation Approach Into RADP-South Technical Consultancy Final Report," March 2014
- 3) Chemonics International, "Performance Management Plan Draft," December 2013
- 4) Chemonics International, "Plan for Collection of Baseline Data," December 2013
- 5) Chemonics International, "Work Plan Year 1 Draft," December, 2013
- 6) Chemonics International, "Technical Proposal," March 2013

Executive summary

This work plan provides the current approach to implementing the Regional Agricultural Development Program - South (RADP-S) for time period beginning October 7, 2013 and ending October 7, 2014.

1. Provincial and district priorities.

The program will focus implementation during this time period on the following four provinces and 15 districts:

	Kandahar	Helmand	Zabul	Uruzgan
Districts	Dand	Lashkar Gah	Qalat	Tirin Kowt
	Daman	Nad e Ali	Shah Joi	Chora
	Zhari	Narwa	Jaldak	Dehrawood
	Arghandab	Nahri Seraj	--	--
	Panjaway	--	--	--

2. Organizational structure.

RADP-S will be broken down into three technical components: 1) productivity and production, 2) value chain facilitation, and 3) enabling environment. Each component will interact with the wheat, high value crops, and livestock value chains as well as the local enabling environment. They will also address the food utilization dimension of food security, supporting practical and implementable nutritional interventions wherever possible.

Component #1: The productivity and production unit (PPU) will provide technical capacity building activities to farmer beneficiaries both on lead farms and at targeted venues within four provinces and associated districts in order to increase food security and productivity for wheat farmers, increase yield and sales while reducing crop losses for high value crop farmers, and increase sales, herd size, and quality while reducing losses for live stock farmers.

Component #2: The value chain facilitation Unit (VCFU) will support the initiatives of market actors that buy from, and or/sell to small enterprises, and wheat, high value crop, and livestock farmers within four provinces and associated districts in order to increase income, profit, and farmer's yield.

Component #3: The enabling environment unit (EEU) will identify and analyze policy constraints within four provinces and associated districts in support of Kabul-based policy formulation and advocacy efforts. They will also support the roll-out of new or improved policies in the same provinces and districts. Within Kabul, the EEU will coordinate information flow to and from all RADP programs, conduct policy research, support policy formulation, support national level advocacy efforts, and conduct capacity building with MAIL. The overall result will be an improved policy environment that supports increased agricultural productivity, profitability, and food security.

A visual representation of RADP-South's organizational structure is depicted in the following chart:

A. Component #1: Productivity and Production

1. Productivity and production unit responsibilities.

- Afghan Development Association (ADA): ADA is an Afghan organization that will provide direct technical capacity building at multiple venues, including on-farm, for producers focused on wheat and high value crops in Kandahar, Zabul, and Uruzgan.
- Coordination for Humanitarian Assistance (CHA): CHA is an Afghan organization that will provide direct technical capacity building at multiple venues, including on-farm, for producers focused on wheat and high value crops in Helmand.
- Dutch Committee for Afghanistan (DCA): DCA is an international organization that will provide direct technical capacity building to veterinary field units (VFUs), extension groups, self-help groups, and farmers focused on livestock in Kandahar, Zabul, Uruzgan, and Helmand.
- Chemonics: Chemonics is an international organization, and the prime contractor with overall responsibility for program management and effective implementation, who will build the technical capacity of ADA and CHA through continuous engagement in curriculum development, training their staff as trainers, and supervision of technical service delivery. Chemonics will also continuously supervise DCA technical service delivery.

2. Productivity and production unit establishment.

The productivity and production unit (PPU) will establish operations and then begin implementation of technical activities. The trigger for moving into implementation of technical activities is receipt of a letter of introduction from the Ministry of Agriculture, Irrigation, and Livestock (MAIL) introducing RADP-S to the provincial governors which will allow the team to begin technical activities.

A. Upon receipt of the letters of introduction, Chemonics, ADA, and CHA will:

- 1) Identify selection criteria for lead farmers
- 2) Conduct initial meetings with provincial and district authorities
- 3) Collaborate with provincial governors, district governors, and district level Department of Agriculture, Irrigation, and Livestock (DAIL) on the nature and extent of demonstrations and trainings
- 4) Establish district level office spaces
- 5) Identify existing demonstration areas and also select four to six lead farmers per district within each of the districts
- 6) Sign memorandum of understandings (MOU) with district level DAILS for use of existing demonstration areas and agreements with lead farmers for trainings and demonstrations on their farms
- 7) Engage expatriate short term technical assistance to support curriculum development and train the trainer exercises in advance of program implementation
- 8) Finalize development of the Kandahar based demonstration farm

B. Upon receipt of the letters of introduction, DCA will:

- 1) Conduct stakeholders mapping within livestock value chains in each of the districts
- 2) Conduct analysis of existing VFUs and livestock farmers
- 3) Determine where new VFUs will need to be created
- 4) Determine what interventions are needed for existing VFUs, local associations such as extension groups and self help groups, and farmers

3. Productivity and production unit technical service delivery.

The PPU will organize their on-farm and on-venue activities based on the crop calendars and locally identified needs analysis, shaping their interventions to the needs of a given crop or animal, optimal nutritional targets, and diversification of the food base for rural families. Training and demonstration activities will be implemented on identified lead farms, reaching from 600 farmer beneficiaries in certain districts to 5000 in more populated districts over the life of the project. Field day activities will be conducted on lead farms as well as district level DAIL demonstration farms. Activities at all locations will include farmers and a variety of other stakeholders to include government officials and local private sector market actors such as input suppliers and buyers.

A. Wheat and high value crop activities.

- 1) The development of specific program activities for wheat and high value crop farmers will be based on the following methodology:

#	Activity	Implementer	Location	Duration
1	Determine what program activities should be designed based on timing of the crop calendar	Chemonics	Kandahar (Amtex)	-
2	Determine economic effects of desired activities in order to confirm and prioritize curriculum development	Chemonics economic advisor	Kandahar (Amtex)	1 month
3	Develop or modify curriculum	Chemonics and ADA/CHA	Kandahar (Amtex)	1 month
4	Implement train-the-trainer	Chemonics to ADA/CHA	Kandahar (Amtex)	1 month
5	Implement in-classroom training and on-farm demonstrations in all districts	ADA/CHA	On-farm or on-venue	1 month

- 2) Wheat and high value crop program activities will be based on the following core capacities and associated curriculum areas:

#	Capacity areas	Specifics curriculum areas
1	Crop, vineyard, orchard, and green house establishment	Crop selection, variety selection, site selection, site layout, soil analysis, soil management, land preparation, leveling, sowing, trellising, structures
2	Vineyard, orchard, and green house maintenance	Structural maintenance, pruning and training, dormant spraying, flower setting, mulching
3	Plant nutrition	Micro and trace elements, N.P.K. alternatives, fertilizer application, Fertigate.
4	Water management	Furrow and basin irrigation, irrigation scheduling, water quality, drip irrigation, conservation
5	Integrated pest management and weed control	Pest and disease scouting/diagnosis/control, chemical/mechanical/ biological weed control methods
6	Harvest management	Harvest methods, harvest tools and equipment, harvest timing
7	Post-harvest management	Cleaning, drying, sorting, packing, storage, transport, grading.
8	Crop rotation and inter-cropping	Optimum land use, soil enrichment, soil conditioning, crop diversification

- 3) Wheat and high value crop nutritional themes.
 - a. Identify opportunities for improved drying of wheat and storage in inexpensive sealed plastic bags which greatly reduce post harvest losses in the short and longer term, improve the quality of wheat available, and allow it to be consumed over longer periods by eliminating the prevalence of pest and fungal diseases in the food chain.
 - b. Identify opportunities for food fortification which is one of the safest and most cost-effective measures to improve the nutritional value of a diet. Wheat and maize flour can be inexpensively fortified with folic acid and essential micronutrients that greatly improves the immediate health of families, increases labor productivity, and reduces long term health costs.
 - c. Identify value-added opportunities for dried fruits and vegetables which can be made available to families as a valuable food source during lean winter months. If properly prepared and packaged, these dried fruits and vegetables can be used as major ingredient in soups, stews, and side dishes to significantly supplement a family's daily food intake.

B. Livestock activities.

- 1) Livestock activities will be located at VFUs, DCA's Parwarn training center, and DCA's Kandahar training center. Livestock activities include a focus on extension groups and self-help groups. Extension groups are formed from livestock owners in the communities where a VFU works. They comprise between 15 to 20 people in each group and their goal is to bring awareness to livestock owners and create demand for service from the VFU. Self-help groups are a small consortium of businesses that have a structure with an elected leader, treasurer etc. Each member contributes a small amount of money into the collective and this revolving fund is used for the marketing and selling of a livestock products. The development of specific activities for livestock farmers will be based on the following methodology:

#	Activity step	Implementer	Location	Duration
1	Establish New VFUs			
1.1	Select para-vets and basic veterinary workers (BVW)	DCA	Districts	2 months
1.2	Certify para-vets (6 months) and BVWs (1 month)	DCA	Parwarn	6 months
1.3	Form extension groups and self-help groups	Paravets	Districts	2 months
1.4	Support operational start-up of VFUs	DCA	Districts	1 month
2	Train existing VFUs in capacity building areas listed in Section B.2 below.			
2.1	Provide VFU refresher training	DCA	Kandahar	2 weeks
2.2	Ongoing farmer level support	VFU	Districts	As needed
3	Train household level and individual livestock farmers			
3.1	Individual farmer engagement	VFU + DCA extension officers	Districts	Continuous
3.2	Extension and self-help group engagement	VFU + DCA extension officers		

- 2) Livestock program activities will be based on the following core capacities and associated curriculum areas:

#	Capacity areas	Specific curriculum areas
1	Health	Anatomy & physiology, animal husbandry, problem lists, reproduction, principles of diseases, parasitic diseases, bacterial and viral diseases, pharmacology, poultry husbandry & diseases, immunity & vaccination, nutrition, pharmacology and metabolic diseases, differential diagnosis of diseases, small and large ruminants, basic principles of diseases control, highly contagious diseases
2	Extension Skills	Extension, excursion/externship, traineeship, expansion of activities (e.g. artificial insemination), government extension workers, nutrition for extension workers, mine awareness
3	Business Skills	Business fundamentals, administration, math, English

- 3) Livestock nutritional themes.

- a. Identify opportunities for female-earned income from poultry-keeping which is an important factor for improved child and family health.
- b. Identify smallholder poultry development activities focused on:
 - Poultry meat and eggs which have the micronutrient properties that are critically important for children and pregnant women
 - Milk and milk by-products, such as yogurt, which are a good source of amino acids and vitamin A, and can potentially provide a significant portion of family energy needs.
- c. Identify activities focused on small ruminants which contribute greatly to family welfare, are a major source of survival and assets for the landless and very poor, and provide food and nutritional security.

C. Causal models.

PPU activities will have the following outputs, outcomes, and impacts:

1) Wheat Value Chain Causal Model.



2) High Value Crop Value Chain Causal Model.



3) Livestock Value Chain Causal Model.



B. Component #2: Value Chain Facilitation

1. Value chain facilitation unit responsibilities.

- Action For Enterprise (AFE): AFE is an international organization that will collaborate directly with targeted lead firms (processors, traders, input supply companies, etc.) in order to support their initiatives to increase competitiveness and develop/expand the products, services, support, and market access they provide to farmers.
- Chemonics: Chemonics will ensure that value chain facilitation activities are integrated with the productivity and production unit and enabling environment unit, and directly contribute to the overall program outcomes.

2. Value chain facilitation unit establishment.

The value chain facilitation unit (VCFU) will conduct an initial operational assessment as follows:

- 1) Conduct a desk review, initial analysis, and entry conferences
- 2) Propose a structure for incorporating value chain facilitation into RADP-S
- 3) Propose a methodology for the VCFU
- 4) Propose a staffing structure for the VCFU
- 5) Identify points of integration within the RADP-S work plan
- 6) Define next steps for VCFU implementation
- 7) Recruit expatriate component leader (AFE direct hire)
- 8) Recruit local VCFU team members (Chemonics direct hires)
- 9) Train local VCFU team members in value chain facilitation methodologies

3. Value chain facilitation unit technical service delivery.

The VCFU will support the initiatives of market actors within the targeted value chains of wheat, high value crops, and livestock by using the following iterative methodology. Of note, there may be multiple overlapping interventions occurring in various stages in the activities cycle at any time during implementation.

- 1) The VCFU will provide bi-annual value chain analysis workshops that focus on the developing the skills and capacity of RADP-S and other implementing partner's staff.

2) Value chain facilitation activities.

#	Activity	Sub-activities	Duration
1	Select commodities and identify supporting market actors	<ul style="list-style-type: none"> • Work with PPU to identify commodities with highest potential impact for farmers • Prioritize value chain assessments for targeted commodities 	1 month
2	Conduct value chain assessments	<ul style="list-style-type: none"> • Map relevant market actors • Describe value chain governance structures and inter-firm competition and cooperation • Identify market constraints • Assess end-market and buyer potential requirements • Conduct interviews with market actors • Identify “lead firms” with significant appropriate market linkages and incentive to invest in upgrading 	1 month
3	Identify market solutions	<ul style="list-style-type: none"> • Confirm that desired solution contributes to value chain competitiveness • Confirm that previously identified constraints can be addressed 	2 weeks
4	Assess market solutions	<ul style="list-style-type: none"> • Publish public advertisements and solicit expressions of interest to identify potential lead firms • Conduct structured interviews with potential lead firms • Identify lead firm challenges • Identify potential impact of solution on the competitiveness of value chain • Identify the number of targeted producers/enterprises that could benefit. 	2 weeks
5	Identify facilitation activities	<ul style="list-style-type: none"> • Solicit lead firm solutions by publishing “invitations for applications,” focus group discussion, and other engagement activities • Conduct on-site visits to confirm legitimacy of firm and capacity to implement desired solutions • Select relevant proposals for implementation 	1 month
6	Structure collaboration and performance monitoring criteria	<ul style="list-style-type: none"> • Develop results framework for each activity • Draft and finalize an MOU with market actor describing technical or financial support necessary (grants will be used if financial support is necessary) 	1 to 3 months
7	Monitor activities and exploit opportunities	<ul style="list-style-type: none"> • Identify new, complementary lead firm initiatives • Scale up/down activities based on results • Draw-in other lead firms through outreach • End technical and financial support upon confirmation of sustainability 	6 months to 1 year

3) Value chain facilitation nutritional themes:

- a. Identify market opportunities where women can become involved in small-scale commercial development of value-add nutritional foods.
- b. Promote women's small businesses focusing on community based complementary foods such as drying and milling soy beans, chickpeas, and fortified wheat flour.
- c. Facilitate development of women's micro-credit groups, in collaboration with the Ministry of Women's Affairs (MOWA), by linking women farmers with existing micro-credit programs. Using this platform, integrate trainings on agricultural innovations appropriate to the region/district to raise women's income and engage in value chain activities.

4. Causal model.

VCFU activities will have the following outputs, outcomes, and impacts:

1) Value Chain Facilitation Causal Model.



C. Component #3: Enabling Environment

The Enabling Environment Unit (EEU) will conduct an initial operational assessment for the inclusion of Kabul based activities, and identify and analyze regional constraints and then begin implementation of technical activities.

1. Enabling environment unit responsibilities.

- Chemonics: Chemonics will directly implement enabling environment activities starting at the district and provincial level through constraints identification and analysis, support policy formulation and advocacy in Kabul, and support policy roll-out to the provincial and district levels.

2. Enabling environment unit establishment.

- In provinces and districts, the EEU will:
 - 1) Draft a manual for the EEU to conduct constraints identification and analysis
 - 2) Draft enabling environment constraints prioritization criteria
 - 3) Draft a baseline questionnaire and implement an initial survey
 - 4) Utilize focus groups to supplement survey data
 - 5) Create a pre-analysis of year one constraint priorities following survey completion
 - 6) Conduct initial analysis of two general constraints utilizing the EEU team and two gender specific constraints utilizing short term technical assistance from an expatriate gender advisor
- In Kabul, the EEU will:
 - 1) Analyze implementation scenarios to determine RADP-South approach to enabling environment activities
 - 2) Identify the program activities, targets, resources, and pros/cons of each implementation scenario
 - 3) Provide formative conclusions and recommendations to COR for scope of enabling environment activities

3. Enabling environment unit expansion to Kabul.

Upon concurrence of the recommended enabling environment approach with the COR and technical office:

- 1) Submit approval request for enabling environment short term advisor to transition to long term enabling environment component leader
- 2) Recruit, hire, and train EEU local national team members based in Kabul
- 3) Identify expatriate subject matter experts in order to establish a roster of highly qualified technical experts in various policy fields

4. Enabling environment unit technical service delivery.

Upon receipt of the memorandum of understanding with MAIL and letters of introduction from MAIL, the EEU will conduct the enabling environment activities at the central government, provincial, and districts levels.

A. Provincial and district level activities.

#	Activity	Sub-activities	Duration
1	Identify enabling environment constraints		
	1.1	Constraints information collection	1 month
	1.2	Prioritization of constraints	15 days
2	Analyze enabling environment constraints		
	2.1	Define constraint parameters	5 Days
	2.2	Confirm relevance	5 Days
	2.3	Assess cost and scale of constraint	20 Days
	2.4	Recommend next steps	15 Days
3	Support policy roll-out	Support public and private dialogue throughout affected value chain actors	TBD

B. Kabul based activities.

The following Kabul based timelines are rough estimates and are dependent upon the level of acceptance and involvement of MAIL.

#	Activity	Sub-activities	Duration
1	Conduct policy research		
	1.1	Confirm regional analysis	5 days
	1.2	Research best practices	30 days
	1.3	Research policy context	20 days
	1.4	Determine viability of policy amendment	5 days
2	Contribute to policy creation		
	2.1	Map policy creation steps	60 Days
	2.2	Develop policy creation documents with MAIL (action plans)	90 Days
	2.3	Provide technical assistance to MAIL as requested	TBD
3	Advocate for national policy activities		
	3.1	Engage stakeholders through multiple channels such as the Coordination Committee and Policy Subcommittee, policy forums such as the Ministry of Commerce and Industry (MOCI), and agricultural subcommittees of the Afghanistan Bar Association(ABA)	Ongoing
	3.2	Train national organizations in policy analysis and advocacy	TBD
4	Support policy roll-out		
	4.1	Provide quarterly policy updates to all regional RADPs	Quarterly
	4.2	Provide information to regional RADPs relevant to policy formulation and their identified constraints	As Able
5	Implement capacity development activities with MAIL		
	5.1	Create capacity development plans with MAIL and implement via Coordination Committee	TBD
	5.2	Enhance policy formulation capacity of MAIL through targeted trainings	TBD

C. Enabling Environment Nutritional Themes

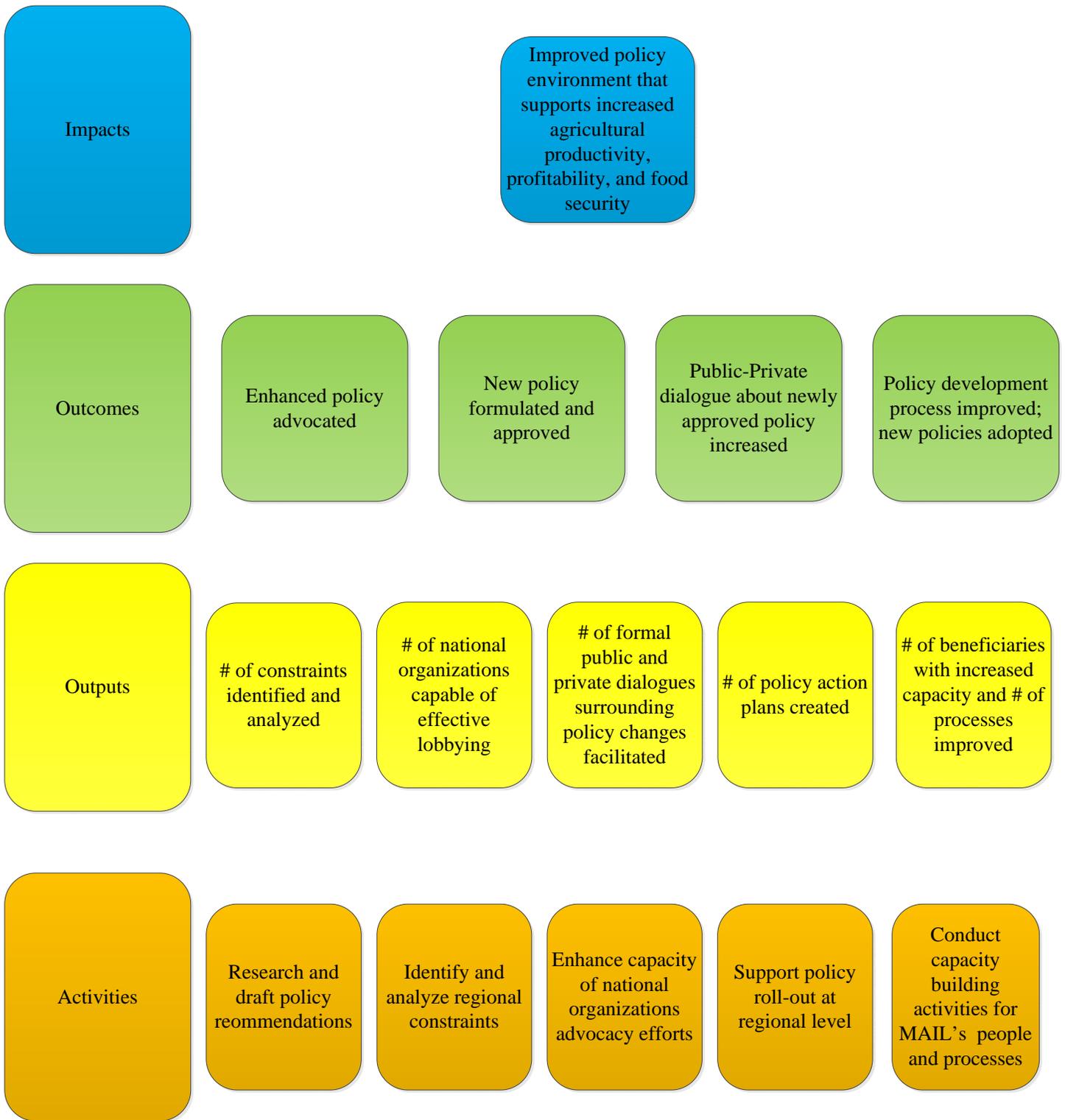
The RADP-S Enabling Environment Unit will investigate policy issues that may mitigate obstacles within Afghanistan's cultural and political setting that negatively impact improved nutrition for the rural poor. Specific questions to be focused on by the team:

- Within the Afghanistan context, what are the key features of an enabling environment for nutrition?
- What are the key drivers of an enabling environment to generate hypotheses for the most effective means of influencing them?
- How can the EEU assess, monitor and strengthen leadership and capacity within the context of improved nutrition policies?
- How can the EEU strengthen accountability and responsiveness within the political system?

D. Causal Model.

EEU activities will have the following outputs, outcomes, and impacts:

1) Enabling Environment Causal Model.



D. Monitoring and Evaluation

The monitoring and evaluation team (M&E Team) will establish operations and then provide ongoing monitoring and evaluation of project activities.

1. M&E team responsibilities.

- Afghan Management and Marketing Consultants (AMMC): AMMC will implement the baseline survey that includes secondary data collection, analysis, reporting, survey implementation, survey data analysis, and survey reporting.
- Chemonics: Chemonics will supervise AMMC who has been subcontracted exclusively for the implementation of the baseline survey (they will not be a part of long term M&E implementation). Chemonics will be responsible for monitoring and evaluation and provide reporting against program targets, the Foreign Assistance Framework, and the Mission’s strategic plan. The monitoring and evaluation team will ensure that the project is constantly learning and focusing resources where they have the greatest impact.

2. M&E team establishment.

- 1) Supervise the baseline survey conducted by AMMC
- 2) Review, edit, and support completion of AMMC baseline survey deliverables
- 3) Design initial monitoring and evaluation framework (see detailed activities breakdown in section D.3 below)
- 4) Revise the performance monitoring plan (PMP)
- 5) Support program leadership’s analysis of realistically achievable targets and outcomes for presentation to USAID

3. Monitoring and evaluation establishment framework activities.

#	Activity	Duration
1	Create causal model and results framework	Complete
2	Identify beneficiaries	3 months
3	Define factors outside control	3 months
4	Define all sources of data	2 -3 months
5	Define measurement methodology for production, productivity, sales, market interventions, and policy development	1 month
6	Develop monitoring strategy and plans with ADA, CHA, DCA, and AFE for weekly and monthly data collection and submission	1-2 months
6.1	Develop monthly and weekly quality assurance plan (e.g. cross-check, phone checks, third party checks)	1 month
7	Revise record cards, data books, and M&E tools	2 months
7.1	Create beneficiary household record cards (e.g. demographics, contact details, land/crop/livestock details, etc.)	2 months
7.2	Create farm record cards for production and sales (1x for crops and 1x for livestock)	2 months
7.3	Create farmer recall surveys	2 months
7.4	Create small and medium enterprise (SME) record books (e.g. input suppliers, nurseries, seed enterprises)	2 months
7.5	Develop criteria and template for district SME profiles	2 months
7.6	Develop criteria and template for district asset profiles	2 months

7.7	Develop criteria and template for monthly ADA, CHA, and DCA data collection	2 months
7.7.1	Develop provincial level criteria (e.g. buy/sell data, commodity pricing, input prices, land production statistics, trade statistics, etc.)	2 months
7.7.2	Develop District level criteria (e.g. fresh market commodities, livestock markets, general shop inputs, buy/sell data, etc.)	2 months
8	Develop data management system (e.g. collection of data, frequency of desired data, method of receipt of data, storage of data, maintenance of data, data trends analysis, archiving of data, and internal/external dissemination of data)	3– 6 months
9	Integrate geographic information systems (GIS) tools into the data management system	2 – 3 months
10	Build data analysis capability	2 – 3 months
10.1	Develop quality control plan (e.g. random on-farm validation checks, Community Development Council (CDC) interviews, SME validation checks, cross check data and survey records, direct calls to beneficiaries)	2 – 3 months
10.2	Identify target data for analysis (e.g. economic analysis, value chain margins, technology, etc.) and ensure data management system captures all relevant data sources	2 – 3 months
11	Train M&E team and subcontractors ADA, CHA, and DCA on M&E system and processes	6 months

4. Monitoring and evaluation team life of project activities.

#	Activity	Frequency
1	Collect and verify weekly data submission from ADA, CHA, and DCA	Weekly
2	Collect and verify monthly data submission from ADA, CHA, and DCA	Monthly
3	Conduct quality control checks on data	Monthly
4	Track and update outside factors (e.g. exchange rates, inflation, borders/customs statistics, migration and infrastructure data, and inhibiting factors)	Monthly
5	Analyze data for quality and trends	Monthly
6	Verify and evaluate outputs for each component	Monthly
7	Verify and evaluate outcomes for each component	Monthly
8	Analyze data for quality and trends	Quarterly
9	Disseminate information to all stakeholders (e.g. USAID, MAIL/DAIL, public, private sector, etc.)	Monthly

E. Gender

The gender team will establish operations and then provide ongoing technical support.

1. Gender team responsibilities.

- Chemonics: Chemonics will directly implement gender programming that impacts women's productivity, food security, income, and empowerment at the household, community, and market levels through the gender advisory groups, and direct capacity building and skills development.

2. Gender team establishment.

- 1) Identify gender related program opportunities within the PPU, VCFU, and EEU activity plans during work planning
- 2) Create gender strategy document utilizing expatriate short term technical assistance
- 3) Establish a RADP-S Gender Advisory Group to work with interested stakeholders throughout the four provinces and associated districts (e.g. government ministries, other donors, non-governmental organizations, and associations)

3. Gender team life of project activities.

#	Activity	Frequency
1	Provide ongoing technical support and monitoring of ADA, CHA, and DCA efforts to engage local female farmers at the district level	Continuous
2	Identify opportunities for gender inclusion in projected activities in each component	Monthly
3	Identify lessons learned and best practices for working with women	Weekly (As able)
4	Lead and coordinate RADP-S gender advisory group activities	Monthly

F. Communications and Outreach

The communications team will establish operations and then provide ongoing technical support to project activities.

1. Communications responsibilities.

- **Equal Access:** Equal Access is an international organization that will oversee the design and implementation of outreach and media-related activities under the RADP-South program focused on beneficiaries to include 1) development of communications outreach strategies, 2) targeted outreach focused on engaging women in capacity building activities, 3) production of outreach, training, and information materials and communications products, 4) engagement and use of a wide variety of media channels, and 5) behavior change communications campaigns.
- **Chemonics:** Chemonics will supervise implementation of outreach activities ensuring that outreach activities are actively integrated with all technical activities and directly contribute to the overall program outcomes. Chemonics will also directly implement reporting and non-outreach communications for RADP-S to include the development and production of information materials, presentations, and reports.

2. Communications team establishment.

- 1) Develop communications and outreach plan.
 - Define communication indicators to assess effectiveness and results
 - Develop strategy to mobilize community beneficiaries and promote wider participation in RADP-S program activities
 - Develop a plan for advocacy, resource mobilization, and political/social buy-in of stakeholders such as the provincial development councils (PDCs), sector meetings (if appropriate/requested), and the technical working group (TWG) meetings chaired by the DAIL directors at the provincial level
 - Develop behavior change activities
 - Establish regular coordination meetings with ADA, CHA, and DCA.
 - Build the capacity of key implementing partners in communications and reporting skills to enable the routine contribution of material for RADP-S internal and external reporting deliverables, such as monthly reports and success stories
 - Develop a plan to address the unique outreach needs of each district
- 2) Prepare basic guidelines and templates for program materials and reports (e.g. success story template).
- 3) Conduct initial stakeholder analysis and targeted communications plan for each priority stakeholder.
 - Identify stakeholders: internal, external
 - Prioritize stakeholders
 - Define communication objectives for each stakeholder
 - Analyze channels and medium to be used to engage each stakeholder
 - Develop plan for frequency of engagement for each stakeholder
- 4) Establish procedures for internal communications among program staff and USAID.

3. Communications team life of project activities.

#	Activity	Frequency
1	Travel to project sites and collect information and photos, and assist in dissemination of project information materials to stakeholders	Weekly
2	Aggregate information from component leaders to create an accurate and compelling account for key stakeholders	Monthly
3	Develop engagement strategies that target local influencers (e.g. shuras, mullahs, local government) to reinforce behavior change.	As requested
4	Develop visually attractive materials (e.g. photos, drawings, cartoons, comic books) featuring program accomplishments or in support of technical curriculum	Monthly
5	Submit snapshots, before and after stories, case studies, testimonials, photos, and captions to USAID	Monthly
6	Develop outreach activities using lively and innovative media which engage large numbers of beneficiaries to amplify RADP-S' presence and impact at the district level (e.g. live interactive radio and mobile theater troop performances)	Weekly
7	Write press releases on major activities and milestones, as appropriate, for USAID approval and dissemination to U.S. media.	Quarterly
8	Draft monthly and quarterly reports as deliverables to USAID	Monthly and Quarterly
9	Seek regular input from the Mission on communications activities	Monthly
10	Maintain a library of program and external reports and other relevant documents on agricultural development in Afghanistan.	Continuously
11	Develop targeted provincial level messaging and talking points for dissemination by ADA, CHA, and DCA	Monthly
12	Develop and organize sector presentations and consultations, and prepare and distribute printed materials with specific messaging	Bi-annually
13	Provide editing and writing support in Dari and/or Pashto for outreach activities and reporting.	Continuous

G. Program Management

RADP-South Key Personnel will continuously manage work planning, deliverables, and overall administration supported by a team of specialists focused on subcontracts, grants, procurement, logistics, inventory, human resources, finance and accounting, information technology, and compliance.

1. Program management responsibilities.

- Chemonics: Chemonics will directly supervise all direct hire and subcontracted staff over the life of the program. Chemonics key leaders will be focused on establishing operations and then provide ongoing managerial leadership, direction, and supervision of results.

2. Program management establishment.

- 1) Recruit, hire, and onboard Chemonics direct hire staff
- 2) Establish Chemonics program offices in Kabul and Kandahar
- 3) Gain subcontract approval for ADA, CHA, AMMC, DCA, EA, and AFE.
- 4) Establish administrative, operational, and financial systems and controls to include drafting an operations manual and security plan
- 5) Conduct work planning
- 6) Draft finalized work plan and ensure completion of all program deliverables
- 7) Develop methodology to track and report costs at the activity level

3. Program management life of program activities.

#	Activity	Frequency
1	Submit monthly reports <ul style="list-style-type: none"> • Monthly: 15th of each month 	Monthly
2	Submit quarterly reports <ul style="list-style-type: none"> • January 31, 2014; April 30,2014; July 31,2014; October 31, 2014; January 31, 2014; April 30, 2015; July 31, 2015; October 31, 2015 	Quarterly
3	Submit annual work plan <ul style="list-style-type: none"> • Year 1: May 25, 2014, Year 2: October 7, 2014 	Annually
4	Submit monthly breakdown of cost broken down by activity to COR	Monthly
5	Weekly meeting or call with COR	Weekly
6	Monthly meeting or call with CO	Monthly
7	Supervisory trip to Kandahar	Monthly
8	Update work plan (last month completed, next month forecasted)	Monthly
10	Review and approve local financials to include employee salary	Monthly
11	Review and approve all purchase order requests	Continuous
12	Submit subcontract over 25K to Kabul vetting unit	Continuous
13	Supervise, review, and verify subcontractor progress, deliverables, and performance	Continuous
14	Perform quarterly formal client consultations	Quarterly
15	Provide feedback and contribute to Contractor Performance Assessment Reports (CPARS)	Annually

Appendix 1: Monthly Activities- 6 Month Outlook

1. May 2014.

Unit	Sub-Unit	Primary Activities
Productivity And Production	<i>Wheat, orchard crops, field and winter vegetables, vineyard</i>	<ul style="list-style-type: none"> • Collaborate with DAILs on the nature and extent of demonstrations and trainings • Establish provincial and district offices • Identify selection criteria for lead farmers • Finalize selection of four to six lead farmers per district within each of the districts • Sign agreements with lead farmers for trainings and demonstrations • Curriculum development STTA (90 LOE days)
	<i>Livestock</i>	<ul style="list-style-type: none"> • Conduct stakeholders mapping within livestock value chains in each of the districts • Conduct needs analysis of VFUs and farmers
Value Chain Facilitation		<ul style="list-style-type: none"> • Onboard VCFU team leader • Recruit and onboard long term VCFU local team members • Conduct five day value chain training workshop for all implementing partners in Kabul
Enabling Environment	<i>Kandahar</i>	<ul style="list-style-type: none"> • Draft and finalize manual for enabling environment unit to conduct constraints identification, analysis and advocacy Finalize enabling environment constraints prioritization criteria • Finalize pre-analysis of year one constraint priorities • Analyze top two constraints
	<i>Kabul</i>	<ul style="list-style-type: none"> • Seek USAID approval to include Kabul based activities
Monitoring and Evaluation		<ul style="list-style-type: none"> • Begin revision of performance monitoring plan (PMP) (<i>Month 1 of 3</i>) • Supervise the baseline survey conducted by AMMC • Define measurement methodology for production, productivity, sales, market interventions, and policy development • Develop monitoring strategy and plans with subcontractors for weekly and monthly data collection and submission (<i>Month 1 of 2</i>) • Define and identify beneficiaries (<i>Month 1 of 3</i>) • Define factors outside control (<i>Month 1 of 3</i>) • Define all sources of data (<i>Month 1 of 3</i>) • Develop record cards, data books, and M&E tools (<i>Month 1 of 2</i>) • Develop data management system (<i>Month 1 of 6</i>) • Integrate geographic information system (GIS) tools into data management system (<i>Month 1 of 3</i>) • Build data analysis capability (<i>Month 1 of 3</i>) • Train M&E, ADA, CHA, and DCA staff on M&E processes (<i>Month 1 of 6</i>)
Gender		<ul style="list-style-type: none"> • Review and analyze component activity plans to identify opportunity areas for gender inclusion in technical programming (<i>Month 1 of 2</i>) • Begin development of gender strategy document (<i>Month 1 of 3</i>)
Communications		<ul style="list-style-type: none"> • Begin development of communications plan (<i>Month 1 of 3</i>) • Begin initial stakeholder's analysis (<i>Month 1 of 2</i>) • Begin communications assessment of target provinces (<i>Month 1 of 2</i>) • Draft monthly report
Program Management		<ul style="list-style-type: none"> • Finalize and submit year one work plan • Finalize chief of party recruit • Identify and work with USAID technical office on revised project outcomes (<i>Month 1 of 3</i>) • Submit monthly report • Submit revised branding and marking plan and grants manual • Support COR revision of project tracking spreadsheets

2. June 2014.

Unit	Sub-Unit	Primary Activities			
Productivity and production	Wheat	<ul style="list-style-type: none"> Economic effects study of crop establishment 	<ul style="list-style-type: none"> Curriculum development for crop rotation 	<ul style="list-style-type: none"> Train the trainer for crop rotation 	<ul style="list-style-type: none"> On-farm demonstrations for harvest and post harvest mgmt
	Orchard	<ul style="list-style-type: none"> Economic effects study of water mgmt 	<ul style="list-style-type: none"> Curriculum development for almond and pomegranate harvest and post harvest mgmt 	<ul style="list-style-type: none"> Train the trainer for stone fruit harvest and post harvest mgmt 	<ul style="list-style-type: none"> On-farm demonstrations for water mgmt
	Field and winter vegetables	<ul style="list-style-type: none"> Economic effects study of greenhouse establishment 	<ul style="list-style-type: none"> Curriculum development for field vegetable harvest and post harvest mgmt 	<ul style="list-style-type: none"> Train the trainer for field vegetable integrated pest management and weed control 	<ul style="list-style-type: none"> On-farm demonstrations for water mgmt
	Vineyard	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Curriculum development for cold climate harvest and post harvest mgmt 	<ul style="list-style-type: none"> Train the trainer for warm climate harvest and post harvest mgmt 	<ul style="list-style-type: none"> On-farm demonstrations for harvest and post harvest mgmt
	Livestock	<ul style="list-style-type: none"> Conduct stakeholder mapping and needs analysis of VFUs and livestock farmers 			
Value chain facilitation	<ul style="list-style-type: none"> Conduct abbreviated value chain analysis 				
Enabling environment	Kandahar	<ul style="list-style-type: none"> Collect information on enabling environment constraints 			
	Kabul	<ul style="list-style-type: none"> Map policy creation process and identify policy formulation and creation stakeholders (<i>Month 1 of 3</i>) Map advocacy groups involved in national policy (<i>Month 1 of 3</i>) 			
Monitoring and evaluation	<ul style="list-style-type: none"> Continue revision of PMP (<i>Month 2 of 3</i>) Finalize monitoring strategy and plans with subcontractors for weekly and monthly data collection and submission (<i>Month 2 of 2</i>) Identify beneficiaries (<i>Month 2 of 3</i>) Define factors outside control (<i>Month 2 of 3</i>) Define all sources of data (<i>Month 2 of 3</i>) Finalize record cards, data books, and M&E tools (<i>Month 2 of 2</i>) Develop data management system (<i>Month 2 of 6</i>) Build data analysis capability (<i>Month 2 of 3</i>) Train M&E, ADA, CHA, and DCA staff on M&E processes (<i>Month 2 of 6</i>) 				
Gender	<ul style="list-style-type: none"> Review and analyze component activity plans to identify opportunity areas for gender inclusion in technical programming (<i>Month 2 of 2</i>) Develop gender strategy (<i>Month 2 of 3</i>) Develop gender advisory group strategy (<i>Month 1 of 2</i>) 				
Communications	<ul style="list-style-type: none"> Continue work on communications plan (<i>Month 2 of 3</i>) Finalize initial stakeholder's analysis (<i>Month 2 of 2</i>) Complete communications assessment of target provinces (<i>Month 2 of 2</i>) Create basic communications guidelines and templates for technical components Draft monthly report 				
Program management	<ul style="list-style-type: none"> Identify and work with USAID technical office on revised project outcomes (<i>Month 2 of 3</i>) Onboard and transition new chief of party Submit monthly report 				

3. July 2014.

Unit	Sub-Unit	Primary Activities			
Productivity and production	<i>Wheat</i>	<ul style="list-style-type: none"> Economic effects study of plant nutrition 	<ul style="list-style-type: none"> Curriculum development for crop establishment 	<ul style="list-style-type: none"> Train the trainer for crop rotation 	<ul style="list-style-type: none"> On-farm demonstrations for crop rotation
	<i>Orchard</i>	<ul style="list-style-type: none"> Economic effects study of orchard establishment 	<ul style="list-style-type: none"> Curriculum development for water mgmt 	<ul style="list-style-type: none"> Train the trainer for almond and pomegranate harvest and post harvest mgmt 	<ul style="list-style-type: none"> On-farm demonstrations for stone fruit harvest and post harvest mgmt
	<i>Field and winter vegetables</i>	<ul style="list-style-type: none"> Economic effects study of plan nutrition 	<ul style="list-style-type: none"> Curriculum development for greenhouse establishment 	<ul style="list-style-type: none"> Train the trainer for field vegetable harvest and post harvest mgmt 	<ul style="list-style-type: none"> On-farm demonstrations for field vegetable integrated pest mgmt and weed control
	<i>Vineyard</i>	<ul style="list-style-type: none"> Economic effects study of vineyard maintenance 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Train the trainer for cold climate harvest and post harvest mgmt 	<ul style="list-style-type: none"> On-farm demonstrations for warm climate harvest and post harvest mgmt
	<i>Livestock</i>	<ul style="list-style-type: none"> Conduct gap analysis of VFUs and household livestock farmers 			
Value chain facilitation	<ul style="list-style-type: none"> Identify market solutions <ul style="list-style-type: none"> Confirm that desired solution contributes to value chain competitiveness Confirm that previously identified constraints can be addressed Assess market solutions <ul style="list-style-type: none"> Publish public advertisements and solicit expressions of interest to identify potential lead firms Conduct structured interviews with potential lead firms Identify lead firm challenges Identify potential impact of solution on the competitiveness of value chain Identify the number of targeted producers/enterprises that could benefit. 				
Enabling environment	<i>Kandahar</i>	<ul style="list-style-type: none"> Prioritize regionally focused constraints identified Analyze priority constraints (define constraints parameters and confirm relevance) 			
	<i>Kabul</i>	<ul style="list-style-type: none"> Continue mapping of policy creation process and identification of policy formulation/creation stakeholders (<i>Month 2 of 3</i>) Continue mapping of advocacy groups involved in national policy (<i>Month 2 of 3</i>) 			
Monitoring and evaluation	<ul style="list-style-type: none"> Finalize PMP (<i>Month 3 of 3</i>) Finalize identification of beneficiaries (<i>Month 3 of 3</i>) Finalize definition of factors outside control (<i>Month 3 of 3</i>) Finalize definition of sources of data (<i>Month 3 of 3</i>) Develop data management system (<i>Month 3 of 6</i>) Finalize data analysis capability (<i>Month 3 of 3</i>) Train M&E and KIP staff on M&E Processes (<i>Month 3 of 6</i>) 				
Gender	<ul style="list-style-type: none"> Finalize gender strategy (<i>Month 3 of 3</i>) Finalize gender advisory group strategy (<i>Month 2 of 2</i>) 				
Communications	<ul style="list-style-type: none"> Finalize communications plan (<i>Month 3 of 3</i>) Development abbreviated communications plans for each priority stakeholder (<i>Month 1 of 2</i>) Launch agricultural radio program in Kandahar Draft monthly and quarterly report 				
Program management	<ul style="list-style-type: none"> Finalize revised project outcomes (<i>Month 3 of 3</i>) Submit quarterly report Begin development of activity cost tracking (<i>Month 1 of 3</i>) 				

4. August 2014.

Unit	Sub-Unit	Primary Activities			
Productivity and production	<i>Wheat</i>	<ul style="list-style-type: none"> Economic effects study of crop establishment 	<ul style="list-style-type: none"> Curriculum development for plant nutrition 	<ul style="list-style-type: none"> Train the trainer for crop establishment 	<ul style="list-style-type: none"> On-farm demonstrations for crop rotation
	<i>Orchard</i>	<ul style="list-style-type: none"> Economic effects study of plant nutrition 	<ul style="list-style-type: none"> Curriculum development for orchard establishment 	<ul style="list-style-type: none"> Train the trainer for water mgmt 	<ul style="list-style-type: none"> On-farm demonstrations for almond and pomegranate harvest and post harvest mgmt
	<i>Field and winter vegetables</i>	<ul style="list-style-type: none"> Economic effects study of water mgmt 	<ul style="list-style-type: none"> Curriculum development for plan nutrition 	<ul style="list-style-type: none"> Train the trainer for greenhouse establishment 	<ul style="list-style-type: none"> On-farm demonstrations for field vegetable harvest and post harvest mgmt
	<i>Vineyard</i>	<ul style="list-style-type: none"> Economic effects study of integrated pest mgmt and weed control 	<ul style="list-style-type: none"> Curriculum development for vineyard maintenance 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> On-farm demonstrations for cold climate harvest and post harvest mgmt
	<i>Livestock</i>	<ul style="list-style-type: none"> Identify and select para-vets and basic veterinary workers for capacity building training (<i>Month 1 of 2</i>) 			
Value chain facilitation		<ul style="list-style-type: none"> Identify facilitation activities <ul style="list-style-type: none"> Solicit lead firm solutions by publishing “invitations for applications,” focus group discussion, and other engagement activities Conduct on-site visits to confirm legitimacy of firm and capacity to implement desired solutions Select relevant proposals for implementation 			
Enabling environment	<i>Kandahar</i>	<ul style="list-style-type: none"> Assess cost and scale of prioritized constraints Develop recommendations for next steps at the central government level 			
	<i>Kabul</i>	<ul style="list-style-type: none"> Finalize mapping of policy creation process and identification of policy formulation/creation stakeholders (<i>Month 3 of 3</i>) Finalize mapping of advocacy groups involved in national policy (<i>Month 3 of 3</i>) 			
Monitoring and evaluation		<ul style="list-style-type: none"> Finalize revision of PMP (<i>Month 3 of 3</i>) Develop data management system (<i>Month 4 of 6</i>) Train M&E, ADA, CHA, and DCA staff on M&E Processes (<i>Month 4 of 6</i>) 			
Gender		<ul style="list-style-type: none"> Identify stakeholders and potential participants for gender advisory group (<i>Month 1 of 2</i>) 			
Communications		<ul style="list-style-type: none"> Finalize development abbreviated communications plans for each priority stakeholder (<i>Month 2 of 2</i>) Develop procedures and processes for for communications among program staff and USAID (<i>Month 1 of 2</i>) Draft monthly report 			
Program management		<ul style="list-style-type: none"> Continue development of activity cost tracking (<i>Month 2 of 3</i>) Submit monthly report 			

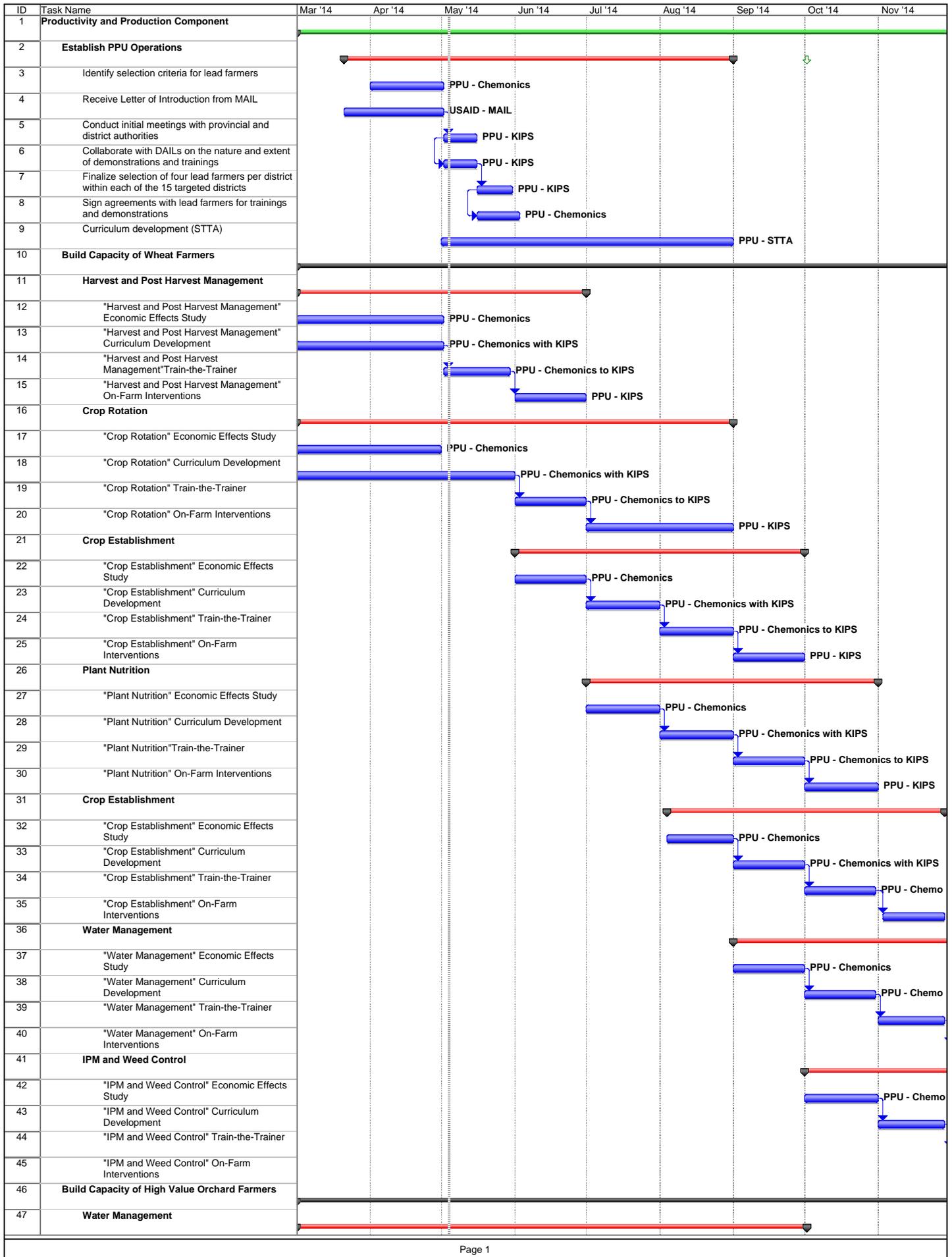
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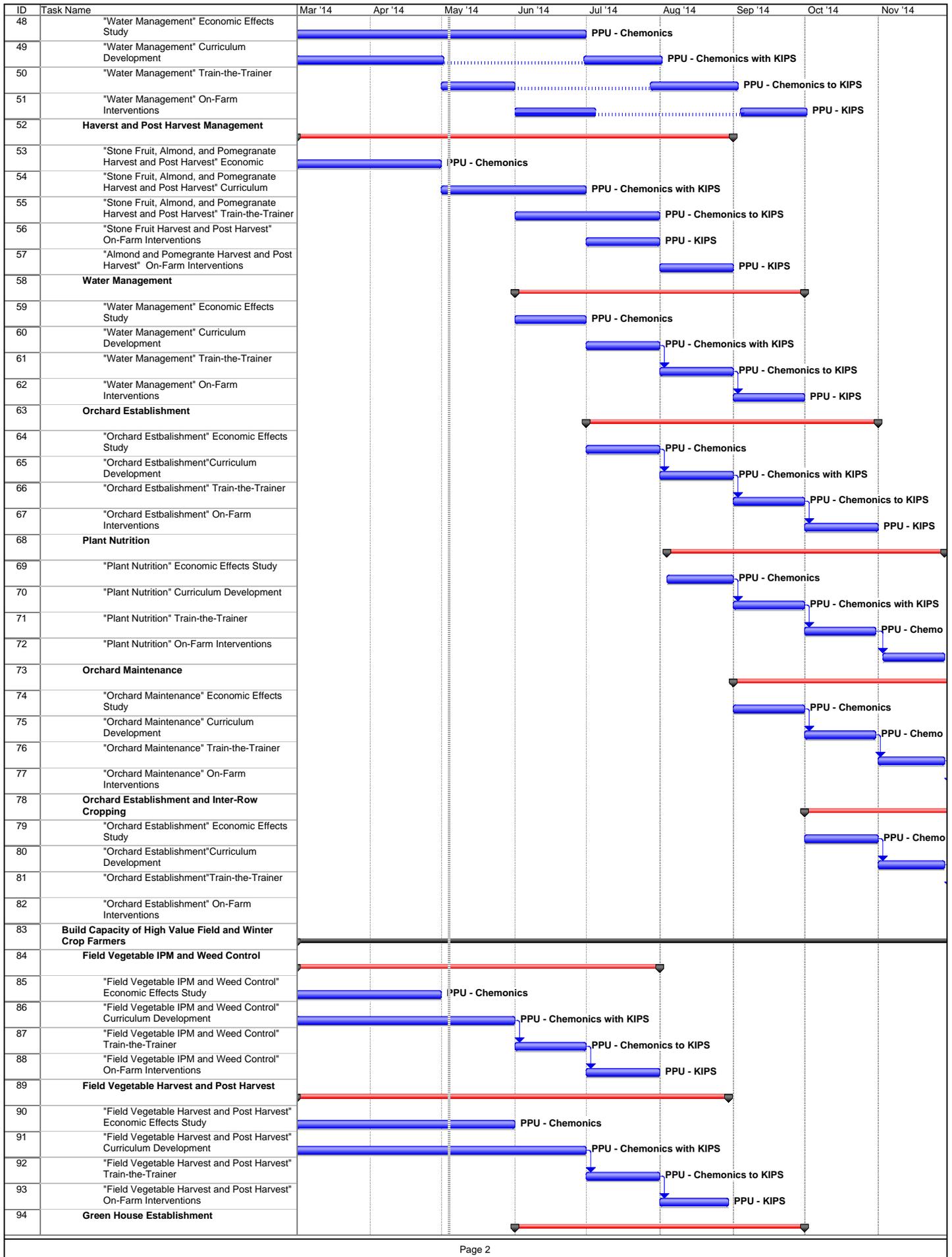
Unit	Sub-Unit	Primary Activities			
Productivity and production	<i>Wheat</i>	<ul style="list-style-type: none"> Economic effects study of water management 	<ul style="list-style-type: none"> Curriculum development for crop establishment 	<ul style="list-style-type: none"> Train the trainer for plant nutrition 	<ul style="list-style-type: none"> On-farm demonstrations for crop establishment
	<i>Orchard</i>	<ul style="list-style-type: none"> Economic effects study of orchard maintenance 	<ul style="list-style-type: none"> Curriculum development for plant nutrition 	<ul style="list-style-type: none"> Train the trainer for orchard establishment 	<ul style="list-style-type: none"> On-farm demonstrations for water management
	<i>Field and winter vegetables</i>	<ul style="list-style-type: none"> Economic effects study of greenhouse maintenance 	<ul style="list-style-type: none"> Curriculum development for water management 	<ul style="list-style-type: none"> Train the trainer for plan nutrition 	<ul style="list-style-type: none"> On-farm demonstrations for greenhouse establishment
	<i>Vineyard</i>	<ul style="list-style-type: none"> Economic effects study of vineyard est. and inter-row cropping 	<ul style="list-style-type: none"> Curriculum development for integrated pest mgmt and weed control 	<ul style="list-style-type: none"> Train the trainer for vineyard maintenance 	<ul style="list-style-type: none"> N/A
	<i>Livestock</i>	<ul style="list-style-type: none"> Finalize selection of para-vets and basic veterinary workers for capacity building training (<i>Month 2 of 2</i>) 			
Value chain facilitation		<ul style="list-style-type: none"> Structure collaboration and establish performance monitoring criteria (<i>Month 1 of 3</i>) <ul style="list-style-type: none"> Develop results framework for each activity Draft and finalize an MOU with market actor describing technical or financial support necessary 			
Enabling Environment	<i>Kandahar</i>	<ul style="list-style-type: none"> Collect information on enabling environment constraints 			
	<i>Kabul</i>	<ul style="list-style-type: none"> Confirm regional analysis of policy constraints 			
Monitoring and evaluation		<ul style="list-style-type: none"> Implement life of project M&E activities: <ul style="list-style-type: none"> Collect and verify weekly and monthly data submission from ADA, CHA, and DCA Conduct quality control checks on data Track and update outside factors Analyze data for quality and trends Verify and evaluate outputs for each component Verify and evaluate outcomes for each component Disseminate information to all stakeholders 			
Gender		<ul style="list-style-type: none"> Finalize identification of stakeholders and potential participants for gender advisory group (<i>Month 2 of 2</i>) 			
Communications		<ul style="list-style-type: none"> Finalize procedures and processes for communications among program staff and USAID (<i>Month 2 of 2</i>) Draft monthly report 			
Program management		<ul style="list-style-type: none"> Finalize development of activity cost tracking (<i>Month 3 of 3</i>) Implement life of project, project management activities (section G.2) <ul style="list-style-type: none"> Weekly/monthly meetings with COR/CO Draft and send updated “last month, next month” activities planning updates to COR Draft and submit monthly breakdown of costs broken down by activity to COR 			

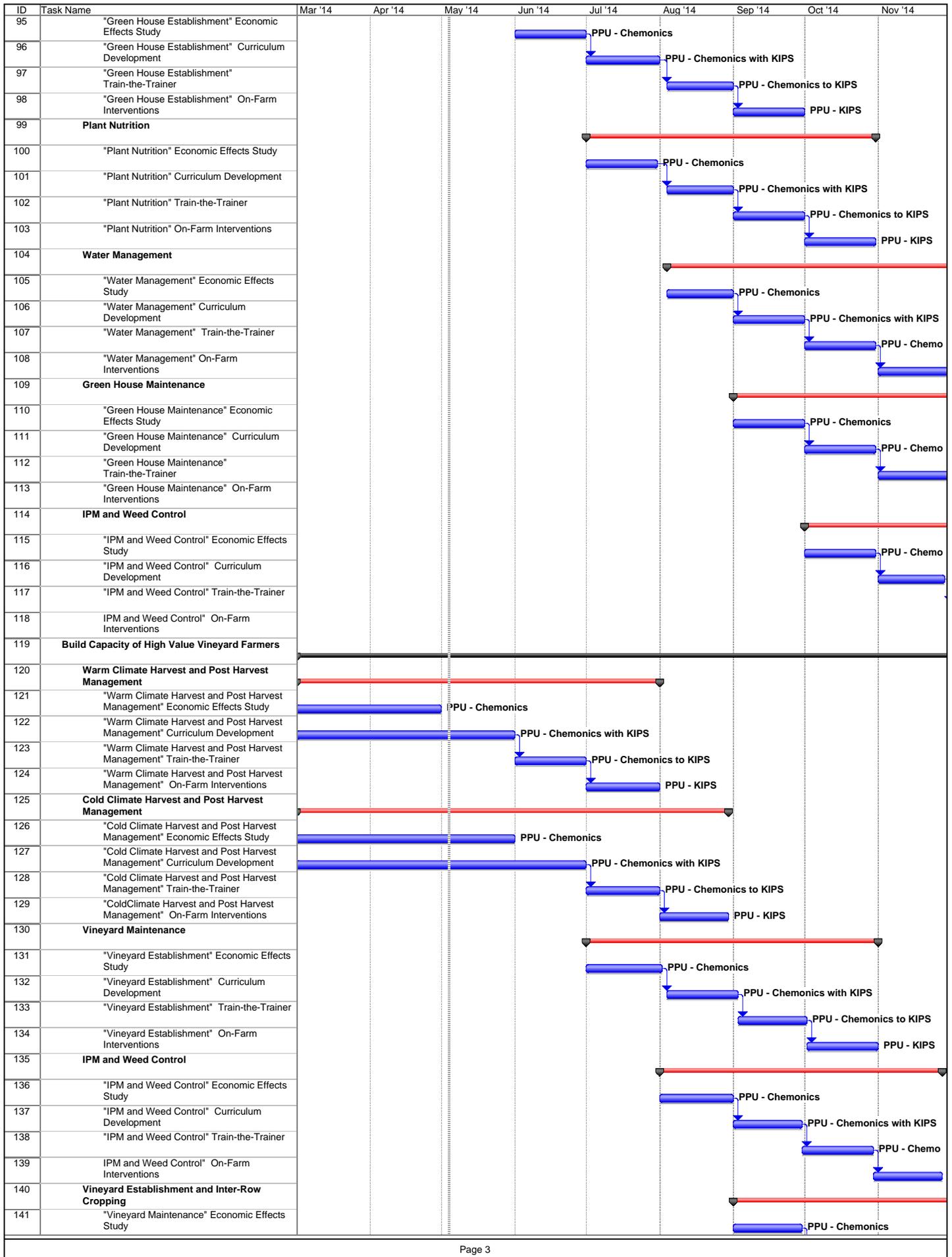
6. October 2014.

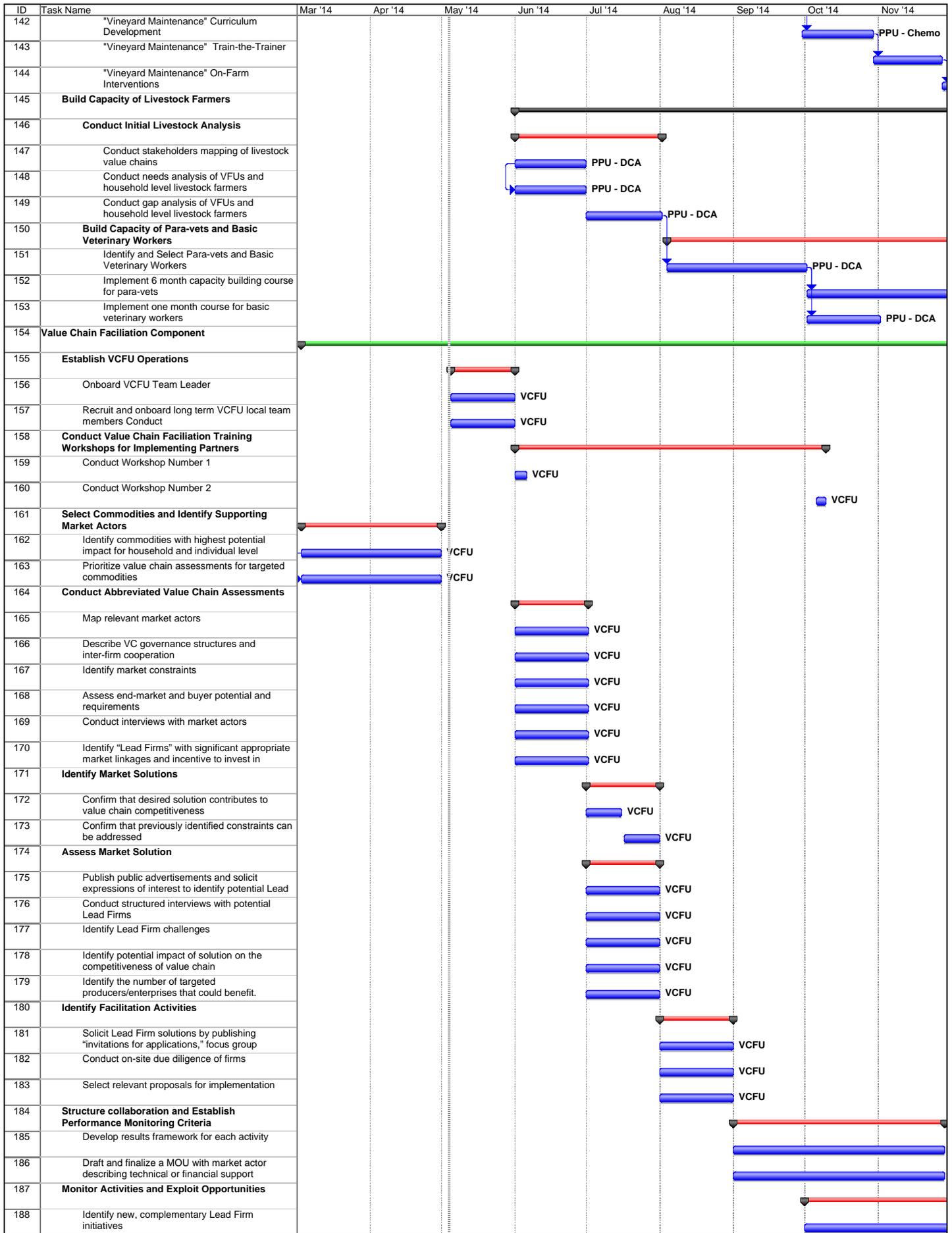
Unit	Sub-Unit	Primary Activities			
Productivity and production	<i>Wheat</i>	<ul style="list-style-type: none"> Economic effects study of integrated pest management and weed control 	<ul style="list-style-type: none"> Curriculum development for water management 	<ul style="list-style-type: none"> Train the trainer for crop establishment 	<ul style="list-style-type: none"> On-farm demonstrations for plant nutrition
	<i>Orchard</i>	<ul style="list-style-type: none"> Economic effects study of orchard est. and inter-row cropping 	<ul style="list-style-type: none"> Curriculum development for orchard maintenance 	<ul style="list-style-type: none"> Train the trainer for plant nutrition 	<ul style="list-style-type: none"> On-farm demonstrations for orchard establishment
	<i>Field and winter vegetables</i>	<ul style="list-style-type: none"> Economic effects study of integrated pest mgmt and weed control 	<ul style="list-style-type: none"> Curriculum development for greenhouse maintenance 	<ul style="list-style-type: none"> Train the trainer for water management 	<ul style="list-style-type: none"> On-farm demonstrations for plan nutrition
	<i>Vineyard</i>	<ul style="list-style-type: none"> No economic effects study 	<ul style="list-style-type: none"> Curriculum development for vineyard est. and inter-row cropping 	<ul style="list-style-type: none"> Train the trainer for integrated pest mgmt and weed control 	<ul style="list-style-type: none"> On-farm demonstrations for vineyard maintenance
	<i>Livestock</i>	<ul style="list-style-type: none"> Implement six month capacity building course for para-vets (<i>Month 1 of 6</i>) Implement one month course for basic veterinary workers 			
Value chain facilitation		<ul style="list-style-type: none"> Continue structured collaboration and establishment of performance monitoring criteria (<i>Month 2 of 3</i>) <ul style="list-style-type: none"> Develop results framework for each activity Draft and finalize a MOU with market actor describing technical or financial support necessary 			
Enabling environment	<i>Kandahar</i>	<ul style="list-style-type: none"> Prioritize regionally focused constraints identified Analyze priority constraints (define constraints parameters and confirm relevance) 			
	<i>Kabul</i>	<ul style="list-style-type: none"> Researching best practices for policies associated with identified regional constraints 			
Monitoring and evaluation		<ul style="list-style-type: none"> Implement re-occurring life of project M&E activities (Section D.4) 			
Gender		<ul style="list-style-type: none"> Implement re-occurring life of project Gender activities (Section E.3) 			
Communications		<ul style="list-style-type: none"> Implement re-occurring life of project Communications activities (Section F.3) 			
Program management		<ul style="list-style-type: none"> Implement re-occurring life of project, Program Management activities (Section G.3) 			

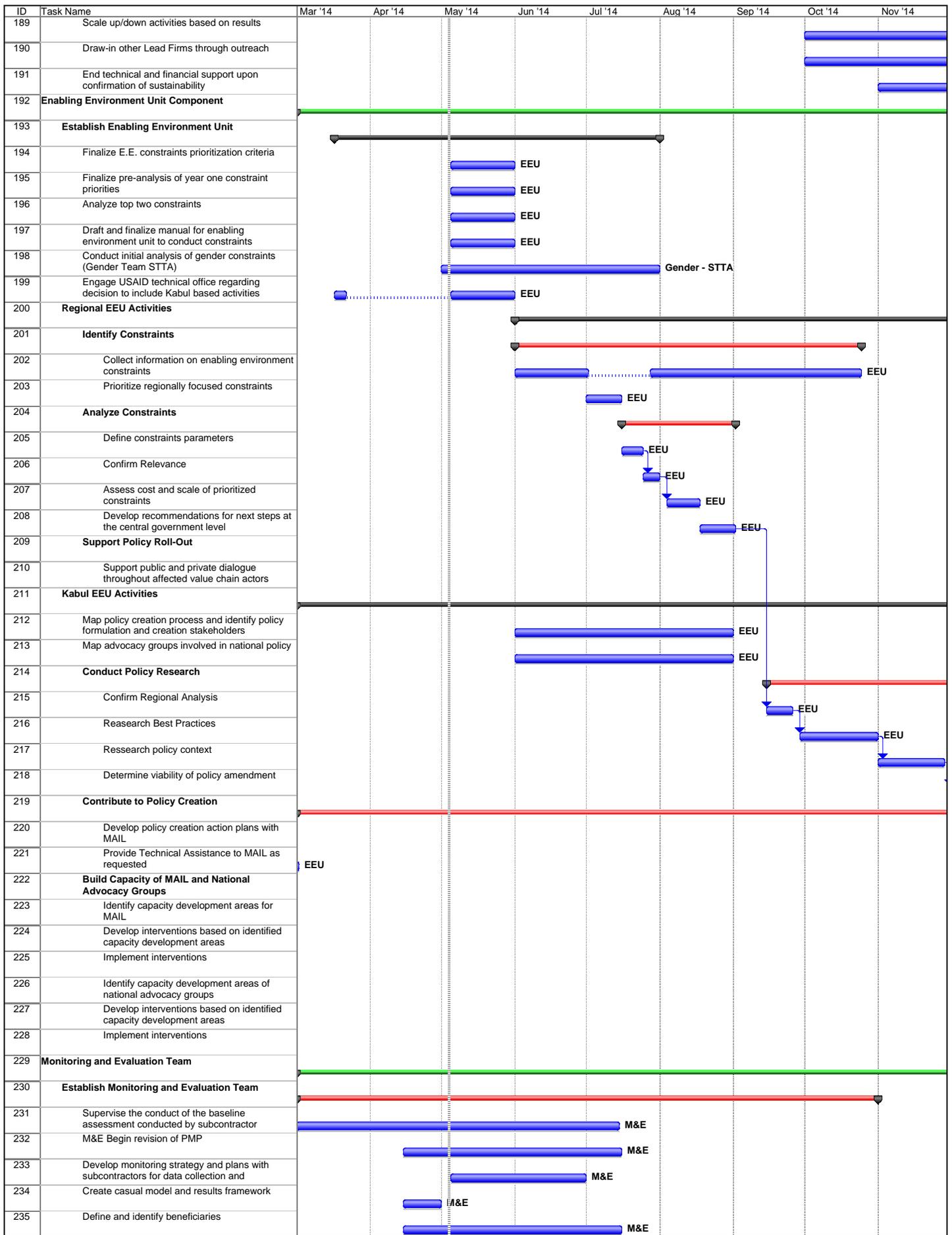
Appendix 2: Gantt Chart











ID	Task Name	Mar '14	Apr '14	May '14	Jun '14	Jul '14	Aug '14	Sep '14	Oct '14	Nov '14
236	Define factors outside control			M&E						
237	Define all sources of data		M&E							
238	Define measurement methodology for production, productivity, sales, market			M&E						
239	Develop record cards, data books, and M&E tools			M&E						
240	Develop Data Management System		M&E							
241	Integrate GIS tools into Data Management System						M&E			
242	Build data analysis capability						M&E			
243	Train M&E and KIPS staff on M&E Processes		M&E							
244	Implement Life of Project M&E activities		M&E							
245	M&E Implement re-occurring Life of Project M&E activities		M&E							
246	Collect and verify weekly data submission									
325	Collect and verify monthly data submission from KIPS									
344	Conduct quality control checks on data									
363	Track and update outside factors									
382	Analyze data for quality and trends									
401	Verify and evaluate outputs and outcomes for each component									
420	Analyze data for quality and trends									
427	Disseminate information to all stakeholders									
446	Gender Team		Gender							
447	Establish Gender Team.		Gender							
448	Supervise the selection and review of ADA, CHA, and DCA female workforce at the		Gender							
449	Gender Review and analyze component activity plans to identify opportunity areas for gender		Gender							
450	Develop RADP-South gender strategy document (STTA)		Gender - STTA							
451	Gender Develop Gender Advisory Group strategy document		Gender							
452	Gender Identify stakeholders and potential participants for Gender Advisory Group					Gender				
453	Gender Implement Life of Project Gender activities		Gender							
454	Provide technical support/monitoring of key implementing partners local female team		Gender							
1001	Identify opportunities for gender inclusion in projected activities in each component									
1021	Provide technical input while grants are being developed									
1040	Identify lessons learned and best practices for working with women									
1119	Identify success stories from technical program implementation involving women									
1198	Engage and collaborate with national and international actors in the gender sector									
1216	Lead and coordinate RADP-South gender advisory group activities									
1230	Communications Team		Comms							
1231	Establish Communications Team		Comms							
1232	Develop RADP-South Communications Plan		Comms							
1233	Conduct stakeholder's Analysis		Comms							
1234	Conduct communications assessment of target provinces		Comms							
1235	Develop abbreviated communications plans for each priority stakeholder		Comms							
1236	Launch agricultural radio program in Kandahar				Comms					
1237	Create basic communications guidelines and templates for technical components			Comms						
1238	Comms Develop procedures and processes for internal communications among program staff					Comms				
1239	Implement Life of Project Communications Activities		Comms							
1240	Travel to project sites and collect information and photos									
1316	Aggregate information from component leaders to create compelling account of									
1335	Support component leaders in developing communications strategies for local									
1354	Develop visually attractive materials featuring project accomplishments or in									

ID	Task Name	Mar '14	Apr '14	May '14	Jun '14	Jul '14	Aug '14	Sep '14	Oct '14	Nov '14
1373	Submit snapshots, before and after stories, case studies, testimonials, photos and									
1392	Develop outreach activities using lively and innovative media									
1468	Write press releases on major RADD-S activities for USAID approval and									
1475	Draft monthly reports as deliverables to USAID									
1495	Draft quarterly reports as deliverables to USAID									
1502	Seek regular input from the Mission on communications activities									
1521	Maintain a library of program and external reports									
2068	Develop targeted provincial level messaging and talking points for KIPS dissemination									
2087	Develop and organize sector presentations and consultations, and prepare and									
2091	Provide editing and writing support in Dari and/or Pashto									
2638	Project Management									
2639	Establish Project Management Activities.									
2640	Submit final Y1 Work Plan									
2641	Submit Baseline Information Collection Plan									
2642	Submit final Performance Monitoring Plan									
2643	Submit Grants Manual									
2644	Submit revised Branding and Marking Plan									
2645	Submit Environmental Mitigation and Monitoring Plan									
2646	Finalize Chief of Party recruit									
2647	Identify and work with USAID technical office on revised project outcomes									
2648	Support COR revision of project tracking spreadsheets									
2649	Onboard and transition new Chief of Party									
2650	Develop methodology to track costs at the activity level									
2651	Implement Life of Project, Project Management Activities									
2652	Submit Monthly Reports									
2671	Submit Quarterly Reports									
2682	Submit Annual Work Plan									
2685	Submit monthly breakdown of cost broken down by activity to COR									
2699	Weekly call with COR									
2779	Monthly check-in with CO									
2797	Supervisory trips to Kandahar									
2815	Update Work Plan (Last Month completed, Next Month Forecasted)									