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Regional Agricultural Development Program (RADP)—North Contract No. AID-306-C-14-00002

FY2014

Annual Report



October 30, 2014

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DEFINED.**

ACRONYMS

ACDI/VOCA	Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance
CLIN	Contract Line Item Number
DAI	Development Alternatives, Inc.
DCA	Dutch Committee for Afghanistan
DAIL	Department of Agriculture, Irrigation and Livestock
DoWA	Department of Women's Affairs
dTS	Development and Training Services, Inc.
FSCAA	Farm Service Center Association for Afghanistan
GIRoA	Government of the Islamic Republic of Afghanistan
HVC	High Value Crop
ISO	International Organization for Standardization
JDA	Joint Development Associates
kg	Kilogram
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MAIL	Ministry of Agriculture, Irrigation and Livestock
PDC	Provincial Development Committee
RADP-North	Regional Agricultural Development Program—North
STIP	Science, Technology, Innovation and Partnerships
USAID	United States Agency for International Development

FY2014 ANNUAL REPORT: MAY 21–SEPTEMBER 30, 2014

PROJECT OVERVIEW

Activity Start/End Dates

May 21, 2014–May 20, 2019

Prime Implementing Partner

Development Alternatives, Inc. (DAI)

Sub-Contractors/Sub-Awardees

Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance (ACDI/VOCA), Development and Training Services, Inc. (dTS), Dutch Committee for Afghanistan (DCA), Joint Development Associates (JDA), Pace Group, Pax Mondial Risk Management Company, Rahman Safi Impact (RSI) Consulting.

Project Description

RADP-North advances food and economic security for rural Afghans in six Northern provinces. To achieve this, the program strengthens the capacity of farmers in improved production in the wheat, high value crop and livestock value chains. Its activities enable farmers to increase their commercial viability and competitiveness in response to market demand, thereby generating greater income opportunities and empowering families to better meet their household needs. RADP-North uses a value chain facilitation approach to address numerous bottlenecks and identify lead firms capable of leveraging positive change. The final piece of RADP-North's holistic framework is supporting a policy environment through advocacy and dialogue that strengthens the private sector.

Geographic Coverage

Badakhshan, Baghlan, Balkh, Jowzjan, Kunduz and Samangan provinces

EXECUTIVE SUMMARY

The first four months of RADP-North was dominated by program startup, which included mobilizing key expatriate staff for the prime implementing partner and various sub-contractors, recruiting local staff, securing an office and expatriate guest house, establishing operational systems and processes and developing program activities. Program management also worked to process subcontracts to incorporate subcontractors according to the contract. The program prepared the Data Collection Plan, the Monitoring and Evaluation (M&E) Plan, Grants Manual, Environmental Monitoring and Mitigation Plan, Start-up Work Plan, and the Quarter 3 report. In addition, technical staff reached out to various private and public stakeholders to introduce them to RADP-North. The program also sponsored 10 Northern agribusinesses' participation in the 2014 Kabul AgFair, which took place in late September.

ACTIVITY IMPLEMENTATION

Project Start-Up

The RADP-North contract was signed on May 21, 2014 and DAI Kabul-based personnel immediately traveled to Mazar-e-Sharif to begin searching for appropriate guesthouse and office locations. The two-person start-up team, comprised of a Start-Up Manager and Start-Up Operations Specialist, arrived in Mazar-e-Sharif on June 16 to establish critical project systems.

Meanwhile, RADP-North's Chief of Party and Deputy Chief of Party presented DAI's vision for the program at the Post-Award Conference, which was held on June 23, 2014 in Kabul. They, along with RADP-North's Project Team Director and a Senior Technical Advisor, engaged in contractual and technical discussions with USAID officials. Following the conference, the Chief of Party and Project Team Director joined the start-up team in Mazar.

The start-up team proposed the former RAMP UP-North guesthouse as the RADP-North guesthouse and DAI's Country Risk Manager approved the site and determined that only minimal security upgrades were required for the property. The team also identified office space (the former IDEA-NEW office) and submitted both properties to the USAID vetting office. Approval for the guesthouse was received on July 7th and the office was approved on September 4th.

Expatriate staff moved into the guesthouse on August 4th and the project was then able to hire additional support personnel. The procurement department conducted competition to create blanket purchase orders with local vendors to facilitate the procurement of daily operational needs, including fuel, office supplies and food. The delay in receiving the office vetting approval did allow for a staged transition into the guest house as well as ample time to plan the office layout and various move-in requirements.

RADP-North moved into its office on September 18th. With both functioning facilities, the program could finalize initial operational set up and hire critical technical staff needed to drive implementation in the coming quarter. Please refer to the Personnel section (under Management and Administrative Issues) of this report for more details on the program team members that were hired during the past four months.

The Operations Systems and Compliance Specialist worked closely with the operations team to complete startup operations files and analyze current project procedures. This analysis will inform the customization of the project field operations manual that will take place in October with the goal of streamlining internal processes to enhance project implementation through accuracy, compliance and efficiency.

Quarterly planning activities for regular operations also took place during the last week of September and regular updates to the project inventory were made. The Human Resources department crafted the project organization chart based on the current project structure and initial steps were taken to prepare for opening offices in Kunduz and Faizabad.

Contract Line Item Number (CLIN) 1: Wheat Value Chain

JDA signed their sub-contract on August 14, 2014. Activity began on September 1st with a series of meetings to synchronize JDA's wheat strategy with the prime implementing partner and to present recommended interventions with the private sector that could increase wheat farmers' productivity. National staff also conducted 28 interviews and surveys with value chain market players (mills, retailers, input suppliers, bakeries and agricultural depots) throughout

Balkh province. Three short-term value chain agronomists were hired to assist RADP-North staff in conducting interviews in Jowzjan, Samangan and Baghlan provinces, all of which are ongoing. The major findings will be incorporated into the wheat value chain analysis.



RADP-North technical teams attend value chain training in Mazar-e-Sharif

On September 28-9, the RADP-North technical teams for CLINs 1, 2 and 3 participated in a two day value chain workshop conducted by DAI's Value Chain Specialist. All 18 participants developed a more thorough understanding of USAID's value chain approach, an ability to read/create value chain maps, understand key elements of a value chain and identify potential growth opportunities for RADP-North beneficiaries. Most

importantly, the workshop aimed to establish a market-focused mindset among staff to help them better carry out the ongoing planning and future implementation of their respective value chain.

Following the training, the RADP-North team had a discussion on how to conduct value chain analyses for CLINs 1 and 3 with available JDA and DCA resources. The team agreed that, using the value chain maps developed during the workshop, each implementing partner will focus on interviewing key informants among the market actors who belong to different value chain functions. Using these primary research findings, technical teams will draft value chain analyses that will include suggested interventions for all CLIN sectors. These interventions will be included in the FY2015 work plan.

On September 30, the RADP-North Deputy Chief of Party and the Value Chain Specialist met with two large, Mazar-based commercial flour mills to enhance the project's understanding of the dynamics that exist in the market place for wheat and flour. Since over 90% of commercial mills in the target provinces are based in Mazar, talking to these flour mills gave RADP-North a good snapshot into the market signals that drive the growth of the wheat/flour sector. These two mills stated that quality rather than price is the driving factor behind the fact that imported flour dominates the baking industry in northern Afghanistan. However, in subsequent interviews, the Wheat Value Chain team found indications of two different taste profiles.¹ Preferences for bread baked with a particular flour or a blend of flours is driven first by different consumer needs. Rural households more often bake their own bread in the home rather than buy it from a baker; it is baked at most once a day, and often only every two or three days. A premium is placed on bread which can be stored longer. Shelf life is the driving factor for choice in flour, with the added distinction that rural households prefer flour higher in bran content, darker in color, and denser, characteristics present in Afghan flour, and in particular flour milled by local zirandas or asayabs. In contrast, urban households can buy bread more frequently, and at the time they need it, from bakeries that are baking bread throughout the day. In that case, shelf life is less of an issue, and instead consumers focus on taste profile, preferring whiter, softer bread than the rural taste preference.

¹ The CLIN 1 team interviewed 13 other bakeries spread across their four target provinces as well as three other large mills, twelve medium- and six small-sized mills.

To meet the urban taste preference, bakeries—especially those in Mazar-e-Sharif—prefer flour imported from Kazakhstan as more refined and with higher gluten content. Wheat varieties higher in gluten content resist dough collapse during baking and give bread its viscosity and elasticity. Kazakh flour tends to be higher in gluten content due to different growing conditions and different wheat varieties than in Afghanistan. In Mazar, many bakeries use almost exclusively high-gluten content Kazakh flour, whereas in other provincial capitals and rural areas this property is managed by blending some hard wheat flour or bran into the mix. Understanding this complex demand picture will help RADP-North design its CLIN 1 activities accordingly.

CLIN 2: High Value Crop (HVC) Value Chains

After signing its sub-contract on August 12, ACDI/VOCA updated its Employee Policy and Procedures Manual for Afghan staff to align with DAI's and hired their two primary national staff positions. By the end of September 2014, the initial drafts of the melon, dried fruits/nuts and grape/raisin value chain analyses were written based on desk research and staff's prior experience. This work was led by the Value Chain Advisor, national staff and with support from ACDI/VOCA's home office. Additional information will be collected in the field early in the coming quarter to finalize the reports, which will include analysis of the end markets, production and productivity, visions for growth and gender integration. They will help technical staff identify constraints within each specific value chain and determine remedial interventions and activities to be implemented in the field in support of value chain actors from the end market perspective.

CLIN 3: Livestock Value Chain

The implementing partner for CLIN 3, Dutch Committee for Afghanistan (DCA), signed its sub-contract on October 1, 2014 so activities for this value chain will begin in the next quarter.

CLIN 4: Enabling Environment

N/A for the reporting period.

Gender

The implementing partner for gender, Development and Training Services, Inc. (dTS), is in the process of joining the program. The team has started to identify and meet with business women and women-led and/or -focused organizations in order to start developing ideas for potential activities in the next quarter.

Nutrition

The team started meeting with representatives from organizations working on nutrition, such as Nutrition and Education International (NEI), an international NGO developing a soy value chain under an "Agriculture for Nutrition" concept and the Improve Household Hygiene and Nutrition Training Program managed under the water, sanitation, and hygiene initiative from JDA. These meetings help RADP-North identify potential partners for the implementation of nutrition-related activities.

Science, Technology, Innovation and Partnerships (STIP)

N/A for the reporting period.

Upcoming Plans

RADP-North's key expected activities in the first quarter of FY2015 include:

- Complete value chain analyses for CLINs 1, 2 and 3; and
- Develop the FY2015 work plan and begin field implementation;

- Conduct training for field staff and begin baseline survey data collection;
- Finalize the M&E plan;
- Train RADP-North staff on M&E System;
- Design the RADP-North M&E database;
- Routine M&E data collection begins;
- Field monitoring missions begin (tier 2); and
- Submit full baseline survey report.

PROGRAM APPRAISAL

Evaluations, Assessments or Audits

COMPLETED AND/OR PLANNED	MAJOR FINDINGS/ RECOMMENDATIONS	ACTIONS TAKEN/ PLANNED TO BE TAKEN
Baseline survey	Pending	Baseline survey tool was developed in September and staff training and data collection is scheduled to begin in October

Lessons Learned

RADP-North has benefited from a quick process of the vetting process for key vendors by the USAID's Kabul Vetting Office; however a number of vetting processes have been delayed due submission of PIF from with incomplete or missing information. The support of an Operations STTA from DAI's Home Office has improved this process.

RADP-North made significant progress during its start-up efforts; however, the lack of revision of the deadlines for the submission of a series of documents was not revised and adjusted accordingly and the team faced the pressure of the startup and the requirement to prepare and submit several documents at the same time. The team did misstep in submitting a work plan that was not up to USAID's stringent content and quality standards. After receiving feedback from the Contracting Officer's Representative and the instructions to utilize the new USAID Afghanistan Mission Results Framework expected to enter into force October 1st, the RADP-North home office management team and Chief of Party candidly discussed how to both address the shortcomings in the submitted document and ensure that the project has procedures in place to prevent a recurrence of the issue.

A second misstep was the submission of the Environmental Mitigation and Monitoring Plan was developed and submitted August 08, 2014. The Regional Environmental Adviser for Central and South Asia & OAPA acting as the Mission Environmental Officer did rejected the document requiring it to be made more "user friendly", adjusted/adapted for the purpose of RADP-North and to the Afghanistan context. The manual was revised and resubmitted.

The M&E plan was submitted August 20, 2014, COR rejected the document with twelve questions which were addressed by the team in a timely manner. Since the final M&E plan has not been finalized due to the fact that the new USAID/Afghanistan Mission-level M&E plan became effective October 1, 2014; the mission and IP's have been discussing changes in the indicators. Additionally, the Office of Agriculture aims the RADP's to uniform indicators. From this point forward, all deliverable submissions will be more closely coordinated among field and

home office staff. It was also agreed that all contractual donor communications will be sent by the home office management team.

DAI is the contractor for the RADP-North implementation with seven more subcontractors. The program proposal was designed with the number of subcontractors to meet the design suggested in the solicitation. However, the processing of the seven subcontractors including vetting and USAID approvals has had an impact in slowing the start up.

COLLABORATION WITH GIROA, OTHER DONOR AGENCIES AND OTHER USAID PROJECTS

RADP-North and GIROA Coordination

RADP-North is mandated to sign a Memorandum of Understanding (MOU) with MAIL define the coordination and relationship of RADP-North with MAIL, DAILs and other Government of the Islamic Republic of Afghanistan (GIROA) entities in its target provinces. USAID's Contracting Officer's Representative and RADP-North's Chief of Party met with MAIL's Deputy Minister and the Director General of Planning, Policy and Programs to discuss the terms of the MOU. The draft MOU was submitted to MAIL on July 29th. MAIL approved it on September 23rd and was sent to USAID for the Mission Director's signature.

RADP-North technical personnel met with various GIROA officials during the reporting period. At each meeting, program staff presented RADP-North's objectives, geographic coverage, target value chains and planned activities. Introductory meetings were held with the following GIROA personnel between July and September:

July 2014:

July 22: Balkh Department of Agriculture, Irrigation and Livestock (DAIL) Director, the Director of the Balkh Sectorial Service Office and the Director of Energy and Water

August 2014:

August 14: Balkh Agriculture Sectorial Meeting
August 28: Balkh DAIL Cooperative Director
August 31: Head of the Jowzjan DAIL Extension Department

September 2014:

September 4: RADP-North's Regional Implementation Manager attended the Provincial Development Council (PDC) meeting in Samangan province, which included DAIL and Department of Women's Affairs (DoWA) directors and representatives from various non-governmental organizations (NGOs)
September 7: Samangan DoWA Director
September 19: Jowzjan DAIL line staff
September 22: Jowzjan DAIL Cooperative Director and DAIL Acting Director
September 23: DoWA Director for Jowzjan province

In addition to the above-listed meetings, RADP-North participated in the MAIL-sponsored Kabul AgFair that took place at Badam Bagh on September 24–26, 2014. The program sponsored the

following agribusinesses:²

- Armin Food Processing Company;
- Balkh Dry Fruit Association;
- Ensaf Seed Company;
- Farangis Food and Non-Alcoholic Beverage Processing Company;
- Farm Service Center Association for Afghanistan (FSCAA);³
- Jowzjan Grape and Melon Production Association;
- Karwan Sabz Agriculture Services Company;
- Khurshaid Cooperative;
- Muzhdah Feed Processing Company; and
- Tamadon Seed and Agriculture Services Company.



Mr. Asif Rahim, MAIL Minister, visits Karwan Sabz' booth on the first day of the Kabul AgFair

RADP-North staff assisted companies in registering with MAIL's Private Sector Development department, arranging transportation for their goods and representatives to travel to Kabul from Balkh, Baghlan and Jowzjan provinces and setting up their booths. The RADP-North communications, technical and operations teams worked together to draft branded materials for each booth and handouts for visitors. Over 400 individuals, including representatives from IDEA-NEW, RADP-South, ADF/ACE, CHAMP, NHLP, CBCMP, MAIL, the Balkh DAIL and various private companies visited RADP-North-sponsored booths and purchased over 80% of the products that agribusinesses had brought with them. In addition, agribusinesses reported the following highlights:

- The Balkh Dry Fruits Association sold all of their products for a total of 119,000 AFN (\$2,068).
- The FSCAA were linked with a Kandahar-based pomegranate association and are currently negotiating the purchase of harvesting equipment.
- Aga Khan approached the Khurshaid Cooperative about sponsoring their participation in agriculture fairs in Dubai and Kazakhstan. Discussions are ongoing.
- Armin Food Processing Company sold 400 kg of macaroni for 20,000 AFN (\$347).
- Karwan Sabz Agriculture Services Company formed new relationships with several individuals interested in establishing greenhouses.
- Muzhdah Feed Processing Company signed a contract with a Kandahar poultry association.⁴
- The Jowzjan Grape and Melon Production Association sold all of their produce, which generated 113,000 AFN (\$1,964).

² This was the first time that the Armin Food Processing Company; Balkh Dry Fruit Association; Ensaf Seed Company; Jowzjan Grape and Melon Production Association, Muzhdah Feed Processing Company, and the Tamadon Seed and Agriculture Services Company participated in the Kabul AgFair.

³ RADP-North reserved 11 booths with MAIL, one per business and one to serve as a RADP-North information booth. However, the Farm Service Center Association for Afghanistan ended up requiring two booths, so the program donated its info booth to FSCAA.

⁴ Muzhdah Feed Processing Company met with Timur Shahi Poultry Company (based in Kandahar City) at the AgFair and negotiated an agreement worth \$60,000 to purchase 300,000 eggs from Timur Shahi. This sale will be completed upon approval of Muzhdah's \$100,000 loan application, which is currently being processed by the Agricultural Development Fund.

The fair was an excellent opportunity for agribusinesses to establish new business relations with other companies and exhibit their products and services to a wider community of stakeholders. It also provided an ideal occasion for RADP-North's Senior Business Development Specialist to collect information from producers, input suppliers and exporters on their general needs and identify some of the challenges facing actors in RADP-North's target value chains.

RADP-North spoke with [REDACTED], [REDACTED] of Tamadon Seed and Agriculture Services Company, which is an AISA-registered input supplier in the wheat value chain. Established in 2009, it currently has 26 employees (including three women in administrative/training positions) and purchases different varieties of foundation seed from GIRoA enterprises at a price of \$900/ton with an annual purchasing volume of between 20-30 tons.

Tamadon then provides these quality seeds as well as fertilizers to 10 farmers' associations in Kunduz, Balkh, Parwan, Badakhshan, Panjshir and Kabul provinces. They also loan out ploughs and other machinery to assist with planting and harvesting. Inputs and services are provided to farmers based on collateral, which the association guarantees. When the company purchases farmers' wheat for milling and/or seed stock, it deducts the cost of inputs and supplies from the total amount.

The main obstacle Tamadon faces is farmers' lingering reluctance to use improved seeds as they are more expensive and farmers are not aware of the benefits of using higher quality seeds so prefer to use self-produced wheat seed, which have lower associated costs. Farmers' lack of access to Islamic-compliant financing is also a challenge.



Ensaf Seed Company's booth is ready for visitors at the 2014 Kabul AgFair

All of these sentiments were echoed by Ensaf Seed Company's President, who highlighted his firm's strong interest in connecting with regional or international companies that could sell them new tractors to replace those it had purchased and/or received from the Food and Agriculture Organization of the United Nations.⁵

Karwan Sabz Agriculture Services Company is a new input supplier based in Mazar-e-Sharif that sells to roughly 1,500 wheat and melon farmers in Balkh, Badakhshan, Takhar, Kunduz, Samangan, Faryab, Jowzjan and Sari Pul provinces and 10 NGOs, including JDA, Action Aid

as well as the American Soybean Association and DACAAR. Its goods include pesticides, improved seeds, various types of fertilizer and improved seeds from China, India, Iran, the Netherlands and Pakistan that are purchased from large importers. Sales to farmers are done on a 50% loan (interest free) and 50% cash basis, with agriculture depots standing in as

⁵ A Jowzjan-based input supplier, processor and wholesaler in the wheat and melon value chains that has sales in Mazar, Kabul and Maimana markets. Ensaf employs eight full- and 12 part-time employees and its wheat-related business transaction cycle is nearly identical to that of Tamadon. The only difference is that in Jowzjan province there is no autumn planting or harvesting of wheat.

witnesses/guarantors to the loan. As with the other input suppliers that RADP-North interviewed, Karwan Sabz expressed great interest in making direct connections with regional and/or international suppliers as a means of reducing its costs.

RADP-North also interviewed one processor and an exporter. The former, Morvarid Food Industries, is based in Herat province and processes dried fruits and nuts, namely pistachios, almonds, walnuts, raisins and apricots for sale across Afghanistan. It currently employs 80 people, including 36 women who work mainly in the laboratory, processing and packaging. The company operates in all 34 provinces of Afghanistan and buys dry fruits and nuts from roughly 1,000 cooperatives.⁶ Morvarid's processing and packaging costs average around \$2/kg and their products are sold in 0.5 and one kg plastic bags. The majority of its sales are to wholesalers and retailers via its branches in Jalalabad, Mazar-e-Sharif and Kandahar. The company is currently in the process of obtaining several ISO certifications that will enable them to begin exporting internationally; however, it expects that will take an additional 18-24 months to complete.⁷ In the meantime, it is actively searching for new business connections in Pakistani and Indian markets as well as links with dry fruit producers and/or suppliers in Northern Afghanistan.

A Kabul-based exporter of nuts and dried fruits, Milad Jehoon Sadat, reported similar frustrations regarding poor market linkages with wholesalers in the North, which puts the business at risk because of its limited supplies. Milad Jehoon Sadat has 33 fulltime employees—eight men and 25 women—and 10 regular suppliers from which it purchases pistachios (Herat, Badghis and Samangan provinces), almonds (Kunduz and Samangan), walnuts (Badakhshan) and raisins (Jowzjan). The company exports almonds to Azerbaijan, Canada, Germany, Turkey and the Ukraine. Its second major constraint is a lack of capacity to increase its profile both domestically via advertising and internationally by attending exhibitions in neighboring countries.

RADP-North spoke with the Jowzjan Grape and Melon Producers Association in order to obtain its opinions on the opportunities and constraints facing farmers of HVC crops. This association was formed in 2014 with the goal of selling farmers' products on a wholesale basis rather than individually. It currently has 200 members (including 40 women), four employees and is registered with DAIL. Members own approximately 100,000 vines (mostly trellised with wire or wood that produce an average of 18-20 kg of grapes per vine), 20% of which are processed into raisins using the traditional hawaza drying system.⁸ Female members play an integral role in drying, cleaning and packaging the raisins, which are then sold in local markets in one kg plastic bags with no branding. Members also produce two types of melons—Arkani and Agnabat—that are sold locally. Several times the association leadership has tried to find a trader or wholesaler that would be interested in buying members' harvests and selling them in one of the larger domestic markets; however, they have not been successful yet. Once this connection is made, the association considers the need to find interest-free financing to help its farmers cover their pre-harvest costs as its largest obstacle.

⁶ Each cooperative has an average of 40 members.

⁷ International Organization for Standardization (ISO) certifications, such as ISO 9001 (quality management) and ISO 14001 (environmental management) demonstrate that a product or service meets the international standards developed by the ISO. Certifications are awarded by external bodies.

⁸ Ninety five percent of the association's grapes are Kishmishi (white). One kg of grapes produces 0.25 kg of raisins and it takes roughly 1.5-2 months for them to dry because members do not use chemicals to speed up the drying process. Farmers apply fertilizer only once a year.

Lastly, RADP-North spoke with [REDACTED], a representative of Mangobai Arabia Cooperative, which represented Jowzjan-based cooperatives (with a total membership of 6,400) at the AgFair. Two thirds of the cooperatives operate solely in the melon value chain and purchase inputs and other supplies on a loan basis from Ensaf Seed Company. Their main concern was that GIROA extension workers were not encouraging farmers to switch to modern farming methods or inputs. They reported strong demand for farmer field days to demonstrate to farmers how to use improved seeds and prevent pests. In addition, [REDACTED] pointed out the need for producers to be linked with new markets that could purchase larger volumes of crops produced by cooperatives and/or associations. He stated, "...farmers are ready to practice new things but it's not possible with limited knowledge and no market demand or guarantee that their end products would be purchased either by people within or outside of Afghanistan."

RADP-North's technical teams are taking the feedback collected from these interviews into consideration as they finalize the FY2015 work plan, which will be submitted to USAID on October 30.

Links with Other Donor Agencies

N/A for the reporting period.

Collaboration with Other USAID Projects

Stability in Key Areas-North (SIKA-N), another USAID-funded program implemented by DAI, provided significant operational support to RADP-North during the reporting period. It loaned computer equipment to the start-up team for use until initial project equipment arrived from the U.S. and provided office workspace and temporary housing for start-up team members.

RADP-North's Chief of Party, Deputy Chief of Party and Value Chain Advisor participated in USAID's Northern Regional Implementation Partners Conference on Sept 2 at Camp Marmal in Mazar. Other attendees included Ambassador Yamamoto and USAID North's Senior Development Officer, Loren Stoddard, various other USAID representatives from USAID's Kabul and Mazar offices, GIZ, UNAMA, UNICEF and the WFP. The Chief of Party gave a presentation on RADP-North and then engaged in a Q&A session. The following week, RADP-North's Chief of Party met with the RADP-West Chief of Party, Deputy Chief of Party and senior staff in Kabul to establish communications between the two programs.

RADP-North's M&E/Communications Manager and two representatives from RSI Consulting attended the M&E Technical Review with RADP-South and RADP-West on September 23. Hosted by USAID, this was the first in a series of regular round table discussions to ensure there is parity across the RADP program in how implementing partners are defining indicators and gathering and analyzing M&E data. RADP-North personnel plan to attend the next meeting, which is currently scheduled for October 20 and will focus on aligning the RADPs' M&E plans.

On September 24-5, RADP-North's Regional Manager met with representatives from RADP-South and the Agricultural Development Fund (ADF) to discuss shared experiences, lessons learned and potential opportunities for future collaboration.

MANAGEMENT AND ADMINISTRATIVE ISSUES

Personnel

The following table lists the permanent personnel changes that occurred during the reporting period.

NAME	IP	STTA/ LTTA	POSITION	ARRIVAL DATE	DEPARTURE DATE
[REDACTED]	DAI	N/A	B6 Driver	8/3/2014	8/28/2014
[REDACTED]	DAI	N/A	B6 Driver	8/3/2014	
[REDACTED]	DAI	N/A	B6 Driver	8/3/2014	
[REDACTED]	DAI	N/A	B6 Driver	8/3/2014	
[REDACTED]	DAI	N/A	B6 Driver	8/3/2014	
[REDACTED]	DAI	N/A	HR Specialist	8/3/2014	
[REDACTED]	DAI	N/A	Procurement Specialist	8/3/2014	
[REDACTED]	DAI	N/A	Risk Coordinator	8/3/2014	
[REDACTED]	DAI	N/A	Cashier / Finance Assistant	8/5/2014	
[REDACTED]	DAI	N/A	Finance Assistant	8/5/2014	
[REDACTED]	DAI	N/A	IT Specialist	8/6/2014	
[REDACTED]	DAI	N/A	Inventory Administration Specialist	8/6/2014	
[REDACTED]	DAI	N/A	Guest House Cook	8/7/2014	
[REDACTED]	DAI	N/A	Guest House Cook	8/7/2014	
[REDACTED]	DAI	N/A	Female Searcher	8/10/2014	
[REDACTED]	DAI	N/A	Project Accountant	8/20/2014	
[REDACTED]	DAI	N/A	Sr. Operations & Logistics Specialist	8/24/2014	
[REDACTED]	DAI	N/A	Regional Manager	8/24/2014	
[REDACTED]	DAI	N/A	Field Implementation Manager	8/24/2014	
[REDACTED]	JDA	N/A	Area Manager/Agronomist	08/29/2014	
[REDACTED]	JDA	N/A	Value Chain Specialist/Agronomist	08/29/2014	
[REDACTED]	JDA	N/A	Finance Director	08/29/2014	
[REDACTED]	DAI	N/A	Guest House Cook	8/31/2014	
[REDACTED]	ACDI/VOCA	N/A	Senior Business Development Specialist	9/1/2014	
[REDACTED]	ACDI/VOCA	N/A	Regional Implementation Manager	9/7/2014	
[REDACTED]	DAI	N/A	Finance Manager	9/7/2014	
[REDACTED]	DAI	N/A	Administration Specialist	9/14/2014	
[REDACTED]	DAI	N/A	Maintenance Assistant	9/14/2014	
[REDACTED]	DAI	N/A	B6 Driver	9/14/2014	
[REDACTED]	DAI	N/A	Office Cleaner	9/14/2014	
[REDACTED]	DAI	N/A	Office Cleaner	9/14/2014	
[REDACTED]	DAI	N/A	Office Cleaner	9/14/2014	
[REDACTED]	DAI	N/A	Female Searcher	9/14/2014	
[REDACTED]	JDA	N/A	Agriculture Assistant	9/15/2015	
[REDACTED]	JDA	N/A	Agriculture Assistant	9/15/2015	
[REDACTED]	JDA	N/A	Admin Assistant	9/15/2015	
[REDACTED]	JDA	N/A	Transport Officer	9/15/2015	
[REDACTED]	JDA	N/A	Cashier	9/15/2015	
[REDACTED]	JDA	N/A	Driver	9/15/2015	
[REDACTED]	JDA	N/A	Driver	9/15/2015	

NAME	IP	STTA/ LTTA	POSITION	ARRIVAL DATE	DEPARTURE DATE
[REDACTED]	JDA	N/A	Driver	9/15/2015	
[REDACTED] i	JDA	N/A	Chawkidar/Driver	9/15/2015	
[REDACTED]	JDA	N/A	Chawkidar/Driver	9/15/2015	
[REDACTED]	JDA	N/A	Chawkidar/Driver	9/15/2015	
[REDACTED]	JDA	N/A	Office Chawkidar	9/15/2015	
[REDACTED]	JDA	N/A	Office Chawkidar	9/15/2015	
[REDACTED]	JDA	N/A	Office Chawkidar	9/15/2015	
[REDACTED]	JDA	N/A	Office Chawkidar	9/15/2015	
[REDACTED]	JDA	N/A	Office Chawkidar	9/15/2015	
[REDACTED]	JDA	N/A	Office Chawkidar	9/15/2015	
[REDACTED]	JDA	N/A	Office Chawkidar	9/15/2015	
[REDACTED]	JDA	N/A	Night Chawkidar-DC	9/15/2015	
[REDACTED]	JDA	N/A	Weekend Chawkidar-Dehdadi	9/15/2015	
[REDACTED]	JDA	N/A	Weekend Chawkidar-DC	9/15/2015	
[REDACTED]	JDA	N/A	Office Cleaner	9/15/2015	
[REDACTED]	JDA	N/A	Office Cleaner/Cook	9/15/2015	
[REDACTED]	DAI	N/A	Office Cook Assistant	9/23/2014	
[REDACTED]	DAI	N/A	Office Cook	9/28/2014	
[REDACTED]	DAI	N/A	Provincial Implementation Manager	9/28/2014	
[REDACTED]	DAI	N/A	Provincial Implementation Manager	9/28/2014	
[REDACTED]	DAI	N/A	Provincial Implementation Manager	9/28/2014	

Adaption of the Activity

N/A for the reporting period.

Modifications and Amendments

N/A for the reporting period.

ANNEX I: RADP-NORTH ORGANIZATIONAL CHART



RADP-N Project Management

