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FOURTH QUARTER REPORT, OCTOBER 2005 - JANUARY 2006

AFGHANISTAN IMMEDIATE NEEDS PROGRAM, NANGARHAR



Report A: FINAL AND FOURTH QUARTERLY PROGRESS REPORT,
OCTOBER 2005 –JANUARY 2006

AFGHANISTAN IMMEDIATE NEEDS PROGRAM, NANGARHAR

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On the cover – AINP laborers bring large stones to anchor a flood protection wall, AINP’s most frequently requested village infrastructure.
Below – AINP Engineers Askar and Nasim discuss work to line a main drainage canal for Jalalabad city.



EXECUTIVE SUMMARY

The Afghanistan Immediate Needs Program in Nangarhar closed operations January 31, 2006.

AINP has met or surpassed its goals. The principal goals of the program, measured by 7 of 13 monitoring indicators, were to generate employment. The project aimed to create 2,500,000 days of employment in Nangarhar Province, mainly for farmers who gave up poppy production in the 2004 – 2005 season. The project passed this goal, within the original budget, and created 2,900,000 days of employment, including training days. Moreover, the project aimed to reach 50,000 individuals, and the project employed approximately 134,000 individuals from 70,000 households.

AINP reached the intended beneficiaries. Not only did the project meet its employment goals, it was able to direct benefits to farmers who had produced poppy, people who had been refugees, and women.

People who had returned from Pakistan in the last five years worked about 40% of the employment days. Several projects assisted the neediest residents, those still living in tent camps.

Women participated in vocational training in beekeeping, home-based dairy production, kitchen gardens, small-scale food processing, embroidery, tailoring, and beading, for both home consumption and sale. Village infrastructure subprojects employed women as cooks.

Women worked or trained on 450,000 days, more than three times the goal, and in all worked 15% of the employment days on the project, a substantial achievement in Nangarhar Province. Women trainees worked half days to be compatible with their home work, and cooks worked full days. Even discounting the number of days for part-time trainees, the project passed its goals handily.

The average worker on an AINP employment subproject was 30 years old, has 3.6 children, spoke Pashto, spent 12 years as a refugee, recently grew poppy, stopped growing poppy this year, and knew that the people of the United States financed AINP. Almost all said that they would use their wages for food.

AINP reached nearly every inhabited corner of Nangarhar. The 260 subprojects implemented by AINP left some infrastructure improvement in approximately 600 villages of Nangarhar. There were projects in all the 23 districts of the province. All of the principal tribes of the province benefited from the project.

Small and medium infrastructure are in place. AINP implemented 260 subprojects, of which 253 are complete and seven continue under the ALP program. AINP invested \$2.3 million in locally procured materials for small-scale infrastructure.

The principal uses of labor days were canal rehabilitation (43%), flood protection (30%), road rehabilitation (11%), and handicrafts (10%). Though AINP was not a construction project, and no goals were set for infrastructure rehabilitation, the project does leave substantial rehabilitation of village-scale infrastructure. The works done under AINP include 1,000 structures: dikes, flood protection walls, road culverts, wash culverts, irrigation control structures, and canal intakes of several kinds. With AINP assistance, villagers rehabilitated 147 km of earthen roads, mostly village-to-village or village-to-district-center roads. The project desilted 2,300 km of small-to-medium sized irrigation channels, and built simple irrigation control structures on many. The project helped villages prune and harvest olive trees on a government farm. Finally, the project supplied thousands of women with kits for small-scale income-producing activities. While the individual investments are small, the sum of investments that remain in the villages is large.

Administrative costs were low. The requirement was that 70% of the total budget be used for labor, materials, and other “programmatically costs.” AINP used 73% for programmatic costs. Of the remaining 27%, payments into the local economy for other Afghan staff and local office administration used a share of the rest. (All financial information is subject to minor final revision based on the final voucher in progress.)

AINP met significant challenges during implementation, including social unrest (e.g. the Jalalabad riot of May 2005); moderate security risks; conflict among villages; the very urgency of response to the poppy reductions in Nangarhar; geographic dispersal of the beneficiary population in difficult terrain; and unexpected events, such as encountering unexploded ordinance on several work sites. AINP worked in both the more secure areas of the province and the less secure areas.

Participatory methods helped the project. AINP subproject ideas came from participatory workshops held throughout the province. The Alternative Livelihoods Technical Working Group (comprising the provincial offices of government ministries, the governor of Nangarhar, and USAID/Jalalabad) approved the different types of project. Support by the governor and provincial government was very helpful at key moments.

A key element of AINP's capacity to work in rural Nangarhar was good relations with village councils or **shuras**. AINP engineers generally did detailed planning in the field with village council participation. Shuras were very effective at resolving problems, allocating work among villages, and otherwise assisting projects. Moreover, the project maintained modest district offices, where local people contacted the project staff. Most of the staff lived at the district office during the work week, and local people could see AINP engineers living modestly and in accord with local custom.

Fast start gained trust. Another key element was a rapid start. Subprojects were active in the first weeks of the project. The "cluster approach" (rapid replication of successful activities in neighboring villages or subtribes) was also important. During the project, the lag between project design with villagers and start of work was sometimes less than one week, a practice that gave AINP credibility in the villages.

Security was always a concern for AINP. Key elements of the security strategy were good relations with the villages. Both national and international employees kept a low profile -- old cars, local dress in risk areas, modest comportment, sensible rules of behavior, and shura guarantees of safety. Local guards with some international support and training were important as well. Emergency procedures were ready for the limited periods when necessary, and they proved effective. The military PRT provided refuge in the week after the May 11 riot.

Staffing was the most essential element. On a given day, AINP implemented about 100 subprojects in all of the districts of the province, employing between 8,000 and 19,000 workers. This required a substantial staff of local engineers, accountants, monitors, drivers, and others. AINP national staff worked enthusiastically and successfully. Between three and five international staff worked on AINP in the provincial capital, Jalalabad. Only one national support staff was posted in the national capital, Kabul. In large part, this decentralized staffing pattern worked because the USAID CTO was posted in Jalalabad.

Transition. Transition to ALP activities was completed. AINP subprojects give ALP access to all of Nangarhar.

USAID provided a useful framework. USAID provided effective operational support for AINP from its Jalalabad and Kabul offices. Of particular importance were the straight-forward goals of the project statement-of-work, creation of an Alternative Livelihoods Technical Working Group that approved subprojects, and support in relations with the Government of Afghanistan.

INTRODUCTION

This is the fourth and final Quarterly Progress Report of the Afghanistan Immediate Needs Project (AINP) in Nangarhar Province, covering four months from October 2005 to January 2006, and it is Part A of the AINP final report. AINP is a project of the United States Agency for International Development (USAID) implemented by Development Alternatives, Inc.

The final report for AINP has four parts:

- Report A -- Final and Fourth Quarter Report
- Report B -- Lessons Learned
- ANNEX A: Subproject Documentation
- ANNEX B: Full Set of Maps

The objectives of this Final and Fourth Quarter Report are as follows:

1. Show contract compliance – activities and deliverables
2. Show the degree to which outputs achieved the goals set in the contract according to project indicators
3. Fulfill requirements for a 4th quarter and final report
4. Document challenges or opportunities that may explain any deviation from the project goals
5. Serve to introduce the project for a more widespread audience.

This report is a deliverable specified in the project statement of work (page C-2; see also page C-8 and F-1). The content was proposed and accepted as part of the *AINP Monitoring and Evaluation Plan*, submitted on February 13, 2005. That M&E plan covers the means and procedures for demonstrating AINP program success as a whole. Since this is the final report, the AINP CTO has reviewed and approved its contents.



A women learning embroidery on an AINP sponsored training, implemented by Rubia. Women worked 15% of labor-days on the project.

PROJECT OBJECTIVES

The principal objective of AINP was to provide licit employment in Nangarhar Province to benefit the population as the opium economy shrinks. It was a quick program to set up and implement labor-intensive activities in the short term with positive impact over the longer term.

The second objective of AINP was to help establish an economic safety net for households, principally by working with women.

AINP was implemented in consensus with local ministries (provincial directorate of the Ministry of Rural Reconstruction and Development or MRRD), other line ministries of the Afghan government on the provincial level, the Governor of Nangarhar, and the village councils and authorities throughout the Province of Nangarhar in support of the larger government of Afghanistan counter-narcotic initiative.

GENERAL PROJECT GOALS

The USAID/MRRD/DAI AINP Nangarhar was to provide:

- A total of 50 days employment for 50,000 people in Nangarhar province for 2,500,000 person-days labor in 2005.
- Within that total, generation of 2,375,000 labor-days of employment on subprojects like canal cleaning, flood protection and road repair, and
- Generation of 125,000 labor-days for household income support among 5,000 families unable to work in the cash-for-work program, principally with women.

SUMMARY FOURTH QUARTER RESULTS

HIGHLIGHTS

The project began field implementation in January 2005. By the end of the project, AINP Nangarhar accomplished the following:

- Hired people for 2,967,708 person-days of labor and training since the start of the project, worth more than USD\$9,842,363 in wages, apart from the nearly \$2,366,237 in materials provided for village projects.
- Reached all of the districts of Nangarhar Province.
- Reached former refugees (people who returned to their homes since 2001), who comprise 34% of employed persons, as well as some people currently living in displaced persons camps, who are 8% of employed people, for a total of 42% of workers who are either returnees or IDPs.
- Paid women for 15% of paid days. AINP subcontractor RI implemented a large women's project that significantly surpassed goals for days of employment, and the project as a whole made a successful effort to employ some women on most subprojects.
- Implemented six Household Income Support (CLIN03) subprojects. Training covered small-scale agricultural processing, handicrafts, tailoring, embroidery, bee keeping, kitchen gardens, home-based dairy production, and poultry farms. CLIN03 projects were active in rural districts, refugee camps, and urban neighborhoods.
- Worked with 21 interns from Nangarhar University. Though not a project deliverable, the internship program designed by USAID and the University of Nangarhar was an achievement. The fifth year engineering students worked as interns, apprentices and junior engineers, getting their first practical experience.
- Maintained a functional office in Jalalabad, capital of Nangarhar Province, and site offices in almost all the districts of the province.
- Encountered modest issues in the fourth quarter, despite which the project maintained high levels of employment to achieve and surpass project goals. In this quarter, there were two explosions at work sites, though the targets were not known to be the subprojects themselves; neither resulted in casualties. Issues had been more significant in prior quarters -- a riot in Jalalabad in May, change of the governor and some provincial officials, two robberies, security issues related to the September 18 elections and more. The project ended with no casualties and modest property loss.

TABLE OF INDICATORS

The basic tools for monitoring AINP's achievement of goals are the indicators established in the project monitoring and evaluation plan for AINP. The following table specifies those indicators and shows the degree of achievement of the targets. More detail follows later in this report.

Table 1 - Summary Indicators of AINP Nangarhar

Indicator	% of target
Targets met (95% or better) or exceeded	
Indicator1.1. Number of people working per day	109% to 124%**
Indicator1.2. Cumulative labor days paid at milestone dates	119%
Indicator1.3. Cumulative labor days paid at milestone dates under CLIN002	113%
Indicator1.4. Cumulative labor days paid at milestone dates under CLIN003 (see discussion)	220%***
Indicator1.5. Individuals and families benefited under any CLIN	139% to > 200%
Indicator 2.1. Benefits to Afghan people reported and documented	97%
Indicator 2.2a* Cumulative disbursements for total costs	95%
Indicator2.2b* Programmatic costs, including wages paid to Afghan people, as percentage of total costs.	103%
Indicator 3.1: Number of Districts covered by employment generation subprojects	100%
Indicators 3.2: Number of employment days for women, displaced people, returnees, other disadvantaged	More than 200%
Indicator 4.1: Provincial government endorses employment generation subprojects	100%
Indicator 3.3: Number and percent of all subprojects with environmental checklist and plan.	100%
Indicator 4.2: Local Shuras endorse subprojects in writing, participate in implementation and evaluations	95% - 100%
Targets not met (0 – 94% of target achieved)	
None	

**Notes: There was an issue with the goals set in the ME plan for Indicator 2.2 “Cumulative disbursements for programmatic costs, including wages paid to Afghan people, and percentage of total costs.” The indicator target for programmatic costs is \$18,500,000, but that is the total budget of the entire project, not just the programmatic costs (budgeted programmatic costs are \$13,274,350). In all quarterly reports, this indicator has been split into two: % of total costs that are programmatic and % of the total budget spent.*

** For the fourth quarter (Oct-Dec) this indicator is 124% of the goal; for the whole period of AINP excluding start-up (February to December), the indicator would be 109%,

*** Women trainees worked partial days in classes and also practiced at home. Even discounting the number of days worked for part-time participation, the number passes the established goal.

INTERPRETATION OF RESULTS

Using the criteria established with the first quarterly report, that achievement of 95% of a target would be counted as meeting the goal, AINP achieved all of its goals by 31 December 2005 and surpassed most. Only two indicators were in the range 95% to 99%.

TARGETS MET OR EXCEEDED

By the end AINP, all indicators were at or above 95% of targets. That was not the case at the end of the third quarter of 2005, when three indicators showed less-than-expected progress. The principal issue for AINP at that time was the drop in employment levels during August and loss of several days during September.

The August dip resulted from having a new provincial governor and some new provincial directors, followed by a reduced crop of new projects. Security issues related to the election led AINP to pause subprojects on the day before the election, on election day, and (in some cases) the day after the election. Further, roads projects were delayed. As a result, employment levels dropped from around 10,000 people per day in July to 8,000 per day in August.

By September, employment levels had increased, reaching 13,500 at the end of the month, a level that would meet and pass project goals. Then AINP not only sustained that level but increased employment through December, reaching 19,000 workers at the peak. As a result, AINP met its goal and went on to pass the goal for employment by a substantial margin.

Three factors contributed to this push at the end of the project. First, November and December is the planting period for poppy. Although AINP is not tasked with keeping down poppy planting in Nangarhar, it is intended to contribute to that higher-level, anti-narcotic

Problematic Indicators at the End of the Third Quarter		
	End of Third Quarter	Final
Indicator1.2. Cumulative labor days paid at milestone dates	92%	119%
Indicator1.3. Cumulative labor days paid at milestone dates under CLIN002	89%	113%
Indicator 2.2a* Cumulative disbursements for total costs	70%	95%

objective. Slowing the AINP effort in October would have contributed to more poppy being planted, not less. Working at full speed until the end of the project contributed to the objective. Second, USAID granted a one-month, no-cost extension for the project, which allowed AINP subprojects to continue into January. Finally, USAID decided to continue “cash-for-work” activities under the ALP-E program, and AINP could provide a fast start for that project by continuing some subprojects and handing them over to ALP.

The other indicator that was lagging at the end of the third quarter was disbursements. When AINP achieved a level of employment of 19,000 workers, the burn rate was substantial, and fourth quarter costs utilized the resources obligated for the project. The goal for the proportion of total costs used for programmatic items (principally labor and materials) was never an issue, as administrative costs were kept well below the budgeted amounts.

TARGETS NOT MET

All indicators are over the 95% level.

FURTHER DISCUSSION OF RESULTS

HOW MANY INDIVIDUALS, FAMILIES, EXTENDED FAMILIES, AND VILLAGES TOOK PART IN AINP?

For this final report, AINP has sharpened the methods used to calculate the number of unique individuals working on each subproject and the number of households participating, both figures required by the project indicators. Also of interest, but not required, is information on the number of extended family compounds providing laborers and the number of villages that have benefited from the project directly (see Appendix II).

GEOGRAPHIC COVERAGE BY AINP

USAID set priorities for geographic coverage by AINP. Highest priority was given to districts showing higher levels of poverty, a history of growing poppy, susceptibility to drought, and other factors. For every day of employment per capita in the low priority districts, the goal was to employ people per capita for two days in the medium priority districts and three days in the highest priority districts. During the project, the ideal allocation was modified in response to priorities of the Technical Working Group, and certain emergency projects were presented, even though they were not in high priority districts. Though this allocation among low, mid, and high priority districts was not a contract deliverable, it was a useful guideline.

The following table presents the days of employment and training achieved, the percentage of such days in each district, the allocation of days as modified by the Alternative Livelihoods Technical Working Group, the percentage of days in each district under that allocation, and finally the difference between the achieved and allocated days.

Substantially, AINP allocated days according to the priority scheme. In particular, 48% of employment was used in the priority-1 districts, and only 19% in the low priority districts.

District	Priority	Achieved Employment Days	% of total	Allocation as Revised by TWG	% of total	Difference (allocation - achieved)
Achin	1	143,965	5%	120,718	5%	0%
Chaparhar	1	121,688	4%	116,991	5%	-1%
Khogiani	1	247,979	8%	231,000	9%	-1%
Kot	1	133,577	5%	131,769	5%	-1%
Nazyan	1	39,168	1%	33,103	1%	0%
Rodat	1	230,407	8%	227,450	9%	-1%
Sherzad	1	153,569	5%	165,967	7%	-1%
Shinwar	1	149,967	5%	114,651	5%	0%
Spin Ghar*	1	36,320	1%	38,687	2%	0%
Torghar*	1	82,018	3%	12,000	0%	2%
Subtotal – Priority 1		1,338,658	45%	1,192,336	48%	
Bati Kot	2	156,053	5%	134,362	5%	0%
Dih Bala	2	92,092	3%	76,297	3%	0%
Dur Baba	2	107,101	4%	116,009	5%	-1%
Hisarak	2	65,878	2%	53,991	2%	0%
Lalpura	2	44,272	1%	35,839	1%	0%
Momondara	2	64,749	2%	75,288	3%	-1%
Pacher Wa Aga	2	77,129	3%	74,090	3%	0%
Surkh Rod	2	209,233	7%	219,802	9%	-2%
Subtotal Priority 2		816,507	28%	785,678	31%	
Behsud	3	127,312	4%	84,926	3%	1%
Dari Noor	3	110,966	4%	96,484	4%	0%
Goshta	3	50,149	2%	51,596	2%	0%
Jalalabad	3	80,063	3%	86,642	3%	-1%
Kama	3	125,193	4%	91,538	4%	1%
Kuz Kunar	3	80,998	3%	84,326	3%	-1%
Subtotal Priority 3		574,681	19%	495,512	20%	
Multiple Districts	--	237,862	8%	0	0%	8%
Total		2,967,708	100%	2,501,941	100%	

* Torghar priority raised during project, percentages don't always add exactly due to rounding; TWG provided for 18,415 surplus days without specifying district

INCLUSION OF WOMEN, RETURNEES, REFUGEES, AND TRIBES

Concern for vulnerable individuals was sufficient to include an indicator showing the percent of remunerated days of employment by women, displaced people, returnees or other disadvantaged persons. While the Household Income Support component (CLIN003) was targeted to women, concern for women and returned refugees was not limited to that component.

Quarterly reports have tracked the proportion of returnees and refugees, as well as of women, among the totality of persons working on AINP subprojects, based on attendance sheets and payment receipts from subprojects. A short worker survey conducted in December 2005 checked the proportion of returnees.

That number is very substantial – 34% of all employed people are “returnees” since 2001 and 8% are residents of camps for displaced people or very recent returnees, a total of 42% that are returnees or displaced. The figures more than meet the goals set in the project monitoring plan, which was 11% for returnees, displaced persons, and women.

AINP also worked with women. The project started project implementation during the first quarter with a focus on employment generation for farmers and landless villagers in rural Nangarhar. An AINP staff initiative led to inclusion of some women as cooks among project beneficiaries right from that starting period. In most subprojects, women cooks provided the mid-day meal or tea for the workers. This was allowed by most village shuras because the women worked at home and sent the food to the work sites. Implemented in this way, it was compatible with the value that the community should provide for widows. However, some communities and families still did not allow women to participate in any AINP activities.

Household income support activities involving women started early in the second quarter. By the end of the project, women provided 287,000 labor or training days on CLIN03 projects and a total of 450,000 labor-days on both CLIN02 and CLIN03. This includes women cooks as part of CLIN 2, RI training and workshops, and Rubia women’s crafts project. At its height, three thousand women were involved in the household income support projects each day.

Tribal identity is another dimension of inclusion. Residents of Nangarhar Province affiliate with several tribes, and covering all the main tribes avoided complaints of bias or favoritism. Most villages have one predominant tribal affiliation, allowing the following table showing coverage of the principal tribes.

Tribe	Percent of AINP Subprojects
Shinwar	30%
Mohmand	18%
Mixed Pashtun	17%
Khogyani (Sherzad)	10%
Ghuljaee	8%
Khogyani (Kharbone)	6%
Khogyani (Wazir)	5%
Pashaee	5%
Saadat or Arab	1%

Note: table based on tribal affiliation of 170 projects, subject to correction.

WHAT KINDS OF SUBPROJECTS DID AINP IMPLEMENT?

The AINP statement of work lists illustrative employment generation activities as irrigation rehabilitation; upgrading roads, drainages, culverts, and minor bridges; community economic infrastructure rehabilitation; large-scale, high visibility activities; and civil works and infrastructure maintenance to deal with the extremes of weather and climate (check dams, gabions). The project was not intended to work on schools or clinics, which are not sufficiently labor-intensive, or on projects that do not have positive economic impact.

AINP worked on the kinds of projects reported in the following table. The high-visibility activities include the several infrastructure rehabilitation subprojects undertaken in the city of Jalalabad, .

Project Type	Labor Days	Percent of Labor Days	Total Expenditures	Percent of Expenditures
Canal Rehabilitation	1,309,312	44%	\$5,198,818	43%
Flood Protection	877,939	30%	\$4,082,803	33%
Road Rehabilitation	318,851	11%	\$1,327,815	11%
Handicrafts	283,514	10%	\$600,587	5%
Agriculture	98,605	3%	\$364,096	3%
Urban Infrastructure	37,431	1%	\$344,410	3%
Reservoirs	24,851	1%	\$119,912	1%
Training (see also handicrafts and some agriculture)	17,205	1%	\$170,159	1%
Total	2,967,708	100%	\$12,208,601	100%

WHAT DOES AINP LEAVE BEHIND, BESIDES EMPLOYMENT?

The principal physical outputs of AINP are village-level infrastructure. Though not a contract deliverable, they are important for rural development. Annex A of this report shows, subproject by subproject, what those outputs are, with pictures of illustrative works. This section shows summary metrics.

The AINP subprojects have accomplished by 15 January 2006 the following:

- Manually cleaned 2,281 Km of small and medium canals, taking out 1,531,787 cubic meters of silt. (Community canals in Nangarhar are small, ranging from about 3 meters wide to 1.5 meters wide.)
- Substantially completed work on 147.5 km of roads, and
- Built 353,635 cubic meters of structures of dikes, flood protection walls, road culverts, washes, and canal intakes (including the volume of the foundations).

Summary Physical Advance of AINP

Description	Unit	Cumulative
Length of Canals Repaired or Cleaning: (Unlined earthen canals in gravity flow systems; width varies from 1.2m to 4m).	Km	2,281
Amount of Silt Removed: (From the canals reported above; thickness of silt removed .35m to 1.2m.)	Cu. M	1,531,787
Roads Repaired: (Require shaping and resurfacing with mix of earth, gravel and sand; some compacted)	Km	147.5
Number of Structures Built: (Dikes, flood protection walls, road culverts, washes, canal intakes, other canal structures, other)	No.	1029
Volumes of Structures Built: (Dikes, flood protection walls, road culverts, washes, and canal intakes including the excavation of foundations.)	Sq. M	353,635
Others: Trees pruned	No	314,925
*Note: others not shown include olives harvested, handicraft kits		

IMPLEMENTING PARTNERS

AINP worked using three administrative arrangements: direct implementation by DAI, subcontract to Relief International, and grant to Rubia. Relief International implemented all the activities of CLIN03 Household Income Generation and a small portion of CLIN02 Employment Generation.

Implementing Organization	Labor Days	Percent Labor Days	Total Expenditures	Percent Total Expenditures
DAI	2,301,119	78%	\$10,078,468	83%
Relief International	646,259	22%	\$2,087,928	17%
Rubia	20,330	1%	\$42,205	>1%
Total	2,967,708	100%	\$12,208,601	100%

DELIVERABLES

Deliverables, as specified in the scope of work, and status are shown on the following table.

Deliverable	Status
1. Biweekly activity status reports	24 biweekly reports submitted to USAID/Jalalabad
2. Quarterly Workplans	5 work plans provided
3. Quarterly Progress Reports	4 quarterly reports provided
4. Draft Final Report	This report and annexes being provided
5. Draft written close out plan	Close down plan provided
6. Cash Disbursements - Written Internal Controls (policies and procedures) for all cash disbursements	Written internal controls provided to CO
7. Ad hoc contract status and financial reports may be required with little notification to contractor.	Ad hoc reports provided as requested
8. All reports must be generated in software compatible with USAID/Afghanistan software and PowerPoint charts maybe required.	Reports sent as required in software required.
9. Ad hoc meetings at USAID/Afghanistan may be required and with little notice to contractor.	Meetings attended as required.
10. Subcontracts conditions	Subcontract approved
11. Grants conditions	One grant provided with CTO approval
12. Construction subcontracts are not authorized under this contract. However, repair type work, small refurbishments are anticipated.	All subprojects approved by USAID/Jalalabad via project identification documents.

ADMINISTRATION

DAI administered the project normally in accord with the statement of work.

AINP established its office in Jalalabad, with a small satellite and one staff person in Kabul.

DAI performed the activities necessary for a very rapid start for AINP activities in the field. Field subprojects were active from the very start of the project, within two weeks of arrival in Nangarhar. In spite of the speed with which activities had to begin, the participatory workshops to identify projects were conducted in each district of Nangarhar.

During implementation, DAI gained approvals for subprojects, set up an environmental review checklist, monitored implementation, interacted frequently with the CTO, and otherwise implemented the project as planned.

The costs of implementation were modest, and the project met the goal of devoting at least 70% of total cost to “programmatically costs” as defined in the SOW.

AINP included Employment Generation (CLIN02) and Household Income Generation (CLIN03) activities. Projects were marked and branded following USAID rules, with signs approved by the CTO.

CLOSE-DOWN AND CONTINUITY

CLOSE-DOWN

DAI prepared a closedown plan for AINP, which was reviewed by the USAID CTO. The principal steps of the plan were accomplished as planned (see Appendix III).

CONTINUITY WITH ALP

The objectives of the USAID/ALP project are compatible with the more specific and immediate objectives that have guided AINP. Although AINP was focused on providing employment as poppy production declined, it also rehabilitated some of the infrastructure that allowed farmers to participate in ALP. AINP has rehabilitated roads using manual labor in a way that covers tertiary roads that feed into the network to be rehabilitated by ALP; AINP has rehabilitated irrigation systems that will produce increased amounts of the high-value crops of greatest interest to ALP. AINP has built flood protection walls that protect agricultural land of priority interest for ALP. Finally, AINP has worked with women who will continue under the more market-driven approach of ALP.

In a general way, AINP has achieved substantial credibility among the villages of Nangarhar that will allow ALP to work more easily in those villages than would have been the case without AINP work.

SUMMARY OF LESSONS LEARNED

Part B of this report discusses lessons learned during implementation of AINP. Of the lessons learned, the following stand out:

1. DAI, a civilian contractor, found that effective work in rural areas of a medium-security region of Afghanistan was feasible with appropriate, but not costly or overly restrictive, strategies for security. Support from villagers, provincial government, and USAID was sufficient to overcome challenges.
2. Working in an area where Coalition Forces were moderately active was feasible. The Provincial Reconstruction Team (PRT) provided refuge during the May 11 disturbances. DAI did two subprojects that included inputs from Civil Affairs and was able to identify potential places for school construction for USAID assistance to a Quick Impact Program.
3. The villagers of Nangarhar worked hard on the AINP subprojects which, besides paying a wage, were of interest to the villages themselves. The local staff, also largely from Nangarhar, worked very well. Villagers appreciated a participatory approach, immediate delivery of work, and clear communications.
4. The general objective of the project – to provide employment for people who had given up poppy production – proved feasible. Farmers and villagers do not require that development programs replace 100% of the income that they would have received from poppy; they do want to see a general reciprocity and the potential for a decent life in the future. Reduction of Nangarhar opium resulted mostly from a political decision by the government and tribes; eradication was an important secondary part of the outcome.

5. The presence of USAID/Jalalabad in the region was positive. USAID provided an institutional framework for the work, assisted with problems, and verified work, all important contributions. The clarity of the goals for AINP was a help.
6. Some implementation strategies that worked well were agreed targets for allocating resources, rapid replication of early successes, and delivery of work in all parts of the province, including eventually the most remote areas.
7. AINP was able to learn about Nangarhar on the job. Several participatory workshops, geographic information (a small GIS effort), surveys of villages, a small worker survey, monitoring and evaluation checks on subprojects, and security monitoring are examples of some of the modest information-gathering tools that were used and might be expanded for future, similar work.

Objective 1: Alternative Livelihoods Generates Employment in Nangarhar

Indicator	Description	Frequency	Unit	Q1	Q2	Q3	Q4	Q2 Result
1.1 Number of people working per day	Days of remunerated work of laborers, team leaders, foremen, field supervisors, participants in training events, and any others receiving payment under AINP subprojects.	Biweekly and Quarterly	Person-day	9,933/ 8,000	10,357/ 10,000	9,941/ 10,000	10,895/ 10,000	124%
1.2. Cumulative days labor paid at milestone dates	Days of remunerated work of laborers, team leaders, foremen, field supervisors, participants in training events, and any others receiving payment under AINP subprojects.	Biweekly provisional, Quarterly definitive	Person-day	240,114/ 245,000	1,058,479/ 1,100,000	1,934,592/ 2,000,000	2,967,708/ 2,500,000	119%
1.3. Cumulative days labor paid at milestone dates under CLIN002	Days of remunerated work of laborers, team leaders, foremen, field supervisors, participants in training events, and any others receiving payment under AINP subprojects.	Biweekly provisional, Quarterly definitive	Person-day	240,114/ 235,000	1,029,119/ 1,055,000	1,700,280/ 1,910,000	2,692,567/ 2,375,000	113%
1.4. Cumulative days labor paid at milestone dates under CLIN003	Days of remunerated work of laborers, team leaders, foremen, field supervisors, participants in training events, and any others receiving payment under AINP subprojects.	Biweekly provisional, Quarterly definitive	Person-day	0/ 10,000	29,438/ 45,000	134,312/ 90,000	275,141/ 125,000	220%
1.5. Individuals and families benefited	Total number of unique individuals working on each subproject.	Quarterly definitive	Person and family	10,337/ 5,000	21,715*/ 22,000	More than 80,000/ 40,000	134,000 individuals or 69,547 households /50,000	> 100% (139% counting 1 individual per house- hold or 268% allowing job share)

*New method of calculating number of individuals and households is annexed to this report.

Objective 2: Project Management Clearly Documents Provision of Benefits to Afghan People

Indicator	Description	Frequency	Unit	Q1	Q2	Q3	Q4	Q4
2.1. Benefits to Afghan people reported and documented	Substantial compliance with: (a) financial procedures manual delivered and, if required, amended; (b) reports delivered to USAID per list attached (c) attendance sheets for workers and other participants correspond to payment records. (d) each subproject has a folder with documentation per list attached.	Quarterly	Check list review	96%/90%	96%/95%	.95/95%	.93/.95.	97%
2.2 Cumulative disbursements for programmatic costs,	Compares the permitted programmatic costs, including wages paid to Afghan people, and percentage of total costs. with total projects costs over the life of the projects. Note: final expenses pending	Quarterly	% of total costs	Disbursements \$1.3 / \$2 mm Programmatic costs 51%/ 50%	Disbursements \$ 5.5 /\$8 mm Programmatic costs 69% / 60%	Disbursements \$10.1/ 14.5 mm Programmatic costs 70.6%/ 65%	Disbursements 17.8/18.6 mm* Programmatic costs 73%/ 70%	Disbursements 95% Programmatic costs 103%

Objective 3: Project Management Achieves Geographic Inclusion of Benefits to Afghan People

Indicator	Description	Frequency	Unit	Q1	Q2	Q3	Q4	Q4
3.1: Number of Districts covered by employment generation subprojects	Days of remunerated work of laborers, team leaders, foremen, field supervisors, participants in training events, and any others receiving payment under AINP subprojects.	Quarterly	Number of Districts covered	12/12	21/16	22/18	23/23	100%
3.2: Number of days employment for women, displaced people, returnees, other disadvantaged	Proportion of all employment days, including training or other remunerated days, by individuals that are disadvantaged for employment, including residents in refugee camps, recent returnees, women, injured individuals, or others named in specific subprojects.	Biweekly provisional, Quarterly definitive	Percent of days	6.23% women > 5% displaced /11%	13% women 46% displaced /11%	Women 14% Returnees 41% IDPs 9% /11%	Women 15% Returnees 34% IDPs 8% /11%	>more than 400%
3.3: Number and percent of all subprojects with environmental checklist and plan**	The environmental checklist and the mitigation measures checklist designed for this project are residing in the subproject folders in the AINP office. Each subproject has a checklist; those having environmental issues have a mitigation measures checklist.	Biweekly provisional, Quarterly definitive	Percent of all subprojects with environmental checklist and plan	na/80%	na%/90%	178/184	255/255	100%

Source: DAI financial and technical records, project records as well as attendance sheets or payment receipts from subprojects. *The % of persons who are currently or recently displaced persons is calculated based on the pay receipts beginning in July 2005.

Objective 4: Participation

Indicator	Description	Frequency	Unit	Q1	Q2	Q3	Q4	Q4
4.1: Provincial government endorses employment generation subprojects*.	AINP currently files approvals of subprojects signed by the governor of Nangarhar and the Technical Working Group or Provincial Development Council of ministerial directors in each of the subproject folders. If the specific procedure were changed with USAID approval, the indicator would be changed accordingly. Provincial review procedure of Household Income Support subprojects have similar project approval cycle; provisionally, the Director of Women's Affairs is approving such projects.	Quarterly	% of subprojects with written shura letter on file.	96%/90%	100%/ 95%	100/100	100/100	100%
4.2: Local shuras endorse subprojects in writing, participate in implementation and evaluation	Local (village and/or district shuras) did some or all of the following: identify subprojects, participate in design, sign agreement for implementation; provide a member on-site, participate in evaluation.	Quarterly	% of total costs	100%*/100%	100%*/ 100%	100/100	95/100	95%

* Internship project, workshops, and women's CLIN03 not considered. DAI directly implemented projects only. Projects identified by United Nations and emergency projects not included.

APPENDIX I INDICATORS – SUPPORTING DOCUMENTATION

NOTES FOR INDICATOR 2.1

Calculation of index

Component of the Index	Weight	Number required	Number provided	Percent	Points
1. Financial procedures manual delivered and (if required) amended.	25	1	1	100%	25
2. Reports delivered to USAID per list attached.	25	54	50	93%	24.39
3. Attendance sheets for workers and other participants correspond to payment records.	25	260	260	100%	25
4. Each subproject has a folder with documentation per list attached.	25	1491	1526	98%	24.38
Total					99

Component 2. Reports counted:

- Quarterly work plan updates (C-2) with ME data (C-8); see also page F-1
- Quarterly progress reports (F-1).
- Biweekly activity status reports (F-1)
- Monthly meetings with USAID/Kabul C-2
- Subcontracting plan
- Written internal controls policies and procedures (F-1)
- Initial startup work plan with annexes (C-2)
- Environmental assessment (C-2, 8; included in above product)
- Initial fundable projects for expedited consideration (C-6)
- One year strategic plan (C-2)
- Monitoring and evaluation plan (C-2)
- Subproject manual (C-6)

Component 4. Forms in the Subproject Folders

List of subproject documentation	Required	In File
Project Identification Form	257	254
Project budget in folder	258	252
Approval USAID	260	260
Field form	250	237
Local Shura document	250	237
List of works/ GPS	251	251
Total and percentage on file	1526	1491 =98%

Notes: Indicators calculated for all projects, RI projects are included in this table. Documentation has not been replaced after the fire at the RI office. Workshops, CLIN03, 7 ongoing projects exempt from some requirements.

NOTES FOR INDICATOR 2.2

Indicator 2.2 set programmatic expenses at 70%.

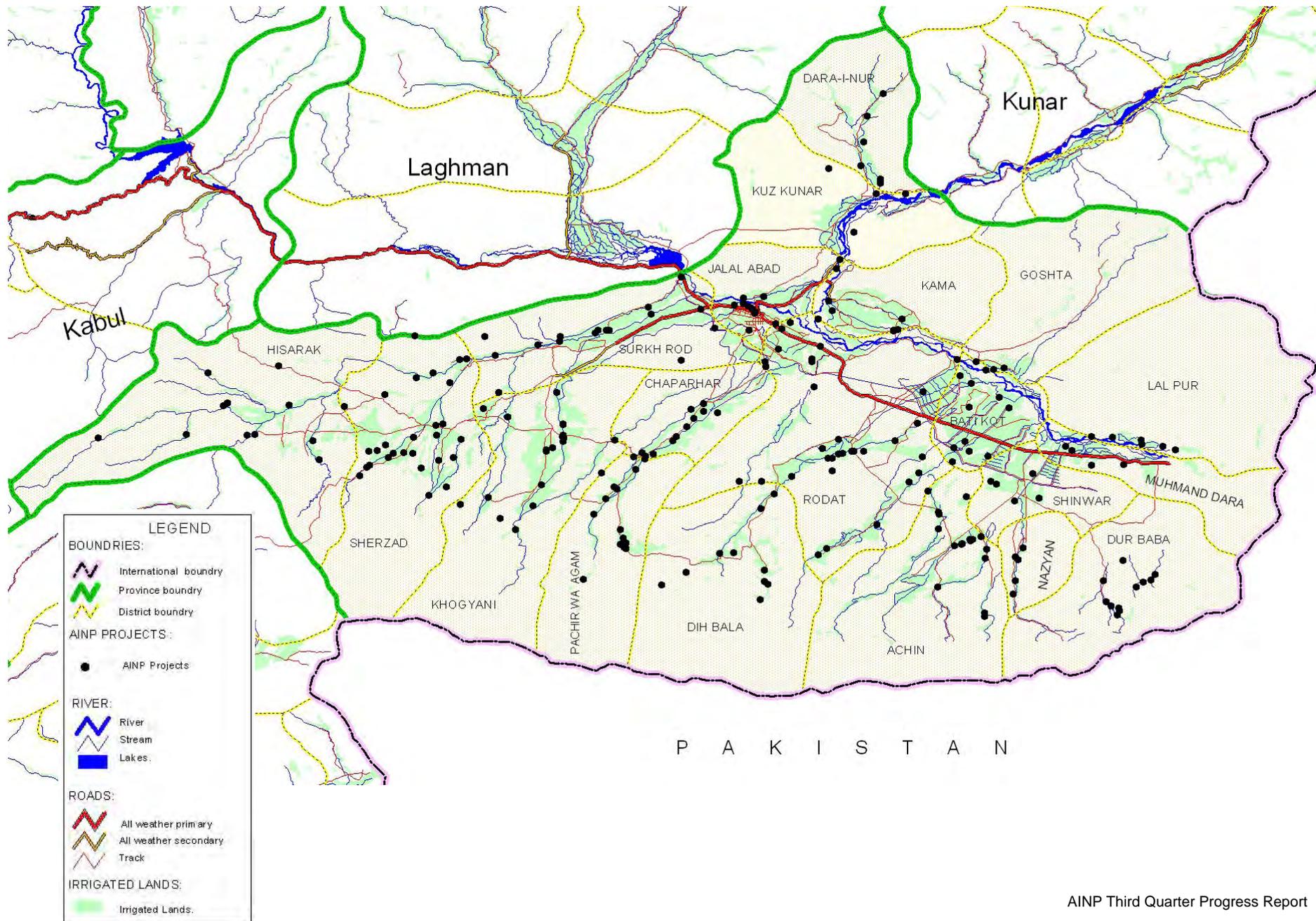
Expenditure information uses latest figures available, with some expenses incurred and pending. The minor expenses pending will not change the conclusion that programmatic costs were more than 70%.

Calculation of ratio of achieved to goal: $73.377\% / 71.127\% = 103\%$.

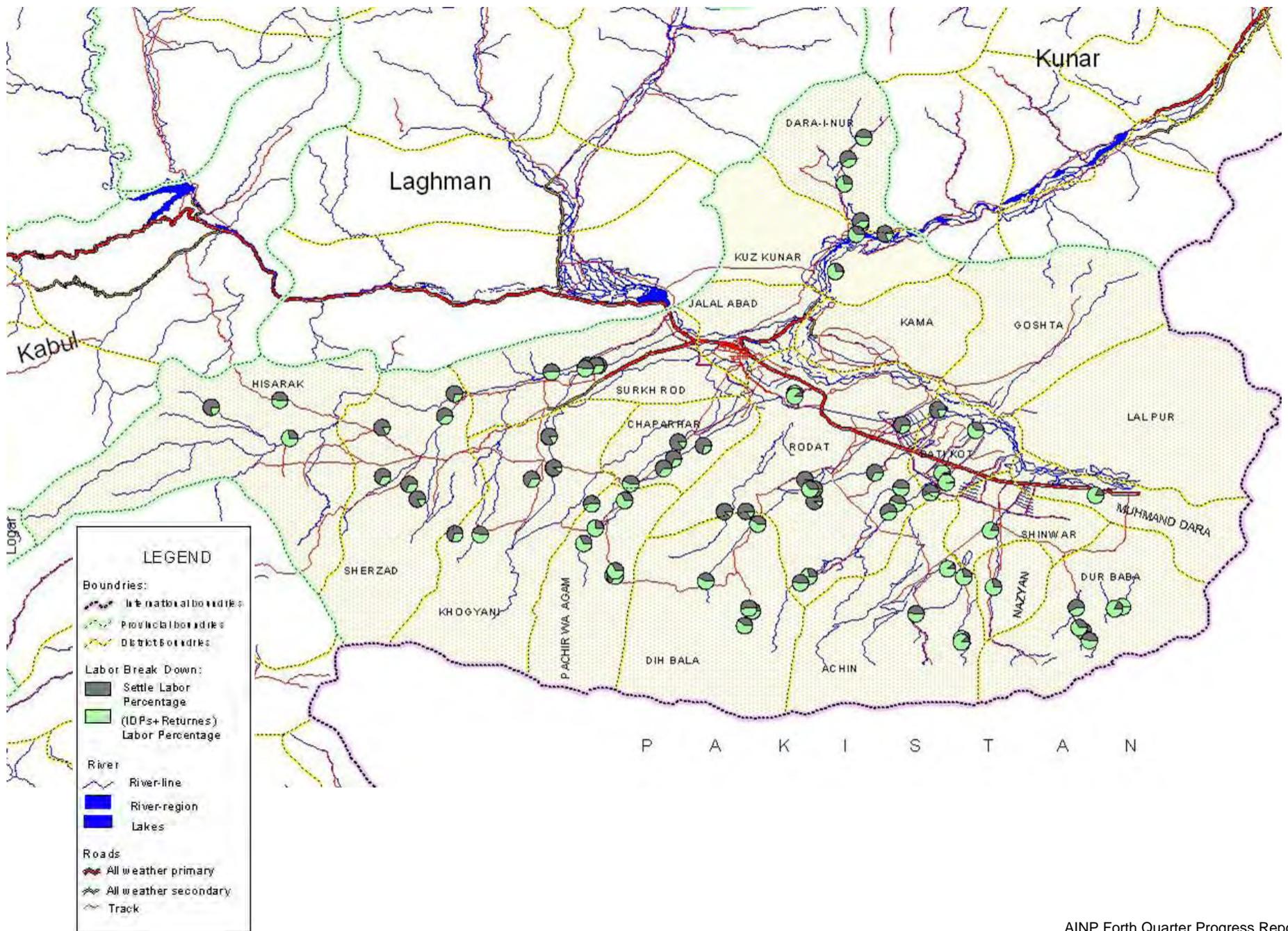
Afghanistan Immediate Needs Program Budget Summary, Totals by CLIN		Month: Information through January 15
Description	Original AINP Budget when Goal was Set	
	TOTAL	YTD
CLIN 1 Project management Costs	\$4,316,829	\$3,767,035
CLIN 2 Direct Employment Generation Costs	\$13,027,934	\$13,317,740
CLIN 3 Economic Safety Net	\$1,288,744	\$670,932
TOTAL	\$18,633,507	\$17,755,707
Direct Allocation to Programmatic Work as Percent of Total Budget		
Description	TOTAL	
CLIN 1 Project Management Allowable Costs		
Transportation provided by local Afghans	\$142,310	\$596,215
Security (Local Hire)	\$171,000	\$11,614
Direct Supervisory Labor	\$9,174	\$40,309
Direct Program Labor	\$121,040	\$107,583
CLIN 2 Direct Employment Generation Costs		
Daily compensation, local materials, 1/2 subcontract overhead	\$11,685,000	\$11,686,400
CLIN 3 Economic Safety Net		
Daily compensation, local materials, 1/2 subcontract overhead	\$1,125,000	\$586,458
Total Direct Programmatic Costs	\$13,253,524	\$13,028,579
Total Budget all CLINS 1, 2, 3	\$18,633,507	\$17,755,707
Ratio of Direct Benefits to Total	71.127%	73.377%

MAP OF SUBPROJECT LOCATION AND IRRIGATED AREAS

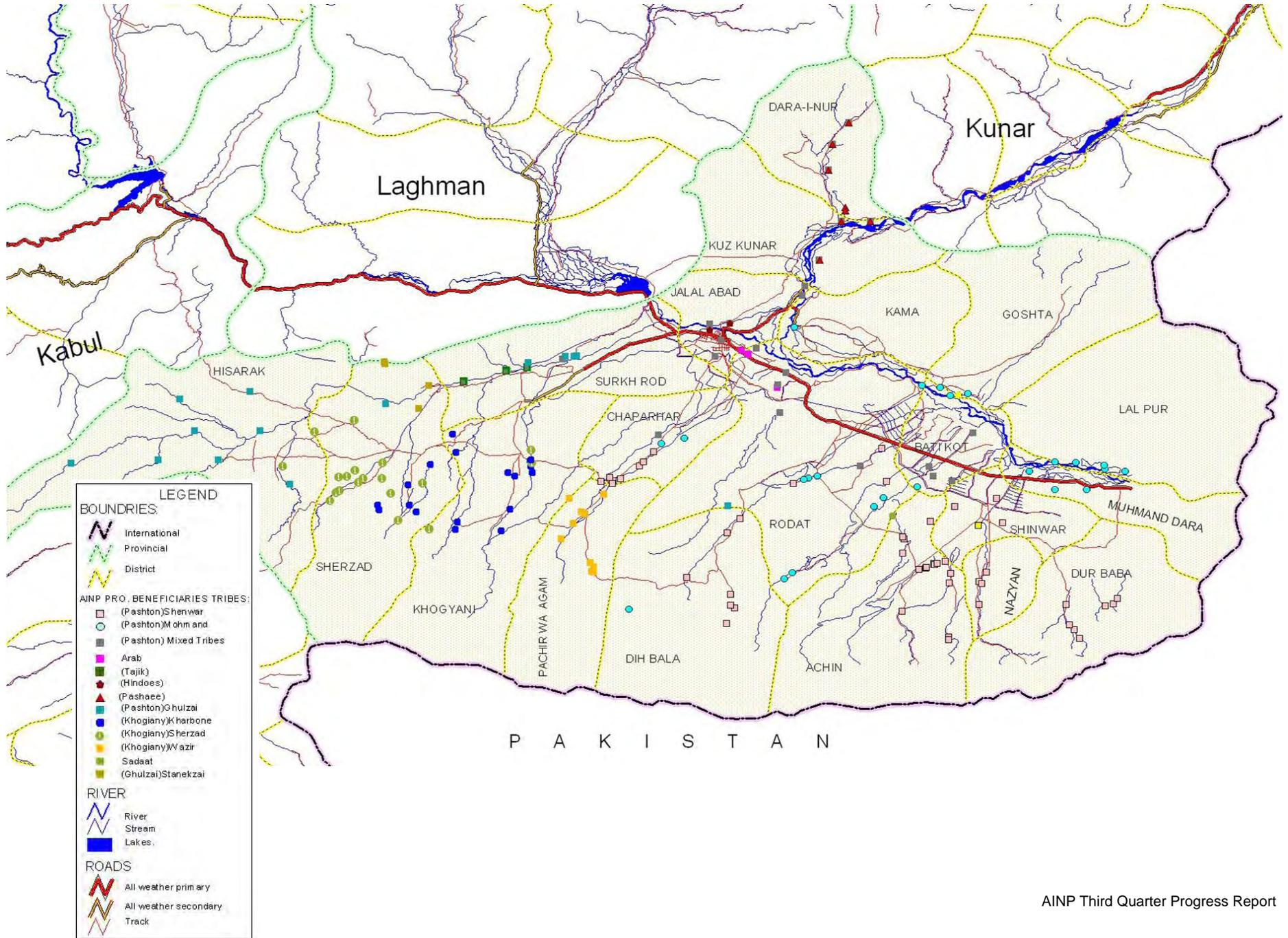
Each dot indicates one subproject. Green shading indicates irrigated areas.



MAP OF RETURNEES AND DISPLACED PERSONS AS PERCENTAGE OF LABOR FORCE ON AINP SUBPROJECTS



MAP OF TRIBAL AFFILIATION



APPENDIX II ADDITIONAL INDICATORS – SUPPORTING DOCUMENTATION

1. Count the number of short-term jobs created

For earlier reports, the method of counting individuals employed was based on the number of short-term positions created. For a typical working day, neither at the beginning of the project or at the end, take the number of people working on the subproject. This is a count of the “positions” or short-term “jobs” created by the subproject.

The information at the start of the project is not used because it may take a week or two to get the subproject to full employment; the information from the end of the project is not used because a small crew of skilled workers may stay on to finish a project.

This indicator was counted as a proxy for number of individuals working, but it is not needed for this final report as the number of individuals may be reported with better data, as follows.

2. Count the number of unique individuals on a project

Counting the “jobs” on a project is not difficult. It is not the same as the number of unique individuals employed on a subproject over its life because the workers change as the subproject proceeds. To count all of the individuals working on a project requires putting their names in a single list, sorting the results, eliminating duplicates, and cleaning the data by checking for people with similarly spelled names.

To calculate the number of unique individuals benefited by AINP, the financial and administrative unit of AINP took a sample of 16 subprojects, put all of the names from payment records in a database using English transliterations of names, and counted the unique names. Then the relation between the total number of workers and other information was explored statistically. The other information was the number of jobs or positions (see above), the length of the project, and the total number of person-days of employment paid by the subproject once completed. There is a strong, easily understandable relationship between the number of person-days of employment on the subproject and the total number of individual workers. (Despite the small sample, the relationship is so tight that it is significant at the .000 level. The other variables, not significant at the .05 level, drop from the multivariate analysis.) The number of individual workers over the life of the subproject can be estimated with the following formula:

$W = 40.281 + .0417 * PD$, where

W = total number of individual workers

PD = person-days paid on the project

3. Calculate the number of primary households assisted

What is a “family” in the context of rural Nangarhar? Most of the residents of rural Nangarhar Province live in large family compounds or “forts”. Within the compounds, smaller domestic units that approximate one or two nuclear families live in rooms. We will refer to the small family units that live together as “households” and the large groups as “compounds” or “extended family compounds”. The survey of subproject workers asked a sample of workers how many other members of their household had participated in the project. On the average, after eliminating a few inconsistent responses, 0.93 additional family members participated, so 1.93 members of a household participated on the AINP subproject. Therefore, the number of households assisted is,

$H = W / 1.93$, where

H = number of households

W = number of unique individuals

4. Calculate the number of extended family compounds assisted

The same survey asked how many members of the same compound or “fort” had participated. On the average, 5.94 additional members of the compound participated, so 6.94 members of a compound participated on an AINP subproject.

$E = W / 6.94$, where

E = number of extended family compounds or forts

W = number of unique individual workers

APPENDIX III. CLOSE-DOWN PLAN AND ACCOMPLISHMENTS

As shown in the following table, AINP implemented a detailed close-down procedure in accord the plan approved by the AINP CTO.

Table 1. Closedown Tasks				
Task	Completion Due Date	Responsibility	Current Status	Comments
Close Down: Administrative				
1. Electronic Data				
Verify computer inventory	11/15/2005	Asadullah & Nasihullah	Done	Complete
After copying files erase all files from Hard Disks	01/15/2006	Asadullah & Associate	Partial	Since ALP is continuing many of the AINP activities, most files remain.
Pack and label all computer files of accounting reports and all technical data	01/15/2006	Syed Usman, Tom Kivlan & Asadullah	Partial	Since ALP is continuing many of the AINP activities, most files remain.
Back up all electronic files	01/15/2006	Asadullah	Done	Since ALP is continuing many of the AINP activities, most files remain.
2. Financial				
Conduct internal audit of financial files	10/31/2005	Sean Temeemi (or other)	Done	Procedures audit Altay K.
Review budget, LOE, disallowances and remaining line item funds. Prepare budget projection to determine how much is remaining in the budget and what the project anticipates spending thru end of project.	11/31/05	Associate	Done	
Ask subcontractors to prepare budget projections of costs they will incur thru the end of their subcontract.	10/31/2005	Syed Usman	Done	
Develop subcontract closeout packages	11/30/05	Gabriel Bayram	Done	
Reconcile outstanding advances	8/31/2005	Altay, Syed Usman, Gabriel Bayram	Done	
Settle any financial discrepancies and disallowed costs	11/30/2005	Syed Usman & Altay	Done	
Resolve any issues related to billing, accounts, etc.		Syed Usman, Altay, & Juan Carlos Garcia	Done	
Estimate close down cash requirements and communicate with HO		Gabriel Bayram	Done	
Arrange for payment of final lo Star bills	01/15/2006	Syed Usman	Done	
Clear outstanding accounts for personal phone use	11/31/05	Syed Usman	Done	
Clear all outstanding advances/travel vouchers	01/15/2006	Syed Usman	Done	
Prepare final invoice	2/15/2006	Juan Carlos Garcia	In process	Last costs incurred January 31; last invoice likely in February
Transfer office and equipment insurance agreement to ALP	01/15/2006	Daphne McCloskey & Karen Bassich	Email sent	
Prepare invoice with close-down costs to date	1/15/2006	Juan Carlos Garcia	In process	Last costs incurred January 31; last invoice likely in February

Finalize any necessary contract and/or budget modifications	9/15/2005	Anne Gunning	Done	Obligation increased.
Start Contract File Audit	10/31/2005	Anne Gunning & Associate		
Review Subcontractors final invoices (RI)	01/31/2006	Gabriel Bayram & Associate	Done	
Send termination notice to subcontractors via office of Contracts	10/15/2005	Anne Gunning & Associate	Done	
Pay subcontractors	01/31/2006	Syed Usman	Done	
Prepare Closing Field Accounts	1/15/2006	Associate	Done	
Arrange for payment of final Thuraya bills	01/15/2006	Syed Usman	Done	
Close out local bank accounts (Afghani and USD)	01/30/2006	Steve Romanoff & Syed Usman	Done	
Make arrangements for any continuing administrative activities	11/31/05	Steve Romanoff & Tom Kivlan	As needed	
Verify that all financial records are complete	01/15/2006	Tom Kivlan & Finance	Done	
Submit requests for approval of closedown costs projected to be incurred after contract end date (such as return flights home)	11/15/2005	Anne Gunning & Associate	NA	NA
3. Inventory Control and Transfer				
Compile list of accessories in vehicles	11/31/05	Mansoor	Done	
Review procurement costs from deltek and identify items not reported on inventory list. Add items to list.	11/15/2005	Nasihullah & Associate	Done	
Do complete walk thru of all items on inventory/procurement list (furniture, equipment, phone system, computer equipment, etc)	11/31/05	Nasihullah & Associate	Done	
Review and update inventory of all project items	10/31/2005	Nasihullah & Amir Khan	Done	For items on disposition list
Prepare report on non-expendable inventory & expendable property inventory	10/31/2005	Nasihullah & Associate	Done	
Prepare contact list for all key organizations	11/31/05	Wasiqullah	Done	
Draft Disposition Plan for NXP	10/15/2005	Gabriel Bayram	Done	
Submit Disposition plan to USAID	10/31/2005	Anne Gunning & Gabriel Bayram	Done	
Transfer reference materials to ALP	11/31/05	Associate & Amir Khan/Mumtaz	Done	
Transfer Thuraya account to ALP	11/31/05	Syed Usman		
Transfer NXP inventory to ALP	01/31/2006	Associate	Done	
Transfer EXP inventory to ALP	01/31/2006	Associate	Done	
Participate in preparing a transition plan to ALP	11/15/2005	Steve Romanoff & Tom Kivlan	Done	
4. Leases				
Provide notice to office landlord	11/15/2005	Syed Usman	Done	
Terminate/Transfer office lease	01/15/2006	Tom Kivlan & Syed Usman	Done	
Paint office premises	01/15/2006	Wasiqullah	NA	
Walk through office with landlord	01/15/2006	Tom Kivlan	Done	
Negotiate compensation for upgrades	01/15/2006	Steve Romanoff & Tom Kivlan	NA	
Recover security deposit, if applicable	01/15/2006	Tom Kivlan & Syed Usman	Done	
5. Personnel				
Compile list of contact details for all local staff	9/31/05	Wasiqullah	Done	
Mid-term staff evaluations	September	Orin Hasson, Steven Romanoff	Done	
Prepare and submit legal notifications of termination to local staff	11/15/2005	Tom Kivlan & Wasiqullah	Done	
Prepare letters of notification of termination of employment to Technical Staff	11/15/2005	Steve Romanoff & Tom Kivlan	Done	
Compile file of CVs and EBDs	9/31/05	Wasiqullah & Associate	NA	
Up-date RMS	10/31/2005	Associate	NA	

Up-date and check all STTA data	11/31/05	Associate	Done	
Recommend staff selection for continuing cash for work activities	November	Gabriel Bayram, Tom Kivlan, Steven romanoff	Done	
Merged functions: Kabul support, medical, security, security training, environment	September, October, November		Done	
Prepare letters of recommendation for local staff	11/31/05	Tom Kivlan, Steve Romanoff, Rahmanzai & Gabriel Bayram	Done	
Pay final salaries and social charges to local staff	01/31/2006	Syed Usman	Done	
Pay any outstanding benefits and allowances	01/15/2006	Syed Usman	Done	
AINP selected field staff transfers to ALP	December		Done	
Detailed departure calendar	10/15/2005	Steve Romanoff & Tom Kivlan	By emails	
Conduct personnel file audit for prime and subcontractor employees	10/15/2005	Associate	Done	
Submit termination/change PASs in PAS System	01/15/2006	Associate	Done	
6. Shipment				
Mark and sort essential documents for shipment to Home Office	10/31/2005	Associate	Done	
Contact Matrix (or other firm) for shipping arrangements (demobilization and documents)	10/15/2005	Karen Bassich & Associate	Done	
Pack hard copies of all technical reports, including 3 copies each for CDIE	01/15/2006	Associate	Done	
Dispose of files not to be shipped to DAI/B	01/15/2006	Wasiqullah & Associate	Done	
Close Down: Technical				
1. General				
AINP assists ALP to prepare plans for assuming AINP staff and activities.	10/31/2005	Steve Romanoff, Tom Kivlan & Gabriel Bayram	Done	
Transfer subprojects to ALP in Nangarhar	01/15/2006		Done	
Prepare documentation of CLIN02 activities with lessons learned	01/20/2006	Asef Ikram, Steve Romanoff	In process	
Prepare documentation of CLIN03 activities, with lessons learned	01/20/2006	RI, Rubia, Gabriel Bayram	In process	
Prepare and submit AINP Activity Summary Report	01/31/2006	Steve Romanoff		
Review contract deliverables	10/31/2005	Steve Romanoff & Orin Hasson	Done	
Verify that all deliverables are submitted to DAI Library and DEC	11/15/2005	Orin Hasson	In process	include index of intellectual property at closeout (H.3.a.2)
Schedule courtesy meeting with counterparts to explain transition	11/31/05	Steve Romanoff, Tom Kivlan & Chris Seeley (ALP)	Done	Lunch at office
Final briefing to Kabul mission	01/20/05	Steven Romanoff	Done	
2. Data Transfer				
Burn all AINP reports onto CDs and transmit to ALP	01/31/2006	Steve Romanoff & Asadullah	In process	
Ensure that all digital images have high and low resolution versions	01/31/2006	Asadullah	Not done	Number of photos is excessive
Transmit AINP files to ALP	11/15/2005	Tom Kivlan	Done	
Prepare simplified AINP summary materials for transmissio with electronic data (CDs)	11/31/05	Tom Kivlan	In process	
Transfer database software packages to ALP	01/31/2006	Asadullah & Associate	Done	
3. Grants				
Collect all paperwork from grantees and finalize close-out audits	10/15/2005	Gabriel Bayram	Done	

Make final monitoring visits to all grantees and prepare summary report	10/15/2005	Gabriel Bayram	Done	
Prepare financial summary report for grant program	10/15/2005	Gabriel Bayram		
4. Deliverables				
Close out plan for all project activity (C-2, F-1)	9/31/05	Gabriel Bayram, Steven Romanoff	Done	
Biweekly status reports; final report covers 15 - 30 December	01/31/05	Asef Ikram, Tom Kivlan	Done	
Prepare materials for final report	11/15/2005	Orin Hasson	Done	History of project, lessons learned
Final quarterly progress report	Incorporated in Final Report	Asef Ikram, Tom Kivlan, Steven Romanoff	In process	
Final report (F-1)	Draft 1 Janaury and Final 30 February, per contract	Steven Romanoff	In process	Extent of lessons learned sections will depend on timing.