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AFGHANISTAN ALTERNATIVE LIVELIHOODS PROGRAM--EAST (ALP-E)

QUARTERLY REPORT

Third Quarter 2005

(Performance period July 1, 2005 through September 30, 2005)

Submitted By:

Development Alternatives, Inc.

In Collaboration With:

Bearing Point

Hatch Mott MacDonald

Social Impact

Relief International

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SECTION ONE: EXECUTIVE SUMMARY

The Third Quarter of ALP-E was one of consolidating the start-up knowledge and original experience from the previous quarter to generate significant programmatic and operational achievements. Though a great deal of effort was spent by all the technical units in the revision of the ALP-E Implementation Strategy and Life of Project Work Plan, field activities on the project increased tremendously over the last quarter. Security remained as a consistent constraint to field work, but heightened security measures somewhat mitigated these negative effects. The local staff were increased to almost full staffing, and all staff remained focused and dedicated to the goals of the project.

The following are the highlights of the performance achievements of ALP-E in the 3rd Quarter. Details of these achievements and proposed activities in the 4th Quarter are presented in Sections 2, 3 and 4 of this report.

- Contract Mod #4, dated September 29, 2005 provided incremental funding to increase the Total Obligated Amount of the ALP-E contract to \$28,800,000
- The ALP-E team's revision of its original Implementation Strategy and Life of Project Work Plan was approved on September 24, 2005. The ALP-E team is currently adapting its Year One Work Plan accordingly
- Two Cash for Work projects in Laghman Province have been completed, 7 are ongoing and eight more are either approved or in development. Cumulative labor days equals 85,106, and the average labor per day during the period was 775 laborers
- Implemented a cobblestone road paving demonstration trial in Serajul-Emarat Park in Jalalabad. Trained 80 professionals from the government, contractors and NGOs, as well as 50 skilled and unskilled laborers in the cobblestone techniques
- Engineering survey and design was substantially completed for the 17 km. Darunta Road. It will use cobblestone paving.
- Instituted an intern program whereby 16 Nangarhar University students were trained in Rapid and Participatory Rural Assessment methods, and then applied them by conducting assessments in 20 villages in Nangarhar and Laghman
- Subcontract with IFHope to implement an integrated perennial horticulture project in Nangarhar and Laghman was approved on 27 September 2005, and implementation has begun
- A value chain assessment of the tomato sub sector was completed; a feasibility study of flour mills in the eastern region was completed
- Completed an in-house survey of handicrafts and carpets in the Eastern Region
- Proposals were submitted for provision of loan capital to MISFA, and for financing (through IFDC) a seed and fertilizer credit scheme.
- Submitted a proposal to the Rural Finance Committee to set up a rural credit scheme
- Revised the environmental checklist for cash-for-work projects to ensure environmental compliance for ongoing projects
- A survey and analysis of regional efforts to provide sustainable livelihoods for disadvantaged sectors of the population in Nangarhar and Laghman provinces completed and submitted to USAID on 30 July, 2005

- Completed the pre-selection of firms submitting IQC proposals and sent the results to the relevant Program Sections
- Rented office space in Mehterlam, Laghman and deployed necessary security staff
- Delivered eight project vehicles to Jalalabad, complete with ballistic blankets and shatter-proof glass
- Completed an Implementation Fund Manual, Afghanistan Desk Reference Manual and an Employee Survey
- Continued close collaboration with the other ALP projects
- Completed a review and first draft of the Business Capacity Index, as well as a Village Cluster Monitoring Approach
- Hart Security consultant provided comprehensive security training to ALP-E staff
- Implemented most of the Hart Security recommendations, including installation of bunkers in all ALP-E facilities and sand bags at guard posts
- Instituted a two-vehicle policy for expatriate field missions and for the national staff in high risk areas

SECTION TWO: THE ALP-E PROGRAM

2.1. ALP-E BACKGROUND

The United States Agency for International Development (USAID) awarded the Alternative Livelihoods Program–East (ALP-E) contract to Development Alternatives (DAI) on February 15, 2005, under MOBIS Task Order No: 306-M-00-00515-00, Contract Number: GS-10F-0359M. The contract has an initial value of \$108.386 million, and is scheduled to run until February 15, 2009. Current obligated funding stands at \$ 28.8 million. The core DAI team comprises DAI, BearingPoint (BE), Hatch Mott MacDonald (HMM), Relief International (RI), and Social Impact (SI).

There have been 4 contract modifications for the ALP-E contract. They are:

Mod #1 (April 18, 2005)—Provided incremental funding of \$9,000,000 to the contract and realigned budget line items

Mod #2 (April 25, 2005)—Corrected the contractor’s name on the contract

Mod #3 (August 6, 2005)—Incorporated new language in Section A.8 of the contract, entitled “Work Days Ordered”, and incorporated Database Reporting Requirements and Branding Clauses at the end of Section A of the contract

Mod #4 (September 29, 2005)—Provided incremental funding to increase the Total Obligated Amount of the contract to \$28,800,000.

The overall objective of ALP-E is to accelerate broad-based, sustainable regional economic development in the Eastern Region, providing the population with licit livelihood options, and contributing to the elimination of poppy production as an economic element. This is being accomplished by working with the public and private sectors to increase the competitiveness and diversity of regional agricultural and non- agricultural sub-sectors; improving access to markets, inputs and business services; consolidating the presence of supportive public and productive infrastructure; building public and private sector capacity to function in a competitive and transparent economy; and addressing the needs of populations that are heavily reliant on the poppy economy (i.e. mainly women and the landless).

Contractually, the Alternative Livelihoods Program–Eastern Region has two overall strategic objectives. These are: licit crop production and business activity expanded in Eastern Region Provinces; and unemployment and poverty reduced in Eastern Region Provinces. ALP-E activities will fully support the USAID/Afghanistan Strategic Plan 2005-2010, directly contributing to success in Strategic Objective No.5 (SO 5: A thriving economy led by the private sector).

ALP-E’s plan to achieve the objectives above were submitted to USAID in March 2005 via an initial Performance Monitoring Plan (PMP) and Indicator Results Framework, along with a Program Implementation Strategy, Life of Project Work Plan, and Year One Work Plan.

The DAI ALP-E technical assistance and short-term administrative/start-up team mobilized in mid-March 2005 to Jalalabad. The first eight weeks of implementation represented the activity

inception period when staff was hired and/or replaced, offices and guesthouses established, internet connectivity and networks established, and operating and personnel procedures developed. The first quarter of implementation was also full of coordination with local government officials and line ministries, initial contacts with local stakeholders, and research and investigation.

2.2 IMPLEMENTATION STRATEGY AND LIFE OF PROJECT WORK PLAN

A USAID Technical Directive of July 26, 2005 requested ALP-E to revise its Implementation Strategy and Life of Project (LOP) Work Plan. ALP-E spent a good portion of the third quarter's efforts and resources in analyzing the optimum strategy to produce the desired results and in preparing the revision. ALP-E submitted its revised Implementation Strategy and LOP Work Plan on September 12, 2005. A USAID Technical Directive of September 24, 2005 approved that document, stipulating some areas of refinement to be addressed in the subsequent revision of the ALP-E Annual Work Plan. The cycle of the Annual Work Plans is to be synchronized, in all the ALP projects, with the harvest cycle of the poppy crop. Thus the initial ALP-E Annual Work Plan will cover the period of October 2005 through the end of June 2006. After the USAID Performance Management Plan is finalized, ALP-E will make the necessary modifications to IRs and targets.

To accomplish the strategic objectives as described in the previous section, ALP-E's Strategy and LOP Work Plan is based on a platform of core values and guiding principles. These can be summarized as:

- 1. Build a Strong Foundation**--A minimum acceptable level of public and private sector service capacity needs to be installed. ALP-E will help build a strong basic foundation from which to grow in priority areas of intervention.
- 2. Drive the Economy while Achieving Social Inclusion**—ALP-E's programming strategy will ensure that the areas of maximum productive potential are covered, as well as assisting remote populations with activities that help them participate in the licit economy.
- 3. Stay Market Driven and Value Chain Focused**—The ALP-E market driven, value chain approach will strengthen public and private elements, starting with markets and heading back down the value chain to input supply, production, post harvest and post production handling, and value added processing.
- 4. Integrate Technical Assistance**—ALP-E major implementation components – broadly characterized as production and post harvest technologies, business services and private sector development, public productive infrastructure, financial services, institutional capacity building, and natural resource management – will be elements of specific program approaches for various area and commodity based initiatives. All activities will support each other.
- 5. Emphasize Sustainability and Local Capacity**—All ALP/E activities will be implemented through or aimed at creating permanent local institutions, in both the government and private sectors. In the private sector, we will help strengthen apex organizations in priority sub-sectors, as well as trade and industry-related associations such as the Afghan International Chamber of Commerce (AICC) and the Industrial Association of Nangarhar (IAN). In the public sector we will work mainly with provincial Heads of Department and the University.

6. **Maintain Clear Linkages to Poppy Elimination**—Project assistance will be clearly related to the elimination of poppy production. This is most relevant in the rural areas where the poppy is actually grown and where the opium harvesting labor force lives.
7. **Collaborate and Coordinate with Government Ministries, Other USAID Contractors and Grantees and Other Donors**—The ALP-E team will ensure that project activities fit well into the overall GOA and USAID development vision for the area, and that we take full advantage of activities and achievements of complementary projects, regardless of the funding source or implementing partner.
8. **Strive for Gender Equity**—ALP-E will build gender- equity elements into all programming. Tactics and implementation plans will include gender considerations from the outset.

To better target program strategies and activities, ALP-E broke down the project area into zones. ALP-E activities will be adapted to provide appropriate support based on the characteristics of each zone. The zones have the following distinct qualities:

- Urban/Market centers—high population density, substantial market activities and light industry and processing
- Core areas—good quality and expansive arable land with adequate water for irrigation, moderate to high population densities
- Transition areas—moderate to poor arable land, moderate limitations in plot size, inadequate irrigation systems, low to moderate population densities
- Fringe areas—low population densities in isolated villages, scarce arable land, mostly rainfed, dearth of social services and subsistence technologies

ALP-E has identified ten foundation activities, each of which is either linked to or reinforced by the others. These consist of: Markets, Inputs, Credit and Financial Services, Technology, Business Services, Natural Resources, Policy, Infrastructure, Institutional Capacity, and Opportunities for Women.

Additionally, ALP-E will target 6 key sub-sectors (4 agricultural and 2 non-agricultural) that have the greatest potential for building “clusters” of linked businesses, production expansion, increased incomes, employment generation and capturing the bulk of the value chain benefits within the region. These sub-sectors have been identified as: Perennial horticulture (fruits and nuts); annual horticulture (vegetables); livestock and poultry; processed wheat, rice and maize; carpets; and marble.

This is a complex program, requiring a sound, focused and adaptable program management. To achieve project objectives ALP-E has in place well-defined policies and procedures, information-sharing mechanisms, and monitoring and reporting systems. ALP-E has set up vital coordination mechanisms, so that continuous collaboration can take place with USAID, key GOA Ministries/provincial and local governments, and other donors. The ALP-E team has developed an M&E system that provides the foundation for tracking multiple levels of metrics (PMP indicators; project outputs; quantifying impacts to measure progress), as well as qualitative aspects of project implementation (information for troubleshooting; assessing areas where project activities may need to be refocused in response to new information, new issues, and shifting security and programming priorities). The main M&E tools to be used are the in-house Technical Assistance MIS, GIS and the USAID GeoBase.

Lastly, the ALP-E technical team is divided into six Technical Units: Agriculture, Private Sector Development, Financial Services, Natural Resource Management, Infrastructure and Gender/Micro-enterprise. These technical units will be augmented by Sub-sector Management Committees. Integration of the Technical Units is vital to achieving the maximum results from ALP-E initiatives, and a new Deputy Chief of Party position has been proposed to manage the complex interactions and coordination required for effective integration.

2.3 PROVINCIAL COVERAGE

Nangarhar province was the main focus of initial ALP-E activities. This was partly due to the province-wide coverage of ALP-E's sister project, the Afghanistan Immediate Needs Project (AINP). ALP-E leveraged that project's experience and networks to gain ready access to the government officials and private institutions throughout the province. This included a good working relationship with the provincial Technical Working Group (TWG) the Provincial Development Council (PDC) and local Shuras. Unlike AINP, ALP-E does not have a mandate to cover all the districts in the province. ALP-E will strive to cover as many districts as possible, but will only work in those districts whose development needs coincide with the established project work plan and portfolio. Many of ALP-E's projects will provide benefits to multiple districts in Nangarhar, such as the larger infrastructure projects and agriculture projects. Staff security is also a major factor of district coverage, and this could limit ALP-E's activities in some of the districts of Nangarhar. Specific ALP-E initiatives in Nangarhar are described below in the description of program status within each Technical Unit.

Having been requested to include ALP-E activities in Laghman province in Year One of the project, ALP-E quickly mobilized resources there. A permanent ALP-E branch office has been rented and set up in Mehterlam. Working relationships with the provincial TWG and PDC were bolstered and regularized, and a significant portfolio of projects were included in the Life of Project Work Plan. Currently the only Cash for Work projects executed by ALP-E's subcontractor Relief International, are located in four of the five districts of Laghman (refer the information in the Infrastructure section below and Annex One). Security concerns are still a factor in Laghman, and have slowed up the progress in some areas. ALP-E is not yet able to work in Dawlat Shah district, but will do so when the security conditions permit.

ALP-E continued its preparations for work in the four southernmost districts of Kunar province (Chawkay, Nurgal, Khas Kunar and Narang). There was some concern whether ALP-E could successfully work there considering the security problems and the imminent departure of the USAID representative at the Kunar PRT. ALP-E analyzed the situation, making preliminary contacts with the government officials in Asadabad and the USAID representative. The conclusion is that the TWG and PDC have been established to a sufficiently collaborative level for ALP-E to achieve its project goals. The security risk is also at an acceptable level in the targeted four districts, if performed almost exclusively by the national staff. One significant constraint is that the road access to the provincial capital is not deemed safe at this time, with the only access to the capital being infrequent UN helicopters. A possible way to solve that problem is to invite the Kunar TWG members to Jalalabad for important meetings and events, as the Afghanistan Input Supply Program recently did. Of the ALP-E three provinces, the LOP portfolio for Kunar is the least extensive, as it is now planned that ALP-E use its existing implementation funds for work in that province in lieu of additional funding. The bulk of the initial projects will be Cash for Work, and ALP-E will use experienced AINP local staff in their implementation, after the transition of AINP staff to ALP-E is completed.

SECTION THREE: PROGRAM STATUS BY TECHNICAL UNITS

The ALP-E program status is best presented through organization of the report by the same technical units as found in the USAID-approved ALP-E Implementation Strategy and Life of Project Work Plan. The principal activities under each technical unit will be described, followed by notable opportunities and constraints. Lastly, the proposed activities for the 4th quarter will be listed.

3.1 AGRICULTURE

In the July-September quarter the agriculture technical unit concentrated its efforts on: agricultural information collection, work plan development, and evaluating the state of extension services in the Eastern Region. An important part of that evaluation was information gathering through meetings with NGOs, government and training institutions. At the PRT's request, ALP-E instituted an intern program whereby sixteen Nangarhar Agricultural faculty students carried out a base line survey, from July 17, 2005 until the end of August, in the planned Orchard Development Project's target region. The results of the survey included the determination of extension training needs, and the technical knowledge constraints to be addressed during project implementation. The students were trained in rapid and participatory rural assessment methods, and then supervised as they undertook a survey of over 800 farmers, in 20 villages, across 10 districts in Nangarhar and Laghman.

Principal Activities during 3rd Quarter:

- **Capacity Building**
 - Conducted training for 16 students from Nangarhar University, Agricultural Faculty in Rapid and Participatory Rural Assessment methods
 - Worked with students to undertake assessment in 20 villages: 16 in Nangarhar and 4 in Laghman. The students worked from mid July to end of August.
 - Guided students in presenting their survey results, and in preparing reports
 - Based on the survey, prepared training needs outline for the orchard development program
 - In addition to the village surveys, the students assisted the ALP-E finance unit with a credit questionnaire. As a result, 60 questionnaires were completed
 - Field visits, to observe students' interaction with villagers and support in information gathering: in Nangarhar districts--Darinur, Surk Rod, Kama; in Laghman districts--Mehterlam, Qarghayi
- On 27 September, 2005 ALP-E received approval from the USAID CO for the IFHope integrated perennial horticulture subcontract; assisted IFHope on extension needs and program implementation
- Assembled statistics on crop production (yields, crop varieties, production area), for the International Fertilizer Development Corporation's (IFDC) seed distribution program in Laghman, Kunar, Nangarhar
- Collected information and prepared Evaluation of extension services in the Eastern Region, in Nangarhar, Laghman and Kunar.

- Researched the current state of cooperatives in the Eastern Region
- Maintained a dialog with NGOs and donor programs working in the Eastern Region: Mission d'Aide au Développement des Economies Rurales en Afghanistan (MADERA), International Center for Agricultural Research in the Dry Areas (ICARDA), RAMP, Relief International, GTZ, IFDC, Land O'Lakes, Wadan.
- Networked with the University and the provincial Agricultural Directorates.
- Provided input for the agriculture sector to the Life of Project Work Plan

Notable Opportunities/Constraints

Eastern region agricultural value chains, and farm incomes, are negatively impacted because producers don't have access to technological and market information. The levels of both basic and applied crop research are insufficient. Livestock research is non-existent. There is a clear **opportunity** for ALP-E, working through multiple actors, to support information, training and research. ALP-E can maximize impact by working with the government, Nangarhar University, NGOs, inputs supply channels, and associations to deliver extension support. Crop and livestock research has profound, measurable benefits: improved yields, quality, disease resistance, livestock health. Existing regional crop research programs, such as those by ICARDA and Asian Vegetable Research and Development Center (AVRDC), will be supported and expanded.

The baseline village survey reports and summary are not ready for distribution, because of translation problems. Twenty reports were written, one on each village surveyed. It will need more time for the reports to be translated into a presentable form. Other, more urgent work has prevented the team from editing and summarizing the field reports.

Proposed 4th Quarter activities:

- Finalize evaluation of extension services in the Eastern Region
- Provide input for the Annual Work Plan for the Agriculture sector, developing a detailed plan for the Foundation activities
- Develop SOW(s) for short term consultants
- Work with ICARDA, RAMP on program development
- Agree on deliverables and SOW for extension services development
- Assess Eastern region cooperatives, current status, the range of stakeholders and their needs
- Perform an initial assessment of the livestock sector in the Region

3.2 PRIVATE SECTOR DEVELOPMENT

The Private Sector Development (PSD) technical unit of the ALP-E continues to develop in capability and scope of activities. During the 3rd quarter one additional full time employee was hired and three short-term consultants were fielded. Activities focused mainly on studies of specific subsectors as well as capacity building to associations and businesses. Staff training remains a key focus for the PSD as local staff is required to undertake more and more complex

tasks. Policies and procedures for management of the PSD continue to be developed – to include: computerized tracking system for PSD activities (and clientele), development of filing systems, standardizing of formats for reports and other documents, tracking of information related to private sector development from various sources (mainly via internet), assigning more specific tasks areas for each of the three local staff.

The PSD (for the near future) will continue to take a two pronged approach to its development: 1) continue to develop the capacity of the PSD (people and systems), and 2) undertake more targeted private sector activities. As would be expected, the efforts expended on the first approach will decrease over time as their capacities increase, and the second approach will become the main focus.

Principal Activities during 3rd Quarter:

- Guided the implementation of the first Industrial Trade Fair ever to be held in Nangarhar, in collaboration with the Nangarhar Industrial Association (NIA) and the Eastern Region office of the Afghanistan International Chamber of Commerce (AICC). The two day event exhibited products from over 50 businesses to more than 12,000 visitors.
- Fielded two international consultants to undertake a value chain/market assessment of the tomato subsector in the Eastern Region
- A study to determine the feasibility of supporting the establishment of flour mills in the eastern region was completed by an expatriate consultant.
- Continued meeting with three potential investors for flour mills
- Planning for the creation of a Business Center have changed as a result of partnering interest shown by AICC. Also, the Center for International Private Enterprise (CIPE), who have supported the development of AICC, has expressed interest in collaborating in the Center's development. The current plan is to have a Business Center that is operated in partnership with NIA and AICC with support from ALP-E and (possibly) CIPE.
- Entered into a MOU with Citizen's Network for Foreign Affairs (CNFA) to provide TA to business in the Eastern Region to secure funds through CNFA's Afghan Agriculture Development Program (AADP). The PSD has assisted in processing 7 applications for funds ranging from \$5000 to \$25,000. Ten additional applications are pending.
- Hired additional full time staff to the PSD. Current job title is Administrative Assistant, but this will change as this person takes on greater levels of responsibility.
- Expanded physical office space for PSD as dictated by increase in staff
- Developed plans for a Women's Handicraft Production and Marketing Center for the Eastern Region. Have approached the Afghan Women's Business Association (AWBA) and Rubia as potential partners.
- Completed (in-house) survey of handicrafts (and carpets) in the Eastern Region. This is the first step in the development of the abovementioned Handicraft Production and Marketing Center.
- Planning for the AICC and the Afghanistan Investment Support Agency (AISA) Investment Promotion events to be held in the US at the beginning of the 4th quarter.

- Worked with On the Frontier (OTF) to finalize SOW for a marble consultant that will provide TA to quarries. Also, discussions with OTF related to collaborating with the support to a carpet cutting and washing business in the Eastern Region.
- Completion of mini subsector reports (in-house) for marble, ice/cold storage, edible oils, and farm machinery.
- In-house report on policy undertaken. Report is being finalized.
- Numerous meetings with Land of Lakes to determine form of partnership in the development of a dairy project in the Eastern Region. MOU written and activities expected to begin in the 4th quarter.
- Discussions with Roots of Peace to utilize their almond expert to do a feasibility study of almond production/processing in the Eastern Region.
- Discussions with Development Works Canada (DWC) to revise plans for the establishment of a vegetable dehydrates plant in the Eastern Region.
- Developed stronger relationships with both AICC (Kabul) and AISA (Kabul)
- Numerous meetings with those seeking assistance for starting or expanding businesses.

Notable Opportunities/Constraints:

As more is learned about the agricultural and industrial environment of the region, more and more opportunities have been identified. The PSD is constantly gaining new knowledge and being approached by stakeholders that have new ideas for business. There appears to be a lot of good energy related to development of the private sector and we can only see a positive growth process for the foreseeable future. The PSD will continue to take advantage of the current trend and do whatever is possible to assist in the economic development of the Region.

The main constraints that have been determined are lack of credit, lack of adequate power and, lack of private sector policy that encourages the growth of the private sector. The PSD will continue to do work with others to bring about solutions to these constraints. We will work with funding institutions to provide information and funds (as with CNFA) to businesses in the Eastern Region. Although the provision of electrical power is a major constraint that is out of the scope of ALP-E, the PSD will nonetheless seek to deal with those who can address the problem (an example is power supply for the industrial park). With regard to policy, the PSD will continue to work with other agencies (notably AISA) to develop a policy workgroup to research and formulate policy for lobbying to the decision makers’.

Proposed 4th Quarter activities:

- Provide input for the Annual Work Plan for the Private Sector Development component, developing a detailed plan for the Foundation activities
- Continue with staff development
- Technical assistance to marble quarrying and processing in collaboration with OTF
- Study of almond subsector (potential collaboration with Roots of Peace)
- Begin proposed dairy project with Land of Lakes
- Begin start-up activities for Business Center
- Begin start-up activities for Women’s handicraft Production and Marketing Center
- Identify international staff for Business Center Advisor and Handicrafts Production and Marketing.

- Participate in the AICC and AISA Investment Promotion workshops to be held in Washington, D.C. and New York City
- Continued institutional development with NIA, AICC, AWBA, and other associations such as dairy farmers' associations.
- As follow-on to Tomato Subsector Study the PSD will support tomato processing businesses in the Eastern Region
- Research and implementation activities related to cold storage for the Eastern Region
- Work with investors to finalize plans for the establishment of flour mills
- Final agreement with DWC for the establishment of a vegetable dehydrates plant
- Identify and coordinate other subsector studies as deemed appropriate
- Continue to provide CNFA with funding applications for businesses in the Eastern Region
- Revive planning for the Nangarhar Industrial Park
- Policy workgroup formation – possibly with AISA
- At the request of the local university, provide seminars on private sector development to both teaching staff and students

3.3 FINANCIAL SERVICES

During this quarter the Financial Services technical unit concentrated on preparing funding proposals to enable credit to be accessible in the Eastern Region. The aim has been twofold, firstly to increase existing micro finance activities, and, secondly, to find a mechanism for making credit available in the SME sector.

Principal activities during the 3rd Quarter

- Participated as Co-Chairman of USAID Rural Finance Committee
- Prepared and submitted proposal on financing, through IFDC, for a seed and fertilizer credit scheme. This was not approved due to DAI contractual technicalities.
- Prepared and submitted proposal for provision of loan capital to the Microfinance Investment Support Facility for Afghanistan (MISFA), in accordance with the terms of the ALP-E contract. Included in the proposal was a secondary proposal to provide incentives, and small amounts of loan capital, to MFIs in Eastern Region, to expand existing microfinance schemes in support of ALP. This was not approved due to DAI contractual technicalities.
- Prepared, and submitted to the Rural Finance Committee, a proposal to set up a rural credit scheme, to provide credit to farmers and others in rural areas, where there is currently no availability of credit. This is ongoing.
- Organized assessments of various districts in Nangarhar, Laghman and Kunar provinces, to establish a fund of basic information of financial services for each district. This is ongoing.

- Started preparation of a proposal to provide incentive capital to Afghanistan Finance Company (AFC) , for the provision of small equipment leasing in the Eastern Region.
- Ongoing meetings with others involved in alternative livelihoods/rural development/finance, e.g. RAMP, IFDC, First Microfinance Bank, AFC, other ALP regions, MISFA, MFIs, etc.
- Surveyed existing state banks in Jalalabad to ascertain possibilities for cooperation, etc. None are capable of providing rural credit at this time.

Notable Opportunities/Constraints

Per the terms of DAI's ALP-E contract, the project is not allowed to provide loan capital or grants to provide incentives for new financial institutions to set-up in the Eastern region. Therefore ALP-E can try to leverage the existing loan capital of MFIs, or other credit providers, by funding all or part of their set-up and operating costs, through sub-contracts.

Proposed 4th Quarter activities

- Provide input for the Annual Work Plan for the Financial Services component, developing a detailed plan for the Foundation activities
- Discuss with MISFA-approved MFIs their contribution to ALP-E activities and credit products available to the Eastern Region. Discuss and finalize the probable terms of their sub-contracts.
- Prepare and submit proposal(s) to fund set-up and operational costs, through MISFA, or, if necessary, directly to MFIs providing micro-finance in support of ALP-E operations.
- Prepare sub-contracts once approval of Activity 3 has been obtained.
- Hold discussions with additional MFIs and others about the types of credit activities they may be willing to conduct in the region, and what incentives they may require to do so.
- Continue work on the proposal to establish a rural finance institution in Afghanistan.

3.4 NATURAL RESOURCES MANAGEMENT

The Natural Resource Management (NRM) component and Environmental Compliance of ALP-E focused mainly on helping with the Life of Project Work plan strategy during the 3rd quarter of 2005. Through a series of work sessions, the COP and technical staff developed the framework for the project strategies and activities. The NRM component also prepared the LOP approach specific for the Natural Resources Foundation Activity.

In preparation for the work plan being approved by USAID and subsequent increase in project activity, NRM component advertised and interviewed for a Natural Resource Management specialist to help oversee NRM projects and the environmental management system.

Principal Activities during the 3rd Quarter:

- Oversaw IF Hope woodlot and forestry subcontract.
- Revised the Environmental checklist for cash-for-work projects to ensure environmental compliance for ongoing projects in such a manner until EA is approved and incorporated into ALP-E activities.
- Helped manage the Seraj-ul Emarat park improvements (both AINP and ALP-E activities).

Notable Opportunities/Constraints:

The result of the interviewing for a NRM specialist was not successful. Out of approximately 25 resumes, only six met the qualifications for the position. Unfortunately, each interviewee was ruled out due to poor language skills, existing positions in the government, or lack of experience. The specifications for the position will be reviewed and possibly revised. In the meantime, ALP-E will continue the search for qualified candidates. There appears to be a lack of Afghans with sufficient experience in natural resource management who are available and interested in working in Jalalabad.

IFHope was asked to submit the first project report on their woodlot and forestry project upon completion of the first deliverables, as per the proposal. The natural resource advisor visited each plantation and woodlot in each of the five districts to review the success of the projects. The eucalyptus plantations are fairly successful and the farmers that were interviewed said they were happy that the plantations provided a crop on their marginal lands. On the other hand, the poplar plantations have not been as successful. IFHope claims the extension agents who manage the plantations are not maintaining them properly, and that there has been some problem with water availability for irrigation. IFHope is presently replacing the poplar cuttings that failed to survive the initial planting to meet 80% survival rate by the end of the woodlot project. Due to security restrictions, visits to the projects in Rodat and Bati-kot Districts had to be postponed until after the parliamentary elections. These two initial projects provide an opportunity to learn what was successful and what failed, and will help improve the design and implementation of future NRM projects.

The ALP-E Environmental Management System is on hold until the EA has been completed and approved by USAID.

Proposed 4th Quarter activities

- Provide input for the Annual Work Plan for the NRM sector, developing a detailed plan for the Foundation activities
- Identify and hire a competent NRM assistant
- Provide information and assistance to the EA consultants
- Provide a training seminar on environmental considerations to ALP-E engineers
- Conduct physical studies of priority watersheds

- Prepare SOW for Short-Term Technical Assistance (STTA) and oversee consultant activities for NRM studies
- Prepare RFP's for Integrated Watershed Management (IWM) pilot projects and subcontract implementing partners

3.5 INFRASTRUCTURE

Good progress has been made in establishing the ALP-E infrastructure team and project identification. The team continued coordination with provincial governments and line ministries and other agencies, and work continued in projects in four main areas:

- Labor intensive Cash for Work (CFW) projects have been implemented (by the ALP-E subcontractor Relief International) on irrigation systems and flood protection walls in Laghman Province.
- Major projects identified for implementation in both Nangarhar and Laghman Provinces have been approved by the respective Technical Working Groups.
- Identification of projects which will help accelerate the regional economy and are part of ALP-E solution sets to other area-based problems
- Demonstration and on-the-job training of professionals, unskilled and skilled labors on cobblestone paving.

Principal Activities During 3rd Quarter

- Cash-for Work – Laghman: The CFW implementing partner RI has made substantial progress in project planning, design and implementation of small scale construction works. Work has been completed in two project locations and continued in 7 other locations. The works focused on rehabilitation of irrigation canals and construction of protection walls along river banks to minimize bank erosion and flood damage on agricultural lands and some infrastructures adjoining the major rivers in the Laghman province. For the quarter, there were 66,337 labor days on these projects, and cumulatively there have been 85,106 labor days. The average labor force per day during the period was 775 laborers. Annex 1 shows the details of CFW being carried out in Laghman and the progress to date.
- Long Term Projects – Nangarhar: Work continued by the team of Engineers from MRRD, Irrigation and Public Works with ALP-E engineers to carry out a detailed inventory of the selected projects in all 23 districts of Nangarhar province. Unfortunately due to security reasons only about 6 prioritized sites have been visited during the quarter and further visits have been planned for the next quarter.
- Kama Irrigation Scheme – Nangarhar: Following the finalization of the priority list, the Director of Irrigation, Nangarhar Province, has requested DAI to consider as a top priority the rehabilitation of the existing Kama Irrigation system of Kama Irrigation scheme in Nangarhar province. Based on the request, an inventory of the system has

been started to assess the need for a technical evaluation of the need for rehabilitation of the scheme. The system has the following components:

1. Remedial works and operational improvements of the existing system commanding some 10,000ha is situated about 15 km from Jalalabad City and in the Kama district. The irrigated area is on the left bank of Kunar River.
 2. Construct a low-flow intake, which will permit abstraction of flows to irrigate a third season crop of some 8,000 ha of existing command area; and
 3. Setting up of Water Users Association (WUAs) based on the experience learnt in a similar project now underway by the Rebuilding Agricultural Markets Program (RAMP) and implemented by DAI.
- Cobblestone Road Paving and Training: A more durable and innovative technology as adapted by DAI in a similar USAID Project, building Cobblestone roads has been introduced to the ALP project on a pilot basis. In August, ALP-E trained some 80 professionals from the Government departments, contractors, NGOs and consultants. In addition, some 50 skilled and unskilled labors have also been trained in material selection, laying stones and machine compaction. The demonstration trial was carried out in the Serajul- Emarat Park in Jalalabad.
 - Darunta Road - Laghman: Engineering survey and design has been substantially completed by Reconstruction and Social Services for Afghanistan (RSSA) on the improvement of the 17 km road connecting the north side of Darunta dam with the main road connecting the highway to Mehtarlam. The project will use labor intensive cobblestone paving and should help generate hundreds of thousands of labor days for the Province of Laghman. The project will be put out to bid for construction services or Cash for Works in the next quarter.
 - Shamshapore Road-Nangarhar: The priority for improving this road from the village Shamshapore to Barkako Khil in the Surkhrod district was discussed in a meeting with the district heads and village Shuras in July. Improvement of this road will help link production areas in Western Nangarhar to markets. The site surveys for this road have been completed and the detailed design is underway in-house. As in the case of Darunta Road, the project will use labor intensive cobblestone paving to generate significant labor days for the Surkhrod district.
 - Goshta, Lalpor and Shewa Bridges-Nangarhar: The need for constructing two major bridges across the Kabul River at Goshta and Lalpor Districts, and another bridge across Kunar River at Shewa District is included in the MRRD prioritization list. The building of these bridges is strategically important for the transport of heavy or light vehicles within this region particularly from the northern side of Nangarhar to market centers in Goshta, Lalpor and Shewa Districts. Initial field visits to these sites have been completed and the site surveys for feasibility studies have been planned for next quarter.
 - Water Resources Feasibility Study for the Spin Ghar Gorges: There are thirteen significant gorges across the watershed issuing rivers that are exploited by the scattered numerous village clusters in the foothills and across the plain. Five of these gorges have been identified by local decision makers as important to provincial economic development. ALP-E will analyze the veracity of this belief, and

assess the feasibility of short, medium and long-term water resource management interventions

The first stage in data collection on water management, flooding and water availability has been delayed due to the high security risk in the area and no field visits to any of the identified sites were possible. It is now planned to carry out the field data collection starting in late November.

Notable Opportunities/Constraints

As reported in the previous quarter, due to the field oriented nature of infrastructure work, security, or a lack thereof, is the single largest external factor that can become a constraint. This already has impacted the effectiveness of finalizing the prioritized list of projects for implementation and data collection for Spin Ghar study. ALP-E is tackling this issue by adapting security procedures that minimize risk while still enabling site work.

The biggest opportunity encountered so far has been the continued willingness of the personnel from MPW, MWIRE and MRRD to participate in the ad-hoc engineering team. This is not only boosting the capacity of these institutions, but is aiding in the acceptance of field teams by communities.

The main constraint that has been encountered is the lack of experienced topographical surveyors and design engineers available for the immediate assignments to implement in-house infrastructure activities.

Proposed 4th Quarter Activities:

- Provide input for the Annual Work Plan for the Infrastructure sector, developing a detailed plan for the Foundation activities
- Repetition of project identification process using MRRD prioritization list approach in Kunar.
- Begin construction of 19 km length of Darunta Road in Laghman and 11km of Shamshapore, 13 km of Hisar Shahi Camp to Goshta Road in Nangarhar with cobblestone paving.
- Start of feasibility studies and design work on up to 4 major infrastructure projects, including major irrigation (Kama Intake) and transport (Lalpoor/Goshta /Shewa Bridges) and Karez system in Goshta District.
- Ramping up of CFW activities in Laghman to \$2 million level.
- Start of CFW activities in Kunar as start of Program expansion.
- Start of systematic Road Inventory Project for Region, as basis for future transport planning.
- Possible role in Industrial Park Planning activities.
- Plan for CFW activities in Nangarhar province for implementation in year 2006.
- Identify and hire 4 experienced design engineers
- Assist in the merging of AINP CFW systems and staff into the ALP-E project

3.6 GENDER AND MICRO ENTERPRISE

Gender is a cross-cutting issue that ALP-E includes in all their activity planning. ALP-E also plans to develop and implement programs specifically targeting women and other vulnerable groups, such as the disabled. The social context in Afghanistan makes it extremely important to consider the effects of programs targeting women, and the possible constraints to do so. To counter possible resistance, ALP-E will work with households so that everyone understands the benefit to the family from allowing women to work and learn income-generating skills. We hope to thus work within the cultural context of Afghanistan while promoting change and empowerment for women.

Principal Activities during 3rd Quarter:

- A survey and analysis of regional efforts to provide sustainable livelihoods for disadvantaged sectors of the population in Nangarhar and Laghman provinces completed and submitted to USAID on 30 July, 2005.
- Gender Micro-Enterprise Development Coordinator (GMED) identified and began part-time work on ALP-E in September, consisting of coordination with Relief International; drawing on lessons learned from AINP; and meeting with representatives from local NGOs
- Ms. Irina Ulmasova, Household Income Manager for Relief International, arrived in-country 7 September, and began planning phase of the RI Microenterprise program.

Notable Opportunities/Constraints

The transition of the AINP Gender Coordinator to ALP-E (as the Gender Micro-Enterprise Development Coordinator) allowed for lessons learned on AINP to be immediately applied to ALP-E. The crossover of personnel has made it easy to coordinate ways in which the programs under AINP can be continued, and expanded under ALP-E, meeting both the immediate and the long-term goals of ALP-E. The opportunity to take advantage of the systems already in place for RI's activities under AINP is an advantage for ALP-E in delivering immediate results while longer-term activities are being planned.

Security continues to be a constraint to the ability to get out into the field to undertake surveys and assessments, although it is hoped that with the election period successfully concluded, we will be able to get out to more areas. Working with women in this context also has various innate challenges, as only female staff can interact with our beneficiaries. Locating qualified female support staff has been a challenge that should be overcome shortly.

Proposed 4th Quarter activities:

- Provide input for the Annual Work Plan for the Gender and Micro-Enterprise sector, developing a detailed plan for the Foundation activities
- Hire a national staff deputy for the GMED Coordinator
- Conduct a comprehensive needs assessment for Nangarhar and Laghman (and possibly Kunar)

- Offer a training, through RI, to the beneficiaries of AINP that will help them to establish and run household enterprises.
- Work with the Private Sector Development Coordinator on the planning and establishment of a Handicrafts Center for women in Jalalabad.
- Continue to work with the other team members to ensure that they are including gender in their programs

SECTION FOUR: PROGRAM STATUS—PROGRAM MANAGEMENT AND ADMINISTRATION

With a fully equipped and functioning office, adequate guesthouses for the expatriates and the hiring of the bulk of the necessary technical program management and administrative staff, the ALP-E management and administration/operations teams could concentrate more on refinements and ways to enhance the performances of the technical units. This was a major factor in the great increase in production by the Technical Units.

4.1 PROGRAM ADMINISTRATION, OPERATIONS AND PROGRAMMING

During the quarter the Operations and Programming Unit principally focused on the completion of the pre-selection of the potential candidates submitting proposals for Indefinite Quantities Contracts (IQC), finalizing IQC award letters and contract templates, signing a contract with RSSA to start survey of Darunta By-Pass Road, hiring additional administrative and technical staff, completing the construction of the office car parking area and generator shelters, purchasing communication equipment and office equipment, moving the project vehicles from Kabul to Jalalabad, renting the Laghman office, and providing various internal trainings to the staff including IT, Security and English Language.

Principal Activities during 3rd Quarter:

- Hired 21 technical and administrative staff including engineers, M&E Manager, a Senior Security Coordinator, drivers, and guards
- Completed the pre-selection of firms submitting IQC proposals and sent the results to the relevant Program Sections
- Continued close collaboration with the other ALP projects, both in Afghanistan and in Washington, D.C.
- Purchased communication equipment (HF/VHF Radios) and office equipment including ACs, Desks, UPS, and Thuraya mobile phones
- Completed the construction of the office parking lot with generator shelters
- Delivered eight project vehicles from Kabul to Jalalabad, complete with ballistic blankets and shatter-proof glass installed
- Rented the Laghman Office and deployed necessary security staff (unarmed internal guards)
- Created an ALP-E Website test site
- Provided USAID with a Home Office Visit Policy
- Facilitated the logistics for visiting STTA personnel (refer Annex 2)
- Wrote and submitted three success stories to USAID
- Finalized the IQC award letter for all proposed firms and the IQC contract template
- Assisted with logistics for the Industrial Trade Fair in Jalalabad
- Provided training to all national staff including IT (Lotus Notes, Basic Computer), Security (various), and English Language)
- Completed the Implementation Fund Manual, the Afghanistan Desk Reference Manual and written translation of the Orchard Establishment Baseline Survey
- Completed the Employee Survey and conducted individual employee reviews with Core Operations staff.

- In Washington, D.C., made a joint ALP briefing to the new USAID Alternative Livelihoods Director, Beth Dunford

Proposed 4th Quarter activities:

- Recruit and hire expatriate staff for the new positions of DCOP/Technical Operations, Cash for Work Manager, and Gender and Micro-Enterprise Manager
- Assist in the recruitment and hiring of four local staff as Sub-sectors Coordinators
- Enhancing information exchange through TAMIS to share data and access relevant materials
- Maintaining the ALP-E website and frequently updating the site to provide the latest success stories internally and externally
- Compiling monitoring and evaluation data for USAID and ALP-E staff to gauge progress and to provide information for strategic decision making
- Managing the ALP-E/AINP merger and providing a smooth transition of cash for work implementation during the month of December 2005
- Writing 5 success stories and 5 first person interviews and disseminating them to USAID, partners, and other organizations to publicize ALP-E's positive impact on citizens
- Professional development for the national staff
- Managing the sub-contracting component of the project
- Performing record keeping audits for all of the units of the Team
- Negotiating and setting up a more adequate office in Kabul and establish Radio Communication System there
- Maintaining the procurement database including historical cost of items purchased and the vendor database monthly
- Develop Standard Operations Procedures for the Security Section
- Institutional capacity building and proposal writing training for IQC rejected firms and others
- Provide GPS training to all national and international staff
- Hire an Office Manager for Laghman and a Natural Resources Management Specialist for NRM Unit.

4.2 MONITORING AND EVALUATION

The ALP/E team has developed an M&E system that provides the foundation for tracking multiple levels of metrics Performance Management Plan (PMP) indicators; project outputs; quantifying impacts to measure progress), as well as qualitative aspects of project implementation (information for troubleshooting; assessing areas where project activities may need to be refocused in response to new information, new issues, and shifting security and programming priorities). During the last quarter the M&E department was successful in applying different types of systems and components, such as the TAMIS and GeoBase.

Principal Activities during 3rd Quarter:

- Completed the review of the PMP, which was submitted to USAID along with the Implementation Strategy and LOP Work Plan
- Proposed a new set of Program Performance Indicators, which are recommended for inclusion in the PMP
- The Business Capacity Index (BCI) was reviewed and first draft presented to COP for comments and approval.
- After training from USAID, entered the data for 11 Cash for Work and one orchards development project into the GeoBase System. GeoBase data update will be done on a monthly basis.
- Completed a draft version of an ALP-E Village Cluster Monitoring Approach and submitted it to Social Impact, Inc. for review. Ideally, the approach will closely be used with BCI.
- Finalized the design of the ALP-E M&E database in MS Access. Particular attention was paid to the data requirements of ALP-E interventions.

Proposed 4th Quarter activities:

- Finalize and implement the BCI
- Make amendments to the structure and contents of the ALP-E M&E database as required
- Facilitate the recruitment of one more M&E officer for the department
- Explore the efficacy of designing and establishing an ALP-E internal Web Page, for the storage and use of ALP-E local users
- Update GeoBase tracking sheet on a monthly basis
- Conduct M&E training for local staff
- Perform monitoring missions to project sites as required

4.3 SECURITY

The security situation in the Eastern Region has remained volatile, but in varying degrees in the different provinces. Overall, however, there seems to be an increase of insurgency and attacks during the quarter. The negative effect this situation had on the field work of ALP-E's technical units was described earlier in this report by all the technical units.

The situation in Nangarhar was not much changed since the aftermath of the May 11 riots in Jalalabad, with frequent incidents and threats of incidents. Kunar, on the other hand, was increasingly unstable in its northern districts, after the shooting down of the CF helicopter. Laghman was frequently volatile and tense, especially in the Dawlat Shah district. The parliamentary campaigns did not seem to heighten the number of AGE incidents appreciably in the Eastern Region, though there were many threats that never materialized.

ALP-E continues to maintain its high level of security measures, which often makes project implementation and field visits unwieldy and difficult. Since there is such a variation of risk in the different districts and a high volatility, ALP-E's security personnel constantly monitor conditions in all districts in the project areas, canceling field trips when warranted.

With the approaching winter season, it is expected that the AGEs will concentrate more on training, logistics and new recruitment, as they seemed to do last year. But ALP-E will maintain a high state of vigilance, strictly enforcing its security measures during a winter lull.

On September 28, 2005 a USAID Technical Directive requested, from all the ALPs, action plans for continuing work when security or other conditions could result in work stoppages. ALP-E's action plan will be submitted to USAID soon.

Security measures which were implemented in the 3rd Quarter

- Recruited four more armed guards.
- Hired an armed guard security coordinator.
- Equipped all new ALP-E vehicles with ballistic blankets and blast film for windows
- Purchased HF and VHF communication and installation in the radio room and the project vehicles.
- Conducted security training for the staff: Personal Safety, Fire Safety, Residential Safety, Driving and Travel Safety, Emergency Preparedness, First Aid and the Emergency Evacuation.
- Completed the ALP-E evacuation plan.
- Assisted the Hart Security consultant in the security training for the expatriates and the armed guards/ internal guards
- Implemented most of the Hart Security consultant security assessment recommendations.
- Created and equipped bunkers in ALP-E facilities to be used in case of emergencies.
- Performed a security risk assessment for the Eastern Region.
- Hired a senior security coordinator for the guards training to train, monitor and supervise the guards on daily basis.
- Enhanced coordination with the United Nations Department of Safety and Security (UNDSS), the Afghanistan NGO Safety Office (ANSO) and Afghanistan law enforcing agencies
- Equipped the field missions with Thuraya phones.
- Instituted a two-vehicles policy for the expatriate field missions and for the national staff in high risk areas
- Instituted armed escorts for the expatriates for all movements to mitigate the risk of kidnapping.
- Procured uniforms for both internal guards and the armed.
- Provided constantly updated information to the decision-makers and to all the staff to be aware of the dynamic security situations.
- Placed sand bags for the armed guards in all ALP-E facilities.
- Provided emergency contact details for all the staff and in each project vehicle.

Annex Two

Summary of 3rd Quarter Short Term Technical Assistance

	NAME	TITLE	ACTIVITY	STATUS
1	Oana Tudor	TAMIS Specialist	TAMIS Training	Completed, report produced
2	Edwin Lopez	Cobblestone Specialist	Training in cobblestone Road	Completed, report produced
3	Said Tamjid u rahman	Tomato Consultant	Tomato value chain study	Completed, report produced
4	Mohammad Hussain	Assist Tomato Consultant	Assist in the value chain study	Completed, report produced
5	Raj Kapoor	Floor Milling consultant	Needs Assessment for floor milling factory	Completed, report produced
6	Gerald Backer	Technical Backstop for ALP/E and AINP	Providing technical back stop support to ALP-E and AINP	On-going backstopping

Annex Three: Acronyms

AFC	Afghanistan Finance Company
AIB	Afghanistan International Bank
AICC	Afghanistan International Chamber of Commerce
AINP	Afghanistan Immediate Needs Program
AL	Alternative Livelihoods
ALP	Alternative Livelihoods Program
ALP-E	Alternative Livelihoods Program-Eastern Region
ANSO	Afghanistan NGO Safety Office
AVRDC	Asian Vegetable Research and Development Center
BCI	Business Capacity Index
BRAC	Bangladesh Rural Advancement Committee
CDCs	Community Development Councils
CFW	Cash for Work
CIPE	Center for International Private Enterprise
CN	Counter-narcotics
CNFA	Citizen's Network for Foreign Affairs
COP	Chief of Party
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DWC	Development Works Canada
FAO	UN Food and Agriculture Organization
GOA	Government of Afghanistan
GMED	Gender Micro-Enterprise Development Coordinator
HMM	Hatch Mott MacDonald
IAN	Industrial Association of Nangarhar
ICARDA	International Center for Agricultural Research in the Dry Areas
IF	Implementation Fund
IFDC	International Fertilizer Development Corporation
IPs	Implementing Partners
IQC	Indefinite Quantities Contract
IT	Information Technology
IQC	Indefinite Quantity Contract
IWM	Integrated Watershed Management
MADERA	Mission d'Aide au Développement des Economies Rurales en Afghanistan
MAF	Ministry of Agriculture and Food
MFI	Micro Finance Institutions
MISFA	Microfinance Investment Support Facility for Afghanistan
MRRD	Ministry of Rural Rehabilitation and Development
MPW	Ministry of Public Works
MWIRE	Ministry of Water and Irrigation Resources
NGO	Non-government Organization
NRM	Natural Resources Management
NSP	National Solidarity Program
NVDA	Nangarhar Valley Development Authority
OTF	On the Frontiers
PCB	Provincial Coordinating Body
PDC	Provincial Development Council
PMP	Performance Management Plan
PRA	Participatory Rapid Appraisal
PRT	Provincial Reconstruction Team
PSD	Private Sector Development

RAMP	Rebuilding Agricultural Markets Program
RI	Relief International
RFP	Request for Proposal
RSSA	Reconstruction and Social Services for Afghanistan
SME	Small and Medium Enterprise
STTA	Short-term Technical Assistance
TWG	Technical Working Group
UNDSS	United Nations Department of Safety and Security
USG	United States Government