



Final Report
USAID Office of Agriculture
Commercial Horticulture and
Agricultural Marketing Program
(CHAMP)
Mid-Term Evaluation



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Front Cover Photo: Kabul Fruit Market (Photo by Stephanie Brennan)

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List of Abbreviations and Acronyms

AAIDO	Afghan Almond Industry Development Organization
ACE	Agricultural Credit Enhancement Program (USAID)
ACOP	Acting Chief of Party
ADT	US Military Agriculture Development Team
AFs	Afghan Currency
ANNGO	Afghanistan National Nursery Grower Organization
AOTR	Agreement Officer's Technical Representative (USAID)
ASAP	Accelerated Sustainable Agriculture Program (USAID)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
BDS	Business Development Services
CDC	Community Development Council
CHAMP	Commercial Horticulture and Agricultural Marketing Program (USAID)
COP	Chief of Party
DAIL	Directorate of Agriculture, Irrigation and Livestock
DCOP	Deputy Chief of Party
EU	European Union
FTE	Full-Time Equivalent (1 FTE = 260 days of labor)
GA3	Gibberellic Acid Treatment for Seedless Grapes
GAP	Good Agriculture Practice
GDP	Gross Domestic Product
GIRoA	Government of the Islamic Republic of Afghanistan
GIZ	Gesellschaft für Internationale Zusammenarbeit GmbH
GPFA	Global Partnership for Afghanistan, an International NGO
GPS	Global Positioning System

GRAPE	Grape Revitalization for Afghanistan Productivity and Empowerment
GVAP	Grape Value Added Program
HH	Households
HLP	Horticulture And Livestock Project
HQ	Headquarter
IDEA-NEW	Incentives Driving Economic Alternatives North, East and West (USAID)
IPM	Integrated Pest Management
IRD	International Relief and Development, a for-profit international development firm
LOE	Level of Effort
M&E	Monitoring and Evaluation
MAIL	Ministry of Agriculture, Irrigation and Livestock
MOU	Memorandum of Understanding
MT	Metric Ton
NGO	Non Governmental Organization
P2K	The Provinces of Paktika, Paktya and Khost
PHDP	Perennial Horticulture Development Project, funded by the EU
PMP	Performance Management Plan
PRT	Provincial Reconstruction Team
RADP	Regional Agricultural Development Program (USAID) expected Dec 2012
RAMP	Rebuilding Agricultural Markets Program (USAID)
RC	Regional Command
RFQ	Request for Quote
ROI	Return on Investment
ROP	Roots of Peace
SOW	Statement of Work
SRAD	Southern Region Agriculture Development Project (USAID)

TCN	Third Country National
UAE	United Arab Emirates
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United States Government

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I. Executive Summary

The Commercial Horticulture and Agricultural Marketing Program (CHAMP), implemented by Roots of Peace (ROP), is a four-year, \$30.4 million activity to assist Afghan farmers to shift to higher value perennial horticulture crops by providing orchard development, vineyard trellising, and marketing to link producers to merchants for both import substitution and exports. Key to all components of CHAMP is the fact that all beneficiaries provide cost-sharing payments, typically 25% of costs, to build long term ownership and buy-in of the farmers, women and traders. At the time of the evaluation, USAID began a budget and program modification of the CHAMP program and has since increased its budget and timing to extend to the end of 2014.

Despite functioning in areas of the country that are increasingly difficult to monitor and manage, CHAMP, while lacking some key strategic focus and facing some implementation issues, is proceeding in the right direction to fulfill its goals. Overwhelmingly positive response from participants and their willingness to provide cash upfront for activity participation, as well as the long list of farmers and traders wanting to join the program regardless of out-of-pocket requirements, provide a strong case for success and the fact that the program is providing support in key areas that are wanted and needed by the agricultural community.

CHAMP operates in 16 provinces in the Eastern, Southeastern, Southern and Central regions of Afghanistan in some of the most volatile and difficult to monitor districts in the country. The CHAMP program is implemented by Global Partnership for Afghanistan (GPFA) in Paktya, Paktika and Khost (P2K). Since it began in February 2010, CHAMP has supported over 12,733 households (HH) with over 3,073 hectares (Ha) of new orchards and vineyards established and over 102 Ha of new trellising installed.

The evaluation methodology employed: document review; key partner and stakeholder interviews at ROP, Ministry of Agriculture, Irrigation and Livestock (MAIL), Directorate of Agriculture, Irrigation and Livestock (DAIL) and other partner organizations; participants and non-participants survey questionnaires; focus groups; field visits and PRT teleconferences. Guidelines for open-ended questions in focus groups were developed and tested, and specific interview guides were developed for traders, regional extension and field officers. Seven field sites were visited in four Regional Command (RC) centers and eight focus groups were held including Zabul in Kandahar. The data was compiled in an excel spreadsheet. Conclusions and recommendations are based on the documentation provided and data collected.

Orchard development and trellising are the largest components in CHAMP. By improving the quality and quantities of fruits produced, farmers have the opportunity to market their products domestically and abroad to increase their household income and

reduce rural poverty. Though in the case of orchard development, it may take 3-5 years for orchards to produce their first harvest. The impacts of trellising in the household economy can be appreciated even after one year, yet, there have been delays in the deploying the infrastructure, framework and capacity building for farmers to fully benefit from this innovation. Continuation of these components will strengthen the linkages between farmers and traders in the value chain.

Training in orchard/vine establishment and trellising has taken place mostly in small groups or on a one-to-one basis. Leave-behind training material for farmers is generally lacking, and most of the hard copies available are not in Dari or Pashto. Innovative methods, mostly visual, are needed to extend knowledge to illiterate farmers. In most of the regions visited farmers expressed their strong desire to have formal, longer term training sessions, which have not taken place under CHAMP. Post-harvest training has been provided by the marketing group, mostly for traders, but farmers have also expressed interest in this instruction. Training activities can be used to foster the participation of DAIL extension.

The progress of the program measured against the approved indicators shows that the program is on track. However, the indicators themselves are not closely aligned with key activities. For example, the number of households that benefitted by agriculture and have planted high value crops as a result of the project has exceeded its target by 12%. Likewise, the number of individuals receiving agriculture-productivity short-term training has more than doubled the original target. Hectares of new orchards and vineyards are only 8% below the program target. Only two items stood out in terms of needed improvements: vineyard trellising is lagging behind, at only 29% of the deliverable figure; and the access to loans or financial agreements is at only 8%. Under-performance these indicators is a reflection of problems with procurement of inputs and the difficulty in accessing agricultural credit. Recommendations have been made to revise the indicators overall to better reflect the results of program activities.

The Marketing team has been unfocused but successful. They have worked with traders to make them aware of the benefits of encouraging farmers to improve the fruits quality. The program has revitalized trade corridors to India, Pakistan and the UAE. However, to scale up domestic and export markets the marketing team needs to systematically use market intelligence to develop business plans for each step in the value chain.

New business development is a program spin-off that will enable ventures for different actors at different levels in the value chain. Services and products required in the value chain are likely to be the core of this endeavor, but the marketing team needs to budget for results rather than budgeting for activities. This will allow them to measure the returns on their investment in each activity.

Credit for farmers and traders has been a long-lasting constraint for economic growth. CHAMP, Afghanistan Credit Enhancement (ACE) and Afghan Almond Industry Development Organization (AAIDO) have worked to develop a mechanism to provide

credit to farmers and traders. AAIDO will initially manage the fund from ACE. CHAMP has the opportunity to provide technical advice to develop business plans for different actors in the value chain. Credit availability provides a chance to revitalize weakened cooperatives of farmers and traders.

The original gender program developed by CHAMP was designed to provide vegetable gardens and small poultry farms for women. It was successful and popular with the beneficiaries, but did nothing to integrate support for women as part of a comprehensive approach to support of the fruit production and marketing sector, and is widely seen as a “charitable” approach to gender support. The most important by-product of the original CHAMP gender program was the structure developed through its female extension agents as channels of distribution for support of women. Through this channel more integrated support programs can be developed to provide means for women to develop specific skills that will make them an integral piece in the fruit farming process and build their own capabilities, stature and self-confidence to expand into other areas. The Evaluation Team has provided suggestions and ideas regarding support to women as part of a more integrated approach.

The long-lasting effect of CHAMP depends on the ability of its collaborators to communicate timely and effectively in insecure environments. Strategic and day-to-day involvement of MAIL/DAIL staff before the project completion is a one of the most important challenges for the project. Without MAIL/DAIL ownership of the program and their ability to further develop horticultural value chains the achievements of the program are at risk.

Communication internally and between CHAMP and its partners in 16 provinces and four RCs should be strengthened through the use of more online information, periodic newsletters and through the participation in joint training events whenever possible. The communication between CHAMP and the Regional Platforms / PRTs is good in some areas but can be improved in others. Sharing beneficiary information, including GPS coordinates of farms, should be done through the agreed communication channels but needs to be managed to not put beneficiaries at risk. This information would greatly improve the M&E activities of the Regional Platforms and PRTs to minimize the unintended overlap of USAID projects in some provinces. Communication and coordination can greatly contribute to the sustainability of the perennial horticulture value chain, and build stronger relationships with its key stakeholders.

II. Introduction

1. DESCRIPTION OF PROJECT

In February 2010, the USAID CHAMP program, implemented by ROP, began its four-year, \$34.9 million activity to reduce poverty among rural Afghan farmers by assisting them to shift from relatively low-value annual crops such as wheat, to relatively high-value perennial crops such as almonds, grapes, and pomegranates. Because improved trellising can dramatically increase the productivity of existing vineyards, a second component of CHAMP is to assist grape producers to install improved trellising systems. By the end of the project, participants will contribute \$ 4.5 million of the total program costs, via copayments to cover the costs of the input materials for the orchards and vineyards.

A marketing program supports the increased production by linking producers to merchants in a system that rewards farmers and merchants for higher fruit quality production with higher prices and profits, working with farmers to improve quality, and with traders to improve post-harvesting methods including: grading, packing, cooling, shipping, and marketing, among others. Profits would increase through interventions targeting higher paying, non-traditional export markets, and better access to credit. Also, to ensure that women specifically benefit, working towards the idea of equal opportunities for women, CHAMP implemented a pilot gender program, focusing on home gardens and poultry rearing to increase household incomes. CHAMP implements activities in 16 provinces in the Eastern, Southeastern, Southern, and Central regions of Afghanistan: Kandahar, Helmand, Zabul, Uruzgan, Nangarhar, Laghman, Kunar, Ghazni, Logar, Wardak, Paktya, Paktika, Khost, Bamyan, Parwan and Kabul.

ROP granted a sub-agreement award to the GPFA, an Afghan non-government organization. GPFA is implementing CHAMP orchard establishment and gender programs in P2K provinces. ROP is implementing program activities in the remaining thirteen provinces.

Program components:

- Establishment of new orchards and vineyards.
- Trellising for new and existing vineyards.
- Home egg production units and vegetable gardens for women.
- Marketing programs for export and import substitution.

Expected results:

- Increase income for 6,650 grape farmers and over 20,000 farm families.
- Strengthen capacity of over 100 MAIL officials to effectively deliver services to farmers at national and sub-national levels.
- Enhance farmer productivity and access to licit economic opportunities by:
 - ✓ Planting 3.5 million fruit trees.

- ✓ Establishing nearly 8,000 hectares of new orchards.
- ✓ Trellising 2.2 million+ grapes covering 1,300+ hectares of new vineyards.

2. PURPOSE OF EVALUATION & EVALUATION QUESTIONS

The purpose of this Mid-Term Evaluation is to:

- Cross check and re-validate the values of all indicators and results reported in project bi-weekly, quarterly, and annual reports.
- Determine whether implementation of the project is “on-track” and proceeding as expected to achieve its stated objectives.
- Assess the level of progress, quantity, and quality of project activities and results reported.
- Compare planned versus actual results and determine whether targets are being met.
- Identify implementation challenges and problems and recommend possible solutions or corrective actions.

To assess the progress, quantity, and quality of project activities and results reported, the evaluation will focus on the following questions:

1. Based on a review of the Workplan, Performance Management Plan (PMP), and quarterly progress reports, is the project on track/schedule? Answer must be evidence-based.
2. Were quality inputs distributed at appropriate times (e.g. sapling quality with regard to rootstock, scion variety, and timing of distribution to allow for successful establishment of orchards/vineyards)?
3. What are the survival rates of saplings and vines in newly established orchards and vineyards? Answer must be evidence-based.
4. Are export marketing linkages sustainable? Why or why not?
5. What steps have been taken to improve the technical capacity of the farmers in agricultural marketing (e.g. packing and demonstration of refrigerated transportation of fruits and vegetables)? Were those steps effective?
6. Have beneficiaries *adopted/are beneficiaries using* new practices and technologies introduced? Why or why not?
7. Was the pilot Gender Program effective? Why or why not? Are the activities within the pilot program sustainable? Could/should it be replicated?
8. Lastly, are the activities and outputs of the program consistent with what was agreed in the Workplan? (**See ANNEX A: Statement of Work**)

3. METHODOLOGY

The Evaluation Team reviewed documents (detailed in **ANNEX: T Key Documents Reviewed / Bibliography**); conducted 15 interviews with various departments of Roots of Peace including program management, marketing, training, M&E, communication, gender and procurement; interviewed 113 key partners and stakeholders (See **ANNEX B: Organization Meeting List**); developed and tested a survey instrument for use with participating and non-participating farmers; as well as creating interview guides and focus group questions for qualitative data from the various stakeholder and farmers. Twenty on-site field observations were possible, providing photo documentation.

Field visits in seven sites provided feedback from over 152 people: 84 participants, 34 non-participants, 16 traders, 45 CHAMP field staff, 11 DAIL extension agents, other partners and seven USAID Regional Platform/PRT field officers. Eight focus groups were held for Kabul, Parwan, Kandahar, Zabul (in Kandahar), Nangarhar, Helmand and Paktya (subcontracted through GPFA). One hundred eighteen total surveys were completed and 91 interviews conducted with people involved in the CHAMP project across the regions. (See **ANNEX E: Regional Visit Activity** for a comprehensive list.) The variety of data collection instruments allowed for both quantitative and qualitative information on which to base conclusions. (See **ANNEX D: Data Collection Instruments** for examples.)

Sites were selected based on the requirements of the SOW to best represent a mix of the different regions for comparative and contrasting activities. When face to face meetings were not possible, telephone, teleconference and Skype calls were employed.

The survey methodology was not designed as a random sample nor is it considered to be statistically valid. Due to the time and travel limitations on the evaluation, the teams needed to rely on the support of the CHAMP and DAIL staff for participant and non-participant recruitment. However, results appear unbiased and reflect problems and issues in a balanced way.¹ (**ANNEX F: Survey**) In many cases, the site visits themselves also provided the most revealing information and were used to counter balance survey findings. (**ANNEX Q:**)

The entire team tested the participant survey in two key district locations of Kabul. This allowed each member of the team to learn and adjust the approach of the data collection to best suit the needs of the situation and to take the lessons learned to different regions. Expat consultants were paired with a local counterpart for translation purposes. In more unstable areas, the teams traveled “low profile” to attract the least amount of unwanted attention and provide secure situations in which to gather feedback on the project. The

¹ Household income, number of household members, and male to female ratio were very similar.

evaluation was completed according to the schedule provided in ANNEX C: Workplan Schedule.

III. FINDINGS

The findings are based on semi-structured interviews with CHAMP staff, stakeholders, documents provided and primary research through quantitative and qualitative data.

1. PROGRAM MANAGEMENT

a. Personnel / Staffing

With a history of successful horticulture ventures, Roots of Peace was awarded the CHAMP project as an unsolicited cooperative agreement early 2010 and officially started operation as of Feb 1, 2010. There seems to have been some difficulties in international staffing and management needed to get the program established. The first six quarterly reports show a series of “Acting” Chiefs of Party, interchanging with other ROP executive positions, and lacking the feel of a strong captain at the helm of their operations. Current Chief of Party (COP) Peter Dickrell started in June, 2011 and has a very strong background to support the CHAMP program with over 25 years of extensive USAID program management and agriculture development and marketing experience worldwide.

The program has successfully reached out into communities that are especially hard to monitor and manage due to security issues and remoteness. The overall structure of CHAMP includes one International Chief of Party, TCN and/or external consultants when needed and five or so executive staff. (See ANNEX H: CHAMP Organizational Chart.) There are 43 Total HQ staff and 66 CHAMP extension agents plus M&E, gender and support regional staff. Total staff is 169 people. The local extension, M&E and gender agents are hired within their local communities to build trust and recognition in the local communities to assist with program support. (See ANNEX G: CHAMP Staffing.) There is a strong effort to have the program Afghan run and Afghan managed, which provides for a positive correlation between long term support and ownership by the Afghan people. However, there are issues regarding limited expat support at the Regional PRT levels that have caused some perceived suspicion that reported activities in remote and hard to monitor locations are not as positive as reported.

b. Communications / Reporting

CHAMP is responsible for reporting to USAID in Bi-Weekly and Quarterly reports. The quality of the reporting is good; however, there has not been consistency in reporting formats used to easily compare results on an on-going basis. Additionally, CHAMP admits the bi-weekly reporting is time-consuming at the district level; monthly reporting could be considered. Interviews with some members of MAIL and with

regional PRTs reflect a general discontent regarding coordination of activities at the regional levels and the need for coordination and monitoring that are not being communicated enough in advance to make activities inclusive. In both cases, a stronger communication and reporting plan could easily address these issues. CHAMP has recognized the issue and is taking steps to develop a Communication Plan (**ANNEX L:**) with a new communications manager hired in early 2012.

c. Expenditures and Budgets

CHAMP expenditures for 2010 and 2011 were \$3.61 million and \$5.54 million, respectively (**ANNEX I: CHAMP Budgets vs. Expenditures:** Table 1.); these figures were 85% and 72% of the corresponding allocated budgets. The expenditures include salaries, fringe benefits and allowances, travel and per diem, program inputs and supplies, other direct costs and equipment, subcontractor (GPFA) and training. Understandably, the largest proportion of expenditures was for program implementation (inputs and supplies), 43% and 46% in 2010 and 2011, respectively. Salaries represented about 22% of the expenditures. Expenditures in inputs and supplies were 48% above the allocated budget in 2010 but they were only 76% of the allocated budget in 2011. The expenditure for travel and per diem in 2010 and 2011, respectively, was only 35% and 43% of the budget allocation. Training activities in 2011 used only 16% of its allocation; however, a major part of training expenditures is embedded in program inputs and supplies. Budget allocations for 2012 and 2013 are similar to previous years but with a small increase in the corresponding shares for program implementation, 50% and 55%. GPFA is only budgeted for 2012.

Expenditures of the different components of CHAMP for 2010 and 2011 are shown in **ANNEX I: CHAMP Budgets vs. Expenditures:** Table 2. In 2010 the largest expenditure was in the establishment of new orchards and vineyards, followed by trellising of established and new vineyards, GPFA, marketing and gender. Trellising expenditures were 3.5 times above the budgeted allocation, establishment of new orchards and vineyards was 75% above its budgeted allocation and marketing was only 10% above its budgeted allocation. In contrast, the gender program and GPFA only used 60% and 50% of their corresponding budget allocations. In the second year, trellising activities used the allocated budget and all other components used only 50% of their budget allocations.

According to the Cooperative Agreement, the budget allocation has been developed according to the original plan, but new activities and projects have been added without allowing for adaptation. For example, training and traveling costs of the marketing component are partially embedded in other line items. No budgets have been set for sustainability through MAIL, communications, gender programs, farm level or DAIL training activities. Even when budgeting is set for general areas such as Marketing, it is not reflected accurately in actual expenses through the Finance department. It is unclear how some of the activities are reflected against budgeted plans.

d. Coordination with other USAID / Donor Projects

Coordination with other programs has been more word than deed. Meetings and discussions are held, most importantly with USAID partner programs, but still little has been done to affect any overlap issues, competitive subsidy rates (or lack thereof) and very few coordinating success stories have surfaced as a result of any of these activities.

For example, the Perennial Horticulture Development Project (PHDP) supports the development of the Afghanistan National Nursery Growers Organization (ANNGO) registered nursery program specifically designed to promote and safeguard the orchard development industry through managing the bid process for its member nurseries, to meet the local demand for saplings. Rather than using the centralized, documented procurement approach, CHAMP purchases directly through local nurseries, reportedly all ANNGO members, though this was not confirmed. Although, participating farmers reported that they were satisfied with the quality of the saplings they had received, the direct nursery procurement approach results in concern by MAIL that quality saplings are not being supplied and also requires the CHAMP project to micro-manage multiple nursery relationships in each market. It could benefit CHAMP to work through ANNGOs centralized system and would allay MAILs quality concerns.

ACE, CHAMP and AAIDO have been engaged in trying to set up a credit system for traders involved in the perennial horticulture value chain. To date, the credit system has been approved by ADF and there are three persons lined up for loans.

Despite HLP and CHAMP working in establishing and trellising vineyards in the Shamali Plain there is little or no coordination to avoid overlapping. To capitalize on their involvement with similar beneficiaries, they could conduct joint training events, demonstrations or travelling workshops in which farmers and traders could exchange viewpoints about the grape value chain. Coordination could prove to be a cost saving alternative and also could foster a stronger collaboration with DAIL extension officers.

USAID funded Afghanistan Vouchers for Increased Production in Agriculture (AVIPA) was an initiative in Kandahar that pursued orchard rehabilitation through the replacement of old high value fruit trees. It has since transitioned to the Southern Regional Agricultural Development (SRAD) program, a \$65 million, one-year USAID-funded program whose goals are to increase long-term agricultural jobs and incomes in Kandahar and Helmand provinces. This overlaps significantly with CHAMP in the establishment of new orchards in those regions and undermines the cost-sharing approach used by CHAMP to pay for orchard establishment. SRAD provides saplings with full subsidy and sends a different message to the end users. Coordination of approaches at the provincial and district levels could enhance the sustainability of CHAMP's efforts. Coordination with IDEA-NEW to screen citrus saplings for virus resistance has proven to be effective through the co-payment for PHDP services to screen material in the eastern region.

e. Coordination with Government

As part of the original CHAMP Implementation program, ROPs states as one of its guiding values to “Promote the Capacity of MAIL as an integrated part of the program and to coordinate with DAIL to the maximum extent possible,” but is not listed as a main program activity or component of the program, nor is there any specific budget to accommodate it.

However, there is a strong relationship between the DAIL and ROP extension agents at the district level and the overall need for CHAMP to develop its program for the eventual handover to the MAIL. At the DAIL level CHAMP utilizes DAIL as an extension of their field support and technical support for their farm level development projects. DAIL agents work “elbow to elbow” with ROP extension at the farm level to provide short term training sessions at demonstration farms. DAIL agents benefit through limited training assistance, but need a more formalized approach to support the farm level assistance.

MAIL and DAIL ownership of perennial horticulture value chain promotion requires their involvement in all links such as provision of inputs and services, production and post- harvesting practices, and marketing. However, there is no clear design on how the training activities are including the government extensions agents systematically.

Gender options are possible through MAIL’s Home Economics Program. This program is receptive to the inclusion of female extension officers to work in household financial management as well as small enterprises managed by women. Successful experiences in CHAMP’s gender program could be refocused and expanded to more directly supplement the orchard establishment, trellising or marketing components.

f. Coordination with Regional Platforms / PRTs

CHAMP operates in 16 provinces and 79 districts in four RC areas: RC-Capital (Kabul), RC-East (Bamyan, Wardak, Ghazni, Paktika, Paktya, Khost, Logar, Kunar, Laghman, Nuristan, Nangarhar, and Parwan), RC-Southwest (Helmand), and RC-South (Kandahar, Zabul). Each RC has a Regional Platform managing PRTs and often an Agribusiness Development Team (ADT) comprised of agricultural and economic development experts.

CHAMP extension officers in the 16 provinces interact with the Regional Platforms / PRTs and ADTs reporting and discussing program implementation in volatile security situations. CHAMP extension officers meet with Regional Platforms / PRT and ADT staff in neutral locations such as provincial government offices; or hold electronic or telephone communication. Some limitations for M&E verification in the field are discussed below.

Security issues have cast shadows in the communication and coordination between CHAMP and its partners in the ADTs and PRTs. Kidnappings of National Solidarity Program staffers, and one person from GPFA killed in Khost have had an impact on how people perceive security as an issue. The Taliban threatened traders working with CHAMP in Kandahar; and two out of eight of them returned packing material they had received from CHAMP.

Clearly, CHAMP is operating in some of the most difficult areas in the country, and is obviously concerned about protection of the privacy of their partner farmers and security for their staff. However, access to GPS coordinates of USAID supported farms is necessary for tracking and monitoring project activities at the district level. Mapping locations to avoid overlapping with other projects sponsored by USAID is especially necessary in provinces like Kandahar and Helmand and coordination, especially for M&E, can be improved.

According to the Cooperative Agreement terms, all such communication needs to be maintained through the USAID Mission, and this in turn can be communicated to the Regional Platforms and to the PRTs. Confusion and suspicion is multiplied when there is a lack of communication or willingness from CHAMPs Regional Staff to share information when asked directly for contact information or reporting from Regional Platform / PRT staff. Heavy turnover at the USG regional levels with no overlap also requires new staff to learn the process each time someone is replaced. Again, communication, guidelines and reports available online could assist in this process.

2. PROJECT IMPLEMENTATION

a. M&E Results Tracking

The first four of the five Evaluation Objectives all concerned the quality and level of progress of the CHAMP program against reported results. Subsequently, significant time was allocated to the Monitoring and Evaluation (M&E) process, procedures and reporting.

The M&E Team for CHAMP has undergone some significant staff changes since the program inception. The current M&E Manager has been in place only since January 1, 2012 and the department is still short staffed, needing two additional Analysts. The process of data collection for the indicators appears sound and is based on the 2010 CHAMP Performance Management Plan. Basically the district level extension agents report bi-weekly to the DCOP who compiles the necessary data against the indicators and reports the progress in the reports to USAID. Some indicators are also reported directly from the marketing team reports.

The farm level data is verified periodically with a 10% sample and indirect verification through observation at the farm level by regional M&E officers in each regional office.

Physical visits to the farm are the primary policy. Observation methods are used for indirect visual verification for activities such as improved irrigation, weed management, IPM, whitewashing, and growth.

Recently there was an additional Verification Survey conducted of a different 10% sample by third party interviewers. The results of those surveys has not yet been compiled or compared against actual indicators reported. The only lapse in the process for the third party verification was that the interviewers were recommended by the internal staff of the current CHAMP regional M&E staff and would not necessarily be considered completely independent.

Additionally, although referred to in early Quarterly reporting there is no physical evidence of an actual baseline survey conducted prior to, or at the very start of the CHAMP operations. Instead, the M&E department has recently completed what they are considering the “baseline” study which tracks current and past activities at the farm level back to 2008. Results of this survey are also being compiled and were not yet ready for analysis and comparison.

b. Progress Against Indicators

Indicators were developed and approved based on the 2010 CHAMP Performance Management Plan in August 2010 roughly six months following the project implementation. Prior to the approved PMP and Indicators, the project tracked a specific set of deliverables, these deliverables have continued to be tracked in quarterly reports, but have been referred to as more internal tracking mechanisms. There is some confusion in the bi-weekly reports that use the two sets of reporting results interchangeably.

Based on the current reporting and approved Indicators, the overall CHAMP project is on track to meet and most likely exceed its goals and objectives according to the Indicators. (See **ANNEX N: M&E Indicators & Progress Chart.**) Of the 18 results indicators eight are above 100%, eight are 79%-97%, one is 8% (financial agreements) and one is unclear (% increase in HH income).

Highlights include:

- 112% of HH Benefitted by Agriculture and alternative development interventional in targeted areas
- 92% of Ha of orchards and vineyards established as a result of Champ Assistance
- 112% of Farmers planting high value crops
- 233% of Individuals receiving agriculture-productivity short-term training
- 80% of Ha under improved irrigation

Room for improvement:

- 29% Vineyard Trellising (Deliverable, not included in the Indicators)
- 8% Access to loans / financial agreements

Unclear:

- Increase in HH income – Yr 1 Target 0 / Reported 81%; Yr 2 Target 25% / Reported 0%. Baseline amount not provided for comparisons.

However, it is recommended to make some adjustments to the *measurement methods* used for the Indicator Targets and Reporting Methods to reflect the progress more accurately.

In some cases the reporting seems overestimated while in other cases appears underestimated or missing key components that could be measured. (See **ANNEX O: Indicator Calculation Method Recommendations**.) For example, there are a few calculations which could be better served by direct reporting. Furthermore the reporting process counts the number of hectares of supported land and subsequently the number of supported farmers for development of orchards, vineyards and new trellising, but it does not take into account that trellising inputs may not have all been delivered and installed and therefore the “improved” systems will not truly be active or yet beneficial to these farmers. There also need for a few small adjustments to the target numbers, for example to reflect the actual target of GIRoA trained agricultural agents to 100 (as stated in the PMP) and to adjust the gender activities to better reflect ongoing progress. Finally there are no good indicators in place that specifically track export or import substitution sales. These adjustments will be further discussed in the conclusions section.

With the budget and program modifications in process there is a good opportunity to adjust the PMP indicators to more accurately reflect the new program objectives.

c. Orchards & Trellising Development

The largest component of the CHAMP program is its horticultural development activities which include both the new orchard and vineyards and grape trellising. In both of these cases it is a program requirement, that the farmers provide a significant portion of co-payment as part of these support activities. In certain cases in the Shamali Plain grape areas, farmers paid up to \$360 up front payments for trellising materials. Market rates for trellising and saplings were adjusted dependent on farmer’s willingness and ability to pay. In Kandahar for example, where many areas were provided saplings for free via the SRAD program, farmers might only pay \$1 for a sapling or trellis post compared to \$2 or \$3 in the Central or Eastern regions.

Inherent in the CHAMP program is the long term aspect of any new orchard and vineyard development that requires years to reach maturity and commercial production quantities (See Table 1 below). When evaluating the components of the program, it is important to understand that those early stage development orchards and vineyards are not the same ones supported for post-harvest and export marketing. However, in most

cases the size of the new development orchard or vineyard is small (1-4 jerib² or less than 1 Ha) and many of the farms participating in the projects may also have currently producing crops, trees or vines. This disconnect stems from the fact that the farmers selected are not necessarily also being trained in key production and post-harvest activities.

Table 1: Productive Life Cycle of Main Perennial Horticultural Crops in Afghanistan.*

Crop	Planting	Pruning	Harvest starts	Full harvest	Productive end of life cycle
	Time of year		Years after planting		
Almond	Feb 15 - Mar 31	Nov 01 - Feb 15	4	7	30
Apricot	"	"	4	6	25
Apple	"	"	4	7	25
Peach	"	"	2	5	15
Pomegranate	"	Dec 01 - Feb 15	3	6	20
Grape	Feb 15 - Apr 15	Feb 15 - Mar 31	3	5	25

After Ferenc Sandor (ex-ACOP CHAMP) Revision by Prof. GR Samadi

* Indicative dates and figures to illustrate the long-term nature of horticulture.

The participant surveys and focus groups found that the trellising activity, in particular, has provided significant strength in terms of results and satisfaction of the participating farmers. Typically farmers received an increase in production of at least 50% and in some cases up to four times the previous year's yield in a single harvest. Farmers were very satisfied with the difference in quality of the grapes, lower incidence of mold (having the grapes off the ground) and the increased ease in harvesting; all have led to significant demand in the trellising program that has far outstripped the possible supply at this point.

However, without proper training (both the farmers and the vines) the trellising systems will not be utilized to their full potential, and two to three years from now the structure of the vine on the trellising system will not support itself. The field visits showed, many of these new trellising systems on established vines have not been trained correctly.

Even for the farmers who are now experiencing new increased production, 82 of 84 farmers reported receiving no post-harvest training for export or new market expansion.

The Trellising program has significant comparable advantage for the CHAMP/ROP activities in terms of the California Vineyard connection and its COPs extensive experience with the California Raisin Advisory Board. It also makes more sense to be

² Afghan land measurement (1 jerib = .20 Ha.)

able to focus on Trellising in the South and Southwest regions where there is significant competition from the IRD/SRAD program in providing new orchard saplings without farmer co-payments.

In terms of program deliverables, the CHAMP Trellising program has only achieved 29% of its target at this point, which can be primarily attributed to delays in procurement, delivery and more complicated installation procedures.

d. Procurement Issues

The procurement delays stem from issues regarding late delivery of funds, poor planning, low cost budgeting, rapidly inflating prices and lack of materials in the market. There have also been some setbacks in terms of specifications and changes in amount of materials necessary to trellis one jerib of vineyard. In particular the wire needed for the T-system trellising was too low initially at 100 Kg per jerib and even increased to 150 Kg is still sometimes short and also difficult to find from local producers. In some cases the farmers have reported having trellis posts installed and having to wait up to 10 months (over an entire harvest season) until the T-bars and wires arrive.

The program attempts to provide local producers with saplings and trellis posts, for example, but sometimes they lack the necessary quantities or quality upon delivery. Once example involves the trellis posts delivered in Helmand, in which the Regional ROP checked on local trellis post production and rejected a batch of 8,000 posts, though he then guaranteed a quality supply, the same producer also made posts in Kandahar but posts were delivered without the same local quality check and farmers have had to deal with poor quality products. When questioned about the process CHAMP had renegotiated for full replacement of all poor quality posts in Kandahar, though it was still unclear if the farmers have been notified of this fact and were still disappointed with the process.

e. Training Activities / Lack of Training Materials

Most of the farm level training takes place and short term extension activities with five to six farmers at a single location in an orchard or vineyard with live demonstration.

Following any new orchard establishing or vineyard trellising, the next step in the process is “Plant Training.” In the case of vineyards, this involves the development of a grapevine framework. A trellis is the structure that largely supports the framework and greater yield of grapes. The quantity and quality of the fruit will depend on the integration of trellising with the initial grapevine training, canopy management and pruning. Because vineyards are long lasting and usually trellised only once, the initial vine training and proper installation is critical. In the case of a newly established

orchard, young trees are pruned to give them a desired form and develop a strong framework that will support the fruit production in later years. Like vines, initial pruning is critical.

“On the ground” training activities require a place for all farmers to gather at the same time and this is difficult in some locations. In some cases the local DAIL and ROP extension agents need to service 60 -100 orchards or vineyards, and have limited access to transportation.

Leave behind training materials were noticeably lacking, with only a few hard copies of training materials, mostly in English or as power points used for formal training. For Farmers, training materials need to be able to be distributed in lieu of and in support of the training services. Unfortunately with many illiterate farmers, pictograms and other visual tools will be best. The focus groups provided significant discussion by the farmers and Extension agents for materials that could be given to the farmers to be used for future reference and as support in the DAIL offices.

Across all markets most farmers expressed the desire to have more formal long-term training that would also allow them to discuss options and concepts with their peers, which is not currently being done as part of the CHAMP local program.

Post-harvest training too was most requested by farmers surveyed who wanted more training.

f. Marketing Component

The Marketing component has been scattershot, yet successful. It needs more strategic direction, as well as commitment and tracking of follow-on results from subsidized activities that pave the way for successful marketing channel development (selected marketing activities are described and commented in **ANNEX K: Selected Marketing Activities**).

CHAMP management has decided to restructure the Marketing component into three distinct areas in 2012: 1) Production-Quality Improvement; 2) Business Development Services (BDS); and 3) High Value Marketing/Exports.

Importance to USAID Long Term Strategy in Afghanistan

Production, marketing and exports of high value crops are considered a pillar for increasing Afghan GDP in the short-run. Afghanistan already has a positive trade balance in fruits, in 2010-2011 exported \$65 million and imported \$32 million (USAID,

2011a).³ Grapes, raisins, dried and fresh apricots, mulberries and almonds are the most important Afghan high value fruit exports. India and Pakistan are the major trade partners and per capita income in India is expected to continue to increase; thus, exports of Afghan fruits could be further expanded. Some import substitution of citrus is likely to materialize if the Afghan producers can match the quality of citrus imported from Pakistan. Economic base theory predicts that that each dollar of exports realized by Afghan businesses has a multiplier effect in the entire value chain (sales, jobs, and value added) that supports exports.⁴ The multiplier is likely to be high as most of the inputs in the value chain are local. CHAMP works with the actors in the value chain as they generate economic wealth in rural areas.

Commercial Perennial Horticulture Value Chain

The commercial perennial horticulture value chain involves different actors at different levels. The farmer is the centerpiece of the value chain. He produces fruits or nuts, which are harvested, graded, packed, stored and transported to the market by the farmer himself or by a trader who purchases directly from the farmer taking care of all or part of the post-harvest activities. All post-harvesting activities add value to the product because its quality or marketability increases in each step in the value chain. In the more sophisticated markets, the fresh fruits are pre-cooled prior to their long-term storage (three to 10 weeks) in cold room facilities or immediately before their shipment in mobile refrigerated trucks, or reefers. The traders may sell in Afghan regional markets or export the fruits by themselves. The final product eventually reaches consumers. They in turn, with their consumption patterns, pass their message back to the farmers. Timely provision of inputs is essential. Land, water, saplings, trellising in the case of vineyards, fertilizer, pesticides, pruning, packing material, storage and cooling facilities, transportation, insurance, credit, export permits, professional trade advice, and labor are some of the inputs needed in the value chain. Delays in input supply or low quality inputs jeopardize the quality of the final product.

Lack of Defined Budget / Measurement Against Activities

The budget of CHAMP's marketing program in 2010 was \$256,800, of which \$55,000 was for 50% subsidy in packing materials and freight. (Marketing Plan 2010, CHAMP, Kabul.) The budget for 2011 was \$292,900, of which \$44,400 was for 50% subsidy in

³ Unfortunately, the trade balance situation enjoyed by the fruit sector is an exception to the overall agricultural sector trade balance, \$166 million in exports and \$1,402 million in imports. The USG strategy acknowledges that "the road to a horticulture dominant export oriented Afghan agriculture goes through first a food secure nation and not around it." Food security in Afghanistan is an issue that is beyond the SOW, we restrict our analysis to commercial perennial horticulture and agricultural marketing.

⁴ Some of the export dollars realized by Pakistani and Indian traders operating in Afghanistan are not reinvested in Afghanistan.

packing material and freight, \$88,000 for training, and \$90,000 for the trade office in India (Second Year Implementation Plan: 1 Feb 2011 – 31 Jan 2012, CHAMP, Kabul.) However, the information provided by ROP Finance indicated that only \$181,300 was spent in 2010, and only \$133,800 was spent in 2011. The expenditure figures for 2011 are preliminary as their books for 2011 have not been closed. While the marketing team had a breakdown of how the financial resources were to be used, the finance department had no individual entries in the expenses for 2011.

The plan for Kandahar grape exports 2010-2013 shows an increase from less than 100 MT in 2010 to more than 10,000 MT in 2013 (see table below). But the rationale for the anticipated increasing volumes to be exported was not included in the 2010 marketing plan or in any other document. CHAMP subsidized 122 MT of grape exports in 2010 and additional 342 MT were unsubsidized grape exports by traders using only CHAMP technical advice. This shows that traders were willing to risk their own resources to repeat a successful experience. In 2011 there were no grape exports from Kandahar, rather, 168 MT of grapes from the Shamali Plain were exported. The indicators reported in the quarterly reports do not differentiate the income from domestic and export sales. Domestic sales and exports in 2010, provided upon request by the Evaluation Team, are likely to be the result of double counting (the ratio of domestic to export tonnage is 0.998 and that of value of sales is 0.999, verification is warranted). For 2011 no domestic sales were reported.

Table 2: CHAMP Planned Exports for Kandahar Grapes, 2010-2013.

Year	Activity	Increased value added	Volume (MT)	Comments
1 (2010)	Introduce traders to differentiated markets in Pakistan	Harvest and packing Coordination with producers	<100	35 MT exported from Kandahar and 429 MT from Ghazni and Kabul
2 (2011)	Improve Pakistan corridor and scale	Refrigerated shipments	Hundreds	No exports reported from Kandahar but 168 MT exported from the Shamali Plain
3 (2012)	Land and sea routes to Mumbai and Dubai	Freight logistics	>1000	
4 (2013)	Increase export volumes to all target markets	Focus on improved efficiencies of trade corridors	>10,000	

Modified from the CHAMP 2010 Marketing Plan, ROP, Kabul

Participants in Horticulture Development vs. Traders, Two Different Actors

There is a disconnection between the CHAMP participants in orchard and trellising development and those participating in marketing activities. Traders realize that post-harvesting activities improve the quality and marketability of the high value crops. Customarily they search for orchards with high or reasonable quality fruit and buy directly from the farmers who are not necessarily working with CHAMP. The disconnection is also due to the fact that if CHAMP participants are engaged in the

establishment of new orchards or vineyards that will take three to four years to derive meaningful income for farmers.⁵ Intercropping has been proposed as an alternative to generate some income for households involved in new orchard establishment.

Success stories

- Un-chilled grape exports to Pakistan in the third quarter of 2010. After successful demonstrations of greater profit margins in exports with subsidized resources (packing material and transportation), CHAMP traders, on their own, more than doubled their exports relying on CHAMP's technical assistance without subsidies. The unsubsidized exports totaled 342 MT of fresh grapes from Ghazni and Kabul provinces.
- A trade office was established in New Delhi, India in the third quarter 2011. CHAMP partnered with AAIDO to launch the India Trade Office, AAIDO would manage the office to facilitate exports of fresh and dried fruits from Afghanistan.
- A second trade office was established in Dubai in February 2012. CHAMP partnered with Takdana to expand Afghan fruit exports to the Middle East.

The Bumpy Road to Develop Commercial Value Chains

The CHAMP marketing program has built upon the experiences of ROP in Afghanistan since 2005. RAMP subcontracted ROP to undertake Grape Revitalization for Afghanistan Productivity and Empowerment (GRAPE) to operate in the Shamali Plain and Kandahar. ROP took Afghan traders on a mission to India to demonstrate how the Indian fresh grape market functions. GRAPE operated only one growing season, then RAMP came to an end in 2006, and the learning experiences were recovered in 2007 under ASAP. ASAP continued its support of high value chains until 2011.

The marketing program has revitalized export corridors for raisins and dried apricots, chilled and un-chilled grapes and apples to various countries in 2010 and 2011. The program has successfully demonstrated to traders that profit margins are higher with improved post-harvesting practices compared to traditional ones. The program has actively interacted with the EU GAP (Good Agricultural Practice) to promote exports for the challenging European markets and has worked with ACE and AAIDO to facilitate access to capital to different actors in the perennial horticulture value chain. AAIDO has now received approval from ADF to go ahead with the loan program for traders and has three already lined up.

⁵ CHAMP is engaged with low income farmers, but there are interesting provincial differences in income between participants and non-participants. (See [ANNEX L: Respondent Per Capita Income Data](#).)

Yet, the program has to develop a strategic vision for perennial horticulture in the regional domestic markets as well as for the export markets it has reached out. Lessons learned and best practices have been distilled by ROP and other organizations since last decade have not been fully assimilated by the marketing program.⁶ Empirical research in raisin value chain has shown that the booming of non-formal economy is highly regulated by informal institutions and is definitely not “free.” The appearance of economic dynamism hides the fact that informal social regulation restricts competition and participation. Without competition the distribution of market benefits is skewed towards those who are already wealthy and powerful.⁷ The Afghan traders working with CHAMP appear to be exporting only a very small proportion of the total fruit exports (less than \$364,000 in 2010 and \$345,000 in 2011). This could be explained by much larger exports realized by Pakistani and Indian fruit exporters operating in Afghanistan.

As part of the Grape Value Added Program (GVAP) ROP published a Value Chain Operations Manual in which value chain development calls for budget analysis of different crops under different market scenarios (production region, exports and seasonal price variations). Publicly available market intelligence should improve decision making and competitiveness all the way from the orchard or vineyard to the retailers in regional markets or abroad. There should not be “surprises” regarding price fluctuations, rather, these price changes should be understood as a function of seasonal supply and demand with levels of uncertainty associated with market location. Long-enough price data sets enable estimation of seasonal price indices.⁸ This market intelligence, for example, is essential for the sustainable management of cold storage facilities that CHAMP is promoting, with four to six batches of fruits or vegetables in one year that can pay for the cost of infrastructure investment over a few years. Little attention has been paid to convey basic managerial economic principles to orchard producers, traders and exporters.

⁶ Lister, S. and A. Pain. 2004. Trading in Power: The Politics of “Free” Markets in Afghanistan. Briefing Paper, Afghanistan Research and Evaluation Unit. Lister, S., T. Brown, and Z. Karaev, 2004. Understanding Markets in Afghanistan: A Case Study of the Raisin Market. Case Studies Series, Afghanistan Research and Evaluation Unit, Kabul. USAID. 2008. Case Study of Poultry and Grape/Raisin Subsectors in Afghanistan: Guided Case Studies in Value Chain Development for Conflict-Affected Environments.

⁷ Arguably, Lester and Pain (2004) state that economic growth is necessary but the market on its own will not deliver the wider benefits expected of it.

⁸ The Agriculture Knowledge Management Facility (PAYWAND) is a dynamic database that provides documents, maps, agro-meteorological data, production and prices of different commodities in different regions in Afghanistan and the most common export markets reached out by Afghan agricultural commodities. Reliable commodity price information could feed CHAMP business plans customized by region, crops and markets.

g. Gender Pilot Program

As part of the original program design the CHAMP program developed a small pilot gender program providing Poultry and Vegetable Garden materials to rural women. The original goal was for 125 Gardens and 300 Poultry farms to be established.

ROP developed a team of local community female extension agents, trained in Kabul on the basics of gardening and poultry rearing and through local CDCs (Community Development Councils) awarded the programs to rural farm women. The women were also required to provide copayment support, typically in the realm of 1800 Afs for a poultry project. Women were given their inputs for a three month supply and were responsible for keeping the programs going based on sales. Certain percentages go for home consumption and the rest is sold for profit. The extension agents still monitor the ongoing activities of egg sales in each quarterly report.

The total program cost was approximately \$50,000-\$60,000 with poultry project costs at about \$250 per woman and \$30 for vegetable plots (mostly onions). The program has been widely successful and popular; however it fails to incorporate its activities into those of the overall CHAMP program. None of the women are even spouses or relatives of those in the orchard or vineyard program.

The highlight of the program is the development of the trained network of female extension agents who can be upgraded and expanded to support women in other gender activities more connected to the overall program or as natural extensions of the pilot program. Most of the women in the poultry program for example want to expand to livestock, with the success of the initial program micro lending activities could be established to build upon the success of the program and allow for scale-ability of the gender activities to allow those women to get small loans to grow their business activities and pay back small loans and expand operations.

h. Credit Coordination Activities

Lack of credit for farmers, processors, traders and exporters has been a lasting limitation for value chain development. Those who apply for credit do not have credit history or do not have legal documentation that can be used as collateral, or there is lack of complete documentation that demonstrates intergenerational transfer of property rights. Access to credit is not only good for those actors in the value chain. A functional interaction between actors in the value chain and credit institutions helps State Building, sending the message that institutions help citizens to benefit from economic growth.

In 2010, ROP proposed a small credit program for traders and a possible partnership through the Pashtany Bank. The Bank would charge 1% commission fee and 0.7% government tax. CHAMP was to deposit an amount equal to the loan at the Pashtany

Bank and would not be paid any interest in this account. CHAMP had originally intended to decrease the size of its deposit from 100% to 50% and to 25% on successive loans. This proposition was not approved by USAID and instead ACE was suggested as the appropriate institution to provide credit. In 2011, CHAMP began to coordinate meetings with ACE and AAIDO to set up a credit mechanism for traders and farmers, AAIDO being the financial institution managing the fund from ACE. Since AAIDO has been successful with microloans for almond farmers it could also prove successful managing credit for traders in the value chain. There is optimism that this venture will provide credit to farmers and traders, if this mechanism succeeds it could be scaled up to cooperatives or other types of community organizations.

IV. Conclusions

The following conclusions are presented in accordance with Evaluation Questions specified by USAID in the Statement of Work for the evaluation.

- 1. BASED ON A REVIEW OF THE WORKPLAN, PERFORMANCE MANAGEMENT PLAN (PMP), AND QUARTERLY PROGRESS REPORTS, IS THE PROJECT ON TRACK/SCHEDULE?**

Conclusion: The CHAMP Project is on schedule and tracking against its intended indicators, though indicators measurement should be adjusted.

CHAMP's progress against its program indicators is on track. (ANNEX N: M&E Indicators & Progress Chart for tracking against Targets.) Nevertheless, under closer investigation it is apparent that the indicators are not closely measured against some key activities. Measurement methods used can be improved to better reflect actual results of the program activity. (ANNEX O: Indicator Calculation Method Recommendations.)

- 2. WERE QUALITY INPUTS DISTRIBUTED AT APPROPRIATE TIMES (E.G. SAPLING QUALITY WITH REGARD TO ROOTSTOCK, SCION VARIETY, AND TIMING OF DISTRIBUTION TO ALLOW FOR SUCCESSFUL ESTABLISHMENT OF ORCHARDS/VINEYARDS)?**

Conclusion: Sapling inputs have been of high quality, though Trellising inputs of posts, wire and T-bars vary by market and have been significantly delayed in delivery.

Saplings have been of high quality and the farmers have been satisfied and as a whole have been distributed and planted on time and successfully. The one unfortunate market being Khost where Year 1 the saplings arrived late in the planting season because the program had just started, and Year 2 when the saplings were delayed from delivery

from Kabul via DAIL and budded prior to planting. In both cases, CHAMP has provided replacement saplings and the beneficiaries were satisfied with the results. Generally farmers have been dissatisfied by the delivery timing of the trellising inputs and that they have not been delivered as a package. In some cases the wires and T-bar frame have been delayed by over 10 months (a full harvest season) and some are still waiting for them.

Farmers also need follow-up support with tools for the trellising including methods to tighten the wires and adjust the grapple devices. CHAMP adjusted the amount of wire from 100 kg to 150 kg to set-up one jerib of trellising, but according to the farmers the amount is still not sufficient for a full set of four wires across the top of the T-system trellising structures.

Surprisingly, even the farmers who faced delays as part of the process, still have an extremely high level of satisfaction with the CHAMP program overall. Out of a scale of one to five the trellising participants ranked CHAMP an overall 3.6 in level of satisfaction with the overall program.

3. WHAT ARE THE SURVIVAL RATES OF SAPLINGS AND VINES IN NEWLY ESTABLISHED ORCHARDS AND VINEYARDS?

Conclusion: Survival rates of Saplings are good generally 87–96%. ANNGO is not currently being utilized for sapling procurement, ANNGO nurseries are used directly.

CHAMP reported overall sapling survival rates of 87% for the program. Seventy-three participants surveyed who had new orchards planted reported a 96% survival rate for saplings.

MAIL expressed concerns regarding the quality saplings planted by the CHAMP program. MAIL has recommended the use of the ANNGO main office as the official procurement procedure supported through the GIRoA. CHAMP reports that they contract with ANNGO local nurseries directly to ensure local procurement. In some cases though, CHAMP has had issues when local nurseries do not honor the advance contracts and instead offer their saplings to other donor programs with higher prices.

If sapling procurement continues, it would benefit CHAMP to centralize sapling procurement and reduce the need to micro-manage nursery relationships. ANNGO also reported it would match prices for procurement and provide free replacement saplings.

4. ARE EXPORT MARKETING LINKAGES SUSTAINABLE? WHY OR WHY NOT?

Conclusion: Marketing linkages are sustainable, but can be greatly enhanced, and improved with greater use of marketing information.

The export marketing linkages with traders are driven by increasing demand for high quality fruits and nuts in India, Pakistan and the UAE. Traders are likely to continue to pull orchard owners to supply high value crops in demand by affluent markets. However, those traders are not necessarily linked to the orchard and vineyard owners engaged by CHAMP because there is no formal link between traders and farmers. In many cases, the CHAMP traders work with farmers other than those established by the CHAMP trellising and orchard development activities due to quality, previous relationships or because the orchards/vines are not yet producing.

The CHAMP marketing team has worked with ACE and AAIDO to establish a mechanism to provide loans to fruit traders and farmers and start a culture of accessing credit. ACE would provide funds to AAIDO and the latter act as the intermediary to distribute loans to farmers or traders recommended by CHAMP, as long as they meet the lending criteria. The credit mechanism has been approved and AAIDO has three traders lined up for loans.

Involvement of the DAILs is low with some exceptions. Without DAIL commitment for training and M&E in marketing activities the achievements of CHAMP marketing program are at risk to lose ground due to the weak program ownership of DAIL. Only those farmers who realize that increased cost to achieve higher quality fruits are fully paid by the increased benefits of accessing export markets will continue to implement the development objective of CHAMP. Though, this group of farmers is a minority.

The successful market corridors to date are young and thin. CHAMP exporters need to minimize market price surprises and consolidate and expand markets with a solid knowledge base. Is there a contingency plan to deal with lower demand for Afghan fruits in one or more of these corridors? Would it be worth to think of food processing alternatives for the domestic market? Is it feasible to aim for citrus import substitution, as suggested by one horticulturalist and one marketing specialist interviewed? Applied marketing research to answer some of these questions would help preserve or enhance the Afghan trade position with benefits for all actors in the value chain.

There is need to develop perennial horticulture value chains in the main producing regions in Afghanistan where CHAMP operates such as the Shamali Plain for grapes, similar to the experience of ROP. This would be the foundation of more and wiser actors in the value chains. Incorporation of local Shuras, government officials, members of the civil society representing various economic sectors, farmers, processors, traders, and exporters is essential to develop a sense of community engagement in the value

chain. A community-based effort would ensure that actors in the value chain have an unbiased access to the benefits of economic growth.

5. WHAT STEPS HAVE BEEN TAKEN TO IMPROVE THE TECHNICAL CAPACITY OF THE FARMERS IN AGRICULTURAL MARKETING (E.G. PACKING AND DEMONSTRATION OF REFRIGERATED TRANSPORTATION OF FRUITS AND VEGETABLES)? WERE THOSE STEPS EFFECTIVE?

Conclusion: More direct beneficiary training is needed in production, post-harvest and business skills. Participants have requested more training across all markets.

The technical training capacity of the CHAMP program in terms of post-harvest training has been focused on traders as part of the Marketing Program. There is a distinct lack of training in post-harvest activities at the farm level to those farmers who have committed themselves and paid for the ability to participate in the program.

CHAMP has provided post-harvest training in some areas, predominantly in the Shamali Plain and Kandahar in the south. Grading, packing, branding, pre-cooling, long-term storage and refrigerated transportation have been demonstrated to CHAMP orchard and vineyard owners. Demonstrations have been done in small groups of participating farmers or on a one-to-one basis.

The benefits of higher prices received for higher quality grapes, raisins, apples, pomegranates, apricots have been appreciated by participating farmers. However, it should be mentioned that the training received by farmers has been of technical nature rather than managerial marketing skills. Each post-harvesting activity has an associated cost and farmers are not fully aware of them. Rather, emphasis has been placed on achieving higher quality of fruits assuming that the price received from buyers will offset increasing costs of achieving higher quality.

Under what circumstances and time of the year is advisable to store fruits in a cold room and how long should the farmer prolong cold storage to increase sale revenue? Under what circumstances and time of the year is advisable to sell chilled or un-chilled fruits? What determines the decision to opt for fresh grapes or raisins? More often than not, marketing decisions are made in cooperation with other farmers, either to take advantage of economies of size and/or to minimize financial risk. Under what circumstances the farmer is better off being a member of a cooperative or a producers' association? In short, the technical capacity of farmers has been improved where technical training has been provided but this does not ensure sustainable production of high-quality fruits.

Post-harvesting practices training has been more intense where ROP and partners have successfully implemented pilots (e.g. Shamali Plain and Kandahar) and where DAIL

extension officers have taken ownership in increasing fruit quality. In areas where CHAMP is establishing new orchards or vineyards there has been less or no emphasis in post-harvest marketing activities due to the lag in orchard development.

CHAMP has the opportunity to introduce cost reduction and income increasing concepts customized for different actors in the value chain. The average CHAMP farmer has a very limited literacy but can appreciate the tradeoffs of longer hours of work and higher price received when selling his fruits. The DAIL or CHAMP extension officers should be sensitized to approach post-harvesting activities as part of an agribusiness, with checks and balances. Just as some merchants who are also orchard managers operate.

6. HAVE BENEFICIARIES ADOPTED/ARE BENEFICIARIES USING NEW PRACTICES AND TECHNOLOGIES INTRODUCED? WHY OR WHY NOT?

Conclusion: Beneficiaries have adopted new technologies; however, they have not been fully utilized because the next level of training has not been provided.

Both trellising and the new orchard layout and design are new technologies overwhelmingly adopted by the CHAMP beneficiaries. However, to fully implement the projects, additional training needs to be provided on an ongoing basis at the farm level. Each year different aspects of training including: irrigation improvements, pruning & training, inter-cropping, IPM, whitewashing, GA3 treatment and post-harvest training are needed until the trellising and orchards reach maturity.

Additionally, there are opportunities to look at for providing additional support to farm households that will supplement their income during the years leading up to the orchard producing its first full harvest. Intercropping, summer crops, poultry, livestock, home economics and other topics could help to bridge the gap needed as a holistic approach to support farmers and overall agriculture development.

7. WAS THE PILOT GENDER PROGRAM EFFECTIVE? WHY OR WHY NOT? ARE THE ACTIVITIES WITHIN THE PILOT PROGRAM SUSTAINABLE? COULD/SHOULD IT BE REPLICATED?

Conclusion: The Gender Program with CHAMP was both successful and popular; however, it has not been integrated in the current program.

The Gender Program has been effective; all women involved appreciated the support and there are many other women willing to participate according to the CHAMP gender support manager. In poultry specifically, the women continue to generate income from their egg sales. Nevertheless, both the vegetables gardens and the poultry gender programs were constructed as an “add-on” approach to the overall program and

duplicates various other Afghan gender approaches à la “give a woman a chicken” charity style gender support. The most important aspect of the gender pilot program was developing a means in which to deliver technical assistance and training to rural women as part of the program and maintaining a staff of ROP gender extension agents in the field, who have built relationships with the CDCs and have a presence in the districts.

The poultry and vegetable garden gender support program should not be replicated in its current form.

8. LASTLY, ARE THE ACTIVITIES AND OUTPUTS OF THE PROGRAM CONSISTENT WITH WHAT WAS AGREED IN THE WORKPLAN?

Conclusion: The activities and outputs of the program are consistent with what was agreed, but can and should be refocused, expanded and budgeted for results.

The activities are consistent with the Workplan, but since those activities are scheduled to shift as the new project and budget modifications are set to take place it is necessary to look at the readjustment of the primary objectives.

It has been suggested that the overall orchard development element will become much less important as part of overall CHAMP activities, at least in the South where the IRD/SRAD program and the upcoming RADP program will be covering those activities. Hopefully the P2K communities of Paktya, Paktika and Khost areas will continue to be supported via other programs or through GPFA directly.

The new focus will be on Marketing through exports and import substitution and building the already existing channels and growing quantities. CHAMP has proven it is ready to take on the new challenge. The most important activity will be to prioritize the markets and measure the results to make strategic decisions on the most competitive areas in which to grow.

V. RECOMMENDATIONS

1. NEW MARKETING FOCUS “BUDGET FOR SUCCESS”

The Evaluation Team recognizes that the new focus of the budget and program modifications of the CHAMP program will focus more on marketing activities for the next three years. With the increase in importance of this component, it is even more critical that all aspects of the Marketing plan measure activities and results against specific budgets to access Return on Investment (ROI) to make better management decisions.

In addition there are specific areas that can be improved:

- **Expansion of the Existing Trade Corridors:** Both domestic (import substitution) and abroad. Preparation of business plans by commodity and region should take advantage of market intelligence available in PAYWAND, and include contingency plans to adapt for changes in the price/cost structure in Afghanistan and abroad. A comprehensive study on price elasticity of domestic and foreign demand of Afghan fruits would enrich the scope of the marketing group.
- **Domestic and Export Sales Records:** Accurate sales prices, shipping dates, volumes, and source of produce must be monitored together with export parity prices of the different commodities for the marketing team to track results and make profitable export decisions.
- **Value Chain Focus:** The marketing group needs to develop a holistic market strategy, using the examples of the grape value chain developed by ROP and others. This will not only require the incorporation of the currently available market intelligence in PAYWAND but the enrichment of the value chain with community participation. The use of market intelligence will increase the probability of success in each chain. The involvement of the farm level in value chain development is essential to ensure support to those involved in the supply of services and it is an excellent venue for promoting the acquisition of knowledge and skills through training in which, the DAIL extension staff could and should be key players in collaboration with CHAMP extension officers.
- **Tracking Results:** The marketing group needs to track their budget not against activities but against results. Budgeting for results will enable the team to estimate their ROI to realize actual exports sales of all supported activities and should include the impact of “follow-on” activities that result through initial test markets through CHAMP.
- **Trade Fair Tracking:** The assistance to trade fairs should be measured against number of commitments or contacts. It is relevant to know what proportion of these contacts materializes into export sales. Trip reports would be an essential instrument to track the performance of the team’s presence in those fairs. Estimated sales can be adjusted to reflect actual sales for measurement purposes quarterly.

- **Business Plans:** The new BDS activities of the Marketing Department should be responsible for developing new business plans for partners for both credit applications and as management tools for planned activities (e.g. Reefer Service Center). Improved irrigation, IPM and fertilizer supply are some examples of needed services. Supply of packing material, cold storage and refrigerated transportation could be another line of work. Professional advice for exporting in connection with the existing trade offices in New Delhi and Dubai are logical extensions of what CHAMP has already initiated. All entrepreneurial options should have business plans to evaluate risk/benefit, plan and budget for success.

2. INDICATOR TRACKING ADJUSTMENTS

Measurements for the indicators should be adjusted to better reflect the progress of program activities and readjusted to reflect the new modifications and the budgets for the next three years. (See **ANNEX O: Indicator Calculation Method Recommendations** for complete chart and current calculation methods.)

Problem areas in terms of *measurement methods*:

- (5b) Number of HH benefiting from Agriculture Development includes incomplete trellising systems. Counted at delivery of one item, not a completed system. This indicator should be disaggregated by household to reflect both Male / Female HH members. This is not currently being tracked accurately.
- (5.1a) Employment is based on a calculation of approximately 2.5 FTE jobs per Ha which could be measured directly via surveys.
- (5.1b) Sales of licit farm and non-farm products in USG assisted areas over previous year. Not being tracked accurately against exports and domestic sales.
- (5.1c) HHs income increases should be surveyed and should be based on a baseline number for percentages.
- (5.1.1d) Improved irrigation is calculated at 90% of hectares and does not reflect actual support to farmers in developing improved irrigation techniques. Not reflected in site visits of participants.
- (5.1.1e) Equals ALL farmers included in 5b. Clearly not accurate based on site visits.
- (5.1.1f) Number of farmers trained. Process would suggest double counting of same farmers over time.
- (5.1.2a) Individuals benefitting from financial agreements. Should adjust targets based on revised direction to provide all credit activities through ACE. Should also include any export activity financial agreements entered into through trade offices.
- (5.1.2b) Originally calculated against an average hectare budget of \$1455. This can now be tracked through actual procurement records.
- (5.1.2c) Ag-related firms benefitting from USG interventions should include marketing firms supported and firms used for Afghan agriculture-related procurement.

- (5.1.2d) Currently uses the same number as 5.1.2b. In reality this is not the case. Total Value of Capital Provided (inputs for farmers) does not necessarily equal Input Sales from Agriculture Firms (which includes imported supplies.) Should be measured directly.
- (5.1.2e) Gender activities need new targets for ongoing activities.
- (5.1.2f) Business Skills training should not necessarily include all Marketing Activities and should be based on attendance participation measured directly.
- (5.2a) Equals irrigation number 5.1.1d which is incorrectly measured. Should be survey based and include any support via intercropping or other direct activities.
- (5.3.2d) GIRoA Agriculture extension agents trained in new techniques. Target total is incorrect should be 100 based on PMP. Continues to be inaccurately reflected in Quarterly reports.

Additionally, there are no specific indicators for Export or Import Substitution sales. These need to be included for accurate program tracking and management.

3. FOCUS ON VINEYARDS

Fresh Grape and Raisin exports continue to be the largest share of total fruit exports for Afghanistan.⁹ As such, grapes should continue to be a focus of the CHAMP program from the farm level production to exports abroad.

New Trellising and Trellising support and training should continue to be an important aspect of the CHAMP program as the base level for grape production improvements for marketing activities. Through supporting those farmers who have literally “bought into” the program and now see the true value of trellising as a means to increase production and quality, the best next step to assist them is developing the markets to sell the increased production whether through exports or import substitution.

ROP and CHAMP has a “comparative advantage” in providing trellising and specifically grape vineyard support based on the organization’s founders from vineyards in the US and its COPs significant experience with the California Raisin Advisory Board. Support focused on these vineyards in the Shamali Plain, Kandahar and Helmand, will not only provide necessary production increases, but can also provide the means to develop the farm groups through pre-existing cooperatives for needed economies of scale in developing means for credit, sharing equipment and collective bargaining for input supplies. Further these key groups can be cultivated and supported to provide an important voice to the GIRoA. This farm level support should not be ignored as part of the overall marketing process.

⁹ As reported in PAYWAND Trade Flow Reports 2011.

4. TRAINING AND MATERIALS

While farmers are satisfied with the training they receive on a one-to-one basis or in and small groups there is need for more formal training and better instruments to transfer knowledge to all actors in the value chain.

- **Pictograms** should be used to disseminate packets of knowledge for the farmers to keep and guide them to improve the quality and quantity of fruit produced, including post-harvesting practices. Literate farmers can also benefit from training material translated into Dari and Pashto.
- **Formal training** using topical pictograms can reinforce the acquisition of knowledge by farmers with the instruction provided by the DAIL and CHAMP staffers. Farm school type demonstrations throughout the district where the program is being implemented should be held in collaboration with DAIL and CHAMP staffers. Recognition to farmers for their good management practices, “horticulturalist of the year”, for example, could be used as an incentive to exchange experiences among farmers. For more training topics see, **ANNEX J: Technical Training Topics Recommended**.
- **Traders**, generally literate, could also benefit from formal training using material in Pashto and Dari. This audience can benefit from more elaborated material provided as hard power points or fact sheets. Topical material should not only include the benefits of post-harvesting practices but could also include topics for credit applications, trade economics and address the challenges associated with access to regional and new export markets.
- **Business skills**, all actors in the value chain should be encouraged with suitable material that shows that cultural practices in orchards and vineyards, and post-harvesting activities have a cost but also increase income due to higher quantity and quality of produce. “Customized principles of agribusiness” for farmers and traders is a must in the quest for sustainable high value chains.
- **Events** such as “farmers meet traders” can be used to bring together the two groups that seldom formally meet in a learning environment. These events should be promoted and facilitated by DAIL and CHAMP staffers to enrich the development of value chains.
- **Libraries** of training materials online and in hard copies at all levels should be formalized and provided through all DAIL and CHAMP regional offices. Soft versions of the materials should be available in a “Perennial Horticulture Value Chain Knowledge Management” system managed by the new Communications office but supported by CHAMP agribusiness and horticulturalist specialists. CHAMP should not spare resources for developing training material and dissemination, including external/international technical support as needed.

5. SUPPORT UNTIL COMMERCIAL VIABILITY OF ORCHARDS

Three to five years may elapse before the farmer receives economic benefits from a newly established orchard or vineyard. Inter-cropping has been proposed as one option to ameliorate the financial gap faced by the Afghan farmers making the transition from annual to perennial cropping. USAID has asked if there are other approaches that could be developed as part of a scalable program that could support new orchards until they reach maturity.

In order to create new programs in support of these newly developed orchards it is important to investigate all aspects of the farm's economics with a systematic approach.

- **Financial plans** for farmers involved in the transition from annual to perennial agriculture are needed. Is intercropping an environmentally sustainable and economically feasible alternative to generate income during orchard /vineyard establishment? Could farmers develop a scheme of crop options that could bring some food and cash to the households? Would it be possible to supplement on-farm income with non-agricultural income? These are complex questions that call for a systemic approach to farming systems in the context of perennial agriculture, yet to be elaborated by CHAMP in the second half of its implementation.
- **New business ventures** that supply goods and services to the perennial horticulture chain value would not only support exports and local markets but also contribute to diversify the rural economies. Are there options to exploit the synergy between credit, training and demand for services? Again, these are difficult questions to answer but CHAMP and its collaborating farmers are already half way or at least they have taken the first steps towards a revitalized rural economy.

Only when the farm's unique characteristics are fully explored and the holistic farm approach is developed can some of these opportunities be realized.

6. GENDER INTEGRATION

Farm men are not the only members of the household that support the fruit production process. The majority of men questioned as part of the participant surveys agreed that women do 50% (if not more) work as part of the farming process. The Gender Program as previously discussed was a successful pilot for CHAMP, yet it did nothing to integrate support for Gender as part of an overall approach to the project, and is widely seen as a "charitable" approach to Gender support.

The most important by-product of the original CHAMP gender program was the structure and support developed through its female extension agents as channels of distribution for support of women. The GPFA program in P2K was directed through the local Shuras to orchards owned by widows that resulted in 60 women owned orchard projects. CHAMP female extension agents were able to provide the same types of orchard support training that was being provided to the male orchard owners. This is a good example of a more mainstreamed approach.

It is through this channel that more integrated support programs can be developed to provide means for women to develop specific skills. This will make women an integral piece in the fruit farming process and build their own capabilities, stature and self-confidence to expand into other areas.

The Evaluation Team has developed a short list of proposed activities that could be integrated into the CHAMP program that are either Direct Value Chain or Complementary Value Chain activities that could be developed and supported for women. (See **ANNEX P: Integrated Gender Program Ideas** for complete list.)

Direct activities include all steps in the production and post-harvest activities, but also can include unique processing and retail activities that could be developed as women's group managed and operated businesses. Complementary activities include beekeeping, worm culturing, greenhouses and nurseries and home economics. Micro credit should also be explored as a means to support rural farm women opportunities and AAIDO with a successful background in micro lending could be contracted through a loan from ACE for such activities.

7. SUSTAINABILITY PLAN WITH MAIL/DAIL

Some of the orchards started in 2010-2011 will not be producing fruits until the CHAMP program has ended. Critical to the long term success of the CHAMP program is development a plan now for the eventual handover of operations and activities to the MAIL and DAIL extension agents. CHAMP reports to be in the process of developing a MOU with MAIL, yet this has been a long-term process and to date no agreements have been reached. In the absence of a signed MOU, CHAMP needs to develop an internal sustainability plan that incorporates key MAIL departments and DAIL extension agents as an integrated part of the development and training process. If capacity development is needed then it should be planned and budgeted. If an alternative approach is needed then a contingency plan should be presented.

Without the plan now, as the implementation progress grows, the eventual handover to the GIRoA or some other local support organization will prove difficult.

8. COMMUNICATION & COORDINATION

Communication and coordination within and outside CHAMP can greatly contribute to the sustainability of the perennial horticulture value chain, and build stronger relationships with its key stakeholders.

- **Clear Consistent Reporting:** Performance indicators, deliverables (if necessary) and formats should be consistent and easily recognized. Charts should be totaled and reflect quarterly and annual progress. In many cases, totals on reports were incorrect, percentages achieved missing or means to compare from quarter to quarter impossible. Consideration should be given to preparing monthly reporting instead of bi-weekly reports. Bi-weekly reporting stretches resources to the limit

and results in reporting overload of short term views of activities instead of longer timelines. When each district office is responsible for coordinating and consolidating reports for last week and next week to get to the HQ, value program time with partners is often neglected. Bi-weekly overload also does not give recipients enough time to digest all activity details between reporting periods.¹⁰

- **Farmer Contact Information:** As specified in the PMP, farmer's names, telephones and GPS coordinates of beneficiary farms should be provided by CHAMP management to the USAID Mission. The Mission can use its best judgment about what information needs to be distributed to the regional PRTs and ADTs. CHAMP needs to make it clear on all district and provincial level requests how the information is distributed so that there are no misunderstands relating to program communication and lack of transparency.
- **Email Blast Communications:** To provide timely 'heads up' notifications, activities for the next reporting period, and should help the inclusion of DAIL and PRT partners in field activities or training events, or at least to keep them informed about project implementation.
- **Coordination of Activities within CHAMP:** The different program components in CHAMP (establishment of orchards, trellising, marketing, training, gender and communications) should coordinate activities to minimize cost and maximize inter-component collaborations. An internal effort needs to be made to foster collaborations.
- **Quarterly Newsletters:** To provide communication between CHAMP and other programs, regardless of the source of financial support, USAID or other. All CHAMP components should keep the Newsletter alive with periodic contributions and can be based on bi-weekly, monthly or quarterly reporting. The Newsletters should be available online via a dedicated CHAMP program website.

CHAMP has successfully completed its first two years of operations and is set to continue to provide a strong agricultural development program on behalf of USAID. Nothing in its implementation activities suggests that its overall program goals would not have been achieved as set out in its original agreement. With a new implementation focus and new funding to extend its operations through to the end of 2014, CHAMP will need to take its best practices and extend and refocus them to support successful perennial horticulture development and marketing in Afghanistan. With the proof provided that CHAMP is able to adapt to Afghanistan's both challenging and difficult market conditions, the Evaluation Team concludes that CHAMP should succeed.

¹⁰ CHAMP agrees that the bi-weekly reporting is time consuming and would prefer monthly reporting. (See [ANNEX R: CHAMP Mid-Term Evaluation Response](#).)

ANNEX: A Statement of Work

USAID/Afghanistan/Office of Agriculture

COMMERCIAL HORTICULTURE AND AGRICULTURAL MARKETING PROGRAM

MID-TERM EVALUATION

Statement of Work (SOW)

I. PROJECT INFORMATION

Project Name: Commercial Horticulture and Agricultural Marketing Program

Contractor: Roots of Peace

Agreement #: 306-A-00-10-00512-00

Agreement Value: \$30.4 million

Life of Project: February 2010 – January 2014

Project Sites: East, Central, and South Afghanistan

II. COUNTRY BACKGROUND

USAID/Afghanistan has serious difficulties monitoring projects and implementing partner performance due to staffing limitations, and security and travel restrictions that often prevent staff from going to the field. Security procedures are outside of USAID's control and are determined by the Regional Security Office (RSO) and by Provincial Reconstruction Team (PRT) commanders. This situation often prevents USAID personnel from traveling to many of the locations where activities are taking place, even in Kabul. In addition to the security threat, PRT commanders must also balance resources given multiple objectives and numerous delegations visiting PRTs. Travel and security restrictions are particularly onerous for direct hire and other staff under Chief of Mission authority that must stay in PRT accommodations when traveling to the field.

As contractors and local Afghan personnel, the team carrying out these third party evaluation activities will have more freedom of movement with less visibility. The monitors will have more flexibility than USAID staff to visit project sites located in less permissive areas. Given this unique situation, USAID/Afghanistan is moving toward using more third party evaluation mechanisms to conduct more of the field-based evaluation required for improved oversight of Mission programs.

In carrying out more regular and detailed monitoring, USAID can be more assured of the efficient and effective use of USG resources, and the integrity and quality of the data collected and sources used. This evaluation exercise will ensure that project level

indicators are the most relevant and useful for management decision making and the results reported are valid for assessing the overall implementation of USAID programs.

III. PROJECT DESCRIPTION

The USAID Commercial Horticulture and Agricultural Marketing Program (CHAMP), implemented by Roots of Peace (ROP), began in February 2010. CHAMP is a four-year, \$34.9 million activity to reduce poverty among rural Afghan farmers by assisting them to shift from relatively low-value annual crops such as wheat, to relatively high-value perennial crops such as almonds, grapes, and pomegranates. Because improved trellising can dramatically improve the productivity of existing vineyards, a second component of CHAMP is to assist grape producers to install improved trellising systems. Importantly, by the end of the project, participants will have contributed \$4.5 million of their own funds via copayments for the trellising materials.

A marketing program supports the increased production by linking producers to merchants in a system that rewards farmers and merchants for higher quality production with higher prices and profits, working with farmers to improve quality, and with traders to improve harvesting, packing, cooling, shipping, and marketing methods. Profits will be increased through interventions targeting higher paying, non-traditional export markets, and better access to credit. Also, to ensure that women specifically benefit, working towards the idea of equal opportunities for women, CHAMP is implementing a pilot gender program, focusing on home gardens and poultry rearing to increase household incomes. CHAMP implements activities in 16 provinces in the Eastern, Southeastern, Southern, and Central regions of Afghanistan: Kandahar, Helmand, Zabul, Uruzgan, Nangarhar, Nuristan, Laghman, Kunar, Ghazni, Logar, Wardak, Paktya, Paktika, Khost, Bamyān, and Kabul.

Program components:

- Establishment of new orchards and vineyards.
- Improved trellising for new and existing vineyards.
- Home egg production units and vegetable gardens for women.
- Marketing programs for export and import substitution.

[NOTE: Roots of Peace established a sub-agreement with the Global Partnership for Afghanistan (GPFA), an Afghan non-government organization. GPFA is implementing CHAMP orchard establishment and gender programs in Paktya, Paktika, and Khost provinces. ROP is implementing program activities in the remaining thirteen provinces. *GPFA work shall be evaluated in at least one province.*]

Expected results:

- Increase income for 6,650 grape farmers and over 20,000 farm families
- Strengthen capacity of over 100 MAIL officials to effectively deliver services to farmers at national and sub-national levels
- Enhance farmer productivity and access to licit economic opportunities by:
 - ✓ Planting 3.5 million fruit trees,
 - ✓ Establishing nearly 8,000 hectares of new orchards
 - ✓ Trellising 2.2 million+ grapes covering 1,300+ hectares of new vineyards

IV. PURPOSE

The purpose of this Mid-Term Evaluation is to:

- Cross check and re-validate the values of all indicators and results reported in project bi-weekly, quarterly, and annual reports.
- Determine whether implementation of the project is “on-track” and proceeding as expected to achieve its stated objectives.
- Assess the level of progress, quantity, and quality of project activities and results reported.
- Compare planned versus actual results and determine whether targets are being met.
- Identify implementation challenges and problems and recommend possible solutions or corrective actions.

V. PERFORMANCE INDICATORS AND DATA

The Evaluation Team shall collect and analyze data on the following indicators on a life-of-project basis through the first quarter of FY 2012 (from project commencement through the period ending 31 December 2011).

CHAMP performance indicators that feed into the USAID/Afghanistan Office of Agriculture PMP, and also the Mission’s *Afghan Info* performance tracking system:

- Number of households benefitted by agriculture and alternative development interventions in targeted area (OAG indicator #5b)
- Full-time equivalent (FTE) jobs created [1FTE = 260 days of labor] (OAG indicator #5.1a)
- Number of farmers planting high-value crops (OAG indicator #5.1.1c)
- Number of hectares under improved irrigation (OAG indicator #5.1.1d)
- Number of hectares of alternative licit crops under cultivation (OAG indicator #5.1.1g)
- Number of women’s organizations or associations assisted (OAG indicator #5.1.2e)

The Evaluation Team shall also review and validate performance data reported by CHAMP regarding:

- Number and type of orchards established
- Number and type of trees planted
- Number and total hectares of vineyards improved
- Number and description of export market supported

This evaluation shall assess the quality of saplings distributed (rootstock used, scion quality, transportation method and the nursery from where the saplings were purchased), time of distribution and support provided to the beneficiary in

establishment of each orchard/vineyard. Specifically, this evaluation effort should assess the content and value of the training provided to participating orchard and vineyard owners.

The Evaluation Team shall undertake at least four (4) sites visits to activity locations, one each to the following regions. Details to be determined and approved with USAID at the Evaluation In-briefing (see Section VIII):

- **RC-Capital** (Kabul)
- **RC-East** (Bamyan, Wardak, Ghazni, Paktika, Paktya, Khost, Logar, Kunar, Laghman, Nuristan, Nangahar, Parwan)
- **RC-Southwest** (Helmand)
- **RC-South** (Kandahar, Zabul)

VI. PROPOSED EVALUATION QUESTIONS

To assess the progress, quantity, and quality of project activities and results reported, the evaluation will focus on the following questions:

1. Based on a review of the Workplan, Performance Management Plan (PMP), and quarterly progress reports, is the project on track/schedule? Answer must be evidence-based.
2. Were quality inputs distributed at appropriate times (e.g. sapling quality with regard to rootstock, scion variety, and timing of distribution to allow for successful establishment of orchards/vineyards)?
3. What are the survival rates of saplings and vines in newly established orchards and vineyards? Answer must be evidence-based.
4. Are export marketing linkages sustainable? Why or why not?
5. What steps have been taken to improve the technical capacity of the farmers in agricultural marketing (e.g. packing and demonstration of refrigerated transportation of fruits and vegetables)? Were those steps effective?
6. Have beneficiaries *adopted/are beneficiaries using* new practices and technologies introduced? Why or why not?
7. Was the pilot Gender Program effective? Why or why not? Are the activities within the pilot program sustainable? Could/should it be replicated?
8. Lastly, are the activities and outputs of the program consistent with what was agreed in the Workplan?

VII. IMPLEMENTATION

A. Evaluation Team Composition and Qualifications

Composition: The Evaluation Team (the team) shall include monitoring/evaluation and technical specialists with conflict/post-conflict country experience, and agricultural economics/agribusiness and veterinary science expertise. The team shall

include at least two (2) expatriate and two (2) Afghan professionals with strong interpersonal and writing skills, and cultural awareness. Additional personnel – monitors/ surveyors and/or local firm sub-contract for survey may be required and are negotiable.

Additional requirements include:

- Skilled in evaluation standards and practices,
- Ability to work effectively and cooperatively under challenging conditions,
- Conduct field visits under challenging conditions, and
- Ability to produce a high quality evaluation report in a timely manner.
- *Gender analysis experience is desired, though not required.*

Qualifications:

- *Evaluation Team Leader (Expat).* The Team Leader shall possess strong leadership and management skills and be an evaluation specialist with at least ten (10) years of program evaluation experience, preferably with five (5) years or more experience in evaluation and evaluating USAID programs. The Team Leader shall possess at least a Master’s degree, PhD preferred, in agricultural economics, agricultural development, international development, social science, or related discipline. Afghanistan experience preferred. English fluency required, Dari or Pashto a plus.
- *Agribusiness & Marketing Specialist (Expat).* The Agribusiness Specialist shall possess at least a Master’s degree in agribusiness, agricultural economics, livestock development, or related field. The successful candidate shall have at least five (5) years experience in designing, implementing, or assessing agriculture or agribusiness projects in developing countries. Afghanistan or regional country experience is preferred.
- *Evaluation and Evaluation Specialist (Afghan).* The Evaluation and Evaluation Specialist shall possess at least a Bachelor’s degree, Master’s preferred, and have at least six (6) years of applied evaluation experience. Experience in socio-economic field survey and participatory appraisal (sampling and survey methods – e.g. interpersonal interviews and focus group discussions) required.
- *Horticulture Specialist (Afghan).* The Horticulture Specialist shall possess at least a Master’s degree in horticulture and have at least six (6) years of applied experience. The candidate shall have good knowledge of root stocks used in Afghanistan, and be experienced in nursery and orchard establishment.

B. Level of Effort (LOE in person days)

Position	Pre-Field Document Review	Field Workplan Development	Preparation & Field Work	Data Analysis	Reporting	International travel	Position TOTAL
Evaluation Team	3	3	25	9	10	4	54

Leader							
Agribusiness & Marketing Specialist	3	3	25	9	7	4	51
Evaluation Specialist (Afghan)	3	3	25	9	5	0	45
Horticulture Specialist (Afghan)	3	3	25	9	5	0	45
Task TOTAL	12	12	100	36	27	8	195

C. Methods and Materials

The Evaluation Team may use various methods to assess the different aspects of the program and to comprehensively answer the questions listed under Section VI. Though the team has full leeway to design and use the most appropriate evaluation tools, the approach should be participatory in both design and implementation. Due to the constantly changing security situation in Afghanistan, close coordination with USAID/Afghanistan will be necessary to ensure that the Evaluation Team selects methods that are suitable for use in conflict areas. Evaluation techniques may include document review, field interviews with beneficiaries and non-beneficiaries, and focus group discussions, among others. A range of documents will be provided by USAID/OAG to the Evaluation Team for review, prior to arriving in-country. The OAG Point-of-Contact for the team is CHAMP Agreement Officer's Technical Representative (AOTR), Mr. Adel Khaksar.

Illustrative List of Documents for Pre-Field Review:

- 1) CHAMP Statement of Work (excerpted from Cooperative Agreement)
- 2) CHAMP Workplan(s)
- 3) CHAMP Performance Management Plan(s)
- 4) CHAMP Quarterly Reports (at least the four most recent)
- 5) CHAMP Fact Sheet
- 6) Others as requested and deemed necessary

D. Schedule

The Evaluation Team shall complete this activity, including the final report, within ten (10) weeks of the start of the assignment. Once USAID approves the personnel to comprise the team, the *Documents for Pre-Field Review*, listed above in Subsection C, will be sent to the Evaluation Team. A six-day work week is authorized for this activity. The majority of this evaluation will be conducted in Afghanistan. This evaluation study is proposed to start no later than February 9, 2012.

VIII. MEETINGS, BRIEFINGS, AND DELIVERABLES

1. **In-briefing** with USAID/OAG. **Within two days of arriving in Afghanistan**, the Evaluation Team shall attend a kickoff meeting at USAID to collaboratively outline the workplan (*working from a rough draft workplan prepared by the team*), including interview lists and field visit sites (it is anticipated that at least four field visits will be required). The team will present an introductory PowerPoint presentation introducing team members, outlining the rough draft workplan presenting the team's understanding of the assignment and initial assumptions. This meeting will allow for discussion of background documents, and a suggested interview/contact list. It will also allow, if necessary, for SOW adjustment, with USAID approval.
2. **Draft Workplan** submitted to USAID/OAG for comment/approval. Within five days of the in-briefing, the team shall submit to USAID/OAG a detailed Draft Workplan for conducting this Mid-Term Evaluation of CHAMP. The draft workplan shall detail the evaluation methodology, incorporate any proposed modifications to this statement of work, and elaborate the customized survey

and evaluation tools to be used by the team. Within two business days of receipt of the draft workplan, USAID/OAG will provide comments to the team. Within two days of receipt of comments, the team will resubmit the revised workplan to USAID/OAG. Upon USAID/OAG approval of the workplan, it will be formally considered part and parcel of this Third Party Evaluation Statement of Work, and will guide the continued implementation of this investigation.

Evaluation shall at least include a combination of:

1. Desk/document review
 2. Direct observation
 3. Interviews
 4. Focus group discussions
 5. Project and beneficiary records
 6. Project data collection forms
 7. Review of project performance databases
 8. Sample surveys of farmers/beneficiaries
 9. Photographic documentation
3. **Final/USAID-approved Workplan** (a revised version of the draft based on USAID comments).
 4. **Weekly Fieldwork Briefings** to USAID (30-60 min. each): Weekly during this evaluation effort, at a time to be determined between USAID and the Evaluation Team Leader, the Team Leader will brief USAID on progress and constraints. This may be in person or by telephone.
 5. **Post-Fieldwork Briefing** to USAID (60-90 min.): Prior to submitting the draft evaluation report, the Team Leader will deliver a post-fieldwork briefing on initial impressions/findings.
 6. **Draft Mid-Term Evaluation Report** submitted for USAID/OAG comment/approval. The draft report shall be submitted **no less than five business days prior to the departure of the Evaluation Team** from Kabul. The evaluation report shall describe the methodology, provide conclusions on the key evaluation questions, and offer recommendations for the future. The report shall be no more than 30 pages (excluding Appendices), and follow USAID reporting format and branding guidelines (per ADS 320). The draft evaluation report shall be submitted to USAID for comment within one week of completion of field work, but **no less than five business days prior to the departure of the Evaluation Team**. An outline of the report is provided below:
 - **Title Page**
 - **Table of Contents**
 - **List of any acronyms, tables, or charts** (as needed)
 - **Acknowledgements or Preface** (optional)

- **Executive Summary (not more than 3 pages)**
- **Introduction (not more than 3 pages)**
 - a. A description of the activity that was monitored, Brief statement of the purpose of the evaluation exercise to include a brief summary of the questions answered
 - b. Brief statement on the evaluation methods used – Interviews, desk/document review, site visits, etc.
- **Findings** – Describe the findings, focusing on each of the questions the evaluation was intended to answer.
- **Conclusions** – This section will focus on:
 - a. The quality of the data, the quality of the project M&E system and records, the quality of data collection methods, and the usefulness of the PMP.
 - b. Whether the project is on track to attain its stated goals and objectives.
 - c. Highlight the strengths and weaknesses of implementation.
 - d. Other conclusions as identified by the Evaluation Team.
- **Recommendations** – This section will include:
 - a. Ways to improve both the overall performance of the project and improve the project’s M&E system.
 - b. Ways to solve problems the project is facing.
 - c. Suggestions for mid-course adjustments/corrections and changes to improve performance.
 - d. Actions or decisions to be taken by management.
- **Appendices**
 - a. Statement of Work
 - b. Places visited; people interviewed
 - c. Methodology description
 - d. Critical background documents
 - e. Examples of any key M&E documents reviewed
 - f. Schedule of activities in Excel format
 - g. Evaluation Team CVs

All plans and reports must be submitted in English to the CHAMP AOTR Adel Khaksar, USAID/Afghanistan, with a copy to the Office of Program and Project Development (OPPD). *USAID will provide comments to the draft report to the Evaluation Team Leader for further action within ten (10) business days.*

1. **Briefing of Draft Report** to USAID (60-90 min.): The Team Leader will present key findings (including conclusions and recommendations) detailed in the draft report.
2. **Final/USAID-approved Mid-Term Evaluation Report** (a revised version of the draft based on USAID comments): The Team Leader shall submit the final/USAID-approved Mid-Term Evaluation Report within five (5) days of receipt of USAID comments.

NOTE: The final/USAID-approved mid-term evaluation report shall be submitted to USAID/Afghanistan both electronically and in hardcopy. The report shall be prepared using Microsoft Office programs (i.e. Word, Excel), with 12-point font body text, with

1” page margins top/bottom and right and 1.25” for left. The team must submit five (5) hardcopies of the final, approved Mid-Term Evaluation Report to USAID.

IX. SUPERVISION

The Evaluation Team shall report to CHAMP AOTR Mr. Adel Khaksar (kadel@usaid.gov), with a cc on correspondence to Ms. Alexandria Huerta (ahuerta@usaid.gov) and Mr. Junaid M. Sahibzada (mjunaid@usaid.gov), OAG M&E Team. Designated USAID/Afghanistan staff shall review all reports and attend briefings.

ANNEX B: Organization Meeting List

#	Date	Time	Name	Title	Organization	Mobile	email	Location
1	1-Feb-12	11:00 AM	Kevin C Sharp	Office Director	USAID	0705-191-982	ksharp@usaid.gov	Kabul
2	1-Feb-12	11:00 AM	Dana Stinson	Senior Agriculture Advisor	USAID	0702- 626-212	Dstinson@usaid.gov	Kabul
3	1-Feb-12	11:00 AM	Adel Khaksar	Project Management Specialist	USAID	0799-187-510	Kadel@usaid.gov	Kabul
4	1-Feb-12	11:00 AM	Mohammad Junaid	Project Management Specialist	USAID	0700-234-211	Mjunaid@usaid.gov	Kabul
5	5-Feb-12	10:00 AM	Peter A Dickrell	Chief of Party	ROP Headquarters	0791-165-768	dickrell@rootsofpeace.org	Kabul
6	5-Feb-12	10:00 AM	Ahmad Shah	Deputy Chief of Party	ROP Headquarters	0799-391-342	ahmadshah@rootsofpeace.org	Kabul
7	5-Feb-12	10:00 AM	Sharif Osmani	Country Director	ROP Headquarters	0799-313-547	sharif.osmani@rootsofpeace.org	Kabul
8	5-Feb-12	10:00 AM	Mohammad Amin	M&E Manager	ROP Headquarters	0799-059-799	mohammad.amin@rootsofpeace.org	Kabul
9	6-Feb-12	9:00 AM	Hukum Khan Habibi	Director General of Extension	MAIL	0700-629-523	hukumkhan.habibi@mail.gov.af	Kabul
10	6-Feb-12	10:00 AM	Assad Zameer	Director General of Program	MAIL	0707-112-847	assad.zamir@mail.gov.af	Kabul
11	6-Feb-12	12:00 PM	Giuliano Masini	Team Leader	PHDP	0794-186-640	g.masiniphdp@gmail.com	Kabul
12	7-Feb-12	10:00AM	Ehsanullah Safi	Marketing Specialist	ROP Headquarters	0798-425-553	Ehsanullah@rootsofpeace.org	Kabul
13	7-Feb-12	12:00 PM	Ferenc Sandor	Program Director	ROP Headquarters	0797-055-184	francisco@rootsofpeace.org	Kabul
14	7-Feb-12	2:00 PM	Dr Ranga Zinyemba	Capacity Building Specialist, HLP	GIZ	0794-716-075	ranga.zinyemba@gtz.de	Kabul
15	7-Feb-12	2:40 PM	Nazira Rahman	Director of Extension for Women	MAIL	0700-397-328	nazira.rahman@mail.gov.af	Kabul
16	7-Feb-12	3:00 PM	Adela Bakhtiary	Director of Horticulture Development Department	MAIL	0700-661-795	Adela.Bakhtiary@mail.gov.af	Kabul
17	7-Feb-12	3:00 PM	Sahib Dad Pakbin	Advisor of Research	MAIL	0799-325-404	spakbeen@mail.gov.org	Kabul
18	8-Feb-12	9:30 AM	Abdul Rahman Rahmati	Project Manager	GPFA	0799-005-140	abdulrehman_rahmati@yahoo.com	Kabul
19	8-Feb-12	10:00 AM	Hedyatullah Omar Khil	Managing Director	Samsor Ban	0799-618-683	Hidayat6356@yahoo.com	Qarabagh

	Date	Time	Name	Title	Organization	Mobile	email	Location
20	11-Feb-12	10:00 AM	Abdul Razaq Faiaz	Manager	Negin Sang	0775- 561-111	N/A	Qarabagh
21	11-Feb-12	9:00 PM	Dr Jose E. Sanchez	Agriculture Advisor	USDA FOB Gardez	0700-928-551	sanchezje@state.gov	Kabul
22	15-Feb-12	10:00 AM	Haji Abdul Satar Mubariz	Board Chairman	ANNGO	0700-280-657	anngo@afghanistanhorticulture.org	Kabul
23	15-Feb-12	10:00 AM	Ahmad Zahir Arabzai	Office Assistant	ANNGO	0786-819-777	N/A	Kabul
24	15-Feb-12	11:00 AM	Tom Love	USAID Agricultural Advisor	Helmand PRT	0796-978-348	tlove@usaid.gov	Helmand via phone
25	15-Feb-12	1:30 PM	David Bailey	Regional Economic Growth Representative	U.S. Regional Embassy Platform/South	0093-370-809	dbailey@usaid.gov	Kandahar via phone
26	16-Feb-12	10:00 AM	Danilo Benavides	Senior Value Chain Specialist	ADF	0793-141-482	danilo_benavides@adf-af.org	Kabul
27	16-Feb-12	11:00 AM	Denalda Kuzumi	Marketing Information Systems Advisor	ADF	0797-747-041	Denalda_kuzumi@adf-af.org	Kabul
28	16-Feb-12	11:00 AM	Bill Parente	COP	IDEA-NEW	0796-188-125	bill_parente@dai.com	Kabul
29	17-Feb-12	3:00: PM	Phil Colgham	ROP X COP	CHAMP	N/A	<u>N/A</u>	Kabul
29	18-Feb-12	9:00 AM	Fatima Rahimi	Communications Manager	ROP Headquarters	0789-764-005	fatema.rahimi@rootsofpeace.org	Kabul
30	18-Feb-12	9:30 AM	Mohammad Shafi Anwary	Marketing Manager	ROP Headquarters	0799-181-313	shafi.anwary@rootsofpeace.org	Germany Via Skype
32	18-Feb-12	10:00 AM	Mohammad Amin	M&E Manager	ROP Headquarters	0799-059-799	mohammad.amin@rootsofpeace.org	Kabul
33	18-Feb-12	11:00 AM	Ferenc Sandor	Program Director	ROP Headquarters	0797-055-184	francisco@rootsofpeace.org	Kabul
34	18-Feb-12	9:30 AM	Sharif Osmani	ROP Country Director, Former Marketing Manager	ROP Headquarters	0799-313-547	sharif.osmani@rootsofpeace.org	Germany Via Skype
35	19-Feb-12	10:00 AM	Abdul Salam Munir	Expo & Export Advisor	EPAA	0700-277-161	salam.munir@moci.gov.af	Kabul
36	21-Feb-12	9:00 AM	David Bailey	Regional Economic Growth Representative	U.S. Regional Embassy Platform/South	0093-370-809	dbailey@usaid.gov	Kandahar via phone
37	21-Feb-12	2:00 PM	Massoud Wardak	Procurement Manager	ROP Headquarters	0783-597-020	masoud.rootsofpeace.org	Kabul
38	21-Feb-12	3:30 PM	Sapna Owais	Gender Officer	ROP Headquarters	0789-764-005	sapna@rootsofpeace.org	Kabul
39	19-Feb-12	2:00:PM	Eng Samiullah Nasrat	Reg. Horticulture Program Coordinator	ROP	0799-531-226	snasrat@rootsofpeace.org	Jalalabad

	Date	Time	Name	Title	Organization	Mobile	email	Location
40	21-Feb-12	10:00 AM	Abdul Rauf Piaweray	Deputy Field Program Officer	PRT-Nangarhar	0799-455-442	apiaweray@usaid.gov	Jalalabad
41	21-Feb-12	10:00 AM	Ricky Ricardo Majette	Field Program Officer	PRT-Nangarhar	0793-370-803	rmajette@state.gov	Jalalabad
42	21-Feb-12	1:30:PM	Khan Mohammad Momand	Sr. Program Support and Integration Mgr	IDEA-NEW	0798-925-715	khan_mohammad@dai.com	Jalalabad
43	21-Feb-12	1:30:PM	Ghousuddin Boura	Ministry Liaison Officer	IDEA-NEW	0799-836-510	ghousuddin_boura@dai.com	Jalalabad
44	22-Feb-12	9:00 AM	Eng Ataulhaq Bashari	Plan and Policy Director	DAIL/Nangarhar	0777-606-853	ataulhaq.bashiri@mail.gov.af	Jalalabad
45	22-Feb-12	9:00 AM	Eng Hameedullah Nazeer	Head of Forestry and Horticulture Dep't	DAIL/Nangarhar	0799-568-513	hameedullahnazeer@yahoo.com	Jalalabad
46	22-Feb-12	9:00 AM	Mohammad Bashir Hameedi	Director of Agriculture, Cooperatives	DAIL/Nangarhar	N/A	N/A	Jalalabad
47	22-Feb-12	9:00 AM	Asadullah Khalil	Director of Extension	DAIL/Nangarhar	N/A	N/A	Jalalabad
48	13-Feb-12	3:30 PM	Haji Mohammad Yousuf	Regional Coordinator	ROP	0700-331-670	myousuf@rootsofpeace.org	Kandahar
49	14-Feb-12	9:04 AM	Mohammad Arif Orfan	Acting General Director	DAIL	0700-348-320	arif.orfan@gmail.com	Kandahar
50	14-Feb-12	9:30 AM	Ghauws Mohammad	Field Horticulturist	PHDP II	0799-003-567	gm_ockendem@yahoo.com	Kandahar
51	14-Feb-12	2:32 PM	Mujahida	Gender Officer	ROP	0707-214-422	mujahida.adabiyar@yahoo.com	Kandahar
52	14-Feb-12	3:13 PM	Haji Nazar Mohammad	Director	Kandahar Fresh Fruit Association	0799-742- 629	kfreshfruit@yahoo.com	Kandahar
53	14-Feb-12	3:13 PM	Haji Hasham	Fruit Trader	KFFA	0797-592-329	N/A	Kandahar
54	14-Feb-12	3:13 PM	Haji Abdul Majeed	Fruit Trader	KFFA	0700-301-560	N/A	Kandahar
55	14-Feb-12	4:15 PM	Abdullah	Marketing Officer	ROP	0700-347-095	abdul_dfeak@hotmail.com	Kandahar
56	14-Feb-12	4:15 PM	Naseebullah Barezai	Monitoring and Evaluation Officer	ROP	0796-379-936	nasibullah@rootsofpeace.org	Kandahar
57	14-Feb-12	4:15 PM	Faizrahman Ibrahim	Extension Officer/Dand	ROP	0707-301-804	ibrahimi552@yahoo.com	Kandahar
58	14-Feb-12	4:15 PM	Abdul Hamid	Extension Officer/Arghandab	ROP	0700-385-369	abhamid169@yahoo.com	Kandahar
59	14-Feb-12	4:15 PM	Gul Mohammad	Extension Officer/Daman	ROP	0700-342-474	N/A	Kandahar
60	14-Feb-12	4:15 PM	Asil Khan	Extension Officer/Spin Boldak	ROP	0700-188-716	asil_adeeb@yahoo.com	Kandahar

	Date	Time	Name	Title	Organization	Mobile	email	Location
61	14-Feb-12	4:15 PM	Bashir Ahmad	Extension Officer/Panjwahi	ROP	0700-903-109	N/A	Kandahar
62	14-Feb-12	4:15 PM	Sulaiman	Extension Officer/Maiwand	ROP	0706-549-387	N/A	Kandahar
63	14-Feb-12	4:15 PM	Bahauddin	Trellising Systems Manager	ROP	0706-274-881	N/A	Kandahar
64	16-Feb-12	11:20 AM	Kamal Haydar	Business Development Export	FI/SRAD	0773-893-813	khyder@flaginternational.com	Kandahar
65	16-Feb-12	1:00 PM	John J. Haydu	Chief of Party	SRAD	0706-719-902	ihaydu@erdglobal.org	Kandahar
66	15-Feb-12	9:12 AM	Mahmmad Shafi	Manager	KNGA/ANNGO	0700-305-404	N/A	Kandahar
67	15-Feb-12	1:00 PM	Ahmad Shah	Extension Officer/Shahri Safa	ROP	0703-104-764	N/A	Zabul
68	15-Feb-12	1:00 PM	Mohammad Nawab	Extension Officer/Shah Joi	ROP	0700-361-095	N/A	Zabul
69	15-Feb-12	1:00 PM	Khial Mohammad	Extension Officer/ Qalat	ROP	0700-018-268	N/A	Zabul
70	18-Feb-12	3:30 PM	Haji Abdul Razeq Saad	Provincial Coordinator	ROP	0798 -154-164	arazeq@rootsofpeace.org	Helmand
71	19-Feb-12	9:00 AM	Haji Nasrullah	Agriculture Coordinator	Mercy Corps	0793-506-327	nkhan@af.mercycorps.org	Helmand
72	19-Feb-12	9:00 AM	M Ashraf Wahidi	Deputy Manager	Mercy Corps	0793-506-363	mawahidi@af.mercycorps.org	Helmand
73	19-Feb-12	9:00 AM	Jan Aga	Agriculture Officer	Mercy Corps	0708-943-830	jagha@af.mercycorps.org	Helmand
74	19-Feb-12	10:00 AM	Abdullah Ahmadzai	General Director	DAIL	0708- 661-000	abdullah.ahmadzai@mail.gov	Helmand
75	19-Feb-12	11:00 AM	Mohd. Haq Nekzad	Provincial Director	SRAD	0704-392-396	mnekzad@irdglobal.org	Helmand
76	19-Feb-12	11:00 AM	Berialy	Deputy Provincial Director	SRAD	0793-700-070	bhelmand@irdglobal.org	Helmand
77	19-Feb-12	1:00 PM	Ahmad Shah	Director	HNGA/ANNGO	0706-906- 810	N/A	Helmand
78	19-Feb-12	2:30 PM	Ms Malalai	Gender Officer	ROP	0799-008-626	N/A	Helmand
79	20-Feb-12	1:30 PM	Abdul Baseer	M&E Officer	ROP	0799-659-097	abdulbasir@rootsofpeace.org	Helmand
80	20-Feb-12	1:30 PM	Sardar Mohammad	Extension Officer/Lashkargah	ROP	0799-688-444	N/A	Helmand
81	20-Feb-12	1:30 PM	Haji Amanullah	Extension Officer/Nawi	ROP	0799-087-840	N/A	Helmand

	Date	Time	Name	Title	Organization	Mobile	email	Location
82	20-Feb-12	1:30 PM	Allahuiddin	Extension Officer/Nadali	ROP	0797-486-313	N/A	Helmand
83	20-Feb-12	1:30 PM	Abdul Qodoos	Extension Officer/Nahri Saraj	ROP	0799 -239-221	N/A	Helmand
84	20-Feb.-12	2:45 PM	Zamaryali Tasal	Deputy Field Officer	USAID/Helmand	0706-797-242	ztasal@usaid.gov	Helmand
85	19-Feb-12	3:09 PM	Eng Rahman Gul	Regional Manager	GPFA	0799-538-234	rgul@gpfa.org	Paktya
86	19-Feb-12	3:30 PM	Eng Latifullah	Regional M&E	ROP	0705-801-198	latifullah@rootsofpeace.org	Paktya
87	19-Feb-12	3:44 PM	Habib Noor	Senior Officer	GPFA	0795-629-630	habibnoorzazai@gmail.com	Paktya
88	20-Feb-12	8:36 AM	Eng Shazadgul Noori	Administration and Finance	DAIL	0707-632-028	N/A	Paktya
89	20-Feb-12	8:49 AM	Abdul Wahab	Planning Officer	DAIL	0797-174-036	N/A	Paktya
90	20-Feb-12	9:23 AM	Khawja Gul	Horticulture and Forestry Department Officer	DAIL	0797- 083-828	N/A	Paktya
91	20-Feb-12	1:54 PM	Haji Abdul Shukor	Trader	Gardez Orchards Assoc	0774-918-394	N/A	Paktya
92	20-Feb-12	1:54 PM	Ghulam Faroq	Trader	Gardez Orchards Assoc	0798-500-453	N/A	Paktya
93	20-Feb-12	1:54 PM	Masoom Khan	Trader	Gardez Orchards Assoc	0778-802-286	N/A	Paktya
94	20-Feb-12	1:54 PM	Delawer Khan	Trader	Gardez Orchards Assoc	0770-088-316	N/A	Paktya
95	20-Feb-12	1:54 PM	Haider Jan	Trader	Gardez Orchards Assoc	0799-147-713`	N/A	Paktya
96	20-Feb-12	1:54 PM	Abdul Waheed	Trader	Gardez Orchards Assoc	0778-571-476	N/A	Paktya
97	20-Feb-12	1:54 PM	Gul Ahmad	Trader	Gardez Orchards Assoc	0709-085-104	N/A	Paktya
98	20-Feb-12	4:15 PM	Rozuddin	Trader	Gardez Orchards Assoc	0799-053-446	N/A	Paktya
99	20-Feb-12	3:11 PM	Sakina	Gender Officer	GPFA	0796-220-992	N/A	Paktya
100	20-Feb-12	4:00 PM	Hayat Khan	Regional Village Officer	GPFA	0799-097-581	N/A	Paktya
101	20-Feb-12	4:00 PM	Mohammad Zaher	Extension Officer/Zormat	GPFA	0778-569-671	N/A	Paktya
102	20-Feb-12	4:00 PM	Haji Dost Mohammad	Extension Officer/Zadran	GPFA	0708-712-675	N/A	Paktya
103	20-Feb-12	4:00 PM	Mohammad Zahir	Extension Officer/Zazi Ariob	GPFA	0796-493-323	N/A	Paktya
104	20-Feb-12	4:00 PM	Mazullah	Extension Officer/Gardez	GPFA	0799-849-127	mozullah99@yahoo.com	Paktya
105	20-Feb-12	4:00 PM	Abdul Haq	Extension Officer/Patan	GPFA	0770-094-847	N/A	Paktya
106	20-Feb-12	4:00 PM	Abdul Wali	Extension Officer/Gardez	GPFA	0777-884-540	Abdulwalisadiq@yahoo.com	Paktya
107	20-Feb-12	4:00 PM	Noorulhaq	Extension Officer/Ahmadabad	GPFA	0799-752-585	N/A	Paktya

	Date	Time	Name	Title	Organization	Mobile	email	Location
108	20-Feb-12	4:00 PM	Bahram	Extension Officer/Sayed Karam	GPFA	0778-499-205	N/A	Paktya
109	20-Feb-12	4:00 PM	Habibullah	Extension Officer/Ahmadabad	GPFA	0773-360-332	ahmadzai_habibullah@yahoo.com	Paktya
110	21-Feb-12	8:50 AM	Alhaj Niaz Mohammad Zadran	General Provincial Director	DAIL	0799-133-235	N/A	Paktya
111	21-Feb-12	9:40 AM	Haji Mohammad Yaseen	General Director	GAGA	0799-236-035	N/A	Paktya
112	23-Feb-12	1:30:PM	Marc Douglas	Senior Ag Technical Advisor	USAID	0794 -858-522	Mdouglas@usaid.gov	Kabul
113	23-Feb-12	1:30:PM	Ali Ahmad	Agri-Business Advisor	USAID	N/A	Aamad@usaid.gov	Kabul
114	28-Feb-12	3:00 PM	Javid Hamidzada	Chief Executive Officer	AAIDO	0700-234-496	i.jamidzada@aaido.af	Kabul
115	29-Feb-12	10:00 AM	Haji M Hassan	Director	Angaza Co.Ltd	0799-328-363	haji_hassan_kfnc@yahoo.com	Kabul
116	1-Mar-12	3:00 PM	Freeman L Daniels	Education Development Officer	USAID	202-712-0204	fdaniels@usaid.gov	Kabul

ANNEX D: Data Collection Instruments

1. Participant Survey
2. Non-Participant Survey
3. Focus Group Questions
4. Interview Guide Partners
5. Interview Guide ROP

CHAMP MID-TERM EVALUATION

PARTICIPANT SURVEY

Thank you for agreeing to participate in this survey. If you don't know the answer to a specific question please answer Don't Know (DK), Not applicable (NA) or Refuse to Answer (RA) and go on to the next question.

Office Use Only:	
Interviewer	
Location	
Date / Time	
Survey Number	
Survey Type	

01 Contact & General Information		معلومات عمومی	
1.01	Village / District قری ولسوالی		
1.02	Province و.ی.ت		
1.03	Size of Total Farm Jerib or Hectare مقدار مجموع عمارت جوی یا هکتار	Jerib / Ha (please circle) کنتار / هکتار (لطفاً حلقه کنید)	
1.04	Size of Household تعداد اعضای خانواده	Total # _____ # Male مرد _____ # Female زن _____	
1.05	Annual Household Income عاید سالانه ای خانواده	_____ Afs / USD (circle which currency) _____ لاری افغلی (لطفاً حلقه کنید)	
1.06	Size of Area support by CHAMP مقدار ساحه کنونی توسط (چمپ) حمایت شده است	_____ Jerib / Ha (please circle) _____ کنتار / هکتار (لطفاً حلقه کنید)	
1.07	Type of activity supported by CHAMP نوع فعالیت توسط (چمپ) حمایت شده است	<input type="checkbox"/> New Orchard باغ جدید <input type="checkbox"/> Existing Vineyard Trellising چله زدن تکستان موجود <input type="checkbox"/> New Vineyard Trellising چله ن مودن تکستان جدید <input type="checkbox"/> Vegetable Garden باغ غیزی جات <input type="checkbox"/> Poultry مرغ داری <input type="checkbox"/> Improved Irrigation ارتقا یافته آبیاری <input type="checkbox"/> Technical Training آموزش های تخصصی <input type="checkbox"/> Other : _____ <input type="checkbox"/> No Support هیچ حمایتی نیست	
1.10	Type of crops supported by CHAMP نوع محصولات که توسط (چمپ) حمایت شده اند.	<input type="checkbox"/> Grape انگور <input type="checkbox"/> Apple سیب <input type="checkbox"/> Pomegranate انار <input type="checkbox"/> Almond بادام <input type="checkbox"/> Plum آلو <input type="checkbox"/> Apricot زردآلو <input type="checkbox"/> Vegetable Garden باغ غیزی جات <input type="checkbox"/> Other _____ <input type="checkbox"/> No Support حمایتی نشده	
02 Recruitment / Participation		لبنه خدام / شرکتراک	
2.01	How did you first hear about the CHAMP project? شما چگونه در مورد پروژه (چمپ) اطلاع پیدا کردید؟	<input type="checkbox"/> DAIL وزارت زراعت <input type="checkbox"/> Friends/Family/Neighbors "Word of Mouth" دوستان/خانواده/همسایه ها <input type="checkbox"/> Boots of Peace (Direct) مراسم <input type="checkbox"/> Marketing Activity فعالیت های بازاریابی <input type="checkbox"/> Business referral معرفی <input type="checkbox"/> Other _____	
2.02	CHAMP participation: Are you a _____? (چمپ) شرکتراک در _____ _____	<input type="checkbox"/> Past Participant شرکتراک گذشته بودی؟ <input type="checkbox"/> Current Participant شرکتراک کنونی چه هستی؟ <input type="checkbox"/> Future Participant (signed commitment) شرکتراک در آینده شرکتراک خواهی کرد <input type="checkbox"/> Non Participant شرکتراک نیستی؟ <input type="checkbox"/> Partner شریک هستی؟ <input type="checkbox"/> Stakeholder سهام دار هستی؟ <input type="checkbox"/> Other (please explain) _____	
2.03	If you are a non-participant did you choose NOT to participate or were you not eligible? اگر شما شرکتراک نیستید آیا شما تصمیم گرفتید شرکتراک نکنید یا واجد شرایط نیستید؟	<input type="checkbox"/> Those NOT to participate شرکتراک نکنم <input type="checkbox"/> Not eligible: واجد شرایطی نیستم Why? Please explain _____ لطفاً توضیح دهید چرا؟ _____	
(Non Participants end here. Please attend Focus Group.)			
03 Program Activities / Satisfaction		فعالیت های پروگرام / رضایت	
3.01	INPUTS: Were quality inputs distributed to you at the Appropriate times for your planting? آیا نهادهای باکیفیت در اوقات مناسب برای کاشت توزیع شدند؟	<input type="checkbox"/> Yes بله <input type="checkbox"/> No نه <input type="checkbox"/> Sometimes بعضی اوقات Please explain: _____ لطفاً توضیح دهید: _____	

3.02	INPUTS: What was the survival rate for your saplings or vines? How many total, how many survived and how many were replaced? فیلد: بی زانینقا و عمرن هال ها و تاک های شما چقدر ملرت؟ مجموع آچ قدرن هال و تاک هاری؟ چقدر آن ملتازه ملده و چقدر آن ها عوض شده اند؟	Total saplings or vines Number that survived Number replaced	
3.03	Please check all that apply and rate your satisfaction. 1=Low 5 = High لطفاً اندازه رضایت خویش را از آن چه کوار فنته نشان بدهید. 1-پنهان 5-بها	Overall Support: Check all that apply. حمله کللی و طف آن چه کار فنته ملرت علامت بگناری. _____ agricultural inputs - فیلد زرغتی _____ tools / equipment - ابزار و تجهیزات _____ irrigation improvement - بهبود دلیاری _____ technical training - آموزش های تکنیکی _____ marketing - بازاریابی _____ exports - صادرات _____ post-harvest support - حمایت بعد از حاصلات _____ other _____ و غیره	Rate your Satisfaction (circle) متوسط Medium Low 1 2 3 4 5 High بالا Low 1 2 3 4 5 High بالا
3.04	Training Support You have received: Check all that apply. کم مک های آموزش یک هم شما دریافتن موده لید: <input type="checkbox"/> land preparation <input type="checkbox"/> fertilizer use <input type="checkbox"/> Orchard layout <input type="checkbox"/> planting <input type="checkbox"/> intercropping <input type="checkbox"/> IPM (Integrated Pest Management) <input type="checkbox"/> pruning & training <input type="checkbox"/> gibberellins / GA3 <input type="checkbox"/> fruit & raisin drying and processing <input type="checkbox"/> marketing & exporting <input type="checkbox"/> business skills training <input type="checkbox"/> GAP (Good Ag Practices) <input type="checkbox"/> other _____		
3.05	Post-Harvest Support You have received: Check all that apply. کم مک های بعد از حاصلات: <input type="checkbox"/> grading <input type="checkbox"/> field packing <input type="checkbox"/> packaging / boxes <input type="checkbox"/> processing <input type="checkbox"/> pre-cooling <input type="checkbox"/> cold / cool storage <input type="checkbox"/> refrigerated transportation <input type="checkbox"/> branding <input type="checkbox"/> other _____		
04 Adoption قبلی			
4.01	Are you using new practices and technologies on your farm that were introduced by CHAMP? آیا شما از روش های جدید و تکنولوژی های جدید که توسط (چامپ) معرفی شده اند در استفاده میکنید؟	<input type="checkbox"/> Yes <input type="checkbox"/> No If not, please explain why? <input type="checkbox"/> Don't Know	
05 Sustainability ثبات و خودکفایی			
5.01	Would you be able to obtain the same inputs Champ provided in future years to sustain your operations? آیا شما در طول دوره های آینده قادر خواهید بود هم چون فیلد کفای (چامپ) به نیازهای خود را هم آورده بستانداری و در نتیجه ای سال های طولی در کنار هم توان را خودکفایی سازید؟	<input type="checkbox"/> Yes <input type="checkbox"/> No If not, please explain why? <input type="checkbox"/> Don't Know	
5.02	Is CHAMP training you to make your operations sustainable? آیا (چامپ) شما را آموزش میدهد که کارهای شما را خودکفایی سازد؟	<input type="checkbox"/> Yes <input type="checkbox"/> No If not, please explain why? <input type="checkbox"/> Don't Know	
06 Marketing Activities فعالیت های بازاریابی			
6.01	Have you made marketing improvements based on CHAMP support? آیا شما بر اساس حمایت (چامپ) فعالیت های بازاریابی خود را بهبود داده ملرت؟	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6.02	Are you now selling your products abroad as a result of CHAMP support? آیا شما در حال حاضر محصولات خود را به کشورهای دیگر به دلیل حمایت (چامپ) میفروشید؟	<input type="checkbox"/> Yes <input type="checkbox"/> No	

6.03	Are you now selling your products in new markets in Afghanistan as result of CHAMP support? بکامک (چمپ) در بازار های افغانستان محصولات خود را در بازارهای جدید می‌فروشید؟	<input type="checkbox"/> Yes بله <input type="checkbox"/> No نه
07 Producer Contribution کامک های تولیدکننده		
7.01	What is the type of contribution you have provided? شما چگونه کامک را ارائه کرده‌اید؟	<input type="checkbox"/> Financial مالی <input type="checkbox"/> In-kind <input type="checkbox"/> No contribution <input type="checkbox"/> Other
7.02	How much did you pay for each saplings / seedlings / vines / trellis equipment? شما برای هر یک از نهال/تخت/تاک/تجهیزات چلچچ در پول می‌دهید؟	Per item Afs / USD (please circle currency)
7.03	How much TOTAL contribution have you provided? مجموع کامک های کشت و نهال چقدر در برلست؟	TOTAL Afs / USD (please circle currency) <input type="checkbox"/> Don't Know
08 Gender Activities فعالیت های جنسیتی		
8.01	Have women benefitted from the CHAMP support to your operations? آیا زنان از کامک های (چمپ) در کارخانه شما بهره‌مند شده‌اند؟	<input type="checkbox"/> Yes بله <input type="checkbox"/> No <input type="checkbox"/> Don't Know
8.02	If so, how many women have benefitted from your CHAMP project activities? اگر بله، چقدر زنان از فعالیت های پروژه چمپ شما بهره‌مند شده‌اند؟	Number of Women _____ <input type="checkbox"/> Don't Know
09 Credit قرضه		
9.01	Have you accessed any bank credit as part of your farm activities? آیا شما دسترسی به وام بانکی در بخش فعالیت های مزرعه خود داشته‌اید؟	<input type="checkbox"/> Yes بله <input type="checkbox"/> No
9.02	Would you be interested in having bank credit assistance as part of the CHAMP project? آیا شما علاقه دارید که وام بانکی به شما در بخش فعالیت های پروژه چمپ داده شود؟	<input type="checkbox"/> Yes بله <input type="checkbox"/> No
10 Results نتایج		
10.01	Has participating in the CHAMP project increased your household income? If yes, by how much? با شرکت در پروژه چمپ، آیا درآمد خانوار شما افزایش یافته است؟ اگر بله، چقدر؟	<input type="checkbox"/> Yes بله <input type="checkbox"/> No Total amount- USD / Afs
10.02	Has CHAMP created new employment /jobs? If yes, by how many? آیا چمپ فرصت های جدید ایجاد کرده است؟ اگر بله، چقدر؟	<input type="checkbox"/> Yes بله <input type="checkbox"/> No Number of people _____ X Number of days _____
10.03	Has CHAMP increased your sales? If yes, by how much? آیا چمپ فروش شما را افزایش داده است؟ اگر بله، چقدر؟	<input type="checkbox"/> Yes بله <input type="checkbox"/> No Total amount: _____ Afs / USD
11 Challenges / Improvements چالش ها / مشکلات		
11.01	Have there been problems / challenges / issues with CHAMP project activities? آیا مشکلاتی در بخش فعالیت های پروژه چمپ وجود داشته است؟	<input type="checkbox"/> Yes بله <input type="checkbox"/> No If yes, please explain: _____
11.02	On a scale of 1 to 5, how has CHAMP handled these issues/challenges? آیا چمپ این مشکلات را چگونه مدیریت کرده است؟ از 1 تا 5	Average 1 2 3 4 5 Not Good Very Good

CHAMP MID-TERM EVALUATION

NON-PARTICIPANT SURVEY

Thank you for agreeing to participate in this survey. If you don't know the answer to a specific question please answer Don't Know (DK), Not applicable (NA) or Refuse to Answer (RA) and go on to the next question.

Office Use Only:	
Interviewer	
Location	
Date / Time	
Survey Number	
Survey Type	

01 Contact & General Information		معلومات عمومی	
1.01	Village / District		
1.02	Province		
1.03	Size of Total Farm Jerib or Hectare	Jerib / Ha (please circle) (لطفاً آفاق کنید)	
1.04	Size of Household	Total # _____ # Male مرد _____ # Female زن _____	
1.05	Annual Household Income	_____ Afs / USD (circle which currency) دلاری افغانی / دلاری افغانی	
1.07	Type of activity	<input type="checkbox"/> Existing Vineyard <input type="checkbox"/> New Vineyard <input type="checkbox"/> Existing Orchard <input type="checkbox"/> New Orchard <input type="checkbox"/> Marketing & Export <input type="checkbox"/> Vegetable Garden <input type="checkbox"/> Poultry <input type="checkbox"/> Improved Irrigation <input type="checkbox"/> Technical Training <input type="checkbox"/> Other : _____	
1.10	Type of crops	<input type="checkbox"/> Grape <input type="checkbox"/> Apple <input type="checkbox"/> Pomegranate <input type="checkbox"/> Almond <input type="checkbox"/> Plum <input type="checkbox"/> Apricot <input type="checkbox"/> Vegetable Garden <input type="checkbox"/> No Support <input type="checkbox"/> Other _____	
02 Recruitment / Participation		استخدام شرکت‌رک	
2.01	How did you first hear about the CHAMP project?	<input type="checkbox"/> MAIL <input type="checkbox"/> DAIL <input type="checkbox"/> Friends/Family/Neighbors "Word of Mouth" <input type="checkbox"/> Roots of Peace (Direct) <input type="checkbox"/> Event <input type="checkbox"/> Marketing Activity <input type="checkbox"/> Business referral <input type="checkbox"/> Other	
2.02	CHAMP participation: Are you a ...?	<input type="checkbox"/> Non Participant <input type="checkbox"/> Past Participant <input type="checkbox"/> Partner <input type="checkbox"/> Stakeholder <input type="checkbox"/> Other (please explain) _____	
2.03	If you are a non-participant did you choose NOT to participate or were you not eligible?	<input type="checkbox"/> Chose NOT to participate <input type="checkbox"/> Not eligible: Why? Please explain _____ _____	
(Non Participants end here. Thank you.)			

CHAMP MID-TERM EVALUATION

FOCUS GROUP Questions

Thank you for agreeing to participate in this survey. If you don't know the answer to a specific question please answer Don't Know (DK), Not applicable (NA) or Refuse to Answer (RA) and go on to the next question.

Office Use Only:	
Interviewer	
Location	
Date / Time	

01 Focus Group Participants	
Number of CHAMP Participants:	Any Women(#):
Number of Non-Participants:	
Number of DAIL Ext Agents:	
Number of Traders:	
Number of Other:	
02 Focus Group Questions	
1. How did you first hear about CHAMP?	
2. What were the requirements to participate? (Costs per Farmer / jerib / post, etc.) Would you be willing to pay more for the ability to participate in the CHAMP Program? How much more? (Full cost?)	
3. What have been the biggest successes/achievements or challenges/difficulties of the CHAMP project?	
4. Have there been any problems with the CHAMP program providing services, training or inputs to you? What could CHAMP do to improve the situation and provide better services?	
5. Have you received training as well as inputs / materials? Would you be interested in more classroom training?	
6. What have been the results of the CHAMP program for you so far? (Installation of trellises, new orchard planting, etc.) Has CHAMP helped with any marketing of your current products?	

7. Has CHAMP provided help to you for irrigation?
8. Has the CHAMP project provided more employment on your farm?
9. How have WOMEN been involved in the CHAMP project? How could more WOMEN be involved?
10. Where do you sell your products?
11. To what extent have any SECURITY issues affected your participation with CHAMP?
12. Are there any other issues you would like to discuss with us about the CHAMP project?

INTERVIEW GUIDE – PARTNERS / MARKETING

Interviewer	
Location	
Date / Time	
Survey Number	
Survey Type	

01 Contact Info: Name / Title / Type / Name of Bus or Org / Cell / email (attach card)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

02 INTERVIEW QUESTIONS

1. Tell us about your organization and your work with CHAMP?

2. What type of results have you seen as part of your relationship with CHAMP? Sales? Increased income? New Technology? New marketing channels? Exports? Transportation? Storage? Etc.

3. Have you had any challenges / issues working with CHAMP? How were these handled? What could CHAMP do to improve the situation?

4. Technical Approach – Do you think the types of activities, inputs, training, services, CHAMP provides you is appropriate for your organization?

5. Do you think the work CHAMP is doing will be sustainable after the end of their project? Why or why not?

6. How could CHAMP better include WOMEN as part of their program?

7. Communication & Coordination – Do you have any issues with how CHAMP coordinates and communicates its activities and plans to you?

8. Training & Materials – Are you satisfied with CHAMP’s training and materials they provide to you?

9. (Wish List) How could CHAMP improve its operations? What other type of support do you think the CHAMP program should provide?

10. Other? Is there anything else you think we should know about the CHAMP Program?

(Use back of sheets as needed.)

**CHAMP MID-TERM EVALUATION
INTERVIEW GUIDE – ROP REGIONAL STAFF**

Office Use Only:	
Interviewer	
Location	
Date / Time	
Survey Number	
Survey Type	

01	Name /Title
1.	
2.	
3.	
4.	
5.	

02 INTERVIEW QUESTIONS

1. Tell us about your work with CHAMP? What are the major activities? Crops? Marketing & exporting? What is unique about your regional work? Successes / Challenges.

2. Are your objectives and results on track for your region? Why or why not?

3. Have you had any challenges / issues working in your area? How were these handled? What could CHAMP do to improve the situation?

4. Technical Approach – Do you think the types of activities, inputs, training, services, CHAMP provides is appropriate for your

area?
5. Do you think the work CHAMP is doing will be sustainable after the end of their project? Why or why not?
6. How could CHAMP better include WOMEN as part of their program?
7. Communication & Coordination – Do you have any issues with how CHAMP coordinates and communicates its activities and plans?
8. Training & Materials – Are you satisfied with CHAMP’s training and materials they provide?
9. (Wish List) How could CHAMP improve its operations? What other type of support do you think the CHAMP program should provide?
10. Other? Is there anything else you think we should know about the CHAMP Program?
(Use back of sheets as needed.)

ANNEX E: Regional Visit Activity

Field Visits					Surveys			Interviews / Meetings				Visual
Province	Region	Districts	Focus Group Date	# People	Participants	Non	Total	DAIL	Traders	ROP (GPFA) Staff	Others	CHAMP Field Visits
Kabul	RC-Capital	MirBacha Kot	8-Feb	20	12	4	16	1	2	5	-	2
Kabul	RC-Capital	Qarabagh	11-Feb	17	12	3	15	2	3	3	2	2
Parwan	RC-East	Charikar	14-Feb	15	7	3	10	1	-	2	2	1
Nangarhar	RC-East	Jalalabad	20-Feb	20	9	5	14	1	2	2	5	2
Kandahar	RC-South	Kandahar	14-Feb	17	9	4	13	1	3	11	4	1
Zabul (in Khandahar)	RC-South	Zabul	15-Feb	13	11	2	13	-	-	3	-	-
Patkya (GPFA)	RC-East	Gardez	20-Feb	34	15	8	23	4	6	12	20	10
Helmand	RC-Southwest	Lashka Gah	19-Feb	16	9	5	14	1	-	7	6	2
Total	4	8	8	152	84	34	118	11	16	45	39	20
					71%	29%				Total	111	

ANNEX F: Survey Data

CHAMP Mid-Term Evaluation
Questionnaire Data

		1.01 Village / District	1.02 Province	1.03 Size of HH	Jer / He	General Info				1.05 HH Income	USD/Af/1.06 CHAMP area	Jer / He	1.07 Type of Activity	1.08 Type of Crop				2nd crop	Form					
						1.04 Size of HH	# Male	# Fem		Afs	ha	New Orch	Mktg / Exp	Trellising	ing Orch / eg / Fourth	irr	Tech train	Other	Strap	Apple	Pom			
TOTALS	Yes	Total				Avg HH	m	f																
	No	Average / Total	14.8	Av		18.01	9.2	8.7	226,880	Av	3.31			73	10	29	34	4	4	26	2	63	27	25
	TOTAL	Total1	1742	Totalj			51%	48%	25410600	Afs (Total)														
		Total2	14,587	Af / jer					\$ 4,537.61	USD														
REGIONAL	Yes	Subtotal				Avg HH	m	f																
KABUL	No	Avg Subtotal	5.2	Av		14.10	7.2	6.6	151,065	Av	1.39			12	3	23	11	2	0	5	2	30	3	3
	TOTAL	31 Subtotal2	162.5	Totalj			51%	47%	4683000	Afs (Total)														
		Subtotal3	28,818	Af / jer					\$ 3,021.29	USD														
REGIONAL	Yes	Subtotal				Avg HH	m	f																
PARWAN	No	Avg Subtotal	17.9	Av		11.40	5.8	5.6	261,111	Av	2.43			5	0	5	0	0	0	0	0	10	1	0
	TOTAL	10 Subtotal2	179	Totalj			51%	49%	2350000	Afs (Total)														
		Subtotal3	13,128	Af / jer					\$ 5,222.22	USD														
REGIONAL	Yes	Subtotal				Avg HH	m	f																
NANGARHAR	No	Avg Subtotal	8.6	Av		14.50	6.8	7.7	90,800	Av	1.78			11	0	0	7	0	0	0	0	1	3	4
	TOTAL	14 Subtotal2	120	Totalj			47%	53%	908000	Afs (Total)														
		Subtotal3	7,567	Af / jer					\$ 1,816.00	USD														
REGIONAL	Yes	Subtotal				Avg HH	m	f																
KANDAHAR	No	Avg Subtotal	49.1	Av		23.85	11.7	12.2	400,833	Av	11.78			10	0	0	4	0	0	2	0	7	0	6
	TOTAL	13 Subtotal2	638	Totalj			49%	51%	4810000	Afs (Total)														
		Subtotal3	7,539	Af / jer					\$ 8,016.67	USD														
REGIONAL	Yes	Subtotal				Avg HH	m	f																
ZABUL	No	Avg Subtotal	12.2	Av		24.92	12.5	12.1	331,154	Av	3.50			12	1	0	2	0	0	8	0	7	0	5
	TOTAL	13 Subtotal2	159	Totalj			50%	48%	4305000	Afs (Total)														
		Subtotal3	27,075	Af / jer					\$ 6,623.08	USD														
REGIONAL	Yes	Subtotal				Avg HH	m	f																
PAKTYA	No	Avg Subtotal	7.1	Av		17.96	8.5	9.6	176,287	Av	2.60			15	0	0	7	2	4	11	0	0	20	0
	TOTAL	23 Subtotal2	162.5	Totalj			47%	53%	4054600	Afs (Total)														
		Subtotal3	24,951	Af / jer					\$ 3,525.74	USD														
REGIONAL	Yes	Subtotal				Avg HH	m	f																
HELMAND	No	Avg Subtotal	22.9	Av		23.14	14.1	8.6	307,143	Av	2.89			8	6	0	3	0	0	0	0	8	0	7
	TOTAL	14 Subtotal2	321	Totalj			61%	37%	4300000	Afs (Total)														
		Subtotal3	13,396	Af / jer					\$ 6,142.86	USD														

	Almond	Plum	Apricot	Veg	Bid crop other	1 you near anemp	Participation Other	2.03 Participation (C / NE) Not able (too much demand)	Recruitment / Participation 3.01 Inputs (Y/N/S) sometimes	3.02 Survival Rate Total	Survived	Replaced	Program Ag inputs na	Tools / Eq	Irr	3.03 Overall Support (1-5)				
																Tech Train	Mkg	Exports	1st Harv	Other
TOTALS	11	16	19	7	5		84 0 84 118	11	83	734.19	708.89 0.965543182	58.44	4.00 46	4.23 60	2.81 17	3.05 43	1.27 12	1.42 12	1.50 10	1.90 2
REGIONAL																				
KABUL	3	5	0	3	0		24 7 31	7	23	885.50	860.05 0.971256487	140.57	2.60 5	3.71 14	#DIV/0! 0	3.25 8	4.00 1	3.50 2	5.00 1	5.00 2
REGIONAL																				
PARWAN	0	0	1	0	0		7 3 10	3	7	1928.57	1928.57 1	#DIV/0!	2.00 1	#DIV/0! 0	#DIV/0! 0	#DIV/0! 0	#### 0	#DIV/0! 0	#### 0	#### 0
REGIONAL																				
NANGARHAR	2	1	4	0	4		9 5 14	0	9	101.88	101.25 0.993865031	#DIV/0!	#DIV/0! 0	3.57 7	5.00 3	3.80 5	#### 1	#DIV/0! 0	#### 0	#### 0
REGIONAL																				
KANDAHAR	1	4	3	3	0		9 4 13	0	9	1259.44	1176.56 0.934186149	124.67	3.83 6	3.60 5	3.00 2	1.00 1	1.00 1	1.00 1	#### 0	#### 0
REGIONAL																				
ZABUL	4	0	3	1	0		11 2 13	1	11	613.18	587.09 0.957449963	26.09	2.91 11	4.00 11	5.00 1	3.78 9	#### 0	#DIV/0! 0	#### 0	#### 0
REGIONAL																				
PAKTYA	1	0	2	0	0		15 8 23	0	15	208.00	196.60 0.945192308	17.10	4.93 15	5.00 16	3.00 5	3.00 11	#### 0	#DIV/0! 0	#### 0	#### 0
REGIONAL																				
HELMAND	0	8	6	0	1		9 5 14	0	9	497.00	482.67 0.971160295	17.80	5.00 8	5.00 7	1.50 6	2.00 9	1.00 9	1.00 9	1.11 9	0 0

	none	land prep	fertilizer	layout	3.04 Training (Check all = Y)								bus skills	GAP	Training	Other	None	Grading	td Peckl	Boxes	3.05 Post Harvest - Check all = Y				Other	none	Adopt 1				
					planting	intercrop	IPM	prune & treat	GAB	drying & p.process g & ex	Processing	re-Cooling/Cold Store									Reefer Transp	Branding									
TOTALS																											80	2	82	82	
REGIONAL																													23	24	96%
KABUL	3	28	55	66	50	27	9	47	1	3	4	2	2	24	0	4	2	1	1	1	0	0	0	2	0	0	82	82			
REGIONAL																													6	7	86%
PARWAN	0	3	1	5	1	0	0	0	0	0	0	0	0	7	0	0	0	0	0	0	0	0	0	0	0	0	7	7	86%		
REGIONAL																													9	9	100%
NANGARHAR	0	9	9	9	9	0	1	7	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	9	100%		
REGIONAL																													9	9	100%
KANDAHAR	0	5	7	9	7	1	2	5	0	1	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	9	9	100%		
REGIONAL																													11	11	100%
ZABUL	0	0	11	9	11	5	0	9	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11	11	100%		
REGIONAL																													15	15	100%
PAKTYA	0	0	15	15	12	15	2	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	15	100%		
REGIONAL																													9	9	100%
HELMAND	0	9	9	9	9	3	0	9	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	9	9	100%		

	3.01 inputs sust: Operations sustain		5.01 Mktg improve*	Adoption 6.02 Exports?	Sustainability 6.03 Import Sub?	Type of contribu other	Marketing 7.02 Price per unit	7.03 Total	US / Afn Afn	Producer Contribution ve women be		8.02 How many?	9.01 Access to credit	Gender Activities No	9.02 Went credit?
										No					
TOTALS	55	58	10	29	42	88	16.00			49	22	4.8	1		55
	0	0	0	0	0		Af?	5459.833333		66%	31%	240	0		0
	55	58	10	29	42	88				ALL	71		1		55
REGIONAL	11	9	5	4	12	23				21	2	4.5			21
KABUL	24	24	24	24	24	24		6627.538462		91%	9%	95		0	
	46%	38%	21%	17%	50%	96%	9	10	6	ALL	23				16
REGIONAL	7	4	1	0	0	7				6	1	3.7		1	2
PARWAN	7	7	7	7	7	7		325.7142857		86%	14%	22			
	100%	57%	14%	0%	0%	100%	7	7	7	ALL	7				6
REGIONAL	9	9	0	0	0	9				8	1	4.1			5
NANGARHAR	9	9	9	9	9	9		1797.222222		89%	11%	33		0	
	100%	100%	0%	0%	0%	100%	9	9	9	ALL	9				8
REGIONAL	9	7	2	4	4	9				5	4	9.2			5
KANDAHAR	9	9	9	9	9	9		10703.125		56%	44%	46		0	
	100%	78%	22%	44%	44%	100%	9	8	8	ALL	9				5
REGIONAL	5	10	2	8	11	11				0	11	#DIV/0!			11
ZABUL	11	11	11	11	11	11		6898.636364		0%	100%	0		0	
	45%	91%	18%	73%	100%	100%	11	11	11	ALL	11				0
REGIONAL	5	10	0	13	15	15				3	0	5.0		0	11
PAKTYA	15	15	15	15	15	15		5200		100%	0%	15			
	33%	67%	0%	87%	100%	100%	15	15	15	ALL	3		3		3
REGIONAL	9	9	0	0	0	9				6	3	4.2		0	0
HELMAND	9	9	9	9	9	9		5582.777778		67%	33%	25			
	100%	100%	0%	0%	0%	100%	5	9	9	ALL	9				6

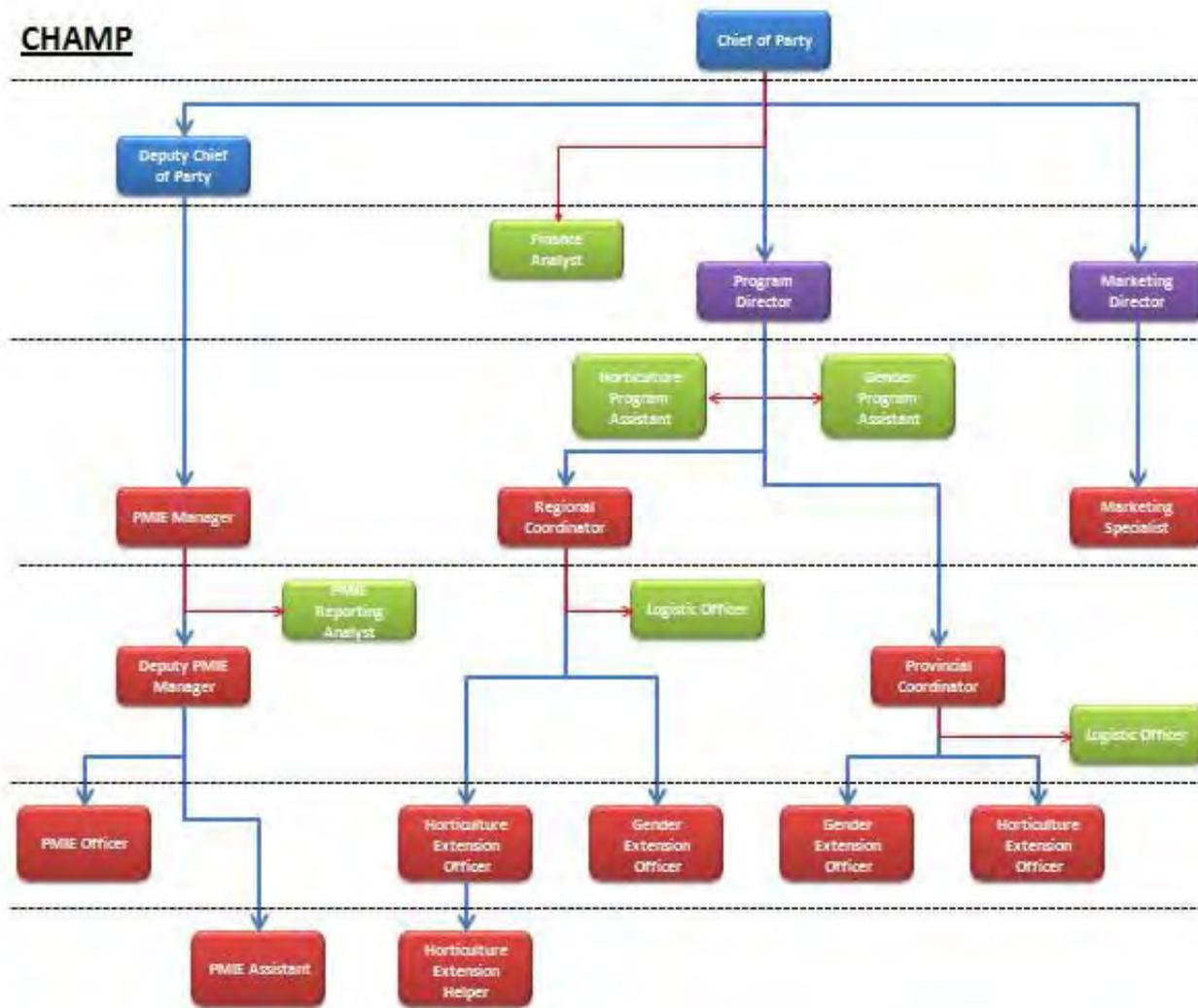
Gender Activities No	9.02 Went credit?	No	Credit		How much?	Results		No	People	Days?	10.03 Increased Sees?	No	How much?	US / Afn Afs	Have been chall	No	11.02 Overall CHAMP Satisfaction? (1-5)
			11 H45 increas	No		US/ Afs	% New Jc Afs										
TOTALS	55	0	21	0	21,031	Afs	65	16	10.89063	71.15625	5	68	20,016		24	55	4.0
	55		21		16		All	81		17.51538		73	100,080		All	79	82
REGIONAL	21		13		20,091	Afs	15	6	22.86	36.71	3	13	22,520		5	15	
KABUL							71%	29%	320	514	19%	81%	90,080		25%	75%	3.6
					7	4	All	21		1.976923		16	4	3	All	20	23
REGIONAL	2		3		3,500	Afs	7	0	21.00	33.43	1	6	#DIV/0!		4	3	
PARWAN							100%	0%	147	234	14%	86%	-		57%	43%	4.0
					3	3	All	7		0.9		7	0	0	All	7	7
REGIONAL	5		2		#DIV/0!	Afs	9	0	4.00	7.22	0	9	#DIV/0!		0	9	
NANGARHAR							100%	0%	36	65	0%	100%	-		0%	100%	4.6
					0	0	All	9		0.25		9	0	0	All	9	9
REGIONAL	5		0		#DIV/0!	Afs	9	0	10.78	91.89	0	9	#DIV/0!		5	3	
KANDAHAR							100%	0%	97	827	0%	100%	-		63%	38%	4.9
					0	0	All	9		3.180769		9	0	0	All	8	8
REGIONAL	11		1		100,000	Afs	10	1	3.80	128.00	1	8	10,000		7	4	
ZABUL							91%	9%	38	1280	11%	89%	10,000		64%	36%	3.0
					1	1	All	11		4.923077		9	1	1	All	11	11
REGIONAL	11		2		5,000	Afs	7	8	2.57	14.86	0	14	#DIV/0!		0	15	
PAKTYA							47%	53%	18	104	0%	100%	-		0%	100%	3.9
					1	1	All	15		0.4		14	0	0	All	15	15
REGIONAL	0		0		#DIV/0!	Afs	8	1	5.13	191.25	0	9	#DIV/0!		3	6	
HELMAND							88%	11%	41	1930	0%	100%	-		33%	67%	5.0
					0	0	All	9		5.884615		9	0	0	All	9	9

ANNEX G: CHAMP Staffing

Region	Central	South West	South West	South west	South Central	Central	Central	Eastern	South East	All
CHAMP Office /Province	Kabul Main Office	Kandahar & Zabul	Helmand	Uruzgan	Ghazni, Logar & Wardak	Bamyan	Kabul	Nangarhar, Laghman & Kunar	Paktya	
COP	1									1
DCOP	1									1
CD	1									1
Marketing Director	1									1
Master Trainer	1									1
Operation director	1									1
Admin logistic and IT officer	3									3
Security Officer	1									1
HR officer & Analyst	2									2
Procurement Mgr/Officer	3									3
Program/ Marketing Assistant	2									2
Communication Mgr	1									1
Liaison Officer	1									1
Finance Analyst/Book Keeper	2									2
Regional coordinator	2	1	1		1			1	1	7
Provincial Coordinator				1		1	1		1	4
Logistic supervisor/Officer		1	1		1	1		1		5
Horticulture Extension worker		12	7	3	9	6	5	9	15	66
Extension Helper		3			1		3	4	7	18
Gender officer/Extension worker	1	1	1			1		1		5
PMIE Manager/Analyst	3	1	1		1			1	1	8
Marketing Mngr/ Marketing Specialist	2	1								3
Local Support	14	4	4			4		4	2	18
Total	43	24	15	4	13	13	9	21	27	169

Source: ROP Human Resources Office, Kabul

ANNEX H: CHAMP Organizational Chart



(Source: CHAMP/ROP)

ANNEX I: CHAMP Budgets vs. Expenditures

Table 1

CHAMP Expenditures in 2010 and 2011, and budget for 2012 and 2013

Item	Year 1 (2010)			Year 2 (2011)**			Year 3 (2012)		Year 4 (2013)		Total	
	Expense (\$)	E/B*	%	Expense (\$)	E/B	%	Budget (\$)	%	Budget (\$)	%	(\$)	%
Salaries	758,915	0.76	21.0	1,205,356	0.84	21.8	1,440,060	19.7	1,115,485	14.5	4,519,815	18.7
Fringe	99,907	0.76	2.8	130,477	0.71	2.4	188,384	2.6	153,048	2.0	571,816	2.4
Allowances	191,229	0.78	5.3	284,070	0.94	5.1	304,376	4.2	275,397	3.6	1,055,072	4.4
Travel and Per Diem	91,991	0.35	2.5	126,255	0.43	2.3	291,560	4.0	265,560	3.4	775,367	3.2
Program inputs & supplies	1,544,976	1.48	42.8	2,547,222	0.76	46.0	3,687,456	50.4	5,390,475	70.0	13,170,129	54.5
Other Direct Costs	273,596	0.68	7.6	359,236	0.83	6.5	450,104	6.2	409,240	5.3	1,492,176	6.2
Equipment (1)	356,141	0.63	9.9	78,276	1.07	1.4	147,800	2.0	72,000	0.9	654,217	2.7
Subcontractor (GPFA)	285,904	0.50	7.9	805,360	0.51	14.5	784,242	10.7			1,875,506	7.8
Training	6,717	0.67	0.2	3,180	0.16	0.1	20,000	0.3	20,000	0.3	49,897	0.2
Sub Total	3,609,376	0.85	100.0	5,539,432	0.72	100.0	7,313,982	100.0	7,701,204	100.0	24,163,994	100.0
ROP G&A (2)							26,194		-		26,194	
ROP Overhead (3)							1,108,097		1,306,894		2,414,991	
Grand Total	3,609,376			5,539,432			8,448,273		9,008,098		26,605,179	

Source: ROP Finance, Kabul

(1) Plus Vehicles and Freight (Procurement)

(2) G&A = 3.34% of GPFA

(3) 16.97%

* E/B = Expense/Budget

** Preliminary figures (books have not been closed as of 18 February 2012)

Table 2

CHAMP Expenditures by Program Component.

Program component	2010			2011		
	Budget	Expense	E/B	Budget	Expense	E/B
Establishment of Orchards and Vineyards	481,919	842,017	1.75	1,628,008	823,341	0.51
Trellising of Established and New Vineyards	146,481	513,407	3.50	1,079,104	1,039,788	0.96
Gender: Poultry and Home Gardens	13,924	8,291	0.60	13,924	6,834	0.49
Marketing	165,426	181,261	1.10	292,924	133,762	0.46
Subcontractor (GPFA)	576,884	285,904	0.50	1,589,602	805,360	0.51
Total	1,384,634	1,830,880	1.32	4,603,562	2,809,085	0.61

Source: ROP Finance, Kabul

E/B = Expense/Budget

ANNEX J: Technical Training Topics Recommended

By: Prof. Ghulam Rasoul Samadi

In Afghanistan, orchards and vineyards generally have low productivity, quality and yield due to the lack of knowledge and practical skill of fruit growers. Training is needed in commercial fruit tree nursery, commercial fruit production, improved fruit tree varieties and rootstocks selection, orchard establishment, training, pruning, irrigation, fertilization, soil and soil fertility, IPM, harvest and post-harvest technology.

Topics:

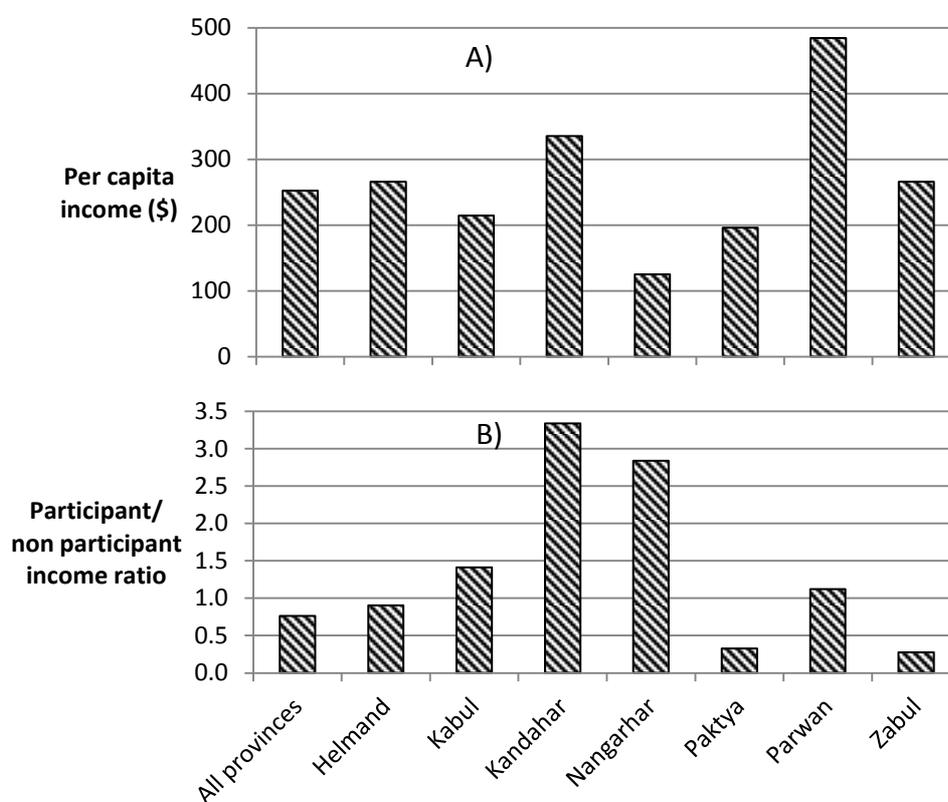
1. Regional climate adaptation of fruit tree and grape varieties
2. Commercial orchard / vineyard layout, design and establishment
3. Digging, packing and transplanting of saplings and rooted cutting
4. Training and pruning young trees (stone and pome fruits) step by step to develop desired training systems
5. Pruning mature trees and rejuvenation of old orchards
6. Certified fruit tree nursery management
7. Installation of trellising for vineyard and its maintenance
8. Training and pruning young vines on trellis step by step to develop desired trellis systems
9. Pruning types for mature grapevine based on their fruit habit
10. Utilization of new machinery in fruit production
11. Fertilizer application for fruit crops
12. Modern irrigation systems for fruit crops
13. Introduction of appropriate intercrop for orchards and vineyards
14. Importance of pollination in fruit production
15. Importance of beekeeping in fruit production
16. Application of quality improved techniques (fruit thinning, hormone)
17. IPM techniques for fruit crops
18. Grape drying (raisin) techniques
19. Apricot drying techniques
20. Harvesting, cleaning, grading, packing, packaging, branding and transportation
21. Importance of cool and cold storage facilities
22. Fruit marketing and global GAP certification for export market

ANNEX K: Selected Marketing Activities

Year	Reported/Planned Activities	Comments
2010		
	1) Inception meetings with merchants and chambers of commerce. Some CHAMP merchants were RAMP and ASAP participants	The program prepared to subsidize 50% improved packaging materials, fuel for generators at the cold store locations, and airfare for trade trips to India and Dubai
	2) Exports of grapes, apples, raisins and mulberries	Subsidy provided to traders (50% of packing and freight)
	3) Profit margin analysis of Kandahar grapes to India and Pakistan, and Ghazni grapes to Pakistan	Useful approach to demonstrate economic benefits
	4) Twelve export corridors/fruits explored	Dried apricots, raisins, apples and grapes to Dubai, Mumbai, New Delhi, Karachi and Europe
	5) Successful subsidized exports of un-chilled grapes from the Shamali Valley (122.4 MT) followed by successful unsubsidized exports (341.5 MT).	Traders benefited from the learning experience and more than doubled the exports on their own initiative (only with CHAMP technical advice)
	6) Discussions with ADT and Ag. Director PRT for apple marketing program in Gardez, Paktya Province	Ag. Director PRT requested a meeting with ASAP and CHAMP to discuss farmers' needs
	7) Shamali grapes to Karachi in 40 feet reefers, "the leading success of CHAMP"	Karachi market was perceived as an outlet to absorb higher than expected production and help maintain reasonable prices. This was an interesting economic consideration that could have been a very productive exercise for the marketing team to investigate, or to hire a consultant to conduct an in-depth study
	8) Credit program for traders	ROP's own system, possible partnership with Pashtany Bank. Total charge for a one year loan @ 1.7%
	9) Taliban in Kandahar threatened traders working with CHAMP and requested them to return improved packing material	Two out of eight traders discontinued work with CHAMP and returned the material
	10) CHAMP and participating merchant accidentally discovered the benefit of storing pomegranates for two months in a cold storage in Kandahar.	CHAMP marketing team can benefit from market intelligence to guide decisions of farmers and traders. This story of domestic sales was not tracked as domestic sales by the marketing team.
2011		
	1) CHAMP Marketing Director met with Global GAP in Germany to explore the inclusion of Afghan merchants in Global P.G.P. certification	There is need to track contacts and commitments. Identified opportunities and challenges should fine-tune the marketing program in different regions in Afghanistan with options for different trader corridors.
	2) Credit continues to be a barrier in the Afghan fruit value chain.	ACE joins the negotiations with CHAMP traders
	3) The marketing team met with MAIL to brief about success and experience acquired by the team	Market research and price information were included in the brief (no evidence of this was provided to the Evaluation Team)

	4) Refrigerated transportation within the cold chain system is identified as a major limiting factor; too few refrigerated containers are available.	No business plan to manage the reefers or cold storage facilities.
	5) Identification of training needs for merchants on cold chain management and export methods	Training on post-harvest handling and cold chain management is proposed
	6) CHAMP coordinated meetings with ACE and AAIDO to set up a mechanism for credit to fruit traders and farmers.	AAIDO is a new partner involved in the intent to set up a credit mechanism (replacing Pashtany Bank) with CHAMP and ACE. CHAMP provided a list of qualified traders to ACE and AAIDO. ACE discussed the loan program with the ADF committee in MAIL.
	7) Two cold rooms constructed in Wardak Province, 20 MT each	Farmers contribute 25% of the construction cost and CHAMP subsidizes 75%
	8) CHAMP moved a 20 feet reefer from Mir Bacha Kot to the Kabul airport.	The cold storage is maintained by CHAMP
	9) CHAMP participates in discussions with ACE and MAIL to assess the opportunity to use reefers to connect Afghan exporters with domestic and international shipping companies	No business plan to manage the reefers or cold storage facilities for different regions and export markets
	10) Trade office in New Delhi is in place	Improved position to consolidate and expand Afghan exports
2012	(Planned)	
	1) Opening of trade office in Dubai, UAE – completed 20 Feb 2012.	Opened in February, opportunity to consolidate and expand export markets
	2) Participation in Fruits Logistic Exhibition in Berlin – completed Feb 2012.	There is need to track contacts and commitments. Identified opportunities and challenges should fine-tune the marketing program in different regions in Afghanistan with options for different trade corridors.
	3) Exports of chilled fruits, vegetables, juice and concentrate to regional markets, EU, Canada, UK and Australia	Rather than exploring new export corridors and adding two processed commodities to the current marketing portfolio CHAMP should focus its efforts to consolidate existing export markets expanding export volumes. What if scenarios and business plans are lacking
	4) Marketing and commercial missions to Europe, Canada, Russia and Australia	Same as above
	5) Export of raisins to Russia and Ukraine	ROP has exported raisins to Russia in the past. However, feasibility studies are lacking
	6) Participation in India International Trade Fair 2012	Necessary as there is a new trade office in India
	7) Set up a reefer service center	Feasibility analysis and business plans for different regions and selected commodities are lacking
	8) Working with Global GAP	Necessary follow up
Source: CHAMP Annual and Quarterly Reports, and ROP Communications Office, Kabul		
*This is a representative set of issues in the CHAMP marketing component		

ANNEX L: Respondent Per Capita Income Data



Source: Evaluation Team survey, February 2012

CHAMP is engaged with low income farmers, but there are interesting provincial differences in income between participants and non-participants. Among the farmers surveyed from seven provinces, those in Parwan and Nangarhar have the highest and lowest annual income, respectively, with \$484 and \$125 (Panel A). Per capita income of all participant farmers average \$243 (n=84) and all non-participant farmers average \$319 (n=34), resulting in a 0.76 ratio (Panel B). Per capita income ratios in Zabul, Paktya and Helmand are, respectively, 0.27, 0.33 and 0.90; this could suggest that CHAMP has not increased participants' income relative to non-participants. On the other hand, per capita income ratios in Kandahar, Nangarhar, Kabul and Parwan are, respectively, 3.34, 2.84, 1.41 and 1.12; this could suggest that CHAMP has increased participants' income relative to non-participants. However, less (or more) urban environments with limited (or better) access to markets are likely to compound the impact of CHAMP, among other factors. *These indicative figures need to be statistically verified in the second half of the program to address adoption and impact of technological innovations offered.*

ANNEX M: Communication Plan

Communication Plan Activities	
Audiences: Donors, Beneficiaries, Government	
Regular Activities	Special Activities
1. Bi-Weekly Reports	1. Trade Office Openings
2. Quarterly Reports	2. Trade Fair Booths & Signage
3. Annual Reports	3. Radio Programs
4. Bi-Monthly Success Stories	4. TV Spots
5. Project brochures	5. Documentary
6. Fact Sheet Updates (USAID)	6. Design & Branding
7. Quarterly Newsletters (public)	7. Photos
8. Financial Reporting to Ministry of Economy Dept of NGOs	8. Special Events
9. Dedicated phone (Hotline)	9. Coordination with Management, Marketing & M&E
10. Dedicated Website	10. Other marketing brochures, business cards, invitations, etc.
11. Press Releases	11. Other as needed.
12. Other as needed.	

Source: Fatima Rahimi, CHAMP Communications Manager

ANNEX N: M&E Indicators & Progress Chart

CHAMP Performance Indicators															
Framework)			Year 2010			Year 2011			Cumulative			Year 3	Year 4	Total	To Date
SN	Code	Indicators	Target	Total	%	Target	Total	%	Target	Actual	%	Target	Target	Target	v Total Program
1	5b	Number of households benefitted by agriculture and alternative development interventions in targeted area	2413	2109	87%	8,988	10,624	118%	11,401	12,733	112%	9,283	6,243	26,925	47%
2	5.1a	Net increase in private sector employment for assisted farms & agribusinesses (full-time)	741	509	69%	2,661	2,434	91%	3,402	2,943	87%	2,351	1,403	7,156	41%
3	5.1b	Sales increase of licit farm and non-farm products in USG assisted areas over previous year	350000	839020	240%	750,000	25,000	3%	1,100,000	864,020	79%	\$1,000,000	\$1,500,000	\$3,600,000	24%
4	5.1c	Percentage increase in household income from licit agriculture in targeted areas	0	81%	81%	25%	0	0%	25%	0%		35%	50%	110%	
5	5.1.1b	No. of farmers using USG-supported agricultural inputs in targeted areas	2413	2109	87%	8,988	10,624	118%	11,401	12,733	112%	9,283	6,243	26,925	47%
6	5.1.1c	No. of farmers planting high-value crops	2113	1975	93%	7,713	8,998	117%	9,826	10,973	112%	6,408	3,943	20,175	54%
7	5.1.1d	No. of hectares under improved irrigation	788	480	61%	2,898	2,475	85%	3,686	2,955	80%	2,824	1,766	8,276	36%
8	5.1.1e	No. of farmers using improved irrigation techniques	2081	1725	83%	7,909	7,946	100%	9,990	9,671	97%	8,354	5,618	23,963	40%
9	5.1.1f	No. of individuals received agriculture-productivity short-term training	2413	2109	87%	8,988	24,412	272%	11,401	26,521	233%	9,283	6,243	26,925	98%
10	5.1.1g	No. of hectares of alternative crops under cultivation targeted by USG programs	875	535	61%	3,220	2,701	84%	4,095	3,236	79%	3,138	1,962	9,195	35%
11	5.1.2a	Number of individuals benefitting from financial agreements	0	10		150	2	1%	150	12	8%	300	600	1,050	1%
12	5.1.2b	Total value of capital provided to agricultural value chain (total dollars)	1273128	779793	61%	4,685,110	3,927,569	84%	5,958,238	4,707,362	79%	\$4,565,800	\$2,854,716	\$13,378,754	35%
13	5.1.2c	No. of agriculture-related firms benefitting from USG-supported interventions	110	664	604%	330	26	8%	440	690	157%	700	1,000	2,140	32%
14	5.1.2d	Total value of input sales from agriculture-related firms	1273128	779793	61%	4,685,110	3,927,569	84%	5,958,238	4,707,362	79%	\$4,565,800	\$2,854,716	\$13,378,754	35%
15	5.1.2e	No. of women's Org./Assoc. assisted as result of USG assistance	4	8	200%	4	5	125%	8	13	163%	0	0	4	325%
16	5.1.2f	No. of individuals who have received business skills training	110	664	604%	330	200	61%	440	864	196%	700	1,000	2,140	40%
17	5.2a	Number of hectares under improved natural resource management	788	480	61%	2,898	2,475	85%	3,686	2,955	80%	2,824	1,766	8,276	36%
18	5.3.2d	No. of GIRA agricultural extension staff trained in new techniques	0	6	600%	25	33	132%	25	39	156%	25	25	25	156%

ANNEX O: Indicator Calculation Method Recommendations

CHAMP Performance Indicator Calculation					
(Codes refer to the US Mission in Afghanistan Agriculture Results Framework)					
SN	Code	INDICATORS	units	Calculation Method & Formula	Recommendation
1	5b	Number of households benefitted by agriculture and alternative development interventions in targeted area	households	Number of farmers for new orchards, new vineyards, trellised existing vineyards, number women in kitchen and poultry programs (H-19)	Should measure trellising activity only when completed systems have been delivered and installed.
2	5.1a	Net increase in private sector employment for assisted farms & agribusinesses (full-time)	jobs	Equals ((ha orchards + ha vineyards)*.87) + (ha vineyards trellised*.21 + kitchen #*.087 + poultry #*.017 [(H-03 + H-04) x 0.87] + (H-12 x 0.21)] + [(H-14 x 0.087) + (H-15 x 0.17)]	Should aim to measure directly based on surveys rather than through calculation. Not consistent with participant surveys.
3	5.1b	Sales increase of licit farm and non-farm products in USG assisted areas over previous year	\$USD	Average sale per CHAMP farmer versus previous year average sales per CHAMP farmer	Should be measured directly for marketing sales and not include input sales value.
4	5.1c	Percentage increase in household income from licit agriculture in targeted areas	%	Average increase per CHAMP farmer versus previous year average increase per CHAMP farmer	Can be measured directly through farmer sampling in Afs and compared yr by yr.
5	5.1.1b	No. of farmers using USG-supported agricultural inputs in targeted areas	farmers	Number of farmers for new orchards, new vineyards, trellised existing vineyards, number women in kitchen and poultry programs (Equal to 5.b)	
6	5.1.1c	No. of farmers planting high-value crops	farmers	New Orchards+ New vineyards + Kitchen Gardens H-01 + H-02 + H-14	
7	5.1.1d	No. of hectares under improved irrigation	hectares	90% of new orchards and vineyards and trellised (rounded up) H-21 = 5.1.1g*90/100	Should be compared to Verification surveys.
8	5.1.1e	No. of farmers using improved irrigation techniques	farmers	Equals 5b less the number of women (200) H-22	see 5.1.1d
9	5.1.1f	No. of individuals received agriculture-productivity short-term training	farmers	Farmers Trained H-23	Double counting based on extension agent monthly contacts.
10	5.1.1g	No. of hectares of alternative crops under cultivation targeted by USG programs	hectares	Equals ha of new orchards (2,925), new vineyards (50) plus existing vineyards trellised (245) H-03 + H-04 + H-12	
11	5.1.2a	Number of individuals benefitting from financial agreements	people		Originally set-up to measure CHAMP credit programs, should be adjusted to include Marketing financial trade agreements and ACE coordination.
12	5.1.2b	Total value of capital provided to agricultural value chain (total dollars)	\$USD	(number new orchards + new vineyards + existing vineyards trellised)*1455 (H-03 + H-04 + H-12) x 1,455 1 Ha average cost is equal to US\$1,455	Should reflect actual costs and not average calculated Ha cost at \$1455 each.
13	5.1.2c	No. of agriculture-related firms benefitting from USG-supported interventions	firms	M-02 + M-03 Merchants and farmers participating in CHAMP marketing program	Should include firms used for local procurement as well.
14	5.1.2d	Total value of input sales from agriculture-related firms	\$USD	(number new orchards + new vineyards + existing vineyards trellised)*1455 Equal to 5.1.2b	Should not equal 5.1.2b. Should only include local producers input sales value and not USG/International imports.
15	5.1.2e	No. of women's org./assoc. assisted as result of USG assistance	groups	Gender section work with CDCs and they introduce women to participate in gender program H-13	Need to make sure these are not double counted. New gender activity goals should be included.
16	5.1.2f	No. of individuals who have received business skills training	people	The training is provided to the people who in touch with fruit production, storage and marketing M-06 Merchants and farmers receiving business skills training. From marketing report	Should not equal 5.1.2c (All marketing participants.) Should be based on actual participant training lists.
17	5.2a	Number of hectares under improved natural resource management	hectares	Equal to 5.1.1.d	See 5.1.1.d, should include intercropping data as well.
18	5.3.2d	No. of GIRA agricultural extension staff trained in new techniques	staff	H-07 DAIL people who received training	Total on Indicator Targets is incorrect. Should be 100 agents as specified in approved PMP.

ANNEX P: Integrated Gender Program Ideas

Integrated Activities for women are needed as part of the Fruit Exports Value Chain either directly or indirectly to promote a holistic household approach to farmer support and agriculture development. In most of these examples training and a small level of supplies could be provided to provide new skills and activities that include women as part of the entire production to market process.

Direct Value Chain Activities:

1. **Women Owned Orchards** - GPFA coordinated through the local Shuras to find widows with orchards. Approximately 60 orchards of the P2K Province were women owned. Training and support was provided through the CHAMP gender extension agents.
2. **Harvesting and Cleaning** - Already an activity in which most farm women are included, though there could be specific opportunities to support women with better supplies and training.
3. **Pruning and Trimming** - Necessary activities included as part of the Growth and Harvest process. Coordination, training and supplies can include women members of the household.
4. **Grading, Packing and Pre-cooling** - New technologies for many farm products that allow the better quality products to be used for export and lesser quality for drying and local sales. This type of activity lends itself to tents provided on site as part of the harvest activities CHAMP could provide specific women's training activities.
5. **Fruit Drying** – Generally accepted among the farmers, that women are typically better at apricot drying due to the intricate work needed for removing the pits while keeping the nice look of the product. Also raising drying was a test project for women under the CHAMP program where they were able to increase the quality significantly by providing mats and plastic sheeting.
6. **Packaging** – Women can be involved in the packing as well as manufacturing cartons/boxes. Also homemade “branded” options could be developed to increase the value especially in local import substitution markets.
7. **Branding** – Branding of products can be as simple as developing a local name brand and developing packaging, stickers and labels. This is the first step in brand recognition in terms of promoting a higher level of quality for certain recognized products.
8. **Canning of fruits and juices (Retail)** – The difficulty stems from lack of available packaging, however there are significant opportunities for import substitution and local sales for locally produced products if materials and training could be provided.

9. **Bakery & Restaurant / Food Service (Retail)** - Using local fruits for bakery items, restaurant meals (e.g. rice pilaf with raisins) and catering could be locally prepared and sold by women.
10. **Market Sales (Retail)** – Gate sales, Women’s markets, as well as regular fresh fruit, nut and dried fruit sales in traditional markets should involve women.

Complementary Activities:

11. **Beekeeping** – It is generally accepted that providing bees as part of the orchard development process can improve the yield of fruit from 38% pomegranate to 45% for almonds.¹¹ Bee pollination is also crucial for apples, peaches and citrus. Teaching and providing resources for beekeeping is cost effective and profitable and has been used in many developing countries as an income generating activity especially for women.¹²
12. **Worm Culturing** – Growing and supporting worm “farms” is a way to develop natural organic fertilizer that can be used for orchards and vineyards.¹³ Women can be supported in the development and maintenance for worm culturing to supplement and support farm income.
13. **Inter-cropping** - Summer crops, vegetables, wheat intercropping can also be an important avenue for Gender development programs.
14. **Home Economics** – Booking/Accounting for example, is part of the newly established home economics activity of MAIL that can be established through both CHAMP and through female DAIL extension agents.
15. **Greenhouse and Nursery** – Creating greenhouses and small nurseries for saplings and vines supply can provide a complementary activity that could help to make grape vine and orchard sapling development self-sustaining at the farm level and provide income generation.
16. **Micro-Credit** – Utilizing the channels already established through the CHAMP gender activities could assist groups of women for access to micro credit lending to allow them to continue and expand operations into areas such as poultry into livestock. AAIDO has a successful track record in micro-credit that could be utilized for this purpose funded through ACE.

All the above activities would help to grow women’s skills and confidence and increase their contribution in support of the overall household, which has been proven to assist in greater equality of women in the family and the community. They can also be developed as local role models and avenues for other women’s advancement.

¹¹ Rates provided by Professor GR Samadi, Kabul University, Horticulture Faculty

¹² See [“Beekeeping in Rural Areas” by IRD.](#)

¹³ See [“The Worm Power Story” by Harris Seeds for more details.](#)

ANNEX Q: Field Visit Photos

Kabul - Mir Bacha Kot



Kabul - Qarabagh



Parwan - Charikar



Kandahar



Jalalabad & Laghman



Helmand



Paktya



ANNEX R: CHAMP Mid-Term Evaluation Response

From: Peter A. Dickrell
Sent: Friday, March 23, 2012 11:41 AM
To: Abelardo Rodriguez
Cc: Ahmadshah; Mohammad Sharif Osmani; Gary Kuhn
Subject: Response to Evaluation

Hi Abelardo

We agree with the findings of the evaluation report and believe that their observations and suggestions very insightful and helpful. The evaluation team very accurately described the essence of the CHAMP program. They have identified the true strengths and successes of the program which we believe we should build upon and strengthened in the future. They also accurately identified the weakness of the program which CHAMP program needs to be adjusted and changed to continue the success of the CHAMP program. The CHAMP team believes that the introduction of the value chain approach to the CHAMP program will tie all program activities together to achieve even stronger results. The value chain approach will eliminate the weaknesses identified by the evaluation team in the program.

Each of the recommendation as outlined in the recommendation section of the report has been analyzed closely and appropriate activities and actions have already been or will be implemented to address each of their recommendations.

It should be noted that the report is unclear if problems with communications in the field were caused by "frequent changes" in the field by the CHAMP team or US Government. The CHAMP team has had little or no change with our field staff so we are assuming that they mean frequent changes by the US government staff in the field which has caused breakdowns in communication. We agree this is a challenge that we face in communicating our field activities in an effective manner. The CHAMP team is looking forward to working with USAID in improving the communication process. We do support changing the bi-weekly reports to a monthly format.

Thanks for the wonderful and helpful evaluation and we look forward to improving our program by implementing the recommendations made in the report.

Sincerely

Peter Dickrell

**PETER A. DICKRELL
CHIEF OF PARTY
USAID – CHAMP
AFGHANISTAN**

ANNEX S: Evaluation Team CVs

Abelardo Rodríguez, Team Leader
Stephanie Brennan, Agribusiness Specialist
Professor Samadi, Horticultural Specialist
Waheedullah Paaeez, Evaluation Specialist
Khalil Rahman Jahed, Regional Evaluation Specialist

Abelardo Rodríguez

Curriculum Vitae, January 2012

Email:

Citizenship: United States

Key Qualifications:

Twenty-five years of experience in agriculture, natural resource economics and development as researcher, technical advisor, trainer, project manager and consultant in the United States, North Africa, South Asia and Latin America. Carried out inter-disciplinary and multi-institutional work in multi-cultural settings on land and water management, agriculture and livestock, marketing, rural and community development, and policy. Languages; bilingual/biliterate: Spanish/English; basic conversational Arabic; French: basic conversational and reading.

Professional Experience:

Consultant:

- United Nations Office on Drugs and Crime. Socio-economist and Team Leader of the Thematic Evaluation of the Illicit Crop Monitoring Program in Afghanistan (Oct-Dec 2007).
- ASA Institute for Sector Analysis and Policy Advice, Rheinbach, Germany. Technical Advisor. February-March 2007. Finalized the Afghanistan National Risk and Vulnerability Assessment (NRVA) 2005 Report.
- Chemonics International. Famine and Early Warning Systems Network Analyst. December 2006-January 2007. Led participatory analysis and writing of the *NRVA 2005 Report*. Sectors/issues assessed: population, health and education; water and sanitation; energy; agriculture and livestock; labor and migration of Kuchi, rural and urban populations; and Millennium Development Goals. Interacted with staff of the Central Statistics Office and Ministry of Rural Rehabilitation and Development, Kabul.
- CEMEX-Dalmacijacement, Split, Croatia. Technical Advisor on needs assessment for community development and environmental management, July 2006.
- Chemonics International. Monitoring and Evaluation Agricultural Economist. Impact assessment of the Rebuilding Agricultural Markets Program, Kabul, Afghanistan: roads, irrigation, agriculture and marketing, locust and Sunn pest control, livestock, value chain analysis and rural financing, March-May 2006.

ASSISTANT PROFESSOR AND COMMUNITY ECONOMIC DEVELOPMENT SPECIALIST,
Department of Agricultural Economics and Rural Sociology, University of Idaho, Moscow Idaho. Since February 2008

INTERNATIONAL FACILITATOR, *Regional Initiative for Dryland Management. Multilateral Working Group on the Environment (the International Center of Agricultural Research in the Dry Areas [ICARDA] was the implementing agency for this project)*. Cairo, Egypt, May 2002 to September 2005.

REGIONAL COORDINATOR FOR LATIN AMERICA, *ICARDA*. Lima, Peru, 1999 to April 2002.

RESEARCH PROJECT MANAGER, *Socioeconomics of Natural Resource Management, ICARDA*, Aleppo, Syria, 1995 to 1999

AGRICULTURAL ECONOMIST, *ICARDA*, Farm Resource Management Program, Aleppo, Syria. 1992 to 1995.

AGRICULTURAL ECONOMIST, *ICARDA*, MART/AZR-USAID Project, Arid Zone Research Institute (AZRI), Quetta, Pakistan. 1990 to 1992.

ASSISTANT PROFESSOR, DEPARTMENT OF AGRONOMY, HORTICULTURE AND AGRICULTURAL ECONOMICS, *Tarleton State University*, Stephenville, Texas. 1989 to 1990.

VISITING ASSISTANT PROFESSOR, DEPARTMENT OF AGRICULTURAL ECONOMICS, *Oklahoma State University*. Stillwater, OK, 1987 to 1989.

Education:

Doctor of Philosophy in Range Science (Economics), Colorado State University, 1986.

Master of Science in Range Science (Economics), Colorado State University, 1983.

Bachelor of Science plus undergraduate thesis in Biology, National University of Mexico, Mexico City, 1981.

Languages:

Bilingual/bi-literate English/Spanish. Basic conversational Arabic. Basic conversational and reading in French.

Stephanie Brennan

Curriculum Vitae, January 2012

Email:

Citizenship: United States

Key Qualifications:

Independent Consultant with over 20 years of professional project management and design experience with a focus on, Small & Medium Enterprises (SME), Marketing, Tourism, Competitiveness, Technology Transfer and Business Development Services (BDS) working with clusters and at the firm and association levels. Fifteen years of overseas program management in the Caribbean, Africa, Eastern Europe, Central Asia and Former Soviet Union (Caucasus') on United States Agency for International Development (USAID) funded programs. Developed and conducted Monitoring and Evaluation programs and reporting mechanisms for all project activities. Supported Gender issues as a cross-cutting initiative through women's business and trade groups on all programs. Special industry cluster focus on tourism, value added agricultural products, wood, lumber and handicraft products, women's businesses, Information Communications Technology (IT/ICT) and business support services.. Native English speaker with exceptional written, oral and presentation skills. Spanish, Polish, Russian and Armenian languages skills.

Professional Experience:

SHORT TERM AGRICULTURAL MARKETING SPECIALIST, January – March 2012

Checchi & Company Consulting Inc., Afghanistan

STTA–Commercial Horticulture and Agricultural Marketing Program (CHAMP) for USAID

SHORT TERM TVET INVENTORY SPECIALIST, September– November 2011

Development Alternatives Inc., Afghanistan

STTA– Conducted an inventory of Technical and Vocational Education Training (TVET) centers in Afghanistan in advance of the soon to be awarded USAID Afghanistan Workforce Development Project (AWDP) scheduled to start early 2012.

SHORT TERM SME/ENTERPRISE DEVELOPMENT SPECIALIST, May 2011– July 2011

Checchi & Company Consulting Inc., Afghanistan

STTA– Conduct an Assessment of the Afghanistan SME Development Program (ASMED) for USAID

BUSINESS DEVELOPMENT / WEBSITE/ MARKETING CONSULTANT, October 2010 – current
Results International, Private clients, La Romana, Dominican Republic

SME BUSINESS DEVELOPMENT & MARKETING DIRECTOR, 2004 – 2010
*Caribbean Resource Group , Private Consulting Firm, Dominican Republic
Caribbean Realty Development (CRD) Group, Real Estate Investment Firm*

SHORT TERM ENTERPRISE DEVELOPMENT CONSULTANT, November 2006– January 2007
*International Relief & Development, Serbia
Project– Conduct an Assessment of the SME Business Sector in Serbia for future program initiatives.*

COUNTRY DIRECTOR, GEEKCORPS GHANA, 2002 – 2003
IESC / Geekcorps, Accra, Ghana

SME DEVELOPMENT / BUSINESS DEVELOPMENT SERVICES (BDS) SPECIALIST, 2001
*SIBLEY International, Tbilisi, Georgia
USAID funded “Georgian Enterprise Support Program (GESP)” Program. Expatriate Business Services Manager*

CAUCASUS REGIONAL DIRECTOR / COUNTRY DIRECTOR, ARMENIA, 1997 - 2000
*International Executive Service Corps (IESC), Yerevan, Armenia
USAID funded “SME Development in Armenia” Program. Regional Country Manager providing firm level assistance on 80 projects, with over 50 International Experts and 10 local staff.*

SMALL ENTERPRISE AGRICULTURAL DEVELOPMENT VOLUNTEER, 1995 - 1997
United States Peace Corps, Yeghegnadzor, Armenia

MARKETING ACCOUNT MANAGER, 1992 - 1995
NEW BUSINESS DEVELOPMENT COORDINATOR , 1987 - 1992
Martin/Williams Advertising, Minneapolis, Minnesota

Education:

International Trade and Finance Summer Program, University College, Oxford, England, 1989
Bachelor of Business Administration, Marketing, Southern Methodist University, Dallas, Texas, 1989.
Bachelor of Arts in Communication, Advertising Management, Southern Methodist University, Dallas, Texas, 1989.

Languages:

English (native), Spanish (fair), Russian (basic), Polish (basic) Armenian (fair)

Professor Ghulam Rasoul Samadi

Curriculum Vitae, January 2012

Email:

Citizenship: Afghan

Key Qualifications:

Twenty-five years of professional consulting, teaching and training experience in Horticulture and Agrifuture in Afghanistan working with international donor agencies and educational faculties. Languages include Pashto, Dari and fluent spoken and written English.

Education:

MSc Agriculture Faculty, Kabul University, Horticulture, 1990.
BSc.Agriculture Faculty, Kabul University, Horticulture and Forestry, 1982.

Professional Experience:

PROFESSOR KABUL UNIVERSITY, Kabul, Afghanistan 2004 – to date

Horticulture Faculty, Agriculture Department, Kabul University
Lecturer. Teaching horticulture subjects such as:
Deciduous fruits production
Principle of horticulture
Principle of plant propagation and their practices
Storage and processing of fruits and vegetables
Vegetable seed production
Vegetable production
Statistical procedures for agricultural research
In addition to teaching research is continuously conducting in horticulture subject.

CHAMP Mid-Term Evaluation, Horticulture Specialist, Checchi Consulting, Afghanistan January-March 2012. USAID funded evaluation.

CNFA AFSA Mid-Term Evaluator, Checchi Consulting, Afghanistan July – Aug 2011. USAID funded evaluation.

AVIPA Plus Performance Evaluator, Checchi Consulting, Afghanistan, May - July 2011. USAID funded evaluation.

ACAP Evaluation Specialist, Checchi Consulting, Afghanistan, January – March 2011. USAID funded evaluation.

AGRICULTURE RESEARCH & EXTENSION DESIGN, Checchi Consulting, Afghanistan, November – December 2010. USAID funded.

AGRICULTURE RESEARCH ASSESSMENT FOR AFGHANISTAN, Checchi Consulting, Afghanistan January – March 2011. USAID funded evaluation.

HORTICULTURE CONSULTANT, AKF Afghanistan, April – May 2010.
Final evaluation of AKF promotion of perennial horticulture project in part of Afghanistan which was implemented by AKF during 2007 to 2009 and funded by EU.
ADP/USAID FINAL EVALUATION, Checchi Consulting, Afghanistan, January – March 2010.
Final evaluation of ADP/USAID, horticulture section in the north part of Afghanistan, which were implemented during by PADCO, Roots of peace and ICARDA.

HORTICULTURE TRAINER, *IRD / Helmand, Afghanistan* December 2009.
Capacity building: Advanced master training for TOT on fruit culture and IPM

HORTICULTURE CONSULTANT, *PHDP Afghanistan*, July 2006 – 2009.
Perennial Horticulture Development Program (PHDP) funded by the EU.

HORTICULTURE CONSULTANT, Italian Cooperation Technical Assistance Program, Afghanistan September 2004 – October 2005.

HORTICULTURE CONSULTANT, CNFA/AADP, Afghanistan , August - December 2004.

HORTICULTURE CONSULTANT / TRAINER, FAO , 1997 – April 2004
Conducted horticulture training courses for FAO extension workers, Implementing partners, agriculture department staffs, local and international NGOs staffs, fruit growers and nursery growers.

Languages:

Pashto (native), Dari(native), Fluent English speaking, reading and writing.

Waheedullah Paaeez
Curriculum Vitae, January 2012
Email:

Citizenship: Afghan

Key Qualifications:

USAID and USG funded project work, with significant evaluation project experience working with international organizations in Afghanistan. Fluent written and spoken English in addition to native Dari and Pashto language skills. Excellent organizational and computer skills using MS Office programs.

Education:

Graduated from Afghanistan Civil Service Institute, 2008.

B.A from Kabul Education University, Faculty of Language and Literature, English Department, 2007.

Professional Experience:

USAID/Afghanistan Support Project, Consultant, CHECCHI and Company Consulting, Inc.
Afghanistan. September 2011 – to date.

CHAMP/Med-term Evaluation, *Evaluation Specialist*, 31 January 2012- to date.

ICT-EGRC Evaluation, Gender Analyses Group , *Consultant* December 2011 - January 2012.

ROFCOD/Med-Term Evaluation, *Consultant* September –Nov 2011

CULTURAL ADVISER/LINGUIST, ISAF (Combined Forces Operations Component Command)
Afghanistan 2010- Aug 2011

LINGUIST/OFFICE ASSISTANT, ISAF (US Army), *Afghanistan* 2008-2010

PROVINCIAL EDUCATIONAL ASSISTANT, ACSI (Afghanistan Civil Service Institute)
Afghanistan 2008

Languages:

Dari (native), Pashto (native), and fluent written and spoken English.

Khalil Rahman Jahed
Curriculum Vitae, January 2012
Email

Citizenship: Afghan

Key Qualifications:

Bachelor of Science degree in Horticulture with two years teaching experience with the Faculty of Horticulture in Kabul University. Languages: Dari (native), Pashtu (native) and fluent written and spoken English. Excellent organizational and computer skills.

Education:

University of Kabul Agriculture Faculty, Horticulture Department, 2009.

Bachelor of Science (BS) concentration on Horticulture crops

Muslim English Language Institute (MELI), February 2007 – August 2007.

Completion of: Forest Nurseries, Forest Ecology, Tree Physiology, Reforestation and Tree Planting 13-23 November 2011.

Professional Experience:

KABUL UNIVERSITY, *Afghanistan*

May 2010 - Present

Assistant Professor of Horticulture – *Kabul, Afghanistan*

CHAMP Mid-Term Evaluation, Regional Evaluation Specialist, Checchi Consulting , *Afghanistan*
January – March 2012

DATA ANALYSIS OFFICER , ACAP Project with SDLR (Social Development and Legal Rights)
Afghanistan. February to March 2011

UNAMA, *Afghanistan*. Sep 2004 - Nov 2004

Languages:

Native: Pashto and Dari, Fluent: English

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[Commercial Horticulture and Agricultural Marketing Program \(CHAMP\) *Quarterly Report, February 1 –March 31, Kabul, 2010.*](#)

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[Commercial Horticulture and Agricultural Marketing Program \(CHAMP\) *Irrigation Water Need, The Gardener, Monthly Bulletin- October, Kabul, 2010.*](#)

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<http://www.aisa.org.af>

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