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# **Rural Assistance Program Manual**

**INTERNATIONAL RESCUE COMMITTEE**

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**PART I**

**DESCRIPTION OF RURAL ASSISTANCE PROGRAM**

# DESCRIPTION OF THE RURAL ASSISTANCE PROGRAM

## **I. INTRODUCTION**

The "Rural Assistance Program Manual" is intended to serve as a guide to Private Voluntary Organizations (PVOs) seeking funds from the International Rescue Committee's (IRC) Rural Assistance Program (RAP). Part I of the manual gives a brief history of the program to date, and then gives a more detailed description of the objectives, priorities, and activities of RAP. It then describes the procedures for proposal submission, including PVO eligibility requirements, the grant approval process, monitoring and reporting. Parts II and III provide more detailed information on proposal preparation guidelines and reporting requirements. Part IV consists of the appendices which contain supporting information and documents.

## **II. BACKGROUND**

The U.S. Government's support to PVOs working in Afghanistan began in 1985, when funds were allocated to provide humanitarian assistance for cross-border activities. PVOs, many of which had been working in Afghanistan since soon after the war began, were chosen as the best mechanism through which to channel this assistance. For the first few years of USAID's cross-border programs, most funds were used to provide health care training, to support medical facilities, and to distribute cash grants to families who had little other means of support.

By 1988, increasing stability in many areas made it possible to provide other types of assistance to those remaining in Afghanistan. To respond to this opportunity, the Office of the USAID Representative for Afghanistan (O/AID/REP) initiated a PVO Rural Assistance Program that would continue to provide emergency and survival assistance, but increasingly would concentrate on providing assistance aimed at increasing food production and cash incomes in the rural areas of Afghanistan. IRC was chosen by USAID to manage RAP, and in June 1988, a Cooperative Agreement was signed to provide \$10 million over a two year period to PVOs implementing cross-border projects achieving the above objectives.

From August 1988 through June 1990, 42 grants totaling more than \$9 million were distributed to ten PVOs working in 17 provinces of Afghanistan. Of the first half of these grants, approximately 50 percent was spent on rural rehabilitation programs and the other 50 percent on emergency and survival assistance. Of the second half of these grants, 90 percent was spent on rural rehabilitation programs and only 10 percent on emergency and survival assistance. The survival and emergency assistance programs consisted primarily of distributions of food supplies and cash for food in areas facing critical shortages due to natural disasters or military actions. The majority of rural rehabilitation activities were for cash for work programs to clean and repair irrigation systems, and to distribute agricultural inputs such as seeds, fertilizers and farm machinery.

### **III. PROGRAM DESCRIPTION**

Following a USAID evaluation of RAP in 1989, the program was re-designed and its life extended through December of 1991. A specific strategy was developed for RAP which is similar to, but not identical with, the old RAP strategy. What follows is a description of the objectives, priorities, and activities of RAP, which comprise this new strategy.

#### **A. Objectives**

The overall objectives of RAP are to increase food availability and cash incomes for the people remaining inside Afghanistan and those who return, as well as to provide relief and survival assistance as needs dictate. Activities will be funded which provide assistance to stabilized communities to renew agricultural and income-generating activities, as well as sustenance during emergency situations.

The impact of survival assistance activities will be measured in terms of the number of individuals or households receiving food and other basic necessities. The impact of rural rehabilitation assistance designed to increase food production and rural incomes will be more difficult to quantify. The achievement of these objectives will be measured in such terms as the increased area under irrigation, the increased area under cultivation, the increased area planted with improved seeds and utilizing fertilizer, and benefits accruing to communities as a result of improved roads, such as better access to markets. The end result will be that populations facing emergencies will have avoided severe hardships, including starvation, and populations in stable rural areas will be meeting more of their own food requirements and generating increased cash incomes to purchase other basic necessities.

#### **B. RAP Priorities**

The lack of stability and problems of inaccessibility in Afghanistan make it difficult to establish program strategies and planning priorities. Implementation priorities cannot focus exclusively on the greatest need, but on what is possible under given conditions within a reasonable time frame. RAP cannot remove these constraints, but will attempt to optimize delivery of assistance by focusing on short-term relief and sustainable rural rehabilitation projects. RAP will also concentrate on providing assistance through PVOs, to as many communities, and to the maximum number of beneficiaries as possible.

##### **1. Focus on Relief and Rehabilitation**

RAP will retain its original mandate to serve as a mechanism which can respond rapidly and flexibly to the unpredictable Afghan situation. Most PVOs operating cross-border are primarily relief and rehabilitation oriented, and are well-suited to achieve RAP's objectives. The new RAP will concentrate on relief and short-term rural rehabilitation activities. Activities to be funded will be selected on the basis of need and simplicity of execution.

## **2. Increased Attention to Impact on Beneficiaries**

In the past, good performance under RAP depended on achieving the targets specified in each approved grant. In addition to this verification of project completion, the new RAP will attempt to assess the impact the project has had on the target population. Thus, PVOs will include in their final reports estimates of the potential increase in crop production after an irrigation system has been repaired, or the expected yield after the distribution of seed and fertilizer, or the benefits to a community of a rehabilitated road. Although little systemized baseline data on rural conditions inside Afghanistan exist, PVOs will be asked to include in their proposals detailed descriptions of the current situation at the activity site so that this can be compared with the changes attributed to project intervention in the final reports. While verification of the completion of project activities will still be used as one indicator of success, attention will also be paid to other indicators which assess an activity's impact and its progress toward achieving RAP's overall objectives.

## **3. Movement Toward Sustainability**

More than ten years of war have stripped millions of Afghans of their ability to earn an acceptable livelihood for themselves and their families. As a result, PVO programs have been relief-oriented, often providing goods and services free of charge, or at highly subsidized rates. While in many instances these relief activities continue to be justified, PVOs must begin to concern themselves with the issue of sustainability. Afghanistan's eventual recovery from the war years will be greatly impeded if humanitarian assistance programs continue to focus resources on hand-outs rather than on programs to restore economic normalcy.

Greater sustainability can be facilitated in a number of different ways. The most obvious, although not necessarily the easiest, is to require increased community and user contributions to the cost of goods and services provided. Proposals funded under RAP will be required to identify any sustainability issues associated with the proposed activity and discuss actions that the grantee will take to address the issues. Proposals should also discuss whether the proposed activities will be able to survive in the absence of subsequent grants.

## **4. Promoting Sustainability by Strengthening Afghan PVOs**

To further strengthen Afghan capabilities and to promote the development of Afghan PVOs, RAP will give special consideration to proposals in which an international PVO serves as an intermediary between IRC/RAP and an Afghan PVO. The international PVO could give a sub-grant to, jointly provide assistance with, or simply strengthen the capabilities of, an Afghan PVO. To the extent necessary, the international PVO will assist the Afghan PVO by providing technical and administrative support at the proposal development, project implementation, reporting, and monitoring stages.

The Afghan PVO may already exist or it could be a new organization, perhaps consisting of the participating international PVO's local staff or its counterpart shura inside Afghanistan. IRC/RAP will also make efforts to identify and support Afghan PVOs itself, although with few exceptions the support will have to be provided through an intermediary given the eligibility criteria required by USAID for PVOs to receive RAP funds.

## **5. Movement Toward More Geographical, Ethnic, and Gender Spread**

RAP will give special consideration to PVOs attempting to address problems in underserved areas and for underserved populations (i.e., women, minority ethnic groups). In past years, significant amounts of RAP and other donor resources have been focused on programs in eastern Afghanistan. Continuing efforts in those areas are still required, but special efforts are needed to move into new areas. To facilitate this process, RAP will consider requests from PVOs to cover the costs (e.g., survey work, data collection) of developing a proposal for a new project in a remote region. In making funding decisions, RAP will give preference to PVO proposals which involve activities that focus on underserved areas, that reach ethnic minority groups, and which serve to expand the services provided to women and children.

### **C. Types of Assistance**

Each RAP grant will generally address the needs of a contiguous geographic area. The maximum amount of a single grant will be \$500,000, with a maximum duration of one year from the time the grant is funded.

The new RAP strategy will have three categories of grants: rural rehabilitation assistance (previously termed "village assistance"), survival assistance (which incorporates the previous category of "emergency assistance"), and resettlement assistance. The major emphasis, in the absence of repatriation movements, will be on rural rehabilitation and survival assistance.

*The following is a brief description of each category:*

#### **1. Rural Rehabilitation Assistance**

The majority of RAP grants have, and will be, for rural rehabilitation projects. These projects will be for simple, short-term production and income-oriented activities. They will be designed to assist communities to renew agricultural activity through infrastructure rehabilitation, the supply of inputs for crop production, and other rural and agricultural activities as appropriate. Rural rehabilitation will occur in areas where there is a stable population, available labor, and community support and participation.

#### **2. Survival Assistance**

RAP will provide "survival assistance" grants in response to extreme emergency situations, usually brought on by military actions or natural disasters. The purpose of this assistance will be to provide the victims of these disasters with the resources for their own survival. Survival assistance will include emergency relief supplies such as food, clothing, temporary shelter, and, when necessary, cash for food. Survival assistance can also include emergency cash for work programs.

#### **3. Resettlement Assistance**

Resettlement assistance is unlikely to be a major RAP activity until movement towards larger-scale repatriation is evident. These activities will focus mainly on sustaining

returning populations until they are able to re-establish their economic independence through the resumption of farming or other income-earning activities. When resettlement assistance is proposed to areas where PVOs have had no prior experience, PVOs will be required to demonstrate the feasibility of resettlement by assessing the social and economic conditions in the area to which the beneficiary population proposes to return. As and when the need for resettlement assistance increases, further selection criteria will be developed by IRC/RAP.

#### **IV. PROPOSAL SUBMISSION AND APPROVAL PROCESS**

##### **A. PVO Eligibility**

PVOs must satisfy eligibility criteria which are intended to determine the organizational, administrative and implementation capacities of PVOs to implement the types of activities funded by RAP. See Appendix A for a list of eligibility criteria.

##### **B. Grant Process**

Grantees will deal primarily and most intensively with IRC's RAP staff. The RAP staff, in turn, will communicate primarily with the USAID Regional Affairs Office (RAO) Project Manager. The Project Manager will refer finalized grantee proposals to the Regional Affairs Officer for final substantive approval and to the O/AID/REP's Grant Officer in Islamabad for final administrative approval.

*Under RAP, five sequential steps are involved in the granting of funds to a PVO.*

##### **1. Proposal Development**

Generally, proposed PVO activities must be consistent with the prevailing RAP priorities and show awareness of current conditions in Afghanistan. Proposals for grants under RAP will be developed within the context of the RAP proposal format and guidelines and will be evaluated for funding by the application of criteria as established by the RAO and IRC/RAP. (See Part II and corresponding appendices for RAP proposal formats and guidelines.) Under certain circumstances, deviations from the guidelines will be considered to the extent that they foster the development of proposals that are in accord with the objectives and priorities of RAP. Guidelines may be amended and additional guidelines developed to ensure better management of project resources and more refined identification of project impact.

During the time that IRC/RAP is providing guidance to the potential grantee in the development of a proposal, the RAP staff will consult closely with the RAO Project Manager. This will ensure that potential administrative and implementation problems have been adequately identified and addressed with regard to current O/AID/REP priorities and the evolving political and social conditions in Afghanistan. It is particularly important that proposal objectives identify implementation targets (e.g., area under irrigation).

## **2. IRC/RAP Review**

Upon completion of the proposal by the grantee, IRC/RAP will review the proposal. Based on this review, IRC/RAP will either recommend the proposal to the RAO, reject the proposal, or ask the PVO to revise the proposal to address concerns raised during the review. The proposal will only be submitted to the RAO for approval if it has been recommended by IRC/RAP.

## **3. RAO/Peshawar Review**

The RAO Project Manager will review the proposal and accompanying recommendations of IRC/RAP with a view to recommending approval of the proposal by the RAO. The proposal will be reviewed to further ensure its consistency with RAP's priorities and the prevailing guidelines. If a proposal is found deficient by the RAO, it will be returned to IRC/RAP for revision. IRC/RAP and the prospective grantee will work together to revise the proposal so that it is in a form which can be accepted and approved. Upon review of an acceptable proposal, the RAO Project Manager, appending his recommendation, will submit it to the RAO. Final approval of a proposal will rest with the RAO.

## **4. Administrative Review**

A proposal approved by the RAO will be submitted to the USAID Grants Officer in Islamabad for final administrative approval. Upon completion of the approval process, IRC/RAP will be notified to initiate a Grant Agreement.

## **5. Funding**

Prerequisite to the release of funds by IRC/RAP will be an approved grant proposal including a detailed budget and a signed Grant Agreement which will include a payment schedule. (See Appendix B for a copy of the Grant Agreement.)

# **V. PROJECT EVALUATION**

## **A. Reporting Requirements**

The grantee will be required to submit through IRC/RAP a separate quarterly narrative and financial report for each outstanding grant. (See Part III and corresponding appendices for report formats and instructions on how they should be completed.) These reports will include discussions on the progress made in implementing activities, the problems encountered, the noteworthy successes, and the impact that project activities are having. PVOs should also provide an analysis of unintended effects, both positive and negative, to further understand the dynamics of implementing projects inside Afghanistan.

Each grantee also will submit a final report for each grant approved under RAP. The report will include the location of each project activity, unit cost and beneficiary information, and will describe project impact and the indicators used to reach this assessment. PVOs should note that the number and nature of reports may be modified by the RAO/Peshawar or the O/AID/REP.

## **B. Monitoring**

Monitoring cross-border assistance projects is a difficult activity for all groups working inside Afghanistan. PVOs are required, however, to include a monitoring plan in their proposals and must submit quarterly implementation reports to IRC/RAP. In addition, IRC/RAP will have an independent monitoring capacity. PVO's monitoring teams of Afghan and expatriate personnel will submit written reports and give oral debriefings on their return from visits to activity sites inside Afghanistan. This material will also be included in the quarterly and final reports submitted to IRC/RAP. Monitoring reports and PVO quarterly and final reports must include specific data and estimates on the benefits of the activities as they relate to RAP's overall objectives, and must assess progress against project targets.

In addition to monitoring project implementation, RAP requires that PVOs analyze the impact of their activities. Thus, PVOs must go beyond monitoring outputs (e.g., number of karezes rehabilitated) to what may be considered the intended outcome or impact (e.g., percentage increase in food production as a result of the increase in irrigated land). From a methodological standpoint, it will be necessary for PVOs to have performed some assessment of pre-project conditions in order to measure impact. This type of information is also necessary to design the activities in the first place.

Monitoring and evaluation specialists are turning more to employing rapid appraisal methodologies to collect data throughout project implementation. PVOs should use rapid appraisal techniques such as selecting smaller samples, using more efficient methods of collecting data (e.g., focus groups, key informant interviews, in-depth interviews with a small number of beneficiaries) and focusing on a limited number of indicators. The point of rapid appraisal is to go beyond the collection of impressions by using the rigor of research methodology but on a small scale.

Before traveling inside Afghanistan, IRC/RAP's independent monitoring team will be briefed by the PVOs on their current activities and given assistance in locating activity sites. PVO project staff will also accompany IRC/RAP monitors whenever possible, as it is intended that monitoring be a cooperative process beneficial to both IRC/RAP as well as the PVO. The monitor's trip reports and oral debriefings will be reviewed by IRC/RAP, and this information will be included in IRC/RAP's quarterly reports to RAO/Peshawar and the O/AID/REP.

**PART II**

**GUIDELINES FOR PREPARING RAP PROPOSALS**

# GUIDELINES FOR PREPARING RAP PROPOSALS

## I. INTRODUCTION

The following guidelines were written to assist PVOs in preparing proposals for RAP. The guidelines have been designed specifically for proposals which would fall under the category of "Rural Rehabilitation Assistance" and "Survival Assistance." In evaluating the latter, however, RAP will not expect the same level of detail that is expected from "Rural Rehabilitation" proposals. To date, RAP has not funded any proposals for "Resettlement Assistance." Guidelines for this category of grants will be prepared as and when the need for resettlement increases.

The project information being requested is intended both to help the PVO design an effective project, as well as to provide RAP with the information necessary to evaluate the proposal. Some of the questions address RAP's priorities. For example, questions about sustainability and determining the impact of the project on the target population ask PVOs to address RAP's priorities on these issues. PVOs should consider these priorities when designing their proposed project.

After a proposal is approved, information provided in the proposal will be used in two ways. First, it will provide baseline data for the Quarterly Progress Reports (QPR). In the QPR, PVOs will compare the actual performance with the planned performance described in the proposal. Second, it will serve as a basis for monitoring the projects. Monitoring missions will be able to determine if the project is being implemented in the manner described in the proposal.

## II. GENERAL REQUIREMENTS

- A. All proposals must be submitted according to the Narrative, Budget and Technical Proposal Formats.
- B. All Proposal Formats must be typed in English. The number and *complete question* from the RAP Proposal Format should be typed in, a space left, and the answers typed in single space. (Please note that a template of the Proposal Format is available on WordPerfect 5.0 from the RAP office.)
- C. Proposed projects must conform to RAP's objectives. The following kinds of proposals will not be considered:
  1. Proposals for the construction, or repair of mosques, shrines or tombs.
  2. Proposals for the construction, repair or administration of health, education or public administration facilities.
  3. Proposals for training. Proposals submitted to RAP can only include some training components if they are directly related to the proposed project and if the training is completed within a short period of time.

- D. RAP grants to PVOs can not exceed \$500,000. No proposal in excess of this amount will be considered.
- E. RAP proposals can not exceed a 12-month time frame. Grant proposals for a longer period will not be considered.
- F. The following conversions should be used:

Weight: 1 seer = 7 kilograms  
1 man = 49 kilograms

Family Size: 1 family = 7 persons

Area: 1 jerib = 0.2 hectare (2000 m<sup>2</sup> or 1/2 acre)

If *other* conversion rates are used in the narrative proposal (not the budget), the conversion used should be clearly stated.

### III. THE RAP PROPOSAL FORMAT

RAP has designed a proposal format with four sections:

- I. A **NARRATIVE** section that will guide the PVO through a series of questions which ask the PVO to describe how they have designed the project proposal.
- II. A **BUDGET** section that asks for a detailed breakdown of project expenses.
- III. A **TECHNICAL INFORMATION** section that asks for specific information that will demonstrate that the PVO has the technical details necessary to plan a sound project. RAP prepared technical guidelines for the following activities which are commonly funded by RAP.
  - Karez Repair
  - Road Repair
  - Tree Inputs
  - Canal Repair
  - Seed and Fertilizer Inputs
  - Farm Traction

- IV. An **APPENDICES** section that will include all supporting documents, tables, maps, etc.

## SECTION I: THE NARRATIVE PROPOSAL FORMAT

### PART A: SUMMARY INFORMATION

If possible, keep the summary information to one page. If many villages are to be included in the proposal, the PVO may want to refer the reviewer to the summary table to be included in Section III: Technical Information. Furthermore, villages should be located on a map included in Section IV: Appendices, of the proposal.

1. *Project title:*
2. *Submitting agency:*
3. *Project location:*

- a. *Province:*
- b. *District(s):*
- c. *Village(s):*

4. *Starting date and estimated completion date of project:*

5. *Brief description of project objective and activities:*

PVOs should briefly state the objective and activities. (e.g. The objective of this project is to have irrigated 2000 jeribs of land by May 1991 by having repaired 8 karezes and 2 canals).

6. *Number of project beneficiaries:*

- a. *Skilled and unskilled workers receiving salaries -*
- b. *Families using the project unit -*
- c. *Indirect beneficiaries in surrounding community -*

These numbers can be obtained from Part D, #9 in the body of the proposal.

7. *Type of project and \$ amount:*

- a. *Rural Rehabilitation Assistance*         \$
- b. *Survival Assistance*                     \$
- c. *Resettlement Assistance*             \$

8. *Proposal submission and approval dates:*

	<u>Date Received</u>	<u>Date Revised</u>	<u>Date Approved</u>	<u>Signature</u>
a. <i>IRC/RAP</i>				
b. <i>RAO Project Manager</i>				
c. <i>RAO</i>				
d. <i>USAID Grants Officer</i>				

## **PART B: ORGANIZATIONAL INFORMATION**

Part B is designed to gather some basic information about the PVO. It will also be used to determine if the PVO is eligible for RAP funds. (Note: A "no" answer to questions 2-4 will not necessarily preclude consideration of the proposal.)

1. *Country in which home office is located:*
2. *NOC from the Pakistan Government:*      Yes    No    *Applied For*
3. *Registered with USAID:*                      Yes    No    *Applied For*
4. *Member of ACBAR and/or SWABAC:*        Yes    No    *Applied For*
5. *Does your organization agree to abide by ACBAR Narcotics Clause?*    Yes    No

*The ACBAR Narcotics Clause states that:*

**THE AID AGREED UPON IN THIS CONTRACT WILL NOT IN ANY WAY BE USED TO ASSIST IN THE CULTIVATION OF NARCOTICS CROPS.**

1. Fertilizer will not be applied to narcotics crops.
  2. The supply of water through irrigation maintenance or rehabilitation will not be used to irrigate narcotics crops.
  3. The provision of traction, mechanical or animal, will not be used to cultivate land for narcotic crops production.
6. *List grant numbers, dates, and amounts of all previous USAID funds received for cross-border projects in Afghanistan.*

## **PART C: BACKGROUND INFORMATION**

In Part C, the PVO should provide some of the basic information about the project area and the implementing partners with whom the PVO will work.

1. *For how long has your organization been working in:*
  - a. *Afghanistan? --*
  - b. *the province concerned? --*
  - c. *the district(s) concerned? --*
2. *Briefly describe previous activities in the project area.*

*A one paragraph description is sufficient.*

- 3. Briefly describe the activities of other humanitarian agencies working in the same district and in the district(s) adjacent to your project area. Discuss the coordination established with these agencies and the influence their activities might have on your project area.**

One of RAP's concerns is that PVOs in an area may set up programs with activities that compete with the activities of other PVOs. (An example of competing activities would be where one PVO sells an input while another PVO gives away the input.) This question requires the PVO to demonstrate that they are aware of, and sensitive to, the objectives and activities of other PVOs' programs while designing their own.

RAP is also concerned about competition between PVOs in a given area. Cooperation between PVOs on policy issues (e.g. daily labor wage) may help PVOs better address the needs of the people in an area.

- 4. Name the ethnic groups present in the province and specify which ones will benefit from this project.**

Describe the major ethnic and tribal groups in the area and the relations between the groups. Inter-tribal relations and relations between ethnic groups can often have a direct bearing on a project's success. PVOs should demonstrate an awareness of the existing situation and how it could affect the proposed project.

The question also asks PVOs to address RAP's priority of addressing problems of underserved areas and populations.

- 5. Give the name and composition of the shura(s) and/or the names and party affiliations of commanders with whom you will be dealing and briefly describe their role in the project.**

The PVO should first name the commanders or describe the composition of the shura. In all cases, party and tribal affiliation should be included if available. If there are too many members in a shura, a list can be included in an appendix.

In some cases the shura or commanders will be implementing partners with the PVO with varying degrees of responsibility. In other cases the commanders or shura will only be responsible for security. The PVO should *briefly* describe the role that these commanders or this shura will have (e.g. implementing partners with responsibility for arranging distributions, implementing partners responsible for project selection). Details of the implementing partner's role should be discussed in Part D question 5 where PVOs describe the implementation plans and procedures for the project.

- 6. Describe the political and military situation in the project area.**

This response should demonstrate an awareness on the part of the PVO of the constraints that the political and military situation might have on their project implementation. The PVO should describe what the war has done to the project area and population (i.e. did they become refugees?), and the political and military

forces still acting in the area. The PVO could talk about the commanders in the area and the cooperation or tension that exists between them. Tribal rivalries might also be discussed. If the area is still being bombed this should be mentioned here.

**7. Briefly describe the agricultural situation of the province and district before the war.**

In general, the agricultural situation before the war serves as a baseline for data as well as a target for rehabilitation work. The PVO should talk about major crops, cash crops, irrigation, number of crops a year, level of mechanization, limiting factors (i.e. in an area with a lot of land and little water, water limits agricultural production), length of growing season, animal husbandry, etc.

**8. To the best of your knowledge, are narcotic crops cultivated in your project area?**

RAP assistance cannot be provided to poppy producing areas. It is incumbent on the PVOs to ensure that project beneficiaries are not engaged in the cultivation of narcotic crops. Proposals that have poppy eradication as an objective should not be presented to RAP.

## **PART D: PROJECT INFORMATION**

### **THE PROBLEM:**

**1. Describe the problem in the target area that this project seeks to address, and analyze its causes.**

The PVO should describe the contributing factors that caused the problem that the project seeks to address. In most cases, a problem will have more than one contributing factor. The PVO should then describe how it decided the project was necessary (i.e. did the PVO do a survey?, did they talk to influential people? etc.).

**2. Describe the contribution that the local community will make (and/or is making) to address this problem.**

RAP will show preference to projects where the community has shown its enthusiasm for the project by making a contribution. If the community is taking some initiative toward alleviating their problem, the PVO should describe what the community is doing. For example, if some members of the community have begun irrigation repair on their own initiative, the PVO should state this here.

If the community will make a contribution to the project being proposed, this contribution should be described here. The contribution could come in the form of donated labor (e.g. donating 50% of the labor necessary to clean their karez). The contribution may come in the form of administrative help (e.g. three men from a village jointly administer the karez repair without getting a salary). The contribution may come in the form of free materials (e.g. sand or gravel provided by the local community for concrete).

## **THE PROJECT OBJECTIVE:**

**[Note: An objective is a specific measurable statement of what is to be accomplished by a given point of time. Do not confuse objectives (e.g. having irrigated 1000 jeribs of land by May 1991) with activities (e.g. clearing 6 karezes).]**

- 3. What are the measurable objectives of your project? If the project has more than one immediate objective (e.g. to irrigate 1000 jeribs of land by May 1991 or to plant 300 jeribs with improved seed and fertilizer by December 1990) that leads to a larger rehabilitation objective (e.g. increasing food production), only immediate objectives should be listed here.**

An objective is a specific measurable statement of what is to be accomplished by a given point in time. The important components of the objective are as follows:

- a. It must be measurable. This means that the objective must be stated in quantified terms. RAP's objectives to increase food production and rural incomes will be difficult to quantify. For this reason, achievement of these objectives will be measured in such terms as increased area under irrigation, increased area under cultivation, increased area planted with improved seeds and utilizing fertilizer.
- b. It must state a point in time when measurement will be appropriate. Many of RAP's projects have a seasonal component (e.g. irrigation is needed in the spring to irrigate crops). The objective should state not only what measurable event will occur (e.g. to irrigate 1000 jeribs of land), but also the time at which that measurement should be taken (e.g. by May 1991).

At the reporting stage, PVOs will be expected to address RAP's objectives of increasing food production and rural incomes, by determining the impact the project has had on the target population. PVOs should consider this need when writing their objective(s). In most cases, a well-defined objective will lead logically into evaluating impact. For example, for the above irrigation project, the increase in food production can be determined at project evaluation time by knowing how many jeribs of land were irrigated, and knowing what the yield was on that land.

## **PROJECT ACTIVITIES:**

**[Note: Activities are the specific procedures undertaken to achieve the objective.]**

- 4. List in quantifiable terms each project activity being proposed (e.g. cleaning 8 karezes, distributing 10 tons of seed & 30 tons of fertilizer).**

The activities that a PVO proposes should work toward achieving the objective of the project. In this section the PVO should list the activities they are proposing to implement in order to achieve their objectives.

**Examples:**

- \* If the objective is to have irrigated 1000 jeribs of land by May 1991, the activity might be repairing 4 karezes and 2 canals.
- \* If the objective is to have planted 600 jeribs of land by July 1991, with improved seed and utilizing fertilizer, the activity might be distributing 18 tons of seed and 54 tons of fertilizer.
- \* If the objective is to have plowed 1200 additional jeribs of land by June 1991, the activity might be organizing a cooperative tractor program.

**5. Describe in detail the plans and procedures for implementing each activity. Include a description of the arrangements for transport and storage of inputs.**

The PVO should describe what they will do to implement the project. Usually this will be done best by writing a short introductory paragraph describing the program in simple terms (e.g. fixed amount reimbursement karez repair, distribution of seed and fertilizer on a credit basis, distribution of seed and fertilizer for multiplication, selling fruit trees at a subsidized rate). This paragraph should be followed by a step by step description of what will be done. In Section IV: Appendices of the proposal, the PVO should include a work plan in time line form that shows when major activities begin and end.

**An example follows:**

*"The Rural Irrigation Program (RIP) will implement a fixed amount reimbursement karez repair project in Mallstan district, Ghazni. Three village leaders from each village will organize the repair, and RIP engineers will verify progress and pay fixed amounts for each installment of work. RIP engineers will be responsible for the construction of concrete structures. They will hire labor in the community and do the work stated in the designs presented in Appendix X.*

*Implementation of the karez repair will require the following steps:*

- 1. Marking off installments of work and agreeing on the cost with the people of the community. RIP engineers, a Karez Kan and three representatives of the village will assess the damage to the karez and agree on a cost for the repair. Previous experience indicates that the cost will be approximately 2,000 to 4,000 Afs per linear meter of new karez and 1,000 Afs per linear meter for cleaning. They will then divide the work into four equal portions.*
- 2. Signing a contract. A contract will be signed in which the three village elders agree to organize the work and the payment of labor for this fixed amount agreed upon. (A contract is included in appendix X.)*
- 3. Implementing work. The community will implement the repair for the first installment of work. The community representatives will be responsible for organizing labor based on the traditional water-rights share system. In this case, share owners will be expected to find labor. The amount of labor they send to work on the karez will be based on their water rights share.*

**4. Verifying completion. RIP engineers inspect the work and verify its completion. Upon completion, RIP engineers distribute the first installment of funds to the three village elders. The village elders will be expected to distribute money to water rights share owners who will in-turn pay laborers. This process continues until the work is complete.**

**5. Project evaluation...."**

The PVO will then be expected to describe any logistics arrangements. These arrangements can be described in the body of the implementation section, or in a separate section. For a distribution, logistics may be a vital part of the implementation procedure, so it may be most useful to include the logistical arrangements when describing implementation. For a karez repair project, logistical information may be peripheral to the main activities, so it may be most useful to describe separately.

*For example, in the Rural Irrigation Project:*

*"RIP will send in 100 bags of cement to be used to build structures associated with karez repair. The cement will be purchased in Wanna, South Waziristan, Pakistan and transported to Ghazni via Lorry. A local commander, Haji Malik Khan, will be responsible for the security of the shipment. When the cement reaches Mallstan, it will be stored at the RIP field office. Because construction of all structures will be under the supervision of RIP staff, RIP engineers will use the cement as needed."*

Technical information supporting these activities should be provided in Section III: Technical Information.

**6. List the key personnel who will be working on the project, and any pertinent qualifications or experience. (Note those that will be permanently based at the project site.) Also cite any technical advice received during proposal development.**

Descriptions should be brief and restricted to key project personnel. Qualifications should include technical and administrative training and experience. PVOs should also cite the experts they consulted and any publications they read.

**7. Describe the criteria used to select project beneficiaries, and give the following information on the number of beneficiaries:**

The PVO should describe how they decided whom to help (i.e. did the PVO decide based on survey data?, did they ask a shura to select beneficiaries?, did they ask a commander?, etc.). If criteria differ for different activities, list each activity separately.

**a. Number of skilled and unskilled workers receiving salaries;**

This number should be consistent with the numbers of skilled and unskilled workers in Section III: Technical Information.

***b. Number of families using the project unit; and***

These are people who will benefit from the project, but will not receive salaries (e.g. people who have land in an irrigation system, people who receive wheat and fertilizer). For projects such as tractor inputs that will continue to benefit people after the duration of the project, beneficiaries should be quantified only for the life of the project. For a tractor that will be plowing fields for many years, for example, only the people who get their land plowed by that tractor during the one year project should be identified as beneficiaries.

Families are the basic unit of measure. If numbers of people are known, PVOs should assume a conversion rate of 7 persons = 1 family. These numbers should agree with the numbers presented in Section III: Technical Information.

***c. Number of indirect beneficiaries in the surrounding community.***

Most projects will not have any indirect beneficiaries. These are people in the surrounding community who can be quantified and will clearly benefit from the project. For example, in a seed multiplication program, only 20 families may receive seed and fertilizer from the project this year, but the intended beneficiaries are the 2000 families who may get improved seed next year. These 2000 families would be indirect beneficiaries. Most projects will not have any indirect beneficiaries. PVOs should use this category only when they have a strong argument for being able to quantify indirect beneficiaries.

***8. Discuss the costs of your proposed project relative to its expected benefits.***

Is the project worth it? Would doing a different activity be a more cost-effective way of accomplishing the same objective? PVOs should demonstrate that they have asked themselves this question.

While a cost/benefit analysis is not required to respond to this question, PVOs might want to do a simple cost/benefit analysis to answer this question for their own purposes. For example a Karez costs Rs. 60,000 to repair, and it is expected to irrigate 60 Jeribs more land in the coming year because of the repair. If yields are 60 seers/jerib, and a seer of wheat costs Afs. 700 (i.e. Rs. 30), over Rs. 100,000 more wheat will be produced in the first harvest because of the repair.

***9. Describe the major risks and constraints that this project potentially could face.***

The PVO should demonstrate that they have anticipated potential problems with their project and designed the project with these problems in mind.

***RISK*** - An identifiable problem which may happen but is not expected in the normal course of events.

***Example:*** If two tribes have a history of tension in an area, a risk would be that the tension erupts causing cancellation or postponement of the project.

**CONSTRAINT** - A special situation which is predictable because of conditions of climate, terrain, social situation, etc. These must be considered and strategies developed to overcome or moderate them.

*Example:* Wheat must be planted in October, so it must reach the project area by September.

(Note: Definitions are from *Some Definitions Related to Project Design*, a hand-out from a UNDP proposal writing workshop.)

**10. Describe the long-term impact of the proposed activity and discuss its sustainability in terms of the local environment and resources.**

Proposals funded by RAP will be required to identify any sustainability issues associated with the proposed activity and discuss actions that the PVO might take to address the issues.

Some of the activities proposed are bringing new technologies to an area (e.g. tractors). In some cases by introducing these new technologies the community may become dependent on an input that they will have to pay for themselves in the future (e.g. fuel and parts for the tractor). When designing a project, the PVO should assume that the people of the community will have to take responsibility for the project in the future. If the PVO chooses to introduce an input that the community will have to purchase in the future, such as fuel and parts for a tractor, the PVO should consider how the community will be able to pay for these inputs. In some cases, the PVO might consider starting an income-generating program to enhance the sustainability of the project.

**PROJECT MONITORING & EVALUATION:**

[Note: Project evaluation is the process by which actual performance is compared with planned performance.]

**11. Describe in detail your monitoring plans, emphasizing the methods you will use to verify project activities.**

Monitoring cross-border projects is a difficult activity. PVOs are required, however, to include a detailed monitoring plan. In addition to monitoring by project supervisory staff, RAP encourages monitoring by staff who have no direct role in project implementation. RAP feels that a combination of project staff who have intimate knowledge of the project as well as independent monitors who provide a more objective viewpoint will result in more effective monitoring of the project.

The monitoring plan described should mention the number of monitors and number of monitoring missions, as well as the types of information that the monitors will gather. The description should address both qualitative and quantitative monitoring. Furthermore, photo-documentation methods should also be discussed.

**12. Describe the criteria and methods you intend to use to evaluate if the project objectives have been achieved. Also describe how you will assess the impact of the project on the target area.**

In general, a well-stated objective should provide the criteria for evaluating the project. PVOs should describe the methods they will use to determine if they have met their objective(s). For example, if the objective is to have planted 5000 jeribs with improved seed and fertilizer by December 1990, the PVO should describe the methods they will use in December 1990, to determine if the activity has resulted in 5000 jeribs of land having been planted.

To evaluate, a PVO must have confidence in both their field data, and the assessment methodology they are using. Monitoring and evaluation specialists are turning more to employing rapid appraisal methodologies to collect data. PVOs should use rapid appraisal techniques such as selecting smaller samples and using more efficient methods of data collection (e.g. focus groups, in-depth interviews with a small number of beneficiaries).

*An example of an evaluation plan employing rapid appraisal methodology follows:*

*"RIP will determine the area planted with improved seed by collecting data from randomly-selected farmers and interpolating the data to cover the entire population. RIP will measure the area of a farmer's field using a measuring tape. RIP's field records of the distribution will be used to determine the amount of seed distributed to the farmer. By dividing the amount of seed provided to the farmer by the area of land actually planted, RIP will be able to determine if farmers are seeding at a rate higher or lower than the rate recommended by RIP field personnel. RIP will divide the total amount of seed distributed by this seeding rate to determine the actual area planted with improved seed.*

*RIP expects to measure the land of approximately 5% of the farmers who will receive improved seed. The results from all farmers surveyed will be included in the analysis so that anomalies (e.g. a farmer who sold a portion of the seed to his neighbor) are balanced by other anomalies (e.g. a farmer who buys additional wheat from his neighbor)."*

*In addition to determining if the project achieved its objective, RAP requires that PVOs analyze the impact of their activities. Thus, the PVO should determine how their activity contributed to RAP's overall objectives of increasing food production and cash incomes. For example, an irrigation repair project would determine impact by measuring the percentage increase in food production as a result of the increase in irrigated lands.*

*Because PVOs will be required to assess this impact, they should determine what information they will collect to determine impact when they are designing the project. For this question, the PVOs should state what kind of data they expect to collect to determine the impact of their activity on increasing food production and cash incomes.*

## SECTION II: BUDGET PROPOSAL

1. *What is your bank account number and address?*
2. *Are there other funding sources for this project? Provide the donors' names and the amounts that they will contribute.*

Indicate the specific line items, the corresponding monetary amounts, and/or project inputs (e.g. FAO seed) that will be contributed by other donor(s).  
*For example: A.1. Improved Wheat Seed, 25 Tons, \$8,720.00*

3. *Give program costs, operational costs, and administrative costs as a percentage of the total budget.*

	\$ COST	% OF TOTAL
A. Total Program Costs		
B. Total Operating Costs		
C. Total Administrative Costs		

### GRAND TOTAL

A summary of the budget should be provided here. This budget summary should give the total dollar figure for each of the three budget components, as well as the percentage of the total budget that each component represents.

Budget proposals submitted to RAP should divide project costs into three budget components: A) *Program Costs*; B) *Operational Costs*; & C) *Administrative Costs*.

*These can be defined as follows:*

**A. Program Costs** are the value of goods and services that will accrue directly to the beneficiaries. They include such items as the labor costs in all cash for work programs, and the cost of project inputs such as seeds, fertilizers, tractors, tools, etc... The transport costs of these inputs represent part of the value of the goods and therefore should be charged to Program Costs. Program Costs must be at least 66 percent of any budget proposal submitted to RAP.

**B. Operational Costs** are the costs directly related to managing a project activity in Afghanistan. These would include the salaries of field staff in Afghanistan, the costs of running a field office at the project site, the costs of monitoring project activities, and the transport costs of project staff to and in Afghanistan.

**C. Administrative Costs** are the project management costs incurred at the organizational offices based in Pakistan that are directly related to administering the proposed project in Afghanistan. Within this budget component, American PVOs may also include an overhead rate which includes their home office costs in the United States. Administrative Costs include managerial support expenses such as office and supply costs, and the salaries of personnel that provide essential support to the project. The salaries of personnel not working full-time on the project should be charged at a rate reflective of the percentage of time that is spent on project related activities. Office costs such as rent, utilities, phone, etc., should be charged at a rate which reflects the proportion the proposed

budget represents of the office's overall Pakistan/Afghanistan budget. Managerial activity related to projects from other donors must not be charged to RAP grants. Administrative Costs cannot exceed 17 percent of the total project budget submitted to RAP.

4. *Describe the measures being taken to insure that project funds will be transported and disbursed in a fiscally responsible manner.*

The PVO should briefly describe the precautions it will take to keep money and inputs safe during transport and distribution.

5. *Attach a detailed budget.*

The budget should include at least two columns, with the first column giving figures in Rupees or Afghani, and the second column giving the dollar equivalent. Quantity and unit cost information can be provided in each sub-line item, as illustrated in the example below, or in additional columns as illustrated in the sample budget in Appendix D.

A detailed breakdown of project expenses in the form of line items and sub-line items should be presented within each budget component. For example, the Program Costs for a canal cleaning project might appear as follows:

A. PROGRAM COSTS

	<i>Rupees</i>	<i>Dollars</i>
<b>1. LABOR COSTS</b>		
a) 50 laborers @ Rs.50/day for 60 days	150,000	7,143
b) 6 Masons @ Rs.100/day for 60 days	<u>36,000</u>	<u>1,714</u>
<b>Total Labor Costs</b>	<b>Rs. 186,000</b>	<b>\$ 8,857</b>
<b>2. TOOL COSTS</b>		
a) 5 Wheelbarrows @ Rs. 500 each	2,500	119
b) 25 Shovels @ Rs. 50 each	1,250	60
c) 5 Pickaxes @ Rs. 60 each	<u>300</u>	<u>14</u>
<b>Total Tool Costs</b>	<b>Rs. 4,050</b>	<b>\$ 193</b>
<b>TOTAL PROGRAM COSTS</b>	<b>Rs. 190,050</b>	<b>\$ 9,050</b>

The line items of the above example would be "Labor Costs" and "Tool Costs." The sub-line items provide the detailed breakdown of line item figures. (For a more detailed example of a RAP budget, see the sample budget in Appendix D.)

As stipulated in section 1.B. of the Grant Agreement signed between IRC/RAP and grantees, PVOs are "authorized to make variations not exceeding 20 percent between the line items of Section A (*Program Costs*) of the project budget, and 10 percent between the line items of Sections B (*Operational Costs*) and C (*Administrative Costs*) of the project budget, when facing unexpected circumstances in Afghanistan."

## **SECTION III. TECHNICAL INFORMATION**

### **INTRODUCTION**

The purpose of the tables and formats presented in this section is to provide information in a systematic manner for easier review. The formats will also help PVOs target the kind of information that RAP needs to determine the technical suitability of the project proposed. The formats are not intended to be survey forms or guidelines for doing technical work. However, the forms will ask the PVO to briefly describe their methods, and RAP will use this information to determine if the data and cost estimates presented justify the cost of the project.

A completed form by itself may not be adequate justification for a proposed project activity. For example, while a completed Karez Data Sheet may provide sufficient information to justify cleaning a karez for \$2,500, a completed Canal Data Sheet for cleaning and repairing a \$15,000 canal may not. In general, the level-of-effort spent justifying costs should reflect the expected cost of the activity. PVOs should assume that the technical information being requested is the minimum that will be required to justify proposed activities. Under certain extenuating circumstances, however, RAP may determine that sufficient justification exists to make exceptions to the technical information requirements. In cases where a PVO does not know what information is adequate, they should contact the RAP office.

The formats consist of three parts: A. Summary Tables; B. Technical Formats which include data sheets for irrigation and construction projects, and a series of questions for agricultural projects; and C. Other Technical Data. Samples of summary tables and technical formats are included in Appendices E and F, respectively, of this manual. Blank formats in Lotus 1-2-3 can be obtained from the RAP office.

### **A. SUMMARY TABLES**

The purpose of the summary tables is to gather pertinent technical information into a single place for easy review. The data on the summary table will include useful categories for characterizing the work, the number of beneficiaries, and a basic summary of costs. Usually this information is to be presented on a project by project basis.

In the case of agricultural distributions, PVOs are requested to present information on a village by village basis. The purpose of requesting information on this basis is to demonstrate to RAP that the inputs requested are reasonable quantities for the number of people and area of land in the project area. In some cases, PVOs may only be able to provide information on the major villages in the distribution.

In general, the PVO will also be asked to briefly describe the source or method used to obtain the data presented. Because the data presented may be used for future monitoring or evaluation of the project, the methods used should indicate a degree of confidence in quantitative data (e.g. area determined by pacing will be less precise than area determined using a measuring tape, though both may be accurate within the constraints of the method used).

*A summary table for a canal project, Example 1, follows.*

e  
S A I Y T A E C A A L I O J E C T

PROVINCE: Ghazni  
DISTRICT: Malistan  
PVO: RIP

GENERAL INFORMATION							COSTS				
CANAL NAME	NUMBER OF VILLAGES SERVED	BENEFICIARIES		COMMAND AREA		TOTAL LENGTH meters	LENGTH CLEANING meters	CLEANING Rs.	STRUCTURES Rs.	EQUIPMENT Rs.	TOTAL COST Rs.
		DIRECT # Families	SALARIED # People	NOW Jeribs	TARGET Jeribs						
Gul Tipa	25	300	100	2,000	8,000	30,000	27,500	1,252,174	100,200	17,391	1,-
Malang (stream)	4	70	50	100	1,500	4,000	3,200	43,478		2,174	
Lakalai (stream)	4	38	50	500	1,000	3,000	1,700	17,391		2,174	
Haji Sadudin (stream)	4	60	50	500	1,000	3,000	2,200	26,087		4,348	
Jangal Shakh (stream)	3	10	50	60	110	6,000	4,200	43,478		1,739	
Shakh Surkhakan	5	110	50	1,500	2,500	8,000	5,750	52,174		4,348	
Damshakh (stream)	6	50	50	100	3,000	8,000	3,800	34,783		4,348	
Belandaba Canal	4	90	50	700	2,500	5,000	4,700	86,957		8,696	
Aljabad Canal	17	200	125	1,200	5,500	27,000	22,500	991,304		17,391	1,-
Qaria Yateem	14	175	100	700	3,000	24,000	18,700	139,130		6,522	
<b>TOTAL</b>	<b>86</b>	<b>1,103</b>	<b>675</b>	<b>7,360</b>	<b>28,110</b>	<b>118,000</b>	<b>94,250</b>	<b>2,686,957</b>	<b>100,200</b>	<b>69,130</b>	<b>2,-</b>

- 1.) METHODS: (briefly describe the methods used to obtain the information provided)
  - a.) Length of canal: Canal was located on a 1:100,000 map in the field, length from scale of map.
  - b.) Command Area: Based on verbal estimates from village surveys of the major villages along the canals.  
Spot verification by pacing by field staff.
  - c.) Direct Beneficiaries: Based on verbal estimates from village surveys along the canal.
  - d.) Work Quantities: Based on measurements of cross-sections at representative locations along the length of stream.  
(Volumes = length of cleaning x Avg area of cross-sections)
- 2.) BASIS OF COST: (Briefly list the assumptions in the cost estimate. Describe how unit costs or labor productivity norms and daily labor wages are used to prepare a cost estimate.)
  - a.) Labor Productivity Norms/Unit Costs: Laborer can excavate 2.5 cu. m. of loose dry soil a day.  
: A mason and 2 helpers can build 1.5 cu. m. of stone masonry in a day.
  - b.) Daily Labor Wages (applicable to labor productivity system): Laborer Rs. 40/day, Mason Rs. 100/day.
  - c.) Conversion Rate: Afs. 23 = Rs. 1

## B. TECHNICAL FORMATS

RAP prepared a separate format for each of the major activities that RAP funds. In all cases, PVOs should make sure that methods have been described which explain how any numbers being presented were obtained. If methods have not been described on the Summary Table for the project, PVOs should describe the methods on a separate sheet of paper and present it in the Technical Formats, Section III.

### 1. Karezes and Canals:

The technical formats for karezes and canals are data sheets. Because these projects are labor intensive, the primary purpose of the data is to determine if the PVOs' request for money is justified based on the data available. While the formats are intended to be flexible enough to allow the PVO to use many different systems, PVOs should present data that clearly justifies the costs they are requesting for the project. RAP understands that the data presented are estimates and not actual costs, but PVOs must present data that support their request for money. PVOs will be expected to present data which indicate that they have surveyed the work to be done, and have prepared an estimate based on one of the following:

- a. **A labor productivity norm:** In order to get a cost from a labor productivity norm, the PVO must supply the estimated work that a laborer can do on the project in a day, and the daily labor wage [e.g. a laborer can excavate 2 cubic meters of loose soil in a day, and a laborer earns Rs. 50 a day (e.g. a cubic meter of excavation costs Rs. 25)].
- b. **A costing norm:** The costing norm can be based on popular wisdom in the area, or experience of PVOs. PVOs should present a costing norm that appears to be reasonable (e.g. 1 linear meter of new karez costs Rs. 100). If PVOs choose to use a costing norm, they should provide supporting evidence that the norm is reasonable. For example, "Actual karez costs run from Rs. 75/meter to Rs. 175/meter. Based on previous experience we are using an estimate of Rs. 125/meter for our costing norm."

*Example 2, (page 26), shows a Canal Data Sheet using a labor productivity norm. Example 3, (page 27), shows a Karez Data Sheet using a costing norm.*

If more room is needed than is available on the forms, attach additional pages.

### 2. Roads:

In general, IRC/RAP discourages PVOs from submitting proposals for road repair projects. While transportation is clearly a problem in Afghanistan, and road work does increase cash incomes and (if successful) food availability, few road repair projects have been successful. The reasons for these failures have included labor shortages, the limited technical skills of project staff, and the lack of heavy equipment needed to ensure that roads are well compacted.

RAP will only consider road repair proposals and will not consider funding proposals to construct new roads or mujahideen roads made during the war. Among other things, a road repair proposal to RAP will require detailed survey and design work, and an indication that there is sufficient labor available to complete the project. Furthermore, the proposal will have to indicate how the PVO intends to compact the road in absence of heavy machinery which RAP cannot fund. PVOs wishing to pursue a road repair project should consult with RAP before beginning survey and design work.

### ***3. Agricultural Inputs:***

The technical formats for agricultural inputs ask the PVO to demonstrate that they have made careful choices in the selection of the inputs they will use, and that they have made provisions to ensure that the inputs are used in the way they are intended once they reach the project area.

In general, the questions ask about the details of the inputs selected, and why the PVO believes that these are the proper inputs. Philosophies, implementation plans, and policy issues should be explained in the Narrative Proposal Section.

*Example 4 shows a completed technical format for a seed and fertilizer distribution.*

## **C. OTHER TECHNICAL DATA**

Any other technical information that supports the information in the proposal should also be included in Section III. While Technical Formats are useful for presenting information, a completed form by itself may not be adequate justification for a project. PVOs should tailor the level-of-effort put into justification, to the costs of the proposed project. Furthermore, if the PVO is unclear as to what level-of-effort is adequate in a given situation, they should contact RAP.

For example, if a canal requires a concrete syphon, the PVO should include designs and cost estimates for the syphon in Section III of the proposal. A statement to the effect that the PVO will build an 8 m long syphon that costs Rs. 25,000 is not adequate justification. At a minimum a sketch showing details of the structure should be submitted.

Furthermore, if a PVO has carried out a systematic survey of an area, some of the survey data may be useful for justifying a proposal (e.g. area and population figures for a seed and fertilizer proposal). The PVO should include this information.

*Additional kinds of information that might be useful include:*

1. Designs, work volume calculations, and stability calculations for structures.
2. Photographs illustrating a problem or showing work to be done.
3. Results of a systematic agricultural/ irrigation/ sociological survey and/or study conducted in the project area.
4. Sketches of karezes, canals, roads or the layout of agricultural lands.

1. NAME OF CANAL: Belandaba		3. DISTRICT NAME: Malistan	
2. NAME OF VILLAGE(S): Shanedeh, Rabat, Muhasren, Anghouri (see locations on map in Appendix B)			
4. PROVINCE NAME: Ghazni		5. CANAL LENGTH (m): 5,000	
6. FLOW RATE (liters/sec): 58		7. DATE SURVEYED: June 20, 1990	
8. RESPONSIBLE AUTHORITY(IES): Haji Khan Malik			10. PARTY
9. ON SITE AUTHORITY FOR PROJECT: Eng. Saleem (RIP)			Ittehad
11. NUMBER OF BENEFICIARIES (families)	Before	Now	Target
	440	90	440
12. NUMBER JERIBS IRRIGATED:	2,500	700	2,500
13. COMMENT ON CONDITION OF CANAL: (i.e. What happened to it?) Depopulation has meant that canal maintenance has been neglected for 10 years. Also flooding has eroded embankments and destroyed traditional wiers.			
14. DESCRIBE WORK TO BE DONE IN QUANTIFIABLE TERMS: (for structures attach all plans, estimated work volumes and any other information you will need to justify the construction of these structures)			
Cleaning of 4700 m of canal (Avg. width 2.5 m, Avg. soil thickness 0.5m) (Avg of 6 measurements) = 5,875 cu.m. cleaning (loose dry soil)			
Rebuilding 300 m of embankments 2m high, 1.5 m wide base, 0.5 m wide top = $2 * (.25m * 2m) + (1/2 * .5m * 2m) * 300m = 600$ cu.m. straw/clay embankment			
15. LABOR (describe)	Number	Man-Days/Units	Daily Wage/Unit Cost
Cleaning (unskilled)	40	60 @ $2.5m^3/md$	50
Building Embankments unskilled	6	50 @ $2m^3/md$	50
skilled	3	50 @ $4m^3/md$	100
16. EQUIPMENT (describe)	Number	Unit Cost (Rs)	Total (Rs)
Shovels	20	60	1,200
Pick Axes	5	100	500
Wheelbarrows	10	500	5,000
Buckets	10	50	500
17. MATERIALS (describe)	Number	Unit Cost (Rs)	Total (Rs)
Straw donated by community			
18. TOTAL COST (Rs)	157,200	19. Signature: <i>Mr. Responsible</i> 7/7/90	

1. NAME OF KAREZ: Landai		3. DISTRICT NAME: Malistan		
2. NAME OF VILLAGE(S): Makank (see Map Appendix B)		4. PROVINCE NAME: Ghazni		
5. KAREZ LENGTH (m): 2,960		6. DEPTH OF MOTHER WELL (m): 23		
7. FLOW RATE (liters/sec): 3		8. DATE SURVEYED: June 21, 1990		
9. RESPONSIBLE AUTHORITY(IES): Haji Khan Malik			10. PARTY	
11. ON SITE AUTHORITY FOR PROJECT: Eng. Saleem			Ittehad	
12. NUMBER OF BENEFICIARIES (families):	Before	Now	Target	
	22	12	22	
13. NUMBER JERIBS IRRIGATED:	255	15	255	
14. COMMENT ON CONDITION OF KAREZ: (i.e. What happened to it?) Because of 10 years of neglect, and flood waters pouring down shafts, 28 shafts have collapsed. Most of these are near the mother well				
15. DESCRIBE WORK TO BE DONE IN QUANTIFIABLE TERMS: (for structures attach all plans, estimated work volumes and any other information you will need to justify the construction of these structures)				
Approximately 420 meters of karez will have to be redug, and approximately 100 meters will require extensive cleaning, approximately 300 m of new shaft will be dug.				
16. WELLS	Total Number: 174	Number Need Repair: 28		
17. LABOR (describe)	Number	Man-Days/Units	Daily Wage/Unit Cost	Total (Rs)
Karez Redigging	420	meters	@ Rs. 100/m	42,000
Cleaning	100	meters	@ Rs. 40/m	4,000
Shaft Redigging	300	meters	@ Rs. 40/m	12,000
18. EQUIPMENT (describe)	Number	Unit Cost (Rs)	Total (Rs)	
Rope	100 m	10/m	1,000	
Buckets	3	50 each	150	
Shovels	3	60 each	180	
Pulley	2	300 each	600	
19. MATERIALS (describe)	Number	Unit Cost (Rs)	Total (Rs)	
20. TOTAL COST (Rs): 59,930	21. COST/METER OF WORK: Rs. 115/m		22. Signature/Date: <i>Mr. Responsible 7/10/90</i>	

Example 4

## SEED AND FERTILIZER DISTRIBUTION

### 1. Seed Selection (If more than one variety is to be introduced, describe each separately).

#### a. What varieties of seed are to be introduced?

i. **Variety:** Bezostaya wheat seed

ii. **If the seed is to be treated, colored, or re-labeled, briefly describe the procedure(s):** The seed will be treated in the field with Vitavax, dyed and re-bagged in bags labeled in Dari "Poisonous: Do Not Eat." One 50 kg. bag of seed will be placed in a treatment drum with 100g of Vitavax and dye. The drum will be mixed for 3 to 4 minutes. Employees doing the treatment will wear gloves and a respirator.

iii. **Is the seed certified?** Yes

#### b. Describe the limiting factors that will determine the success of the proposed seed in the project area (i.e. elevation of the area, rain-fed or irrigated land, winter or spring crop, insects, diseases etc.).

The primary factors limiting success of wheat in Malistan are elevation, irrigation and farm traction. Most of the cultivated land in Malistan is located in Mountain Valleys between 2,500 and 3,000 meters in elevation. In some locations snow stays on the ground for four months a year. The cool temperatures and high elevations mean that only one crop a year can be planted on any one piece of land.

The majority of cultivated land in Malistan is irrigated. Field reports indicate that up to 80 percent of the cultivated land is irrigated, with streams, springs and karezes all being sources of irrigation water.

Farm traction also plays a major role in wheat production because the present farm traction is limited. Before the war oxen plowed the fields. However, the number of oxen has since decreased, and tractors have not yet reached the area in large numbers. Field reports indicate that only two tractors are present in all of Malistan.

#### c. How did the PVO decide that the proposed seed was appropriate? (e.g. Have there been tests that indicate that this seed will be successful in the project area? What properties does the seed type possess that will make it successful?)

With the constraints of high altitude, irrigation, and limited farm traction, RIP decided to find an irrigable improved wheat seed that is suitable for high altitudes. Last year RIP ran test plots in the area using the local seed, Bezostaya, and Zarghoun 79. All seed was treated with Vitavax and fertilized (25 kg DAP and 35 kg Urea/gerib). Seeding rate was 33 kg/gerib. In five test plots, the Bezostaya averaged yields of 950 kg/gerib, out performing the Zarghoun 79 (820 kg/gerib) and the local variety (710 kg/gerib).

#### Example 4

**d. Under favorable conditions what yields does the PVO expect from this seed (kgs/ferib)?**

RIP expects farmers to be able to get yields of approximately 500 kg/ferib. While under optimum conditions yields will be greater, farmers are not expected to be able to duplicate the results that RIP agriculturalists obtained in their test plots.

## **2. Fertilizer**

**a. Why is fertilizer necessary? What difference do you expect fertilizer to make?**

Because of the food shortages in Malistan, and the constraints provided by the limited farm traction in the area, RIP believes that maximum yields should be obtained. Fertilizer will be required to get the maximum yield out of the Bezostaya wheat seed. Furthermore, because RIP expects yields of improved seed and fertilizer to provide approximately 400 additional kg/ferib over the local seed without fertilizer, the cost of the fertilizer will be offset by the additional yields.

**b. What kind of fertilizer is to be introduced with the seed?**

Urea and DAP will both be distributed.

**c. Where will the fertilizer be obtained?**

It will be purchased in the bazaar in Moqor, Ghazni, at DAI's marketing outlet.

**d. What are the proposed application rates for the fertilizer (kgs/ferib)?**

RIP will recommend that farmers apply 25 kg of DAP and 17.5 kg of Urea before plowing. The plow will mix the fertilizer into the ground. In the spring a second application of 17.5 kg/ferib will be applied.

**e. When will the fertilizers be applied?**

The DAP and first application of Urea will be applied in October before planting. The Urea top-dressing will be applied in May.

## **3. Program Maintenance/Agricultural Extension**

**a. How will the PVO make sure that the benefits of improved seed and fertilizer are achieved? How will the farmer know what to do with these new varieties?**

Because this is a seed multiplication program, RIP will require one field staff for every 12 farmers receiving improved seed and fertilizer in order to keep good control of the seed production. Three field workers will work with a total of 36 farmers each growing 3 feribs of wheat. Field workers will visit farmers approximately once a week to advise farmers in methods of fertilizer application, cultivating, roguing harvesting and cleaning seed. When the field workers purchase the seed back from the farmers, they will inspect it to make sure that it is suitable for planting.

## **SECTION IV: APPENDICES**

### **A. Detailed work plan in bar chart form.**

Work plans are useful for planning projects and not simply for donor use. In some cases, PVOs may find it useful to write out activities and assigning the people who will be responsible for making sure those activities are completed. At a minimum, PVOs should indicate the timing of major activities. An example of a work plan is attached.

### **B. Map (1:250,000 or 1:100,000 scale) identifying project sites.**

The purpose of the map is to provide locations so that RAP monitors will be able to locate project sites in the field. In some cases, locating villages on a map will be adequate. In others, PVOs may need a sketch map or to write in villages that are not labeled on the map. PVOs must identify all places which will benefit directly from proposed activities on a *clear* photocopy of the appropriate portion of the 1:250,000 or 1:100,000 scale maps of Afghanistan. Copies of these maps are available from the ACBAR Resource Information Center (ARIC). Submit 2 copies of these maps.

PVOs are required to identify project sites by appropriate markings on photocopied maps. PVOs should add alternative names which they may use in the project proposal or add names not pre-printed on the maps, so that the location of all project sites mentioned in the proposal are clearly indicated.

All karezes, canals or roads 5 km or longer to be cleaned or repaired should be indicated on the map.

### **C. Other Information**

Other information may include:

1. Samples of contracts
2. Samples of administrative forms
3. Survey data

## Plan for Fixed Amount Reimbursement Karez Project

**PROJECT NAME:** Malletan Karez Repair  
**PROJECT START DATE:** August 1, 1990  
**COMPLETION DATE:** January 30, 1991  
**REPORT DATE:** February 28, 1991

TASKS	Person Responsible	Pre-Proj. Status	Aug. 1 Aug. 30	Sept. 1 Sept. 31	Oct. 1 Oct. 30	Nov. 1 Nov. 30	Dec. 1 Dec. 31	Jan. 1 Jan. 30
<b>IRRIGATION REPAIR</b>								
1.) Prioritization	Survey Dept.	Finished						
2.) Detailed Technical Survey	Engineers	Finished						
3.) Signing of a Contract Designating Representative Signing Contract	Shura Coord./Shura	Finished	*****					
4.) Implementing Repair Hire Labor	Shura		*****					
Purchase Tools	Shura		**					
Implement Work	Shura/Comm.Li			*****	*****	*****	*****	*****
5.) Payment Designate Representative	Shura	Finished						
Calculate Payment	Eng. Staff	Finished						
Certify Previous Work	Eng. Staff			**	**	**	**	**
Authorize Payment	Coord.			**	**	**	**	**
Pay Workers	Shura Admin.				*****	*****	*****	*****
6.) Supervise and Document Supervise Work	Eng. Staff			*****	*****	*****	*****	*****
Keep Record of Work	Shura Adm.			*****	*****	*****	*****	*****
Quarterly Finance Report	Accountant			***	***		***	***
Quarterly Report -collect data	Chief Eng.		*****	*****	*****	*****	*****	*****
-prepare report	Ch.Eng/Adv.			***	**		***	**
-review/submit report	Adv./Coord.				****			****
7.) Monitoring Progress Inspect Work/Records	Monit. Staff			***?*			***?*	
Write Monitoring Rept.	Head Monitor				*****			*****
8.) Final Evaluation Inspect Completed Work	Chief Eng.							***
Completion Report	Chief Eng.							
Final Report -prepare report	Ch.Eng/Adv.							
-Revise Report	Coord.							
-submit report	Adv.							

**PART III**

**REPORTING REQUIREMENTS**

## **REPORTING REQUIREMENTS**

*PVOs must submit the following reports for each Grant:*

- I. Quarterly Progress Report (QPR) due within the first week following the end of the quarter.
- II. Quarterly Expenditure Worksheet (QEW) due within the first week of the last month of the quarter.
- III. Monitoring Report due within three weeks of the return of the PVO's representative to Pakistan.
- IV. Final Report due within one month of the end of the grant period.

### **I. QUARTERLY PROGRESS REPORT (QPR)**

The QPR becomes due at the end of the calendar quarter and must be submitted within the first week following the end of the quarter. The QPR consists of three parts:

1. Quarterly Narrative Report
2. Financial Summary Table
3. Quarterly Financial Report

#### **A. PURPOSE**

1. To summarize progress made in the last quarter towards achieving overall project objectives and outputs, measured against specified targets.
2. To indicate whether or not project activities inside Afghanistan have been verified by monitors.
3. To identify planned activities that were not completed and analyze problems that are impeding their successful completion.
4. To propose solutions that will be tried to overcome these problems.
5. To describe activities planned for the next quarter.
6. To present summary financial information on expenditures during the last quarter against the annual budget.

#### **B. PROCEDURES**

1. Limit description to the progress and problems of activities since the previous report.
2. Give specific targets, plans, or interim objectives as points of reference against which to measure the achievements described.
3. Use lists, charts, and graphs to supplement or replace narrative summaries of accomplishments.

## C. FORMATS AND GUIDELINES

### 1. Quarterly Narrative Report

- a. **Title Page:** The title page will include the following:
  - Project Title and Grant Number
  - Name of the implementing Organization
  - The words "Quarterly Narrative Report"
  - Target Region
  - Dates of Reporting Period
  - Name and Title of Person Submitting Report
- b. **Summary of Progress:** Summarize in a list or short, narrative paragraph:
  - i.) degree of success in meeting targets planned for the quarter, and
  - ii.) unanticipated activities.Major changes should be highlighted here.
- c. **Completed Project Activities/Verified Activities Inside Afghanistan:** For each project component, (e.g. karez cleaning, distribution of agricultural inputs, etc.) list and describe any activities that were planned in previous quarters and successfully completed this quarter (or completed last quarter, but information received this quarter). Indicate the verification status of all activities by citing the date(s) and by whom, activities were verified in Afghanistan.
- d. **Uncompleted or Unsuccessful Activities:** For each project component, list any activities planned for this quarter that were not completed, including activities that were attempted unsuccessfully. For each item, briefly indicate their current status (e.g. initiated but incomplete, cancelled, etc.).
- e. **Problems Identified and Solutions Proposed:** For any activities identified in 'd' above, briefly analyze the problems impeding completion or success, and propose alternative courses of action to address them. Discuss any problems identified in previous quarterly reports that remain unresolved, and previous unsuccessful attempts to resolve them. Briefly describe proposed alternatives or indicate if the activity has been cancelled.
- f. **Unanticipated Activities:** List any unanticipated activities that occurred during the quarter that were not in the previous work plan. (For example, repair of additional karezes not in original proposals, etc.)
- g. **Activities Planned for the Next Quarter:** For each project component, describe activities that will be undertaken during the next quarter. This section should include the solutions proposed above, and continued progress towards the achievement of objectives. Specify interim objectives/targets, and wherever appropriate quantify these. Note that the items in this list will be used to measure the next quarter's achievement.
- h. **Monitoring:** Briefly describe the procedures and results of any *independent* monitoring conducted this quarter. (This brief narrative is in addition to a separate Monitoring Report stipulated in the Grant Agreement.)

## **2. Financial Summary Table**

*(A sample Summary Table is on the following page.)*

### **Purpose**

To present the original budget and quarter plans (i.e. previous planned quarter and the next quarter). The Summary Table also reflects cumulative expenses and the budget/expenditure analysis in terms of percentage.

### **Procedures**

- a. Present the previous 3 months' expenditures in table form by the type of grant, against the expenditures that were planned for that quarter.
- b. Indicate any difference between the two.
- c. Each quarterly report should give planned expenditures for the next quarter.
- d. Use the same table each quarter and simply complete actual expenditures for the previous quarter, and planned expenditures for the next quarter.
- e. The Financial Summary Table should also summarize the current year's budget and cumulative expenditures for all previous quarters.

*Please note* that all known activities completed during the quarter must be reported. However, do not wait for mission reports from Afghanistan that will delay timely submission of the QPR. Rather, submit the report regarding Operational and Administrative expenditures, if any, or indicate that there were no activities/expenditures during this quarter. *Provide a narrative explanation for any significant differences between planned and actual expenditures.*

**Definitions** (These terms apply to all three financial reports.)

**Expenditures** are any payments for goods or services obtained, whether or not the payment has been acknowledged in the form of receipts (i.e. cash memos, bills). For example, if money was sent to a field office to purchase wheat, it should be treated as an expenditure even though receipts for the purchase have not yet returned from Afghanistan.

**Liquidation** of funds can only occur when expenditures are duly supported by receipts (i.e. cash memos, bills). For example, once a receipt for the purchase of wheat in Afghanistan returns to an organization's accounting department, it can be shown as liquidated.

- Notes:**
1. Only expenditures are reported in the Quarterly Expenditure Worksheet (QEW) and only funds liquidated in the Financial Summary Table.
  2. Expenditures incurred after the grant termination date can not be claimed.
  3. Requests for 'No Cost Extensions' should be made at least one month before the grant termination date.

**See Appendix G for blank Summary Table**

## SAMPLE FINANCIAL SUMMARY TABLE

RT B:

REPORT PERIOD: July 1, 1990 to June 30, 1991

REPORTING AGENCY: (Name of Your Organization)

PERIOD COVERED BY THIS REPORT: July to September, 1990

TYPE OF GRANT (A)	TOTAL BUDGET (US \$) (B)	AMOUNT RECEIVED (C)	PLANNED (D)	THIS QUARTER ACTUAL EXPENDITURE (E)	DIFFERENCE (F) (D-E)	NEXT QUARTER PLANNED (G)	CUMULATIVE EXPENDITURES	
							TO DATE / (H)	% (I)
REHABILITATION	\$100,000.00	\$75,000.00	\$20,000.00	\$18,000.00	\$2,000.00	\$23,000.00	\$18,000.00	18%
SRVIVAL ASSISTANCE	\$50,000.00	\$25,000.00	\$10,000.00	\$11,000.00	(\$1,000.00)	\$8,000.00	\$11,000.00	22%
SETTLEMENT ASSISTANCE	\$75,000.00	\$50,000.00	\$15,000.00	\$14,000.00	\$1,000.00	\$20,000.00	\$14,000.00	19%
<b>TOTAL</b>	<b>\$225,000.00</b>	<b>\$150,000.00</b>	<b>\$45,000.00</b>	<b>\$43,000.00</b>	<b>\$2,000.00</b>	<b>\$51,000.00</b>	<b>\$43,000.00</b>	<b>19%</b>

- NOTE:
- 1.) Details of the above in accordance with Budget Line Items of your approved proposal should accompany this table.
  - 2.) To calculate "Cumulative Expenditures to Date" (Column H) for the upcoming quarter (i.e. Oct. to Dec., '90), take values from Column H this Quarter and add values from Column E, "This Quarter Actual Expenditure."

**3. Quarterly Financial Report**  
*(A sample is on the following page.)*

**Purpose**

To present the position of the cash advances received and disbursements made during the reporting period, and the amount of cash available at the end of the quarter.

**Procedures**

- a. Show the balance of cash advances at the beginning of the quarter, and after deducting actual expenditures of the previous quarter (s) from the total cash advance.
- b. Add to this, advance received during the quarter and/or interest earned. If any.
- c. Deduct interest remitted to IRC/RAP during the quarter.
- d. Deduct disbursements during the quarter with complete supporting documents (actual expenditures). The resulting figure will be the gross cash advance available at the end of the quarter.
- e. Deduct mission disbursements to representatives/monitors for projects inside Afghanistan. These should be reported as advances which are equivalent to cash on hand until receipts are provided. On production of receipts, these should be included in actual expenditures.

***Please note*** that actual expenditures (disbursements with complete supporting documents) will be liquidated while disbursements to representatives/monitors are only for the record and shall not be liquidated until the production of receipts.

***See Appendix H for a blank Quarterly Financial Report***

## SAMPLE QUARTERLY FINANCIAL REPORT

**SUB-GRANTEE: PVO's Name**

**GRANT PERIOD: January 1, 1990 to September 30, 1990**

**A. PERIOD COVERED BY THIS REPORT:**

From: April 1, 1990  
To: June 30, 1990

**PERIOD COVERED BY THE NEXT REPORT:**

From: July 1, 1990  
To: September 30, 1990

**B. CASH ADVANCE USE AND NEEDS:**

IN US \$

1. Cash advance on hand at the beginning of reporting period (line 8 of previous quarterly report.)	\$ 88,059
2. Advance(s) received during this reporting period.	\$ 48,198
3. Interest earned on cash advance during this reporting period.	\$ 0
4. GROSS cash advance available during this reporting period (lines 1, 2 and 3).	\$136,257
5. Less interest remitted to IRC during this reporting period.	\$ 0
6. NET cash advance available during this reporting period (line 4 minus line 5.)	\$136,257
7. Disbursements during this reporting period (with complete supporting documents).	\$ 2,577
8. GROSS amount of cash advances available at the end of this reporting period (line 6 minus line 7).	\$133,680
9. Disbursements to representatives/monitors against program costs without receipts as at the end of this reporting period.	\$ 5,648
10. NET amount of cash advances available at the end of this reporting period (line 8 minus line 9).	\$128,032

## **II. QUARTERLY EXPENDITURE WORKSHEET (QEW)**

*(A sample QEW immediately follows the Guidelines)*

### **A. PURPOSE**

The O/AID/REP Controller in Islamabad is required to report obligations and expenditures on an accrual basis to USAID/Washington quarterly. In order to meet Washington imposed reporting deadlines, the Controller needs expenditure reports from IRC 15 days before the end of the quarter. Thus, IRC needs these reports from the PVO's at least 20 days before the end of the quarter. "Actual" expenditures must be reported as if the quarterly reporting period were already over, when in fact there are still 20 - 30 days of business yet to transact.

### **B. PROCEDURES**

At the end of the second month of each quarter of the fiscal year, IRC/RAP will provide each PVO with a worksheet with fiscal information in Section I, "Obligations and life-of-project expenditures" already completed. The worksheet should be returned to the IRC/RAP office in the first week of the last month of the quarter.

### **C. FORMAT AND GUIDELINES**

#### ***SECTION I: Completed by IRC/RAP prior to distribution:***

Columns A, B, C and D will be completed by the IRC/RAP office before the form is sent to the PVO. If the PVO's records of obligations, disbursements and life-of-project expenditures as of the end of the prior quarter do not agree with the pre-printed numbers, please contact the IRC/RAP office for a reconciliation.

#### **Obligations: (Column B)**

Obligations represent the total amount of the sub-agreements, committed by the IRC/RAP to each PVO.

#### **Life-of-Project Expenditures, Last Quarter: (Column D)**

The figures in this column should agree with the cumulative life-of-project expenditures that the PVO reported to IRC/RAP as of the close of the prior quarter (Column G of last quarter's worksheet). Do not make adjustments to Column D for figures previously reported. Any over or under estimates of expenditures in the prior quarter will be adjusted against the current quarter's expenditures.

#### ***SECTION II. To be completed by the PVO'S:***

Columns E through H are to be filled out from the PVO's books and records using a cut-off date determined by the PVO. PVOs will have to estimate their expenditures from the cut-off date to the end of the quarter.

### **Life-of-Project Disbursements: (Column E)**

Enter cumulative life-of-project disbursements for goods and services received in this column, from your books, including disbursements made at other accounting locations (e.g., a home office in the United States). Use the latest practical cut-off date. If, for example, books are routinely closed at the end of the month, the PVO may want to enter disbursements through the end of the second month of the reporting quarter. Whatever cut-off date is used, please enter this date in the space provided at the top of the column. The cumulative figures reported in this column should be in agreement with the PVO's records of disbursements as of the cut-off date.

### **Estimated Expenditures: (Column F)**

Enter in this column the costs of the goods and services that (i) have not been included in Column E but (ii) will be received by the end of the quarter. If, for example, the monthly payroll is paid after the end of the month, the amount of the payroll should be recorded in Column F because the payroll was not included in Disbursements (it has not yet been disbursed) but the full month's services will have been received by the end of the month. Use the "Description" column to describe how the estimates were made.

Do not include commitments, reservations of funds, or advances. Expenditures on an accrual basis means only goods and services actually received or to be received during the quarter.

### **Life-of-Project Expenditures: (Column G)**

The figures in this column are the sum of column E, "Life-of-project disbursements," and column F, "Estimated expenditures." Note that cumulative life-of-project expenditures consist of mostly disbursements traceable from the PVO's books and records, plus estimated expenditures for the rest of the quarter. Any over or under estimates made during the preparation of the prior quarter's expenditures are automatically adjusted because the PVO is using the latest cumulative life-of-project disbursements each time you do the worksheet. The PVO is working with actual disbursement figures and the only opportunity for estimating errors to occur is the current period.

### **Expenditures This Quarter: (Column H)**

The figures in this column are the totals in Column G, "Life-of-project expenditures," minus the totals in Column D, "Life-of-project expenditures reported last quarter." Note that the expenditures thus calculated for the current quarter include the effect of any over or under estimates of expenditures that the PVO made in the prior quarter.

### **Description:**

Use this column to explain how the estimates in Column F were arrived at, as well as any other comments necessary for a clear understanding of the worksheet.

ORGANIZATION: (Name of Your Organization)  
 QUARTERLY EXPENDITURE WORKSHEET ON AN ACCRUAL BASIS  
 FOR THE QUARTER ENDING (09/30/90)

PREPARED BY: Accountant Sahib

I. FROM I.R.C. RECORDS:				II. FROM GRANTEE RECORDS: LIFE OF PROJECT EXPENDITURES ON AN ACCRUAL BASIS AS OF THE LAST DAY OF THIS QUARTER				
Grant Number (A)	Obligations (B)	Amount Disbursed (C)	Life of Project Expenditures Reported (06/30/90) (D)	Life of Project Disbursements As of: (08/31/90) (E)	Estimated Expenditures For the Rest Of Quarter (F) (for 09/90)	Life of Project Expenditures As of: (09/30/90) (G) (E + F)	Expenditures This Quarter (H) (G - D)	Description
010 - 90	\$100,000	\$75,000	\$15,000	\$28,000	\$5,000	\$33,000	\$18,000	
011 - 90	\$50,000	\$25,000	\$4,000	\$12,000	\$2,000	\$14,000	\$10,000	
012 - 90	\$75,000	\$50,000	\$12,000	\$22,000	\$5,000	\$27,000	\$15,000	
<b>TOTAL</b>	<b>\$225,000</b>	<b>\$150,000</b>	<b>\$31,000</b>	<b>\$62,000</b>	<b>\$12,000</b>	<b>\$74,000</b>	<b>\$43,000</b>	

### **III. MONITORING REPORT**

**A. Title Page:** Follow the format outline in the Quarterly Narrative Report.

**B. Summary of Monitoring Mission:**

*Include the following information in a brief summary:*

- a. Project location, title and grant number;
- b. When was the trip conducted and its duration;
- c. Monitoring Team members and qualifications;
- d. Objectives

**C. General Situation in Project Area:** Briefly describe current situation and any recent changes at the project site in the areas of agriculture, security, politics, etc.

**D. System of Verification Employed by Monitoring Team:** Identify methods used for each project component.

**E. Verified Activities in Afghanistan:** Identify which project activities have been verified and include a brief evaluation of how work is progressing.

**F. Constraints:** List any constraints which prevented the monitoring team from reporting on any project components.

**G. Uncompleted or Unsuccessful Activities:** Identify any planned activities that have not been successful and/or completed and why. Give details of any solutions proposed by the monitoring team.

**H. Conclusions & Recommendations for Future Action**

**I. Supporting Documents:**

- a. Maps marking locations of project activities and route(s) to/from project site;
- b. Itinerary;
- c. Prices relating to goods/services purchased in Afghanistan for projects; and
- d. Other information as deemed appropriate.

## IV. FINAL REPORT

- A. **Title Page:** Follow the format outlined in the Quarterly Narrative Report.
- B. **Summary of Project:** Provide a brief narrative summary of the project highlighting achievements, problems, unanticipated activities and any major deviations from the original proposal.
- C. **Restatement of Project Objectives/Activities and Actual Achievement:**

*Include the following for each:*

- 1. Location of each project activity -
    - a. in the narrative report; and
    - b. on an attached map (1:100,000 preferred);
  - 2. Unit cost information of project inputs;
  - 3. Beneficiary information following categories outlined in the proposal format -
    - a. skilled and unskilled paid laborers,
    - b. number of families using project unit, and
    - c. indirect beneficiaries in the surrounding community;
  - 4. Verification status of each activity -
    - a. cite date of verification in Afghanistan; and
    - b. source of verification (e.g. field staff, independent monitoring)
- D. **Uncompleted or Unsuccessful Activities:** Identify any planned activities that were not completed, including activities that were attempted unsuccessfully. Briefly analyze the problems that impeded completion or success, and discuss the course(s) of action that were taken.
  - E. **Unanticipated Activities:** Briefly discuss any unanticipated activities that were undertaken during project implementation that were not in the original proposal
  - F. **Problems Identified and Action Taken:** Identify any problems encountered in the *overall* project implementation process and how these difficulties were addressed. (Problems regarding individual activities should have been discussed in 'c' or 'd' above, as appropriate.)
  - G. **Lessons Learned:** Discuss what lessons were learned in the course of implementing this project and any resulting recommendations that the PVO may have.
  - H. **Monitoring:** Very briefly describe the procedures and results of any *independent* monitoring conducted during the course of the project. (This brief narrative is in addition to a separate Monitoring Report stipulated in the Grant Agreement.)
  - I. **Project Impact and Methods for Assessment:** In accordance with RAP's strategy to move away from simple verification, PVOs are asked to discuss the impact of their activities on the target population (e.g. percentage increase of food production as a result of an improved seed and fertilizer distribution). Methods for assessing the project objectives and impact should also be identified. Since information such as yields may not be immediately available upon project completion, RAP requires that this data be submitted in a follow-up report. The PVO should indicate an estimated date that such information will be available.

**PART IV**  
**APPENDICES**

Appendix A

**PVO ELIGIBILITY CRITERIA**

*The PVO should meet the following eligibility criteria to be considered for RAP funds:*

1. Be non-political, philanthropic and public service oriented in its purpose and be engaged in voluntary, charitable or development assistance;
2. Not be a research organization or university or similar accredited institution of learning;
3. Be controlled by an active and responsible governing board which meets at least annually and whose members serve without compensation; if paid officers serve on the board, they cannot constitute the majority of any decision;
4. Under its own established priorities and programs, obtain, expend and distribute its funds in conformity with accepted ethical standards, without unreasonable costs for publicity, fund raising and administration;
5. Receive 20% of funds for its international activities from non-U.S. Government sources;
6. Have auditable financial records;
7. Have a No Objection Certificate (NOC) and be tax exempt under the laws of Pakistan;
8. Have a full-time representative in Pakistan with authority to sign a Grant Agreement;
9. Have relevant experience in assisting Afghans or a record of successful experience in implementing development projects under adverse political and development conditions; and
10. Agree in writing that no American citizen will work inside Afghanistan as long as this remains U.S. Government policy.

*To show that the PVO meets the above criteria, the following documentation should be provided:*

1. Articles of incorporation, by-laws, constitution, or other relevant documents that describe the organization's purpose, its management methods, and scope of program;
2. NOC from the Government of Pakistan, and copy of tax exemption certificate, if available;
3. Previous fiscal year's annual audit report for the home and local offices covering expenditures from all sources;
4. The budget for the PVOs current fiscal year;
5. Most recent annual report of program activities;
6. Names and addresses of members of the Board of Directors; and
7. List of contributions other than from USAID.

*(Note: In the absence of these specified documents, substitute documents which provide the same or equivalent information may be acceptable.)*

Appendix B

**GRANT AGREEMENT BETWEEN  
INTERNATIONAL RESCUE COMMITTEE  
AND**

\_\_\_\_\_  
IRC/RAP Grant No. \_\_\_\_\_

An Agreement made between the International Rescue Committee (IRC), (hereinafter referred to as the "Grantor") of the one part, and \_\_\_\_\_ (hereinafter referred to as the "Grantee") of the other part, on the provision of funds under the Rural Assistance Program, described in the attached proposal.

Whereas the Grantor will fund for the subject proposal a total of US \$ \_\_\_\_\_. This will be paid by IRC, Peshawar, by transfer to Grantee's account in Pakistan. A receipt for this transfer of funds, once received, will be sent to the IRC office in Peshawar.

And whereas the duration of this grant shall be from \_\_\_\_\_ to \_\_\_\_\_, notwithstanding the date of signature of this agreement.

It is hereby agreed between the parties hereto as follows:

1. The Grantee shall:

- A. Utilize the Grantor's contribution in good faith towards the implementation of the grant in accordance with its projected goals and objectives;
- B. Within the framework of the Rural Assistance Program (RAP), be authorized to make variations not exceeding 20 percent among the line items within Section A ("Program Costs") of the project budget, and 10 percent among the line items of Sections B ("Operational Costs") and/or C ("Administrative Costs") of the project budget, when facing unexpected circumstances in Afghanistan. Any such variations that may prove necessary for the successful implementation of the project shall be subject to a subsequent detailed written report to the Grantor upon the Grantee's return to Pakistan;
- C. Notify the Grantor's director, the RAP Coordinator, or the Coordinator's designee immediately upon discovery of any financial irregularities in connection with the allocated grant, and submit a written report as directed by the Grantor of the known details of the irregularity;
- D. Refund to the Grantor all funds not disbursed or obligated at the project's termination date. If for technical or administrative reasons an extension of the period for the liquidation of obligations is required, a written request for such an extension shall be submitted before the termination date and will be subject to the approval of the Grantor;
- E. Collect and keep readily accessible information and documentation on the progress and implementation of the project. To this end, the Grantee shall maintain separate accounts, record all receipts and expenditures, and ensure that any obligations entered into and all disbursements made are documented;
- F. Provide access to books, documents, papers, records and receipts collected in Afghanistan to IRC, USAID and the Comptroller General of the United States, or any other duly authorized representative, for the purpose of making audits, examinations, excerpts and transcriptions;

Appendix B  
RAP Grant Agreement

- G. Submit a yearly independent audit report for its Pakistan and head office's general operations, financial records and disbursement of funds;
  - H. Return to the Grantor any interest earned on the grant allocated;
  - I. Submit the total amount of funds received from other grantors used for the project;
  - J. Utilize an American air carrier for international trips, if it is an American P.V.O., for programs funded by the Grantor;
  - K. Have and maintain up to the liquidation of this present grant a full-time representative in Pakistan with the authority to sign the present agreement and its necessary amendments, to submit reports, and to make decisions regarding the implementation of the grant;
  - L. Facilitate the visits by the Grantor's monitoring teams in Afghanistan, to review, assess and contribute to the achievement of the project during its period of implementation and or thereafter;
  - M. Ensure that no U.S. national shall be sent inside Afghanistan either under this Agreement or under any other programs or projects of the Grantee, until notified by USAID that such movement is permitted by US policy, and under what conditions;
  - N. Submit to an oral debriefing within one week of the Grantee's monitors' return from Afghanistan to Pakistan. These representatives will also be required to prepare a written mission report, due within three weeks of their return. This report shall meet the specifications and guidelines of the Grantor;
  - O. Have the local authorities (commanders, shura, etc.) acknowledge in writing their willingness to let IRC/RAP & USAID/American Government monitor the funded P.V.O. project;
  - P. Have the local authorities (commanders, shura, etc.) acknowledge in writing their understanding that funds for the project are being provided by IRC/RAP and USAID/American Government;
  - Q. Be prepared to accept changes in the format and/or the contents of the financial and/or narrative reports which may, in the course of this agreement, be modified by the Grantor to enhance budgetary control and the ability to respond to audit recommendations and the Grantor's requirements;
  - R. Submit all reports typed and in English;
  - S. Agree not to provide assistance that in any way could be used to aid in the cultivation of narcotic crops;
  - T. Immediately inform the Grantor by a written report upon the discovery of poppy growing, the manufacturing or transportation of drugs, or any other drug-related matter in the district or province where the Grantee's project is taking place;
  - U. Upon the request of the Grantor or US Government agencies, be ready to immediately cease or modify its project activities according to the Grantor's and/or a U.S. Government agency's request;
- II. The Grantee shall submit to the Grantor:
- A. A Quarterly Expenditure Worksheet due within the first week of the last month of the quarter; a Quarterly Progress Report due within the first week following the end of the quarter; and a Final Report submitted when project activities have been terminated. All reports will be written in accordance with the formats developed by the Grantor.

Appendix B  
RAP Grant Agreement

III. The Grantor shall:

- A. Not be liable to indemnify any third party in respect of any claim, debt, damage or demand arising out of the implementation of this Agreement and which may be made against the Grantor;
- B. Not accept liability for compensation for the death, disability or other hazards which may be suffered by the employees and/or volunteers of the Grantee as a result of their activities during work on the subject matter of this Agreement; and
- C. Not be liable for any expenditures incurred in excess of its contribution as specified in this agreement.

It is furthermore agreed that this Grant Agreement is made to the Grantee on the condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment C, Mandatory Standard Provisions for U.S., Non-Governmental Grantees, or in Mandatory Standard Provisions for Non-U.S., Non-Governmental Grantees, whichever is applicable and which are made part of this agreement.

ACCEPTED:

GRANT NO. \_\_\_\_\_

INTERNATIONAL RESCUE COMMITTEE  
(GRANTOR)

\_\_\_\_\_  
(GRANTEE)

BY: \_\_\_\_\_

\_\_\_\_\_

PRINTED NAME:

\_\_\_\_\_

\_\_\_\_\_

TITLE: \_\_\_\_\_

\_\_\_\_\_

DATE: \_\_\_\_\_

\_\_\_\_\_

SCHEDULE OF PAYMENTS:

1st INSTALLMENT	2nd INSTALLMENT	3rd INSTALLMENT	4th INSTALLMENT	TOTAL
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Appendix C

**THE PROPOSAL FORMAT**

**SECTION I: THE NARRATIVE PROPOSAL FORMAT**

**PART A: SUMMARY INFORMATION**

1. Project title:
2. Submitting agency:
3. Project location:
  - a. Province:
  - b. District(s):
  - c. Village(s):
4. Starting date and estimated completion date of project:
5. Brief description of project objective and activities:
6. Number of project beneficiaries: (From Part D, #9)
  - a. Skilled and unskilled workers receiving salaries:
  - b. Families using the project unit:
  - c. Indirect beneficiaries in surrounding community:
7. Type of project and \$ amount:
  - a. Rural Rehabilitation Assistance           \$
  - b. Survival Assistance                         \$
  - c. Resettlement Assistance                 \$
8. Proposal submission and approval dates:

<u>Date</u> <u>Received</u>	<u>Date</u> <u>Revised</u>	<u>Date</u> <u>Approved</u>	<u>Signature</u>
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- a. IRC/RAP
- b. RAO Project Manager
- c. RAO
- d. USAID Grants Officer

Appendix C: THE PROPOSAL FORMAT

**PART B: ORGANIZATIONAL INFORMATION**

1. Country in which home office is located:
2. NOC from the Pakistan Government:            Yes    No    Applied For
3. Registered with USAID:                            Yes    No    Applied For
4. Member of ACBAR and/or SWABAC:            Yes    No    Applied For
5. Does your organization agree to abide by the ACBAR Narcotics Clause?
6. List grant numbers, dates, and amounts of all previous USAID funds received for cross-border projects in Afghanistan.

**PART C: BACKGROUND INFORMATION**

1. For how long has your organization been working in:
  - a. Afghanistan --
  - b. The province concerned --
  - c. The district(s) concerned --
2. Briefly describe previous activities in the project area.
3. Briefly describe the activities of other humanitarian agencies working in the same district and in the district(s) adjacent to your project area. Discuss the coordination established with these agencies and the influence their activities might have on your project area.
4. Name the ethnic groups present in the province and specify which ones will benefit from this project.
5. Give the name and composition of the shura(s) and/or the names and party affiliations of commanders with whom you will be dealing and briefly describe their role in the project.
6. Describe the political and military situation in the project area.
7. Briefly describe the agricultural situation of the province and district before the war.
8. To the best of your knowledge, are poppies being cultivated in your project area?

## Appendix C: THE PROPOSAL FORMAT

### **PART D: PROJECT INFORMATION**

#### **THE PROBLEM:**

1. Describe the problem in the target area that this project seeks to address, and analyze its causes.
2. Describe the contribution that the local community will make (and/or is making) to address this problem.

#### **THE PROJECT OBJECTIVE:**

*[Note: An objective is a specific measurable statement of what is to be accomplished by a given point of time. Do not confuse objectives (e.g. having irrigated 1000 jeribs of land by May 1991) with activities (e.g. cleaning 6 karezes).]*

3. What are the measurable objectives of your project? If the project has more than one immediate objective (e.g. to irrigate 1000 jeribs of land by May 1991 or to plant 300 jeribs with improved seed and fertilizer by December 1990) that leads to a larger rehabilitation objective (e.g. increasing food production), only immediate objectives should be listed here.

#### **PROJECT ACTIVITIES:**

*[Note: Activities are the specific procedures undertaken to achieve the objective.]*

4. List in quantifiable terms each project activity being proposed (e.g. cleaning 8 karezes, distributing 10 tons of seed & 30 tons of fertilizer, etc.).
5. Describe in detail the plans and procedures for implementing each activity. Include a description of the arrangements for transport and storage of inputs.
6. List the key personnel who will be working on the project, and any pertinent qualifications or experience. (Note those that will be permanently based at the project site.) Also cite any technical advice received during proposal development.
7. Describe the criteria used to select project beneficiaries, and give the following information on the number of beneficiaries:
  - a. Number of skilled and unskilled workers receiving salaries:
  - b. Number of families using the project unit: and
  - c. Number of indirect beneficiaries in the surrounding community.
8. Discuss the costs of your proposed project relative to its expected benefits.
9. Describe the major risks and constraints that the project potentially could face.
10. Describe the long-term impact of the proposed activity and discuss its sustainability in terms of the local environment and resources.

## Appendix C: THE PROPOSAL FORMAT

### PROJECT MONITORING & EVALUATION:

*[Note: Project evaluation is the process by which actual performance is compared with planned performance.]*

11. Describe in detail your monitoring plans, emphasizing the methods you will use to verify project activities.
12. Describe the criteria and methods you intend to use to evaluate if the project objectives have been achieved. Also describe how you will assess the impact of the project on the target area.

### SECTION II: THE BUDGET PROPOSAL

1. What is your bank account number and address?
2. Are there other funding sources for this project? Provide the donors' names and the amounts that they will contribute.
3. Give program costs, operational costs, and administrative costs as a percentage of the total budget.

#### BUDGET SUMMARY

	\$ Cost	% of Total
A. Total Program Costs		
B. Total Operating Costs		
C. Total Administrative Costs		

#### GRAND TOTAL

4. Describe the measures being taken to ensure that project funds will be transported and disbursed in a fiscally responsible manner.
5. Attach a detailed budget: (See Appendix D: Sample Budget in the RAP Manual.)

### SECTION III: TECHNICAL INFORMATION

- A. Summary Tables
- B. Technical Formats
- C. Other Technical Data

### SECTION IV. APPENDICES

- A. Detailed work plan in bar chart form.
- B. Map(s) (1:250,000 or 1:100,000 scale) identifying project sites.
- C. Other Information

Appendix D

**SAMPLE BUDGET**

*(Note: The quantity and unit cost information presented in the budget are being used simply as examples, and are not intended to accurately reflect present day prices.)*

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**SUMMARY BUDGET**

A. Program Costs	\$ 75,229	72%
B. Operational Costs	\$ 12,324	12%
C. Administrative Costs	\$ 16,415	16%
<b>TOTAL BUDGET</b>	<b>\$103,968</b>	<b>100%</b>

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**DETAILED BUDGET**

**A. PROGRAM COSTS**

	#	Unit Cost	Rs. Cost	\$ Cost
<b>Karez Cleaning</b>				
<b>1. Tools and Equipment:</b>				
a) Wheelbarrow	5	500	2,500.	119.
b) Shovels	20	60	1,200.	57.
c) Pickaxes	10	70	700.	33.
d) Buckets	10	40	400.	19.
e) Rope	1,000	5/m	5,000.	238.
<b>Sub-Total Tools &amp; Equipment</b>			<b>9,800.</b>	<b>\$ 466.</b>
<b>2. Labor Costs for 60 days:</b>				
a) Skilled (Karez Kan)	10	100	60,000.	2,857.
b) Unskilled	50	50	150,000.	7,143.
<b>Sub-Total Labor</b>			<b>210,000.</b>	<b>\$10,000.</b>
<b>Total Karez Cleaning</b>			<b>219,800</b>	<b>\$10,466.</b>

Appendix D: SAMPLE BUDGET

	#	Unit Cost	Rs. Cost	\$ Cost
<b>Canal Cleaning</b>				
<b>1. Tools and Equipment:</b>				
a) Wheelbarrows	10	500	5,000.	238.
b) Shovels	70	60	4,200.	200.
c) Pickaxes	20	70	1,400.	67.
d) Mason Pans	20	40	800.	38.
e) Cement	100/bag	30	3,000.	143.
f) Gablons	320	100	32,000.	1,524.
<b>Sub-Total Tools &amp; Equipment</b>			<b>46,400.</b>	<b>\$2,210.</b>
<b>2. Labor Costs for 90 days:</b>				
a) Masons	10	100	90,000.	4,286.
b) Unskilled	100	50	450,000.	21,429.
<b>Sub-Total Labor</b>			<b>540,000.</b>	<b>\$25,715.</b>
<b>Total Canal Cleaning</b>			<b>586,400.</b>	<b>\$27,925.</b>

**Tractor Service**

<b>1. Equipment Costs:</b>				
a) Tractors	2	200,000	400,000.	19,048.
b) Trailors	2	20,000	40,000.	1,905.
c) Rear Blade	2	6,000	12,000.	571.
d) Plow	2	9,000	18,000.	857.
<b>Sub-Total Equipment</b>			<b>470,000.</b>	<b>\$22,381.</b>
<b>2. Equipment Transport Cost:</b>			<b>10,000.</b>	<b>\$476.</b>
<b>3. Operating Costs (6 months):</b>				
a) Salary - 2 Drivers		1,500/mnth.	8,000.	857.
b) Maintenance Costs		4,000/mnth.	24,000.	1,143.
c) Miscellaneous Spare Parts			20,000.	952.
d) Fuel Costs		10,000/mnth.	60,000.	2,857.
<b>Sub-Total Operating Costs</b>			<b>122,000.</b>	<b>\$5,809.</b>
<b>Total Tractor Costs</b>			<b>602,000.</b>	<b>\$28,666.</b>

**Appendix D: SAMPLE BUDGET**

	#	Unit Cost	Rs. Cost	\$ Cost
<b>Seed Multiplication:</b>				
<b>1. Seeds &amp; Fertilizer</b>				
a) Bezostaya	4	15,000/tn.	60,000.	2,857.
b) DAP	120	185/bag	22,200.	1,057.
c) Urea	180	130/bag.	23,400.	1,114.
<b>Sub-Total Seeds &amp; Fertilizer</b>			<b>105,600.</b>	<b>\$5,028.</b>
<b>2. Transport Costs</b>	20	3,000/tn.	60,000.	2,857.
<b>3. Storage Costs</b>		3.2000/mnth.	6,000.	286.
<b>Total Seed Multiplication Costs</b>			<b>171,600.</b>	<b>\$8,171.</b>
<b>TOTAL PROGRAM COSTS</b>			<b>1,579,800.</b>	<b>\$ 75,229.</b>
 <b>B. OPERATIONAL COSTS (6 Months)</b>				
<b>1. Personnel Costs:</b>				
a) Field Coordinator Salary		7,000/mnth.	42,000.	2,000.
b) 3 Field Worker's Salaries		3,500/mnth.	63,000.	3,000.
c) 2 Guards Salaries		1,000/mnth.	12,000.	571.
d) Insurance		2,000/mnth.	12,000.	571.
<b>Sub-Total Personnel Costs</b>			<b>129,000.</b>	<b>\$6,142.</b>
<b>2. Field Office Costs:</b>				
a) Rent		2,000/mnth.	2,000.	571.
b) Office Equipment & Supplies			30,000.	1,429.
c) Maintenance		1,000/mnth.	6,000.	286.
<b>Sub-Total Office Costs</b>			<b>48,000.</b>	<b>\$2,286.</b>
<b>3. Transport Costs:</b>				
a) Field Workers Travel			6,000.	286.
b) 1 Motorcycle			30,000.	1,429.
c) Fuel & Maintenance		1,000/mnth.	6,000.	286.
<b>Sub-Total Transport Costs</b>			<b>42,000.</b>	<b>\$2,001.</b>

Appendix D: SAMPLE BUDGET

	#	Unit Cost	Rs. Cost	\$ Cost	
<b>4. Monitoring Costs:</b>					
a)		Salary of 2 Monitors	4,000/mnth.	8,000.	381.
b)		Per diems for 30 days	80/day	9,600.	457.
c)		Insurance	1,000/mnth.	2,000.	95.
d)		Transport Costs	8,000/trip	16,000.	762.
e)		Photographic supplies		4,200.	200.
		<b>Sub-Total Monitoring Costs</b>		<b>39,800.</b>	<b>\$1,895.</b>
<b>TOTAL OPERATIONAL COSTS</b>			<b>258,800.</b>	<b>\$12,324.</b>	
<b>C. ADMINISTRATIVE COSTS (6 Months)</b>					
<b>1. Personnel Costs:</b>					
a)		25% of Country Director's Salary			3,750.
b)		50% of Project Officer's Salary			4,500.
c)		25% of Accountant's Salary	15,000.		714.
d)		Benefits & Insurance			1,500.
		<b>Sub-Total Personnel Costs</b>			<b>\$10,464.</b>
<b>2. Office Costs:</b>					
a)		25% of Rent	5,000/mnth.	30,000.	1,429.
b)		25% of Utilities	2,000/mnth.	12,000.	571.
c)		Office Supplies	3,000/mnth.	18,000.	857.
d)		Communications	2,000/mnth.	12,000.	571.
e)		Maintenance	2,000/mnth.	12,000.	571.
		<b>Sub-Total Office Costs</b>	<b>84,000.</b>	<b>\$3,999.</b>	
<b>3. Transport Costs:</b>					
a)		25% of Vehicle Rental	4,000/mnth.	24,000.	1,143.
b)		25% of Fuel & Maintenance	2,000/mnth.	12,000.	571.
		<b>Sub-Total Transport Costs</b>	<b>36,000.</b>	<b>\$1,714.</b>	
<b>4. Translation Costs:</b>					
			5,000.		238.
<b>TOTAL ADMINISTRATIVE COSTS</b>				<b>\$16,415.</b>	
<b>TOTAL PROJECT BUDGET</b>				<b>\$103,970.</b>	

## KAREZ SUMMARY TABLE

PROVINCE:

DISTRICT:

PVO:

GENERAL INFORMATION									COSTS				
#	KAREZ NAME	VILLAGE NAME	BENEFICIARIES		COMMAND AREA		TOTAL LENGTH <i>meters</i>	TOTAL NUMBER WELLS	# WELLS NEED REPAIR	REPAIR+ CLEANING <i>Rs.</i>	STRUCTURES <i>Rs.</i>	EQUIPMENT <i>Rs.</i>	TOTAL COST <i>Rs.</i>
			DIRECT <i># Families</i>	SALARIED <i># People</i>	NOW <i>Jeribs</i>	TARGET <i>Jeribs</i>							
	<b>TOTAL</b>												

**1.) METHODS:** (briefly describe the methods used to obtain the information provided)

- a.) Length of karez:
- b.) Command Area:
- c.) Direct Beneficiaries
- d.) Work Quantities:
- e.) Other:

**2.) BASIS OF COST:** (Briefly list the assumptions in the cost estimate. Describe how unit costs or labor productivity norms and daily labor wages are used to prepare a cost estimate.)

- a.) Labor Productivity Norms/Unit Costs:
- b.) Daily Labor Wages (applicable to labor productivity system):
- c.) Conversion Rate (if applicable):
- d.) Other:

## SUMMARY TABLE CANAL PROJECT

PROVINCE:

DISTRICT:

PVO:

GENERAL INFORMATION								COSTS				
#	CANAL NAME	# VILLAGES SERVED	BENEFICIARIES		COMMAND AREA		LENGTH <i>meters</i>	LENGTH CLEANING <i>meters</i>	CLEANING <i>Rs.</i>	STRUCTURES <i>Rs.</i>	EQUIPMENT <i>Rs.</i>	TOTAL COST <i>Rs.</i>
			DIRECT <i># Families</i>	SALARIED <i># People</i>	NOW <i>Jeribs</i>	TARGET <i>Jeribs</i>						
	<b>TOTAL</b>											

## 1.) METHODS: (briefly describe the methods used to obtain the information provided)

- a.) Length of canal:
- b.) Command Area:
- c.) Direct Beneficiaries
- d.) Work Quantities:
- e.) Other:

## 2.) BASIS OF COST: (Briefly list the assumptions in the cost estimate. Describe how unit costs or labor productivity norms and daily labor wages are used to prepare a cost estimate.)

- a.) Labor Productivity Norms/Unit Costs:
- b.) Daily Labor Wages (applicable to labor productivity system):
- c.) Conversion Rate (if applicable):
- d.) Other:

**SUMMARY TABLE  
ROAD CONSTRUCTION**

PROVINCE:		PVO:					
DISTRICT(S):		ENDING VILLAGE:					
STARTING VILLAGE:							
KILOMETER	CUTTING (cu. m.)	FILLING (cu. m.)	CULVERTS		RETAINING WALLS		COST (RS)
			#	describe	#	describe	
1 (e.g.) (may use 5 on longer roads)							
2							
3							
4							
5							
TOTAL							
GRAND TOTAL COST							

Beneficiaries: A.) Number of Skilled and Unskilled Labor:  
 B.) Number of families living in villages  
 along section of road to be repaired:

Note: All supporting calculations, designs, and cost estimates  
 should be included in Section III of this proposal.



**SUMMARY TABLE  
TREE DISTRIBUTION**

PVO:

DISTRICT:

PROVINCE:

#	VILLAGE NAME	GENERAL INFORMATION						COSTS		TOTAL COST Rs	
		BENEFICIARIES		VARIETIES <i>(type and quantity)</i>			OTHER (specify)		COSTS		
		DIRECT <i>families</i>	INDIRECT <i>families</i>				e.g. tools		TREES		OTHER
	TOTAL										

**Notes:**

1.) METHODS: (Briefly describe the methods used to obtain the following information)

a.) Number of Beneficiaries:

b.) Conversion rate (if applicable):

**FARM TRACT'ON SUMMARY TABLE**

**1. VILLAGES TO BE SERVED:**

**2. INPUTS:**

ITEM	NUMBER	Cost in Rs.	
		UNIT COST	TOTAL COST
A. Tractors (Provide Specifications)			
B. Implements (Describe)			
C. Other Items (Describe)			
<b>GRAND TOTAL</b>			

**3. ANTICIPATED NUMBER OF BENEFICIARIES:**

**A. Salaried Staff:**

**B. People Using Tractor:**

**TECHNICAL FORMAT  
KAREZ PROJECT**

1. NAME OF KAREZ:		3. DISTRICT NAME:		
2. NAME OF VILLAGE(S):		4. PROVINCE NAME:		
5. KAREZ LENGTH (m):		6. DEPTH OF MOTHER WELL (m):		
7. FLOW RATE (liters/sec):		8. DATE SURVEYED:		
9. RESPONSIBLE AUTHORITY(IES):			10. PARTY	
11. ON SITE AUTHORITY FOR PROJECT:				
12. NUMBER OF BENEFICIARIES (families):	Before	Now	Target	
13. NUMBER JERIBS IRRIGATED:				
14. COMMENT ON CONDITION OF KAREZ: (i.e. What happened to it?)				
<hr/> <hr/>				
15. DESCRIBE WORK TO BE DONE IN QUANTIFIABLE TERMS: (for structures attach all plans, estimated work volumes and any other information you will need to justify the construction of these structures)				
<hr/> <hr/> <hr/>				
16. WELLS	Total Number:		Number Need Repair:	
17. LABOR (describe)	Number	Man-Days/Units	Daily Wage/UnitCost	Total(Rs)
18. EQUIPMENT (describe)	Number		Unit Cost (Rs)	Total(Rs)
19. MATERIALS (describe)	Number		Unit Cost (Rs)	Total(Rs)
20. TOTAL COST (Rs):		21. COST/METER OF WORK:		22. Signature/Date:

**TECHNICAL FORMAT  
CANAL PROJECT**

<b>1. NAME OF CANAL:</b>		<b>3. DISTRICT NAME:</b>		
<b>2. NAME OF VILLAGE(S):</b>				
<b>4. PROVINCE NAME:</b>		<b>5. CANAL LENGTH (m):</b>		
<b>6. FLOW RATE (liters/sec):</b>		<b>7. DATE SURVEYED:</b>		
<b>8. RESPONSIBLE AUTHORITY(IES):</b>				<b>10. PARTY</b>
<b>9. ON SITE AUTHORITY FOR PROJECT:</b>				
<b>11. NUMBER OF BENEFICIARIES (families)</b>	<b>Before</b>	<b>Now</b>	<b>Target</b>	
<b>12. NUMBER JERIBS IRRIGATED:</b>				
<b>13. COMMENT ON CONDITION OF CANAL: (i.e. What happened to it?)</b>				
_____				
_____				
<b>14. DESCRIBE WORK TO BE DONE IN QUANTIFIABLE TERMS: (for structures attach all plans, estimated work volumes and any other information you will need to justify the construction of these structures)</b>				
_____				
_____				
_____				
_____				
<b>15. LABOR (describe)</b>				
	<b>Number</b>	<b>Man-Days/Units</b>	<b>Daily Wage/UnitCost</b>	<b>Total (Rs)</b>
<b>16. EQUIPMENT (describe)</b>				
	<b>Number</b>	<b>Unit Cost (Rs)</b>	<b>Total (Rs)</b>	
<b>17. MATERIALS (describe)</b>				
	<b>Number</b>	<b>Unit Cost (Rs)</b>	<b>Total (Rs)</b>	
<b>18. TOTAL COST (Rs)</b>		<b>19. Signature:</b>		

## ROAD PROPOSAL

Because of the great variability in the type of road repairs needed in Afghanistan, PVOs should discuss proposed road projects with RAP before beginning survey and design.

In general the following will be required:

1. *Survey data collected with a level. Elevations along a profile should be collected wherever topography changes (preferably <100 m). Cross sections should be collected at useful intervals as well. The survey should also include:*
  - a. *soil typos*
  - b. *traffic use*

A data collection form is available from RAP.
2. *An assessment of the amount of cutting and filling (from the survey data).*
3. *Typical designs for culverts and retaining walls. These should include the following:*
  - a. *scale drawings*
  - b. *details of the materials used*
4. *Stability calculations for culverts and retaining walls. These should show the following:*
  - a. *The equations used should be written out, and the values used for "safety factors" and other important coefficients should be specifically stated.*
  - b. *Culvert design calculations for load capacity, including "dead load" and "live load," should be included.*
  - c. *Retaining wall design calculations for stability against overturning and sliding should be shown.*
5. *Detailed cost estimates showing the following:*
  - a. *Calculations of volumes of work.*
  - b. *Detailed cost estimates including costs for: labor, local materials, imported materials, transport for imported materials, wastage and other factors.*



Appendix F.5

**TECHNICAL FORMAT  
TREE DISTRIBUTION**

These questions should be answered for fruit tree, re-forestation and any other orchard program (i.e. grape vines).

**1. Tree Selection**

If more than one variety of tree is to be introduced describe each tree variety separately.

- a. *What varieties of trees are to be introduced? Will they be saplings, cuttings or rootstocks?*
- b. *How did the PVO decide that the proposed tree was appropriate? (i.e. Have people had these kinds of trees in the area before? What properties does the tree possess that will make it successful in the project area?)*
- c. *What steps will be taken to ensure that the trees are healthy?*  
  
RAP wants to ensure that diseased trees are not brought into Afghansitan.
- d. *What other inputs (if any) will be sent? How were these inputs selected?*

**2. Program Maintenance/Agricultural Extension**

Because extension work is an integral part of a successful fruit tree or re-forestation project, RAP wants PVOs to demonstrate that they have made provisions to train recipients ensure that inputs are utilized to their potential.

- a. *Describe the steps that the PVO will take to ensure that the trees are maintained (i.e. planted, pruned, grafted etc.) to get the best results?*

Appendix F.6

**TECHNICAL FORMAT  
FARM TRACTION**

**1. Tractor Selection**

- a. *How many tractors are present in each sub-district where tractors are to be sent? How did you determine this number (e.g. survey, field officers' estimate, etc.)?*
- b. *What brand of tractors have traditionally been used, if any?*
- c. *Why are additional tractors needed? How many are needed?*

While in general tractors should be used for cultivation, a PVO might want to describe other kinds of tasks that the tractor might do (e.g. hauling supplies, transporting people, etc.).

- d. *What are the specifications of the tractors to be purchased (i.e. brand, horsepower)? Why were they selected?*
- e. *What are the specifications of other farm machinery to be purchased (threshers, reapers, seed cleaners, etc.)? Why were these selected?*
- f. *Under favorable conditions, how many jeribs will this tractor cultivate in a year?*

**2. Program Maintenance/Agricultural Extension**

Agricultural extension work is an integral part of a successful agriculture program. Tractors require spare parts and maintenance that may not be available in the area. PVOs should demonstrate that they have considered these constraints in designing their project.

- a. *Who will be responsible for the operation and maintenance of the tractor and other farm machinery?*
- b. *Where will the person responsible for maintenance obtain fuel and spare parts for the tractor?*

Appendix G

**FINANCIAL SUMMARY TABLE**

**PART B:**  
**GRANT PERIOD:**  
**IMPLEMENTING AGENCY:**  
**PERIOD COVERED BY THIS REPORT:**

TYPE OF GRANT (A)	TOTAL BUDGET (US \$) (B)	AMOUNT RECEIVED (C)	PLANNED (D)	THIS QUARTER ACTUAL EXPENDITURE (E)	DIFFERENCE (F) (C-D)	NEXT QUARTER PLANNED (G)	CUMULATIVE EXPENDITURES TO DATE / % BUDGET (H) (I)	
RURAL REHABILITATION								
SURVIVAL ASSISTANCE								
RESETTLEMENT ASSISTANCE								
TOTAL								

Note: Details of the above in accordance with Budget Line Items of your approved proposal should accompany this table.

Appendix H

QUARTERLY FINANCIAL REPORT

SUB-GRANTEE:

GRANT PERIOD:

A. PERIOD COVERED BY THIS REPORT:

From (month, day, year)

To (month, day, year)

PERIOD COVERED BY THE NEXT REPORT:

From (month, day, year)

To (month, day, year)

B. CASH ADVANCE USE AND NEEDS:

IN US \$

1. Cash advance on hand at the beginning of reporting period  
(line 8 of previous quarterly report.) \$ 0.00

2. Advance(s) received during this reporting period. \$ 0.00

3. Interest earned on cash advance during this reporting period. \$ 0.00

4. GROSS cash advance available during this reporting period  
(lines 1, 2 and 3). \$ 0.00

5. Less interest remitted to IRC during this reporting period. \$ 0.00

6. NET cash advance available during this reporting period  
(line 4 minus line 5.) \$ 0.00

7. Disbursements during this reporting period (with complete  
supporting documents). \$ 0.00

8. GROSS amount of cash advances available at the end of this  
reporting period (line 6 minus line 7). \$ 0.00

9. Disbursements to representatives/monitors against program  
costs without receipts as at the end of this reporting period. \$ 0.00

10. NET amount of cash advances available at the end of this  
reporting period (line 8 minus line 9). \$ 0.00

ORGANIZATION: QUARTERLY EXPENDITURE WORKSHEET ON AN ACCRUAL BASIS FOR QUARTER ENDING (.....)								
I. FROM I.R.C. RECORDS:				II. FROM GRANTEE RECORDS: LIFE OF PROJECT EXPENDITURES ON AN ACCRUAL BASIS AS OF THE LAST DAY OF THIS QUARTER				
Grant Number (A)	Obligations (B)	Amount Disbursed (C)	Life of Project Expenditures Reported (MM/DD/YY) (D)	Life of Project Disbursements As of: (MM/DD/YY) (E)	Estimated Expenditures For the Rest Of Quarter (F)	Life of Project Expenditures As of: (MM/DD/YY) (G) (E + F)	Expenditures This Quarter (H) (G - D)	Description
<b>TOTAL</b>								