INTERNATIONAL RESCUE COMMITTEE

RURAL ASSISTANCE PROGRAM MANUAL:

Guidelines For Preparing Project Proposals and Managing RAP-Funded Projects

Rural Assistance Program

The first edition of the RAP Manual was prepared in August 1990 by Evan Canfield, Heidi Wagner, and Andrew Wilder. The second edition of the manual has been prepared by Evan Bloom, Britt Dveris, Djin Tjik Heng, Lisa Laumann, Javed Akthar Sheikh and Younatan Younas.

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Preface

The first ***Rural Assistance Program Manual*** was first written in August 1990 to serve as a guide for non-governmental organizations (NGOs) seeking financial support from IRC's Rural Assistance Program. Since the printing of the first edition, RAP has funded over 50 projects in more than 20 provinces of Afghanistan. This second edition of the RAP Manual reflects our commitment to improving the quality of our technical and administrative support for NGOs working in Afghanistan.

The revised RAP Manual includes several changes in the project proposal and reporting formats. These changes have been made to simplify RAP proposal formats and to improve the quality of project reporting. The new edition of the manual also includes a more general introduction to project planning and proposal preparation for those Afghan NGOs less familiar with the requirements of Western donors. We hope that this edition will help contribute to the design of professional project proposals and greater project accountability.

RAP thanks all of the NGOs who have contributed suggestions. This input has allowed the program to target the needs of Afghan NGOs whose work will form the foundation for rural reconstruction in Afghanistan.

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Getting Started

Purpose of the Manual

The *Rural Assistance Program Manual* (RAP Manual) is intended to serve as a comprehensive guide to project proposal development and project reporting for non-governmental organizations (NGOs) seeking funding from the International Rescue Committee's Rural Assistance Program (IRC/RAP). The main purpose of the manual is to provide guidelines and structure for project proposals and reports. Careful field research and extensive analysis can often be wasted if your project plans are not clearly described to the donor agency. Sequenced steps described in the RAP Manual will help you through the project formulation process. Although you must use the format provided in the manual for all proposals submitted to RAP, the format can also help your organization develop detailed project plans and first-rate project proposals and project reports for other donor agencies.

As you follow the design steps described in the manual, you should gain a better understanding of the key elements of a project proposal. The first section, called ***Getting Started***, will introduce you to the Rural Assistance Program and explain RAP programming objectives for agricultural and rural reconstruction in Afghanistan.

The next section in the manual, ***Preparing For RAP Proposals***, begins with an explanation of RAP's eligibility criteria for NGOs interested in program support. The proposal submission and approval process, which requires the submission of a project concept paper before RAP can accept your project proposals, is also explained.

In the third section, ***RAP Proposal Guidelines,*** the RAP proposal format is presented, which includes the written presentation, project budget, and technical resource guidelines for karez and canal rehabilitation, road repair, seed multiplication, extension and seed trials, fruit

orchards, farm traction and income generation. This section also includes a proposal checklist to ensure that all of the proposal requirements have been satisfied before you submit the document to IRC/RAP for review.

RAP Reporting Requirements explains how project activities should be monitored and reported to RAP by your NGO through monthly financial reports, quarterly narrative reports, and final narrative and financial end-of-project reports.

Finally, in the RAP Manual ***Appendices*** you will find a sample IRC/RAP grant agreement, proposal and reporting formats and a standard units conversion table.

Getting Started

The Rural Assistance Program

In 1985, the United States Government began a program of humanitarian assistance for Afghan families affected by the war and in critical need of medical services and related emergency relief. This program targeted non-governmental organizations (NGOs) as the best mechanism through which to channel this assistance. Despite security concerns in Afghanistan in 1985, and the complexity of administering relief assistance from across the border in Pakistan, international NGOs experienced a considerable degree of success reaching their target groups. In 1988, the arrangements which had allowed NGOs to channel US humanitarian assistance into Afghanistan were institutionalized with a cooperative agreement between the United States Agency for International Development (USAID) and the International Rescue Committee (IRC). The agreement established the Rural Assistance Program (RAP) to support agricultural rehabilitation and emergency assistance with funds from the Office of the USAID Representative for Afghanistan.

The purpose of the Rural Assistance Program is to assist NGOs working to increase agricultural production, food availability and cash incomes in rural Afghanistan. Through technical and administrative support and training, RAP also helps to develop viable Afghan institutions capable of addressing Afghanistan's regional and sectoral needs. RAP's capacity-building activities are aimed at strengthening Afghan professional and community organizations that remain the most effective means of reaching project beneficiaries in Afghanistan.

Unlike many other sponsoring agencies, RAP works with grantees through the entire project formulation process. The success of this approach is dependent on open communication between RAP and the NGO subgrantee, including a candid discussion of project obstacles and field-related problems as they arise.

RAP has four departments to help NGOs improve their project proposals, redefine program objectives, professionalize project reports, and address project-related problems. The ***Proposal Review Department*** can assist NGOs to develop appropriate project activities, prepare project proposals, and develop effective work plans. During project implementation this department serves as a consultant to subgrantees, providing technical guidance as needed. The ***Reporting Department*** receives project reports from subgrantees and can provide assistance to NGO staff in preparing professional narrative reports. The Reporting Department also maintains a database of RAP-funded NGO activities with relevant information for agencies working in Afghanistan. The ***RAP Training Unit*** provides courses in administration and management, field accounting, data collection and monitoring, report writing, record keeping, and community participation for NGO field-based staff. The Training Unit also offers occasional seminars and training opportunities to directors of RAP-funded NGOs and other administrators, and offers "training of trainers" to subgrantee organizations. The ***Finance Department*** receives and reviews financial reports, releases funds to subgrantees, audits and provides assistance to NGOs in the area of accounting and financial management. Subgrantees may ask the RAP Finance Department for help with difficult financial questions, financial reports, or accounting formats.

RAP Programming Policies

RAP will continue to support projects which measurably increase agricultural production, food availability and cash incomes in rural Afghanistan. Targeted activities include improved seed multiplication and the establishment of regional seed networks, farm power and labor saving technologies, agricultural extension, irrigation rehabilitation, fruit orchard development, small-scale enterprise, and survival assistance in situations of extreme urgency.

RAP maintains the following priorities in managing grants:

- To target assistance efforts by selecting projects in areas most affected by the war. Special consideration is given to projects in underserved areas, projects that reach minority populations and project activities that expand services to women and children.
- To promote sustainability of rehabilitation activities by funding projects that have a high degree of community support and involvement (including contributions), that use appropriate inputs and technologies and which can be maintained independently by the local community after the completion of the project.
- To support the development of Afghan NGOs and strengthen their institutional capabilities by working with a limited number of grantees with a proven track record of project implementation and by providing training and consultation services.

RAP's first grant to an NGO cannot exceed $50,000. RAP will not consider a second proposal from an NGO until it has monitored its first project. In general, RAP will not consider proposals totalling more than $200,000.

RAP Eligibility Criteria

All organizations must meet the following eligibility criteria before RAP will consider supporting project activities:

1. **Be non-political, philanthropic and public service oriented in its purpose and be engaged in voluntary, charitable and/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 of the NGO 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 at least 20% of funds for its activities from non-U.S. Governmental sources;**
6. **Have auditable financial records;**
7. **Have a full-time representative in Pakistan with authority to sign a Grant Agreement;**
8. **Have relevant experience in assisting Afghans or a record of successful experience in implementing development projects under adverse political and development conditions;**
9. **Be a member of ACBAR, SWABAC or ANCB.**

Required Documentation

Once all of the eligibility criteria have been satisfied, your NGO should send a letter of introduction along with the following documentation:

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. **Names and addresses of members of the Board of Directors;**
3. **Previous fiscal year's annual audit report for the home and local offices covering expenditures from all sources;**
4. **The budget for the past and current fiscal year;**
5. **List of all contributions other than from USAID;**
6. **Documentary evidence of ACBAR, ANCB or SWABAC membership;**
7. **Most recent annual report of program activities.**

The RAP Proposal Submission and Approval Process

Step 1
Developing a Project Concept Paper

The RAP grant process begins with a discussion of project ideas and the submission of a project description called a "concept paper". This paper should be no longer than two or three pages. After the concept paper has been submitted to the Proposal Review Department, a meeting should be arranged to discuss your project ideas and possible field activities. If the concept paper is acceptable, RAP will notify your NGO with a letter carefully explaining RAP's expectations for your future work plan. The RAP Proposal Review Department will work closely with your NGO during the preparation of the proposal and can make suggestions on your project work plans.

Step 2
Submitting a Proposal

Once you have completed your project proposal and submitted a draft to IRC/RAP, the Proposal Review Department will meet to discuss your proposed activities. RAP can either recommend your proposal, request revisions, or reject the plan. Quite often several rounds of revisions are necessary, requiring two to three months before RAP will support your proposed activities.

Step 3
USAID Office for Afghanistan/Field Operations

If your proposal is recommended by RAP it will be forwarded to the USAID project officer responsible for RAP review. If unexpected problems are found, the proposal may be returned for revisions or in some cases may be rejected outright. IRC/RAP can work with your NGO to help make the necessary changes. Acceptable proposals will be forwarded for final review to USAID's Contracts Office in Islamabad.

Step 4
Final Review

The USAID Contracts Office in Islamabad performs the final administrative review. When the submission process is completed, IRC/RAP will notify your NGO of the outcome. If the proposal has been approved, RAP will initiate a grant agreement.

Step 5
Grant Agreement

Before IRC/RAP funds are released RAP must sign a grant agreement with your organization. The RAP office will draft the agreement within three days of proposal approval and send it to your NGO for the necessary signatures along with an Advance Schedule form. Six copies of the agreement must be signed by three responsible representatives and returned to IRC/RAP, along with one completed copy of the Advance Schedule, before funds will be transferred to your bank account. The grant agreement is a legally binding document and all signatories can be held legally accountable.

Preparing A Concept Paper

Concept Paper Guidelines

1. What is the nature of the problem?
2. List the overall objectives of the project.
3. Identify the proposed project location, list the target beneficiaries and estimate their number.
4. What is the likely timeframe for the start-up and completion of the project?
5. What is the likely budget estimate?

Concept papers should be submitted in this format to the RAP Proposal Review Department. Supporting survey results can also be included as appendices.

Project proposals can take many days of research and preparation. Before you commit your resources to completing a project proposal that RAP may not have any interest in funding, you should submit a brief report outlining your project ideas. This is the best way to minimize the chances of a frustrating rejection of your project proposal. RAP calls the preliminary submission a "concept paper". The Proposal Review Department will discuss the concept paper in a preliminary review. During this review, RAP will discuss the feasibility of your work plan and the potential impact of the project on the target area. Your concept paper should be no longer than two or three pages.

If your project ideas meet IRC/RAP programming criteria, RAP will respond to your concept paper with a letter repeating your proposed project objectives, planned activities, target groups, and the geographical focus, as RAP understands them. This letter will give guidance to your team during the preparation of the project proposal. By carefully following the model outlined in the letter, your NGO can minimize the amount of time it takes between project submission and proposal review.

Goals and Objectives Worksheet

The proposal format described in the next section of the manual requires that 1) a clear list of objectives be established for each project goal, 2) quarterly reporting targets be established for each project objective, and 3) a list of proposed project activities be included for each reporting quarter. Use the worksheet below to help you establish project goals, objectives, the interim targets set for each quarterly reporting period and the proposed activities necessary to complete your interim targets. The goals, objectives, interim targets and proposed activities that you list here in this worksheet will make the proposal writing process significantly easier.

STEP 1

List the goals of your project.

Goals are long-range benefits that your organization is seeking. List each of them and number them consecutively. For example:

GOAL ONE: To increase the amount of land under irrigation in the impact area from 7,500 jeribs to 12,500 jeribs.

GOAL TWO: To increase the 1993 wheat harvest from 2,200 metric tons to 4,675 metric tons in the impact area.

STEP 2

Make a list of measurable objectives that must be achieved in order to meet GOAL ONE. For each project goal you should have a seperate list of related objectives.

The objectives should clearly state WHAT the desired change will be, WHO will participate in it, WHEN it will start and finish and how it will be MEASURED. For example:

OBJECTIVE ONE: By the beginning of the fall planting season, the volume of water in the 25-kilometer-long ABC Canal will have been increased from 600 liters per second to 830 liters per second as determined by field surveys.

STEP 3

List the interim targets associated with each objective.

Interim targets describe the progress that you expect to make by the end of each quarterly reporting period. For each objective, you should establish an interim target for each quarter's planned activities. You will be reporting on the progress made in completing these targets in your Quarterly Narrative Reports, which you will submit to the RAP Reporting Department. A project will require as many interim targets for each objective as there are "quarterly reporting periods" over the life of the project. The example that follows shows first quarter and second quarter interim targets for the example objective given in Step 2.

FIRST QUARTER INTERIM TARGET: By the end of the reporting period, 75 centimeters of sediment will have been excavated from the first ten-kilometer section of the 25-kilometer-long ABC Canal.

SECOND QUARTER INTERIM TARGET: One 2m x 1m x 1m gabion diversion off-take will have been reconstructed on the XYZ River, thereby raising the water level in the ABC Canal from 30 centimeters to 80 centimeters as determined by field monitors.

STEP 4

Describe in detail the proposed activities for each quarterly interim target.

FIRST QUARTER ACTIVITIES:

1) *Purchase tools, materials and equipment and transport them to the project site.*

2) *Recruit and assemble skilled and unskilled labor at the project site.*

3) *Drain the first ten-kilometer section of the 25-kilometer-long ABC Canal.*

4) *Excavate 75 centimeters of sediment from the first ten-kilometer section of the 25-kilometer-long ABC Canal and deposit it a minimum of two meters from the edge of the canal.*

SECOND QUARTER ACTIVITIES:

1) *Devote 600 man-days of labor to the production of 7,500 square meters of gabion wire mesh.*

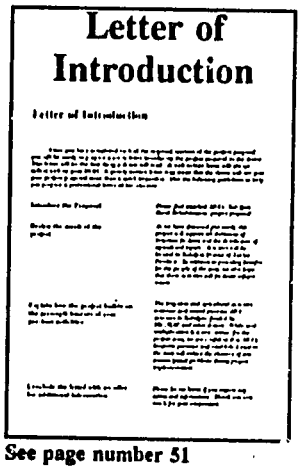
2) *Reconstruct one 2m x 1m x 1m gabion diversion off-take on the XYZ River, thereby raising the water level in the ABC Canal to 60 centimeters.*

Organization of the Proposal

This section covers all of the steps necessary to write a project proposal for IRC/RAP. The starting point for proposal preparation will be an official letter from RAP responding to your concept paper. This letter is confirmation of what we expect your final proposal, including objectives, activities, and a timeframe, to include. Many questions concerning proposal development can be answered by simply referring to this letter. Along with this letter will be a project proposal checklist for your specific project. This list will help you follow the RAP proposal format. After you have completed your proposal, you should go through the checklist and return it to IRC/RAP along with your proposal.

The RAP proposal format is divided into five sections that cover A) the project area background, B) detailed project information, C) monitoring and evaluation plans, D) project budgets and E) technical formats. Each of these sections is presented in the manual with a brief explanation and example when necessary. The Project Summary Sheet is designed to give an overview of the proposed project and includes a summary budget, a short review of your project objectives and an estimate of project beneficiaries. All of this information should already be described in the main proposal sections. Once you have finished all of the five proposal sections, complete the summary sheet and include it in the front of the proposal. Before submitting the proposal to RAP, check to see that you have included all the necessary sections, including a project timeline, 1:100,000 scale map of the project area and a letter introducing the project proposal.

The RAP Proposal Checklist



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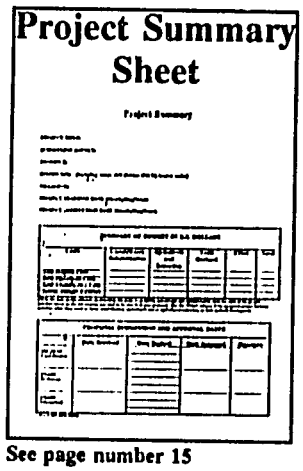

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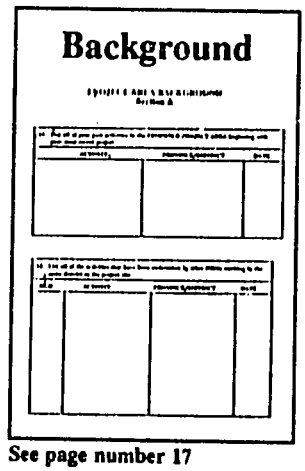

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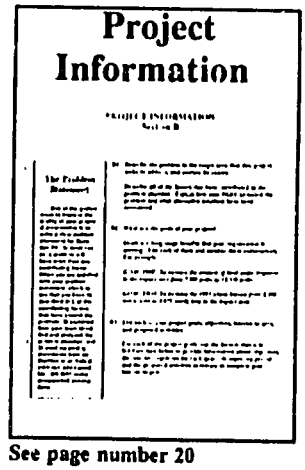

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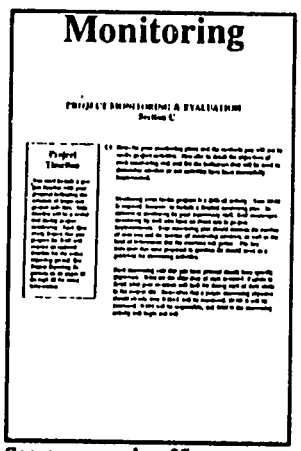

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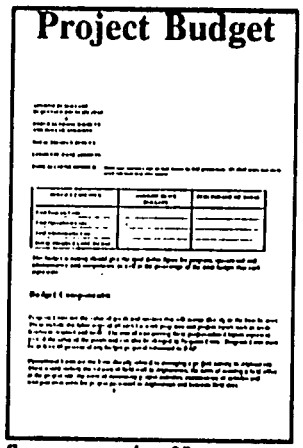

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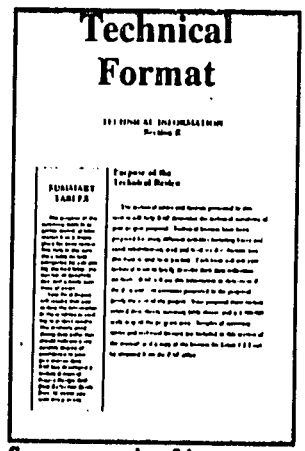

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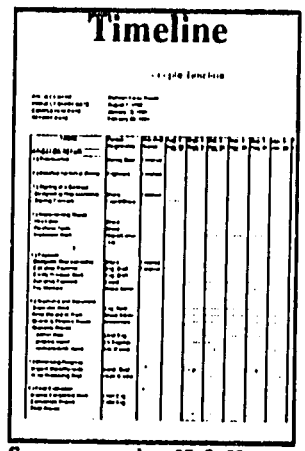

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Project Summary

PROJECT TITLE:

SUBMITTING AGENCY:

PROVINCE:

DISTRICT(S): (Including minor civil division (MCD) locator codes)

VILLAGE(S):

PROJECT STARTING DATE (Month/Day/Year):

PROJECT COMPLETION DATE (Month/Day/Year):

SUMMARY OF BUDGET IN U.S. DOLLARS					
Costs	Canal/Karez Rehabilitation	Agriculture and Extension	Fruit Orchard	Other	Total
Total Program Costs					
Total Operational Costs					
Total Administrative Costs					
TOTAL PROJECT COSTS					

Fill in the appropriate columns summarizing the project's program, operational and administrative costs for each of the project activities based on the information provided in Section D of your proposal. Use the "Other" column if the proposed project includes activities other than canal or karez rehabilitation, agriculture and/or agricultural extension, or fruit orchard development.

PROPOSAL SUBMISSION AND APPROVAL DATES				
	Date Received	Date Revised	Date Approved	Signature
IRC/RAP Coordinator				
USAID Peshawar				
USAID Islamabad				

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PROPOSED ACTIVITIES

OBJECTIVES:

The objective(s) should be stated in quantitative terms: For example, *By the beginning of the fall planting season, the volume of the water in the 25-kilometer-long ABC Canal will have been increased from 600 liters per second to 830 liters per second as determined by field surveys.* Each of the project objectives should be listed here.

KEY ACTIVITIES:

Refer to question B3 and list the critical activities which best describe the project. For example:

1. *To remove 75 centimeters of sediment from the floor of the 25-kilometer-long ABC canal and deposit it a minimum of two meters from the edge of the canal.*

2. *To construct one 2m x 1m x 1m diversion gabion off-take on the XYZ River, thereby raising the water in the ABC Canal to 60 centimeters.*

PROJECT BENEFICIARIES				
Type of Beneficiary	Canal/Karez Rehabilitation	Agriculture and Extension	Fruit Orchard	Other
Number of skilled workers receiving salary				
Number of unskilled workers receiving salary				
Number of families participating				
Number of indirect beneficiaries in surrounding community				

Calculate the number of beneficiaries in each row corresponding to the proposed project activities.
If your proposal includes additional activities not listed in the table, use the column called "Other".

PROJECT AREA BACKGROUND
Section A

A1. List all of your past activities in the PROPOSED PROJECT AREA beginning with your most recent project.

ACTIVITY	PROVINCE/DISTRICT	DATE

A2. List all of the activities that have been undertaken by other NGOs working in the same district as the project site.

NGO	ACTIVITY	PROVINCE/DISTRICT	DATE

A3. List the ethnic groups in the district(s) and specify which communities will benefit from the project.	
ETHNIC GROUP	HOW WILL THEY BENEFIT FROM THE PROJECT?

A4. List the name and party affiliation of the local shura members and any other authorities involved in the project. Specify which members have an implementing role in the project.		
NAME	POLITICAL PARTY	IMPLEMENTING ROLE

A5. Describe the security situation in the project area.

a) Ethnic or regional tensions in the project area:

b) Possible security problems on the road between Pakistan and the project site that could affect project implementation:

c) Presence of land mines in the project area:

d) Other:

A6. Briefly describe the agricultural seasons in the project area and comment on the availability of agricultural inputs.

a) Crop(s) (including cash crops) cultivated in the project area:

b) Duration of each growing season:

c) Traditional or improved farming practices:

d) Average number of jeribs cultivated per household:

e) Availability of agricultural inputs including improved seed, fertilizer, pesticides and farm power:

f) Animal husbandry:

A7. Describe the seasonal constraints that this project could potentially face.

a) Seasonal labor availability:

b) Seasonal agricultural activities:

c) Seasonal weather conditions:

A8. To the best of your knowledge, are narcotic crops cultivated in your project area? If yes, please explain in detail.

PROJECT INFORMATION
Section B

The Problem Statement

One of the easiest ways to improve the quality of your proposal presentation is to write a clear problem statement for question B1. In most cases, a problem will have more than one contributing factor. When you are satisfied with your problem statement, check to see that you have 1) described ALL of the contributing factors that have caused the problem, 2) explained how your team identified and analyzed the problem situation, and 3) used supporting statements from authorities or statistical evidence when possible. DO NOT make unsupported assumptions.

B1. Describe the problem in the target area that this project seeks to address, and analyze its causes.

Describe all of the factors that have contributed to the problem. Explain how your NGO identified the problem and what alternative solutions have been considered.

B2. What are the goals of your project?

Goals are long-range benefits that your organization is seeking. List each of them and number them consecutively. For example:

GOAL ONE: To increase the amount of land under irrigation in the project area from 7,500 jeribs to 12,500 jeribs.

GOAL TWO: To increase the 1993 wheat harvest in the project area from 2,200 metric tons to 4,675 metric tons.

B3. List each of your project goals, objectives, interim targets, and proposed activities.

For each of the project goals, use the format shown in **boldface** type below to provide information about objectives, the interim targets set for each quarterly reporting period and the proposed activities necessary to achieve your interim targets.

SAMPLE RESPONSE

The example below describes a project with an eight month implementation plan for irrigation and agricultural rehabilitation. The irrigation component will take place over two reporting quarters, while the agriculture component will take place during the second quarter only. Your response to Question B3 should use the format shown in the example below.

GOAL ONE:

To increase the amount of land under irrigation in the impact area from 7,500 jeribs to 12,500 jeribs.

OBJECTIVE ONE:

By the beginning of the fall planting season, the volume of water in the 25-kilometer-long ABC Canal will have been increased from 600 liters per second to 830 liters per second as determined by field surveys.

FIRST QUARTER INTERIM TARGET:

By the end of the reporting period, 75 centimeters of sediment will have been excavated from the first ten-kilometer section of the 25-kilometer-long ABC Canal.

FIRST QUARTER ACTIVITIES:

1) *Purchase tools, materials and equipment and transport them to the project site.*

2) *Recruit and assemble skilled and unskilled labor at the project site.*

3) *Drain the first ten-kilometer section of the 25-kilometer-long ABC Canal.*

4) *Excavate 75 centimeters of sediment from the first ten-kilometer section of the 25-kilometer-long ABC Canal and deposit it a minimum of two meters from the edge of the canal.*

SECOND QUARTER INTERIM TARGET:

By the end of the grant period, one 2m x 1m x 1m gabion diversion off-take will have been reconstructed on the XYZ River, thereby raising the water level in the ABC Canal from 30 centimeters to 80 centimeters as determined by field monitors.

SECOND QUARTER ACTIVITIES:

1) *Devote 600 man-days of labor to the production of 7,500 square meters of gabion wire mesh.*

2) *Reconstruct one 2m x 1m x 1m gabion diversion off-take on the XYZ River, thereby raising the water level in the ABC Canal to 60 centimeters.*

OBJECTIVE TWO:

By the beginning of the fall planting season, the volume of water in 20 proposed karezes comprising a total length of 115 kilometers will have been increased from an average of ten liters per second to an average of 25 liters per second as determined by field surveys.

FIRST QUARTER INTERIM TARGET(S):

By the end of the reporting period, a) six wells accessing tunnels from four karezes (provide names) will have been cleaned and repaired, and b) 50 centimeters of sediment will have been excavated from eight karez tunnels (provide names).

FIRST QUARTER ACTIVITIES:

1) *Purchase tools, materials and equipment and transport them to the project site.*

2) *Recruit and assemble skilled and unskilled labor at the project site.*

3) *Repair six wells accessing tunnels from four karezes (provide names) targeted for rehabilitation.*

4) *Excavate 50 centimeters of sediment from eight karez tunnels (provide names).*

SECOND QUARTER INTERIM TARGET(S)

No planned activities for this quarter.

GOAL TWO:

To increase the 1993 wheat harvest in the project area from 2,200 metric tons to 4,675 metric tons in the impact area.

OBJECTIVE ONE:

By the end of the 1993 wheat harvest, the wheat yield from 5,500 jeribs of irrigated land will have increased from 400 kilograms per jerib to 850 kilograms per jerib as determined by crop-cut sample testing.

FIRST QUARTER INTERIM TARGET:

No planned activities for this quarter.

SECOND QUARTER INTERIM TARGETS:

By the end of the reporting period, 160 metric tons of PAK-81 improved wheat seed and 110 metric tons of urea and DAP will have been distributed to 750 farmers as determined by distribution records, field managers and monitors.

SECOND QUARTER ACTIVITIES:

1) *Purchase seed and fertilizer and transport them to the distribution center.*

2) *Recruit field staff and set up field station at the project site.*

3) *Till, irrigate and otherwise prepare for planting 5,500 jeribs of land.*

4) *Distribute 160 metric tons of PAK-81 improved wheat seed and 110 metric tons of urea and DAP to 750 farmers.*

OBJECTIVE TWO:

By the end of the 1993 wheat harvest, 750 farmers will be able to demonstrate proficiency in improved wheat seed cultivation as determined by agricultural extension evaluations and a minimum increase in crop yield of 50 percent.

FIRST QUARTER INTERIM TARGET:

No activities planned for this quarter.

SECOND QUARTER INTERIM TARGET(S):

By the end of the reporting period, 750 farmers will a) have been registered and be actively participating in agricultural training and b) have fertilized their plots and planted all their seed as determined by field monitors.

SECOND QUARTER ACTIVITIES:

1) *Recruit and station 40 agricultural extension workers in the project area.*

2) *Register farmers targeted for extension service.*

3) *Deliver six weeks of agricultural training, covering such topics as seed and fertilizer application.*

4) *Fertilize and seed farmers' fields.*

Key Indicators

Useful key indicators could include the field supervisor's daily progress reports, purchase receipts, the number of sacks of cement used during construction, the number of farmers participating in agricultural demonstrations, or the skills that farmers demonstrate after they have attended field demonstrations. RAP will help you to develop useful indicators to evaluate your field activities.

B4. List the key indicators that you will use to evaluate each of your project activities.

In this question you will show how you intend to follow up on planned activities and ensure that they have been successfully implemented. Ask your field staff what kinds of indicators could be used to demonstrate that each phase of the project has been completed properly. When you are satisfied that your team has developed meaningful indicators, list each of them and identify the individual responsible for collecting the information.

B5. Describe the criteria used to select project beneficiaries and calculate the number of people who will benefit from the project.

Economic criteria are used to demonstrate that the benefits of the project represent the best use of land and labor when weighed with the project costs.

Social criteria are used when the goal of the project is to distribute the benefits of growth to various groups in the community based on human welfare needs.

Environmental criteria are used when natural forces, such as flooding, dictate which community will receive the benefits of the project.

Identify which of these three criteria have been used to select project beneficiaries and explain the reasoning behind your selection. Be sure to calculate the number of project beneficiaries and include your estimate in the "Project Summary Sheet" (see page 15 of the RAP Manual).

B6. Describe the contribution that the local community will make in support of project activities.

a) Financial contribution:

b) Material contribution:

c) Labor contribution:

d) Administrative contribution:

B7. List all of the key personnel who will be working on the project. If some of the personnel have not yet been hired, list the job responsibility and write "NOT YET HIRED". Note those positions that will be permanently FIELD BASED at the project site.

RESPONSIBILITY	NAME	WORK EXPERIENCE	FIELD BASED (YES/NO)

B8. Discuss the costs of your proposed project relative to its expected benefits.

When resources are limited, your NGO will want to create the most cost-effective project plan that is possible. You can examine how efficient your project is in financial terms by comparing the costs of the project with the expected benefits.

B9. Describe how the target population will continue to benefit from the project after it has been completed and explain what steps have been taken to ensure that the project will not create any dependency on project inputs.

Your proposal team should always pay special attention to the long-term consequences of your project activities. You should be able to demonstrate that the local community will be able to sustain activities after the project is completed. With your assistance, the local community should include a plan to follow up on project activities after the project has closed. Questions such as how the target population will maintain canals, manage water rights, maintain access to seed, fertilizer or farm power should all be addressed here.

PROJECT MONITORING & EVALUATION
Section C

Project Timeline

You must include a project timeline with your proposal indicating the schedule of important project activities. This timeline will be a useful tool during project monitoring. If project activities change during implementation you will be required to update the timeline and submit it with your Quarterly Narrative Report. For an example timeline, see page 50.

C1. Describe your monitoring plans and the methods you will use to verify project activities. Describe in detail the objectives of each monitoring visit and list the indicators that will be used to determine whether or not activities have been successfully implemented.

Monitoring cross-border projects is a difficult activity. Your NGO is required, however, to include a detailed monitoring plan. In addition to monitoring by your supervisory staff, RAP encourages monitoring by staff who have no direct role in project implementation. Your monitoring plan should mention the number of monitors and the number of monitoring missions, as well as the kind of information that the monitors will gather. The key indicators that were proposed in question B4 should serve as a guideline for monitoring activities.

Each monitoring visit that you have planned should have specific objectives. What are the objectives of each mission? Explain in detail what your monitors will look for during each of their visits to the project site. Remember that a proper monitoring objective should clearly state WHAT will be monitored, HOW it will be measured, WHO will be responsible, and WHEN the monitoring activity will begin and end.

BUDGET PREPARATION
Section D

AMOUNT IN DOLLARS REQUESTED FROM IRC/RAP:

OTHER FUNDING SOURCES AND DOLLAR AMOUNTS:

TOTAL PROJECT BUDGET:

COMPLETE BANK ADDRESS:

BANK ACCOUNT NUMBER: NGOs must maintain a separate bank account for RAP granted funds. IRC/RAP money must not be mixed with funds from other sources.

BUDGET EXPENSES	AMOUNT IN U.S. DOLLARS	PERCENTAGE OF TOTAL
Total Program Costs		
Total Operational Costs		
Total Administrative Costs		
TOTAL PROJECT COST TO RAP		

This budget summary should give the total dollar figure for program, operational and administrative cost components, as well as the percentage of the total budget that each represents.

Budget Components:

Program Costs are the value of goods and services that will accrue directly to the beneficiaries. These include the labor costs of all cash-for-work programs and project inputs such as seeds, fertilizers, tractors and tools. The cost of transporting these project-related inputs represents part of the value of the goods and can also be charged to Program Costs. Program Costs must be at least 66 percent of any budget proposal submitted to RAP.

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, maintenance of vehicles and transportation costs for project personnel to Afghanistan and between field sites.

Administrative Costs include home office costs directly related to administering the proposed project in Afghanistan such as managerial support expenses and 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.

1D. Describe the measures being taken to ensure that project funds will be transported and disbursed in a fiscally responsible manner.

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

2D. Attach a detailed budget.

The budget should include at least two columns, with the first column giving figures in rupees or afghanis, and the second column giving the dollar equivalent. Quantity and unit cost information can be provided in each sub-line item or in additional columns as illustrated in the sample budget on the following page.

As explained in section I.B. of the Grant Agreement signed between IRC/RAP and grantees, NGOs 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." Variations in excess of these amounts must be approved in advance by RAP.

SAMPLE BUDGET

Exchange rate: Rs.25/$

Line Items	#	Unit	Unit Rs. Cost	Rs. Cost	$ Cost
A. PROGRAM COSTS					
Karez Cleaning					
1. Tools and Equipment					
a) Wheelbarrows	5	No	500	2,500	100
b) Shovels	20	No	60	1,200	48
c) Pickaxes	10	No	70	700	28
d) Buckets	10	No	40	400	16
e) Rope	1,000	Mtr	5	5,000	200
Subtotal Tools & Equipment:				9,800	392
2. Labor Costs for 60 days					
a) Skilled (Karez Kan)	10	No	100	60,000	2,400
b) Unskilled	50	No	60	150,000	6,000
Subtotal Labor Costs:				210,000	8,400
Total Karez Cleaning:				219,800	8,792
Canal Cleaning					
1. Tools and Equipment					
a) Wheelbarrows	10	No	500	5,000	200
b) Shovels	70	No	60	4,200	168
c) Pickaxes	20	No	70	1,400	56
d) Mason Pans	20	No	40	800	32
e) Cement	100	Bag	30	3,000	120
f) Gabions	320	No	100	32,000	1,280
Subtotal Tools & Equipment:				46,400	1,856
2. Labor Costs for 90 days					
a) Masons	10	No	100	90,000	3,600
b) Unskilled	100	No	50	450,000	18,000
Subtotal Labor Costs:				540,000	21,600
Total Canal Cleaning:				586,400	23,456

The quantities and unit costs information presented in the budget are being used simply as examples and are not intended to accurately reflect present day prices or exchange rates.

Line Items	#	Unit	Unit Rs. Cost	Rs. Cost	$ Cost
Tractor Service					
1. Equipment Costs					
a) Tractors	2	No	200,000	400,000	16,000
b) Trailors	2	No	20,000	40,000	1,600
c) Rear Blade	2	No	6,000	12,000	480
d) Plow	2	No	9,000	18,000	720
Subtotal Equipment Costs:				470,000	18,800
2. Equipment Transport Cost				10,000	400
3. Operating Costs (6 months)					
a) Salary - 2 Drivers	6	Month	1,500	18,000	720
b) Maintenance Costs	6	Month	4,000	24,000	960
c) Miscellaneous Spare Parts				20,000	800
d) Fuel Costs	6	Month	10,000	60,000	2,400
Subtotal Operating Costs:				122,000	4,880
Total Tractor Costs:				602,000	24,080
Seed Multiplication					
1. Seeds and Fertilizer					
a) Bezostaya	4	Ton	15,000	60,000	2,400
b) DAP	120	Bag	185	22,200	888
c) Urea	180	Bag	130	23,400	936
Subtotal Seeds & Fertilizer:				105,600	4,224
2. Transport Costs	20	Ton	3,000	60,000	2,400
3. Storage Costs	3	Month	2,000	6,000	240
Total Seed Multiplication Costs:				171,600	6,864
TOTAL PROGRAM COSTS:				1,579,800	63,192

Line Items	#	Unit	Unit Rs. Cost	Rs. Cost	$ Cost
B. OPERATIONAL COSTS (6 Months)					
1. Personnel Costs					
a) Field Coordinator's Salary	6	Month	7,000	42,000	1,680
b) 3 Field Workers' Salaries	6	Month	3,500	63,000	2,520
c) 2 Guards Salaries	6	Month	1,000	12,000	480
d) Insurance	6	Month	2,000	12,000	480
Subtotal Personnel Costs:				129,000	5,160
2. Field Office Costs					
a) Rent	6	Month	2,000	12,000	480
b) Office Equipment & Supplies	6	Month	5,000	30,000	1,200
c) Maintenance	6	Month	1,000	6,000	240
Subtotal Office Costs:				48,000	1,920
3. Transport Costs					
a) Field Workers' Travel				6,000	240
b) 1 Motorcycle	1	No	30,000	30,000	1,200
c) Fuel & Maintenance	6	Month	1,000	6,000	240
Subtotal Transport Costs:				42,000	1,680
4. Monitoring Costs					
a) Salary of 2 Monitors	1	Month	4,000	8,000	320
b) Per Diem for 2 Monitors	60	Day	80	9,600	384
c) Insurance	1	Month	1,000	2,000	80
d) Transport Costs	1	Trip	8,000	16,000	640
e) Photographic Supplies				4,200	168
Subtotal Monitoring Costs:				39,800	1,592
TOTAL OPERATIONAL COSTS:				258,800	10,352
C. ADMINISTRATIVE COSTS (6 Months)					
1. Personnel Costs					
a) 25% of Country Director's Salary	6	Month	12,000	18,000	720
b) 50% of Project officer's Salary	6	Month	8,000	24,000	960
c) 25% of Accountant's Salary	6	Month	6,000	9,000	360
d) Benefits & Insurance				7,500	300
Subtotal Personnel Costs:				58,500	2,340

Line Items	#	Unit	Unit Rs. Cost	Rs. Cost	$ Cost
2. Office Costs					
a) 25% of Rent	6	Month	10,000	15,000	600
b) 25% of Utilities	6	Month	8,000	12,000	480
c) Office Supplies	6	Month	3,000	18,000	720
d) Communications	6	Month	2,000	12,000	480
e) Maintenance	6	Month	2,000	12,000	480
Subtotal Office Costs:				69,000	2,760
3. Transport Costs					
a) 25% of Vehicle Rental	6	Month	16,000	24,000	960
b) 25% of Fuel & Maintenance	6	Month	8,000	12,000	480
Subtotal Transport Costs:				36,000	1,440
4. Translation Costs				5,000	200
TOTAL ADMINISTRATIVE COSTS:				168,500	6,740
TOTAL PROJECT BUDGET:				2,007,100	80,284

TECHNICAL INFORMATION
Section E

SUMMARY TABLES

The purpose of the summary table is to gather technical information into a single place for easy review. The data in the summary table include categories for calculating required labor, the number of beneficiaries, and a basic summary of costs.

Your Final Narrative Report will require that you update the information in these tables according to project results. The methods used during data collection should indicate a reasonable degree of confidence in your quantitative data. RAP has developed a technical manual, *Project Design And Data Collection Guidelines*, to assist you with this process.

Purpose of the Technical Review

The technical tables and formats presented in this section will help RAP determine the technical suitability of your project proposal. Technical formats have been prepared for many different activities including karez and canal rehabilitation, seed and fertilizer distribution, tree distribution, farm traction and income generation. Each form will ask your technical team to briefly describe their data collection methods. RAP will use this information to determine if the data and cost estimates presented in the proposal justify the cost of the project. Your proposal must include related data sheets, summary table sheets, and a 1:100,000 scale map of the project area. Samples of summary tables and technical formats are included in this section of the manual, and a copy of the formats for Lotus 1-2-3 can be obtained from the RAP office.

RAP Programming Policies and Technical Proposal Requirements

CANAL SUMMARY TABLE

NGO
GRANT #
DISTRICT:
PROVINCE:
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION									COSTS							
CANAL NAME	VILLAGES SERVED															
TOTALS																

See page 37-38 for the Canal Summary Table and Canal Data Sheet.

Canal Rehabilitation

RAP will continue to fund canal rehabilitation projects in communities where farmers own the land on which they work. Informal water systems fed by rivers, streams and springs account for more than 90 percent of Afghanistan's irrigation water. In providing assistance for reconstruction and repair of these traditional irrigation systems, RAP will concentrate resources on opening canal sections and repairing original diversion works that have become degraded from neglect and war. A minimum of 25 percent of the required unskilled labor should be contributed by the local community.

Each system should be surveyed in detail by an experienced field irrigation engineer together with the former mirab from the community and senior area farmers. The survey should establish the cost and priorities for assistance as well as the community input into the rehabilitation of the system. Small, low cost changes in the system that would result in considerable labor savings such as bank protection works and wash crossings will also receive RAP priority. Project proposals for canal rehabilitation require a Canal Summary Sheet and a Canal Data Sheet.

KAREZ SUMMARY TABLE

NGO
GRANT #:
DISTRICT:
PROVINCE:
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION									COSTS							
KAREZ NAME	VILLAGE NAME															
TOTALS																

See page 39-40 for Karez Summary Table and Data Sheet.

Karez Rehabilitation

Although karezes represent an energy efficient system that can be operated with little outside assistance, the repair and maintenance of a karez can be a labor intensive and dangerous undertaking. IRC/RAP will fund karez rehabilitation projects only in areas highly dependent on these irrigation systems. In each case, however, the community must provide a minimum of 20 percent of the project cost. While RAP will continue to support community efforts to rehabilitate karez systems, beneficiaries of karez irrigation are their own best "experts" on repair and maintenance. IRC/RAP will avoid interfering with this local knowledge. Proposals must include a Karez Summary Sheet and a Karez Data Sheet.

SEED AND FERTILIZER DISTRIBUTION SUMMARY TABLE

NGO
GRANT #
DISTRICT:
PROVINCE:
TYPE OF CROP
TYPE OF SEED VARIETY:
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION										DISTRIBUTION AND COSTS			
VILLAGE													
TOTALS													

See page 41-43 for the Seed and Fertilizer Summary Table and Data Sheet.

Seed and Fertilizer Distribution

The distribution of improved seed, in coordination with strong agricultural extension, can be one of the most cost effective methods of rehabilitating farming systems. Before the war, an estimated 70 percent of farmers were using fertilizer, and 40 percent had access to improved seed. Today, only 45 percent of Afghan farmers are using fertilizer and improved seeds are extremely difficult to obtain. Projects that increase the availability of improved seed varieties, and increase access to agricultural credit, will be a high RAP priority. However, RAP will not fund any projects that provide free inputs. Subsidies should reflect the ability of the local community to pay for agricultural inputs. Activities aimed at increasing farmer access to seed and credit should focus on the district level. RAP will give first priority to NGOs that demonstrate a long-term commitment to achieving district-wide self sufficiency for these critical agricultural inputs. Proposals will require a Seed and Fertilizer Summary Sheet and a Seed and Fertilizer Data Sheet.

TREE DISTRIBUTION SUMMARY TABLE

NGO:
GRANT #:
DISTRICT
PROVINCE:
TYPE OF TREE
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION					COSTS	
	BENEFICIARIES					
VILLAGE	DIRECT	INDIRECT	QUANTITY DISTRIBUTED	TREES	OTHER INPUTS	TOTAL COST
TOTALS						

See pages 44-45 for the Tree Distribution Summary Table and Data Sheet.

Tree Distribution

RAP support for the rehabilitation of cash crop production has included funding for fruit orchard development and general horticulture. The distribution of tree saplings and vegetable seed should be accompanied with extension training and follow up support for local farmers. RAP will not fund any projects that provide these inputs free of charge. Proposals for the development of tree nurseries and seed multiplication should demonstrate a high degree of coordination with other organizations working in the target districts. RAP requires that you submit a Tree Distribution Summary Sheet and a Tree Distribution Data Sheet along with your project proposal.

FARM TRACTION SUMMARY TABLE

NGO:
GRANT #:
DISTRICT:
PROVINCE:
TYPE OF SERVICE:
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION							COSTS PER MONTH					
VILLAGE							LABOR		FUEL AND LUBRICANTS		SPARE PARTS	
TOTALS												

See pages 46-47 for the Farm Traction Summary Table and Data Sheet.

Farm Traction

In recent years, a shortage of farm labor in Afghanistan has led to poor land preparation and inappropriate planting times. During Afghanistan's early reconstruction and rehabilitation period, labor is likely to be a significant problem as farmers rebuild their homes, food stores, canals, terraces, and orchards. Farm mechanization has been a labor saving technology supported by RAP since 1988. Tractors are valued by the local community as much for stationary threshers and transport as they are for cultivation. For your NGO, tractors can offer a viable income generating activity. Revenue gained from the subsidized rental of farm traction can be reinvested into the target community, and can contribute in part to your field operation expenses. Proposals that request farm traction must include a Farm Traction Summary Sheet and a Farm Traction Data Sheet. Alternative labor-saving technologies will also be a high priority for RAP.

CANAL SUMMARY TABLE

NGO:
GRANT #:
DISTRICT:
PROVINCE:
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION										COSTS							
					COMMAND AREA												
			BENEFICIARIES		BEFORE	BEFORE	TARGET/	TOTAL	LENGTH	LABOR		MATERIALS		EQUIPMENT		TOTAL	
							AFTER		(TO BE)	*rupees*		*rupees*		*rupees*		*rupees*	
#	CANAL NAME	VILLAGES SERVED	DIRECT *# families*	SALARIED *# people*	WAR *jeribs*	PROJECT *jeribs*	PROJECT *jeribs*	LENGTH *meters*	CLEANED *meters*	RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY
		TOTALS															

Briefly describe the methods used to obtain the information provided.

a.) Number of direct beneficiaries:
b.) Size of command area:
c.) Length of canal:
d.) Labor costs:

CANAL DATA SHEET

1. NAME OF CANAL:	3. DISTRICT NAME:
2. NAME OF VILLAGE(S):	
4. PROVINCE NAME:	5. CANAL LENGTH (m):
6. FLOW RATE (liters/sec):	7. DATE SURVEYED:
8. RESPONSIBLE AUTHORITY(IES):	10. PARTY
9. ON SITE AUTHORITY FOR PROJECT:	

	Before War	Before Project	Target
11. NUMBER OF BENEFICIARIES (families)			
12. NUMBER JERIBS IRRIGATED:			
13. YIELD(kgs.)/JERIB			

14. COMMENT ON CONDITION OF CANAL:

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)

16. LABOR (describe)	Number	Man-Days/Units	Daily Wage/UnitCost	Total(Rs)

17. EQUIPMENT (describe)	Number	Unit Cost (Rs)	Total(Rs)

18. MATERIALS (describe)	Number	Unit Cost (Rs)	Total(Rs)

19. COST/METER OF WORK:	20. TOTAL COST(Rs):	Signature:

KAREZ SUMMARY TABLE

NGO:
GRANT #:
DISTRICT:
PROVINCE:
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION												COSTS							
			BENEFICIARIES		COMMAND AREA							LABOR *rupees*		MATERIALS *rupees*		EQUIPMENT *rupees*		TOTAL *rupees*	
#	KAREZ NAME	VILLAGE NAME	DIRECT *# families*	SALARIED *# people*	BEFORE WAR *jeribs*	BEFORE PROJECT *jeribs*	TARGET/ AFTER PROJECT *jeribs*	TOTAL LENGTH *meters*	LENGTH (TO BE) CLEANED *meters*	TOTAL NUMBER OF WELLS	NUMBER OF WELLS (TO BE) REPAIRED	RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY
		TOTALS																	

Briefly describe the methods used to obtain the information provided.

a.) Number of direct beneficiaries:
b.) Size of command area:
c.) Length of karez:
d.) Labor costs:

KAREZ DATA SHEET

1. NAME OF KAREZ:	3. DISTRICT NAME:
2. NAME OF VILLAGE(S):	4. PROVINCE NAME:

5. KAREZ LENGTH (m):	6. WELL DEPTH Average: Mother:	Survey Date:
7. FLOW RATE (liters/sec):	8. AVERAGE WELL DIAMETER:	

9. VOLUME OF SEDIMENT TO REMOVE/METER Tunnel: Canal:	10. PARTY
11. ON SITE AUTHORITY FOR PROJECT:	

	Before War	Before Project	Target
12. NUMBER OF BENEFICIARIES (families):			
13. NUMBER JERIBS IRRIGATED:			
14. YIELD kgs./Jerib			

COMMENT ON CONDITION OF KAREZ:

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)

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:

SEED AND FERTILIZER DISTRIBUTION SUMMARY TABLE

NGO:
GRANT #:
DISTRICT:
PROVINCE:
TYPE OF CROP:
TYPE OF SEED VARIETY:
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION								DISTRIBUTION AND COSTS							
					CROP YIELD PER JERIB										
VILLAGE	APPROX. ALTITUDE *meters*	BENEFICIARIES		AMOUNT OF LAND IMPACTED *jeribs*	BEFORE WAR *kilograms*	BEFORE PROJECT *kilograms*	TARGET/ AFTER PROJECT *kilograms*	SEED		DAP		UREA		TOOL COST *rupees*	TOTAL COST *rupees*
		DIRECT *# of families*	INDIRECT *# of families*					AMOUNT *kilograms*	COST *rupees*	AMOUNT *kilograms*	COST *rupees*	AMOUNT *kilograms*	COST *rupees*		
TOTALS															

Briefly describe the methods used to obtain the information provided.

a.) Approximate altitude:
b.) Number of direct beneficiaries:
c.) Amount of land impacted:
d.) Crop yield:

Seed and Fertilizer Distribution
Data Sheet

1. What varieties of seed are to be introduced?

2. Describe the limiting factors that will determine the success of the proposed seed in the project area.

   a) elevation of the area:
   b) rain-fed or irrigated land:
   c) winter or spring crop:
   d) insects/diseases:

3. Have there been seed trial tests that indicate that this seed will be successful in the project area? What properties does the seed type possess that will make it a success?

4. Under favorable conditions, what yields can be expected from this seed (kgs/jerib)?

5. What is the proposed seeding rate (kgs./jeribs)?

6. Will the seed be treated with pesticides? Indicate the type of pesticide(s) and the amount used for seven kgs.

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

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

9. Where will the fertilizer and seed be obtained?

10. What are the proposed application rates for the fertilizer (kgs./jerib)?

11. When will the fertilizers be applied?

12. How will your NGO make sure that the benefits of improved seed and fertilizer are achieved? Describe your extension and training plans for the project area.

TREE DISTRIBUTION SUMMARY TABLE

NGO:
GRANT #:
DISTRICT:
PROVINCE:
TYPE OF TREE:
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION				COSTS		
	BENEFICIARIES					
VILLAGE	DIRECT *# of families*	INDIRECT *# of families*	QUANTITY DISTRIBUTED	TREES *rupees*	OTHER INPUTS *rupees*	TOTAL COST *rupees*
TOTALS						

Briefly describe the methods used to obtain the information provided.

a.) Number of direct beneficiaries:
b.) Quantity of trees to be distributed:

5

Tree Distribution Data Sheet

1. What varieties of trees are to be introduced?

   a) saplings:
   b) cuttings:
   c) rootstocks:

2. What is the recomended distance (spacing) between planted trees?

3. What is the average yield of an adult tree (minimum six years of age)?

4. For each of the proposed tree varieties, what is the local price for one sear of fruit?

5. Have people had these kinds of trees in the area before? What properties does the variety have that will make it successful in the project area?

6. What steps will be taken to ensure that the trees are healthy?

7. What other inputs (if any) will be sent? How were these inputs selected?

8. Where will the trees be purchased and how will you ensure that a minimum of trees are damaged between purchase and delivery to the project site?

9. 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?

FARM TRACTION SUMMARY TABLE

NGO:
GRANT #:
DISTRICT:
PROVINCE:
TYPE OF SERVICE:
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION							COSTS PER MONTH							
VILLAGE	NUMBER OF BENEFICIARIES RECEIVING SERVICE	NUMBER OF HOURS OF SERVICE PER MONTH	COST PER HOUR OF SERVICE *afghanis*	COST PER HOUR OF SERVICE *rupees*	EXPECTED/ ACTUAL VALUE OF REVENUE EARNED PER MONTH *afghanis*	EXPECTED/ ACTUAL VALUE OF REVENUE EARNED PER MONTH *rupees*	LABOR *rupees*		FUEL AND LUBRICANTS *rupees*		SPARE PARTS *rupees*		TOTAL *rupees*	
							RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY
TOTALS														

Briefly describe the methods used to obtain the information provided.

a.) Number of beneficiaries receiving service:
b.) Number of hours of service per month:
c.) Expected value of revenue earned per month:
d.) Labor costs:
e.) Fuel, lubricant and spare part costs:

Farm Traction Data Sheet

1. 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.)?

2. What type of tractors have traditionally been used, if any?

3. Why are additional tractors needed? How many are needed?

4. What are the specifications of the tractors to be purchased (i.e. manufacturer, horsepower)? Why were they selected?

5. What are the specifications of other farm machinery to be purchased (threshers, reapers, seed cleaners, etc.)? Why were these selected?

6. Under favorable conditions, how many jeribs will this tractor cultivate in a year?

7. Who will be responsible for the operation and maintenance of the tractor and other farm machinery?

8. Where will the person responsible for maintenance obtain fuel and spare parts for the tractor?

INCOME GENERATION SUMMARY TABLE

NGO:
GRANT #:
DISTRICT:
PROVINCE:
TYPE OF PRODUCT OR SERVICE:
TYPE OF DATA (PROPOSED OR REPORTED):

GENERAL INFORMATION						COSTS PER MONTH							
VILLAGE	NUMBER OF INCOME-EARNING BENEFICIARIES	PRODUCT OR SERVICE UNIT	NUMBER OF UNITS SOLD OR RENTED	EXPECTED/ ACTUAL VALUE OF INCOME EARNED PER MONTH *afghanis*	EXPECTED/ ACTUAL VALUE OF INCOME EARNED PER MONTH *rupees*	LABOR *rupees*		MATERIALS *rupees*		EQUIPMENT *rupees*		TOTAL *rupees*	
						RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY	RAP GRANT	COM-MUNITY
TOTALS													

Briefly describe the methods used to obtain the information provided.

a.) Number of income-earning beneficiaries:
b.) Expected value of income earned:
c.) Labor costs:

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Income Generation Data Sheet

1. List any operating licenses or permits which are required by local authorities.

2. Describe in detail the results of any market research which has been conducted.

3. What is the expected profit margin to be yielded by project activities? Explain how this figure was calculated.

4. Describe the kind of quality control measures which will be used to ensure that high product or service standards are met.

5. What is the average monthly household income in the impact area?

6. How much income per household will be generated through the project activities?

7. Are the targeted beneficiaries currently employed in any income-generating activities? If so, what proportion of their current income is expected to be generated through this project's activities?

8. Are the income-generating activities proposed for this project already being carried out in the impact area? If so, what factors will allow your project beneficiaries to effectively compete in the marketplace?

9. Describe any skills training project beneficiaries will be required to undergo and how this will contribute to the sustainability of the project.

Sample Timeline

PROJECT NAME: Malistan 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	Feb Feb
IRRIGATION REPAIR									
1.) Prioritization	Survey Dept.	Finished							
2.) Detailed Technical Survey	Engineers	Finished							
3.) Signing of a Contract									
Designating Representative	Shura	Finished							
Signing Contract	Coord/Shura		*****						
4.) Implementing Repair									
Hire Labor	Shura		******						
Purchase Tools	Shura		**						
Implement Work	Shura/Comm Lia			******	******	******	******	******	
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 Admin			******	******	******	******	******	
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									

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Letter of Introduction

Once you have completed each of the required sections of the project proposal you will be ready to prepare a cover letter introducing the project proposal to the donor. This letter will be the first thing a donor will read. A well-written letter will always reflect well on your NGO. A poorly-written letter may mean that the donor will not give your project proposal more than a quick inspection. Use the following guidelines to help you prepare a professional letter of introduction.

Introduce the proposal	*Please find attached ABA's "Kalafgan Rural Rehabilitation" project proposal.*
Review the merit of the project	*As we have discussed previously, this project will support rehabilitation of irrigation facilities and the distribution of agricultural inputs. Activities will be located in Kalafgan District of Takhar Province. In addition to providing benefits for the people of the area, we also hope that these activities will facilitate refugee return.*
Explain how the project builds on the accomplishments of your previous activities	*The irrigation and agricultural activities continue and extend previous ABA activities in Kalafgan, funded by IRC/RAP and other donors. While seed multiplication is a new venture in the project area, we are confident that ABA's long term presence and established trust in the area will reduce the chances of any unanticipated problems during project implementation.*
Conclude the letter with an offer for additional information	*Please let me know if you require any additional information. Thank you very much for your cooperation.*

RAP Reporting Requirements

Introduction to RAP Reporting

For each grant awarded, RAP requires the regular submission of financial and narrative reports. Both types of reports serve the purpose of providing key information about the ways in which RAP grants are used to provide assistance in Afghanistan. Financial reports demonstrate the extent to which RAP funds have been properly managed. Quarterly Narrative Reports keep RAP informed about the general situation in the project impact area and the progress which has been made toward achieving project objectives. After implementation of the project, Final Narrative Reports serve as an evaluative mechanism intended to measure the extent to which overall expectations for the project have been fulfilled. To a degree, reporting is a means by which RAP is able to ensure that grantees remain accountable for the money they spend and the work they perform.

RAP-funded NGOs must submit the following reports:

TYPE OF REPORT	DUE DATE	RECEIVING DEPARTMENT	REFERENCE
Monthly Financial Report (MFR)	On or before the 10th day following the end of the month.	Finance Department	Refer to pages 54-59 in the RAP Manual.
Final Financial Report (FFR)	On or before the 45th day following the end of the grant period.	Finance Department	Refer to page 60 in the RAP Manual.
Quarterly Expenditure Worksheet (QEW)	On or before the 10th day of the last month of the quarter.	Finance Department	Refer to pages 60-63 in the RAP Manual.
Quarterly Narrative Report (QNR)	On or before the 7th day following the end of the quarter.	Reporting Department	Refer to pages 64-70 in the RAP Manual.
Monitoring Report (MR)	On or before the 21st day following the return of monitors to NGO headquarters.	Reporting Department	Refer to pages 71-73 in the RAP Manual.
Final Narrative Report (FNR)	On or before the 30th day following the end of grant period.	Reporting Department	Refer to pages 74-80 in the RAP Manual.

Although RAP's administrative responsibilities require that regular, systematic controls be employed, reporting also serves the larger interest of promoting a project's success. Such a process requires that your NGO periodically monitor its own activities. In doing so, mistakes can be discovered while there is an opportunity to correct them, and any shortfalls in project performance can be met with prompt action to address problems that have impeded progress. Once the project is completed, reports can be a useful analytical tool when planning future projects.

Financial Reporting

Monthly Financial Report (MFR)

- FINANCIAL SUMMARY TABLE
- ATTACHMENT TO FINANCIAL SUMMARY TABLE
- CASH TRANSACTIONS REPORT

FINANCIAL SUMMARY TABLE

Purposes

The Financial Summary Table presents the budget summary, amount received and actual expenditures for the reporting month. It allows grantee managers to evaluate project progress in financial terms and to plan for future expenditure. It also reflects cumulative expenses and shows expenditures as a percentage of the budget.

Procedures

1. **Column B:** Next to each component (Program, Operational and Administrative Costs), fill in the total amount allocated for that component in the approved budget.

2. **Column C:** Show the amount received as an advance from IRC/RAP against each component.

3. **Column D:** Show actual expenditures incurred (against which complete supporting documents have been received from the field) for the reporting month.

4. **Column E:** Show expenditures planned for the next month.

5. **Column F:** Calculate the cumulative expenditures to date, using the values from column F of your previous monthly report and adding values from column D.

6. **Column G:** Divide the figures in column F by the figures in column B and multiply the result by 100 to show the percentage of your budget which has been spent to date.

Please note: Monthly reports to IRC must be submitted on time. IRC will not advance funds for the next month until it has received reports for the reporting month. All activities completed during the month should be reported; however, do not wait for mission reports from Afghanistan. Rather, submit the report regarding Operational and Administrative expenditures, if any, or indicate that there were no activities or expenditures during this month.

PART B:

FINANCIAL SUMMARY TABLE

GRANT NO.
GRANT PERIOD:
IMPLEMENTING AGENCY:
PERIOD COVERED BY THIS REPORT:

BUDGET COMPONENTS (A)	TOTAL BUDGET (US $) (B)	AMOUNT RECEIVED (C)	THIS MONTH ACTUAL EXPENDITURE (D)	NEXT MONTH PLAN (E)	CUMULATIVE EXPENDITURES	
					TO DATE (F)	% (G)
a. Program Costs						
b. Operational Costs						
c. Administrative Costs						
d.						
e.						
f.						
TOTAL						

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 F) take values from Column F of your previous monthly report and add values from Column D, "This Month Actual Expenditures."

ATTACHMENT TO THE FINANCIAL SUMMARY TABLE

Purposes

The Attachment to the Financial Summary Table serv as a worksheet to calculate the information for the Financial Summary Table. It shows budget line item figures, line item expenditures for the current month, a comparison of cumulative expenditures with the line item budget available and the percentage of expenditures underspent or overspent.

Procedures

1. **Line Items:** Take the line item description from the budget submitted with the proposal and approved by IRC/RAP.

2. **IRC Funds (Budget):** Show the line item budget from the budget submitted with the proposal and approved by IRC/RAP.

3. **Expenditures This Month:** Take these figures from the records of expenditures maintained in the subgrantee's own accounting department. The records include cash books, bank books and bank statements, transactions recorded in the ledger or similar record and the summary of ledger (trial balance).

4. **Cumulative Expenditures:** This column contains the line item details of expenditures incurred to date. These figures can be obtained from the records mentioned under No. 3 (Expenditures This Month) or may be worked out by taking the previous month's cumulative expenditures and adding this month's expenditures.

5. **Under or (Over) % :** Calculate the balance (under or over) of the project budget remaining. Divide the line item amount by the budget line item and multiply the resultant figure by 100 to show the percentage under or over budget.

Example:

Line item budget	*$8,000*
Cumulative expenses	*$6,000*

Amount under budget	*$2,000*
	= = =
Divide $2,000 by $8,000	*0.25*

Multiply by 100	*25.00%*

Please Note: *This means that 25% of the budget amount is still available to spend in this line item.*

ATTACHMENT TO FINANCIAL SUMMARY TABLE

LINE ITEMS	IRC FUNDS (BUDGET)	EXPENDITURE THIS MONTH	CUMULATIVE EXPENDITURE	UNDER/(OVER) %
A. PROGRAM COSTS:				
A.1				
A.2				
A.3				
A.4				
A.5				
SUBTOTAL A:				
B. OPERATIONAL COSTS:				
B.1				
B.2				
B.3				
B.4				
B.5				
SUBTOTAL B:				
C. ADMINISTRATIVE COSTS:				
C.1				
C.2.				
C.3.				
C.4.				
C.5.				
SUBTOTAL C:				
TOTAL PROJECT COST:				

CASH TRANSACTIONS REPORT (CTR)

Purposes

The CTR shows cash advances received and disbursements made during the reporting period and the amount of cash available at the end of the month.

Procedures

1. Show the balance of the previous cash advance(s) on hand at the beginning of the month, after deducting actual expenditures of the previous month(s) from the total cash advance. This figure can be obtained from line 8 of the previous Monthly Report.

2. Show the amount of advances received during the month.

3. If interest or profit is earned on a bank account, it should be remitted to IRC/RAP during the month. Disclose the amount of interest or profit earned here.

4. Calculate by adding lines 1 through 3.

5. Show amount remitted to IRC/RAP during the month here.

6. Calculate by deducting line 5 from line 4. Show the remainder here.

7. Show the disbursements during the month with complete supporting documents (actual expenditures).

8. This is to be calculated by deducting the amount on line 7. This shows the gross amount of advances available with the NGO.

9. Show mission disbursements to representatives or 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.

10. Calculate by deducting line 9 from line 8. The amount in this line **MUST** equal the sum of your bank balance and cash in hand.

Please note: *Actual expenditures (disbursements with complete supporting documents) will be liquidated while disbursements to representatives or monitors are only for memorandum record and must not be liquidated until production of receipts.*

CASH TRANSACTIONS REPORT

GRANT NO:

GRANT PERIOD:

IMPLEMENTING AGENCY:

A. PERIOD COVERED BY THIS 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 monthly report).	$0.00
2. Advance(s) received during this reporting period.	$0.00
3. Interest or profit 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 or profit 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

Final Financial Report (FFR)

Before a grant can be fully closed out, a Final Financial Report must be submitted by the grantee. Purposes, procedures and formats are generally the same as those which apply to Monthly Financial Reports, except that the FFR is due on or before the 45th day following the end of the grant period.

Quarterly Expenditure Worksheet (QEW)

Purposes

USAID requires IRC to submit the Quarterly Expenditure Worksheet on an Accrual Basis 10 days before the end of the quarter. Thus, IRC needs expenditure reports from NGOs at least 15 days before the end of the quarter. Expenditures must be reported as if the quarterly reporting period were already over, when in fact there are still 15 - 30 days of business yet to transact.

Procedures

At the end of the second month of each quarter of the fiscal year, IRC/RAP will provide each NGO with a Quarterly Expenditure Worksheet on an Accrual Basis. Section I, "Obligations and Life-of-Project Expenditures", will be already completed by IRC. Before preparing the report, verify receipts with the project staff who brought them from the field. Use the format provided by IRC/RAP, making sure that your figures and calculations are correct. NGOs should complete the worksheet and return it to the IRC/RAP office in the second week of the last month of the quarter.

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 you. If your records of obligations, disbursements and life-of-project expenditures as of the end of the prior quarter do not agree with the preprinted numbers, please contact the IRC/RAP office for a reconciliation.

Column A (Grant Number): It should have the IRC/RAP-funded grant numbers including all closed grants. The purpose is to readily look over all grants.

Column B (Obligations): Obligations should list the total amount of the sub-agreements committed by IRC/RAP to each NGO.

Column C (Amount Disbursed): This column contains the total disbursements on each grant.

Column D (Life-Of-Project Expenditures): The figures in this column should agree with the cumulative life-of-project expenditures that you 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 overestimates or underestimates of expenditures in the prior quarter should be adjusted against the current quarter's expenditures.

SECTION II. TO BE COMPLETED BY THE NGOS:

Columns E through H show IRC what you think your quarterly expenditures will be, even though the quarter is not yet finished. You should complete this report using your financial records. You must determine a day after which to stop reporting actual expenditures and start reporting expenditures anticipated for the rest of the quarter in column G.

Column E (Life-of-Project Disbursements): 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, your books are routinely closed at the end of the month you may want to enter disbursements through the end of the second month of the reporting quarter. Whatever cut-off date you use, please enter the cut-off date in the space provided at the top of the column. The cumulative figures reported in this column should be in agreement with your organization's records of disbursements as of the cut-off date.

Column F (Estimated Expenditures): Enter in this column the costs of the goods and services that have not been included in Column E but will be received by the end of the quarter. If, for example, you pay a monthly payroll 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.

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

Column H (Expenditures This Quarter): 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 overestimates or underestimates of expenditures that you made in the prior quarter.

Description: Use this column to explain how you arrived at the estimates in Column F and any other comments you believe are necessary for a clear understanding of the worksheet.

ORGANIZATION:
QUARTERLY EXPENDITURE WORKSHEET ON AN ACCRUAL BASIS
FOR QUARTER ENDING (.....)

PREPARED BY:

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
TOTAL								

Narrative Reporting

Quarterly Narrative Report (QNR)

The QNR provides a periodic assessment of the situation at the project site and of the progress which has been made toward achieving the project's objectives. Prepare the QNR according to the format provided. Use the appropriate letters, numbers and headings, which appear in **bold** print, to organize the text of the report. Do not include instructions, which appear in regular print, nor examples, which appear in *italicized* print. Except for the sections "Activities to be Started or Resumed Next Quarter", "Activities Planned for Next Quarter" and "Miscellaneous", the QNR should describe project implementation and management activities for the reporting quarter only. Provide as much quantitative information as possible, including tables, charts and graphs where appropriate. The QNR is due on the following dates:

1st Quarter Reporting Period (October 1 - December 31):	**due January 7**
2nd Quarter Reporting Period (January 1 - March 31):	**due April 7**
3rd Quarter Reporting Period (April 1 - June 30):	**due July 7**
4th Quarter Reporting Period (July 1 - September 30):	**due October 7**

Title Page

On a separate page, provide the following in this sequence:

Quarterly Narrative Report

Grant Number: Provide the number assigned to your RAP grant.

Implementing Organization: Provide the complete name of your NGO.

Project Title: Provide the complete title of the project on which you are reporting.

Target Area(s): Provide the names of the district(s) and province(s) where your project is being implemented, including MCD locator codes.

Reporting Period: Provide the date of the first day of the quarter followed by the date of the last day of the quarter.

Prepared By: Provide the name and title of the person preparing the report.

I. Summary of Progress

A. General Status of Project:

Describe, in general terms, what has been accomplished at the project site during the quarter and what the current situation is. (If possible, quantify the achievements of the quarter by providing a percentage figure representative of the amount of work which has been done. e.g., *One hundred percent of the activities planned for the quarter have been carried out.*)

B. Major Events Affecting Implementation:

Describe any major events which, for better or worse, have affected project implementation.

II. Project Support

A. Dates Installments Received:

Provide the date(s) on which any grant installment(s) has/have been received during the quarter.

B. 1. Security Arrangements:

2. Labor Contracts:

3. Community Contribution:

According to the above format, describe any agreements which have been made with members of the local community during the quarter.

C. 1. Number of Labor Installments Paid:

2. Number of Laborers Paid:

3. Total Value of Labor Payments:

According to the above format, provide the corresponding information.

III. Project Achievements

A. Goal:

1. Objective:

Interim Target:

Activities:

According to the above format, for each goal stated in the project proposal, list separately each objective which must be achieved to reach that goal, the interim targets associated with each objective established for the reporting period and the activities which have actually been performed as means of achieving each interim target. (Information regarding activities should include clear indication of whether or not the associated interim target has been achieved. In the case of an irrigation project, use canal and karez names to specify exactly how much of an interim target has been achieved.)

The example below shows first quarter progress on the example project described in the proposal section of the RAP Manual. Because it is only an example project, it contains only very brief information. Please provide more detail if appropriate, but present it using the format shown below.

Example:

A. Goal:

To increase the amount of land under irrigation in the impact area from 4,000 jeribs to 7,000 jeribs.

1. Objective:

By the beginning of the fall planting season, the volume of water in the 25-kilometer-long ABC Canal will have been increased from 600 liters per second to 830 liters per second as determined by field surveys.

Interim Target:

By the end of the reporting period, 75 centimeters of sediment will have been excavated from the first ten-kilometer section of the 25-kilometer-long ABC Canal.

Activities:

a. *Tools, materials and equipment have been purchased and transported to the project site.*

b. *Skilled and unskilled labor have been recruited and assembled at the project site.*

c. *The first ten-kilometer section of the 25-kilometer-long ABC Canal has been drained.*

d. *75 centimeters of sediment has been excavated from the first ten-kilometer section of the 25-kilometer-long ABC Canal and deposited a minimum of two meters from the edge of the canal.*

2. *Objective:*

By the beginning of the fall planting season, the volume of water in 20 proposed karezes comprising a total length of 115 kilometers will have been increased from an average of ten liters per second to an average of 25 liters per second as determined by field surveys.

Interim Target:

By the end of the reporting period, a) six wells accessing tunnels from four karezes (provide names) will have been cleaned and repaired, and b) 50 centimeters of sediment will have been excavated from eight karez tunnels (provide names).

Activities:

a. *Tools, materials and equipment have been purchased and transported to the project site.*

b. *Skilled and unskilled labor have been recruited and assembled at the project site.*

c. *Six wells accessing tunnels from four karezes (provide names) targeted for rehabilitation this quarter have been repaired.*

d. *Fifty centimeters of sediment has been excavated from eight karez tunnels (provide names) targeted for rehabilitation this quarter.*

B. *Goal:*

To increase the 1993 wheat harvest in the impact area from 2,200 metric tons to 4,675 metric tons.

1. Objective:

By the end of the 1993 wheat harvest, the wheat yield from 5,500 jeribs of irrigated land will have been increased from 400 kilograms per jerib to 850 kilograms per jerib as determined by crop-cut sample testing.

Interim Target:

No activities planned for this quarter.

2. Objective:

By the end of the 1993 wheat harvest, 750 farmers will be able to demonstrate proficiency in improved wheat seed cultivation as determined by agricultural extension evaluations and a minimum increase in crop yield of 50 percent.

Interim Target:

No activities planned for this quarter.

IV. Unanticipated Activities:

Describe the unanticipated activities or changes in the proposed activities which have occurred during the quarter, and explain what caused these changes and how they may affect the outcome of the project.

V. Obstacles

A. Unsuccessful or Uncompleted Activity:

1. Problem(s):

2. Proposed Solution(s):

3. Action(s) Taken:

According to the above format, for each activity planned for the quarter which has not been carried out successfully or completely, describe the problem(s) which has/have prevented the start or continuation of the activity and any proposed solutions and/or actions taken to resolve the problem(s).

VI. Project Activities for Next Quarter

A. Activities to be Started or Resumed Next Quarter:

Of the activities planned for this quarter which have not been started or completed, list those which will be resumed during next quarter.

B. Activities Planned for Next Quarter:

Describe the activities which have been planned for next quarter. (Specify interim targets, and quantify, if possible.)

VII. Project Monitoring

A. 1. Date(s) of Mission:

2. Project Sites Visited:

3. Names and Titles of Monitors:

According to the above format, for each monitoring mission which has been conducted during the quarter, provide the date(s) during which the mission was conducted, and list the project sites which were visited and the names and titles of staff members who monitored the project.

VIII. Miscellaneous

Other Comments:

Discuss any important issues which have not been covered in prior sections.

Examples:

A. Recent flooding in the impact area has convinced leaders in the community that instead of cleaning two of the proposed karezes, resources should be devoted to building several retaining walls along the local canal. Our management has considered the idea, and RAP will soon be approached regarding a possible change of plan.

B. An extremely unstable political situation has weakened the confidence of the community in local leadership to the extent that security at the project site is uncertain. As the

balance of power shifts in the area, new security arrangements may be necessary in order to ensure the safety of field staff and community members.

C. *Fluctuations in the monetary exchange rate have made long-term financial planning very difficult. It is uncertain to what extent the project budget will be affected by these changes, but a reallocation of funds may be necessary in order to cover fixed costs. RAP will be kept informed of any developments regarding this matter.*

Additional Requirements

- If the project is not on schedule, submit a revised timeline.
- Along with the first Quarterly Narrative Report, provide mounted and labelled photographs of the project site(s) taken before implementation began. You should photograph the same site(s) again following the completion of the project and submit these "after" photographs with your Final Narrative Report.

Monitoring Report (MR)

The MR provides an assessment of the situation at the project site, including any major issues which have affected implementation. Prepare the MR according to the format provided. Use the appropriate letters, numbers and headings, which appear in **bold** print, to organize the text of the report. Do not include instructions, which appear in regular print, nor examples, which appear in *italicized* print. The MR should explain the objectives of internal monitoring missions and describe what has been observed during these site visits. The MR is due on or before the 21st day following the return of monitors to NGO headquarters.

Title Page

On a separate page, provide the following in this sequence:

Monitoring Report

Grant Number: Provide the number assigned to your RAP grant.

Implementing Organization: Provide the complete name of your NGO.

Project Title: Provide the complete title of the project on which you are reporting.

Target Area(s): Provide the names of the district(s) and province(s) where your project is being or has been implemented, including MCD locator codes.

Grant Period: Provide the date the grant period began followed by the date it will end or ended.

Prepared By: Provide the name and title of the person preparing the report.

I. Summary of Mission

A. Date(s) of Mission:

Provide the date(s) on which the mission was conducted.

B. Project Sites Visited:

List the project sites which were visited.

C. Monitoring Team:

List the names and titles of members of the monitoring team.

D. Mission Objectives:

List the objectives of the mission, describing the extent to which each was achieved.

E. Constraints:

List any constraints which prevented the team from fully monitoring the various components of the project.

II. General Situation in Target Area

A. Political and Socioeconomic Conditions:

Describe the local situation in terms of the prevailing political, social and/or economic conditions (e.g., matters of government, access to resources and/or availability of labor).

B. Environmental and Physical Conditions:

Describe the local situation in terms of the prevailing environmental and/or physical conditions (e.g., weather and/or availability of resources).

III. Verification of Project Activities

A. 1. Project Component:

a. **Activities:**

b. **Methods of Data Collection:**

c. **Assessment of Progress:**

According to the above format, for each project component (e.g., karez rehabilitation, seed distribution or craft production) describe the activities which were observed and methods which were used to collect data, and assess the progress which has been made at the site.

B. 1. Unsuccessful or Uncompleted Activity:

a. **Problem(s):**

b. **Proposed Solution(s):**

According to the above format, for each activity planned for the project which has not been carried out successfully or completely, describe the problem(s) which has or have prevented the start or continuation of the activity and any proposed solutions to the problem(s) offered by the monitoring team.

IV. Conclusions and Recommendations

A. Conclusions:

Describe any conclusions the monitoring team has made regarding the manner in which the project is being implemented.

B. Recommendations:

Provide recommendations regarding the manner in which remaining or future project activities should be carried out.

Final Narrative Report (FNR)

The FNR provides evaluative information useful in determining the extent to which project objectives have been met and how best to implement similar projects in the future. Prepare the FNR according to the format provided. Use the appropriate letters, numbers and headings, which appear in **bold** print, to organize the text of the report. Do not include instructions, which appear in regular print, nor examples, which appear in *italicized* print. The FNR should describe project implementation and management activities which occurred throughout the duration of the project. Provide as much quantitative information as possible, including tables, charts and graphs where appropriate. The FNR is due on or before the 30th day after the completion of the grant period.

Title Page

On a separate page, provide the following in this sequence:

Final Narrative Report

Grant Number: Provide the number assigned to your RAP grant.

Implementing Organization: Provide the complete name of your NGO.

Project Title: Provide the complete title of the project on which you are reporting.

Target Area(s): Provide the names of the district(s) and province(s) where your project has been implemented, including MCD locator codes.

Grant Period: Provide the date the grant period began followed by the date it ended.

Prepared By: Provide the name and title of the person preparing the report.

I. Summary of Project

A. General Outcome:

Describe the most important results of the project.

B. Major Events Affecting Outcome:

Describe any major events which, for better or worse, affected the outcome of the project.

C. Community Contribution:

Describe the type and level of community contribution which was achieved.

II. Project Achievements

A. Goal:

1. **Objective:**

   Activities:

According to the above format, for each goal stated in the project proposal, list separately each objective which must have been achieved to reach that goal and the activities which have actually been performed as means of achieving each objective. (Information regarding activities should include clear indication of whether or not the associated objective has been achieved. In the case of an irrigation project, use canal and karez names to specify exactly how much of an objective has been achieved.)

The example below shows final report information for the example project described in the proposal review section of the RAP Manual. Because it is only an example project, it contains only very brief information. Please provide more detail if appropriate, but present it using the format shown below.

Example:

A. Goal:

To increase the amount of land under irrigation in the impact area from 4,000 jeribs to 7,000 jeribs.

1. *Objective:*

By the beginning of the fall planting season, the volume of water in the 25-kilometer-long ABC Canal will have been increased from 600 liters per second to 830 liters per second as determined by field surveys.

Activities:

a. *Tools, materials and equipment were purchased and transported to the project site.*

b. *Skilled and unskilled labor were recruited and assembled at the project site.*

c. *The 25-kilometer-long ABC Canal was drained in sections in preparation for cleaning.*

d. *Seventy-five centimeters of sediment has been excavated from the 25-kilometer-long ABC Canal and deposited a minimum of two meters from the edge of the canal.*

e. *Six hundred man-days of labor were devoted to the production of 7,500 square meters of gabion wire mesh.*

f. *One 2m x 1m x 1m gabion diversion off-take has been reconstructed on the XYZ River, thereby raising the water level in the ABC Canal to 80 centimeters.*

g. *Field surveys have been conducted, and the findings have indicated that the volume of water in the 25-kilometer-long ABC Canal has been increased from 600 liters per second to 850 liters per second.*

2. *Objective:*

By the beginning of the fall planting season, the volume of water in 20 proposed karezes comprising a total length of 115 kilometers will have been increased from an average of ten liters per second to an average of 25 liters per second as determined by field surveys.

Activities:

a. *Tools, materials and equipment were purchased and transported to the project site.*

b. *Skilled and unskilled labor were recruited and assembled at the project site.*

c. *Fourteen wells accessing tunnels from eight proposed karezes* (provide names) *have been repaired.*

d. *Fifty centimeters of sediment has been excavated from 20 proposed karez tunnels* (provide names).

e. *Field surveys have been conducted, and the findings have indicated that the volume of water in the 20 proposed karezes has been increased from an average of ten liters per second to an average of 28 liters per second.*

B. Goal:

To increase the 1993 wheat harvest in the impact area from 2,200 metric tons to 4,675 metric tons.

1. Objective:

By the end of the 1993 wheat harvest, the wheat yield from 5,500 jeribs of irrigated land will have been increased from 400 kilograms per jerib to 850 kilograms per jerib as determined by crop-cut sample testing.

Activities:

a. *Seeds and fertilizer were purchased and transported to the distribution center.*

b. *Field staff were recruited and stationed in the impact area.*

c. *Five thousand five hundred jeribs of land were tilled, irrigated and otherwise prepared for planting.*

d. *One hundred sixty metric tons of PAK-81 improved wheat seed and 110 metric tons of urea and DAP were distributed to 750 farmers.*

e. *Crop-cut methodology has been employed, and the findings have indicated that the wheat yield from 5,500 jeribs of irrigated land has been increased from 400 kilograms per jerib to 865 kilograms per jerib.*

2. Objective:

By the end of the 1993 wheat harvest, 750 farmers will be able to demonstrate proficiency in improved wheat seed cultivation as determined by agricultural extension evaluations and a minimum increase in crop yield of 50 percent.

Activities:

a. *Forty agricultural extension workers were recruited and deployed in the impact area.*

b. *Farmers targeted for extension service were duly registered.*

c. *Seven hundred fifty farmers received an average of ten hours of agricultural training, covering such topics as seed and fertilizer application.*

d. *Farmers' plots were fertilized and seed was planted.*

e. *Agricultural extension evaluations have been conducted, and the findings, together with a verified increase in crop yield of 55 percent, have indicated that 750 farmers have been able to demonstrate proficiency in improved wheat seed cultivation.*

III. Unanticipated Activities:

Describe the unanticipated activities or changes in the proposed activities which have occurred during implementation, and explain what caused these changes and how they may affect future project planning.

IV. Obstacles

A. 1. Unsuccessful or Uncompleted Activity:

a. Problem(s):

b. Action(s) Taken:

According to the above format, for each activity planned for the duration of the project which has not been carried out successfully or completely, describe the problem(s) which has/have prevented the start or continuation of the activity and any actions taken to resolve the problem(s).

B. General Difficulties and/or Weaknesses:

Describe aspects of the programming environment (e.g., political, socioeconomic and/or ecological conditions) and/or project design which continually or repeatedly made implementation more difficult, and explain how these difficulties and/or weaknesses may affect future programming.

V. Conclusions

A. 1. Project Design:

2. Project Implementation:

3. Project Monitoring and Evaluation:

4. Financial Management:

According to the above format, explain what your staff have learned about those aspects of planning and carrying out a project.

B. Recommendations:

Provide recommendations, related to either the project's successes or shortcomings, which may strengthen future efforts to provide similar assistance.

VI. Project Monitoring

A. 1. Date(s) of Mission:

2. Project Sites Visited:

3. Names and Titles of Monitors:

According to the above format, for each monitoring mission which has been conducted during the duration of the project, provide the date(s) during which the mission was conducted, and list the project sites which were visited and the names and titles of staff members who monitored the project.

VII. Evaluation

A. Project Impact:

Explain how the project has affected the local community. That is, have agricultural production, food availability or cash incomes been increased? If so, by what percentage?

B. Methods and Criteria for Evaluation:

Describe the methods and criteria used to assess the project's impact. That is, how did your organization measure the impact, and how did it decide what represented success?

(Please note: If the project has not been fully evaluated by the time the Final Narrative Report is due, these findings should be submitted later in a follow-up report.)

Additional Requirements

- Using data collected after implementation of the project, provide a completed summary table for the appropriate type of work.
- According to the following format, provide a list of unit costs incurred for project inputs, i.e., labor, tools, equipment, materials, fuel, lubricants, spare parts, seeds, agrochemicals, etc.

DESCRIPTION OF INPUT	UNIT MEASURE	QUANTITY HIRED OR PURCHASED	UNIT COST
Masons	*Man-day*	*300*	*Rs.100*
Shovels	*Piece*	*10*	*Rs. 75*
Cement	*Bag (50 Kilograms)*	*50*	*Rs.150*
Fuel	*Liter*	*600*	*Rs. 15*
Wheat Seed	*Kilogram*	*500*	*Rs. 12*

- If project sites have changed, provide a 1:100,000 scale map of the impact area(s).
- Provide mounted and labeled photographs of the project site after implementation.

APPENDIX A

Grant Agreement

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 th 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 b sent to the IRC office in Peshawar.

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

It is hereby agreed between the parties hereto as follows:

I. The Grantee shall:

A. Utilize the Grantor's contribution in good faith towards the implementation of the grant in accordance witl its projected goals and purposes;

B. Within the framework of the Rural Assistance Program (RAP), be authorized to make variations no exceeding 20 percent among the line items within Section A ("Program Costs") of the project budget, anc 10 percent among the line items of Sections B ("Operational Costs") and/or C ("Administrative Costs") o 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 at least one month 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 bank accounts and accounting records, 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;

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 monitor's return from Afghanistan to Pakistan. This representative 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 Cash Transactions Report and Monthly Financial Summary Table due on or before the 10th day following the end of the month.

B. A Quarterly Expenditure Worksheet due on or before the 10th day of the last month of the quarter.

C. A Quarterly Narrative Report due on or before the 7th day following the end of the quarter.

D. A Final Financial Report due on or before the 45th day following the end of the grant period.

E. A Final Narrative Report due on or before the 30th day following the end of the grant period.

III. The Grantor shall:

A. Not be liable to indemnify any third party in respect of any claim, debt, damage or demand arising out (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 b the employees and/or volunteers of the Grantee as a result of their activities during work on the subjec 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 wi be administered in accordance with the terms and conditions as set forth in Attachment C, Mandatory Standar 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.__

Signatures of Three Representatives of Grantee

_____
(GRANTEE)

BY:_____

PRINTED NAME:

_____

TITLE:_____

BY:_____

PRINTED NAME:

_____

TITLE:_____

BY:_____

PRINTED NAME:

_____

TITLE:_____

DATE:_____

Signature of Grantor

INTERNATIONAL RESCUE COMMITTEE
(GRANTOR)

_____

RANDOLPH B. MARTIN

IRC Country Director, Pakistan

_____

APPENDIX B

Proposal Format

Project Summary

PROJECT TITLE:

SUBMITTING AGENCY:

PROVINCE:

DISTRICT(S):

VILLAGE(S):

PROJECT STARTING DATE (Month/Day/Year):

PROJECT COMPLETION DATE (Month/Day/Year):

SUMMARY OF BUDGET IN U.S. DOLLARS					
Costs	Canal/Karez Rehabilitation	Agriculture and Extension	Fruit Orchard	Other	Total
Total Program Costs					
Total Operational Costs					
Total Administrative Costs					
TOTAL PROJECT COSTS					

PROPOSAL SUBMISSION ANL APPROVAL DATES				
	Date Received	Date Revised	Date Approved	Signature
IRC/RAP Coordinator				
USAID Peshawar				
USAID Islamabad				

PROPOSED ACTIVITIES

OBJECTIVES:

KEY ACTIVITIES:

PROJECT BENEFICIARIES				
Type of Beneficiary	Canal/Karez Rehabilitation	Agriculture and Extension	Fruit Orchard	Other
Number of skilled workers receiving salary				
Number of unskilled workers receiving salary				
Number of families participating				
Number of indirect beneficiaries in surrounding community				

PROJECT AREA BACKGROUND
Section A

A1. List all of your past activities in the PROPOSED PROJECT AREA beginning with your most recent project.

ACTIVITY	PROVINCE/DISTRICT	DATE

A2. List all of the activities that have been undertaken by other NGOs working in the same district as the project site.

NGO	ACTIVITY	PROVINCE/DISTRICT	DATE

A3. List the ethnic groups in the district(s) and specify which communities will benefit from the project.	
ETHNIC GROUP	HOW WILL THEY BENEFIT FROM THE PROJECT?

A4. List the name and party affiliation of the local shura members and any other authorities involved in the project. Specify which members have an implementing role in the project.		
NAME	POLITICAL PARTY	IMPLEMENTING ROLE

A5. Describe the security situation in the project area.

a) Ethnic or regional tensions in the project area:

b) Possible security problems on the road between Pakistan and the project site that could affect project implementation:

c) Presence of land mines in the project area:

d) Other:

A6. Briefly describe the agricultural seasons in the project area and comment on the availability of agricultural inputs.

a) Crop(s) (including cash crops) cultivated in the project area:

b) Duration of each growing season:

c) Traditional or improved farming practices:

d) Average number of jeribs cultivated per household:

e) Availability of agricultural inputs including improved seed, fertilizer, pesticides and farm power:

f) Animal husbandry:

A7. Describe the seasonal constraints that this project could potentially face.

a) Seasonal labor availability:

b) Seasonal agricultural activities:

c) Seasonal weather conditions:

A8. To the best of your knowledge, are narcotic crops cultivated in your project area? If yes, please explain in detail.

PROJECT INFORMATION
Section B

B1. Describe the problem in the target area that this project seeks to address, and analyze its causes.

B2. What are the goals of your project?

B3. List each of your project goals, objectives, interim targets, and proposed activities.

B4. List the key indicators that you will use to evaluate each of your project activities.

B5. Describe the criteria used to select project beneficiaries and calculate the number of people who will benefit from the project.

Economic criteria :

Social criteria:

Environmental criteria:

B6. Describe the contribution that the local community will make in support of project activities.

a) Financial contribution:

b) Material contribution:

c) Labor contribution:

d) Administrative assistance:

B7. List all of the key personnel who will be working on the project. If some of the personnel have not yet been hired, list the job responsibility and write "NOT YET HIRED". Note those positions that will be permanently FIELD BASED at the project site.

RESPONSIBILITY	NAME	WORK EXPERIENCE	FIELD BASED (YES/NO)

B8. Discuss the costs of your proposed project relative to its expected benefits.

B9. Describe how the target population will continue to benefit from the project after it has been completed and explain what steps have been taken to ensure that the project will not create any dependency on project inputs.

PROJECT MONITORING & EVALUATION
Section C

C1. Describe your monitoring plans and the methods you will use to verify project activities. Describe in detail the objectives of each monitoring visit and list the indicators that will be used to determine whether or not activities have been successfully implemented.

BUDGET PREPARATION
Section D

AMOUNT IN DOLLARS REQUESTED FROM IRC/RAP:

OTHER FUNDING SOURCES AND DOLLAR AMOUNTS:

TOTAL PROJECT BUDGET:

COMPLETE BANK ADDRESS:

BANK ACCOUNT NUMBER:

BUDGET EXPENSES	AMOUNT IN U.S. DOLLARS	PERCENTAGE OF TOTAL
Total Program Costs		
Total Operational Costs		
Total Administrative Costs		
TOTAL PROJECT COST TO RAP		

1D. Describe the measures being taken to ensure that project funds will be transported and disbursed in a fiscally responsible manner.

2D. Attach a detailed budget.

APPENDIX C

Quarterly Narrative Report Format

Quarterly Narrative Report

Grant Number:

Implementing Organization:

Project Title:

Target Area(s):

Reporting Period:

Prepared By:

I. Summary of Progress

A. General Status of Project:

B. Major Events Affecting Implementation:

II. Project Support

A. Dates Installments Received:

B. 1. Security Arrangements:

2. Labor Contracts:

3. Community Contribution:

C. 1. Number of Labor Installments Paid:

2. Number of Laborers Paid:

3. Total Value of Labor Payments:

III. Project Achievements

A. Goal:

1. Objective:

Interim Target:

Activities:

IV. Unanticipated Activities:

V. Obstacles

A. Unsuccessful or Uncompleted Activity:

1. Problem(s):

2. Proposed Solution(s):

3. **Action(s) Taken:**

VI. **Project Activities for Next Quarter**

A. **Activities to be Started or Resumed Next Quarter:**

B. **Activities Planned for Next Quarter:**

VII. **Project Monitoring**

A. 1. **Date(s) of Mission:**

2. **Project Sites Visited:**

3. **Names and Titles of Monitors:**

VIII. **Miscellaneous**

Other Comments:

APPENDIX D

Monitoring Report Format

Monitoring Report

Grant Number:

Implementing Organization:

Project Title:

Target Area(s):

Reporting Period:

Prepared By:

I. Summary of Mission

A. Date(s) of Mission:

B. Project Sites Visited:

C. Monitoring Team:

D. Mission Objectives:

E. Constraints:

II. General Situation in Impact Area

A. Political and Socioeconomic Conditions:

B. Environmental and Physical Conditions:

III. Verification of Project Activities

A. 1. Project Component:

a. Activities:

b. Methods of Data Collection:

c. Assessment of Progress:

B. 1. Unsuccessful or Uncompleted Activity:

a. Problem(s):

b. Proposed Solution(s):

IV. Conclusions and Recommendations

A. Conclusions:

B. Recommendations:

APPENDIX E

Final Narrative Report Format

Final Narrative Report (FNR)

Grant Number:

Implementing Organization:

Project Title:

Target Area(s):

Reporting Period:

Prepared By:

I. Summary of Project

A. General Outcome:

B. Major Events Affecting Outcome:

C. Community Contribution:

II. Project Achievements

A. Goal:

1. Objective:

Activities:

III. Unanticipated Activities:

IV. Obstacles

A. 1. Unsuccessful or Uncompleted Activity:

a. Problem(s):

b. Action(s) Taken:

B. General Difficulties and/or Weaknesses:

V. Conclusions

A. 1. Project Design:

2. Project Implementation:

3. Project Monitoring and Evaluation:

4. Financial Management:

B. Recommendations:

VI. Project Monitoring

A. 1. Date(s) of Mission:

2. Project Sites Visited:

3. Names and Titles of Monitors:

VII. Evaluation

A. Project Impact:

B. Methods and Criteria for Evaluation:

Additional Requirements

APPENDIX F

Standard Units Conversion

Standard Units Conversion

Family Size:

One family = seven persons

Weight:

One Kabul seer = 7 kilograms

One man = 49 kilograms

Area:

One jerib = 2000 m2 (0.2 hectare)

One hectare = five jeribs

One acre = two jeribs