

FIRST RAMP QUARTERLY PERFORMANCE REPORT

For the Period: July 3 – September 30, 2003

Submitted by:

Chemonics International Inc.

Submitted to:

**Afghanistan Mission,
U.S. Agency for International Development**

Kabul, Afghanistan

October 2003

**Rebuilding Agricultural Markets in Afghanistan Program (RAMP)
Quarterly Performance Report for July 3 to September 30, 2003**

Contract No: 306-C-03-00-00502-01
Contractor: Chemonics International, Inc.
Contractor Address: 1133 20th Street, NW, Suite 600
Washington, DC 20036-3450
Phone: 1-202-955-3300
Fax: 1-202-955-3400

1. Introduction

On July 3, 2003, Chemonics International was awarded a three year contract by the U.S. Agency for International Development to implement the Rebuilding Agricultural Markets in Afghanistan Program (RAMP). Two subcontractors, the International Fertilizer Development Center (IFDC) and ShoreBank Advisory Services, are providing technical assistance, including long-term consultants, to the Chemonics/RAMP Team.

2. Statement of Work

Chemonics implements RAMP under a contract that includes a cost plus fixed fee/level of effort (CPFF/LOE) core management component and three Indefinite Quantity Contract (IQC)-type components for job orders to be implemented by qualified local and international firms and managed by a long-term Core Team, based at the Chemonics/RAMP office in Kabul. The Core Team and the IQC components are funded under separate Cost Line Item Numbers (CLINs), according to USAID financial management guidelines.

2.1 The RAMP Core Team: CLIN 001

The RAMP Core Team will conduct assessments of key subsectors that demonstrate the highest potential for increasing rural income and improving food security. In addition to describing the production levels and market structure in each of these subsectors, the assessments will identify critical infrastructure rehabilitation, rural financial services and agricultural technology and market development assistance that will significantly improve the competitive advantage of each priority subsector. The assessments will be used to design and implement job orders that directly improve subsector competitive advantage by lowering production and marketing costs and expanding entry into new markets.

2.2 Infrastructure Rehabilitation Component: CLIN 0002

The infrastructure rehabilitation component will collaborate with the market development component to identify critical rural infrastructure rehabilitation services that will maximize productivity of existing irrigation systems, rural roads and rural market facilities. Job orders will be designed and competed among qualified firms to rehabilitate rural infrastructure in the priority regions being assisted by market development interventions. Each job order will be managed to expedite rehabilitation services that increase irrigated cropland and crop productivity and reduce marketing costs associated with transport over rural roads and the collection, storage, processing and distribution of agricultural products.

2.3 Rural Financial Services Component: CLIN 0003

The rural financial services component will collaborate with the market development component to identify critical rural financial services that will maximize productivity of rural labor, land, water and infrastructure resources. Rural financial services will expand lending to farmers and microprocessors, as well as provide lending alternatives for small, medium and larger agribusinesses. RAMP will provide capital to qualified financial institutions for lending to the agricultural sector along the value chains of each priority RAMP subsector. Women-owned and operated enterprises will be given special consideration for lending. These loans will expand market volumes by allowing agribusinesses to acquire and maintain larger inventories, expand inter-regional trade (to reduce temporary supply-demand imbalances) and invest in additional and improved marketing handling, processing, storage, and transport equipment. Again, the market effects of expanded agribusiness credit will be increased quantities of agricultural products marketed, at lower average prices, to the benefit of both consumers and producers.

2.4 Agricultural Technology and Market Development Component: CLIN 0005

The agricultural technology and market development component will identify critical technology and best practices gaps that result in reduced crop and livestock productivity and reduced input and product marketing efficiency. Job orders will be designed and competed among qualified firms to implement demonstrations and introductions of appropriate production and marketing technologies and best practices. Crop and livestock productivity will be raised toward international standards for appropriate technologies. The resulting reduction in costs of production will constitute the initial reduction in market price and expansion of marketed volumes in priority subsectors. Further reductions in market price and increases in marketed volumes will be achieved by introducing best practices for reducing off-farm marketing and transactions costs in the transportation, storage, processing, distribution and merchandising of agricultural inputs and products. These market effects will be further enhanced by ongoing rehabilitation of rural infrastructure and expanded rural financial services. The overall goal of these interventions will be to increase the competitiveness of priority subsectors, such that the returns to farmers' labor are doubled over the life of RAMP. Food security will be improved by increasing food grain farmers' productivity, while increasing the incomes of all other food consumers to increase access to either domestic or imported food supplies.

3. Results During This Quarter

3.1 Project Mobilization Activities

Start-up Activities

Immediately following the RAMP contract signing on July 3, the Chemonics home office began mobilizing the field team. On July 16, Chief of Party Larry Morgan and Project Administrator Zuliakha Aziz arrived in Kabul to establish start-up operations. On July 20, Project Supervisor Bob Flick, Project Administrator John Ames and Recruitment Specialist Samantha Parsons arrived to establish administrative procedures, initiate local housing and equipment procurements and hire local staff.

On July 23, Chief Agricultural Economist Ken Neils and Rural Finance Advisor Frances Toomey arrived and joined Larry Morgan and Deputy Chief of Party Ray Baum and CTO Terry Hardt in a RAMP executive briefing for Minister Anwari and other senior members of the Ministry of Agriculture and Animal Husbandry (MAAH).

Senior Network Engineer Brian Perez and Network Engineer Graham Karlin arrived from the Chemonics Home Office at the end of July and spent the month of August assessing field office IT requirements, determining the feasibility of using the IT systems in either the IFDC or RONCO offices and installing wireless routers for temporary use by the field team on the RONCO and IFDC IT systems. They recommended procuring a new satellite dish and internet service provider for the new RAMP office to be constructed on the MAAH campus.

Annual Work Plan

A preliminary annual work plan outline was prepared on August 25 and a draft work plan was submitted to USAID on August 2. After receiving USAID comments, the plan was revised and resubmitted to USAID on September 2.

Transition Into the IFDC/MAAH Office

On August 15, members of the Core Team began maintaining offices in the IFDC office on the MAAH office. At the same time, they began meeting regularly with MAAH counterparts to explain the RAMP program and engage them in the job order development and implementation process.

As the IFDC staff vacated the office on August 30, at the end of the IFDC emergency fertilizer distribution project, all other members to the Core Team began full time occupancy in the IFDC office. The Core Team and USAID reached agreement that, while the Team would remain on the MAAH campus, the IFDC office is too small to house the full team. It was therefore mutually decided, in collaboration with the MAAH, that the Core Team will construct a RAMP project office at a mutually agreed site on the MAAH campus.

RAMP Kick-off Ceremony

The RAMP program was formally initiated in a MAAH-USAID ceremony held on the MAAH campus on August 27. Minister Anwari and Acting USAID/Afghanistan Mission Director James Bever described the RAMP program and pledged MAAH-USAID cooperation to increase rural incomes and improve food security.

MAAH Executive Briefing

On September 20, the RAMP Core Team held an executive briefing on the RAMP program for MAAH senior staff. The briefing emphasized the role of job orders in achieving project objectives in the areas of rural infrastructure rehabilitation, rural financial services and agricultural technology and market development. The participants were briefed on the agenda for a workshop to be held on September 22 to explain the job order process to the NGO community and solicit concept papers in priority RAMP provinces and technical assistance programs.

Staffing

The Core Team staffing pattern as of September 30 is summarized in Annex A.

Procurement of Housing and Equipment

On August 15, a field office server and 10 notebooks were procured and delivered to the field office. On September 15, 33 desktop computers were procured and delivered to the field office. On September 25, a high-volume photocopier was procured and delivered to the field office.

By September 15, leases were signed for five guest houses to accommodate long-term expatriate team members. All make-ready work was programmed to allow occupancy of each guest house by the first week of October.

Fifteen vehicles (10 Toyota Prado landcruisers, 3 Toyota Hillux pickups, and 2 Toyota HiAce vans) were procured on September 12, with delivery anticipated in early November.

An inventory of non-expendable equipment held by the IFDC emergency distribution project was agreed upon by IFDC, Chemonics and USAID to be turned over to Chemonics at the end of the IFDC project, on August 30. Certain property, including computers and supporting peripheral equipment, was earmarked for distribution to MAAH upon approval of MAAH counterparts for the RAMP technical team members. During the first week of September, by agreement with RONCO/OIT team and USAID, selected furniture items on the RONCO/OIT inventory were transferred to the RAMP team.

During September 20-30, preliminary plans and site maps were prepared for the RAMP office building, to be constructed on the MAAH compound. Work was also begun on preparation of qualification, bidding and bid evaluation documents.

3.2 Infrastructure Rehabilitation Activities

Proposals by DAI (irrigation rehabilitation in Kunduz and Baghlan) and KRA (road and irrigation rehabilitation in Kunduz/Khanabad) were reviewed in preparation for job order submissions to USAID.

A strategy paper was prepared to define procedures and criteria to be used to identify road and irrigation rehabilitation job order priorities.

A schedule of routine infrastructure coordination meetings was adopted to coordinate RAMP infrastructure planning and implementation with the Louis Berger International (REFS project), UNOPS, and the Ministries of Agriculture, Irrigation, Public Works and Rural Development.

A tentative framework was developed with the REFS team establish the rules of engagement for REFS collaboration on RAMP infrastructure activities, as specified in the RAMP contract.

3.3 Rural Finance Activities

The proposal for the Microfinance Investment Support Facility – Afghanistan (MISFA) was finalized and a job order was produced for \$4,000,000 in loan capital and \$1,000,000 in technical assistance specifically related to agro-lending. The job order was under consideration by USAID Afghanistan’s office by the end of the quarter. MISFA was created by World Bank’s Consultative Group to Assist the Poorest (CGAP) to support and develop the microfinance sector in Afghanistan. MISFA will provide financial and technical assistance initially to a minimum of 10 pre-qualified NGOs for on-lending and capacity building. MISFA will manage the overall program and will have an oversight agent to manage the budgeting, monitoring and procurement directly with the microfinance institutions (MFIs). The oversight agent will include a staff of five expatriate consultants who will be training local nationals to perform technical assistance in the areas of lending techniques to the agricultural sector, management information systems, trainings, evaluations and finance. MISFA will be advocating for pro-microfinance legislation. This facility will be initiated as a pilot project and based on the results; a national wholesale facility will be established to provide funds to sustainable microfinance institutions.

MISFA will address the microcredit sector and the next step is to look at lending to small and medium enterprises, as well as for larger credit lines. Financial interventions at higher levels than microcredit will have to proceed with caution due to the current nascent lending environment. A Scope of Work was drafted during this quarter to do an assessment to determine appropriate approaches for lending at this next level. During the next quarter, the Scope of Work will be finalized, an assessment team chosen and the assessment should be carried out.

3.4 Agricultural Technology and Market Development Activities

Market Assessments

Market Assessments were conducted in Kunduz (August 5-9), Helmand (August 10-14), Nangarhar (September 14-18), and Ghazni (September 14-18) provinces, in collaboration with representatives from MAAH, ICARDA and FAO. In Kunduz, good rainfall led to high crop yields, however, producers in various key agricultural sub-sectors, including wheat and melons, were having marketing problems due to poor roads and market access. Despite the abundant water resources in Kunduz, damaged and non-functioning irrigation facilities have hampered producers from getting two crops per year. Farmers and grain traders do not have adequate storage facilities for storing grains and legumes nor appropriate pesticides to control insect infestation. Wheat farmers are concerned with accessing improved seeds and good quality fertilizer as the 2003 wheat planting season nears. The population of small and large ruminants has declined, not only from the war and drought, but more recently from disease and parasites. There are no animal health laboratories in Kunduz and few livestock owners are getting their animals vaccinated regularly.

In Helmand, characterized by highly mechanized and mostly irrigated agriculture, the farmers have, generally, had increased crop productivity, though Sunn pest problems affected a significant part of the wheat crop. Strategic irrigation infrastructure needs to be

rehabilitated in order to increase the cultivated land under irrigation. Marketing problems have been exacerbated by the poor roads that make accessing distant markets difficult and expensive. The Helmand agricultural economy is closely linked to markets in Kandahar, Herat, and Quetta. Storage of the relatively large supply of wheat in Helmand is a problem for both farmers and grain traders. The total area of cotton production in 2003 is about 25% less than last year. Although cotton is widely produced, the government continues to restrict all ginning of cotton to government-owned gins only. Despite the Government's policy against private sector operating a cotton gin, 44 private sector cotton gins with a capacity of 10,000 mt/year are in operation. Opportunities exist for improving the marketability of mung beans, cumin, and peanuts by cleaning, dehusking, or pressing.

In Nangarhar, where traditional, non-mechanized methods of agriculture are practiced, crop productivity increased due to higher snowfall and resulting, enhanced water supply for irrigation along with continued repair of water intakes. Most of the orchards and forests have been destroyed. Small- and large-scale irrigation rehabilitation on abandoned lands and road construction projects are needed to increase agricultural productivity and market access, respectively.

In Ghazni, where only a small portion of the cultivated land is irrigated, most rainfed land was not planted due to continued drought conditions. The drought has also devastated the number of livestock. It was estimated that up to 80% of the Ghazni farmers lost their livestock. The water supply has been depleted, as most of the irrigated systems have been damaged or destroyed and most karezes have collapsed after drying out. On the other hand, the cereal, legume, fruit, and vegetable markets were adequately supplied (much of it imported).

Job Order Review

Initially, the procedures for reviewing the Concept Papers were developed. A score card was designed that was to be used by RAMP's Review Committee to objectively evaluate the Papers submitted. The score card included measurable attributes of each submission, including management, sustainability, and economic, social, and political impacts.

Concept papers for enhancing food security and increasing rural incomes from the FAO, the Future Harvest Consortium, the International Fertilizer Development Center (IFDC), and others were reviewed. Proposals were requested from those Concept Papers that contributed to the objectives of the RAMP program. More specifically, the following proposals, among others, were requested:

- a FAO proposal for improving rural poultry production from the FAO
- six proposals from the Future Harvest Consortium for demonstrating best practices for producing wheat, rice, potatoes, mung beans, onions, and tomatoes; for establishing village-based seed enterprises; for producing clean seed, seed multiplication, storage, and marketing of potatoes; for introducing protected agriculture (greenhouses) for cash crop production; for rapid orchard rejuvenation; and improving rangeland resources for livestock production.
- Three proposals from the IFDC for agri-input dealer training and development, agri-input regulatory reform, and crop technology management
- A proposal from ACTED for increasing agricultural productivity and outputs

- A proposal from the Dutch Committee of Afghanistan for improving animal health, production, and marketing
- A proposal from the Roots of Peace Consortium for revitalizing the grape and raisin industry

MAAH Counterparts

The Minister of Agriculture, Mr. Said Hussein Anwari, advised RAMP to have the Ministry select counterparts to the technical RAMP Team Members to enhance liaison and coordination between RAMP technical specialists and the technical departments of the MAAH. By the end of the quarter, Dr. Kenneth Neils, RAMP Chief Agricultural Economist, and Dr. Muhammed Usman, RAMP Senior Policy Advisor, had met with all Ministry staff and prepared a preliminary roster of counterparts were selected from eight Departments (Planning, Research, Cooperatives, Plant Protection, Extension, Private Sector, Animal Health, and Animal Husbandry). These assignments were forwarded to the Ministry for review, with final approval expected shortly after the end of the quarter. The RAMP technical specialists and the Ministry counterparts are expected to meet regularly to exchange project developments and to work together in the design, implementation, and evaluation of the RAMP projects. By doing so, it is expected that the technical capacity at the Ministry will be strengthened. It is also expected that the RAMP specialist, the Ministry counterpart, and, when necessary, the respective Department Head will discuss issues and concerns that may arise from time to time.

In addition, Dr. Larry Morgan, RAMP Chief-of-Party, and Dr. Usman, RAMP Senior Policy Advisor, will be coordinating policy issues with the Minister of Agriculture. Mr. Ray Baum, RAMP Deputy Chief-of-Party, and Dr. Neils will be briefing and consulting with Deputy Ministers Sharif and Jawad on RAMP project design and implementation.

Johid Mohseni, Ministry Liaison, established an office in the MAAH secretariat to coordinate RAMP collaboration with TISA agencies. He also initiated a special liaison program to facilitate development of the new MAAH strategy and the MAAH responsibilities for reorganization under the TISA civil service reform program.

Agricultural Strategy Paper

Ray Baum and Kenneth Neils completed a draft of an Agricultural Strategy for the USAID/Afghanistan Mission. The Strategy entitled “Mission Agricultural Focus” included

- What Needs to be Done
- Constraints
- Coordination at the Ministerial Level
- Action Plan
- Monitoring Performance

It is expected that USAID/Afghanistan will use the document when it drafts its Agricultural Strategy for the Mission.

Market Based Agriculture Meeting

A meeting on September 22 was held to inform the NGO community in Afghanistan about

the goals and objectives of RAMP, and to describe the Job Order procedures designed and implemented by RAMP. Among the various topics addressed, the market-based agriculture approach of RAMP was emphasized in order to impress upon the NGOs that the concept papers needed to include how each concept is expected to be linked to the RAMP market development strategy.

3.5 Job Order Development Activities

Job order development activities during the quarter are summarized in Annex A. In order to meet the competition requirements in selecting proposals which matched RAMP priorities, two separate solicitations were held during the quarter. The first consisted of prequalifying a limited number of entities in order to receive concept papers or proposals which could subsequently be approved during the quarter. Twenty entities, consisting of a mix of NGOs and Public International Organizations (PIOs) were pre qualified. Within a month 17 proposals were received from these entities. The concept papers and proposals were organized by CLINS and the review committee members were made up of individuals whom have expertise in each of the respective CLINS. Four of the 17 proposals met the competitive range and the bidders were invited to present full proposals. RAMP staff worked with the four finalists to strengthen their proposals and meet the criteria of a Job Order format. These four Job Order requests plus the Micro-Finance Job Order were submitted to USAID for funding approval during the quarter.

The above mentioned limited competition was followed by full and open competition in Afghanistan by posting solicitations notices, on September 9, 2003, at the two local NGO Coordinating entities ACBAR and ANCB. Most of the NGOs working in Afghanistan whether local, U.S. or international are members of one or both of these NGO coordinating entities. On the same day that the solicitation notices were posted in Kabul, Chemonic's Home Office started distributing solicitation notices to various U.S. NGO, and small and large international development firms. The solicitation notice was similar to an Annual Program Statement, and identified RAMP priorities, the geographic areas and sub-sectors for interventions. The deadline for submission of concept papers or proposals was published as October 9.

On September 22, 2003, RAMP staff held a workshop with the NGO community to explain the purpose of RAMP and how it differed from the humanitarian relief activities executed during the emergency program. The workshop was held in the Ministry of Agriculture auditorium and over 100 participants from 48 NGOs, private sector representatives, USAID and MAAH and Chemonics attended the workshop. A number of presentations were given by Chemonics and USAID staff in order to familiarize the participants with the RAMP strategy and the challenges which need to be overcome to successfully implement the program. Questions were answered pertaining to the requirements for proposal preparation and the time frame for submitting them. RAMP staff explained the process is very competitive and only the entities which present concept papers which meet the competitive range would be invited to prepare full proposals. At the request of the participants the proposal submission deadline was extended from October 9 to October 16.

Concept papers and proposals started arriving in early October and by the October 16 deadline 109 concept papers or proposals were received. Written instructions for reviewing the concept papers were prepared and distributed to the review committee team

members. The concept papers were divided into Project CLINS, and the committee chair was responsible to ensure that each review committee was technically qualified to judge the soundness of each concept paper. Concept papers that didn't meet the competitive range were rejected and letters specifying the reason for rejection sent to the soliciting entity. Concept papers which met the competitive range will be used to identify specific gaps in the RAMP 2004 annual framework, and the soliciting entities will be requested to develop proposals for these gaps. Most of the resources will be committed within the next six months since the proposed activities are multi-year activities.

3.6 Policy Reform Activities

The RAMP Senior Policy Advisor collaborated with the RAMP Chief Agricultural Economist to identify a list of policy issues that will be reviewed during the annual work plan for opportunities to reduce policy constraints and facilitate increased crop and livestock productivity and reduced marketing and transactions costs. The Senior Policy Advisor was appointed to the technical committee that is tasked to prepare the MAAH strategy by the end of the year.

The RAMP Liaison Officer identified key offices in MAAH, the Ministry of Irrigation and the Ministry of Reconstruction and Rural Development for collaboration with RAMP on policy reform issues and the design and implementation of RAMP job orders. The Liaison Officer also began advising MAAH on the civil service reform program that is to be implemented in all TISA ministries by the end of the year.

3.7 Training Activities

Participant training activities during the quarter are summarized in Annex C. The RAMP Training Specialist coordinated the enrollment of three participants in the CODEX training program conducted by USDA in Johannesburg in August. Two other participants were enrolled in a workshop conducted by the International des Epizooties (OIE) Regional Commission in Istanbul in September.

A training needs assessment was initiated in collaboration with the University of Illinois/NWFP Agricultural University (Peshawar) training program under a USAID/ANE cooperative agreement with the International Arid Lands Consortium (IALC) to describe the current capabilities of Afghan agricultural specialists and identify urgent training needs. Planning was initiated with USDA for a sanitary/phyto-sanitary (SPS) workshop to be conducted by USDA in Kabul in December.

3.8. Monitoring and Evaluation

Baseline Data Collection

Data collection began on August 1, through Participatory Rural Assessments (PRAs) on agricultural production and marketing in target areas. Target provinces were selected, and five districts in each province were targeted for village-level surveys in each district. Data for the provinces of Kunduz and Helmand were collected and aggregated, and projections were made for each district and the aggregate of districts.

By the end of third quarter 2003, three additional PRA teams were trained for data

collection in the provinces of Nangarhar, Ghazni and Parwan. The data collection will be completed in October 2003.

Once analyzed and cleansed, the data are shared with implementing partners for use in establishing the performance targets for their respective activities. The data are also used to identify potential activities having the greatest economic impact in Afghanistan, and coordinate activities across target areas.

PRAs will be conducted annually for the life of RAMP to monitor the impact of activities and to realign project priorities with the changing agricultural climate in Afghanistan.

Performance Indicators

In order to effectively monitor the progress, record results, and measure the impact of RAMP activities, a preliminary set of performance indicators were established. Performance indicators are the measurement units that contribute to strategic objectives or intermediate results.

The M&E unit began preliminary work in collaboration with RAMP technical teams on establishing performance targets, intermediate results, and quantified benchmarks associated with each indicator. Indicators for gauging the impacts of RAMP activities are listed below.

Agricultural Production and Marketing

1. Increase in total wheat production in irrigated and rainfed areas
2. Increased in agricultural sales (in US\$) in local and export markets
3. Increase in productivity for Afghan farm families
4. Increase in net profits for commercial enterprises trained under the program

Rural Infrastructure

1. Number of kilometers of improved roads
2. Reduction in farm-to-market costs resulting from improved roads
3. Number of established agricultural market centers that will reduce post-harvest loss or increase shelf life for horticultural commodities and meat and poultry products
4. Number of kilometers of irrigation canals desilted and/or rehabilitated
5. Increase in number of irrigation infrastructure works that will restore, maintain or increase hectares within existing irrigation systems

Rural Financial Services

1. Number of loans to agribusinesses and agricultural producers
2. Operational viability of loans

Activity Coordination

In order to achieve maximum results and synergies among implementing partners, RAMP activities must be coordinated on a number of fronts. The M&E Unit began tracking proposed activities and assisting in the targeting of solicitations for future activities on the basis of geography or location, the potential for technical synergies, and cost feasibility per contribution to performance targets.

Coordination is being achieved by remaining highly involved in the job order selection process, as well as the maintenance of trackers, maps and monitors that detail activities that are approved, as well as those for which viable proposals have been submitted.

Assessment Coordination

Planning was initiated on baseline assessments that will be conducted by implementing partners in their respective target areas. In order to use these assessments for maximum effectiveness for the overall RAMP program, the data collected in these assessments must be congruent, comparable and collected in a similar fashion. Congruent assessments by implementing partners will serve the program by being aggregated into a comprehensive database of information in a timely and cost-effective manner. This database will be shared with USAID and the remainder of the development community for analysis and consideration when planning future activities in Afghanistan.

In order to ensure that relevant information is collected in a consistent manner and format, the M&E Unit developed an assessment template. The template captures information on market and socioeconomic conditions that can be applied across regional boundaries and technical areas for further analysis by relevant players involved in the development of Afghanistan.

Reporting Template

Implementing partners will also be required to submit monthly progress reports for review by the RAMP team and USAID. A template is being developed to establish a uniform format for partners to follow and to ensure that relevant information is reported for the purpose of preparing overall RAMP progress reports for a range of audiences. Progress reports will also allow the RAMP team to determine whether adequate progress has been made from the previous month, and allow for strategic adjustments to ensure that performance targets are met.

Kandahar Mission

In response to a special request from USAID to identify the development priorities of Kandahar's newly appointed Governor Pashtun, a RAMP team deployed to Kandahar on August 28, 2003. It was quickly established that the provincial priority was the development of check dams. Check dams are constructed at the base of mountains in watershed areas to create reservoirs and reduce soil erosion and water loss due to runoff. Water can then be harvested by area residents for household usage, and water tables will be raised and karezes which supply irrigation water to farms in the area will be recharged. As a key part of the mission, the team assisted the Central Asian Development Group (CADG) in preparing a proposal that will support a job order to implement this activity.

4. Plans for Next Quarter

The work plan for next quarter is summarized in Annex D.

4.1 RAMP Office Construction

Procurement of an office construction contractor will be undertaken during October and November. The tentative target for beginning construction is the first week of December. Construction is expected to be completed by the end of March 2004.

4.2 Infrastructure Rehabilitation Activities

The following infrastructure rehabilitation activities will be undertaken during the next quarter:

- Attending meetings with LBG, MoIWE, CIDA, MAAH, UNOPS, MPW, Corps of Engineers.
- Review concept papers, proposals and job orders.
- Site visits to:
 - Kunduz-Khanabad.
 - Wardak
 - Ghoorband
 - Parwan
 - Logar
 - Kunar-Jalalabad
- Preparation of supervision & monitoring system and training of supervisory staff.
- Revised irrigation rehabilitation strategy.
- Helmand province irrigation system review
- Preparation of Helmand Irrigation System rehabilitation assessments & JOs.
- Supervision of expected job orders on:
 - Kunduz-Khanabad Road and Dam protection (KRA).
 - Qandahar check dams (CADG).
 - Chardara Baladoori Canals Kunduz-Baghlan (DAI).
- Collection and refinement of maps, and where necessary, satellite images, with emphasis on Helmand.
- Preparation of specification for Irrigation and Road works.

4.3 Rural Financial Services Activities

The following rural financial services activities will be undertaken during the next quarter:

- Finalize issuance of the MISFA microfinance institutions job order and grant agreement;
- Prepare a SOW for assessing agricultural sector financial services;
- Participate in MISFA Steering Committee meetings with USAID;
- Coordinate with newly formed or forming banks develop agroindustry linkages;
- Develop an RFP for an enterprise development concept;
- Draft job orders for agribusiness financial services;
- Assist MFIs to develop agricultural lending products; and
- Monitor implementation of the MISFA microfinance institutions job order.

4.4 Agricultural Technology and Market Development Activities

The following agricultural technology and market development activities will be undertaken during the next quarter:

Agricultural Strategy

- Collaborate with the MAAH strategy team to broaden and refine the draft of the agricultural strategy to include RAMP market development initiatives.

Job Order Review and Implementation

- Review and evaluate Concept Papers in agriculture and market development.
- Review proposals and submit Job Orders to USAID for approval.
- Assist those organizations with approved Job Orders in the start up of their projects.

Subsector Market Assessments

- Design Scopes of Work (SOW) for various targeted agricultural subsectors and follow through in recruiting and employing consultants to carry out the SOW.

Village Market Centers

- Develop the Concept Paper, SOW, and request for proposal for the construction of 100 or so Village Market Centers, which are anticipated to be constructed in the five provinces of Kunduz, Helmand, Ghazni, Nangarhar, and Parwan.

4.5 Job Order Development and Implementation Activities

The following job orders are expected to be submitted to USAID for approval and implementation during October:

- Kandahar check dams (CADG);
- Kunduz and Baghlan irrigation canal rehabilitation (DAI);
- Kunduz/Khanabad road and irrigation rehabilitation (KRA);
- Rural poultry production (FAO); and
- MISFA microfinance institutions (MRRD/WB).

During November, up to 10 additional job orders are expected to be issued from proposals already in process by organizations including ICARDA/Future Harvest, the Dutch Committee on Agriculture (DCA), IFDC, and Roots for Peace.

By mid-November, technical reviews are expected to be completed on concept papers that will be received up through October 16, based on a solicitation issued on September 22. Concepts that are found to be technically responsive to RAMP objectives will be considered in light of a new RAMP strategy that will be developed by mid-November.

Letters to incur costs will be issued to firms as soon as USAID approves the respective job orders, with subcontracts to be negotiated and issued by Chemonics immediately thereafter. As job orders are issued, each technical component team will assign a technical manager to supervise each job order.

4.6 Policy Reform Activities

The following policy reform activities will be undertaken during the next quarter:

- Prepare a policy framework to assist the MAAH strategy team;
- Formulate key policy reform initiatives, with special emphasis on the cotton subsector;
- Identify and advise MAAH on critical policy advocacy issues, including constraints to cotton subsector development;
- Assist the MAAH in coordination of its strategy with other ministries and donors;
- Prepare a special FY04 RAMP strategy and workplan, in response to a new USAID requirement to submit a USAID mission strategy to Congress by December 1.

4.7 Training Activities

The following training activities will be undertaken during the next quarter:

- Prepare a training needs assessment database in collaboration with MAAH and the IALC to coordinate future training programs;
- Collaborate with USDA to plan and implement a special SPS (sanitary/phytosanitary) workshop in Kabul in December;

4.8 Monitoring and Evaluation

The following monitoring and evaluation activities will be undertaken during the next quarter:

- Develop preliminary performance indicators;
- Finalize the RAMP M&E plan;
- Conduct PRA training for NGOs to be engaged for PRAs in Ghazni, Parwan and Nangahar;
- Conduct PRAs and prepare reports on Ghazni, Parwan and Nangahar by mid-November;
- Conduct an on-going review of job orders for M&E reporting requirements;
- Prepare an M&E secondary database on national statistics; and
- Prepare final performance indicators and targets from PRA's, assessments and other data, in conjunction with a revised RAMP strategy (to be completed by mid-November).

4.9 Communications Support

The following communications support activities will be undertaken during the next quarter:

- Field two ST consultants during October and November to develop a RAMP communications strategy;
- Prepare RAMP basic briefing documents;
- Prepare a RAMP media campaign plan;
- Design a framework for the RAMP website;
- Prepare weekly briefing memos for USAID; and
- Prepare a RAMP information kit for radio broadcasts.

5. Performance Issues

5.1 Retrospective Issues

None.

5.2 Prospective Issues

Deteriorating Security Conditions in Ghazni and Helmand Provinces

Toward the end of the quarter, Ghazni and Helmand Provinces were becoming increasingly insecure. This will pose new constraints on the Core Team's design and implementation of job orders in those priority RAMP provinces. The Helmand situation poses special concerns for the implementation of an irrigation assessment.

6. Budget Summary

6.1 CLIN 0001: Management, Administration and Technical Assistance

a. Budget	\$20,852,473.00
b. Cumulative Expenditures Before This Quarter	\$0.00
c. Expenditures During This Quarter *	\$599,196.65
d. Cumulative Expenditures Through This Quarter (b+c)	\$599,196.65
e. Remaining Budget (a-d)	\$20,253,276.35
f. Obligated Amount	\$31,267,205.00
g. Remaining Obligated Amount (f-d)	\$30,668,008.35

6.2 CLINs 0002-004: Infrastructure Rehabilitation, Rural Finance Services, Agricultural Technology and Market Development

a. Budget	\$132,500,000.00
b. Cumulative Expenditures Before This Quarter	\$0.00
c. Expenditures During This Quarter *	\$0.00
d. Cumulative Expenditures Through This Quarter (b+c)	\$0.00
e. Remaining Budget (a-d)	\$132,500,000.00
f. Obligated Amount	\$0.00
g. Remaining Obligated Amount (f-d)	\$0.00

6.3 GRAND TOTAL: ALL CLINS

a. Budget	\$153,352,473.00
b. Cumulative Expenditures Before This Quarter	\$0.00
c. Expenditures During This Quarter *	\$599,196.65
d. Cumulative Expenditures Through This Quarter (b+c)	\$599,196.65
e. Remaining Budget (a-d)	\$152,753,276.35
f. Obligated Amount	\$31,267,205.00
g. Remaining Obligated Amount (f-d)	\$30,668,008.35

* Accrued expenditures (invoiced plus estimated incurred expenditures to be invoiced)

Annex A. RAMP Core Team Staffing as of September 30, 2003

Expat Advisors

1. Larry Morgan, Chief of Party
2. Ray Baum, Deputy Chief of Party
3. Mohammad Usman, Senior Policy Advisor
4. Marie Aziz, Operations Manager
5. Kenneth Neils, Chief Agricultural Economist
6. Frances Toomey, Chief Rural Financial Advisor
7. Jahid Mohseni, Ministry Liaison
8. Perry Bosshart, Product & Input Market System Analyst
9. Andy Hale, Monitoring & Evaluation Specialist
10. Katherine H.E. Ramo, Contracts, Subcontracts, & Grants Manager
11. John Pritchard, Livestock Specialist
12. Dudley Conneely, Program Liaison Officer
13. Martin West, Agribusiness Advisor
14. Clare Copleman, P.E., Rural Road & Market Facility Rehabilitation Advisor
15. Susan DeCamp, Communications Specialist

Afghan Professionals

1. Abdul Qahar Samin, Agriculture Production Agronomist
2. M. Ibrahim Sultani, Irrigation Specialist
3. M. Daoud Sangarwal, Monitoring & Evaluation Advisor
4. M. Sharif Abbasi, Training & Conference Coordinator
5. Atiqullah Mohibi, Contract/Grants Officer
6. Abdul Samad Nazari, Contract/Grants Officer
7. Rabia Sabri, Contract/Grants Officer
8. Eng. Mumtaz Ahmad, Contract/Grants Officer
9. Farhad Falak, Finance Manager
10. Jawad Ehsani, Senior IT Manager
11. Naseem Ehsani, LAN Administrator

Afghan Support Staff

1. M. Akram Anwari, Subcontracts/Grants Assistant
2. Char Gul Haq Yar, Supervisory Office Manager
3. Baba Jan Sediqi, Logistics Coordinator
4. Ahmad Shaker Dadgar, Office/Houses Coordinator
5. Abdul Wase Shahin, Logistics Assistant
6. Hamayoon Abdullah, Administrative Assistant
7. Massoud Ayoubi, Logistics/Admin. Assistant
8. Ghulam Farooq Ahmadi, Motor Pool Coordinator

Agricultural Technology and Market Development

Kenneth Neils, Chief Agricultural Economist
Perry Bosshart, Product & Input Market System Analyst
John Pritchard, Livestock Specialist
Martin West, Agribusiness Advisor
Abdul Qahar Samin, Agriculture Production Agronomist

Agricultural Policy

Mohammad Usman, Senior Policy Advisor

Rural Financial Services

Frances Toomey, Chief Rural Financial Advisor

Infrastructure Rehabilitation

Clare Copleman, P.E., Rural Road & Market Facility Rehabilitation Advisor
M. Ibrahim Sultani, Irrigation Specialist

Contracts/Subcontracts/Grants

Katherine H.E. Ramo, Contracts, Subcontracts, & Grants Manager
Dudley Conneely, Program Liaison Officer
Atiqullah Mohibi, Contract/Grants Officer
Abdul Samad Nazari, Contract/Grants Officer
Rabia Sabri, Contract/Grants Officer
Eng. Mumtaz Ahmad, Contract/Grants Officer
M. Akram Anwari, Subcontracts/Grants Assistant

Monitoring & Evaluation

Andy Hale, Monitoring & Evaluation Specialist
M. Daoud Sangarwal, Monitoring & Evaluation Advisor

Ministry Liaison

Jahid Mohseni, Ministry Liaison

Training

M. Sharif Abbasi, Training & Conference Coordinator

Communications

Susan DeCamp, Communications Specialist

Information Technology

Jawad Ehsani, Senior IT Manager
Naseem Ehsani, LAN Administrator

Finance

Farhad Falak, Finance Manager
Jehan Massoudi, Accountant

Management

Larry Morgan, Chief of Party
Ray Baum, Deputy Chief of Party
Marie Aziz, Operations Manager

Annex B. Job Order Summary: July 3 – September 30, 2003

Submission		Implementer	Project Title	Sector	List of Activities	Duration		Project Location			Beneficiaries	Estimated Cost, USD	Status
Log#	Date					Start	Complete	Provinces	Districts	Villages			
Job Order Requests for Submission													
1	Sep-5-03	MISFA	Microfinance Investment and Support Facility Afghanistan	Microfinance	Microfinance	Oct-03	Dec-03	Nation wide	Various	Various	300,000-500,000	\$5,000,000	JOR
2	Sep-6-03	CADG	Kandahar/Helmand Check Dams	Infrastructure	1. Construction of 19 check Dams	Oct-03	Apr-04	Helmand and Kandahar	Various	Various	2,000-5,000 family farms	\$706,918	JOR
3	Aug-20-03	DAI	The Chardara & Bala Doori Canal Rehabilitation	Infrastructure	1. Rehabilitation of Chardara Canal System 2. Rehabilitation of Bala Doori Canal System	Oct-03	Apr-04	Kunduz, Baghlan	Chardara, Aliabad, Pule-Khumri	Various	127,000	\$1,154,287	JOR
4	Sep-4-03	KRA	Construction of Khanabad 24.5km Road and construction of four water intakes	Infrastructure	1. Rehabilitation of 24.5km of Khanabad Road 2. Construction of 4 Water intakes	Oct-03	Apr-04	Kunduz	Khanabad	Various	21,620	\$508,671	JOR
5	Aug-03	FAO	Development of Rural Poultry Production	Poultry	Development of Rural Poultry Production	2003	2006	Ghazni, Helmand, Kunduz, Nangahar, Parwan	Various	Various	25,000 Trainees	\$3,599,239	JOR
Anticipated Job Order Requests													
1	Sep-6-03	CRS, IRC, SFL, WV(Consortium)	RAMP West	Infrastructure and Financial Services	1. Rehabilitation of 40 Secondary and 150km Tertiary Road 2. Rehabilitation of 270km of Canals 3. Construction of 17 Market Structures 4. Assessment and design of microfinance system	Nov-03	Jan-05	Ghor, Badghis, Heart, Frah	Various	Various	1,265,000		Under Review 3rd time
2	Sep-03	ACTED	Rebuilding Afghanistan Agricultural Markets Program in Shamali	Infrastructure and Agriculture	1. Rehabilitation of irrigation canal infrastructure and key tertiary roads 2. Rehabilitation of agricultural market infrastructure	Nov-03	Jul-06	Parwan, Kabul, Kapisa	Various	Various	352,174		Under Review
3	Sep-01-03	IFDC	Agri-Input Dealer Training And Development	Training	Training of Fertilizer Dealers	Jan-04	Jul-06	Nation wide	Various	Various	1,400 dealers		Under Review
4	Aug-25-03	DCA-VET	Livestock Health, Production and Marketing Improvement Project	Livestock	1. Private Veterinary Service 2. Veterinary Services Training Program 3. Vaccine, Medicines, and equipment supply and distribution 4. Livestock Health Production and marketing info system 5. Outreach and promotion services 6. Livestock sub-sector policy reform			Nation wide	Various	Various			Dialogues on going between RAMP & DCA Vet

Submission		Implementer	Project Title	Sector	List of Activities	Duration		Project Location			Beneficiaries	Estimated Cost, USD	Status
Log#	Date					Start	Complete	Provinces	Districts	Villages			
5	Sep-01-03	Roots of Peace Consortium	Revitalizing the Grape and Raisin Industry	Technology Management Market Development	1. Knowledge Transfer 2. Model Farms 3. Market Centers and Regional Processing Centers	Nov-03	Jul-06	Shamali, Kunduz, Helmand, Ghanzi, Kandahar, Nangahar	Various	Various	2000-6000 trainings		Under Review
6	Sep-03	CADG	Expanding Agricultural Markets	Agriculture Market Development	1. Agricultural 2. Processing 3. Marketing	Nov-03	Jul-06	Kandahar, Helmand	Various	Various			
7	Sep-01-03	Future Harvest	Restoring Agricultural Productivity And Promoting Rural Market Diversification And Intensification In Afghanistan	Market Development	Market Development	Jan-04	Sep-06	Nation wide	Various	Various			Under Review
Concept Papers and Proposals Under Review													
1	Sep-6-03	FAO	Provision of quality agricultural inputs to vulnerable farming families and support to a sustainable agricultural inputs market	Agricultural Input	Provision of quality agricultural inputs to vulnerable farming families and support to a sustainable agricultural inputs market	Sep-03	Sep-03	Nation wide			130,000 Families		Under Review
2	Aug-4-03	IMC	Rural electrification Program	Infrastructure	rural electrification Program			Kabul, Parwan, Wardak, Nangarhar, Laghman, Kunar	Various	Various	10,000 Families		Rejected by TRC
3	Sep-5-03	Land O'Lakes, Inc.	Revitalizing Dairying as a Business in Afghanistan	Livestock	1. Value Adding and Marketing of Specialty Cheeses 2. Expanding Raw Milk Supplies and Processing Capacities						3000 rural Women		Clarification required
4	Aug-25-03	FAO	Participatory Seed Production Program & Development Of Seed Business Consortium	Agriculture	1. Strengthening National Seed Production Capacity in Afghanistan (EU funded); and 2. Development of a Sustainable Seed Program in Southern Afghanistan			Helmand, Kunduz, Parwan, Nangahar and Ghazani	Various	Various	3,599,239		Meeting scheduled Rejected by TRC
5	Sep-14-03	DAI	Nad-i-Ali, Marja, Shamalan and Darweshan areas, Helmand Province Irrigated areas along Kunduz river, Baghlan and Kunduz Provinces.	Infrastructure	De-silting and widening canals, repairing and replacing irrigation structures, strengthening and protecting canal banks.	Oct-03	Oct-05						Under Review
6	Sep-20-03	Tryco	Agriculture Marketing facility at Kabul Airport	Market Development	Agriculture Marketing facility at Kabul Airport			Kabul	Kabul	Kabul city			Pre-concept

Submission		Implementer	Project Title	Sector	List of Activities	Duration		Project Location			Beneficiaries	Estimated Cost, USD	Status
Log#	Date					Start	Complete	Provinces	Districts	Villages			
7	Sep-20-03	Grain Industry Alliance Manhattan	Emergency Storage of Cereal Grain	Market Development	Emergency Storage of Cereal Grain			Kunduz	Kunduz	Kunduz City			Pre-concept
8	Sep-15-03	IFDC	Crop technology management - Fertilizer	Technology Management	Crop technology management - Fertilizer	Oct-03	Oct-06	Kandahar, Helmand, Shamali, Nangarhar, Paktia, Wardak, Logar, Ghazni	Various	Various			Under Review
9	Sep-15-03	Heartland Composites Development Corporation	Manufacturing Concrete Pavers for Secondary Road	Infrastructure	Manufacturing of concrete pavers for secondary road construction			country wide	Various	Various			Rejected by TRC
10	Sep-8-03	Ministry of Irrigation	Request of Ministry of Irrigation for construction/rehabilitation of the irrigation systems	Irrigation Infrastructure	1. Kajaki Gate 2. Kamal Khan 3. Kama Intake 4. Arghandab Dam 5. Kherwar reservoir 6. Intake and siphone of sabri kariz 7. Surkhab reservoir 8. Ankhoui Irrigation Scheme (urgent) 9. Nahri Lashkari			Various	Various	Various	172,000		
11	Sep-01-03	IFDC	Agri-Input Regulatory Reform	Various	(1) preparation and/or review of draft fertilizer, CPP, and seed legislation, (2) preparation of recommended organizational structure, (3) preparation of regulatory personnel job descriptions, (4) preparation of inspection and analytical manuals, (5) preparation of regulatory system report forms, (6) preparation of laboratory drawings, (7) preparation of equipment and supplies list, (8) review, approval, and translation of all documents, (9) conducting a stakeholders workshop on the proposed legislation.	Jan-04	Sep-06	Nation wide	Various	Various			Under Review
12	Sep-7-03	NAC	Afghansitna Water supply and sanitation rehabilitation program	Sanitation	Afghansitna Water supply and sanitation rehabilitation program								Rejected by TRC not related to RAMP Objectives

Submission		Implementer	Project Title	Sector	List of Activities	Duration		Project Location			Beneficiaries	Estimated Cost, USD	Status
Log#	Date					Start	Complete	Provinces	Districts	Villages			
13	Sep-16-03	International Foundation of Hope	Nangarhar Agricultural Development Project	Agriculture	1. Rehabilitation of 25 Irrigation Systems 2. Develop Plans to turn 12 Ha of orchards to private contractors 3. Train 2000 farmers in agronomy, soil analysis, drip irrigation, high value inputs, etc 4. Develop three large tree nurseries 5. Set up 44 refrigerated storage containers	Oct-03	Oct-06	Nangarhar	Various	Various	2,000		Under Review

Annex C. Summary of Quarterly Training Activities

SN	Name of Participants	Title	Organization	Unit/Department	Name of the Course/Workshop	Duration	Venue	Remarks
1	Dr. Basir Sarwari		Office of the President	Policy Management	CODEX	Aug. 27-29, 2003	South Africa	RAMP Paid only for Airfare & perdiem
2	Mohammad Humayun Sherzad	Head of Cereal/Crops	Ministry of Agriculture	Cereal/Crops	CODEX	Aug. 27-29, 2003	South Africa	RAMP Paid only for Airfare & perdiem
3	Abdul Razaq Khalaf	General Director	Ministry of Commerce	Transit Department	CODEX	Aug. 27-29, 2003	South Africa	RAMP Paid only for Airfare & perdiem
4	Dr. A. Q. Raoufi	President	Ministry of Agriculture	Animal Health	International des Epizooties (OIE) Regional Commission	Sep 23-26, 2003	Istanbul, Turkey	RAMP Paid only for Airfare & perdiem
5	Dr. Said Gul Safi	National Program Supervisor FAO & Chairman Afghan Veterinary Association	FAO	Animal Health	International des Epizooties (OIE) Regional Commission	Sep 23-26, 2003	Istanbul, Turkey	RAMP Paid only for Airfare & perdiem

Annex D. Summary of Work Plan for Next Quarter

Activity (staff)	October 2003				November 2003				December 2003				
	week -->	1	2	3	4	1	2	3	4	1	2	3	4
Construction of RAMP Office (Clare Copleman, Ray Baum)													
1. Building Layout													
2. Preparation of Bid Documents													
3. Bid Invitation													
4. Submission of Bids													
5. Bid Evaluation, AID Approval													
6. Award Contract													
7. Mobilize Construction Team													
8. Construction													
Job Orders, Proposals In Process At End of Last Quarter (Katherine Ramo, Dudley Conneely & all Component Team Members)													
1. Kandahar Check Dams JO Issued													
2. Charadara, Baghlan Canal Rehabilitation JO Issued													
3. MISFA Microfinance Institutions JO Issued													
4. Kunduz Khan Abad Rural Road/Canal Intake JO Issued													
5. Rural Poultry Production JO Issued													
6. Issue Up to 10 Additional JO's from Proposals in Process													
7. Manage Implementation JO's Issued During This Quarter													
8. Technical Review of Concept Papers Submitted by Oct 16													
Rural Infrastructure Rehabilitation (Ray Baum, Md. Ibrahim, Clare Copleman, Johannes Oostercamp)													
1. Prepare SOW for Helmand Irrigation Assessment													
2. Issue Job Order for Helmand Irrigation Assessment													
3. Implement Helmand Irrigation Assessment Job Order													
4. Finalize Irrigation Rehabilitation Strategy													
5. Kunduz Khan Abad Rural Road/Canal Intake JO Implemented													
6. Kandahar Check Dams JO Implemented													
7. Charadara, Baghlan Canal Rehabilitation JO Implemented													
Rural Financial Services (Fran Toomey, Larry Morgan)													
1. SOW for Assessing Ag Sector Financial Services													
2. Implement Assessment of Ag Sector Financial Services													
3. Participate in MISFA Steering Committee w/USAID													
4. Coordinate with New Banks to Develop Agroindustry Linkages													
5. Develop RFP for Enterprise Development Concept													
6. Draft Job Orders for Agibusiness Financial Services													
7. Assist MFIs to Develop Farm Lending Products													
8. MISFA Microfinance Institutions JO Implemented													
Agricultural Technology and Market Development (Ken Neils, John Prichard, Perry Bosshart, Martin West, Tom Fattori, Larry Morgan)													
1. Concept Paper on Village Market Centers													
2. SOW for Village Market Centers													
3. RFP for Village Market Centers Prepared, Issued													
4. Proposals for Village Market Centers Evaluated													
5. Job Order for Village Market Centers Issued													
6. Village Market Centers JO Implemented (approx 5 months)													
7. SOW's for Subsector Market Assessments													
8. Recruit and Select Consultants for Subsector Assessments													
9. Conduct Subsector Market Assessments (value chain, poultry,													

Activity (staff)	October 2003				November 2003				December 2003			
	week --> 1	2	3	4	1	2	3	4	1	2	3	4
dried fruits/nuts)												
10. Finalize and Issue JO's for 5 Future Harvest Proposals												
(potato production, rainfed rangeland livestock production, crop demos, protected ag for cash crops in marg areas, orchard rejuvenation --\$6.5 million)												
11. Implement Future Harvest JO's												
12. Finalize and Issue JO for Fertilizer Dealer Network Training												
13. Implement Fertilizer Dealer Network Training JO												
14. Finalize SOW for Afghan DriedFruitNut Market Promotion												
15. Implement Afghan Dried Fruit/Nut Market Promotion												
Agricultural Policy Reform Program (Ken Neils, Md. Usman, Larry Morgan)												
1. Prepare Policy Framework												
2. Formulate Key Policy Reform Initiatives												
3. Policy Advocacy												
4. Ag Strategy Coordination with MAAH, Other Ministries/Donors												
5. Prepare Special FY04 RAMP Strategy/Workplan												
Communications Program (Susan de Camp, John Woods, Barbara Zadina)												
1. Communications Strategy Team TDY (2 consultants)												
2. Preparation of RAMP Basic Briefing Documents												
3. Preparation of RAMP Media Campaign Plans												
4. Design Framework for RAMP Website												
5. Preparation of RAMP Communications Strategy												
6. Preparation of Weekly RAMP Briefing Memos for USAID												
7. Preparation of RAMP Information for Radio Broadcast												
Monitoring and Evaluation (Andy Hale)												
1. Develop Preliminary Performance Indicators												
2. Finalize M&E Plan												
3. PRA Training for NGOs (Ghazni, Parwan and Nangarhar)												
4. Completion of PRA Surveys in Ghazni, Parwan and Nangarhar												
5. Prepare Ghazni, Parwan and Nangarhar PRA Survey Reports												
6. Review Active JOs for M&E Reporting Requirements												
7. Prepare M&E Secondary Database on National Statistics												
8. Prepare Performance Targets From PRAs, Assessments												
Field Office Operations (Marie Aziz, Ray Baum)												