



U.S.-Afghanistan Reconstruction Council

Annual Report 2003

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CHAIRMAN'S MESSAGE

The members of the US-Afghanistan Reconstruction Council (US-ARC), a nonprofit 501(c)(3) organization located in the Washington, DC area, have been working diligently since September 2001 to realize their vision of rebuilding a viable, self-sustaining, healthy and educated society in Afghanistan. Most of the people affiliated with US-ARC are of Afghan heritage, speak one or more of the indigenous languages and have an innate understanding of Afghan culture. We are passionate about our mission.

US-ARC's mission is to assist in the reconstruction of a civil society in Afghanistan by procuring and coordinating human, material and financial resources and applying them to community-centered projects in partnership with the beneficiaries/ stakeholders.

Implementation of these projects (including on-site surveys, training, purchasing of equipment, etc.) is designed to meet the medium and long-term development needs of the beneficiaries/stakeholders, as defined jointly by the community Shura and US-ARC. US-ARC concentrates its efforts on rural development projects throughout the country.

2003 was a period of consolidation for US-ARC. As our all-volunteer group in the U.S. worked to refine and focus our mission and its implementation, we were able to establish a small office in Kabul and have partnered with several international development organizations to provide research and consultation services. We have a large pool of human resources standing by ready to lend their expertise to projects in Afghanistan.

US-ARC has accomplished small steps with limited resources and is at the crucial point where an infusion of support and operating funds is needed to maintain the projects we have started and to enable us to pull together the resources needed to continue and expand. We also seek funding for specific projects such as schools for girls, a sewing and training academy for women, and a community development program that will assist villagers to develop and implement their priority projects.

The following pages will explain who we are, what we have accomplished in 2003 and what we plan for the future.

Please join us in our quest to alleviate the suffering of the people of Afghanistan.



M. Omar Hadi
Chairman of the Board

I. THE ORGANIZATION

The group that was to become US-ARC first started as an interfaith, multi-cultural gathering to show solidarity with the people of Afghanistan, the United States and all faiths. The Washington, DC Afghan community and other concerned people pooled their resources to donate to humanitarian relief efforts while some members of the group planned to organize professionals and experts to best benefit the people in Afghanistan.

US-ARC was incorporated in the State of Virginia on January 11, 2002 (Annex I) and received its 501(c)(3) non-profit status from the IRS on October 23, 2002 (Annex II).

Based in the Washington, D.C. area, US-ARC is a nonprofit, non-partisan, non-sectarian organization. The underlying mission of US-ARC is to facilitate the participation of civil society in the reconstruction of Afghanistan by mobilizing the Afghan Diaspora and by coordinating material and financial resources and applying them to community-centered projects in partnership with the beneficiaries. US-ARC projects are targeted to enable communities to become self-sufficient and capable of meeting the basic health, education and social needs of the populace.

A five-member board of directors (to be increased to a total of 11) meets on a regular basis to strategize and review US-ARC's goals and progress. In addition to pursuing the organization's long-term development projects, members of the organization maintain close contacts with other institutions to form partnerships for projects in Afghanistan. We also serve as a resource to match qualified members of the Diaspora to consultancy opportunities with international development contractors.

A. US-ARC's Strengths

Over the past two years US-ARC has evolved into a unique organization capable of facilitating specific opportunities that contribute to improving the lives of ordinary Afghan people. In addition to having a first-hand understanding and awareness of Afghan culture, US-ARC has developed a network of contacts with the leadership of the Afghan government as well as local and international organizations. This, combined with the ability to mobilize the Afghan-American community and to interact with the Afghan populace, has enabled US-ARC to link specific opportunities with appropriate resources. The Council, whose membership consists of a large number of Afghan-Americans, has provided consulting and research services, as well as expatriate consultants for projects to several large international organizations working in Afghanistan. US-ARC has facilitated material donations and provided pro bono technical assistance and fund raising services to various local Afghan NGOs.

Currently 44 international donor agencies, 11 UN agencies, 3 multilateral development banks, approximately 50-60 international and 7,000 (registered) local NGOs, not to mention multiple international contractors, are all working to rebuild the government's capacity, as well as to provide essential services, in the form of humanitarian and

reconstruction assistance, to the population. However, none of these well-meaning organizations has the unique perspective and resources available to US-ARC.

US-ARC's comparative advantage is based on its employees' cultural and linguistic ties to Afghanistan. US-ARC's pool of talented professionals makes it uniquely positioned to serve as the interface between the people of Afghanistan and the national/international resources necessary to meet the needs of the people of Afghanistan. Unlike diplomatic personnel and the employees of international organizations, US-ARC employees are independent and freely operate throughout the country to determine more efficiently the feasibility of a proposed project and to monitor implementation.

A clear understanding of the power apparatus of the central government's regional Governors and district Mayors, as well as the village Shuras¹ (Council) structures allows US-ARC employees to interact with local leaders who have undisputed authority in the areas under their control. US-ARC has also developed a network of contacts with the leadership of the Afghan Government.

US-ARC's competitive advantage leads to better informed project selection, more rapid start-up and implementation, development of local trust and participation in a given project and ultimately, and most importantly, lower project costs.

B. Partnerships

US-ARC has established a network with like-minded NGOs, U.S. nonprofits and private businesses. The following organizations represent partners with whom US-ARC is either planning or implementing projects throughout Afghanistan:

- *Chemonics International* – US-ARC was retained to provide consultation and to identify Afghan-American and local experts for the USAID funded Agriculture Rehabilitation project.
- *Counterpart International* – Helped develop an unsolicited Sister-City proposal for possible USAID funding.
- *Citizens Development Corp* – Currently designing a proposal to focus on the development of Afghanistan's small and medium size enterprise (SME) sectors.
- *Land O'Lakes* – US-ARC staff participated in designing a poultry and dairy proposal for USAID funding. US-ARC is now a subcontractor for the dairy project. The poultry project has been postponed due to inadequate funding.

¹ The Shura is the traditional Afghan forum of consultation and consensus. The people who are responsible for making a decision or have some special ability or interest in a specific matter will form a group under the leadership of one individual.

C. Global-Afghanistan Reconstruction Organization (Global-ARO)

US-ARC functions in Afghanistan through its subsidiary, Global-ARO. Global-ARO was registered with the Afghan Ministry of Planning as a local non-governmental organization (NGO) on March 23, 2003. US-ARC undertakes the fundraising and planning activities while project work is implemented and managed by the Global-ARO office in Kabul, run by the Country Director.

D. US-ARC's Accomplishments

US-ARC 2003 activities:

- Established US-ARC's Afghanistan subsidiary, Global-ARO, in Kabul. Global-ARO was registered with the Afghan Ministry of Planning as a local non-governmental organization on March 23, 2003.
- Retained by Chemonics International to provide consultation and to identify Afghan-American and local experts for the USAID funded Agriculture Rehabilitation project in Afghanistan. (April 2003)
- Designed and prepared a framework for a Community Development Program, intended to seek funding and provide resources for community-initiated programs in various provinces in Afghanistan in accordance with the National Solidarity Program. Conducted comprehensive demographic research in Nuristan and Nangahar Provinces. Carried out consultation with the Ministry of Rural Development, the Ministry of Reconstruction, UN-Habitat and other organizations operating in these provinces. (Assessment trip June 2003)
- Retained by Land-O'Lakes International to conduct livestock and dairy market research in Parwan and Laghman regions. US-ARC was included as a sub-contractor in the eventual dairy development proposal. (September 2003)

US-ARC's involvement with civil society, community and NGO activities:

- Founding member organization of Policy Council on Afghan Women (PCAW), a coalition of organizations whose mission is to lobby U.S. legislators and policy advisors to ensure that the financial support for the reconstruction process in Afghanistan continues, to ensure that USAID supports Afghan women-led and other Afghan NGOs working in Afghanistan and to ensure that the reconstruction process in Afghanistan includes the participation and contribution of as many Afghan institutions and individuals leading to long-term sustainability of program results. Part of a three member delegation to Afghanistan to identify an Afghan partner for PCAW Afghanistan. (June 2003)
- Collected and delivered school supplies to three Aid Afghanistan schools. (September 2003)

- Assisted Aid Afghanistan with budget and proposal development for a vegetable pickling cooperative to be operated by women. (October 2003)

II. OPERATIONS

It was mandated by the founders that US-ARC would undertake community development projects, primarily in rural areas. The creation of links between donors, the U.S. Afghan Diaspora community and the beneficiaries would support the rehabilitation and development of basic social and economic infrastructure in Afghanistan.

US-ARC's unique and pragmatic approach to build one community at a time sets it apart from other organizations working in Afghanistan. Given the prevalence of village life and the great distances between cities, it is our belief that unless a community is self-reliant for its basic subsistence needs, life will continue to be difficult even with the presence of a strong and providing central government. US-ARC intends to work with the inhabitants of a community in a city, town, Province or Region to address the major needs of that area, as defined through dialogue between community members, through its representative body/Shura and US-ARC consultants. The organization will use these findings to coordinate and direct development aid or entrepreneurial projects from various sources to address the needs of each particular community.

A. Project Approach

Projects are designed to operate at a basic level using existing facilities and expertise and with appropriate levels of technical input. As the absorption capacity of Afghan NGOs, local governments and the private sector grows, projects will become more sophisticated and comprehensive. Each project will include measurable outcomes and evaluation phases. US-ARC aims to direct projects in seven development sectors at the local level with the following objectives:

- *Agriculture:* To provide assistance in re-establishing a sound agricultural base to ensure adequate food supply for the community.
- *Commerce:* To assist local participants with training and resource needs that contribute to the revitalization of commerce and industry at the local level.
- *Education:* To re-establish infrastructure and make education accessible.
- *Finance:* To assist in the re-establishment of a viable, appropriate financial system.
- *Health:* To provide and improve basic health access.
- *Human Services:* To provide services for those most traumatized – the disabled, the widows, the orphans and child soldiers.
- *Infrastructure:* To rebuild local infrastructure through project implementation.

Four concerns will cut across and inform all seven sectors. These are:

1. The role, concerns and involvement of women: US-ARC will ensure that women are included in all projects, both as participants and advisors.
2. Strengthening civil society: through its community-centered and participatory approach to project design and implementation, US-ARC will promote the strengthening of community independence, self-reliance and voluntary activity.
3. The use of appropriate technology: US-ARC will ensure that technologies and project design (e.g., buildings, social programs) will be suitable to the cultural preferences and capacities of the partner communities. While US-ARC anticipates raising skill levels and introducing new technologies as appropriate, use of existing technologies and indigenous materials will be a priority.
4. Capacity building at all levels: US-ARC will ensure that project implementation promotes and includes both literacy and skills training.

B. Community Centered Approach *(please see Diagram p. 10)*

A large percentage of donor assistance projects in Afghanistan are concentrated in over-populated urban centers, such as Jalalabad and Kabul. These cities do not have the capacity to sustain such large populations, primarily made up of returning refugee families from Pakistan and Iran, who are looking for work to support their families. Most of these returning refugees do not have the means to return to their villages to start anew.

The founders of US-ARC believe that a more effective strategy is to strengthen rural communities throughout Afghanistan in order to encourage villagers to return and to alleviate the population pressures in the urban center. US-ARC's holistic approach to reconstruction will involve collaboration with local leaders and stakeholders in recipient communities to identify critical and secondary need areas in each participating community. Using multi-sectoral teams US-ARC will set priorities, match US-ARC and local resources and decide on the best implementation approach that will effectively serve the needs of that particular community. Our approach to project design will be flexible to address both immediate and long-term reconstruction needs through measurable success criteria. Based on the results of comprehensive assessments gathered from multiple regions in Afghanistan, the Board of Directors will determine the areas to conduct operations. The initial approach will be to meet with the regional government, village Shura, and any on-governmental organizations (NGOs) active in the area to determine the community's development priorities.

Based on the outcome of such discussions with the participating stakeholders project will be designed and a funding proposal written to address one or more of US-ARC's seven sectors mentioned earlier. Depending on the community's level of assistance, US-ARC will work on each sector either independently or partner with an established Community Based Organization or NGOs to achieve common objectives.

A project will be deemed successful only when the community is self-sustaining and no longer reliant on external aid. Benchmark indicators used to measure success in each community will include adequate housing for families, available and affordable schooling for both boys and girls, available and equal job opportunities for both men and women, and the presence of preventive and primary healthcare centers. In meeting these benchmarks in each community, our objective is to lay the foundation for emergence of strong civil societies.

US-ARC's Strategy for Implementation (please see diagram p. 11)

Based on the results of the comprehensive needs assessment, available resources, and community and grassroots organizations participation, US-ARC will determine the best strategy of implementation for each specific project.

US-ARC's strategy for implementation is to:

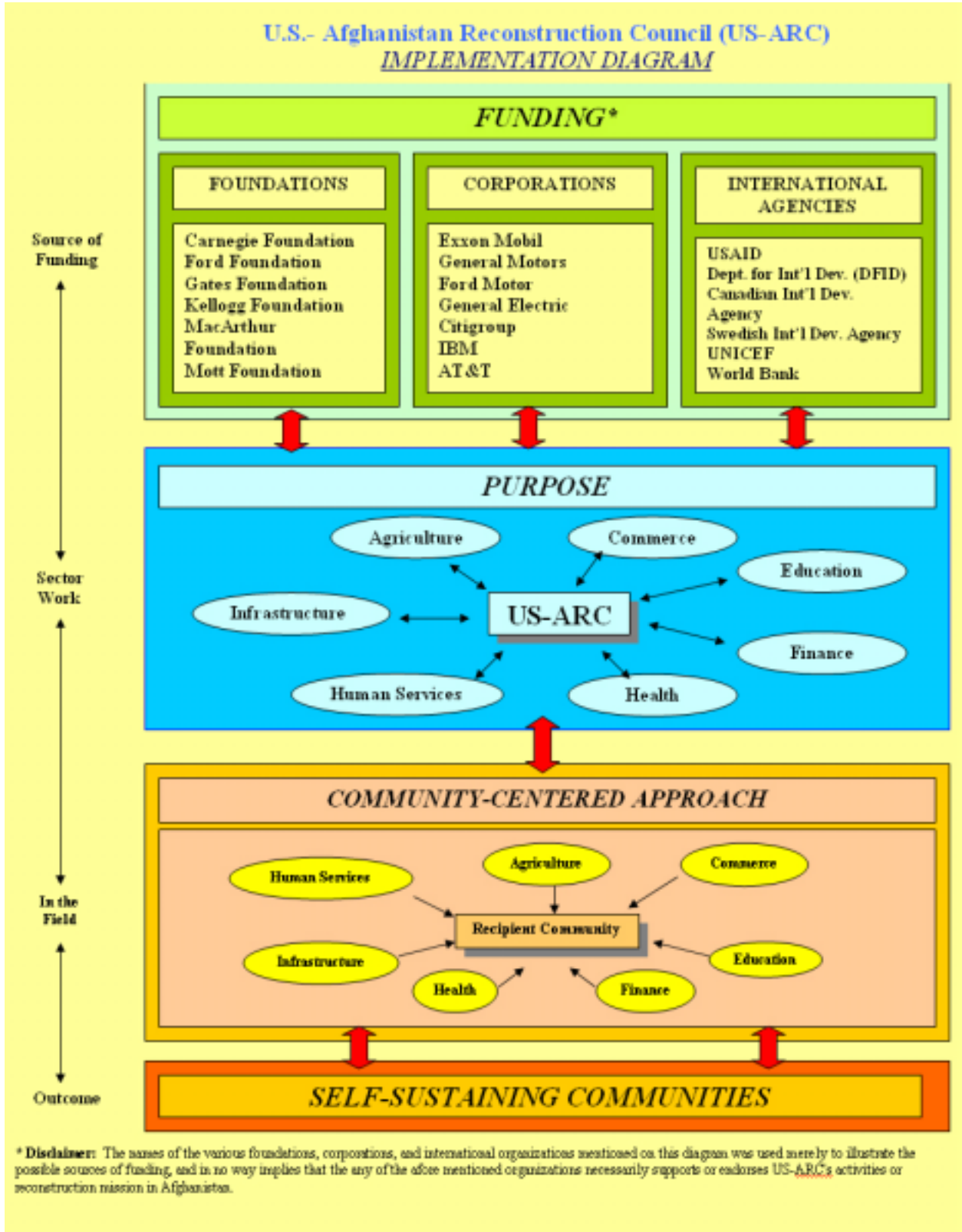
- Consult with the members of the village Shura;
- Assess community needs;
- Develop specific projects;
- Partner with appropriate technical organizations / funders;
- Implement the projects;
- Evaluate the results;
- Refine the process;
- Replicate in another community.

C. Evaluation

Each project is carefully and independently evaluated for results and efficiency both during implementation and upon completion. Practical experience gained from each evaluation is applied to subsequent projects. The following are examples of the evaluation and control techniques used:

- Realistic benchmark indicators are established to measure the success of each project output;
- Adequate funding is provided on results-based programming; funds are disbursed in tranches as each project output is successfully completed; and
- Pre and post evaluations of beneficiary populations are carried out for human services projects.





III. MANAGEMENT

A. Board of Directors

The role of the Board of Directors is to provide leadership in the following areas:

- Define the overall mission and goals of US-ARC;
- Oversee the operations of the organization;
- Hire, supervise and evaluate the Executive Director;
- Set policies for the operation of US-ARC;
- Ensure that US-ARC is operated in full compliance with the laws of the United States;
- Ensure that funds are spent in the most efficient manner for the attainment of US-ARC's mission and goals.

Until US-ARC obtains sufficient operating funds to hire full-time staff, the five unpaid board members, assisted by occasional volunteers, perform all the work necessary to maintain and develop the organization. Once US-ARC has sufficient staff, the board will resume a more traditional governance role.

The 2003 board members are:

M. Omar Hadi, Chairman, has a Masters in Business Administration in International Business from Johnson & Wales University. He is one of the founders of the World Bank/IMF Staff Afghan Association, which distributed approximately \$30,000 in its two years of existence to various reputable humanitarian based NGOs in Afghanistan. Mr. Hadi is currently working as a Program Assistant at the World Bank for the past eight years where his main responsibility is project implementation, primarily procurement and disbursement related activities. His primary interest is coordinating various reconstruction projects in Afghanistan.

Mary Robinson has an undergraduate degree in Geography (Mount Holyoke College) and a Master's in Regional Planning from Cornell University. She recently completed a graduate certificate in Nonprofit Management at George Mason University. She has lived in Asia, Africa and Europe for many years and has worked with nonprofit organizations as a consultant, administrator, board member and board president. She has also worked for USAID and the U.S. Department of State. Her primary interests are nonprofit governance, capacity building of NGOs in developing countries, and the role of philanthropy and civil society in economic and social development.

Azim Salehi has a Masters degree in Business in Computer Science from Kent State University and an Associate degree in Computer Programming from Stark State College. He has over 15 years experience in project management, consulting, software development, process engineering, organization development and high technology. He has managed several multi-million dollar projects from project inception to completion and has extensive experience in project management methodology. He has held various positions including

Product Development Vice President, Software Development Manager, Director of Engineering and Technology Programs Manager.

Suleiman Wali has a Bachelor's degree in Communication and Journalism from The George Washington University and currently is working as an online producer at the ABC News affiliate in Washington, DC. He has worked in various positions in the media and public relations and has served as a White House volunteer. Wali is dedicated to keeping all media organizations involved and engaged in covering accurate and positive news stories about the rebuilding and development efforts in Afghanistan. He also hopes to heighten public interest in the Afghan culture by disseminating information that reflects the many positive aspects of the country and its diverse people.

Malaly Pikar Volpi, Treasurer, has a Masters Degree in Economics from the University of Illinois and a Bachelor of Science degree in Finance from Seton Hall University. She has extensive experience in economic research, industry analysis, financial analysis and risk management. Before starting a family-run business, Ms. Volpi worked as an Assistant Vice President, in charge of economics research, in Tyco Capital. Her work as a Senior Financial Analyst at the Equipment Finance division of CIT Inc. involved portfolio risk analysis, transfer pricing, structured-loan pricing, lease-portfolio acquisition and syndication. She also worked as an operations analyst for an international airline security and services company (ITC Inc.). Ms. Volpi is a member of the National Business Economist Association (NABE) where she served as an Industry Panelist, and Secretary for the International Roundtable. She was also a member of Afghanistan Peace Association in N.Y. Ms. Volpi has a certification from Project Blueprint, an eight-week program designed to encourage and train minorities to serve on nonprofit boards.

B. Operational Staff

Once funding is available, operational staff will fill the following positions.

The Executive Director shall:

- report to and coordinate with the Board of Directors;
- oversee the day-to-day operations of the organization;
- hire, supervise and evaluate the staff;
- coordinate projects;
- recruit volunteers;
- coordinate fundraising;
- coordinate with donors, other NGOs, international organizations and the Afghan government;

The Assistant Executive Director shall:

- assist the director in his/her tasks.
- perform the duties of the executive director in his/her absence ;

Sector/Department Heads:

- report to the Executive Director;
- maintain close ties with managers to keep in perspective the overall micro-macro relations to projects as outlined in US-ARC's primary vision and objectives;
- establish and monitor project goals, objectives and deadlines;

The accountant/bookkeeper shall:

- maintain all organizational financial records;
- prepare payments for signature;
- deposit funds in bank account;
- with the Board Treasurer, prepare monthly financial reports to the Board.

The administrative assistant shall:

- manage the office, supplies, communications;
- assist in preparation of reports and proposals;
- perform any other duties required by the Executive Director or Assistant Director.

C. Staff Compensation

Salaries will be competitive and reflect the demands of the specific job, as well as the education and experience of the individual.

US-ARC seeks experts with strong academic training, successful records of achievement (generally a minimum of five years of relevant experience), a broad understanding of development issues and international work experience preferably at the grassroots level. Work experience in the private sector is also valued and is viewed as a way of renewing and updating the organization's skills base and improving diversity.

Candidates must possess excellent interpersonal and communication skills for working in an international and team-based environment. In addition to proficiency in English, language skills in Dari, or Pashto, are often required.

For mid-career professionals, the US-ARC offers a variety of employment contracts, either long or short-term, based on the business needs of specific departments. Searches are undertaken both locally and internationally for jobs that require global outlook and experience and for which staff are expected to be globally mobile.

US-ARC has developed a personnel policy manual that will cover issues such as work schedule, compensation, benefits, code of conduct, recruitment and compliance with local, state and federal employment laws. Benefits will include paid holidays, paid vacations, personal time, a retirement plan, and medical insurance, including medical evacuation insurance for those traveling to Afghanistan.

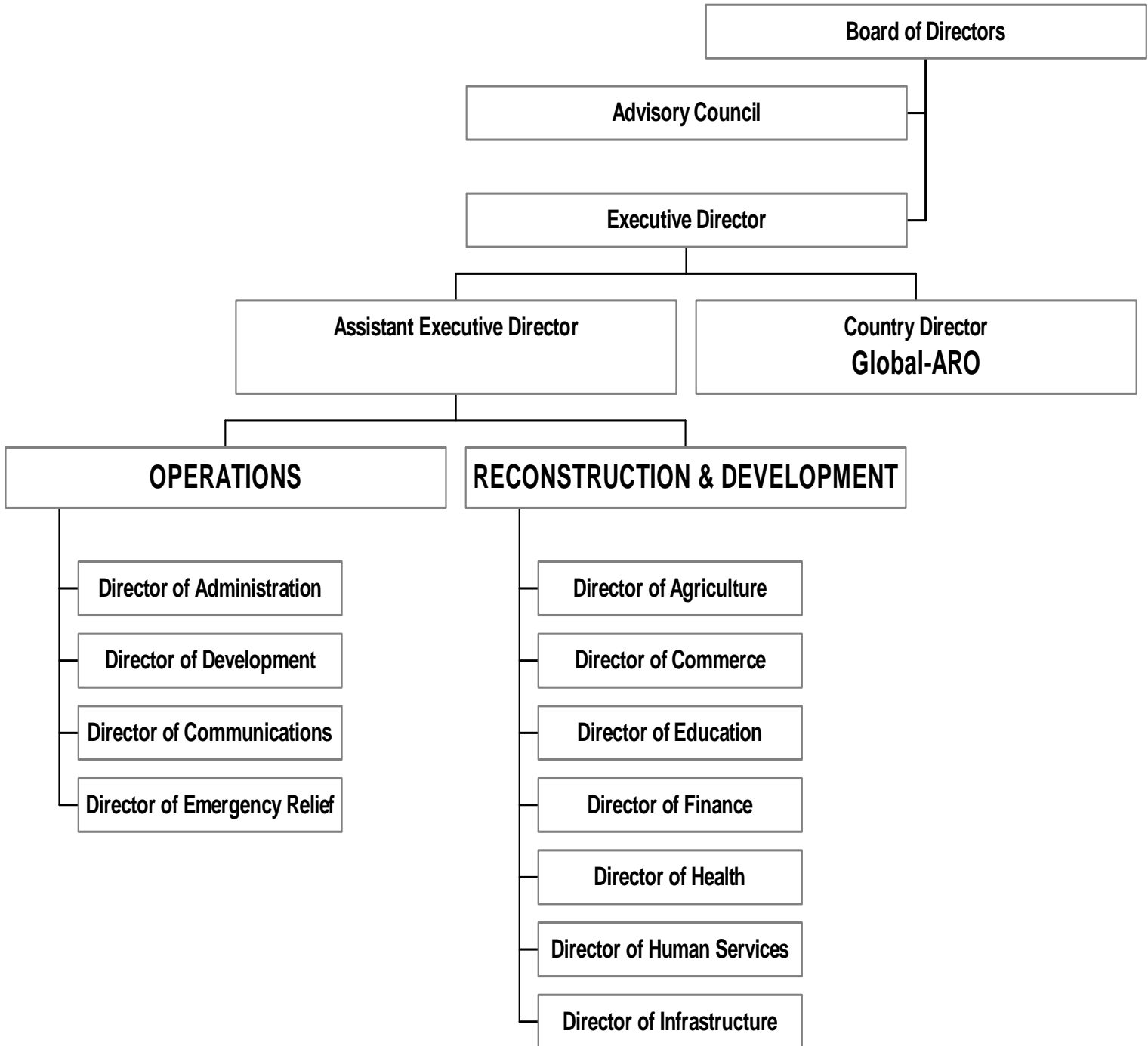
D. Supporting Professionals and Consultants

To obtain specialized expertise, US-ARC has engaged the services of outside contractors and freelancers. To date US-ARC has engaged the professional services of an accountant, a lawyer, and a Web developer.

E. Headcount Forecast

New staff will be added as required and feasible. Recruitment strategies for identifying candidates and hiring individuals to fill these positions will be based on a combination of referrals and classified advertising. As US-ARC's project portfolio grows so will the number of employees both in the US and in Afghanistan.

US-ARC Organizational Structure



IV. FUTURE FUNDING

US-ARC has identified six potential funding sources: i) the bilateral donor community, through the respective aid agency (e.g., USAID); ii) multilateral development agencies (e.g., the World Bank); iii) regional aid agencies (e.g., Asian Development Bank); iv) US and international foundations; v) private multinational corporations; and vi) individual donors.

Each category of donor will be approached to finance specific types of proposals:

- *Bilateral donors* (national aid agencies) will be approached mainly through Global-ARO for possible funding of new and existing projects.
- *Multilateral development agencies* (e.g., IMF, UNDP, World Bank) will be researched to determine possible funding in the form of grants open to NGOs for community specific programs.
- *Regional agencies such as development banks* (e.g. European Bank for Reconstruction and Development, ADB, Islamic Development Bank, Saudi Fund for Development, etc.) and economic organizations will be approached to provide funding in the form of grants available to NGOs.
- *US and International Foundations* with a focus on international community development will be approached to fund existing of new community development initiatives.
- *Multinational corporations* will be approached to donate either cash or hardware and software for materials as needed.
- *Individual Donors* will also be approached to donate funds directly towards ongoing projects on the ground via the US-ARC website.

V. FINANCIAL STATEMENTS

This document contains the financial statements for 2003's General & Administrative operational costs and program services. US-ARC hopes to raise additional start-up operational funds from sponsors. Subsequently US-ARC will collect a percentage of costs from projects to cover G&A expense allocations.

US-ARC currently has policies that cover financial reporting, banking procedures, disbursement procedures, travel expense, payrolls, risk management, and budgeting. The organization is revising its fiscal policies and procedures manual to reflect an anticipated larger operational scope.

US-ARC abides by all generally accepted accounting standards, enforces its established internal controls and carefully monitors all expenditures. The staff accountant will report to the Executive Director.

A. Accounting and Financial Reporting

US-ARC will maintain separate records and ledger accounts with respect to the contributions deposited in our Citibank account and disbursements made therefrom.

Basis of Accounting.

The financial statements have been prepared using generally accepted accounting principles and have been reviewed by a Certified Public Accountant.

The Accounting Procedures Manual

The policies and procedures for handling financial transactions are recorded in an Accounting Procedures Manual, describing the administrative tasks and who is responsible for each. The manual describes how functions such as paying bills, depositing cash, and transferring money between funds are handled. In addition, having such a manual facilitates smooth turnover in financial staff.

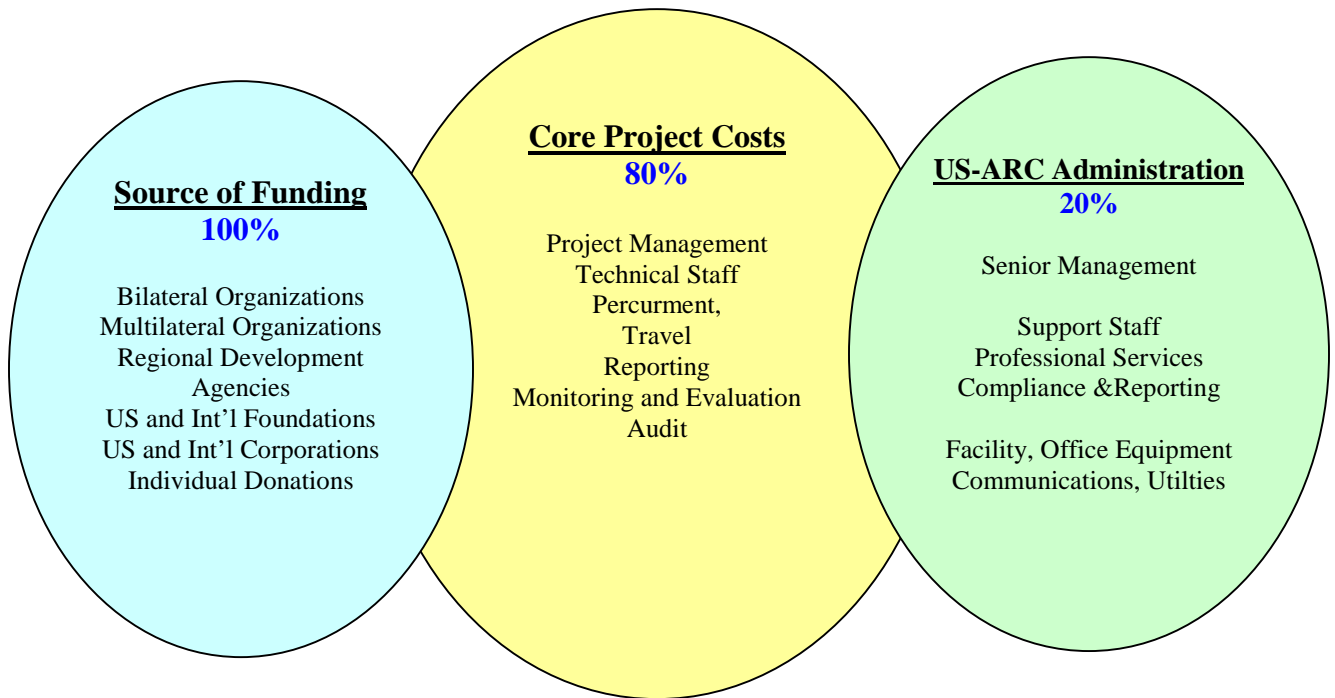
Maintaining Effective Controls

The Executive Director will be responsible for overseeing the day-to-day implementation of these policies and procedures. Due to the number of detailed requirements involved in federal grant funding, there will be one person in the organization (a grant administrator) who will have the responsibility of understanding and monitoring those specific regulations and compliance factors.

B. Overhead

There is a consensus that only 20 cents of every dollar of assistance aid awarded to an international organization ends up in Afghanistan, while the rest is spent on overhead procurement costs. This is an unfortunate consequence for intended beneficiaries of assistance funds. US-ARC vows to spend the maximum amount (up to 80%) of the awarded funds in Afghanistan. US-ARC aims to continue its operations with maximum efficiency with assistance volunteers and lower overhead costs. This will ensure a more positive impact on the recipient community and most likely result in a successful project.

Diagram II: Overhead Percentage Structure - Depending on type of project/task



**C. US-Afghanistan Reconstruction Council
Statement of Activities
December 31, 2003**

Revenues	Unrestricted	Restricted	Total
Grants	-		-
Individual Contributions	\$ 549		\$ 549
Event Proceeds	500		500
Special Event: Sale of Products	1,166		1,166
Other Revenues	<u>10,050</u>		<u>10,050</u>
Total Support and Revenues	\$ 12,265		\$ 12,265
 Expenses			
Program Services			
Advocacy	-		-
School Project	\$ 200		\$ 200
Sewing Academy Project	1,266		1,266
Dairy Development	<u>2,225</u>		<u>2,225</u>
Total Program Services	\$ 3,691		\$ 3,691
Supporting Services			
Fundraising	\$ 100		\$ 100
Management and General	<u>3,120</u>		<u>3,120</u>
Total Supporting Services	\$ 3,220		\$ 3,220
Other			
Shared Expenses	<u>\$ 500</u>		<u>\$ 500</u>
Total Other Expenses	\$ 500		\$ 500
Total Expenses	\$ <u>7,411</u>		\$ <u>7,411</u>
 Changes in Net Assets	 <u>\$ 4,854</u>		 <u>\$ 4,854</u>

**D. US-Afghanistan Reconstruction Council
Statement of Financial Position
December 31, 2003**

	Unrestricted	Temporarily Restricted	Total
Current Assets			
Cash	-	-	-
Checking - US	\$ 1,839	\$ -	\$ 1,839
Checking - Afghanistan	1,285	-	1,285
Accounts Receivable	-	-	-
Other Current Assets	-	-	-
Other Assets	<u>500</u>	<u>-</u>	<u>500</u>
Total Assets	\$ 3,624	\$ -	\$ 3,624
Current Liabilities			
Accounts Payable	\$ -	\$ -	\$ -
Other Current Liabilities	100	-	100
Loans from Directors	<u>5,239</u>	<u>-</u>	<u>5,239</u>
Total Current Liabilities	\$ 5,339	\$ -	\$ 5,339
Net Assets			
Net Assets	\$ (6,568)	\$ -	\$ (6,568)
Change in Net Assets	<u>4,854</u>	<u>-</u>	<u>4,854</u>
Total Net Assets	\$ (1,714)	\$ -	\$ (1,714)
Total Liabilities and Net Assets	<u>\$ 3,625</u>	<u>\$ -</u>	<u>\$ 3,625</u>

For more information on US-ARC projects or how to assist our efforts in Afghanistan, please contact us at:

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