

**RESEARCH IN ALTERNATIVE LIVELIHOODS FUND (RALF)
RESEARCH PROJECT PROPOSAL**

RALF Project Number	RALF02-07
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SECTION A: ADMINISTRATIVE INFORMATION

1. Project Title	Multi-Stakeholder Programme on Natural Ingredients for Food, Pharmaceuticals and Cosmetics in Afghanistan
2. Start and Finish Dates	15.01.2005- 31.12.2006
3. Target areas in Afghanistan	Khost, Paktia, Badakshan, Baghlan, Bamyan, Herat, Ghor, Farah, Faryab

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SECTION B: PROJECT PROFILE

8. Project Summary (600 words)

The proposed 2-year research project aims to improve the living conditions of rural communities in Afghanistan and offer alternative sources of employment and income by developing and promoting innovative alternative livelihood options.

This will be done through promoting employment and income opportunities at community level through the value chain analysis¹ of 6 natural ingredients, including knowledge of, and access to processing technologies for these ingredients, allowing for quality improvements and market access.

The project aims to address ecological, technological, socio-economic and market constraints at all levels through a multi-stakeholder approach. It will evaluate requirements at all levels for NGOs, government institutions, universities/research institutes, private sector and donors. The research results will be implemented in selected target areas, as suited for the establishment of a sustainable natural ingredients sector that can supply to food, pharmaceutical and cosmetic industries.

The focus will be on poverty eradication rather than just on economic growth. The project will work closely with field-based NGOs that will liaise with communities for further analysing and determining economic (including subsistence) opportunities of the 6 selected ingredients (resulting from a participatory identification process), with special attention for fair sharing of benefits and forging sustainable supply chain linkages.

The benefits deriving from the research will be directly applied through a complementing Novib programme that will focus on the implementation of the research and lessons learned in the field, together with the other stakeholders mentioned in the proposal.

Actors who will be involved in this programme share the following aims:

- Sustainable natural resources management and utilisation in Afghanistan.
- Generating economic opportunities from these resources, with special attention to fair sharing of benefits of economic and social activities and forging sustainable supply chain linkages.
- Human resources development, institutional development for the sector, and transfer of technical knowledge and capacities.
- Contribution to people-oriented policy shifts both at national and international levels.

Clear definition of the role of each actor, based on logical and sound reasoning (through value chain analysis) will be crucial for the success of the programme. It is envisaged that a genuine and long-term investment in the development of the natural ingredients sector in Afghanistan can in the long run contribute to the diversion of interest and labour from poppy cultivation and trade.

The proposed research project will focus on the service function of NGOs and the development of research in alternative livelihoods through:

- the mapping of first stages of **value addition** to species and products;
- resource assessment and natural resource management practices in relation to ecological sustainability and sustainable supply chain management;

¹ The value chain approach is a systemic approach for designing a product strategy, extending from research and development regarding raw material supply and all production activities to delivery of the product to a (international) buyer, and beyond that to disposal and recycling.

- analysis of harvesting efficiency: stage of harvesting, maturation, flowering stage, time and day when the product is harvested;
- analysis of processing requirements: rate and temperature of drying, moisture content after drying; storage, storing conditions, storage time before processing;
- analysis of international quality standards for harvesting and/or processing.

The research will also include assessing and introducing appropriate intermediate technologies, to complement support that will be given in the context of the overall pilot programme to communities (such as application of identified technologies, and business development through training in trade related issues, management, pricing, contacts with traders and companies, etc.).

NGOs and universities/research institutes will play a very important role in the research. Relevant government institutions will be involved for developing rules and regulations regarding natural resource management, national quality standards, policies with respect to communal resource bases and land-ownership, and promotion of trade and investment at a level that is necessary to ensure equitable development in Afghanistan. The private sector will be included throughout the research programme for addressing commercialisation requirements.

9. Keywords

- Natural Ingredients
- Sustainable natural resource management and utilisation
- Human resources development and institutional development
- Transfer of technical knowledge and capacities
- Community-based economic opportunities
- Concrete options for alternative livelihoods
- Benefit sharing
- Policy, standards and regulations

10. Budget Summary (in US\$)

	Year 1	Year 2	Total
Lead institution <i>Novib-Oxfam Netherlands</i>	14,810	13,075	27,885
Collaborating institutions:			
<i>AKF</i>	45,402	20,958	66,360
<i>CHA</i>	30,473	30,473	60,945
<i>TLO</i>	34,828	34,828	69,656
<i>University of Kabul</i>	14,385	14,385	28,770
<i>Ministry of Agriculture of Afghanistan</i>	10,684	10,684	21,368
<i>Anadolu University, Turkey</i>	9,975	11,288	21,263
<i>ProFound</i>	44,472	44,472	88,944
<i>O-ReTechs</i>	7,245	7,245	14,490
TOTAL	212,273	187,407	399,679

SECTION C: BACKGROUND/PURPOSE

11. Background and Rationale

(a) *Problem Analysis*

Various studies on rural livelihoods in Afghanistan show that boosting agricultural production most of the time only benefits a limited and relatively well-off proportion of the rural population. The poorer parts of rural households are often dependent on off-farm and other activities, such as seasonal and/or long-term labour migration, extensive livestock farming, handicrafts and wild plant collection.

Yet, a large proportion of the development projects carried out in rural areas of Afghanistan focus mainly on boosting agricultural production, often without sufficient attention to issues such as land ownership and forced local commission fees, business development support, processing and storage facilities, and access to regional and other international markets.

As a result, rural households, and in particular the poorer segments, apply diverse livelihood mechanisms, although they are rarely able to turn these into adequate assets and income sources for a decent and dignified level of living, due to structural and technical constraints.

In addition, while left with only very limited options, many marginalised rural families resort to the more short-term profitable, yet illicit cultivation and trade of poppy, meanwhile also utilising the product for their own purposes of curing ailments and suppressing feelings of hunger and misery, leading to many cases of addiction.

Approaches are needed that will turn existing experiences with certain vocations (such as livestock, handicrafts, wild plant collection etc.) into more viable economic activities, especially for people living in poverty. In this way, they can form part of a poverty reduction strategy that will provide an enabling environment for reducing the risk of involvement in illicit poppy cultivation.

While not pretending to be able to provide for an immediate and absolute solution for poppy cultivation, trade and use, the current research proposal aims to address agricultural development in Afghanistan from the perspectives of food security and income and employment generation. It addresses agricultural development in a more comprehensive and integrated way, including the provision of off-farm and other activities as part of a poverty reduction strategy.

This research proposal forms part of an overall pilot programme that Novib has initiated with other stakeholders in Afghanistan (see report on feasibility study in Attachment 3). Focus of the initiative is on developing alternative livelihood options in Afghanistan through a pilot programme on the collection/cultivation of, trade in and processing of indigenous wild plants and herbs as natural ingredients for food, pharmaceuticals and cosmetics.

The feasibility process for product prioritisation and selection started off with a product selection matrix exercise, to score, with a team of Afghan experts, a long-list of 21 potential products on ecological, socio-economic, technological and market criteria (see feasibility report). After having scored the products, final selection took place in a participatory setting with all the stakeholders (incl. Dpt. of Forestry, Faculty of Pharmacy and 3 NGOs), based also on feasibility analysis and consultation with field operations and the private sector. This process was facilitated by the 2 Novib experts.

The pilot programme entails the integrated value chain development of the 6 selected species and derived products thereof, namely:

- *Glycyrrhiza glabra* (Shireen Buya / Liquorice)
- *Cuminum cyminum* (Zira / Cumin)
- *Ferula asa foetida* (Hing / Devil's dung)
- *Carum carvi* (Carabia / Caraway)
- *Artemisia cina berg* (Terkh / Wormseed)
- *Ziziphus jujuba* (Onab, Ber / Jujube).

Subject of the research project will be investigating sustainable wild collection and management practices for all the 6 selected species. It is not envisaged to compete with these six species in scarce agricultural areas. The main areas considered are pasture areas and marginal lands, to provide sustainable income for the rural poor.

Afghanistan is known as a resource base for many wild-collected plants/herbs that have good regional (used for UNANI traditional medicines in Afghanistan, Pakistan, and India) and other international market possibilities. There is a long tradition of collecting and trade in natural ingredients, though they are mostly exported without much value-addition. The local use and appreciation of wild-collected plants as food, medicine and/or cosmetics is also a common feature.

Moreover, there is much donor and government interest to augment the sector and strengthen traditional medicines as part of the primary health care system.

There are, however, a number of socio-economic, marketing (and pricing), technological and ecological constraints for the development of the above-mentioned natural ingredients in Afghanistan, that were identified during a previous mapping exercise and feasibility study by the involved stakeholders.

In relation to **socio-economic indicators**, further data are required on actual production levels (resource mapping), ownership of common resource bases, and distribution of profits from this sector (from gender and class perspectives to benefit sharing patterns).

In relation to **markets/marketing and pricing indicators**, there is a need for further market information and value chain analyses regarding the potential of improved collection practices, high quality processing and systems of measuring, testing and quality control. Product specifications and quality indicators need to be assessed. Access to financial information (for producers, traders and businesses) on trade flows between countries needs to be established for each product.

With respect to **technological indicators**, post-harvest handling of the products, storage facilities and packaging needs to be analysed and introduced. Appropriate intermediate processing technology that is suitable for community-based production needs to be further examined and matched with international standards (including testing and quality control procedures for the different processing stages).

In relation to **ecological indicators**, collection and cultivation practices need to be matched with sustainable natural resource management systems; conservation requirements for the species need to be established; environmental certification mechanisms need to be established; the potential of organic production and certification needs to be investigated.

(b) Project development and partnerships

The currently proposed research project will aim to address the above-mentioned constraints through a multi-stakeholder approach that will evaluate requirements at all levels for NGOs, government institutions, universities/research institutes, private sector and donors.

The research results will be implemented in selected target areas, as suited for the establishment of a sustainable natural ingredients sector that can supply to food, pharmaceutical and cosmetic industries (which is the ultimate aim of Novib's intervention with respect to this programme in Afghanistan).

The focus will be on poverty eradication rather than just on economic growth. If the aim would be simply building economy of scales for economic growth, than it would have been easier to develop the natural ingredients sector in a short period of time, with high levels of input. Since the aim is not only economic growth, but equitable and sustainable community-based development (through NGOs as service providers), the development of the programme will be at a slower pace to ensure sustainability of the supply chain and fair distribution of benefits.

Actors who will be involved in this programme share the following aims:

- Sustainable natural resources management and utilisation in Afghanistan.
- Generating economic opportunities from these resources, with special attention to fair sharing of benefits of economic and social activities and forging sustainable supply chain linkages.
- Human resources development, institutional development for the sector, and transfer of technical knowledge and capacities.
- Contribution to people-oriented policy shifts both at national and international levels.

Clear definition of the role of each actor, based on logical and sound reasoning (through value chain analysis) will be crucial for the success of the programme. It is envisaged that a genuine and long-term investment in the development of the natural ingredients sector in Afghanistan can in the long run contribute to the diversion of interest and labour from poppy cultivation and trade.

As stipulated in the report of the feasibility study, the longer term vision for respective roles has been identified as follows:

NGOs:

- Working with collectors and/or farmers on first stages of **adding value** to a product, involving such activities as:
 - 1- Harvesting efficiency (stage of harvesting, maturation, flowering stage, time of day when the product is harvested).
 - 2- Rate and temperature of drying.
 - 3- Moisture content after drying.
 - 4- Storage, storing conditions, storage time before processing.
- Involve in resource assessment of the products.
- Introduce sustainable natural resource management practices to communities in link to sustainable supply chain and ecological sustainability.
- Whenever possible (depending on complication of processing technology) facilitate establishment of community based processing technologies.
- Introduce international quality standards for harvesting and/or processing of products to the communities.
- Support collectors/communities in business development through familiarising them with trade related issues, pricing, management etc.

Universities/research institutes:

- Act as resource base for all actors involved on natural resource management, resource assessment and resource documentation (development of herbariums).
- Develop intermediate processing technologies that are suitable for community based processing.
- Develop processing technologies that may better fit bigger industrial investment.
- Act as resource base for quality and hygiene standards and promote compliance with these standards.

Government Institutions:

- Develop rules and regulations in regard of sustainable resource management.
- Develop national standards for food, pharmaceuticals and cosmetics that are in line with international standards.
- Develop policies with respect to communal resource bases and land ownership that take into account the interests of the socially and economically most excluded strata of the society.
- Consider promoting trade and investment at a level that is necessary to ensure equitable development in Afghanistan.
- Prioritise natural ingredients as an economic interest of Afghanistan; assess regional and international trade and investment policies, and develop national policies.

Donors:

- Make resources available for sustainable development of natural ingredients for food, pharmaceuticals and cosmetics in Afghanistan.
- Prioritise sustainable development of the sector for the benefit of Afghan people over spending pressure.
- Make resources available for local, intermediary technology development initiatives and research.
- Be instrumental in challenging international trade and investment policies for the benefit of equitable development.

Business:

- Prioritise production over trade.
- Familiarise with good manufacturing practices, and other international quality standards and product specifications.
- Promote a social-responsible business development concept.
- Get familiar with international rules and regulations of production and trade.
- Invest in technology development in Afghanistan.

The currently proposed two-year research programme will involve the definition of the service function of the NGOs, in collaboration with collectors and/or farmers (whether or not owning land). The development of the research in alternative livelihoods will include:

- the mapping of the first stages of **value addition** to species and products;
- resource assessment and natural resource management practices in relation to ecological sustainability and sustainable supply chain management;
- analysis of harvesting efficiency: stage of harvesting, maturation, flowering stage, time and day when the product is harvested;
- analysis of processing requirements: rate and temperature of drying, moisture content after drying; storage, storing conditions, storage time before processing;
- analysis of international quality standards for harvesting and/or processing.

The research will also include assessing and introducing appropriate intermediate technologies, to complement the support that will be given in the context of the overall pilot programme to communities (such as application of identified technologies, and business development through training in trade related issues, management, pricing, contacts with traders and companies, etc.).

NGOs and universities/research institutes will play a very important role as service providers to the (rural) actors in the research.

Relevant government institutions (Ministry of Health, Ministry of Environment & Ministry of Agriculture / Department of Forestry) will be especially involved regarding the development of rules and regulations with respect to natural resource management, national quality standards, policies with respect to communal resource bases and land-ownership, and the promotion of trade and investment at a level that is necessary to ensure equitable development in Afghanistan.

The private sector will be included throughout the research programme for addressing commercialisation requirements.

12. Project Goal

Project goal: To improve the living conditions of rural communities in Afghanistan and offer alternative sources of employment and income by developing and promoting innovative alternative livelihood options.

13. Project Purpose

Project purpose: To promote alternative employment and income opportunities at community level through the value chain analysis of 6 pre-selected and prioritised natural ingredients, including sustainable management of the natural resources and the (traditional) knowledge of, and access to processing technologies for these ingredients, allowing for quality improvements and market access.

The project will work closely with field-based NGOs that will develop their service functions and competencies beyond the current emergency support. They will directly liaise with communities for further analysing and determining economic (including subsistence) opportunities of the 6 selected ingredients, with special attention for the fair sharing of benefits and forging sustainable supply chain linkages. The ingredients have been selected on the basis of a careful identification process (see feasibility study).

The benefits deriving from the research will be directly applied through the complementing Novib programme that will focus on the implementation of the research and lessons learned in the field, together with the stakeholders as mentioned under 11 (b).

SECTION D: OUTPUTS/UPTAKE PATHWAYS

14. Outputs

Overall output:

- Human resources development and institutional development for national service centres to the sector, and transfer of technical knowledge and capacities.

Specific outputs:

- *Sustainable natural resource management and utilisation:* Increased knowledge and defined opportunities for value addition with respect to the 6 selected plant species.
- *Generating community-based economic opportunities from these 6 resources:* Improved knowledge of appropriate processing technologies, allowing for diversification and up-scaling of production by communities, leading to alternative employment and income opportunities, with special attention for the fair sharing of benefits and sustainability of the supply chain linkages.
- *Contribution to policy and regulations:* Through improved technical knowledge and transparency in the supply chain, capabilities of the actors and established policies and regulations, products can meet international standards on quality and hygiene, and can therefore be better marketed at national and international levels.

15. Target Institutions

In August 2003, Novib contracted ProFound-Advisers In Development (a consultancy firm based in the Netherlands), specialised in value-added natural products development and marketing, to identify the possibilities for a programme on natural products in Afghanistan.

From the outset of the initiative, various stakeholders were invited to a series of round table consultations, to discuss the opportunities for, and interest in such a programme. Among the stakeholders invited to these meetings were NGOs and donor-organisations, traders and community representatives, the University of Kabul/Faculty of Pharmacy, the Ministry of Agriculture/Department of Forestry, the Kabul Chamber of Commerce and Industry and company representatives, WHO and the Ministry of Health.

On the basis of opportunities identified in 2003 and preliminary consultations with interested parties, Novib made a decision to initiate a Multi-Stakeholder Programme in Afghanistan on Natural Ingredients for Food, Pharmaceuticals and/or Cosmetics.

As a subsequent step, Novib together with some of the stakeholders carried out a careful ingredient/product selection exercise, followed by a feasibility study (report of which attached) for 6 of the selected ingredients/products.

For the current research proposal, the following stakeholders have partnered up to work on the agreed objectives, according to the roles as described in the box in section 11 (b).

- NGOs: Aga Khan Foundation (AKF), CHA and the Tribal Liaison Office (TLO; established with support of Swisspeace): responsible for linkage to the field-based research and operations with the communities.
- University of Kabul - Faculty of Pharmacy: responsible for the R&D and quality control components, in collaboration with the Anadolu University.
- Ministry of Agriculture - Department of Forestry: responsible for areas of natural resource management and required rules and regulations.
- Anadolu University - Faculty of Pharmacy (Turkey): well-known for its technical and technology expertise for natural ingredients sector development.
- ProFound: as Chief Technical Adviser responsible for programme development and management support, technical support, institutional arrangements (inter-organisational collaboration and public-private partnerships), training in Value Chain Analysis, product & market development, and marketing advice.
- Novib: as applicant responsible for coordinating and streamlining all activities, overall management and monitoring, informing donors and all parties involved on the project's progress, lobby and advocacy.

Partnership with other organisations/institutes will be developed as required for sustainable supply chain management (resource assessment, conservation, value addition, legislation and control, quality, trust among stakeholders, [business] management tools, market development and marketing, etc). The implementing roles of these other organisations and institutes will be according to the division of roles and tasks as described in 11 (b).

16. Target Areas and Stakeholders

The target areas have been identified on the bases of the initial resource mapping and selection, and the subsequent feasibility study.

In line with the findings of this study, 6 products will be further researched in the following provinces:

Province	Implementing Organisation	Products					
		<i>Artemisia</i>	<i>Caraway</i>	<i>Cumin</i>	<i>Hing</i>	<i>Liquorice</i>	<i>Jujube</i>
Khost	TLO	X		x			
Paktia	TLO	X		x			
Badakshan	AKF			x		x	
Baghlan	AKF				x	x	
Bamyan	AKF	X	x			x	
Herat	CHA		x		x	x	
Ghor	CHA	X			x		
Farah	CHA						x
Faryab	CHA				x		

The stakeholder groups that will be involved/ affected by the programme are:

- collectors and/or farmers of these products in the selected areas of work.
- NGOs
- relevant government institutions
- universities/research institutes and support organisations
- private sector.

Theoretically, the build up of the program should positively impact all the stakeholder groups, as developing the sector on the principles of the sustainable supply chain management should bring about equitable sharing of benefits for all stakeholder groups involved, both in terms of income and access to resources and technical know-how.

However, it is likely that, considering existing power relations and personal interests involved (especially in regard to control of resources), there will be some feeling of negative impact among some of the stakeholders. This issue will be best tackled by clear rules and regulations, as well as by the ability to enforce these rules and regulations.

17. Uptake Pathways

The research on the development of intermediary processing technologies that are suitable for community based processing or/and development of technologies that are more suitable for industrial investment will be done by the University of Kabul, in cooperation/technical support from other (foreign) universities and consultants.

Taking up the product of research and transferring knowledge will be the responsibility of universities and NGOs as well as consultants that will give technical inputs to the programme.

The research on the first stages of value addition will be the common responsibility of NGOs, research institutes/universities and consultants that are involved in the program (such as ProFound), and relevant government institutions. The transfer of knowledge to the stakeholders will be the common responsibility of NGOs, universities and government institutions. To this end community-based extension work, in coordination and cooperation with the government extension facilities, will be crucial. The involvement of governmental institutions in this respect is vital for the development of conducive policies and rules and regulations at national and province level.

The programme will request from each of the stakeholders to clearly mark their expected results in specific research work plans for the coming 2 years. Attachments 4, 5 and 6 present the respective proposals of the participating NGO partners for the overall Novib pilot programme, and stipulate the required assistance from the other partners, also in respect of

research aspects. Budget allocations to these respective sub-programmes will be made according to the key outputs and activities as listed in section 20 of this proposal.

Novib envisages its involvement in this subject for the next 5-10 years, focus and extent of course depending on the outcome of the research phase. This may involve:

- scaling up;
- moving into new geographical locations;
- further developing certain links in the value chain.

18. Expected Impact: Livelihoods and poverty of current poppy growers

In section 14 we mentioned the following specific outputs:

- *Sustainable natural resource management and utilisation*: Increased knowledge and defined opportunities for value addition with respect to the 6 selected ingredients.
- *Generating community-based economic opportunities from these 6 resources*: Improved knowledge of appropriate processing technologies, allowing for diversification and up-scaling of production by communities, leading to alternative employment and income opportunities, with special attention for the fair sharing of benefits and sustainability of the supply chain linkages.
- *Contribution to policy and regulations*: Through improved knowledge, capabilities and established policies and regulations, products can meet international standards on quality and hygiene, and can therefore be better marketed at national and international levels.

The anticipated impact of the proposed research project will therefore be the better understanding of income and employment opportunities at the community level, through improved/efficient and sustainable collection/cultivation methods, and increased aggregated value for the 6 pilot products (through processing and improved market relations).

Since implementation of the findings is already anticipated through the complementary Novib programme with the partners (public, private and science sector), we believe the programme to have a solid foundation for considerable impacts at:

- Policy level: rules and regulations implemented.
- Technical infrastructure: ties/collaboration between research institutions established, as well as with field-level operations.
- Institutional level: collaboration between different actors.
- Finance opportunities: through creating micro-credit opportunities and the establishment of so-called public-private partnerships generating commercial investments in sustainable value chain development.
- Socio-economic relations: fair distribution of benefits and sustainable economic development.

In addition, Novib designed with other local partners involved in EU-funded agricultural livelihood development programmes another capacity building programme (CaBARP) for maintaining and building livelihoods based on natural resource assets. This project also aims to enhance collaboration between diverse institutions, and will therefore be yet another vehicle for utilising the research results.

While many of the above impacts are expected in the short run, in the long run this approach will build up potential to become an important alternative for poppy production in Afghanistan.

19. Monitoring and Evaluation

Novib, together with its local counterpart organisation O-ReTechs (which is also implementing the CaBARP programme) in Afghanistan and with ProFound's consultants, will be primary responsible for monitoring and evaluating progress of the research project. O-ReTechs has extensive experience with training, capacity building, management information systems, information technology and Internet service provision.

Together with the partners, a monitoring and evaluation system will be elaborated to assess progress on each of the specific outputs and indicators as mentioned in the logframe.

Progress will be monitored on a continuous basis. At the beginning of the programme, a baseline/benchmark assessment will be made, which will subsequently be checked every quarter of the year on progress. In that sense, the mentioned annual programme workshops that RALF will organise to discuss results and workplans from all its projects will be very useful for comparing achievements/milestones.

Milestones for each stage of the research and uptake of the programme will be further defined and detailed together with all participants, based on which progress can be measured. This includes progress being made in realising the project's objectives.

20. Appraisal Issues

As mentioned in Section 11, the following constraints for the development of natural ingredients in Afghanistan were identified during the previous mapping exercise and feasibility study for the 6 selected products:

Socio-economic indicators: further data are required on actual production levels (resource mapping), ownership of common resource bases, and distribution of profits from this sector (from gender and class perspectives to benefit sharing patterns).

Markets/marketing and pricing indicators: need for further market information and value chain analyses regarding the potential of improved collection practices, high quality processing and systems of measuring, testing and quality control. Product specifications and quality indicators need to be assessed. Access to financial information (for producers, traders and businesses) on trade flows between countries needs to be established for each product.

Technological indicators: post-harvest handling of the products, storage facilities and packaging needs to be analysed and introduced. Appropriate intermediate processing technology that is suitable for community-based production needs to be further examined and matched with international standards (including testing and quality control procedures for the different processing stages).

Ecological indicators: collection and cultivation practices need to be matched with sustainable natural resource management systems; conservation requirements for the species need to be established; environmental certification mechanisms need to be established; the potential of organic production and certification needs to be investigated.

The currently proposed research project will aim to address all these constraints through a multi-stakeholder approach that will investigate requirements at all levels by NGOs, government institutions, universities/research institutes, private sector and donors.

The focus will be on poverty eradication rather than just on economic growth. The ultimate aim is equitable and sustainable community-based development (including gender focus), meaning that the development of the programme will be at a slower pace to ensure sustainability of the supply chain and fair distribution of benefits.

SECTION E: ACTIVITIES

20. Activities

Below follows a broad outline of the activities that will take place in relation to the primary target group of collectors or/and farmers, in line with the key objectives and expected outputs.

Output 1: Sustainable natural resource management and utilisation Activities:
1.1 Collecting all relevant information and documentation on natural resource management, resource assessment and resource documentation by forest administration, universities and research institutes, and making this accessible. 1.2 Training of forest administration and NGOs in sustainable natural resource management practices, utilisation thereof, and principles of value addition, in particular with respect to the 6 selected ingredients. 1.3 Capacity building for collectors and/or farmers by forest administration and NGOs, on sustainable natural resource management practices and first stages of adding value to the selected products.
Output 2: Generating community-based economic opportunities from these 6 resources Activities:
2.1 Development, by involved universities/research institutes, of intermediate processing technologies that are suitable for community-based processing of the 6 selected ingredients. 2.2 Facilitation (whenever possible) by NGOs of the establishment of community-based processing and quality control technologies close to collection areas. 2.3 Capacity building and support to business development through familiarising communities with trade-related issues such as management, pricing, contacts with traders and companies, etc. 2.4 Development of processing technologies that may better fit bigger industrial investment.
Output 3: Contribution to policy and regulations Activities:
3.1 Universities and research institutes act as resource base for quality and hygiene standards and promote compliance with these standards. 3.2 Introduction of international quality standards for production; from collection and cultivation schemes to harvesting and processing of products. 3.3 Introduction of total quality management systems for production and processing, and documentation and certification at community level.

Process/Approach

The activities of the participating NGOs and their assistance requirements are further specified in Attachments 4, 5 and 6, and will be further elaborated and matched during implementation, according to the following processes:

- 1- A multi-stakeholder approach bringing together civil society groups, relevant government agencies, donors, producers /collectors, traders, businesses and research & development institutes, to insure interventions at all levels for developing the sector.
- 2- Formation of a management team including all listed partners, with clearly defined roles of each actor, based on logical and sound reasoning. The team will arrange for a baseline/ benchmark assessment (building on the results of the feasibility study) to be carried out at the beginning of the programme, which will be subsequently checked every quarter of the year on progress.
- 3- Corresponding to the role and responsibilities of each participating actor in the framework of this programme, the NGOs, universities, government institutions and private sector will receive training and/or technical advise in relation to sustainable value chain analysis, development and management.

- 4- Concentrating on community-based development as a way of ensuring fair distribution of economic and social benefits; focus will be on poverty eradication rather than economic growth only.

Within the categories of activities as listed in the table above, the following more concrete activities for and by the actors can be further discerned:

- Training of forest administration and NGOs in management of change (from emergency to development services).
- Training of forest administration and NGO technical staff in:
 - Resource assessment concerning selected ingredients
 - Sustainable natural resources management
 - Good collection, agricultural and harvesting practices and organisation thereof.
 - Trade-related issues and working with the private sector
 - Supply chain management.
- Training of trainers in the communities by the trained forest administration and NGO staff.
- Training of collectors and growers in the communities by the community trainers.
- Training of companies to implement Good Agricultural and Collection Practices (GACP), Good Manufacturing Practice (GMP) and quality control, organic certification, etc.
- Assessment of opportunities for establishing micro-credit systems and generating commercial investments.
- Identification of companies to link up with the collectors and growers.
- Further survey of the markets in Afghanistan and neighbouring countries.
- Identification of, and collaboration among Business Support Organisations (BSOs), such as technical institutes and laboratories, universities (e.g. in areas of product development, testing and certification), business interest groups and clubs (chambers of commerce, international business club, Unani association of Afghanistan), trade promotion body; awareness raising of the Unani medicine sector.
- Organisation of Sector Forums (round table meetings, seminars, workshops) and Seller/Buyer Meets.
- Relations with Government with respect to support for the implementation of required laws and regulations (Min. of Agriculture/Forestry/Livestock, Health, MRRD, Environment, Trade and Commerce).
- Relations with and matchmaking of international partners.

21. Implementation and Management

In August 2003, Novib contracted ProFound-Advisers In Development (a consultancy firm based in the Netherlands), specialised in value-added natural products development and marketing, to identify the possibilities for a programme on natural products in Afghanistan.

As mentioned in section 15, various stakeholders were involved right from the outset of the initiative, to discuss the opportunities for, and interest in such a programme.

Novib subsequently made a decision to initiate a Multi-Stakeholder Programme in Afghanistan on Natural Ingredients for Food, Pharmaceuticals and/or Cosmetics.

The process of interventions in the sector so far has included the following steps:

- 1- Identification and assessment of interest and commitment: formation of a multi-stakeholder group with strong NGO participation, added by representatives from scientific, government, private sector and donor community; formulation of ideas and possible lines of interventions.

- 2- Consolidation of the ideas, interest and commitment on basis of identified opportunities in the report on the first phase: agreement on the next steps and process: supply and market analysis; selection of local expert survey team, on behalf of the whole group of stakeholders.
- 3- Product mapping and selection process: research on 21 products through the product selection matrix according to 4 groups of criteria: markets/marketing, ecological, socio-economic and technological. Detailed research on the 6 selected products/product groups (finalised in January 2004); identification of working areas based on this research. Furthermore, an Internet-based Forum was established to facilitate communication and interaction between the large number of participating stakeholders in the programme.

For the current research proposal, the following stakeholders have partnered up to work on the agreed objectives, with clearly defined roles of each actor:

Actors for applied research and implementation:

- NGOs: Aga Khan Foundation (AKF), CHA and the Tribal Liaison Office (TLO; established with support of Swisspeace): Field-based applied research and operations with the communities (see Attachments) to ensure suitable and effective community-based approaches.

Service providers and principal research institutions:

- Ministry of Agriculture - Department of Forestry: supporting these NGOs in natural resource management, and assisting in developing and enforcing rules and regulations.
- University of Kabul - Faculty of Pharmacy: Supporting these NGOs in R&D and quality control components, in collaboration with the Anadolu University.
- Anadolu University - Faculty of Pharmacy (Turkey): Technical assistance and technology expertise through collaboration with the University of Kabul.
- UNIFEM: Investigation into gender relations and strategies.

Overall management, facilitation and coordination:

- ProFound: As Chief Technical Adviser responsible for programme development and management support, technical support, institutional arrangements (inter-organisational collaboration and public-private partnerships), training in Value Chain Analysis, product & market development, and marketing advice.
- Novib Netherlands: As applicant responsible for coordinating and streamlining all activities, overall management and monitoring, informing donors and all parties involved on the project's progress, lobby and advocacy.

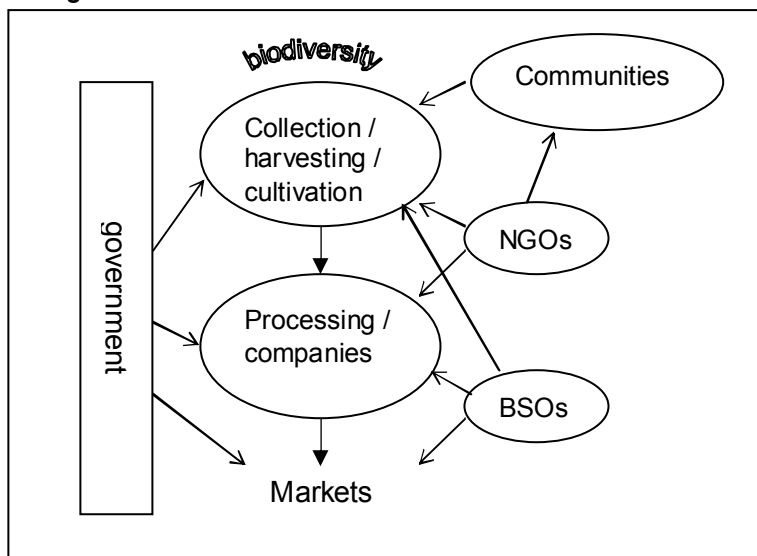
An implementing management team will be established to include all mentioned partners in the decision-making processes. This management team will be chaired by ProFound, and will meet every 3 months to review and discuss progress, and make new planning according to the recent developments.

At the start of the programme, the management team will further elaborate and detail the specific work programmes of the NGOs and service providers, in accordance with the collection calendar of the various plant species. Point of departure will be a baseline/benchmark assessment at the beginning of the programme on basis of the results of the feasibility study.

Partnership with other organisations/institutes will be developed as required for sustainable supply chain management (resource assessment, conservation, value addition, legislation

and control, quality, trust among stakeholders, [business] management tools, market development and marketing, etc).

Diagram of stakeholders involved in the sector:



BSOs = Business Support Organisations, such as Universities, laboratories, Standardisation Institutes, etc.

The division of work of the participating field-implementing NGOs is visualised in the next table. The table shows in which provinces and with what products the respective NGOs are working:

Province	Implementing Organisation	Products					
		<i>Artemisia</i>	<i>Caraway</i>	<i>Cumin</i>	<i>Hing</i>	<i>Liquorice</i>	<i>Jujube</i>
Khost	TLO	X		X			
Paktia	TLO	X		X			
Badakshan	AKF			X		x	
Baghlan	AKF				x	x	
Bamyan	AKF	X	X			x	
Heart	CHA		X		x	x	
Ghor	CHA	X			x		
Farah	CHA						x
Faryab	CHA				x		

The other mentioned partners will assist the NGOs in implementing their respective programmes (see Attachments 4, 5 and 6), according to the envisaged assistance requirements as described in these proposals, in this way ensuring that the research and other work is demand driven.

Novib, the applicant, together with management and technical support from ProFound, and with logistical support from its counterpart organisation O-ReTechs, will be responsible for the overall management and monitoring.

In addition, Novib will also fund and support complementary activities of the actors in the programme, according to the overall budgets that these actors have provided. In this way, Novib wants to make sure that research results are carried forward through follow-up activities.

Novib's contribution to the natural ingredients programme (the total budget of which is shown in the table below) will amount to some € 300,000 (appr. US\$ 360,000). Furthermore, Novib will assist in acquiring additional funding for bridging the still existing gap of appr. US\$ 200,000.

Financial Summary - Total Budget in US\$

ITEMS	Year 1	Year 2	Total
Personnel	250,597	203,887	454,484
Travel	54,537	53,787	108,324
Operational expenses	36,200	40,100	76,300
Equipment	39,200	30,700	69,900
Consumables	4,300	4,300	8,600
Workshops	28,900	27,400	56,300
Training	3,060	10,060	13,120
Publications	8,816	11,316	20,132
Overheads	56,998	55,263	112,260
Contingency	23,390	21,187	44,577
GRAND TOTAL	505,997	457,999	963,997

Section F (Financial Information) provides further details on the contribution requested from RALF, amounting to US\$ 399,679.

SECTION F: FINANCIAL INFORMATION

22a. Financial Summary (Total Budget in US\$)

ITEMS	Year 1	Year 2	Total
Personnel	102,621	79,266	181,887
Travel	20,603	20,228	40,831
Operational expenses	14,653	16,603	31,255
Equipment	18,088	13,838	31,925
Consumables	1,175	1,175	2,350
Workshops	10,948	10,198	21,145
Training	1,398	4,898	6,295
Publications	3,194	4,444	7,638
Overheads	30,192	28,457	58,649
Contingency	9,403	8,302	17,705
TOTAL	212,273	187,407	399,679

22b. Budget for Lead (Applicant) Institution *Novib-Oxfam Netherlands* (US\$)

ITEMS	Year 1	Year 2	Total
Personnel	0	0	0
Travel	0	0	0
Operational expenses	0	0	0
Equipment	0	0	0
Consumables	0	0	0
Workshops	0	0	0
Training	0	0	0
Publications	0	0	0
Overheads	14,810	13,075	27,885
Contingency	0	0	0
TOTAL	14,810	13,075	27,885

22c. Budget for Collaborator 1 *AKF* (US\$)

ITEMS	Year 1	Year 2	Total
Personnel	29,480	6,125	35,605
Travel	1,125	750	1,875
Operational expenses	1,760	3,710	5,470
Equipment	8,750	4,500	13,250
Consumables	0	0	0
Workshops	2,075	1,325	3,400
Training	0	3,500	3,500
Publications	0	0	0
Overheads	50	50	100
Contingency	2,162	998	3,160
TOTAL	45,402	20,958	66,360

22d. Budget for Collaborator 2 CHA (US\$)

ITEMS	Year 1	Year 2	Total
Personnel	14,231	14,231	28,463
Travel	2,091	2,091	4,181
Operational expenses	3,443	3,443	6,885
Equipment	2,813	2,813	5,625
Consumables	675	675	1,350
Workshops	938	938	1,875
Training	210	210	420
Publications	94	94	188
Overheads	4,528	4,528	9,057
Contingency	1,451	1,451	2,902
TOTAL	30,473	30,473	60,945

22e. Budget for Collaborator 3 TLO (US\$)

ITEMS	Year 1	Year 2	Total
Personnel	16,041	16,041	32,081
Travel	4,688	4,688	9,375
Operational expenses	3,225	3,225	6,450
Equipment	0	0	0
Consumables	0	0	0
Workshops	3,750	3,750	7,500
Training	188	188	375
Publications	375	375	750
Overheads	4,904	4,904	9,808
Contingency	1,658	1,658	3,317
TOTAL	34,828	34,828	69,656

22f. Budget for Collaborator 4 University of Kabul (US\$)

ITEMS	Year 1	Year 2	Total
Personnel	2,700	2,700	5,400
Travel	1,500	1,500	3,000
Operational expenses	3,000	3,000	6,000
Equipment	3,750	3,750	7,500
Consumables	0	0	0
Workshops	750	750	1,500
Training	500	500	1,000
Publications	500	500	1,000
Overheads	1,000	1,000	2,000
Contingency	685	685	1,370
TOTAL	14,385	14,385	28,770

22g. Budget for Collaborator 5 Ministry of Agriculture of Afghanistan (US\$)

ITEMS	Year 1	Year 2	Total
Personnel	2,700	2,700	5,400
Travel	2,600	2,600	5,200
Operational expenses	1,250	1,250	2,500
Equipment	1,250	1,250	2,500
Consumables	0	0	0
Workshops	375	375	750
Training	500	500	1,000
Publications	500	500	1,000
Overheads	1,000	1,000	2,000
Contingency	509	509	1,018
TOTAL	10,684	10,684	21,368

22h. Budget for Collaborator 6 Anadolu University, Turkey (US\$)

ITEMS	Year 1	Year 2	Total
Personnel	4,500	4,500	9,000
Travel	1,000	1,000	2,000
Operational expenses	500	500	1,000
Equipment	500	500	1,000
Consumables	500	500	1,000
Workshops	2,000	2,000	4,000
Training	0	0	0
Publications	0	1,250	1,250
Overheads	500	500	1,000
Contingency	475	538	1,013
TOTAL	9,975	11,288	21,263

22i. Budget for Collaborator 7 ProFound (US\$)

ITEMS	Year 1	Year 2	Total
Personnel	29,369	29,369	58,738
Travel	7,000	7,000	14,000
Operational expenses	875	875	1,750
Equipment	525	525	1,050
Consumables	0	0	0
Workshops	560	560	1,120
Training	0	0	0
Publications	1,225	1,225	2,450
Overheads	2,800	2,800	5,600
Contingency	2,118	2,118	4,235
TOTAL	44,472	44,472	88,944

22j. Budget for Collaborator 8 O-ReTechs (US\$)

ITEMS	Year 1	Year 2	Total
Personnel	3,600	3,600	7,200
Travel	600	600	1,200
Operational expenses	600	600	1,200
Equipment	500	500	1,000
Consumables	0	0	0
Workshops	500	500	1,000
Training	0	0	0
Publications	500	500	1,000
Overheads	600	600	1,200
Contingency	345	345	690
TOTAL	7,245	7,245	14,490

23. Budget Notes, by line item and by Collaborator***Novib/ProFound/O-ReTechs***

Novib/ProFound/O-ReTechs: compared to the initial concept note, part of the budgetary allocations have shifted from Novib to ProFound and O-ReTechs, for Novib no longer having a liaison officer in Kabul. Novib will fund complementary work of ProFound and O-ReTechs.

AKF

Concerning the budgets requested by AKF in the submitted proposal as attached in Appendix 6, part is requested from RALF as mentioned in section 22c; another part will be funded by AKF itself, and part will be funded by Novib.

AKF has eight main generic budget lines (Human Resources, Travel, Capital Cost, Operations Cost, Materials and Supplies, Transport, Services and Community Contribution), which are the standard budget lines for all AKDN proposals, budget and reporting purposes.

TLO, CHA, University of Kabul, Min. of Agriculture, Anadolu University

Novib will provide complementary funding for the work of these project partners.

Attachment 1: Logical Framework

RALF Project Number	RALF02-07
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Project Title	Multi-Stakeholder Programme on Natural Ingredients for Food, Pharmaceuticals and Cosmetics in Afghanistan
Lead implementing institution	NOVIB-Oxfam Netherlands

Narrative Summary	Objectively Verifiable Indicators (provisional figures)	Means of Verification	Assumptions and Risks
<p>Goal: To improve the living conditions of rural households in Afghanistan and offer alternative sources of employment and income by developing and promoting innovative alternative livelihood options.</p>	<p>Comparison of the stated current sources of income of the collectors/farmers with the income opportunities after two years.</p>	<ul style="list-style-type: none"> - Progress reports. - Evaluation report. 	<p><i>Assumptions:</i></p> <ul style="list-style-type: none"> - Level of interest from all stakeholders remains the same, and the political situation in Afghanistan is not deteriorating. - Good Government-NGO collaboration leading to clear guidelines and regulations, and implementation/enforcement thereof. - Capacity and ability of Government and other institutes to facilitate through extension services at community level. - Market circumstances are not deteriorating to the extent that they prevent the selected products from being commercialised. <p><i>Risks:</i> Level of interest is fading due to slow progress and political situation and insecurity hinders the development of the programme.</p>
<p>Purpose: To promote alternative employment and income opportunities at community level through the value chain analysis of 6 pre-selected and prioritised natural ingredients, including sustainable management of the natural resources and the (traditional) knowledge of, and access to processing technologies for these ingredients, allowing for quality improvements and market access.</p>	<p>A baseline/benchmark assessment at the beginning of the programme will form the basis to (quarterly) measure progress with respect to the value chain analysis of the 6 selected natural ingredients, and the ways and means to enhance employment and income opportunities for targeted communities.</p>	<ul style="list-style-type: none"> - National surveys. - Quarterly progress reports. 	<p>As above.</p>

Narrative Summary	Objectively Verifiable Indicators (provisional figures)	Means of Verification	Assumptions and Risks
<p>Outputs:</p> <p>1. <i>Sustainable natural resource management and utilisation:</i> Increased knowledge and defined opportunities for value addition with respect to the 6 selected plant species.</p> <p>2. <i>Generating community-based economic opportunities from these 6 resources:</i> Improvement of knowledge of product management and processing technologies, allowing for diversification and up-scaling of production by households, leading to alternative employment and income opportunities, with special attention for the fair sharing of benefits and sustainability of the supply chain linkages. Quality control properly understood and monitored.</p> <p>3. <i>Contribution to policy and regulations:</i> Through improved technical knowledge and transparency in the supply chain, capabilities of the actors and established policies and regulations (a.o. in collaboration with MAAHF), products can meet international standards on quality and hygiene, and can therefore be better marketed at national/international levels.</p>	<ul style="list-style-type: none"> - Resource assessment practices analysed and implemented after 2 years; - Collection practices improved. - 1 Manual for resource assessment. - 25 NGO staff trained in Natural Resource Management, to become trainers (TtT). - 1,000 households trained in sustainable NRM. - 250 households (25%) adopting techniques for sustainable wild collection. - More natural products are locally produced by targeted communities. - Local processing leading to local added value. - For the 6 selected plant species: assessment of, and recommendations on pre- and post-harvest product management. - 1 manual on sustainable wild collection, and plant monographs for 6 plant species (incl. pre/post harvesting techniques). - 1,000 households are reached by the technical development activities. - 50 households are grouped to apply post-harvest technology for processing, and apply some form of quality control. - 10 local processing pilots set up. - Knowledge and capabilities are available for the natural products to meet international standards, leading to better (international) market opportunities. - International guidelines are known and documented for use in Afghanistan. - Quality monographs for the 6 selected plant species are available. - The experiences obtained through the project are documented and exchanged. 	<ul style="list-style-type: none"> - Progress reports. - Manuals developed for use by collectors/farmers. - Progress reports. - Number of community-based processing facilities. - Number of employment created by the project. - Progress reports. - Rating of the products by relevant institutes. 	<p>As above.</p> <p>As above.</p> <p>As above.</p>

Narrative Summary	Objectively Verifiable Indicators (provisional figures)	Means of Verification	Assumptions and Risks
<p>Activities:</p> <p>1.1 Collecting all relevant information and documentation on natural resource management, resource assessment and resource documentation by forest administration, universities and research institutes, and making this accessible.</p> <p>1.2 Training of forest administration and NGOs in sustainable natural resource management practices, utilisation thereof, and principles of value addition, in particular with respect to the 6 selected ingredients.</p> <p>1.3 Capacity building for collectors and/or farmers by forest administration and NGOs, on sustainable natural resource management practices and first stages of adding value to the selected products.</p> <p>2.1 Development, by involved universities/research institutes, of intermediate processing technologies that are suitable for community-based processing of the 6 selected ingredients.</p>	<ul style="list-style-type: none"> - Results are available for follow-up resource management activities. - Information and documentation available in the respective resource centres, and available to, and shared with all actors. - Recommendations for government, NGOs and communities. - 8 research papers. - 3 participations in international conferences. - Strategies for improvement of practices ready for implementation. - 3 training sessions for forest administration, NGOs, households. - 25 trainers at NGO level. - 6 published training manuals (one for each of the species). - monitoring and evaluation systems in pilot collection areas. - Involvement of forest administration, universities and NGOs in the training process. - Better practices known at community level, and value-adding activities started. - 1,000 households trained. - 2,000 collectors' monographs distributed. - 6 videos produced (1 for each specie) for training purposes. - Results available for the NGOs that are engaged in transfer of knowledge at community level. - 10 technology and quality standard training sessions at NGO and community levels. 	<ul style="list-style-type: none"> - Progress reports that include comparison of current and acquired collection, and dissemination thereof by the end of the programme. - Evaluation report. - Progress reports that include comparison of current practices with the practices acquired by end of the programme. - Evaluation report. - Number of national institutions involved in central and de-centralised training. - Number of collectors and farmers with awareness of best practices and value addition. - Functioning of these facilities. - Number and quality of processing technologies available for community-based application. - Progress reports. 	<p>As above.</p> <p>As above.</p> <p>As above.</p> <p>As above.</p>

Narrative Summary	Objectively Verifiable Indicators (provisional figures)	Means of Verification	Assumptions and Risks
<p>2.2 Facilitation (whenever possible) by NGOs of the establishment of community-based processing and quality control technologies close to collection areas.</p>	<ul style="list-style-type: none"> - Technologies and capabilities in place to develop potential value-addition possibilities. - 10 established community pilot processing units. - 10 training sessions with households. 	<ul style="list-style-type: none"> - Number and quality of technologies in place for community-based application. - Progress reports. 	<p>As above.</p>
<p>2.3 Capacity building and support to business development through familiarising communities with trade-related issues such as management, pricing, contacts with traders and companies, etc.</p>	<ul style="list-style-type: none"> - Awareness of community actors with respect to trade-related issues and contacts with private sector. - Insight in requirements for business plans for each individual product by the collectors/producers. - 10 business contacts established with the private sector. - 3 seller/buyer visits and meetings. - 10% increase in participation of women throughout the supply chain. 	<ul style="list-style-type: none"> - Number of established community-based economic activities with support through NGOs as service centres implementing the research results. 	<p>As above.</p>
<p>2.4 Analysis of processing technologies that may better fit bigger industrial investment.</p>	<ul style="list-style-type: none"> - This analysis is available for possible applications. - 3 adapted designs for semi-industrial equipment. 	<ul style="list-style-type: none"> - Ability of Universities and research institutes to meet the demand for various processing technologies. - Business plans developed for each product. 	<p>As above.</p>
<p>3.1 Universities, research institutes and Government agencies act as resource base for quality and hygiene standards and promote compliance with these standards.</p>	<ul style="list-style-type: none"> - Universities/institutes and Government agencies recognised as experts by NGOs, businesses and import/export companies; trust in their testing/rating systems. - 6 research groups established. - 6 students and 2 professional staff involved. - 6 quality standards drafted. 	<ul style="list-style-type: none"> - Demands put forward to the Universities and research institutes to help meet standards. 	<p>As above.</p>
<p>3.2 Introduction of international quality standards for production; from collection and cultivation schemes to harvesting and processing of products.</p>	<ul style="list-style-type: none"> - Availability of these standards for the rating of national trade and export operations. - 6 working groups to draft standards. - 3 government institutions involved (Commerce, Agriculture, University). - 1 international guideline studied (GACP/WHO) and adapted to the national requirements. - 6 national standards drafted. 	<ul style="list-style-type: none"> - National standards that are improved and available to match international requirements. 	<p>As above.</p>

Narrative Summary	Objectively Verifiable Indicators (provisional figures)	Means of Verification	Assumptions and Risks
<p>3.3 Introduction of total quality management systems for production and processing, and documentation and certification at community level.</p>	<ul style="list-style-type: none"> - Establishment of community-based service centres. - Establishment of viable economic units at community level. - 3 communities have introduced quality management systems. - 1 manual for documentation and certification. - Standard Operating Procedures (SOPs) for resource assessment, collection and pre/post-harvest technologies drafted for 3 pilots. 	<ul style="list-style-type: none"> - Service centres and economic units being established. - Use of value chain the value chain approach. - Improvement of transparency in the supply chain. 	<p>As above.</p>

Attachment 2: Work plan: Activities and Milestones

RALF Project Number	RALF02-07
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Project Title	Multi-Stakeholder Programme on Natural Ingredients for Food, Pharmaceuticals and Cosmetics in Afghanistan
Lead implementing institution	NOVIB-Oxfam Netherlands

Project Year	2005												2006												
Project Month/Calendar Month	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Activities & Milestones:																									
Activity 1: Milestones:																									
1.1 Collecting all relevant information and documentation on natural resource management, resource assessment and resource documentation by forest administration, universities and research institutes, and making this accessible.	X	X	X	X	X	X	X	X	X	X	X	X					X	X					X	X	X
1.2 Training of forest administration and NGOs in sustainable natural resource management practices, utilisation thereof, and principles of value addition, in particular with respect to the 6 selected ingredients.		X	X				X			X				X		X			X	X	X	X	X	X	X
1.3 Capacity building for collectors and/or farmers by forest administration and NGOs, on sustainable natural resource management practices and first stages of adding value to the selected products.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Activity 2: Milestones:																									
2.1 Development, by involved universities/research institutes, of intermediate processing technologies that are suitable for community-based processing of the 6 selected ingredients.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2.2 Facilitation (whenever possible) by NGOs of the establishment of community-based processing and quality control technologies close to collection areas.		X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2.3 Capacity building and support to business development through familiarising communities with trade-related issues such as management, pricing, contacts with traders and companies, etc.					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2.4 Analysis of processing technologies that may better fit bigger industrial investment.																	X	X	X	X	X	X	X	X	

Project Year	2005												2006											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Activity 3: <u>Milestones:</u>																								
3.1 Universities, research institutes and Government agencies act as resource base for quality and hygiene standards and promote compliance with these standards.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.2 Introduction of international quality standards for production; from collection and cultivation schemes to harvesting and processing of products.						X	X			X				X		X		X			X	X		
3.3 Introduction of total quality management systems for production and processing, and documentation and certification at community level.										X			X			X			X			X	X	