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**MAIL/CLAP/I-DSF-8112-AF-COM2.1**

**‘Dairy Industry Development in Kabul, Logar and Parwan Province’ (UTF/AFG/080/AFG)  
Afghanistan**

**INCEPTION REPORT**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO)**

**October 2014**

## PROJECT FEATURES

<b>Project Symbol:</b>	UTF/AFG/080/AFG
<b>Project Title:</b>	Dairy Industry Development in Kabul, Logar and Parwan province
<b>Recipient Country:</b>	Government of the Islamic Republic of Afghanistan (AFG)
<b>Resource Partner:</b>	Government of the Islamic Republic of Afghanistan
<b>Financing Agency</b>	International Fund for Agricultural Development (IFAD)
<b>Government/other counterpart(s):</b>	Ministry of Agriculture, Irrigation and Livestock (MAIL)
<b>Donor Contribution:</b>	<b>USD 8,521,122.87</b>
<b>EOD (Revised Starting Date):</b>	1 <sup>st</sup> May 2014
<b>NTE (Revised End Date):</b>	<b>30<sup>th</sup> April 2020</b>
<b>Contribution to FAO's Strategy:</b>	Organizational result A01 and B02
<b>Environmental impact Assessment Category</b>	Minimal or no adverse impact 
<b>Contribution to FAO's Strategic Framework:</b>	<p>Strategic Objective/SO4 enables more inclusive and efficient agricultural and food systems at local, national and international levels.</p> <p>Organizational Result A01: Policies and strategies on sustainable crop production intensification and diversification at national and regional levels.</p> <p>Regional Result/Priority Area: Effective programs addressing members priority needs developed, monitored and reported at global, regional and national level.</p> <p>CPF outcome is :</p> <ul style="list-style-type: none"><li>- support to fostering Agricultural productive capacity;</li><li>- support to the formulation and implementation of effective agricultural policies and institutional capacity building;</li><li>- support to food and nutrition security.</li></ul>

## Executive Summary

This report presents the stakeholder inputs and necessary modifications in the implementation and management of the project activities outlined in the project document. The modifications are based on the review of the work carried out in the past few months as well as the stakeholder inputs received during the inception workshop organized in Kabul on October 27, 2014. Specific objectives of the workshop were to

- create general awareness among the stakeholders about the project and its proposed activities and to assure their commitment
- set pragmatic and more specific targets for the project
- collect feedback from all stakeholders in order to make necessary refinements in the project

More than 45 participants participated in the inception workshop representing a wide spectrum of stakeholders including the target group, service providers, private sector entrepreneurs, donor and MAIL representatives, and other representatives of international and line agencies working in the livestock sector of Afghanistan.

In addition to proposing some changes, the report briefly summarizes the project background, target groups, major components and the progress made so far both in terms of administrative and logistics management and activity implementation. It also highlights some of the issues, challenges and constraints in project implementation.

The project has already made notable progress. Key personnel have been hired, and necessary office furniture, tool and vehicles as contribution FAO transferred to the project. Preliminary discussions and planning for implementing the some major activities have been completed. These achievements are in line with the project work plan. However, the implementation of project activities has been constrained due to delays in funds disbursement and in designation of counterparts. The project is making every effort to minimize the impacts of above constraints and facilitate smooth implementation of its activities.

It is expected that the findings and recommendations of this Report will help implement the project activities in a timely manner. The implementation of the activities shall be carried out in close coordination and consultation with MAIL and CLAP/ SPs.

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## Acronyms

AI	Artificial Insemination
CARD	Comprehensive Agriculture and Rural Development
CDC	Community Development Council
CLAP	Community Livestock and Agriculture Project
DAIL	Department of Agriculture, Irrigation and Livestock (at Provincial level)
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
GDP	Gross Domestic Product
HLP	Horticulture Livestock Programme (WB)
IDS	Integrated Dairy Scheme
IFAD	International Fund for Agricultural Development
LTU	Lead Technical Unit
LTO	Lead Technical Officer
MAIL	Ministry of Agriculture, Irrigation and Livestock
MCC	Milk Collection Centre
MPCS	Milk Producer Cooperative Societies
MRRD	Ministry of Rehabilitation and Rural Development
NLPO	National Livestock Production Officer
PST	Project Support Team
RMLSP	Rural Microfinance Livestock Support Programme (IFAD)
SDA	Senior Dairy Adviser
SP	Service Provider

# 1 PROJECT DESCRIPTION

## 1.1 Introduction and background

Afghanistan is largely a rural society with a subsistence agriculture based economy. The rural population urgently needs to improve food security by diversifying and developing its economic base and developing new sources of household income. The rural economy (the formal agriculture sector) contributes about 35% of the GDP. While the country has recently registered a healthy growth, the base of this growth remains rather narrow and the growth in rural economy remains below potential. Accordingly, the Government of Islamic Republic of Afghanistan has instigated a number of national initiatives under the Livelihood and Social Protection Public Investment Program which is showing good results.

Making more rapid and sustainable impact on poverty and nutritional status will require investments in sectors with higher participation of poor and those that can withstand shocks and reduce vulnerabilities. In this context, smallholder dairy offers a ‘unique’ entry point for accelerated poverty reduction, enhanced nutritional and food security status, off-farm job creation, and livelihood support for the rural poor.

While there is a very strong demand for milk and dairy products in Afghanistan, dairying is still at an early stage of development. Besides very few cross and exotic breeds animal, the farmers typically have one to four local breed animals producing six to twelve liters of milk a day. The family needs are normally met first and surplus milk is domestically processed and locally traded or sold to the milk collection centers or cooperative societies where they exist. Thus, milk is mainly produced by small-scale producers, who are widely scattered in villages, although there is some semi-intensive production of milk in and around the major urban markets like Kabul and Mazar. Over the last nine years, the Food and Agriculture Organization of the United Nations (FAO) and Ministry of Agriculture, Irrigation and Livestock (MAIL) have demonstrated a number of successful and robust interventions in villages through Integrated Dairy Development approach, particularly in Kabul, Mazar, Kunduz, Herat and Nanghar Provinces. The dairy development projects under MAIL/FAO follow this development approach under which the farmers are encouraged to establish a network of community-based milk producer cooperatives societies and dairy unions.

The major outcome of such MAIL/FAO dairy development Projects was increased rural food security, jobs created, income generation and empowerment of women through access to a regular and dependable milk market and value addition. At the same time, the encouraging and valuable experiences from the past Projects have also helped identify four major limitations to dairy industry development in Afghanistan as follow:

- There is insufficient expertise in integrated dairy industry development approach. A significant need for additional capacity development at all levels across the dairy value chain including from national strategy development to local skills development exist.
- There is incompleteness in the organizational structure and institutional capabilities of all institutions (agriculture, livestock, cooperative and private sector) involved in the dairy development of the country at all level of governance – at central, provincial, district, municipal, ‘Shura’ and Community Development Council.
- Women play a key role throughout the dairy value chain including the preparation of milk as part of the family diet and nutrition. Empowering and enabling them to enhance their contributions in the dairy value chain is still challenging.

- The development of enterprise skills and a vibrant dairy industry necessitates the provision of tailored dairy enterprise skills. There is currently no support for Afghan innovation fostering and specifically for dairy industry development.

On the basis of the successful on-going experience with Integrated Dairy Schemes in five Provinces and to address the dairy development issues of Afghanistan identified above, the MAIL/FAO/IFAD jointly developed **“Dairy Industry Development in Kabul, Logar and Parwan Province Project”** (UTF/AFG/080/AFG) as sub-component 2.1 of CLAP. Its implementation started from 1 January 2014. The Project is expected to end in 31 December 2019 with a total project cost of US\$ 10.5 million (IFAD contribution of US\$ 8.5 million). The Kabul, Logar and Parwan Provinces were selected by MAIL as the beneficiary Provinces due to their geographical location, relatively good security, and the proximity to high demand urban milk markets.

## 1.2 Goal and Purpose;

The overall Project goal of Livestock and Agriculture Development Component 2 of CLAP is *“to reduce poverty through enhancing food security of vulnerable and marginalised rural communities in selected districts of Kabul, Parwan and Logar Provinces through income and/or employment generation by enhancing access to production assets, skills, services and technologies for increasing agri/livestock production”*.

The Project purpose of **“Dairy Industry Development in Kabul, Logar and Parwan Province Project”** (UTF/AFG/080/AFG) is to increase dairy milk production and productivity, and improve dairy milk processing and marketing. It is expected to up-scale and expand the dairy industry development in Afghanistan. The Project Result Matrix sets the Project’s goal as “dairy milk production, processing and marketing increased, dairy coops, union, and federation created and enabling capacity and policy environment established”. To achieve the goal/purpose, the Project is formulated with following four components/outputs which also directly addresses the above identified four issues of Afghanistan dairy sector and optimize benefits for stakeholders and beneficiaries.

## 1.3 Target areas and groups

The project targets 3000 farm families from three districts of the Logar Province (Pul-i-Alam, Charkh and Mohammad Agha districts), three districts of Kabul province (Dehsaz, Char-Asiab and Bagrami districts) and three districts of Parwan province (Charikar, Jablussaraj and Bagram districts). However, when the participants in the inception workshop were presented the target districts proposed in the project document, they recommended that Bagrami and Charkh districts be replaced with more suitable districts. The reasons for their recommendation are

### *Bagrami District*

- The district is very close to Kabul city and agriculture activity is diminishing. A large proportion of area in this district is being converted to residential and commercial activities
- Significant proportion of the people in the district have diversified (including non-agriculture) income sources and the role of livestock as a livelihood activity is diminishing
- Insufficient water for agricultural land;

### *Charkh District*

- The district has extensive orchards
- Small number of livestock
- Security problem;
- lack of proper transportation facilities
- Less number of Kuchis

Regarding the beneficiary selection, a direct targeting approach will be followed whereby Community Development Councils (CDCs), or any local traditional governing bodies (village elders, Shuras), will be assisted to fine-tune eligibility criteria for the identification and final selection of programme participants.

All participants will need to have a basic level of milk production. Local poverty and vulnerability criteria will therefore be finalized in a participatory manner based on the specific situation in each targeted community and on the basis of the programme's expressed preference to serve certain target groups in particular.

At the production level the following are proposed as the three preferred target farmers groups:

- a. composed of 70 percent small farmers having at least one cows and owning up to five jeribs land interested in engaging in dairying;
- b. 10 percent farmers with up to two cows and landless;
- c. 20 percent medium scale farmers with up to ten jeribs land and interested in engaging in fodder development.

The Project will specifically target village women by providing technical assistance and advice in the areas of milking, hygiene and care of young stocks. Final district selection will be done within two months of project start-up as has been identified in the ongoing MAIL project RLMSP following the model ; 'Criteria for final districts' and villages' selection will include a mix of potential for dairy production and industry development, access to market and local demand for proposed services.

At the national level, MAIL and the Government will substantially benefit at a number of levels – at central level from policy and strategy support, at provincial level (DAIL) from strategy level and programme design and implementation participation, and at district level through the participation of DAIL staff across a range of project activities.

Local dairy institutions will also benefit from the formation of a national Dairy Industry Federation which is also expected to promote and facilitate additional private and public sector investment in the Afghan dairy industry.

The existing dairy cooperatives in the central region and their union will also be supported to enhance the structures and efficiencies of their dairy value chains. They are also to be mobilized as service providers to enhance direct dairy industry experience exchanges and capacity development for new and emerging dairy cooperatives to be set up in the target districts.

Dairy cooperatives, composed of dairy farmers and input suppliers, will be supported through an integrated approach to develop and organize the essential input supplies and services to ensure the competitive and reliable supply of milk for value addition.

Women are specifically targeted to participate in and benefit from project activities. This includes 3 000 women in safe milk practices and provision of dairy and infrastructure kits; 50 percent participation in all planned training activities, 30 percent participation in international study tours

and 50 percent benefit from the Innovation and Diversification Fund. In addition, six women will be mobilized as trainers, two in each province.

Consumers will also benefit from an increased availability of a range of fresh, safe and value added Afghan milk and dairy products. It is also expected that additional partners (public and private) will be attracted to invest in the Afghan dairy industry.

## 1.4 Components

The programme covers four components namely i.) ‘National Capacity Development’, ii.) ‘Institutional Development’, iii.) ‘Women’s Development’ and iv.) ‘Enterprise Development’.

**National Capacity Development.** There is a dearth of expertise in successful approaches to dairy industry development. The former and ongoing MAIL/FAO programmes positively contributed to the development of a tailored dairy industry. However, there is significant need for additional capacity development at a number of levels across the dairy value chain including the skills at national level for planning and strategy development. Considerable investment is required in developing required skills and capacity. Within government, this includes capacity development in at central (policy and strategic), provincial (strategic and technical and programmatic) and at district level (technical, e.g., fodder and enterprise development). For private sector there is a need to increase capacity of local service providers in the design, organization and delivery of quality inputs. This will cover the key limitations to dairy industry development ranging from milk marketing techniques, milk processing, product diversification and safety, input supply including animal feeding, breeding and quality local animal health services provision. The skills and knowledge capacity in modern dairy industry development approaches and technical skills is critically absent at the young professional level and these would also be addresses through this component. Key outputs and activities under this component include

1. Strengthened delivery of a range of appropriate, quality services and materials by local service providers
2. Setting up and equipping three district milk cooling and services center for output delivery and inputs and services provision
3. Strengthened involvement of local service providers in rural areas through provision of contracts such as for training (milk hygiene, quality, husbandry, cooling, fodder harvesting and storage, fodder seed production), including by women for women.
4. Increased availability of affordable feed resources through establishment of feed processing units and small storage facilities in partnership with private sector entities, setting up of a demonstration program to encourage farmers to raise productivity through adopting better feeding practices.
5. Organization of farmers in producers’ groups and contracting them to produce fodder seed as an enterprise activity
6. Training and support to MAIL/Union extension workers to provide fodder crops service to beneficiaries
7. Assistance in improving winter animal feeding (hay) and housing and improved animal health.
8. Monitoring the dairy cattle for Zoonosis, regular vaccination, and reproductive performance.
9. Training of veterinarians in production limiting diseases, in particular reproductive inefficiency, mastitis and abortion diseases.
10. Improving the genetic potential of the dairy cows with the provision of improved sires through Artificial Insemination (AI) and monitoring of the impact of the breeding programme
11. International study tours (1 per year) to foster enhanced understanding and capacity in the enhancement of approaches and options for successful dairy industry development for

Afghanistan. MAIL and other stakeholders will participate and the tours will be organized and led by FAO. A target of 30% has been established for women involvement in the international study tours

12. Site visits and exchange tours for Shura, CDC's, dairy cooperative members and development partners on past experiences and sustainable enterprise and job opportunities in the Afghan dairy industry. This will include visits to existing IDS sites in Mazar I Sharif, Herat, Nangarhar and Kunduz as well as other initiatives in the country. Specific targets have been set for women's participation in training activities (50%), for participation in primary level co-operative formation and operations (30%).

**Institutional development** - MAIL is the government body charged with dairy sector development. At provincial level this responsibility is handled by the Department of Agriculture, Irrigation and Livestock. There is also a plan to enhance the capacity of district level agriculture offices. The department of Co-operatives has also a role to play in the development of co-operatives but has limited staff outreach outside central regions. There is a strong need to further enhance the technical and organizational capacity of the government staff at district and provincial level in dairy industry development. Local level institutions include the Shura and Community Development Council. Again, there is a need to share information and experience in successful approaches to dairy industry development in these institutions. Any intervention in rural and particularly village areas necessitates the involvement of the 'Shura' and Village Development Council and a highly participatory approach is needed to ensure fullest access to women beneficiaries. Key activities under this component include. The key outputs and activities under this component include

1. Provision of support to MAIL to establish of Afghan National Dairy development Board,
2. Creation of dairy federation at National level for supporting dairy unions, coordination, promotion marketing, making strategy and policy as per needed and training,
3. Setting up of 18 new primary milk producers cooperatives, 6 secondary cooperatives, and two dairy unions at the provincial level if required,
4. Development and approval by the Government of a legal framework for the dairy scheme, and
5. Development of independent staff and management structures for the dairy schemes including their dairy and feed processing centers.

**Women's involvement:** Women play a key role throughout the dairy value chain. At the production level, they produce the milk and have the leading role in the preparation of milk as part of the family diet but also in deciding how and if milk can be bartered at local level or sold. Women make the family choices in regard to family diets and nutrition and increased availability of milk is a much needed contribution to household level food and nutritional security but also can be a major contributor to increased family income when marketable surplus, and a regular market, can be secured. Past experience indicates that enabling women to participate is challenging but when successful can have a significant beneficial effect particularly in terms of income. Key outputs and activities under this component include

1. Improved participation of women in capacity building activities by ensuring fullest representation and recruitment of two women trainers at central level to guide and ensure fullest participation by women across all project activities.
2. Training of women in clean milk production, dairy animal feeding and husbandry to milk preservation, cooling and milk processing.
3. Training of women in co-operative issues including finance and accounting and governance; basic enterprise development, identification of marketing opportunities
4. 50 percent of innovation fund to be reserved for the activities which will directly benefit women.

5. Training of women in specific hands on skills in value addition, product diversification and enhanced food storage techniques based on demand.

**Enterprise development** – There are limited skills at multiple levels in this area and a number of other programmes in Afghanistan are addressing this issue. However within an integrated approach, the development of enterprise skills and development of a vibrant dairy industry necessitates the provision of tailored dairy enterprise skills. Specific support (soft skills and also limited inputs such as dairy processing equipment) is needed but must be linked strongly to an integrated approach. A value chain approach is needed to improve milk and dairy products losses, enhance market linkages, and investment in expanded dairy processing facilities. There is currently no support for Afghan innovation fostering and support specifically for dairy industry development. Existing dairy cooperatives and dairy unions have indicated that there are opportunities for diversification of their enterprises. Limited processing capacity and lack of high throughput value additional equipment is a limited in factor for improved marketing and hence enterprise expansion for the Kabul Dairy Union. There is currently no specific promotion of Afghan milk and dairy products in the national market. Feed processing has shown to be an interesting business opportunity for the dairy enterprises but limited feed storage capacity has also limited the opportunities for the dairy cooperative and unions level enterprises to take on larger orders for quality processed feed. Key outputs and activities in this component are

1. Establishment/development of 30 village milk collection centers and provision the necessary tools and equipment for measuring of quantity and quality
2. Setting up and equipping three milk chillers at milk cooling and services compound in project targeted area.
3. Regular milk collection and inspection of quantity and quality of the milk.
4. Proper recording of milk collection and weekly payments according to quantity and quality.
5. Establishment of expanded dairy processing plant established.
6. Setting up a new dairy processing plant on a Greenfield site to allow for the multiple business units of the integrated Kabul Dairy Union activities to continue smoothly and also leave room for expansion.
7. Enhanced dairy market linkages for increasing volumes and efficiencies of selected local dairy value chains
8. Establishment of shops for selling the milk and dairy products or through commission agents.
9. Awareness creation of consumers about hygienic and quality dairy products and organization of dairy promotion campaign for increasing consumer awareness about 100 per cent National Afghan dairy products
10. Enhanced animal feed market linkages for increasing volumes and organization of animal feed promotion campaign for increasing farmers awareness about using animal feed for feeding their animal

## 1.5 Implementation Arrangements

The Project will be implemented through the FAO Representation in Afghanistan and its office in the Ministry for Agriculture, Irrigation and Livestock (MAIL). It will include MAIL and FAO staff at the central level, in the selected three provinces and selected districts as well as the beneficiary farmers, their organizations and enterprises.

The project team will actively liaise with all stakeholders and agencies, in order to avoid duplication of efforts and ensure complementarities with other interventions and local ownership of project activities.

In particular the partners will be the Dairy Section of the Department for Animal Husbandry, with assistance for some of the Project activities by the Department for Veterinary Services (for the coordinated implementation of Artificial Insemination and Herd Health activities), the Extension Department and the Research Department (for the testing and promotion of fodder crops) and the Cooperative department.

Learning from past experiences regarding access to beneficiaries, including security limitations, it is proposed to optimize the use of national service providers and institutions such as the existing Dairy Unions in implementation. National service providers will provide a range of services for the project including an ‘Afghan Milk’ promotional campaign; Feed storage construction; Dairy plant building construction and Market Linkages Enhancement. This will be done through direct contracting with strict monitoring and supervision by the project team and in close consultation with PST/PCU of CRDCP and by the FAO Representation in Kabul.

Jointly with MAIL and PST/PCU, FAO will recruit qualified technical staff (mainly national and one international) to ensure the effective implementation of planned activities and will cooperate with other relevant partners (national and international) in Afghanistan. Refreshing the existing UN-FAO dairy team will be considered.

It is planned to facilitate the development of a cooperative structure/enterprises which will gradually take over the management and operation of dairy scheme to be fully privatized and independent for project funding towards the end of the Project period. This is however not simple neither has it been successful in many places as it requests for a gradually weaning off and staying fully on one’s own feed.

Among others, close interaction with the target communities will be important for the successful implementation of the proposed activities. The communities will be invited to take part in the decision-making and management of the dairy scheme eventually leading to a full management of the scheme by the cooperatives/enterprises. In this regard, it is anticipated that a minimum number of such leaders will be female who are in general terms been known of being able to fully focus on the job.

An integrated approach will be adopted as per past and ongoing project experiences but with an increased focus on small and medium scale dairy industry development. As in the past substantive investments are proposed in developing national capacity, including through on the job exposure to better approaches and techniques to dairy industry development. A core team of qualified technical staff (the “project team”) will be recruited by FAO in close cooperation with MAIL and PST/PCU through competitive and transparent processes to ensure the delivery of quality and tailored services for the situation on the ground in Afghanistan.

The project team will be based in MAIL at the Darulaman compound in Kabul, and will be composed of a core team of technical staff consisting of a National Project Officer, two National Livestock Production Officers (Dairy Industry, Inputs and Services) (NLPO), an Assistant Dairy Industry, a Knowledge Management/Communications officer, a Dairy Value Chain Officer, two Women trainers, an Administrative and Finance Associate and various support staff, drivers and guards. This expertise will be periodically supplemented by one highly qualified and experienced international Senior Dairy Advisor and by short-term national expertise in essential areas such as marketing and enterprise development and cooperative development and management.

It will also be considered how best the above mentioned MAIL’s dairy section can be involved as concerned staff operate from a different building which does not trigger spontaneous cooperation and learning by doing. Apart from being physically separated, there are no ToRs for their role in

the programme. Options will be examined on how the section can be more involved and their capacity developed.

It is also proposed to upscale the positive experiences from the Young Professionals Programme in CLAP/RLMSP by selecting and employing two batches of ten YPP's directly under FAO technical supervision who will be assigned to work at field level six, and four to be assigned to work with the national technical experts for a period of 30 months each. Their costs are met by PCU/resource partner.

As per need of MAIL, who will take the lead in development of National Dairy Policy/Strategy, additional short-term specific and highly experienced international technical expertise can be made available. The same applies to Cooperative Law, Governance and Management, Dairy Product Quality and Diversification, Dairy Economics, Losses and Value Chain Enhancement, Enterprise development and Dairy Marketing. Duration and ToRs will depend on the actual needs identified by concerned stakeholders. The additional fund will be allocated by PCU/ resource partner.

## **2 MONITORING, EVALUATION AND REPORTING**

### **2.1 Monitoring**

With an increasingly decentralized structure, the FAO Representative is the budget holder for the project. At the country level, the technical project supervision and management is the responsibility of the Senior Dairy Advisor who will report to the FAO Representation in Kabul and is technically supervised by the Lead Technical Officer based in FAO Regional Office, Bangkok. All operational and administrative activities are dealt with through the FAO Representation.

Project monitoring will involve a systematic collection and review of data relating to:

- Implementation of the work plan and budget, including delivery performance and adherence to their pre-set financial and reporting obligations;
- Indicator targets established at output and outcome levels to measure the extent of their achievement; and
- Risks, to identify potential blockages to the delivery of project objectives and the cost-effective contribution of the project to achieving corporate goals and priorities.

Monitoring will be carried out to ensure proactive project management for results and to support efficient and effective implementation of the work plan and budget. It will also generate data and information for accurate performance assessment and identify issues, lessons learned and good practices for reporting to relevant stakeholders. The work plan, budget, design matrix and risk log will be used as a set of integrated tools for planning and management, including for monitoring, performance assessment and reporting. Since these tools are dynamic, they will be regularly reviewed and adjusted, to enable the project to deliver agreed results even in the face of developing challenges and changing project environments and/or needs.

As the executing agency, and based on the experiences with the modalities currently being implemented under the RLMSP, PSU will play a prominent steering role regarding the overall project implementation and thus a direct reporting and communication line will be established between PCU; i.e. direct lines with the coordinator of the FAO dairy team at Kabul

## 2.2 Reporting

In line with FAO policies and procedures, regular project technical and progress reports will be prepared by the field staff. These include Quarterly Progress Implementation Reports and six months Progress Reports. Monitoring of progress and timely implementation of technical activities will be carried out by the Senior Dairy Adviser and the National Professional Officer who will report to the FAO Lead Technical Officer and to the FAOR on overall project progress, operations and administration. Periodic project progress reports will be sent to the donor through the FAO country and office. A copy of the reports (Six months and Annual reports) will be provided directly to the Project Support Team (PST)/Programme Implementation Coordination Unit (PICU). (Six monthly report not later than 30 days and annual report not later than 45 days after the relevant reporting period).

An inception report, including a revised, detailed annual work plan and budget, will be prepared at the outset of the project following receipt of funds. As per standard FAO reporting procedures, detailed six-monthly Progress Reports in accordance with the established procedures between FAO and the Donor. The reports will describe the scheduled activities, monitor delivery and provide information on what progress has been made towards delivering the output, the challenges incurred and corrective action being taken and in what timeframe.

A Project Terminal Report will be prepared by the project executing agency prior to the termination of the Project. The Report will be finalized incorporating comments and suggestions, if any, made by the Government, funding agency and FAO, and submitted to the Government by the executing agency.

## 2.3 Evaluation

Overall, the more general monitoring and evaluation will be steered and coordinated by PCU, while monitoring of technical parameters be left to the SP. In this regard, it is expected that dairy cattle parameters will be measured of a limited and randomly selected households whereby using, for instance, cows cards which can service as a means of extension. Especially regarding parameters related to dairy cattle breeding cycle versus milk production potential deserves attention so as to arrive at evidences; although the interventions and activities proposed are based on experiences, there is a lack of hard evidence so far. Basics as calving interval, inseminations per conception, lactation yields, age at first calving, etc. are not available.

A Midterm assessment (MTA) evaluation or tripartite meeting/evaluation mission will be fielded after 36 months (Mid life) of project effective operation. Independent Midterm reviewed can be conducted if project needed changes in mid-life.

A detailed project log frame is provided in chapter 'Result Matrix of 'Dairy Industry Development sub component' - CLAP -19, to ensure effective and objective monitoring of project activity implementation. This logframe will in principle form the basis for FAO regular reports whereby respecting and using the reporting and monitoring formats developed for CLAP. Although FAO has its own reporting system, priority shall be given to the CLAP system in order to contribute to optimal communication, cooperation, reporting and monitoring.

At the end of the project, final evaluation will be carried out in close collaboration with the resource partner and MAIL. The mission will comprise a small team of independent representatives from the resource partner, FAO and the MAIL. A final Project Review Meeting shall be held upon completion of the project.

### 3 PROJECT COORDINATION

At the national level under the CRDP, a national Project Implementation Coordination Unit will be set up at MAIL. FAO as a service provider to MAIL will set up a joint Project Task Force, the apex body which will guide and supervise project implementation. As MAIL is the main project partner, the Project will be primarily implemented through the Livestock Production and Health Department, in close collaboration with Cooperative and Extension Departments.

A National Project Coordinator will be appointed by MAIL to oversee the implementation of the project on behalf of the Government. He/she will work in close collaboration with the Senior Dairy Adviser (SDA), the Lead Technical Officer and the national project team. Counterparts at the central level (approximately two) and the provincial level (nine counterparts, three per province) and at the district level (18 counterparts, three per district) will participate in the project implementation. At provincial level the project will cooperate and work directly with the technical staff of DAIL, ongoing similar initiatives and also have support through a qualified local Service Provider based at the district level to support and ensure direct access to beneficiaries and their organizations.

The project will facilitate coordination between MAIL, in particular the Livestock Production and Health, Cooperative and Extension Departments, and other ministries, in particular MRRD and as well MOPH. This will be done by ensuring MAIL is integrated in relevant coordination mechanisms and by encouraging bilateral meetings and joint activities, particularly at field level. In addition, concerted efforts will be made to stay up-to-date on other relevant programmes, projects and partners of the department of Livestock Production and Health such as HLP (livestock component), One Health Progr., DCA, AHDP, CARD-F, etc. with the overall idea of developing synergies, preventing duplication, and exchanging lessons learnt.

The project will be implemented in close collaboration with recently concluded project Development of Integrated Dairy Scheme in Herat and the ongoing project on Development of Integrated Dairy Schemes in Nangarhar project (UTF/AFG/060/AFG) and will link with other active dairy and livestock initiatives as mentioned above.

The project strategy will be along similar lines as used by the ongoing IFAD/ RLMSP under which FAO is implementing the dairy component using the IDS model in close collaboration with MAIL and DAIL. At the central level there is frequent interaction with the MAIL PICU. Overall, it will ensure openness and transparency in its implementation strategy whereby freely sharing data, ideas and experiences with others including service providers, NGOs, and other development partners.

As a service provider, FAO will identify and mobilize a team of national staff who will work closely with MAIL to support and provide inputs and advice to beneficiary farmers and their groups/cooperatives. This will include group/cooperative formation to dairy farm enterprise enhancements, improved milk hygiene, milk cooling, collection, processing and marketing.

At the local level, dairy cooperatives will be formed in consultation with the local Shura and CDC based on eligibility criteria. This programme also has the advantage of being able to benefit from the experiences from the former projects in the dairy sector (with/without FAO support) and will include substantial capacity development through exchange tours to various dairy institutions and enterprises throughout Afghanistan. These cooperatives will be linked to existing dairy enterprises and other market opportunities.

## 4 SUMMARY OF THE PROGRESS TO DATE

Up to the current stage of project inception, the project has made significant progress in terms of establishing the background and environment for the project activities. The project has recruited one National Professional Officer, one National Dairy Industry officer, one woman lead trainer, one admin/financial assistant, one officer cleaner and two drivers. The recruitment of Senior Dairy Advisor is in the final stages of approval within FAO. Further, a letter of agreement (LoA) has been signed with Kabul Dairy Union and two men and five women recruited as extension workers under this agreement.

A national inception meeting for the project was held in Kabul on 27 October 2014. The purpose of the meeting was to inform the stakeholders on the project objectives and design and seek their feedback and guidance on the same. The meeting was attended by 45 participants representing a range of stakeholder groups. A list of participants and meeting agenda is appended to this report (Annex 6 and 7) . The stakeholders were in particular invited to share their views on the following aspects

- Appropriateness of targeted districts and proposed location of dairy processing plant
- Structure for proposed Dairy Development Board and Dairy Cooperative Federation
- Ways and means to strengthen the involvement of women at all levels of the value chain including at management and governance level, and
- How to strengthen synergies among stakeholders and service providers (government, cooperatives and service providers, CLAP coordination unit, MAIL/DAIL, CLAP service providers and other related stakeholders)

Some background work has been carried out in line with the activities outlined in the Project Document. This includes

1. Organization of one day training course for 30 enumerators on data collection for dairy market study and baseline.
2. Baseline survey and Dairy market study in nine districts and three cities of Kabul, Logar and Parwan provinces.
3. Active participation in PCC (Provincial Coordination Committee) meeting in Logar, Kabul and Parwan provinces.
4. Jointly with CLAP, ICARD and DCA a survey was conducted for selection of villages in Mohammad Agha, Chariashib, Dehsabz, Jablussaraj, Charikar and Bagram districts.
5. 605 beneficiaries selected in Bagram, Charikar, Dehsabz and Mohammad Agha districts.
6. 450 animals vaccinated against FMD in Mohammad Agha District in Oct. 2014.
7. Active Assets List (Inventory) which is procured as FAO Co-financial contribution with this project.
8. 250 cows inseminated by AI technician Logar province.
9. 25 improved fodder crop established in project targeted area.
10. 500 kg Oats and 500 Lucern improved seed and 6 Mt Urea and DAP fertilizer procured.
11. 12 meeting held with farmers' communities on project overall goal , objective and establishing milk producer groups.

## 5 Challenges

Implementation of some of the project activities has been constrained due volatile security situation in the run up to Presidential elections and the consequent movement restrictions.

However, the project is making every effort to minimize the impacts of above constraints and facilitate smooth implementation of its activities.

## 6 Proposed Changes

### 6.1 Project entry and exit dates

As per the project document, the project was expected to begin in January 2014 and end in December 2019. However, as note above, due to some delays in project approval, funds disbursement and volatile security situation in the run up to Presidential elections, the project activities could not be started until recently. In view of the foregoing, it is requested to revise the entry and exit dates for the project as May 2014 to April 2020.

### 6.2 Selection of districts:

When the participants were presented the target districts proposed in the project document, they recommended that Bagrami and Charkh districts be replaced with more suitable districts. The reasons for their recommendation are

#### *Bagrami District*

- 6 The district is very close to Kabul city and agriculture activity is diminishing. A large proportion of area in this district is being converted to residential and commercial activities
- 7 Significant proportion of the people in the district have diversified (including non-agriculture) income sources and the role of livestock as a livelihood activity is diminishing
- 8 Insufficient water for agricultural land;

#### *Charkh District*

- The district has extensive orchards
- Small number of livestock
- Security problem;
- lack of proper transportation faculties
- Less number of Kuchis

CLAP coordination team was requested to provide further guidance on this recommendation.

### 6.3 Dairy plant establishment Location

Based on dairy market study (size of the market), infrastructure availability and the experiences of inception meeting participants, it is not advisable to establish three dairy processing plants in Parwan and Logar provinces. Instead it is recommended to establish a larger plant in Kabul. Guzargha dairy plant (Kabul Dairy Union) recommended as a suitable place for establishment of dairy plant due to the following reasons:

- *Central location*
- *Reliable power supply*
- *Good access to the three targeted provinces*
- *Reasonably good road access and ease of transportation*
- *Availabilities of governmental land (belonging to MAIL). The land endowed by the President to Kabul Dairy Union for 30 Years on lease*

- *Mr. Mohammad Aref Amanyar (Livestock Director) agrees to follow up with MAIL minister for providing more land in the vicinity from the forestry department ,*

For Parwan and Logar provinces, the participants made following recommendations

*Parwan Province:*

- Two Milk Collection Centres which were established by Land O Lakes are not being utilized and may be reactivated under this project
- Depending on the budget availability, it is recommended to establish one small dairy training centre within the premises of Parwan Farmer Training Center. The farmer training center already has classroom and dormitory facilities which may be utilized for training purposes if a small dairy training facility can be established there
- The milk collection centers should be designed in accordance with the milk capacity existing in the province;
- Milk chilling and livestock services center should be established at district level

*Logar Province;*

- It is not advisable to establish a dairy plant in Logar province at this time due to limited market size. As the market grows, however, it may be feasible to establish a small scale dairy processing facility.
- There is a need to upscale the four exist milk cooling centers and it can be used as livestock service center.
- The village milk collections center should be designed and constructed as per milk production capacity at village level.

## **6.4 Other matters**

1. The project budget provides for purchase of an Armored Vehicle. FAO has however recently transferred an Armored Vehicle to the project and it is not considered necessary to purchase another vehicle. Accordingly it is recommended that the budget allocated for armored vehicle may be transferred under ‘dairy processing plant’.
2. The project budget provides for the recruitment of a Knowledge Management/ communication Consultant for a total duration of four months. In the judgment of the project team, however, there is a need for continuous support on knowledge management and communication to ensure project documents and achievements are suitably recorded, reported and disseminated. Considering the complexity of the project and the need for liaison at national and sub-national level, the project team considers this an essential input. It is therefore requested to include a position of Knowledge Management / communication Assistant for the entire duration of the project. The budget for this position may be derived from the budget allocated for Knowledge Management consultant (USD8,000) and partly from the admin and financial assistant (USD76,000).
3. For administrative ease, it is recommended to reallocate remaining budget under ‘Admin and financial assistant’ (USD136,000 after reallocation for communication assistant) to the budget line ‘Support staff’. Although it will still finance personnel for admin and finance services, this will provide more flexibility to the project team to ensure more timely implementation of activities.

## Annex 1: Project Result Matrix

Result Matrix of 'Dairy Industry Development sub component' - CLAP -

Intervention Logic		OVI	SoV	Assumptions
O.O. <sup>1</sup>	Reduced poverty through income and/or employment generation by enhancing access to production assets, skills, services and technologies for increasing agri/livestock production	Result Matrix of 'Dairy Industry Development' - CLAP -		
Goal	Dairy milk production, processing and marketing increased, dairy coops, union, and federation created and enabling capacity and policy environment established	<ul style="list-style-type: none"> <li>- Net increase of average annual HH income from dairying (+200 %)</li> <li>- Net increase of milk consumption at HH level ;(aver. 1.5l/day )</li> <li>- Net increase of HHs consuming health balanced food (link to seed, poultry sub-component)</li> <li>- Net increase in assets; HHs level: kits (hygiene and infrastructure), off spring; Community: equipped milk collection/chilling plant)</li> <li>- Net increase in value of assets; UD 590 plus 90 as value of share of milk collection centre</li> <li>- Net increase of so called dairy husbandry by-products; 1 bag manure/cow/week resulting in saving labor and fuel wood</li> <li>- Net increase of local employment due to dairying; (± 132)</li> <li>- Better interactions, less conflicts and more cohesion at community level and HH level</li> </ul>	<ul style="list-style-type: none"> <li>- RIMS I and II data,</li> <li>- Records and reports of collection centers and processing plant</li> <li>- Progress reports of local service providers</li> <li>- Output focus groups discussions esp. among women groups,</li> <li>- In-depth survey on sample basis,</li> <li>- MAIL records,</li> <li>- CDC statistics,</li> <li>- Case studies &amp; stories</li> <li>- Monitoring reports (technical indicators; calving interval, milk production, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Attractive market for milk does not imply selling all milk; sufficient milk kept for home consumption</li> <li>- Dairy team able to build upon existing infrastructures/institutions such as (private) VFUs (health, A.I.),</li> <li>- Close interactions and synergies with other components/sub-components of CLAP, overall coordination via CDCs (esp. female CDCs) and adherence to Project Gender Strategy</li> <li>- High Input High Output dairy approach does not undermine food production neither deteriorates sustainable agriculture practices</li> <li>- Milk and milk products produced are healthy quality products with pronounced Afghan favor</li> </ul>
Expected Results (Outcomes) Result 1– 4 lead to Goal 1; if all indicators are achieved, the goal will be met.				
R1 Nat. Cap.	<b>National Capacity Developed</b> regarding dairy husbandry (incl. health, breeding, feed and fodder production), dairy processing and marketing at field, district and provincial level (MAIL, Dairy producer organization, Input and Service providers)	<ul style="list-style-type: none"> <li>- Net increase of marketable milk; ±aver. 7 liters/HH/day</li> <li>- Net reduction in reported diseases, ailments among Dairy Animals</li> <li>- Dairy coops function (18) -do-;</li> <li>- Fair price paid to f/m dairy producers</li> <li>- Net increase in fodder quantity and quality (improved seeds)</li> <li>- Net increase in female extension and field workers (ToT approach),</li> </ul>	<ul style="list-style-type: none"> <li>- Dairy cow performance records (analyzed cow card data)</li> <li>- Records of VFU (Health, A.I.)</li> <li>- Prices at farm gate, coop, union, consumer, open market level for milk/milk products</li> <li>- Annual business reports of coops and union</li> </ul>	<ul style="list-style-type: none"> <li>- Young professional scheme (10; ≥3f, ≤7m) initiated in time by PMU,</li> <li>- Project staff and local service providers able to effectively cooperate with MAIL and vice versa</li> <li>- F/m farmers equipped to adopt High Input High Output dairy husbandry approach</li> <li>- Cooperation with 'improved food, forage and vegetable production' sub-component established</li> </ul>
R2 Inst. Dev.	<b>Public and Private Institutions</b> established and	<ul style="list-style-type: none"> <li>- Dairy producer organizations set-up and functional</li> <li>- Dairy industry federation set-up and functional</li> </ul>	<ul style="list-style-type: none"> <li>- Progress reports (MAIL, Local Serv. Prov., Project, PMU),</li> </ul>	<ul style="list-style-type: none"> <li>- MAIL takes lead in initiating a process to arrive at dairy policy and strategy,</li> </ul>

<sup>1</sup> O.O. concerns overall goal at Central Region Community Development Project; thus, goal of dairy component contributes to overall OO.

Intervention Logic		OVI	SoV	Assumptions
	capacitated	<ul style="list-style-type: none"> <li>- Women representation in coops and federation substantial</li> <li>- Dairy sub-sector policy, strategy and rules and regulations in place (led and implemented by MAIL)</li> </ul>	<ul style="list-style-type: none"> <li>- Registration documents of coops, union, federation</li> <li>- Draft dairy policy and strategy</li> <li>- Case studies of coop</li> </ul>	<ul style="list-style-type: none"> <li>- Project and MAIL ensures coordination with similar dairy initiatives in other districts and provinces irrespective of who supports these interventions,</li> <li>- Producer organizations able to ensure recognition of the female dairy farmers' voice in their constitutions and management operations,</li> </ul>
R3 Women's develop.	Through specifically <b>targeting women at HH</b> and staff level, skills, self confidence and capacity increased	<ul style="list-style-type: none"> <li>- 50% of activities at community level reach out to women</li> <li>- 50% of innovation fund used for women</li> <li>- 20% of all trainers are women</li> <li>- Increased participation and involvement of women in cooperative decision-making level –piloting it-</li> <li>- More HHs enjoy balanced and healthy diet (link to seed, poultry)</li> </ul>	<ul style="list-style-type: none"> <li>- Case studies on female innovation initiatives,</li> <li>- Progress reports MAIL, local service providers,</li> <li>- Minutes of coop meetings,</li> <li>- Staff lists (MAIL, Local Serv. Provider, Project Staff, etc.)</li> <li>- Study tour reports</li> </ul>	<ul style="list-style-type: none"> <li>- Professional gender training undergone by all relevant staff (MAIL, Local service provider, Leaders of Unions, etc.) in time</li> <li>- More income from milk implies that women keep same/better access and control over milk proceeds,</li> <li>- Capacity to combine human and animal reproductive health as well as One Health approach incl. liaison with relevant Health departments,</li> </ul>
R4 Enterprise Develop.	Through <b>business and enterprise development</b> vibrant and dynamic Afghan dairy industry created	<ul style="list-style-type: none"> <li>- Net increase in certified milk products</li> <li>- Net increase of turn-over of local dairy industry (coops, union)</li> <li>- 30 milk collection centers set-up and served by at least 3000 HHs</li> <li>- Kabul Dairy Plant improved and profitable; capacity ≥30 MT/day, variety of milk products (at least 7)</li> <li>- Female dairy keepers benefit relatively more from established dairy industry</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic laboratory test for health and quality</li> <li>- Business plan and related progress reports</li> <li>- Monthly and quarterly progress reports of coops, union, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Procedure to land allocation for dairy processing infrastructure at district and province level starts in time and can achieved within 6 months of project inception.</li> <li>- Tax tariffs for cooperative based activities applied</li> <li>- Year-around HHs able to supply sufficient milk to the milk coops</li> <li>- No major limits to transport milk from one location to the other</li> </ul>
Activity blocks (each block has various activities); in principle Act. 1.1-1.3 lead to Result 1, etc.; but as the activities are interrelated, the total of all activities lead to achieving the goal				
Act. 1.1	Identify and recruit competent national team and core national consultants, including YPP's	3000 HHs		
Act. 1.2	Contracting local SPs for delivery of awareness raising, stakeholder and Shura/CDC engagement, national exchange tours, provision of technical training in improved milk production, quality service and input provision; supported and monitored by project team			
Act 2.1	Facilitating the process of developing the Dairy Industry Federation			
Act 2.2	Providing inputs in support of MAIL's efforts to develop dairy policy and strategy			
Act 2.3	Facilitating creation of dairy coops at community level in the target districts			
Act 3.1	Facilitating the female participation in capacity development activities both as trainers and as beneficiaries			
Act 3.2	Organizing internal exchange - and international study tours (link to Act. 1.1, 1.2)			
Act 3.3	Developing modalities for innovation and diversification fund (50% of the total budget is used for and by women (link to 4.1)			
Act. 4.1	Set up and manage innovation and diversification fund (linked to 3.3 above)			
Act. 4.2	Procuring, installing and commissioning dairy processing plant of ≥30,000l capacity			
Act. 4.3	Facilitating set up 3 district privately managed Dairy Service Centers (provision of integrated			

	Intervention Logic	OVI	SoV	Assumptions
	services and link to VFUs for animal health services)			
Act. 4.4	Facilitating the expansion of the marketing network of the dairy scheme Kabul to enable them to absorb milk of 30 additional milk collection centers			
Act. 4.5	Facilitating the construction and operations of expanding the feed store of the Kabul Dairy Union			

## Annex 2: RISK MANAGEMENT MATRIX

<b>Risk Description</b> [narrative description]	<b>Category<sup>1*</sup></b>	<b>Impact</b> [effect on project/ programme/ organization if risk were to occur, H, M, L] <sup>2</sup>	<b>Likelihood</b> [estimate of likelihood, H, M, L]	<b>Mitigating action(s)</b> [what actions will be taken/ have been taken to counter this risk]	<b>Owner</b> [person or unit appointed to monitor this risk]	<b>Status<sup>3</sup></b> [No change, reduced, etc.]
<b>Insecure Situation in Afghanistan</b>	C	L	L	Overall security is outside the control of the project team and LTO who must operate within the UN framework. All efforts will be made to maintain support for beneficiaries through engagement of qualified local partners/service providers with specific dairy industry experience e.g. Dairy Unions. Quality assurance of these services (training, support) is essential.	Lead Technical officer and UN Inter agency Supervisory committee	
<b>Capacity development</b>	C	L	L	Local Dairy Unions has confirmed they are interested in being a service and input provider. The project design includes significant investment in a strong core national technical and enterprise team which will have the responsibility for provision of support, advice and training at the initial stages of the project.	Lead Technical officer	
<b>Gender constraints</b>	C	L, major effect would be post project.	L	Based on previous project experience, six women trainers (2 per district to facilitate travel and access to beneficiaries) will be mobilized through service providers and two female National Livestock Officers will be recruited. This will ensure access to women at the community and provincial level and quality control of capacity development and enterprise development activities (including through the innovation fund) for women. Indeed, in addition gender training of all male staff is of crucial importance and forms part of the gender strategy.	Lead Technical Officer	
<b>Institutional constraints</b>	C	L	L	To reduce this risk, the project has provision to ensure implementation of activities without depending on current limited MAIL resources by providing limited support to ensure counterpart participation and benefit from capacity, institutional and enterprise development. Furthermore, the project will work in collaboration with a wide range of governmental and NGOs and competent local institutions such as the Dairy unions, to ensure community-level activities and interactions can take place.	Lead Technical officer	
<b>Land availability for the processing plants (dairy and feed mill)</b>	C	L	L	MAIL will have responsibility and agree to provide 8 Jirib of land for the milk processing plant/feed mill free of cost or on a long-term lease at a nominal cost within six months of signature of the project agreement.	Lead Technical Officer	
<b>Cattle</b>	C	L	L	in line with the MAIL strategy of liberalization of	Lead Technical	

<b>breeding</b>				veterinary (including artificial insemination), it is expected that the project will work via existing VFUs and ensure that breeding activities will be coordinated so that importation of cattle semen can be taken up by the private institutions. To improve milk yields, genetic improvements through importation of and insemination with exotic cattle semen are proposed.	Officer	
<b>Milk Cooperatives versus Private Players</b>	C	L, major effect would be post project.	L	It is therefore of utmost importance that the Central Region milk coops and Union secure a place in the market soonest and will be recognized for their quality product. In addition, the milk price for the members should be competitive as otherwise members will easily divert to other marketing channels.	Lead Technical Officer	

\* FAO ERM Strategy has defined the following risk categories which should be selected also at project level: CLEAR INTENDED PURPOSE (IMPACT and OUTCOME); EFFECTIVE DELIVERY STRATEGY; EXTERNAL STAKEHOLDER SUPPORT; INTERNAL STAKEHOLDER SUPPORT; RIGHT RESOURCES; VIABLE DELIVERY STRUCTURES; STRONG DELIVERY MANAGEMENT.

A comprehensive "Risk Catalogue" is also available as part of FAO Risk Management Handbook.

<sup>1</sup> In addition to the corporate categories, please consult the EIA guidelines <http://www.fao.org/docrep/014/am862e/am862e00.pdf>

<sup>2</sup> High, Medium, Low.

<sup>3</sup> To be completed during project cycle formulation and updating during implementation and monitoring phase.

### Annex 3. Oracle Budget

Accounts	Description	2014	2015	2016	2017	2018	2019	2020	Total Revised Budget (A)	Total Approved Budget	Change (-+)
5011	Professional	64,000	372,000	96,000	96,000	96,000	142,000	124,000	990,000	990,000	0
5012	Salaries General Service	0	0	0	0	0	0	0	0	212,800	(212,800)
5013	Consultants	111,822	272,570	339,570	267,570	226,860	189,660	22,080	1,430,132	1,156,330	273,802
5014	Contracts	75,000	565,000	408,500	180,000	165,000	75,000	0	1,468,500	1,424,000	44,500
5020	Temporary Assistant	0	0	0	0	0	0	0	0	0	0
5021	Travel	25,800	84,900	66,000	61,000	52,500	28,000	27,600	345,800	374,500	(28,700)
5023	Training	16,500	119,500	109,500	106,500	58,500	18,500	10,500	439,500	453,000	(13,500)
5024	Expendable Equipment	7,500	240,000	98,000	81,000	27,000	0	10,000	463,500	468,000	(4,500)
5025	Non Expendable Equipment	12,000	347,500	1,104,511	0	0	0	0	1,464,011	1,492,061	(28,050)
5027	Technical Support Services	19,500	26,000	26,000	26,000	26,000	19,500	70,000	213,000	213,000	0
5028	General Operating Expenses	30,979	83,989	81,600	81,600	81,600	81,600	27,200	468,568	499,320	(30,752)
	<b>SUB-TOTAL</b>	<b>363,101</b>	<b>2,111,459</b>	<b>2,329,681</b>	<b>899,670</b>	<b>733,460</b>	<b>554,260</b>	<b>291,380</b>	<b>7,283,011</b>	<b>7,283,011</b>	<b>0</b>
5040	Contingency Cost/Inflation factor (4%)	14,524	84,458	93,187	35,987	29,338	22,170	11,655	291,320	291,320	0
5029	Support Cost (13%)	47,203	274,490	302,859	116,957	95,350	72,054	37,879	946,791	946,791	0
	<b>TOTAL</b>	<b>424,828</b>	<b>2,470,407</b>	<b>2,725,727</b>	<b>1,052,614</b>	<b>858,148</b>	<b>648,484</b>	<b>340,915</b>	<b>8,521,122.87</b>	<b>8,521,122.87</b>	<b>0</b>

**Annex 5: Work Plan of Activities and Budget is attached.**

## Annex 6: Inception Workshop Program

Venue: FAO Conference Hall, Dar-u-laman compound, Kabul

Date: October 27, 2014, Monday

Time: 08:00 am - 03:40 pm

Time	Topic	Resource Person
08:00 - 08:30	<i>Registration of Participants</i>	<i>Ahmadi and Salimee</i>
	<b><i>Opening Session</i></b>	Eng. Zadran
08:30 - 08:35	<i>Recitation of Holy Quran</i>	Assdullah Battar
08:35 - 08:45	Opening Remarks	H.E. Mr. Mir Amanuddin Haidari, Deputy Minister for Agriculture Affairs, MAIL
08:45 - 08:55	Remarks	FAO Representative a.i
08:55 - 09:05	Remarks	Abdullah Latif Zahed
09:05 - 09:15	Remarks	Dr. Naseeri, DG, Livestock Production and Health Directorate, MAIL
09:15 - 09:50	Presentation on Project Background, Objectives and Log-frame: Impact, Outcomes, Outputs, OVI, MOVs and Assumptions/ Risks	Mr. Vinod , Project LTO, FAO Regional Office, Bangkok
09:50 - 10:20	<b><i>Tea Break and Photo Session</i></b>	
10:20- 10:50	Presentation on Dairy market study and baseline survey finding	Lutfullah Rlung
10:50 - 11:10	Discussion on the finding	All participants
11:00 - 12:30	Groups work on project targeted area, EOD, project activities and design matrix	All participant and facilitate by Mr. Siraj, Vinod and Lutfullah
12:30 - 13:30	<b><i>Lunch and Prayer Break</i></b>	
13:30 – 14:30	Groups work on project targeted area, EOD, project activities , design matrix, and coordination with other SPs of CLAP	All participant and facilitate by Mr. Siraj, Vinod and Lutfullah
14:30 – 15:50	Groups Presentation and discussion	Representative of Group and all participant
15:50 – 16:00	Closing remarks of the discussions of the workshop	Dr. M. Arif Amanyar, Director of Livestock production Dep.

## Annex 7: Participants of the Inception Workshop

S.N	Name	Title	Duty Station
1	Mr. AbdulLatif Zahed	CLAP and RMLSP Director	Kabul
2	Mr. Shahzar Zadran	CLAP Project Manager	Kabul
3	Mr. Asadullah Batar	M&E Officer/CLAP	Kabul
4	Dr. J. Miakhil	RMALS Manager	Kabul
5	Mr. Alemudin Naseeri	DG, Livestock Production and Health Department	Kabul
6	M. M. Aref. Amanyar	Director of Livestock Production Department	Kabul
7	Dr. Khir Mohammad	AI and Animal Health officer KDU	Kabul
8	Mr. Abdul Razaq Majadidi	Director of Agriculture Cooperatives Department	Kabul
9	Ms. Ashia	Women Trainer KDU	Kabul
10	M. A. Housien Khil	Cooperative Advisor	Kabul
11	Mr. Hashmatullah Enayat	DAIL Director	Kabul
12	Dr. Matiullah	Livestock production and health office	Kabul
13	Dr. Zer-u-Haq	Epidemiologist,	Kabul
14	Mr. Hamayoon Omer	DAIL Director	Logar
15	Mr. Bashir Ahmad	Livestock production officer	Logar
16	Mr. Atiqullah	Dairy Extension officer	Logar
17	Dr. Khan Sherin	Animal Health Officer	Logar
18	Mr. Abdul Qadir Farzan	DAIL Director	Parwan
19	Dr. M. Arif	Livestock production and health office	Parwan
20	Dr. Sayed Mohmmmod	Animal Health officer	Parwan
21	Mr. Ziaullah Atash	Animal Feed officer, MAIL	Kabul
22	Mr. Shafiq Ahmad Ahmadi	Deputy Director of Dairy/Directorate of Livestock	Kabul
23	Mrs. Marokh	Women Trainer	Kabul
24	Mrs. Makia	Women Trainer	Kabul
25	Mr. Jawhar	Manager Mashal Dairy	Kabul
26	Mr. Reza Haidari	Dairy Barg Bahar CO	Kabul
27	Mr. M. Maseen	Mashal Dairy Ltd	Kabul
28	Mr. Ghulam Riza	Deqani Roze	Kabul
29	Mrs. Najiba	Women Trainer	Logar
30	Mrs.Parawana	Women Trainer	Logar
31	Mr. Derya Khan	Project Assistant Manager/ICARDA	Kabul
32	Mr. Safi	Project Manager /Kutchi and Livestock /DCA	Kabul
33	Mr. M. H. Padar	Cooperative Expert	Kabul
34	M. Zahar Wafa	Chairman Kunduz Dairy Union	Kunduz
35	Mohammad Nabi	Chairman, KhDU	Nangahar
36	Zekria Ahmadzai	Chairman Kabul Dairy Union	Kabul
37	Mir Bashir	Fodder crop Expert	Kabul
38	V. Tim	FAO- a.i	Kabul
39	Mr. Ahuja Vinod	Livestock Policy Officer, FAO Bangkok (LTO for the project)	Bangkok
40	M. Aqa	Assistant FAOR	Kabul
41	Moeen-uddin Siraj	Senior Operation Officer/FAO	Kabul
42	Dr. Ahmad Faridon	Plan and policy , department MAIL	Kabul
43	Mr. Gholum Rasoul	Cooperative Expert , KDU	Kabul
44	Dr. Salimee	Dairy Industry Officer FAO	Kabul
45	Lutfullah Rlung	NPO- FAO	Kabul

## **Annex 8: Terms of Reference:**

### **Knowledge Management and Communication Assistant**

Under the general supervision of FAOR in Afghanistan, direct supervision of the Senior Dairy Adviser (SDA) and the National Professional Officer (NPO) and in close collaboration with the counterpart authorities and other national and international staff, the incumbent will be responsible to:

1. Draft routine correspondence and emails from oral instructions, previous correspondence or other available information.
2. Classify and code material relating to a variety of subject-matter areas and maintains general office files.
3. Supporting documentation is complete.
4. Enter and manage project data in computer files.
5. Assist with verification and analysis of the computerized data
6. Prepare geo-referenced maps (GIS) of the target project areas.
7. Design the layout of extension publications and type them in English and Dari/Pashto.
8. Assist with other electronic data processing as required.
9. Organize training programme for the provincial dairy union members, on data collection and manage.
10. Represent PCU at various policy discussion/formulation forums at local and national level;
11. Help Project staff in preparing annual works project work plan;
12. Undertake field visits to the project site so as to ensure that IFAD and MAIL requirements are met particularly those concerning policy issues such as gender mainstreaming;
13. Coordinate closely with the M&E programme staff to ensure consistent and effective measurement of results across the project area.
14. Design and develop the newsletters, brochures, business cards and other relevant designing for the entire project.
15. Contribute to further development of the policy and strategy for the operational planning in the knowledge management area.
16. Provide assistance for the organization of a national workshop to present the action plan and discuss it with the relevant private and/or public bodies.
17. Prepare a final report at the end of the consultancy, containing all conclusions, recommendations and the updated version of the action plan.
18. Perform any other related duties as may be directed by his supervisors/FAO.

#### **Qualification:**

At least a Bachelor degree in Information technology, business administration, or related field with 3 years of relevant experience required and prior work experience at a relevant ministry at the government of Afghanistan is highly desirable

**Duration:** 45 months  
**Duty Station:** Kabul