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**ASSESSMENT AND HANDOVER OF MARKET CENTER FACILITIES
CONDUCTED JOINTLY BY
RAMP AND THE MAF DEPARTMENT OF EXTENSION**



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EXECUTIVE SUMMARY

One of the priorities of the Rebuilding Agricultural Markets Program (RAMP) was to improve post-harvest and processing activities that would add value to crops produced in Afghanistan. At the farm level there was a need to increase the quality of the product, as well as the efficiency of handling, before it reached the market. Farm activities that could be improved are cleaning, sorting, grading, packing, storing, shading and transport. Working as a group the farmers could also improve the efficiency of these operations.

In early 2004, at the request of USAID, RAMP and its Implementing Partners initiated a program to construct small size marketing oriented structures at the farming community level. These facilities would provide a place for groups of farmers to carry out improved post-harvest practices before the products were sold or sent to market. In addition to these structures, RAMP's Implementing Partners designed and constructed larger sized processing structures and storage bins that would maintain the quality of stored grain for a longer time. Between January 2004 and May 2005, approximately 145 of these facilities were constructed by 13 Implementing Partners.

In October of 2005 RAMP conducted an assessment of these marketing facilities, with the objective of officially handing them over and providing training to appropriate groups before the end of the RAMP program in July 2006. A second objective of the assessment and handover was to incorporate a capacity building component for staff of Ministry of Agriculture and Food. To meet these objectives RAMP developed a cooperative project with the MAF Department of Extension, utilizing six MAF staff from Kabul as field supervisors, and approximately 50 MAF extension agents from 11 Provinces to conduct the assessment, handover, and training at the community level. RAMP provided training for the supervisors in Kabul. The MAF supervisors, in cooperation with RAMP staff, provided training for the extension agents at the Provincial MAF headquarters.

The assessment results showed that the most of the larger facilities and the grain storage bins were being used effectively, while the smaller centers were not utilized as well as they were intended. Through the process of developing a "Problem Tree" from the assessment results, a lack of knowledge on the benefits and use of the facilities was identified as a key problem. RAMP and MAF staff developed a short training program to address these issues. The MAF extension agents conducted this training for 1,518 beneficiaries at the time of handover during February and March of 2006. Of the 145 facilities assessed, 135 were officially handed over during this time. The remaining 10 will be handed over by the end of June.

The results of the handover and training showed a marked improvement in the attitude and receptiveness of the farmers and target communities towards the marketing facilities. As they gained more knowledge and a better understanding of how the centers could be used to their benefit, their motivation to organize groups and begin using the facilities increased.

The MAF Department of Extension and RAMP staff that participated in this cooperative project gained new skills and knowledge from the interactive capacity building approach, and contributed much to the success of the project. In addition, it built a better understanding between the two organizations that will lead to closer cooperation in the future.

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INTRODUCTION

During the first half of the RAMP project, RAMP and its Implementing Partners constructed approximately 150 agricultural marketing facilities in target provinces throughout Afghanistan. These marketing facilities included three basic types of structures: 1) Small village/farm-based structures of 20-50 m² floor area; 2) Grain storage bins of galvanized metal with 6-8 metric ton capacity; and 3) larger multi-purpose structures of 100-400 m² floor area. The purpose of these facilities was to support harvest and post-harvest activities of farmers that would result in added value to the crops produced. The added value would come either directly to the farmers, individually or through associations (small structures and storage bins), or indirectly through processors and farmer's cooperatives (larger structures).

Three assessments had been conducted by RAMP during 2004 and early 2005 to determine the effective use of the facilities. While many of the facilities were being used for agricultural marketing purposes, some were not for a number of possible reasons, including poor location, insufficient follow-up, insecurity, and lack of training. In addition, the facilities had yet to be officially handed over to appropriate beneficiaries.

To address this situation, a cooperative project was planned with the Ministry of Agriculture and Food. The purpose of this project was two-fold. First was to ensure that the marketing centers were used in an appropriate and sustainable way. This was addressed by providing training to the appropriate beneficiaries, and by officially transferring ownership of the facilities to the beneficiaries, thus increasing the sense of ownership. Second was to increase the knowledge and skills of MAF staff and extension agents in project management. This was accomplished by utilizing MAF supervisors and extension agents to implement the training and handover activities.

Background and History

Initial discussions between RAMP and USAID began in November of 2003 to identify ways of assisting the farmers to produce a higher quantity and quality of crops, and to maintain quality throughout the post-harvest and processing operations. An assessment was conducted in Jalalabad during December 2003 by RAMP staff: Dr. Ken Neils, Daud Sangarwal, and Dr. Abdul Qahar Samin.

The RAMP assessment report describes and recommends larger scale processing and marketing structures. In early 2004 USAID proposed constructing small village-level centers that could be used by farmers for sorting, cleaning and bagging harvested crops. These would be located close to fields and would provide shade and some protection from the weather. Initially USAID suggested 1,000 structures to be built, but later revised this number down to approximately 100 small and medium size units. Additionally, GIA proposed constructing 50 grain storage bins. The facilities were variously called Market Support Structures, Village Produce Collection Centers, and Market Collection Centers.

Benefits of Storage, Processing, and/or Packing Centers - While developing the project plans, a number of potential benefits were identified for the marketing facilities, and were used in establishing the criteria for the design and location of the facilities. These benefits are:

- Provide opportunities for decreasing post-harvest losses and adding value (through cleaning, sorting, grading, processing, and packaging) to agricultural products.
- Provide for temporary storage of perishable and non-perishable agricultural products or extended storage of non-perishable agricultural products.
- Holding bins for immediate post-harvest processing and integrated pest management opportunities (temporary holding, blending, packaging, weighing, fumigation, repackaging worn or damaged bags, rodent protection) for use by producer associations and private seed growing enterprises. The bins (on skids) are easily moved from one location to another by tractor or even by oxen.
- Provide for easy loading and unloading of trucks.
- Provide space for cold storage facilities for maintaining the quality and increasing the shelf life of fresh fruits and vegetables by controlling the temperature of the produce.
- Provide a cooling facility for removing heat from perishable commodities and/or a cold environment for maintaining perishables temporarily until they are shipped in refrigerated facilities.

Criteria for Village Collection Centers - RAMP staff developed criteria for selecting the types and locations of market centers that would help ensure that construction would result in real benefits to the farmers and communities. The criteria for appropriate types and designs were:

- Provide a roadside, shaded, assembly area for field produce.
- Allow producers to cool and/or more efficiently prepare their produce for sale and offer better access to traders and truckers.
- Allow producer associations to assemble and market larger volumes of agricultural produce at more competitive prices.
- May be used every day for most months of the year when crops are harvested and/or marketed.

The ideal locations were based on:

- Nearby concentration of agricultural production.
- Close proximity to the main village, district and provincial roads so that trucks could reach the centers.
- Proximity to roads that may have been reconstructed by RAMP subcontractors.
- Availability of land from farmers, associations, or municipalities for construction (land and land use agreement with district or provincial authorities).
- Access to producer associations with production and management capacity.

Construction by Implementing Partners - RAMP Implementing Partners constructed the facilities through their existing programs. RAMP developed a “Design of a Typical Structure for Market Collection Centers” in May 2004 for IPs to use as a guideline for designing appropriate structures. IPs began submitting proposals to RAMP in March 2004 and contracts were awarded soon after to 14 IPs (Table 1) for various types of structures (small collection centers, multi-purpose facilities, grain holding bins). The small structures were of two basic designs, a metal frame with a roof, or stone and cement walls with a metal or wood roof.

Table 1. Implementing partners and Job Order number for constructing MCCs

<u>IP</u>	<u>JO#</u>
ACTED	12
CADG	2/23
DAI	3
DWC	26
GIA	28
GRSP	22
KRA	4
MADERA	11
RAFA	16
RI	34
ROP	29
RSSA	18
<u>STARR</u>	<u>23</u>

During the following 12 months, approximately 150 facilities were constructed throughout the target areas of the participating Implementing Partners.

Prior Assessments - Three limited assessments were conducted in Nangarhar following the start of construction in May of 2004. The two later assessments included comments by the community and/or observations by the assessor. These three assessments were completed in July 2004, March 2005, and July 2005.

The RAMP M&E section developed and maintained a database of all Marketing Centers constructed by RAMP which includes location (province, district village), GPS coordinates, type and size of structure, and other pertinent information.

PRELIMINARY PLANNING FOR CURRENT ASSESSMENT

Current Situation

A meeting was held on 9 Aug 2005 (Ken T, Ken N, Tim P, Chris P) to discuss the current situation of RAMP marketing centers, and to evaluate different options for increasing their use for marketing activities. The strategy for the current project evolved from that meeting. The key points arising from that meeting are as follows:

- Market Centers are High Profile.
- Market Centers must be put to use, preferably in the agriculture marketing sector.
- Market Centers are spread over a wide area, many in high security problem areas.
- Will take much effort and time working with communities/organizations.
- RAMP can't do this alone, should work cooperatively with the MAF Dept. of Extension.

Identified Problems

From previous assessments, observations, and hear-say, many of the smaller marketing structures were not being used for what they were intended. The following is a list of reasons given by community members in Nangarhar for not using the structures:

- Do not know for what purpose it was built
- Farmers do not have enough information about what it is for

- No need for market, need other assistance such as improved seed, fertilizer, irrigation
- Need technical and financial assistance for vegetable cultivation
- Need irrigation and rehabilitation of roads
- Cold storage should be constructed

- Site was selected by IP without our consultation
- Located in wrong place
- Market located away from village, main road and farms
- Located in the MAF district compound and used as storeroom

- Vegetables cultivated for home consumption, not many crops and vegetables for trade
- Were told that MCC storage is to keep vegetables until market demand is higher
- Were promised that outside traders will come to purchase vegetables and other crops

- Building needs door
- Construction work is not good, roof leaks
- Road condition is very bad

- An active person from this village should be assigned for its functioning
- An agriculture cooperative should be established
- Funding agency should provide financial support for its functioning

In addition to those listed above, other observed reasons are land ownership issues, squatters, and take-over by other individuals or groups.

Objectives and Strategy

Objectives - This project had two objectives:

1. All marketing centers are being used in an appropriate and sustainable way.
2. Capacity of MAF extension agents to manage projects is increased.

Strategy and Activities - This project was implemented in two stages, first an assessment of the current situation for all marketing center facilities, followed by handover of the facilities and training for the recipients. It was planned and implemented as a team effort between RAMP and the MAF Department of Extension. RAMP provided leadership, training and monitoring from project managers, M&E, and program staff. The MAF Extension Dept., as a partner, conducted the field assessment and the handover, and participated in reviews of assessment and handover results. Additional assistance, where needed, was provided by IPs and local government.

The project was used as a hands-on example to the MAF of how to plan and manage a project. RAMP provided initial training in basic project management, as well as a clear explanation of what we were doing and why we were doing it. RAMP provided supervision,

mentoring and assistance where needed. The following major activities were discussed with the MAF supervisors as part of their orientation and training:

Activities for Assessment

1. Review available data and information.
2. Develop general plan of action, organization chart and responsibilities.
3. Finalize in consultation with MAF Director of Extension.
4. Develop training program and train RAMP and MAF staff on objectives, activities and procedures.
5. Develop assessment forms.
6. Develop detailed workplan and logistics procedures.
7. Develop flow of information and reporting system.
8. Develop budget.
9. Conduct assessment.

Activities for Handover and Training

1. Review results and make decisions and future plans.
2. Develop handover document.
3. Identify problem areas and training needs.
4. Develop RAMP/MAF training plan, topics for beneficiaries, and training materials.
5. Develop IP training plan for additional specialized training.
6. Develop workplan, and review and revise logistics procedures.
7. Develop budget.
8. Conduct handover.
9. Compile, analyze and summarize results.

REVIEW OF AVAILABLE DATA

Review Methods and Results

The RAMP Monitoring and Evaluation section had compiled all available data on Marketing Center construction. All types of structures and facilities constructed by RAMP IPs were listed, including weighing scales, laboratories, and cold storage units. This spreadsheet was used as the basis for developing the assessment strategy, which included identifying types of facilities and their locations.

The focus of the assessment was on three types of structures that were constructed in larger numbers and for more direct farmer/processor use: small village-based structures for cleaning and sorting; grain storage bins; and larger processing and storage facilities that targeted associations and cooperatives. Other types of more specialized facilities were not included in this assessment. This information was summarized by location, type of structure, and Implementing Partner that constructed the facility, as a means to develop an assessment methodology, and to determine staff and other needs.

A summary of facilities constructed in each Province (based on data available as of 23 October 2005) is shown in (Table 2). It is summarized both by implementing partner and by

type of structure. Of the total of 158 structures, most of the IPs constructed only small collection centers. A few IPs, such as GIA, ACTED and DWC constructed more than one type of facility. The breakdown by IP and Type is shown in Appendix 1.

Table 2 – MCC Facilities Reported as Constructed or Planned as of 23 October 2005.

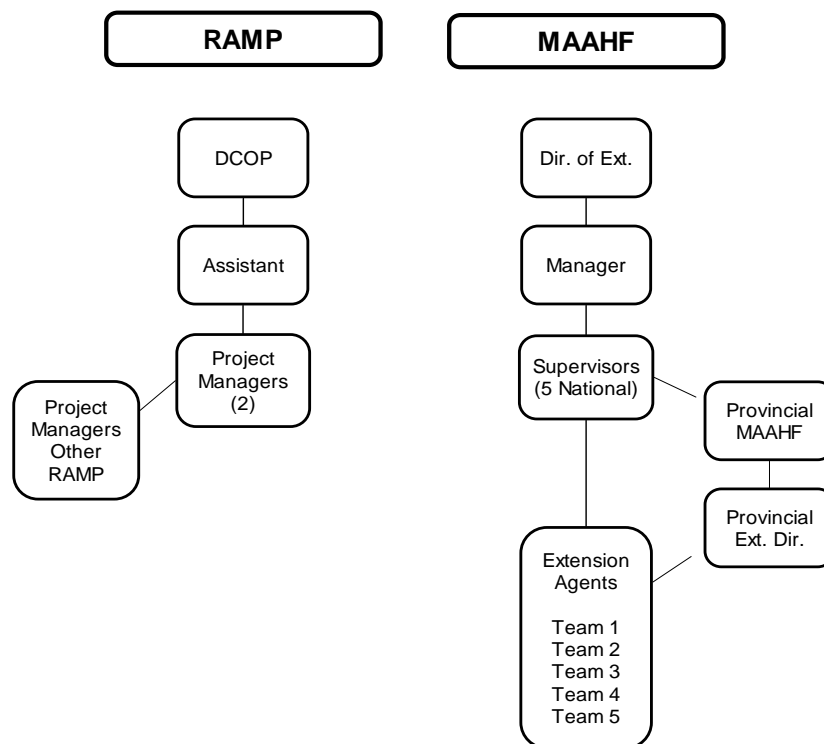
IP	Type of Structure	Total	Parwan	Kapisa	Ghazni	Logar	Kabul	Kunduz	Baghlan	Nangarhar	Kandahar	Zabul	Helmand
ACTED	All	8	4	2			2						
CADG	All	10									4		6
DAI	All	4							4				
DWC	All	4	4										
GIA	All	74	6	1	6		1	27		11	3		19
GRSP	All	3			3								
KRA	All	2						2					
Madera	All	2								2			
RAFA	All	4	4										
RI	All	19								19			
ROP	All	26	7		2	2	5			1	5	4	
STARR	All	2								2			
TOTAL		158	25	3	11	2	8	29	4	35	12	4	25

All	Small Collection Center	81	18	1	5	2	6	2	4	24	9	4	6
All	Storage Bins	50	4	1	5			20		6			14
All	Multi Purpose Facility	27	3	1	1		2	7		5	3		5
TOTAL		158	25	3	11	2	8	29	4	35	12	4	25

DETAILED PLANNING AND SETUP FOR ASSESSMENT

Planning and Organization

The RAMP project management team was composed of the DCOP and two Agriculture Project Managers who were assigned to the team as needed. The team developed and managed the assessment and handover plan and activities in close cooperation with the MAF Director of Extension (Dr. Fazel) and his designated contact person. The RAMP team developed a basic strategy and activity plan (Annex 1) and presented it to the Director of Extension for review and discussion. From those discussions the RAMP team finalized an organizational chart (Fig 1) that would effectively support the objectives of the assessment and handover.

Fig 1 – Organizational Chart

The RAMP team developed the following Basic Strategy and Activities as an outcome of discussions with the MAF Director of Extension. These were developed to ensure that participating staff from RAMP and from the MAF all knew and understood their roles and responsibilities and would work in close cooperation throughout the project. This strategy and activities was used effectively during the orientation and training of participating MAF staff.

Basic Strategy and Activities

- Assessment must be completed in all sites by end of October.
- Extension agents will operate as a team of two.
- Estimated that each team can do assessments at two sites per day.
- Sites will be divided into 5 groups based on location and similar number of facilities.
- Each group will be responsible for one to three provinces.
- Each group will consist of an MAF national level supervisor and an appropriate number of extension agents from the province to complete the work in a reasonable timeframe.
- RAMP project managers will plan and manage all activities including training, work schedules, budget, finances, travel, logistics, selecting and training extension agents, monitoring, translating assessment forms, and reviewing and interpreting results.
- RAMP project managers will oversee assessment activities wherever possible based on security and time constraints.
- Other RAMP agriculture project managers will provide assistance where needed.
- MAF managers will liaise with provincial MAF staff to ensure cooperation.
- MAF managers will travel with and manage teams wherever possible.
- MAF managers will ensure complete and accurate data is collected, and will actively participate in review of forms and recommendations for action.

Number of Extension Agents Needed for Assessment - The goal was to complete all field activities for the assessment within 30 days, and have the RAMP project managers participate in as many extension agent selections and trainings as possible. The number of extension agents needed for each Province is shown in Table 3 below, and is calculated based on each team of two EAs being able to complete an average of two sites per day.

Table 3 – Estimated Number of Extension Agents Needed

MAF Provincial Extension Agents							
Group	Province	No. of MCCs	No. of MCC /day/team	No. of Teams	No. of Persons	No. of Days	No. of Person Days
1	Parwan	25	2	3	6	5	30
1	Kapisa	3	2	1	2	1	2
2	Ghazni	11	2	3	6	2	12
2	Logar	2	2	1	2	1	2
2	Kabul	8	2	2	4	2	8
3	Kunduz	29	2	3	6	5	30
3	Baghlan	4	2	2	4	1	4
4	Nangarhar	35	2	3	6	6	36
5	Kandahar	12	2	3	6	3	18
5	Zabul	4	2	2	4	2	8
5	Helmand	25	2	3	6	4	24
Total		158			52		174

MAF Coordinator and Supervisors Assigned to RAMP - The MAF Director of Extension assigned six Kabul-based staff to work with RAMP during the assessment. The DE introduced these staff through a letter to RAMP for the Coordinator (Annex 2) and the Supervisors (Annex 3). The relevant information for these MAF staff is listed in Table 4.

Table 4 - MAF Staff Assigned to RAMP MCC Assessment for Sep – Oct 2005

Name	Yrs Exp	Dept.	Position	Regions
Abdul Wase	15	Extension	Manager	(All Regions)
Abdul Razak	25	Cooperatives	Supervisor Group 1 Asst Super Group 5	(Parwan, Kapisa) (Kandahar, Zabul, Helmand)
Mohamed Homayoon	7	Extension	Supervisor Group 2	(Ghazni, Logar)
Mohamed Sadiq	34	Extension	Supervisor Group 3	(Kunduz, Baghlan)
Mohamed Salim Khan	22	Extension	Supervisor Group 4	(Nangarhar)
Mohamed Anwar	30	Cooperatives	Supervisor Group 5	(Kandahar, Zabul, Helmand)

Training Staff in Procedures for Conducting Assessments

Training Strategy - Training for RAMP and MAF staff was an integral component of this assessment and handover, as a means of increasing the knowledge and skills of the participating staff. Experienced RAMP staff developed and conducted training, both formal and hands-on, for RAMP and MAF supervisors, who in turn trained the MAF extension agents.

RAMP conducted training for the RAMP supervisors and the six MAF staff in the RAMP Kabul office on 21 Sep 2005. The RAMP trainers were Ken T, Andres J, A. Alemi, and A. Mohibi. The topics covered at this training are listed in Table 5. They also received practical training and hands-on experience in Parwan on 22 Sep 2005 under the guidance of RAMP staff. They selected extension agents, briefed them in the MAF Provincial office, and worked closely with them during the entire Parwan assessment. RAMP supervisors, Mr. Abdul Qudous and Mr. Naqib Ahmad, remained in Parwan for the duration of the assessment to provide guidance and monitoring.

Table 5 – Training Topics for MAF Supervisors and Extension Agents

1. Objectives Clear - FIND A USE FOR THE MARKETING CENTERS

Survey is only a tool to get information to make decisions.

Decide best use of MCCs - clear recommendation with supporting reasons.

Develop follow-up plan.

Steps in MCC assessment:

1. Assess
2. Analyze
3. Recommend
4. Decide
5. Implement

2. Travel to Province

Per diem procedures

Hotel procedures

Vehicle procedures

3. Schedule

Movement / activity plan

Calendar

4. In Community

Who to talk to - step by step

How to conduct assessment - individuals / groups

How to decide best approach for each community

Understand survey questions

5. What to do next with forms

How do they get back to RAMP?

Analysis in Kabul

Training for Extension Agents - For the assessment to be successful, it was important that the extension agents follow an effective approach and procedures. The following key points were discussed during both the training for supervisors and the training for extension agents:

- Clearly understand the objectives of the assessment.
- Clearly understand the questions and expected types of answers/information needed.
- Think about and determine the best way to approach each community.
- The assessment should be conducted with groups and individuals that represent the target groups of people with interest in using the marketing center structures.
- These people may include farmers, community elders, association and cooperative members.
- Must ask each question clearly and in a respectful manner so that it is understood, to get the appropriate and relevant information.
- One person from the team will conduct the interviews while the other team member records the information onto the form.
- Answers must be written clearly, legibly, and completely using a ball point ink pen.
- The Extension Agents must write their own comments and recommendations clearly on the form for each site.

Documents and Materials Needed

Assessment Forms - The assessment form (Appendix 2a) was designed to gather basic information about the status of use of the marketing centers, and to encourage discussion between the extension agents and the community that would lead to identifying problems with the marketing center, as well as to finding possible uses for the structure. The RAMP priority for potential use was as follows: 1) Post-harvest, Storage, and Marketing Activities, 2) Other RAMP Project Uses, 3) MAF Use, and 4) Community Use.

The assessment form was developed jointly by the DCOP and RAMP project managers. It was then reviewed by the MAF Director of Extension, and his comments and suggestions were incorporated into the form. The final form was translated into Dari (Appendix 2b) and reviewed by RAMP project managers for accuracy.

Location of Marketing Centers - A list of marketing centers (Appendix 3, Annex 4) was extracted from the database maintained by RAMP Monitoring and Evaluation section, and was provided to the MAF supervisors. The extension agents were given the list of MCCs for the areas they were responsible for. The information was grouped by Province and included: 1) ID/Site Number, 2) IP that constructed the facility, 3) Type of facility, 4) Size of facility, 5) Province, 6) District, 7) Village, and 8) Status of completion.

Contact with Provincial MAF - The MAF Director of Extension wrote a Letter of Introduction for project staff to the Provincial offices (Annex 5) describing the activities and requesting their assistance to provide an appropriate number of extension agents. Each MAF supervisor presented this letter to the respective Provincial offices upon their arrival.

IMPLEMENTING THE ASSESSMENT

Workplan

The target was to complete the field work of the assessment in one month. The MAF coordinator and five supervisors would spend as much time as possible monitoring the teams of extension agents. The RAMP project managers would be present at selection and training of extension agents for each Province. A workplan for RAMP and MAF staff (Appendix 4, Annex 6) was developed (using MS Project) to facilitate scheduling activities in each Province that incorporated travel, training, and assessment time, as well as review of completed forms. This was provided to each participating RAMP and MAF staff, as well as the Director of Extension, and was reviewed frequently and revised as necessary.

Administrative and Logistics Regulations and Procedures

RAMP Rules and Regulations - RAMP staff developed a document clearly describing the regulations and procedures that were applicable to MAF staff while working on this project (Appendix 5). This document was reviewed during training, and included sections on: 1) Preparation to Leave and Materials Required, 2) Cash Advances and Receipts, 3) Travel, 4) Perdiem, 5) Hotel, and 6) Vehicle Rental.

Flow of Information and Reporting Systems - MAF Supervisors were responsible for ensuring that the assessment forms were filled out completely and accurately by the Extension Agents. Supervisors ensured that all forms were collected from the extension agents, checked and returned to the RAMP Project Managers as soon as possible following their return to Kabul.

Safety and Security - Safety and Security of MAF and RAMP staff was of the highest priority. It was stressed that NO ONE should go into an area or situation that they felt was unsafe.

Each person should make the decision as to whether it was safe to travel to any area based on the best information available and their own common sense.

Budget

The final budget (Appendix 6) was prepared from the workplan, and represented the best estimates of costs in several different provinces and the average time required to conduct each survey.

ANALYSIS OF ASSESSMENT RESULTS

Methods of Analysis

Steps of Analysis - The RAMP team developed a set of steps to analyze the completed assessment forms and make recommendations for each facility (Table 6). The responses from the completed survey forms were translated from Dari into English . Following translation, photocopies of completed forms were provided to the appropriate MAF Supervisor for him to read and review in preparation for a review with the RAMP Project Managers. The review was conducted with each MAF Supervisor individually, reviewing those sites that he was responsible for.

Table 6 - Steps in Analyzing the RAMP MCC Assessment Forms - November 2005

1. RAMP and MAF review the Assessment Forms to get a general feeling and understanding of the responses and situation.
2. Develop a PROBLEM TREE to Understand the Situation and Identify the Real Problems. A Problem Tree should be done for both Priority 1 - Use for Agricultural Marketing, and Priorities 2-4 – Use for Other RAMP Activities, MAF Use, and Community Use.
3. Develop an OBJECTIVE TREE to see more clearly what needs to be in place to achieve the desired outcome.
4. Develop and use a form for documenting the following process for each MCC assessment.
5. Review in Detail each assessment form and Identify which Problems exist, and Objectives are appropriate, for each MCC.
6. Identify Several Possible Solutions for each MCC, starting with Priority 1 and continuing through Priority 4. Keep in mind Who will be responsible for doing the work.
7. Do a Cost/Benefit Analysis to see which possible solutions are more feasible and practical for each MCC. Cost includes Financial as well as Time commitments.
8. Make Prioritized Recommendations for each MCC. Recommendations May Include gathering more information if it is needed.
9. Make a Final Decision for which recommendation(s) should be followed for each MCC.
10. Develop a Plan of Action for each MCC.

Problem Tree - The DCOP, working with the RAMP Project Managers, developed a Problem Tree, (Appendix 7) based on the results of the survey review that included all of the problems reported in the assessment. This problem tree identified several distinct categories of problems that were reported by the farmers and community leaders. Much of the discussion focused on identifying the “Real” problems limiting use of the facility and relating them to the “Perceived” problems identified by the farmers and community leaders.

Assessment Tool Format - The RAMP team developed a format to use as a tool for analyzing each marketing/storage facility (Appendix 8). Although not formally completed for each facility, the format was used to focus the discussion on identifying the problems and possible solutions, and to do a simple Cost / Benefit analysis for each possible solution.

Results of Analysis

Categories of Identified Problems - The problems identified for why the marketing structures are not being used as effectively as they could be fall into five major categories. These are:

1. Management, Knowledge and Skills Problems
 - Don’t know what MCC is for or how to use it
 - Poor Management and Organization
2. Production Problems
 - Low crop production in area of structure
3. Accessibility Problems
 - Far distant from field or village
 - No access to structures in government compounds
 - Controlled by one person or family
4. Physical Problems
 - Not what farmer needs or wants
 - Crops are damaged by rain or sun
5. Security Problems
 - Crops are insecure
 - Insecurity to people

The large majority of problems fall into the first category. Many farmers simply do not know why the structures were build, who they are for, how they are to be used, and how they should be managed. This is likely a result of insufficient discussion, explanation and training at the time they were constructed. To give an example, the small structures were designed and build for short-term use: cleaning, sorting, and short-term storage before taking crops to market. The frequently cited problem of the structures not having adequate doors, windows and locks for security (problems 4 and 5) reflects a misunderstanding that the structures were build for longer-term storage.

Current Status, Needs and Required Action - The RAMP Director of Agriculture Production and Marketing, with the assistance of the Project Managers, compiled the results of the assessment review and determined the most appropriate handover action for each facility

(Annex 7). Of the 158 facilities listed in the M&E database as planned for construction, a total of 145 were constructed. The majority of those not constructed were the larger multi-purpose centers, that as a result of a shift in priorities and an increase in insecurity were not constructed.

A summary of current use and planned action for each type of structure is shown in Table 7. Those facilities currently being used for intended agricultural purposes are listed as “Good as is” or “Good with Training” and will be handed over to the current occupants. Other facilities that, for various reasons, are not being used for agricultural marketing purposes will be moved or handed over to other groups (MAF, Community, Associations and Cooperatives) that can use them for alternative but beneficial purposes. Those few that, because of location, physical condition, and ownership or agreement reasons, cannot be used will be turned over to the owners of the land.

Table 7 – Current Use and Planned Action for Each Type of Market Structure

Status by Type	Number Surveyed	Number Used as		
		Intended	Percent	
Storage Bins	50	35	70	
Large Structures	15	12	80	
Small Structures	80	27	34	
Total of All	145	74	51	
		Number of:		
Action	Total	Bin	Lg	Sm
Good as is	62	24	9	29
Good with Training	13	13		
Move (GIA)	12	12		
To Association	6		6	
To Farm Coop	4			4
To MAAHF/Govt.	5	1		4
To Community	36			36
To Owner of Land	7			7
Total	145	50	15	80

DETAILED PLANNING AND SETUP FOR HANDOVER

Planning and Organization

The basic strategy was to combine the official handover of the facilities with some basic training to the beneficiaries. This would address two identified problems: 1) target beneficiaries didn't know who the facilities were for, and 2) they didn't know what it was for and how it was to be used.

A second part of the strategy was to utilize as many of the MAF staff and extension agents as possible that had worked previously on the assessment. This approach would build on the experience that they had gained during the assessment, and require less training of new staff.

Agreement by MAF Director of Extension - The RAMP DCOP officially requested MAF Department of Extension assistance for the handover by letter to the Director (Annex 8).

Number of Extension Agents Needed for Handover - The number of MAF supervisors and extension agents needed for the handover was calculated in a similar manner as for the assessment (Table 8) and attached to the request letter.

Table 8 – Estimated Number of Extension Agents Needed

MAF Provincial Extension Agents							
Group	Province	No. of MCCs	No. of MCC /day/team	No. of Teams	No. of Persons	No. of Days	No. of Person Days
1	Parwan	25	2	3	6	4.2	25
1	Kapisa	3	2	1	2	1.5	3
2	Ghazni	10	2	2	4	2.5	10
2	Logar	2	2	1	2	1.0	2
2	Kabul	8	2	2	4	2.0	8
3	Kunduz	29	2	3	6	4.8	29
3	Baghlan	4	2	2	4	1.0	4
4	Nangarhar	30	2	3	6	5.0	30
5	Kandahar	10	2	3	6	1.7	10
5	Zabul	4	2	2	4	1.0	4
5	Helmand	20	2	3	6	3.3	20
Total		145		25	50		145

MAF Coordinator and Supervisors Assigned to RAMP - The Director of Extension informed the Minister (Annex 9) of his approval, as well as the RAMP DCOP (Annex 10), and listed the assigned staff in the approval letters. The assigned staff are listed in Table 9.

Table 9 – MAF Staff Assigned to RAMP MCC Handover and Training

Name	Yrs Exp	Dept.	Position	Regions
Abdul Wase	15	Extension	Coordinator & Supervisor Group 1	(All Regions) (Parwan, Kapisa)
Baba Jan	18	Extension	Supervisor Group 2	(Ghazni, Logar, Kabul)
Mohamed Sadiq	34	Extension	Supervisor Group 3	(Kunduz, Baghlan)
Abdul Qadeem	5	Extension	Supervisor Group 4	(Nangarhar)
Mohamed Salim	22	Extension	Supervisor Group 5	(Kandahar, Zabul, Helmand)
Mohamed Anwar	30	Extension	Supervisor Group 5	(Kandahar, Zabul, Helmand)

Training Staff in Procedures for Conducting Handover

As with the assessment, RAMP staff conducted training in Kabul for the MAF Coordinator and Supervisors before they traveled to their field locations. Also as with the assessment, after the training in Kabul the RAMP staff traveled to Parwan for the first handover activities to work with the MAF staff to select and train extension agents and monitor the handover process.

Training Strategy and Topics - The training in Kabul covered the major headings of: 1) Clear objectives, 2) Travel to provinces, 3) Handover schedule, 4) Working in the community, and 5) What to do with completed documents. The details covered during the training are described in the training outline (Appendix 9). The MAF supervisors utilized the same material for training the extension agents. The following material was discussed in detail and provided to the MAF staff.

- Clearly understand the objectives of the handover and who the beneficiaries are for each facility.
- Clearly understand the requirements for completing the handover and documents.
- Think about and determine the best way to approach each beneficiary group.
- The handover must be conducted with *official representatives* of beneficiary groups and individuals.
- Beneficiary groups may include farmers, community elders, association and cooperative members.
- Must explain the handover process clearly and in a respectful manner so that it is understood by all involved.
- Handover documents must be written clearly, legibly, and completely using a ball point ink pen.
- The Extension Agents must write their own comments clearly in a separate notebook for each handover and site.

Documents and Materials Needed

Handover Documents - The handover document was developed jointly by the Director of Ag and Marketing, the DCOP and RAMP project managers. It was then reviewed by the MAF Director of Extension, and his comments and suggestions were incorporated into the form (Appendix 10a). The final form was translated into Dari (Appendix 10b) and Pashto (Appendix 10c), then reviewed by RAMP project managers for accuracy. The document was intended to officially transfer ownership of the facility to the designated organization or agency, and required the signatures of an official representative of the beneficiary group, representatives of the MAF and the community, and a RAMP project manager.

Location of Marketing Centers - A list of marketing centers to be handed over was prepared in Dari for use by the MAF staff and extension agents (Annex 11). The extension agents were given the list of MCCs for the areas they were responsible for as a reference to locate the facilities. The information was grouped by Province and included: 1) ID/Site Number, 2) IP that constructed the facility, 3) Province, 4) District, 5) Village, 6) Type of facility, 7) Who to hand over to, and 8) Training to be conducted.

Contact with Provincial MAF - The MAF Director of Extension wrote a Letter of Introduction for project staff to the Provincial offices (Annex 12) describing the activities and requesting their assistance to provide an appropriate number of extension agents. Each MAF supervisor presented this letter to the respective Provincial offices upon their arrival.

TRAINING FOR HANDOVER BENEFICIARIES

Conducting Training of Beneficiaries

During the assessment the most commonly reported cause of farmers not using the marketing facilities was that they did not know what they were constructed for or how to use them. This was a problem that could easily be addressed with some basic training. Therefore, RAMP developed a training plan that could be conducted by MAF extension agents at the time of facility handover. A second component of the training plan would be implemented by several IPs who developed plans to conduct more specific training for selected facilities that they had constructed.

During RAMP Handover - RAMP project managers prepared a training outline for each of the three types of facilities (grain storage bins, small market centers, larger multi-purpose centers). The two main topics for each type of facility were: 1) Benefits of using the facility, and 2) Recommendations on how to use the facility (Appendix 11a). The outline and a page of notes (Appendix 11b) were discussed with the MAF supervisors during initial training, who in turn provided them to, and discussed them with, the extension agents during their training.

The target audience for training generally included individuals from the beneficiary groups as well as interested community leaders and MAF representatives. The extension agents recorded basic information about each training session which included the number of people trained, what groups they were from, and what topics were covered in the training. The EAs also recorded comments from the participants.

Follow-up Training by IPs - The RAMP Director of Ag and Marketing identified 25 facilities that the beneficiaries should receive additional specialized training from the Implementing Partners (Annex 13). These were primarily holding bins and small collection centers constructed by GIA and RoP. Specialized training is planned for the second quarter of 2006 at these locations.

The Implementing Partners, working with the RAMP project managers, developed a training outline for storage bins and small market centers (Appendix 12). For **Storage Bins** the major topics are: 1) Factors Affecting Grain Stability, 2) Post Harvest Losses and Prevention, 3) Grain Handling and Protection, 4) Grain Grades and Standards, and 5) Integrated Pest Management (IPM). For **Market Centers** the major topics are: 1) Purpose of Small Collection Centers, 2) How to Use Them, 3) Benefits of Small Collection Centers, and 4) Harvesting and Preparation of Grapes for Market.

A general training schedule was developed by the IPs and the RAMP PMs (Annex 14) for locations and topics, and will be finalized through further discussions.

GIA will train the owners of grain holding bins and market centers in Lashkarga City of Helmand Province during April - May of 2006. The leaders of farmer's associations, agriculture cooperatives, and village shuras will travel to Lashkarga City to participate in training on use and management of grain holding bins to improve storage of grain.

Roots of Peace will train the owners of small market centers in Habib City of Kandahar Province during May - June of 2006. The participants from farmer's association, cooperatives and village shuras) will travel to Habib City to attend training which will include use of market centers for crops, and in particular, for harvest and post-harvest processes to prepare grapes for market.

As with the training conducted by the extension agents, the target audience for training will included individuals from the beneficiary groups as well as interested community leaders and MAF representatives. The IP trainers will document the same basic information about each training session (number of people trained, what groups they were from, and what topics were covered in the training), as well as any other the IP is interested in gathering.

IMPLEMENTING THE HANDOVER

Workplan and Travel Schedule

The RAMP Project Managers developed a workplan to assist them in planning and scheduling activities and needs for the handover and training process (Annex 15). This was updated frequently as the planning progressed.

They also developed a travel schedule in graphic format to ensure that there was no overlap in staff assignments, that ensured as much as possible that RAMP PMs were present at Extension Agent selection and training, and that everyone knew in advance where and when they were traveling (Appendix 13).

Administrative and Logistics Regulations and Procedures

RAMP Regulations and Procedures - The RAMP Rules and Regulations for travel of MAF Coordinator, Supervisors and Extension Agents, as detailed in Appendix 5, were essentially the same as for the assessment.

Agreement Between RAMP and MAF Supervisors - One difference from the assessment was that for the handover and training activities the MAF staff were required to sign a document of Responsibilities (Appendix 14) that they understood and agreed to these responsibilities.

Flow of Information and Reporting Systems - The MAF Coordinator and Supervisors were responsible for ensuring that the handover documents and the training records were filled out completely and accurately by the Extension Agents. They also were responsible for ensuring that all forms and records were collected from the extension agents, checked and returned to the RAMP Project Managers as soon as possible following their return to Kabul.

Safety and Security - Safety and Security of MAF and RAMP staff was of the highest priority. It was stressed during training that NO ONE should go into an area or situation that they feel is unsafe, and that they should check in with the MAF Provincial office immediately upon arrival. **Each person should make the decision as to whether it was safe to travel to any area based on the best information available and their own common sense.**

Budget

The RAMP Project Managers, in cooperation with the DCOP, prepared a budget for the handover and training (Appendix 15). This budget was based on the best estimates of the number of MAF staff and Extension Agents needed, travel costs, the number of days in the field, and the number of overnight stays required to complete the handover and training within a one month time.

Training and Handover of MCCs

Market Centers Handover in the Communities - The handover and training program was implemented in eleven Provinces by two RAMP Project Managers, one MAF Coordinator, five MAF Supervisors, and 52 local MAF Extension Agents. It began on 12 February and was completed on 8 March 2006, well within the one month target.

Based on the travel schedule, and after collecting all necessary documents and per diem advances, the staff traveled to the relevant Province. Immediately upon arrival, the team members reported to the Provincial office of the MAF to present their letter of introduction, and interview and train the Extension Agents. If at all possible, the same Extension Agents were used that had participated in the assessment.

Following training and logistical arrangements, the Extension Agent teams traveled to the target communities, where they introduced themselves to community leaders and explained their purpose. If the facility was to be turned over to an organization or government (Agric Cooperative or Association, VBSE, Village Shuras, or other Govt. Departments), 5 to 10 members, including the leaders and other progressive and interested members were invited to

attend. If the facility was to be turned over to an individual owner of the land, 2 to 3 family members were invited.

Prior to handing over the facility, the Extension Agents conducted the training program in or near the facility during a 30 minute to one hour session. An average of 8 to 10 members of the community groups were trained at each market center. Following the technical and practical training, the handover agreement was explained to recipients. When all signatories were in agreement, two copies of the document were signed by the recipient, and by the community, MAF and RAMP representatives. One signed copy of agreement was left with the owner/beneficiary and the second copy was passed to the MAF supervisors, who after checking the document, returned it to the RAMP Project Manager upon their return to Kabul.

RESULTS OF HANDOVER AND TRAINING

Accomplishments

Handover - A summary of the results of the handover is shown in Table 10. The full results data is documented in Annex 16. Of the 145 facilities assessed, 135 were successfully handed over during this exercise. Six of the multi-purpose facilities are planned to be handed over by the IPs before the end of June. These six still require some details to be finalized with the cooperatives and associations that will be receiving and using them. The three storage bins not handed over will first be moved to new locations as they were not being used in their current locations. One of the small collection centers was in such poor condition that no one wanted it. All of the signed handover documents are on file in the RAMP office.

Table 10 – Number of facilities handed over and number of people trained.

	Total Handed Over	Small Collection Center	Storage Bin	Multi-Purpose Facility
Crop Prod Assoc	29	15	13	1
Ag Cooperative	8	3	4	1
VBSE	41	8	26	7
Provincial MAAHF	5	3	2	0
Community (Shura)	41	39	2	0
District Authority	2	2	0	0
Landowner	9	9	0	0
Total Handed Over	135	79	47	9
Total Assessed	145	80	50	15
No. of People Trained	1,518	772	640	106

Training - During the handover process a total of 1,518 people were trained by MAF extension agents in 135 locations (Table 10). As previously described, the training focused on resolving problems identified during the assessment. At sites with small market structures the most common problem was not having a clear understanding of what the structures were for and how to use them. Training for grain storage bins was more technical in nature, and focused on discussing the “how to” aspects of grain storage and of using the bins. The larger multi-purpose structures will generally be used by organized groups, and many have already received training from the cooperating IPs. The basic training provided by extension agents will be followed up with additional training by the IPs.

Response of Recipients and Trainees

The extension agents received a very positive response at most locations to the handover and training that was conducted as a follow-up to the earlier assessment. At many of the sites one of the extension agents recorded the comments of the attendees. Most comments were positive and the recipients and community leaders appeared motivated to begin organizing the use of the facilities.

The comments were sorted and grouped to give an idea of what potential benefits the recipients recognized for using the facilities (Table 11, Annex 16). Although not statistically sound, a rough “before and after” comparison can be made of the people’s attitudes towards the facilities. For the small structures only 34 percent were in use at the time of the assessment, with many negative and few positive comments. After the training and handover, 59 percent of the groups specifically stated that they saw positive benefits for using the facilities and would use them. The same is true for storage bins (70% vs 100%) and multi-purpose centers (80% vs 89%) as before and after values.

Table 11 – Positive comments (type and number) from beneficiaries after training.

Type of Facility	Like It	Will Make Their Own	Good to Store Inputs	Collect, Clean, Sort, Grade	Loading & Unloading Truck	Provide Shade	Safe Place	Control Insect Pests	Improve Quality / Reduce Loss	Store Crops	Store Seed	Add Value to Crops	Wholesale Center	Sum Report Good	Number "Done"	Percent
Small	11	3	13	23	12	1	1	5	3	3	5	12	2	47	79	59
Bin	8	3	1	0	0	0	0	18	18	8	10	6	0	47	47	100
Multi	0	0	2	0	1	0	0	0	7	0	6	7	0	8	9	89
Total	19	6	16	23	13	1	1	23	28	11	21	25	2	102	135	76

Conclusions on Handover and Training

The handover and training activities implemented by RAMP and the MAF went a long ways to solving several problems that were preventing use of many of the market facilities. With the handover and signed document, it is now clear and official who owns and has responsibility for each facility. Many of the facilities were handed over to groups or the community, and with ownership there is a greater motivation to use it and make it work. This, hopefully, will prevent conflict in the future over who can use and has access to the facilities. As the community leaders also signed the agreement, they will be more able to settle any disputes that may arise in the future.

In the past there was much misunderstanding over what the facilities were to be used for, and how they could be used to benefit the farmer and increase his income. This was particularly true for the small market facilities. The training provided by RAMP and the extension agents answered many of the questions that the farmers and community members had about the structures. Although a few of the structures are in poor locations and will never be used for their intended purpose, many will, as farmers gradually recognize the benefits of new systems and approaches to growing and marketing crops, and adopt them into their own systems. One idea that was stressed was of people working together to reduce costs and maximize the return on effort. If there is no formal association or cooperative this is the first step, if there is an organized group in the community then working together will strengthen the group.

Capacity Building of Staff

The second major objective of this project was to build the knowledge and skills of RAMP and MAF staff in project development and management. As such, all participating staff were involved as much as possible in all steps of planning and implementing the project. The MAF Director of Extension was involved in the design and planning, either directly or through a coordinator assigned by him to represent him throughout the process. Teamwork, both within the MAF and RAMP, and between the two, was encouraged at all times. The RAMP project management team attempted to give an understanding of the larger picture, not just telling people what to do, but involving everyone in the planning, as well as explaining the reasons why one way would work better than another.

De-briefing of Participating Staff – If at all possible, the DCOP will conduct a de-briefing for participating RAMP and MAF staff during the second week of May. At that meeting each participant will be provided a copy of this report to use as a reference document. The focus will be to review and assess the project planning and implementation activities, rather than the market center facilities themselves. Participants will discuss what worked and what didn't work, and how the approaches and procedures can be improved for future projects.

Appendix 1 - MCC Construction Summary - RAMP 2004-2005

IP	Type of Structure	Total	Parwan	Kapisa	Ghazni	Logar	Kabul	Kunduz	Baghlan	Nangarhar	Kandahar	Zabul	Helmand
ACTED	Small Collection Center	5	3	1			1						
ACTED	Multi Purpose Facility	3	1	1			1						
ACTED	Storage Bins												
CADG	Small Collection Center	10									4		6
CADG	Multi Purpose Facility												
CADG	Storage Bins												
DAI	Small Collection Center	4							4				
DAI	Multi Purpose Facility												
DAI	Storage Bins												
DWC	Small Collection Center	4	4										
DWC	Multi Purpose Facility												
DWC	Storage Bins												
GIA	Small Collection Center												
GIA	Multi Purpose Facility	24	2		1		1	7		5	3		5
GIA	Storage Bins	50	4	1	5			20		6			14
GRSP	Small Collection Center	3			3								
GRSP	Multi Purpose Facility												
GRSP	Storage Bins												
KRA	Small Collection Center	2						2					
KRA	Multi Purpose Facility												
KRA	Storage Bins												
Madera	Small Collection Center	2								2			
Madera	Multi Purpose Facility												
Madera	Storage Bins												
RAFA	Small Collection Center	4	4										
RAFA	Multi Purpose Facility												
RAFA	Storage Bins												
RI	Small Collection Center	19								19			
RI	Multi Purpose Facility												
RI	Storage Bins												
ROP	Small Collection Center	26	7		2	2	5			1	5	4	
ROP	Multi Purpose Facility												
ROP	Storage Bins												
STARR	Small Collection Center	2								2			
STARR	Multi Purpose Facility												
STARR	Storage Bins												
	TOTAL	158	25	3	11	2	8	29	4	35	12	4	25

not sure as of 23 Oct 05 if they were constructed

12-Sep-05

1. Site Number

2. Province _____

3. District _____

4. Village _____

5. Name of Assesor _____

6. Date of Visit _____

7. Persons interviewed

Village shura

Individual farmers

Village leaders

Others Interviewed

Organized farmer's group

Priorities For Use:

1. Post-harvest, Storage, Marketing
2. Other RAMP Project Use
3. MAAHF Use
4. Community Use

8. Type of Facility

Small Collection Center

Multi-Purpose Facility

Holding Bin

9. Is there an organized farmer's group or cooperative in the community? Yes No

10. Who has control or ownership of the building now? _____

11. Who owns the land that the building is on? _____

12. What are the land use agreements? _____

13. How far is the facility from the nearest farms? _____

14. What is the physical condition of facility? Good Fair Poor Under Construction

Describe: _____

Questions For Buildings (Small Collection Centers, Multi-Purpose Facilities)

15. What are the construction materials for the building? Floor _____
 Walls _____ Roof _____

16. What is the building being used for now?

Priority 1

17. How much of the time is it being used for **Post-harvest, Storage, Marketing** activities?

Much of the time

Some of the time

None at all

18. If it **IS being used** for Post-harvest, Storage, Marketing, describe the type of activities.

12-Sep-05

1. Site Number

Questions For Buildings (continued)

19. If it IS NOT being used for Post-harvest, Storage, Marketing, why is it not being used?

20. What can be done to make it be used for Post-harvest, Storage, Marketing activities?
(both physical repairs and training and/or organization of farmers or community)

21. Approximately how much will it cost to make it usable for Post-harvest, Storage, Marketing? _____

Other Possible Priority Uses

22. **Priority 2** Can it be used for **Other RAMP Project Activities?**

(Veterinary, Office for Micro-finance, Farmer Organizations, Other Uses)

Describe possible uses: _____

23. **Priority 3** If it cannot be used for other RAMP activities, can the **MAAHF** use the building?

Describe possible uses: _____

24. **Priority 4** If it cannot be used by the MAAHF, can the **Community** use it? Describe possible use?

Describe possible uses: _____

25. What needs to be done to make it usable for these other priority uses?

26. Any other comments or suggestions by the assessor.

1. شماره ساحه

اولویت های مورد استفاده

1. جمع آوری، ذخیره و بازاریابی بعد از رفع حاصل

2. استفاده برای سایر پروژه های رمپ

3. استفاده توسط وزارت زراعت، مالداري و مواد غذایی

4. استفاده مردم

2. ولایت

3. ولسوالی

4. قریه

5. اسم ارزیابی کننده

6. تاریخ بازدید از ساحه

7. اشخاصیکه با ایشان مصاحبه صورت گرفته است

شورای قریه

دهاقین انفرادی

اشخاص دیگریکه با ایشان مصاحبه صورت گرفته است

گروپ منظم دهاقین

8. نوعیت تسهیلات

مراکز کوچک جمع آوری

تسهیلات کثیرالاستفاده

کندو های محافظوی غله جات

بخیر

بلی

9. آیا یک گروپ یا انجمن منظم دهاقین یا کوپراتیف در آن محل موجود است؟

10. چه کسی و یا کدام شخص کنترول و ملکیت تعمیر اعمار شده را بدست دارد؟

11. چه کسی ملکیت زمین راکه در آن تعمیر ساخته شده است بدست دارد؟

12. شرایط و توافقات استفاده از زمین به چه نوع است؟

13. فاصله بین تسهیلات و نزدیکترین ساحه تولید به چه اندازه است؟

14. وضع فیزیکی تسهیلات موجود از چه قرار است تشریح نمایید؟

تحت تعمیر

خراب

مناسب

خوب

سوالات پیرامون اعمار (مرکز کوچک جمع آوری حاصلات - تسهیلات کثیرالاستفاده)

15. در اعمار تعمیر از چه نوع مواد ساختمانی استفاده بعمل آمده است؟

فرش

سقف

دیوارها

16. در حال حاضر از تعمیر به چه منظور استفاده بعمل میاید؟

اولویت 1:

17. برای چه مدت جهت جمع آوری حاصلات-ذخیره کردن و فعالیتهای بازاریابی مورد استفاده قرار گرفته است؟

هیچ گاه

مدت کم

مدت زیاد

18. اگر این محل برای خرمن، ذخیره کردن، و بازاریابی استفاده میشود لطفاً نوعیت این فعالیتهای را شرح دهید؟



سوالات برای تعمیرات (ادامه دارد)

19. در صورتیکه بعد از جمع آوری حاصلات در جهت ذخیره و بازاریابی از تعمیر مذکور استفاده نشده باشد دلیل چی است؟

20. چه باید شود تا از تعمیر متذکره بعد از جمع آوری حاصلات- ذخیره و یا سایر فعالیت های بازاریابی مورد استفاده قرار گیرد.
(ترمیم فیزیکی و ترینگ یا تنظیم دهاقین و مردم)

21. بطور تخمینی به چه مقدار پول مصارف ضرورت است تا ساختمان برای جمع آوری حاصلات، ذخیره و بازاریابی مورد استفاده قرار گرفته بتواند؟

استفاده از سایر اولویت های ممکنه

22. اولویت های 2: برای سایر فعالیت های پروژه رمپ مورد استفاده قرار گرفته میتواند؟
(ویترنری، دفتر برای قرضه های کوچک، تشکیلات انجمن یا اتحادیه دهاقین و غیره)
موارد ممکنه استفاده آن را توضیح نمایید.

23. اولویت های 3 : در صورتیکه برای سایر فعالیت های رمپ مورد استفاده قرار گرفته نتواند. وزارت زراعت، مالدارى و مواد غذائی میتواند از تعمیرات و یا ساختمان های مورد نظر استفاده بعمل آورد.
موارد ممکنه استفاده آن را توضیح نمایید.

24. اولویت های 4: اگر توسط وزارت زراعت، مالدارى و مواد غذائی مورد استفاده قرار گرفته نتواند. مردم محلی در آنجا میتواند از آن استفاده بعمل آورند.
موارد ممکنه استفاده آن را توضیح نمایید.

25. چه کار باید انجام شود تا ساختمان مورد نظر برای اولویت های دیگر مورد استفاده و بهره برداری قرار گیرد؟

26. سایر نظریات و پیشنهادات دیگر توسط ارزیابی کننده.

سوالات پیرامون کندو های ذخیره

27. برای چه مدت کندو ها و یا ذخیره ها مورد استفاده قرار گرفته است؟

 هیچ گاه بعضی اوقات اکثر اوقات

28. اگر کندو های متذکره برای ذخیره نمودن غله جات مورد استفاده قرار گرفته باشد توضیح نمایید چه کسی از این ذخیره ها استفاده مینماید و چه نوع محصولات در آن ذخیره شده است؟

29. اگر برای ذخیره غله جات مورد استفاده قرار نرفته باشد چرا و دلیل آن چیست؟

30. چه باید شود تا کندو متذکره مورد استفاده بیشتر فعالیت های ذخیره ای قرار گیرد.

(ترمیم فیزیکی، و پروگرام های تربیوی برای دهاقین یا جامعه)

31. بصورت تخمینی چه مقدار مصارف ضرور است تا مورد استفاده قرار گرفته بتواند.

32. سایر نظریات و پیشنهادات توسط ارزیابی کننده.

NUMBER	IP	Type of Facility	Size	Province	District	Village	Status
129	DAI	Small Collection Center	50M ² / 125M ³	BAGHLAN	DAND-e-GEHURI	BAZAR SHAHRE NAW	COMPLETED
128	DAI	Small Collection Center	50M ² / 125M ³	BAGHLAN	DAND-e-GEHURI	DAND-e-GEHURI	COMPLETED
130	DAI	Small Collection Center	50M ² / 125M ³	BAGHLAN	PUL-i-KHUMRI	BALA DOORI BAHA NAZAR	COMPLETED
131	DAI	Small Collection Center	50M ² / 125M ³	BAGHLAN	PUL-i-KHUMRI	JUI NAW AHMADZAI	COMPLETED

Logistics Regulations and Procedures for Marketing Center Assessment and Handover (Differences for Handover are in Brackets)

Preparation to Leave and Materials Required

- MAAHF Supervisors finalize plans with RAMP Project Managers.
- Inform MAAHF Director of Extension of travel plans.
- Notify Provincial MAAHF in advance if possible.
- All regulations and procedures apply to the MAAHF Coordinator as well as to the Supervisors.
- Materials needed:
 - Copy of Workplan Schedule
 - Copy of Introductory Letter from Director of Extension
 - Copy of List of Marketing Centers
 - Sufficient Copies of Assessment Form
 - Notebooks and Pens
 - Cash Advance
 - Camera and Film
- RAMP Project Managers need Completed and Signed Travel Authorization

Cash Advances and Receipts

- Project Managers will determine the amount of cash advance needed, based on the workplan and budget, for both the extension team and for himself for each trip.
- Each Project Manager will notify the Finance Manager in advance of amount needed and the date needed.
- Each Project Manager will fill out the request form and get all signatures needed.
- The Project Manager and the MAAHF Supervisor will both go to the Finance Manager to collect funds, and both will sign for the cash.
- The MAAHF Supervisor is responsible for collecting all receipts for hotel, travel, and rental cars. No receipt is required for per diem, however, RAMP procedures will be followed for reporting per diem. The Supervisor will be responsible for payment of any expense not supported by an acceptable receipt.
- No other expenses will be authorized without prior approval from the Project Managers.
- Project Managers are responsible for completing and submitting all expense reports.

Travel

- RAMP Project Managers will follow all RAMP program and security requirements for travel.
- MAAHF supervisors will travel to Provinces and return to Kabul by public transportation, RAMP will pay the cost of public transportation.
- **Receipts ARE required.**

Perdiem

- Perdiem will only be paid for travel days and days worked outside of Kabul city. Perdiem for travel for Extension Agents will not be paid except for Zabul EAs coming to Kandahar for training and for returning the forms to the Supervisor.
- The rate of perdiem for Supervisors is US\$ 20.
- The rate of perdiem for Extension Agents is US\$ 10.
- **Receipts ARE NOT required** but proper forms must be completed.

Hotel

- Inexpensive hotel costs outside of Kabul will be paid, approved rates will be determined by the RAMP Project Manager for each location.
- Hotel costs for Extension Agents will generally not be paid, and will need clear justification from the Supervisor that the sites were too distant from their home for them to return.
- **Receipts ARE required.**
- (Hotel rent for Group 5 is \$20/night, and for other four groups is \$15/night).

Vehicle Rental

- Vehicles will be rented within the Province, one vehicle for each team of extension agents for each day that they are working.
- If there is more than one team the Supervisor can rent an additional vehicle for himself to monitor extension agents, otherwise he will ride with the team if there is only one team. (Additional vehicle for Supervisors was deleted for Handover)
- Supervisor can rent a vehicle for additional days that he works, such as selecting and training extension agents.
- Vehicles should be rented at as low a cost as possible for a reliable vehicle, with a maximum of US\$40 per day including driver and fuel.
- RAMP will not be held responsible for any damage to rented vehicles.
- **Receipts ARE required.**

Appendix 6 - Estimated Budget for Market Center Assessments in Eleven Provinces Of Afghanistan (Sep-Oct 2005)

18 Oct 05

MAAHF Provincial Extension Agents														
Group	Province	No. of MCCs	No. of MCC /day/team	No. of Teams	No. of Persons	No. of EA Days	Rate of per diem	No. of Vehicles	No. Nights Hotel	Rate of Hotel	Sub-Total per diem	Sub-Total Vehicle	Sub-Total Hotel	Total
1	1	Parwan	25	2	3	6	6	10	10	3	300	600	0	900
1	2	Kapisa	3	2	1	2	10	1	10	1	20	40	0	60
2	1	Ghazni	11	2	3	6	10	3	10	3	120	240	0	360
2	2	Logar	2	2	1	2	10	1	10	1	20	40	0	60
2	3	Kabul	8	2	2	4	10	2	10	2	80	160	0	240
3	1	Kunduz	29	2	3	6	10	5	10	3	300	600	0	900
3	2	Baghlan	4	2	2	4	10	1	10	2	40	80	0	120
4	1	Nangarhar	35	2	3	6	10	6	10	3	360	720	0	1,080
5	1	Kandahar	12	2	3	6	10	3	10	3	180	360	0	540
5	1	Zabul	4	2	2	4	10	5	10	2	200	400	160	760
5	2	Helmand	25	2	3	6	10	4	10	3	240	480	0	720
Sub Total Ext Agents	158					35					1860	3720	160	5,740
MAAHF Kabul Supervisors														
	No. of Trv & Trn Days	No. of Supervisors	No. of EA Days	Rate of per diem	No. of Veh.Days	No. Nights Hotel	Rate of Hotel	Sub-Total per diem	Sub-Total Vehicle	Sub-Total Hotel	Total			
1	1	Parwan	1	5	7	5	10	720	280	300	1,300			
1	2	Kapisa	2	1	3	2	10	60	120	20	200			
2	1	Ghazni	2	2	5	3	10	80	200	30	310			
2	2	Logar	1	1	2	1	10	40	80	10	130			
2	3	Kabul	0	2	1	0	0	40	40	0	80			
3	1	Kunduz	3	5	7	7	10	160	280	70	510			
3	2	Baghlan	1	1	2	1	10	40	80	10	130			
4	1	Nangarhar	4	6	8	9	10	200	320	90	610			
5	1	Kandahar	3	3	4	5	10	240	160	100	500			
5	1	Zabul	0	5	0	0	10	0	0	0	0			
5	2	Helmand	3	4	6	7	10	280	240	140	660			
MAAHF Coordinator	5	1	2	20	0	6	10	140	0	60	140			
Sub Total Supervisors			37		45			2000	1800	830	4,570			
Grand Total											10,310			

All costs in US\$ 40 = Maximum vehicle rent cost per day

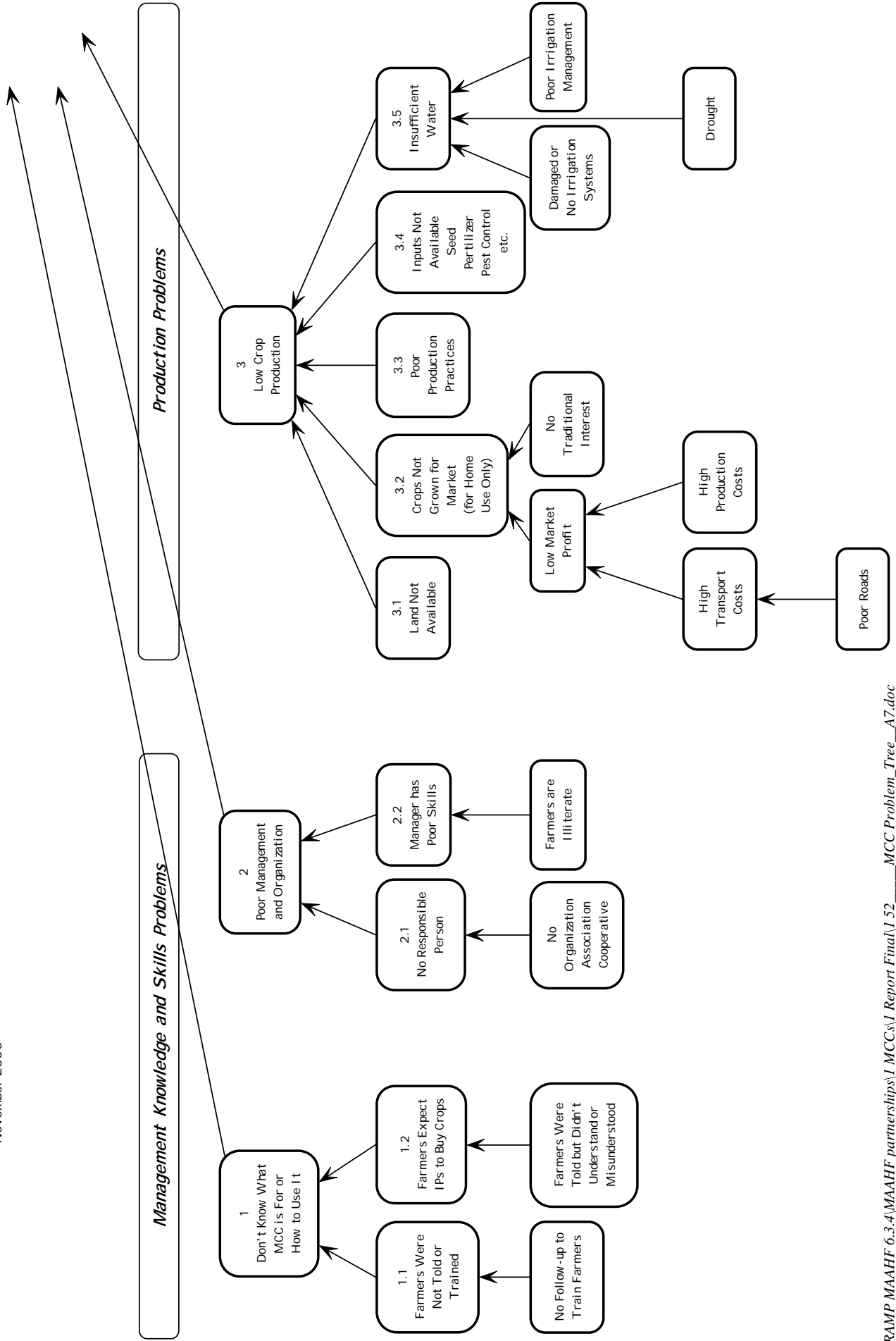
Appendix 6 - Estimated Budget for Market Center Assessments in Eleven Provinces Of Afghanistan (Sep-Oct 2005)

18 Oct 05

Totals by Province			
Group	Province	No. of MCCs	Total
1 1	Parwan	25	2,200
1 2	Kapisa	3	260
2 1	Ghazni	11	670
2 2	Logar	2	190
2 3	Kabul	8	320
3 1	Kunduz	29	1,410
3 2	Baghlan	4	250
4 1	Nangarhar	35	1,690
5 1	Kandahar	12	1,040
5 1	Zabul	4	760
5 2	Helmand	25	1,380
MAAHF Coordinator			140
Grand Total		158	10,310

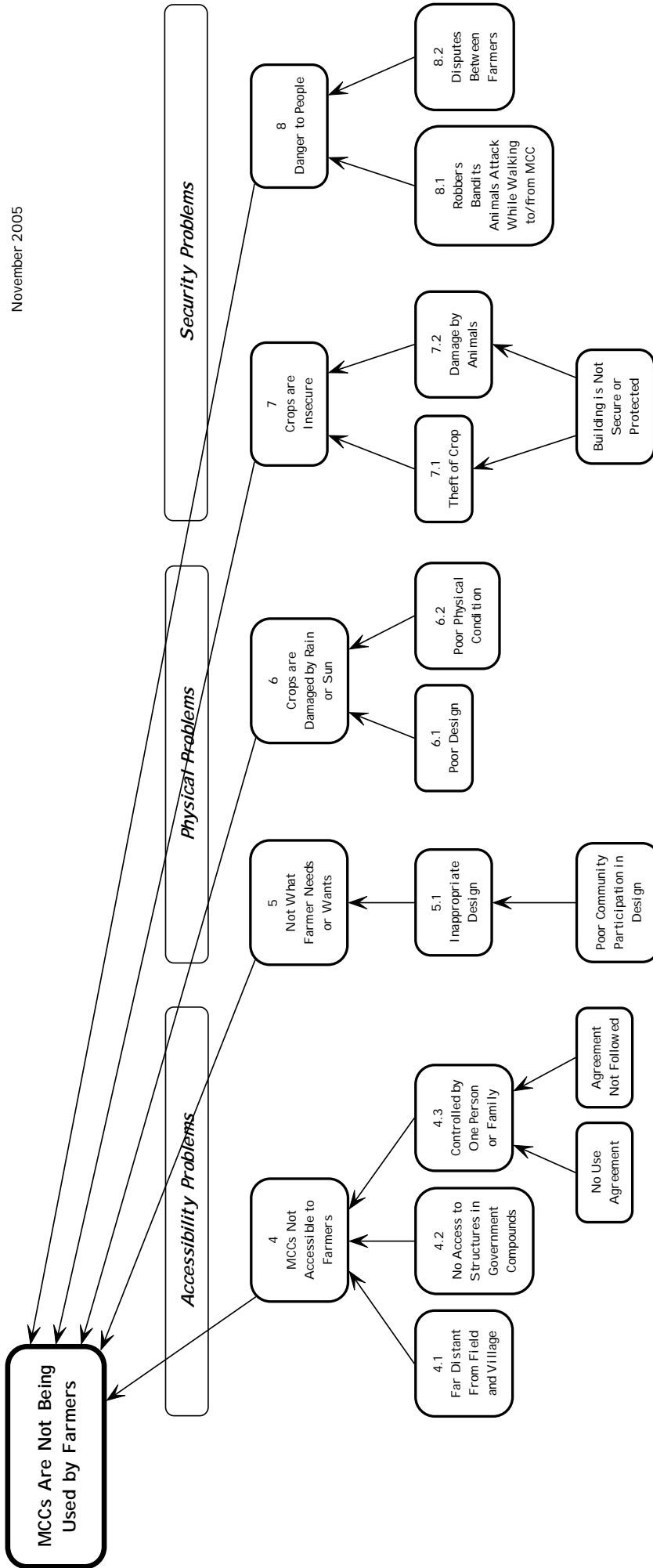
RAMP MCC Problem Tree

November 2005



RAMP MCC Problem Tree

November 2005



Detailed Assessment Review of Marketing Center Status

November 2005

1. MCC Number _____
2. Type Small Large Storage Bin
3. Province _____
4. District _____
5. Village _____
6. Use Much
 Some
 None

7. List Problem Groups and Problems (from Problem Tree) in Order of Amount of Effect they have on MCC Use, Possible Solutions (including Who will be responsible) - Include at least one for Priority 1.

Relative Cost (1=High, 5=Low) and Benefit (1=Low, 5=High) for each Intervention.

Intervention No.	Priority	Problem	Possible Solution	Cost	Benefit	C X B
1	Priority					
	Problem Group					
2	Priority					
	Problem Group					
3	Priority					
	Problem Group					
4	Priority					
	Problem Group					
5	Priority					
	Problem Group					

Include Both MCC Use (Priority 1) and Other Uses (Priority 2-4)

Inter- vention No.	8. RECOMMENDATIONS and WHY	9. NEXT STEPS

Training Topics for RAMP MCC Handover for MAAHF Supervisors and Extension Agents

February 2006

1. Objectives Clear

- Formally hand over ownership of marketing centers to appropriate groups that are most likely to make effective use of them. This will in most cases be the group that is currently using the facility. Provide training to increase capacity of groups to use the facility more effectively.

2. Travel to Provinces

- Per diem procedures
- Hotel procedures
- Vehicle procedures
- Security

3. Schedule

- Movement / activity plan
- Calendar

4. In Community

- Who to talk to - step by step
- How to conduct handover – groups / individuals
- How to decide best approach for each community
- Understand handover procedures and required information and signatures on document
- Understand situation / current status / potential problems of MCC facility ownership

5. What to do next with forms

- How do signed documents get back to RAMP? (supervisor on next trip to Kabul?)
- Review and summary in Kabul

RAMP **REBUILDING AGRICULTURAL MARKETS PROGRAM**

Afghanistan

Market Centers Handing Over Agreement

These market centers are provided by the people of the USA to Afghans to serve as a center for adding value to agricultural products. With this agreement the owner of this market center will be given full control of the use, maintenance and anything else related to ownership free of charge of MCC No. _____.

The owner of this market center agrees to maintain it in working condition and use it preferably for Agriculture activities:

Description: _____.

Province:

District:

Village:

GPS:

All renovations and management of the market center are the responsibility of the owner. The ownership of the Market Center is transferred from RAMP to _____.

Signature of Recipient _____

Date: _____ **2006**

Hereby signed and agreed to by:

RAMP Representative

MAAHF Representative

Community Representative

ر م پ برنامه بازسازی مارکیت های زراعتی افغانستان

موافقتنامه تسلیم دهی مراکز جمع آوری حاصلات زراعتی

این مراکز جمع آوری حاصلات زراعتی توسط مردم آیالات متحده امریکا برای مردم افغانستان بطور رایگان تهیه و فراهم گردیده است تا از این مراکز برای افزایش قیمت های تولیدات زراعتی استفاده نمایند. توسط این موافقتنامه کنترل مکمل برای استفاده، نگهداری، و اجراء نمودن سایر کارهای مربوطه مرکز جمع آوری حاصلات زراعتی شماره _____ به مالک این مرکز تسلیم گردید.

مالک مرکز جمع آوری حاصلات زراعتی تعهد مینماید که این مرکز را بطور فعال نگهداری و از آن بیشتر و برتر برای فعالیتهای زراعتی استفاده مینماید.

توضیحات:

ولسوالی:

ولایت:

موقعیت جغرافیایی:

قریه:

مسئولیت بازسازی و تنظیم نمودن مرکز بازار بدوش مالک آن میباشد.
مالکیت این مرکز از طرف برنامه بازسازی مارکیت های زراعتی (ر م پ) به _____ منتقل گردید.

محل امضاء گیرنده

تاریخ: 2006 / ____ / ____

بدینوسیله موافقتنامه توسط اشخاص ذیل به توافق و امضاء رسید:

نماینده محل

نماینده وزارت زراعت

نماینده ر م پ

U ر م پ د کره نيزو بازارونو د بيا رغونې پروگرام افغانستان

U د کره نيزو حاصلاتو د راتولولو د مرکزونو د تسليمولو تړون

دغه د کره نيزو حاصلاتو د راتولولو مرکزونه د امريکا د متحده آیالاتو د خلکو له خوا د افغانستان خلکو ته په وړيا توگه جوړ شويدي تر څو ورڅخه د کره نيزو حاصلاتو د ارزښت او بيا په لوړوالي کښي گټه واخلي.

د دي تړون (قرارداد) په ترڅ کښي به ددي مرکز خاوند ته د نوموړي مرکز _____ د گټي اخيستنې، ساتنې او نورو اړونده کارونو د ترسره کولو پوره کنترول او واک وکړل شو.

ددي مرکز خاوند په دي تعهد کوي چي دغه مرکز به فعال ساتي او دهغي څخه به تر ټولو زيات د کره نيزو کارونو لپاره گټه اخلي.

توضیحات:

ولسوالي:

ولایت:

جغرافیایی موقعیت:

کلي:

د دغی مرکز د بيا رغونې او تنظيمولو دنده د مرکز د خاوند پر غاړه ده.

د نوموړی مرکز مالکیت د کره نيزو بازارونو د بيا رغونې د پروگرام (ر م پ) له خوا _____ منتقل شو.

دلاسته راوړونکی لاسلیک

نېټه: _____ / _____ / 2006U

پدی توگه تړون دلاندي کسانو پواسطه قبول او لاسلیک شو:

د سيمي استازي

د کره نې وزارت استازی

درمپ استازي

Training Topics for Beneficiaries to be Conducted During RAMP MCC Handover by MAAHF Extension Agents (Feb-Mar 2006)

1. Benefits of Using Grain Storage Bins
 - Protects seed viability and purity
 - Saves the quality of food grain and seeds
 - It is easily portable
 - Bins are inexpensive and durable
2. How to Use Grain Storage Bins
 - Fumigate to control cereal pests
 - Use for one or more specific seeds or food grains
 - Ventilation in Bin is needed
 - Should be placed in shade or under a roof
3. Benefits of Using Small Market Centers
 - Saves time and money
 - Provides agricultural services
 - Easy to load and unload trucks
 - Placed in area easily accessible to agricultural farms
 - Improves quality of production
4. How to Use Small Market Centers
 - Used for delivery of agricultural services
 - Store seed, fertilizers and chemicals
 - Use for trade or bargaining
 - Conducting meetings
5. Benefits of Using Multi-Purpose Market Centers
 - Increase the value of agricultural products
 - Provides agricultural services in the village
 - Training farmers on how to control losses
 - Introduce modern marketing system
6. How to Use Multi-Purpose Market Centers
 - Used for providing Quality Declared Seed
 - Introduction of up-to-date storage system
 - Transportation facility
 - Good guarantee for receiving loan
 - Center for wholesale and retail sale

Benefits of Using Market Center Facilities – (for Use by Extension Agents)

Storage, Processing, Packing and Storage Centers

- Provide opportunities for decreasing post-harvest losses and adding value (through cleaning, sorting, grading, processing and packaging) to agricultural products.
- Provide for temporary storage of perishable and non perishable agricultural products or extended storage of non –perishable agricultural products.
- Provide space for cleaning, sorting, grading and packaging agricultural commodities.
- Provide for easy loading and unloading of trucks.
- Provide a cooling facility for removing heat from perishable commodities and / or a cold environment for maintaining perishable temporarily until they are shipped in refrigerated facilities.
- Provide space for cold storage facilities for maintaining the quality and increasing the shelf life of fresh fruits and vegetables by controlling the temperature of the produce.

Grain Holding Bins

- Holding bins for immediate post –harvest processing and integrated pest management opportunities (temporary holding, blending, packaging, weighing, fumigation, repackaging weathered bags, rodent protection) for use by producer associations and private seed growing enterprises. The bins (on skids) are easily moved from one location to another by tractor or even by oxen.

Topics for Training by Implementing Partners

Storage Bins

1. Factors Affecting Grain Stability
 - Physical factors
 - Biological factors
 - Chemical factors
 - Technical factors
2. Post Harvest Losses and Prevention
 - Types of losses and prevention
3. Grain Handling and Protection
 - Problems in grain storage
 - Stored grain insects and pests identification
4. Grain Grades and Standards
 - Grain quality factors
 - Impact of FAQ on marketing and storages
 - Minimum grain testing equipment (Practical)
 - Moisture determination in grains (Practical)
 - Importance of representative sampling
5. Integrated Pest Management (IPM)
 - Stack fumigation (PEPF technique)
 - Storage bin fumigation

Market Centers

1. Purpose of Small Collection Centers
 - Add value to agriculture products
2. How to Use Them
 - The farmers can bring their agriculture products here for cleaning, sorting, grading and packaging of their fruits and vegetable.
3. Benefits of Small Collection Centers
 - The market centers provide the place to the faremrs to collect, clean, sort, grade and package their vegetables and fruits and then transport to city market in good quality and get more profit.

Schedule of MAAHF Team Travel to Hand Over Marketing Centers during Feb & Mar 2006

N = Naqib, K = Kouchi, S = MAAHF Supervisor(s)

Group	Province	No. of MCCs	No. of Teams	No. of Days	Su	M	T	W	Th	F	S	Su	M	T	W	Th	23	24	25	26	27	28	1	2	3	4	5	6	7	8
1	Parwan	25	3	4.2	N/K S	S	S	S																						
1	Kapisa	3	1	1.5					Sup Go	S	S	Sup Ret																		
2	Ghazni	10	2	2.5																										
2	Logar	2	1	1.0																										
2	Kabul	8	2	2.0																			N/S Train	N Day						
3	Kunduz	29	3	4.8								Sup Go	Train	S	K Go	K	K	K	K	K	K/S Trv									
3	Baghlan	4	2	1.0																	Train	K	K/S Ret							
4	Nangarhar	30	3	5.0		Sup Go	N Go	Train	N			N	N	N	N/S Ret															
5	Kandahar	10	2	2.5							Sup Go	Train	S	S	S Trv															
5	Helmand	20	3	3.3													S		S	S	S	Sup Trv								
5	Zabul	4	2	1.0																		Train	S	Sup Ret						

N = Naqib K = Kouchi S = Supervisor(s)
Go = Travel to location Ret = Travel back to Kabul Trv = Travel

Market centers handing over agreement between MAAHF Staff and RAMP

Criteria for selection of the extension Agents to conduct Assessment:

- ✚ Agriculture background.
- ✚ Work experience in extension activities.
- ✚ Familiarity with areas
- ✚ Initiative /capability of the extension agents
- ✚ Clear hand writing of the local languages.
- ✚ Work experience with communities.

Responsibilities and rights (Supervisors).

- They must go to site, train the local extension workers.
- They must closely supervise the extension workers task.
- They must bring reliable written bills of Hotel, vehicles etc.
- They will be given 20\$ per diem, 15-20\$ hotel rent/day.
- They must give 10\$ to each local extension worker/day.
- They must address to the farmers concern regarding the facility and train them how to use the facility.
- They will not be given more than the amount mentioned above.
- They must hire one vehicle for each team of extension workers to go to site.
- They must bring the agreement format complete and signed.

We undersigned are agree with above mentioned points and will carry out our task sincerely and perfect.

No	Name	Title	Province	Signature
1	Abdul Wase	Coordinator	All(Parwan & Kapisa)	_____
2	Mohd Salim	Supervisor	KDH, HLD & ZBL	_____
3	Mohd Anwar	Supervisor	KDH, HLD & ZBL	_____
4	Mohd Sadiq	Supervisor	KDZ & Baghlan	_____
5	Baba Jan	Supervisor	GHZ, KBL & LOG	_____
6	Abdul Qadeem	Supervisor	Nangarhar	_____
	Naqib Ahmad ASM RAMP	_____	Abdul wase Kochi P.A RAMP	_____

Estimated Budget for Market Centers Handing over to various groups in Eleven Provinces of Afghanistan (Jan -Feb.2006)

Group	Province	No of MCCs	No of Ext.Workers	No of work days	No of Vehicles	Rate of perdiem	Rate of Hotel	# Days for hotel	Sub total perdiem & Hotel	Sub total Vehicle	Total
1	Parwan	25	6	4	3	10	10		240	480	720
1	Kapisa	3	2	2	1	10	10		40	80	120
2	Ghazni	10	6	2	3	10	10	5	170	240	410
2	Kabul	8	4	2	2	10	10		80	160	240
2	Logar	2	2	1	1	10	10		20	40	60
3	Baghlan	4	4	1	2	10	10		40	80	120
3	Kunduz	29	6	5	3	10	10	7	370	600	970
4	Nangarhar	30	6	5	3	10	10	6	360	600	960
5	Kandahar	10	6	2	3	10	10	4	160	240	400
5	Helmand	20	6	4	3	10	10	6	300	480	780
5	Zabul	4	4	1	2	10	10	1	50	80	130
Sub Total Ext.Agents		145							1830	3080	4910
MAAHF Kabul Supervisors											
Area 1				No of days	No of Travel & training Days	Rete of perdiem	Rate of Hotel		Sub total perdiem & Hotel	Sub total Vehicle	
Area 2				6	2	20	25		360	80	440
Area 3				5	4	20	25		405	90	495
Area 4				6	4	20	25		450	100	550
Area 5				6	3	20	25		405	90	495
MAAHF Coordinator				7	6	20	25		585	130	715
Stationary for extension workers				10		20	25		450	100	550
Sub Total Supervisors				40	19					590	3295
Grand Total											8205

All costs in US\$

40 = Maximum vehicle rent cost perday

Work team is two persons