

**AFGHANISTAN NARCOTICS RESEARCH AND AWARENESS PROJECT**  
**PLAN FOR PROJECT RECONFIGURATION**

**FINAL DRAFT**

Prepared for the  
United States Agency for International Development  
Office of the AID Representative for Afghanistan

by  
Development Alternatives, Inc.

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## EXECUTIVE SUMMARY

The urgency for dealing with narcotics supply and demand in Afghanistan is unquestioned. Field reports from Pakistan-based organizations providing cross-border humanitarian assistance to Afghanistan as well as both US and international organizations charged with monitoring narcotics supply concur that opium poppy production has reached alarming levels in Afghanistan and shows no signs of abating under the current conditions of political fragmentation and continuing civil conflict. In an attempt to respond to Congressional concerns for dealing with narcotics production in Afghanistan within the context of current American foreign assistance legislation, O/AID/Rep has requested the contract team to redefine the project's objectives of its Afghanistan Narcotics Awareness and Control Project (NACP) and to reconfigure the project's resources to achieve those objectives. This document sets forth a plan for the staffing, management and implementation of the **Afghanistan Narcotics Research and Awareness Project (ANRAP)**.

### ANRAP Purpose and Objectives

The primary purpose of the Afghanistan Narcotics Research and Awareness Project is to prepare a solid foundation for an anti-narcotics program based in Afghanistan that can be implemented in cooperation with a future Afghan government. One of ANRAP's main objectives is to develop the human resources capacity within the Afghan community to carry on an anti-narcotics program in Afghanistan. Another of ANRAP's main objectives is to develop outputs that will enable a future government to secure US presidential certification of Afghanistan as a country cooperating in the fight against narcotics. This certification will assure the continuity of O/AID/Rep's program of humanitarian and developmental assistance under a future AID Mission's sponsorship in a free Afghanistan.

The audience for ANRAP's activity is divided between those concerned with narcotics supply reduction and those concerned with narcotics demand reduction. Clearly, these concerns are not mutually exclusive. Those concerned specifically with supply reduction include USAID and other agencies of the US Government (e.g., INM/NAS, USIA/USIS and DEA), United Nations agencies (UNDCP), other bilateral donors (including the Government of Pakistan) and Afghan political leaders. All segments of the Afghan population constitute an audience for narcotics awareness. Those groups targeted specifically by ANRAP for demand reduction activities include Afghan religious and public opinion leaders, farmers, teachers and students, women and children.

## **ANRAP Organization and Management**

Under the management of O/AID/Rep, the ANRAP technical assistance team will plan, develop and implement interrelated programs of research, awareness and outreach through its existing **Narcotics Awareness Component (NAC)** and an augmented information and research capacity to be known as the **Research and Information Component (RIC)**. All poppy reduction and elimination activities proposed in the design of NACP have been removed from the project. The overall management of these two components and the ANRAP contract will be the responsibility of the project's **Management and Administration Component (MAC)**, which will be based in Peshawar. Because a large portion of the project's research area and target audience is concentrated in southern and southwestern Afghanistan, the technical assistance team will maintain a Quetta office for the purpose of both managing project field teams working in Balochistan and southern and southwestern Afghanistan, and maintaining liaison with the leadership of the Afghan resistance and humanitarian assistance agencies working in the region.

### **Research and Information**

The Research and Information Component (RIC) of ANRAP will provide services that enable the project to collect, analyze and disseminate information on opium poppy production, opium gum marketing and heroin consumption in Afghanistan. RIC information gathering will enable ANRAP to identify and develop appropriate narcotics supply and demand reduction strategies that can be applied to on-going and future anti-narcotics efforts in Afghanistan.

RIC will employ a variety of qualitative, quantitative and applied research methods both in the field and at a distance. In the field, ANRAP management staff will negotiate secure access for trained Afghan survey teams to undertake: narcotics awareness and prevalence studies; agricultural production surveys; and feasibility studies for micro-enterprise development in poppy producing areas. From ANRAP offices and field locations in Pakistan, including refugee camps, RIC will undertake or support: market information surveys conducted in border bazaars; interviews with individuals and focus groups knowledgeable about poppy production and opium marketing; testing of remote sensing of poppy production using satellite imagery; computerized alternative crop simulation models; comparative studies of narcotics supply and demand reduction strategies; and information sharing with other assistance agencies working in Afghanistan.

### **Narcotics Awareness**

The overall objective of the narcotics awareness component is to develop awareness among Afghan leaders as well as the general population living in Southern

and Eastern Afghanistan of the harmful implications of the production, trafficking and use of drugs, above all of opium and its derivatives. As a means of reaching that objective, the awareness component's specific purpose is to test the effectiveness of various approaches to the transmission of awareness messages to Afghan target audiences, both to opinion leaders and to broader publics. This effort is predicated on the assumption that a reshaping of attitudes toward poppy cultivation and use is a vital part of any effort to reduce and eliminate the production and trafficking of poppy in the region as well as to halt the growth of drug use among the Afghan population.

### **Staffing the Contract Team**

The contract team will be made up of four expatriate technical experts, all based in the ANRAP Peshawar headquarters. The current Acting Chief of Party will be nominated for the position of Chief of Party and the existing Coordinator of the Narcotics Awareness Component will remain in his position. Two new positions -- the Coordinator and Deputy Coordinator of the Research and Information Component -- are proposed to replace those that have been eliminated along with the project's Poppy Reduction activities. Candidates have been recruited for each of these positions. Both candidates are in country and ready to join the ANRAP as early as August 15.

In addition, an expatriate American has been identified for the position of Quetta Field Office Director. The candidate would be hired using ANRAP program funds. The candidate is currently serving as Acting Director of the NACP Information and Research Unit on a short-term technical assistance contract. He will be prepared to take up his position by mid-August.

### **Budget and Implementation Schedule**

This document outlines an implementation plan and budget to support project activities for two full years, beginning August 1, 1991 and ending July 31, 1993. The completion date of July 31, 1993 amounts to a six week no-cost extension of the present NACP PACD. This additional time is required to complete the analysis of agricultural data from the 1993 poppy harvest season and to prepare project reports. The approximate cost of these two years of activities will be \$5,287,000.

The budget follows the reconfiguration of project resources and allots forty-five per cent of project funding to the Research and Information Component and twenty-nine per cent of project funding to the Narcotics Awareness Component. The balance of project funding has been allotted to Management and Administration (13 per cent), Logistics (11 per cent) and Commodity Procurement (2 per cent).

## BACKGROUND AND OVERVIEW

In late 1989, the Agency for International Development's Office of the Representative for Afghanistan (O/AID/Rep) prepared a project design in the form of an Activity Approval Memorandum for an Afghanistan Narcotics Awareness and Control Project (NACP). The objectives of this project were to:

- o Reduce narcotics production in Afghanistan;
- o Prepare a solid groundwork for an anti-narcotics program based and directed from inside Afghanistan; and,
- o Increase awareness of the destructive influence of narcotics among the Afghan population.

NACP was designed to respond to a Congressional mandate that USAID increase its support for anti-narcotics activities in both demand and supply reduction in its country missions throughout the world. In May of 1990, O/AID/Rep awarded the contract for NACP to a Development Alternatives, Inc. (DAI) and Development Associates (DA) contract team. The contract technical assistance team prepared a detailed implementation plan for O/AID/Rep approval in August, 1990. This plan provided for the activities of three NACP components:

- 1) a **Narcotics Awareness Component** dedicated to the development of educational and social marketing strategies to increase public awareness among Afghans of the interrelationships between opium poppy production and heroin addiction;
- 2) a **Poppy Reduction and Elimination Component** dedicated to negotiating poppy reduction and elimination agreements with receptive Afghan communities and supporting these communities with developmental activities such as the construction of farm-to-market roads, the rehabilitation of irrigation systems, the supply of improved agricultural inputs and appropriate technical assistance; and
- 3) an **Information and Research Component** dedicated to supporting both the Awareness and Poppy Reduction components by assessing the developmental requirements of cooperating Afghan communities and, in consultation with those communities, identifying appropriate activities for the Poppy Reduction component to undertake. The Information and Research Unit also had the role of monitoring the impact of both the Awareness and Poppy Reduction and Elimination components on target communities.

Subsequent to the contract team's submission of the NACP workplan, concerns were raised about the project in the United States Congress that have, up to this point, prevented O/AID/Rep from fully approving the workplan. However, the project has been allowed to pursue a limited program of staff training, data gathering, development of awareness materials and testing of awareness techniques.

The urgency for dealing with narcotics supply and demand in Afghanistan remains unquestioned. Field reports from Pakistan-based organizations providing cross-border humanitarian assistance to Afghanistan as well as both US and international organizations charged with monitoring narcotics supply concur that opium poppy production has reached alarming levels in Afghanistan and shows no signs of abating under the current conditions of political fragmentation and continuing civil conflict. In an attempt to respond to Congressional concerns for dealing with narcotics production in Afghanistan within the context of current American foreign assistance legislation, O/AID/Rep has requested the contract team of Development Alternatives, Inc. to redefine NACP's objectives and to reconfigure the project's resources to achieve those objectives. This document sets forth a plan for the staffing, management and implementation of the **Afghanistan Narcotics Research and Awareness Project (ANRAP)**.

#### **ANRAP Purpose and Objectives**

The primary purpose of the Afghanistan Narcotics Research and Awareness Project is to prepare a solid foundation for an anti-narcotics program based in Afghanistan that can be implemented in cooperation with a future Afghan government. As one of its objectives, ANRAP's outputs will enable a future government to secure US presidential certification of Afghanistan as a country cooperating in the fight against narcotics. This certification will assure the continuity of O/AID/Rep's program of humanitarian and developmental assistance under a future AID Mission's sponsorship in a free Afghanistan.

To achieve this objective, ANRAP will train an Afghan staff to conduct research and gather and disseminate information that will enable USAID and other donor countries to identify and develop appropriate narcotics supply and demand reduction strategies that can be applied in current and future anti-narcotics efforts in Afghanistan. ANRAP will also promote awareness of the destructive influence of narcotics production and consumption among the population of Afghanistan and the assistance community.

The audience for ANRAP's activity is divided between those concerned with narcotics supply reduction and those concerned with narcotics demand reduction. Clearly, these concerns are not mutually exclusive. Those concerned specifically with supply reduction include USAID and other agencies of the US Government (e.g., INM/NAS, USIA/USIS and DEA), United Nations agencies (UNDCP), other bilateral



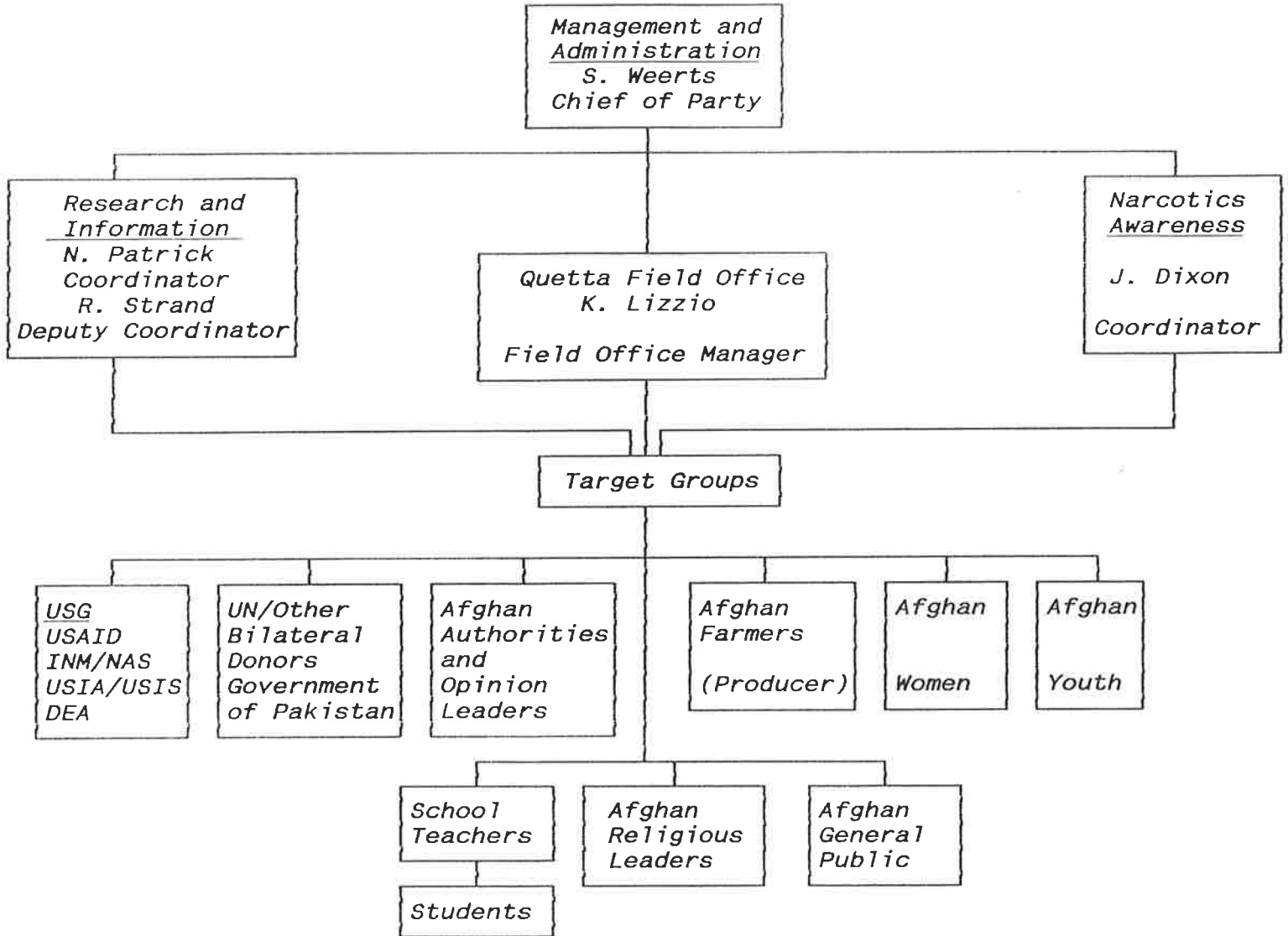
donors (including the Government of Pakistan) and Afghan political leaders. All segments of the Afghan population constitute an audience for narcotics awareness. Those groups targeted specifically by ANRAP for demand reduction activities include Afghan religious and public opinion leaders, farmers, teachers and students, women and children.

### **ANRAP Organization and Management**

Under the management of O/AID/Rep, the ANRAP technical assistance team will plan, develop and implement interrelated programs of research, awareness and outreach through its existing Narcotics Awareness Component (NAC) and an augmented information and research capacity to be known as the Research and Information Component (RIC). All poppy reduction and elimination activities proposed in the original NACP design have been removed from the ANRAP. The overall management of these two components and the ANRAP contract will be the responsibility of the project's Management and Administration Component (MAC), which will be based in Peshawar. Because a large portion of the project's research area and target audience is concentrated in southern and southwestern Afghanistan, the technical assistance team will maintain a Quetta office for the purpose of both managing project field teams working in Balochistan and southern and southwestern Afghanistan, and maintaining liaison with the leadership of the Afghan resistance and humanitarian assistance agencies working in the region. Figure 1 illustrates the overall ANRAP organization.

The following sections of this document describe the objectives, organization and activities of each of the ANRAP components. These descriptions are followed by a review of the project staffing plan including key personnel, management support, short-term technical assistance and home office support staff. The staffing plan is followed by a detailed implementation plan for the second year of the project beginning in August, 1991 and general implementation plans for the third year. The implementation plan is followed by a detailed budget for year two and three of the project. Position descriptions for all new positions that are being proposed, including long-term technical assistance positions, are attached as an annex.

# ANRAP PROJECT ORGANIZATION



## RESEARCH AND INFORMATION COMPONENT

The Research and Information Component (RIC) of ANRAP will provide research and documentation services that enable the project to collect and disseminate information on opium poppy production, opium gum marketing and heroin consumption in Afghanistan. The gathering of this information will enable ANRAP to identify and develop appropriate narcotics supply and demand reduction strategies that can be applied to on-going and future anti-narcotics efforts in Afghanistan.

Building on the capacities developed and lessons learned over the past year (see below), the expanded Research and Information Component will employ a wide variety of methods and technologies to collect, compile, analyze and disseminate information in order to:

- o Determine and define the social, political and economic factors that influence opium production, processing, consumption and marketing in Afghanistan;
- o Compare narcotics control efforts in other poppy producing countries for possible application to narcotics policy and program development in Afghanistan;
- o Assess the overall impact of ANRAP's narcotics awareness efforts.

RIC staff will face a wide range of constraints in meeting its objectives including problems of accessibility due to the continued conflict and instability inside Afghanistan; the need to strictly comply with the injunctions against aiding and abetting elements associated with drug trafficking as articulated in the foreign assistance act; and, the political and social sensitivity surrounding the issue of narcotics production and consumption.

To overcome these constraints, RIC will employ a variety of qualitative, quantitative and applied research methods both in the field and at a distance. In the field, ANRAP management staff will negotiate secure access for trained Afghan survey teams to undertake: narcotics awareness and prevalence studies; agricultural production surveys; and feasibility studies for micro-enterprise development in poppy producing areas. From ANRAP offices and field locations in Pakistan, including refugee camps, RIC will undertake or support: market information surveys conducted in border bazaars; interviews with individuals and focus groups knowledgeable about poppy production and opium marketing; testing of remote sensing of poppy production using satellite imagery; computerized alternative crop simulation models; comparative studies of narcotics supply and demand reduction strategies; and information sharing with other assistance agencies working in Afghanistan.

## Activities to Date

During the past year, the Information and Research Unit of NACP initiated a number of research activities which will serve as a foundation for continued work by RIC staff. These include:

- o **Poppy Area Profiles:** Surveys of political, economic, demographic, agricultural, logistical and poppy production conditions conducted in preparation for poppy reduction and awareness initiatives in the districts of Ningarhar, Konar, Badakshan, Paktia, Helmand, Kandahar, Zabul, Urozgan and Farah provinces. The technical assistance team developed a "Selection Criteria Tool" to rate each area surveyed in terms of the projects ability to undertake successful and sustainable demand and supply reduction efforts.
- o **Library and Archives:** The NACP technical assistance team assessed the information needs of the project and began procurement of relevant documents, reports, periodicals and instructional materials. These documents are currently being catalogued by a short term technical specialist and are being made available to the local Afghan and assistance community.
- o **Narcotics Awareness Baseline Survey:** In cooperation with the Narcotics Awareness Component, project field staff has begun field testing of the Narcotics Awareness Baseline Survey. This survey is aimed at gathering data on the knowledge and attitudes of Afghan communities regarding poppy production and heroin use. Eighteen field monitors have been hired and trained to collect information for this survey.
- o **Poppies in Afghanistan Study:** Project staff have carried out extensive rapid appraisal surveys and interviews in preparation of an update of Dr. Gerald P. Owens important "Poppies in Afghanistan" study. This 1976 study contains a comprehensive list of questions divided into basic categories including labor and input costs of poppy production, opium gum yields and prices, and cultural practices. Information has been gathered from Southeastern and Southwestern Afghanistan. An updated study will provide a useful comparison with cultivation practices and costs of twenty years ago and may provide insight into the affects of the war on the spread of poppy production. Project staff are also surveying other major crops such as wheat, corn, rice, cotton, sugar cane, and cumin. Returns on poppy will be compared to these other major crops.

The Research and Information Component will build on the capacity -- research, archives and experienced staff -- built up under NACP to carry out the complex and comprehensive research agenda described below.

## Component Activities

Future efforts aimed at reducing narcotics supply and demand in Afghanistan, and at promoting sustainable alternative economic activities to poppy cultivation, will require a wide range of information including agricultural, socio-cultural, political, environmental, economic, and demographic data collected from poppy and non-poppy growing areas to enable planners and policy makers to design appropriate and effective narcotics control programs for Afghanistan. The research agenda described below is made up of a variety of quantitative, qualitative and applied studies. Many of these studies are interrelated inasmuch as they attempt to address both supply and demand reduction concerns. All of these studies are interdependent inasmuch as each builds on the data collected by the other. The following section lists each of the planned research activities, their objectives, methods, timing, the resources that each may draw on and the anticipated outputs. The section is followed by a schematic diagram illustrating the interrelationships of each study in the agenda.

### Area Profiles

Objectives: To assemble broad geographical, socio-cultural, political, economic and environmental information on poppy growing areas down to the district level. These data will be used by ANRAP technical assistance staff to target project research efforts in Afghanistan, to develop survey sample frames, and to develop preliminary boundaries and classifications of poppy production areas.

Methods: Interviews of knowledgeable individuals, rapid rural appraisal surveys by project survey staff to corroborate informants' reports, review of historical and contemporary literature including gazetteers, technical reports and tour reports from past and ongoing assistance efforts. The data will be aggregated at the district (*woluswali, alaqadari*) level.

Timing: ANRAP staff have been collecting district level data on known poppy growing areas since the project began. The first set of area profiles will be completed by the end of October 1991. Each report will require periodic updating throughout the life of the project.

Resources: A number of donor-funded agencies have compiled regional and provincial data that may be relevant to poppy production. The crop production profiles developed by ASSP/PSA and the geographic data base developed by that project's Geographic Information System are important resources.

Outputs: Up to 30 district reports. These reports will constitute a basic reference for ANRAP in the planning of more targeted narcotics supply and demand reduction activities. The Area Profiles will also constitute a reference source for

assistance organizations planning programs in poppy producing areas.

### **Awareness Baseline Survey**

This survey was identified in the original project design and is currently underway. Project technical assistance staff have developed and field tested a survey instrument in a number of Afghan refugee camps. Additional field testing is underway in Afghanistan. A team of Afghan field surveyors has been recruited and the ongoing field testing will enable RIC management to select out the best surveyors for permanent project employment.

Objectives: The Awareness Baseline Survey will determine current levels of awareness among rural Afghans regarding poppy production and the use of opium as well as other drugs.

Methods: A sample of 1500 households in 30 districts of Afghanistan will be surveyed using a 14 page survey instrument. The data will be processed and analyzed by ANRAP technical assistance staff using Statistical Package for the Social Sciences (SPSS) software.

Timing: Data collection will begin in August 1991 and the study will be completed by February 1992.

Resources: Four months of Short Term Technical Assistance (STTA) required for advanced training of project staff in the use of the SPSS software, and for the analysis and presentation of the survey results.

Outputs: RIC and NAC will produce a report documenting narcotics awareness among the sample Afghan population by June 1992. This report will be used to design and target awareness activities and as a baseline against which awareness efforts can be measured.

### **Remote Sensing of Poppy Production**

Objectives: To pilot test the feasibility of combining remotely sensed data (satellite imagery) and ground truthing to identify a spectral signature for poppy. The capacity to remotely sense poppy would enable USAID and other agencies involved in anti-narcotics activities in Afghanistan to monitor supply reduction interventions and analyze relationships between the opium production and a wide range of ecological, socio-economic and political variables.

Methods: The baseline data and satellite imagery procurement, processing,

interpretation and analysis require specialized technical resources and expertise that are not available locally. ANRAP will subcontract for these services for target areas on the Helmand Valley and eastern Ningarhar Province. RIC field staff will carry out ground truthing missions to target areas in Afghanistan during optimum periods in the poppy production cycle. A study solicited by the project to determine the feasibility of identifying a spectral signature for poppy recommended that repeated procurement and interpretation of satellite imagery combined with ground truthing over successive production years will increase the probability of isolating the spectral signature.<sup>1</sup> Depending on the outcome of ANRAP's pilot studies, project management will seek approval to repeat the study for the poppy production cycle in 1993.

Timing: The selection of target sites, procurement of baseline data and the ground truthing training of RIC field surveyors can begin as early as mid-September, 1991. Ground truthing and satellite imagery procurement will take place two to three weeks prior to the harvest of opium gum and one to two weeks following the harvest in April/May 1992. Interpretation of imagery and ground truthing data and the mapping of poppy production areas will be completed by October.

Resources: Earth Satellite Corporation (EarthSat), under the O/AID/Rep Afghanistan ASSP/PSA project, has developed the most extensive computerized database of geographically referenced data on Afghanistan. EarthSat Corporation staff have worked closely with ASSP/PSA technical and support staff in developing geographic data interpretation and applications modelling capabilities. For these reasons, ANRAP will propose to sub-contract with EarthSat for technical services in the procurement, processing, interpretation and reporting of data related to poppy production in Afghanistan. In addition, DAI's Geographic Information Systems Planning Advisor will provide up to three months of technical assistance and oversight to the joint RIC and EarthSat remote sensing of poppy activities both in Washington and Peshawar. Subject to O/AID/Rep approval, ANRAP will procure the minimum computer hardware and software necessary to access the ASSP/PSA Afghanistan database. This access will enable RIC personnel to superimpose poppy data on the existing database for the creation of production area maps. In addition, ANRAP will procure three Global Positioning Systems to facilitate RIC field teams in their ground truthing efforts.

Outputs: A report on the results of the remote sensing of poppy pilot test will be prepared by October, 1992.

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<sup>1</sup> Steven A. Sader, "Remote Sensing of Narcotics with Special Reference to Techniques for Detection and Monitoring Poppy Production in Afghanistan." Prepared for the O/AID/Rep Afghanistan Narcotics Awareness and Control Project, September 1990.

## **Agricultural Production Studies**

Objectives: To obtain current data regarding demographics of farm households, agricultural resource availability and use, crop patterns, costs, yields, returns and profits of various enterprises, land tenure and distribution, and other economic data related to economic decision making at the farm household level.

Methods: Agrisystems, under contract to the Swedish Committee of Afghanistan, has developed a survey instrument to collect data on "farming systems" in seven target areas in Afghanistan. The contract technical assistance team has reviewed Agrisystem's instrument and methodology and has determined that, with appropriate modifications, this instrument will be suitable for use by the RIC for surveying poppy producing areas in Afghanistan. Agricultural data collected from poppy producing areas using the Agrisystems instrument will facilitate comparison of data from non-poppy producing areas in Afghanistan collected by the Swedish Committee.

Timing: The selection of a sample frame and preliminary surveys (Area Profiles) of target areas as well as training of RIC field surveyors in the use of the Agrisystems instrument will take place during the Autumn of 1991. The survey teams will carry out the data collection during the first and second quarters of 1992. Data processing and analysis will be completed in the third quarter of 1992.

Resources: ANRAP will subcontract with Agrisystems for the use and modification of the "farm systems" survey, and for technical assistance to support training of field surveyors, data entry and processing, field monitoring and data analysis. Subcontracting for these services with Agrisystems will enable ANRAP to: 1) develop the capacity to carry out a targeted agricultural production systems survey in time for the 1992 poppy harvest; and, 2) to develop an independent capacity to conduct similar agricultural production systems surveys through the life of the project. Relevant sources of related data are the special studies funded by O/AID/Rep on land tenure, credit, cross border trade under the Nathan Berger contract and the crop profiles produced by ASSP/PSA.

Outputs: Agricultural production studies of one target area by August 1992. An additional four target areas by July 1993.

## **Marketing Studies**

Objectives: RIC will carry out marketing studies to: determine the opium gum pricing structure; to identify key markets; develop a capacity to track opium price fluctuations at several points in the supply pipeline; and identify processing and



marketing patterns for different opium producing regions of Afghanistan.

Methods: Market Studies will require a variety of research methods including bazaar surveys, interviews with knowledgeable individuals such as travellers, merchants and transporters, participant observation and a rapid appraisal within poppy producing areas. RIC management will have to exercise caution in deploying field staff to gather information on the buying and selling of opium gum and heroin.

Timing: Interviews with key informants and bazaar surveys will begin in early 1992. Rapid Appraisal and observation will be scheduled during the opium harvest period of April/May 1992. A preliminary study will be completed by September of the same year. Lessons learned from the initial marketing studies will enable RIC technical staff to refine research methodology. RIC will undertake a follow-up market study during the 1993 harvest season.

Resources: The market information (MARIS) section of ASSP/PSA combined with up to four months of STTA (e.g., a market economist) will provide assistance to RIC in the development of survey instruments and field research techniques, data processing and data analysis.

Outputs: A report describing the market and pricing structure for opium gum within Afghanistan will be published by January 1993. This report will be updated by July 1993.

### **Socio-Cultural Studies**

Objectives: To develop a better understanding of the production and use of narcotics within the context of Afghan society, religious beliefs, and traditions. These studies will aim to identify patterns of authority and decision making in Afghan society that will be crucial to the design of future anti-narcotics awareness and "enforcement" campaigns. Socio-cultural studies will represent the most qualitative of RIC's research efforts inasmuch as they will be probing sensitive areas such as the nature of Islam in Afghan society, the role of secular and religious authority in Afghan society and the differentiation between the roles of men and women in the development of sanctions against narcotics production and consumption.

Methods: Review of the ethnographic literature of Afghanistan by RIC technical staff under the direction of the Deputy Coordinator; focused interviews of key informants, including tribal elders and religious leaders; participant observation; informal surveys conducted by senior field staff. Informal rapid reconnaissance surveys will be conducted in several refuge camps by the senior researchers. This

will be followed by a cross border survey using interviews with 40 - 50 knowledgeable individuals in 20 - 25 villages. In addition a literature search will be conducted to locate and review secondary material relevant to the study.

Timing: Socio-cultural research will be conducted throughout the life of the project beginning in September 1991. The RIC Deputy Coordinator will take responsibility for scheduling field research as required.

Resources: Up to four months of STTA (e.g., anthropologists with Afghanistan regional expertise).

Outputs: Periodic reports by RIC technical staff and STTA reports.

### **Micro-Enterprise Development**

Objectives: To gain information regarding the current extent of non-farm income generating activities, such as fruit crop processing and packaging, in poppy production areas and the feasibility of promoting micro-enterprise for the employment of both women and men.

Methods: Informal rapid appraisal surveys will be conducted in several refugee camps by the senior researchers. This will be followed by a cross border survey of 400 - 500 homesteads in poppy growing areas. Data will be analyzed using the SPSS computer software.

Timing: Literature search has already begun. Surveys will begin in mid-1992 and the study will be completed in about 8 months.

Resources: Two months of STTA will be required to assist with the development of informal surveys and the design of the formal survey instrument. An additional two months of STTA will be required to develop concrete proposals for micro-enterprise development in poppy growing areas. Under ASSP/PSA, the firm of High Value Horticulture is examining the potential of developing small-scale on-farm fruit crop processing and packaging facilities. These facilities may be adaptable in those areas where poppy production is, as yet, marginal so that farmers can add value to their fruit and nut production at the farm gate. A number of NGOs have developed successful vocational training, apprenticeship, handicraft, poultry raising and other income generation programs among the Afghan refugee population. Lessons learned in these programs can be applied to communities inside Afghanistan. O/AID/Rep has funded RONCO to examine the feasibility of developing small-scale industry in Afghanistan. DAI manages the centrally funded USAID Growth and Equity Through Micro-Enterprise and Investment Project (GEMINI), which assesses the potential for, and provides

technical support to, the development of micro-enterprise for USAID missions in over twenty countries world-wide.

Outputs: A report on sources of non-farm income and strategies for promoting micro-enterprise development in poppy growing areas of Afghanistan will be prepared by RIC by September 1993. Tour reports of STTA specialists in micro-enterprise development.

### **Crop Systems Simulation**

Objectives: To develop a series of computerized cropping scenarios to simulate alternative strategies useful in decreasing the production of poppy among Afghan farmers.

Methods: Data gathered by RIC field teams (i.e., Agricultural Production Studies) will be used with computer simulation models (such as linear programming) to develop and compare various scenarios utilizing alternative crops. This research will require no field work, and will be carried out under the direct supervision of the RIC Coordinator in Peshawar.

Timing: Because of RIC's extensive research agenda, research on crop systems simulation cannot begin until the optional third or fourth year of ANRAP. If the extension of the project is approved, Crop Systems Simulation will begin in August 1993 and require 6 months to complete.

Resources: The Cash Crop Rehabilitation and Development project to be carried out by High Value Horticulture for the ASSP/PSA will provide RIC with cash crop suitability studies and cash crop marketing information that can be used for developing alternative cropping scenarios. RIC will procure a Linear Programming software package or other computer simulation model.

Outputs: RIC will publish a research report in February 1993 detailing the results of its Crop Simulation Research and identifying a number of viable cropping scenarios appropriate to the various agro-climatic zones of Afghanistan.

### **Comparative Approaches to Narcotics Supply and Demand Reduction**

Objective: To catalogue, review and summarize the existing literature on poppy production, heroin processing and narcotics supply and demand reduction efforts undertaken in Mexico, Turkey, Thailand, India, Pakistan and Afghanistan. To evaluate successful methods and lessons learned and determine their applicability to potential supply and demand reduction efforts in Afghanistan.

Methods: The literature search and analysis will be carried out at the home offices of DAI/DA in Washington. The evaluation of the applicability of successful methods and lessons learned to the Afghanistan situation will be carried out by RIC technical staff in Peshawar.

Timing: The literature survey will commence by February 1992. The applicability study of the literature will take place throughout the life of the project as experience is gained of the Afghanistan narcotics supply and demand situation.

Resources: Three months of STTA will be required to undertake a literature search in the archives of USAID's CDIE, INM and the United Nations. Particular attention will be devoted to a review of the Government of Afghanistan's pre-war anti-narcotics efforts.

Output: A consultant's report on successful methods of narcotics supply and demand strategies and bibliography of narcotics supply and demand reduction literature will be produced by June 1992. A report evaluating the potential for applying successful methods to the situation in Afghanistan will be prepared by RIC technical staff at the conclusion of the project.

#### **Awareness Impact Assessment Study**

Objectives: To determine the impact of the awareness activities conducted by the project since its inception.

Methods: A relatively large field survey (1000 - 1200 households) will be required to determine the changes in awareness of poppy production and use by rural community dwellers within Afghanistan. The content of the survey instrument will be similar to that used in the Awareness Baseline Survey with appropriate modifications to allow for assessment of changes. Data will be analyzed using the SPSS computer software.

Timing: Work will begin in January 1993 and be completed by July 1993.

Resources: Four months of STTA will be required for survey instrument development and supervision of data processing and analysis.

Outputs: A report documenting the impact of ANRAP's narcotics awareness activities will be prepared as part of an End of Project Report.

#### **Narcotics Prevalence Study**

Objectives: To establish the nature and extent of drug use among the general

Afghan population and specifically among selected target populations such as high school students. The data collected will be used to enhance the credibility of the Narcotics Awareness Component effort by demonstrating the existence of drug abuse among Afghans. An understanding of drug abuse among Afghans will enable the project to develop more culturally appropriate demand reduction messages.

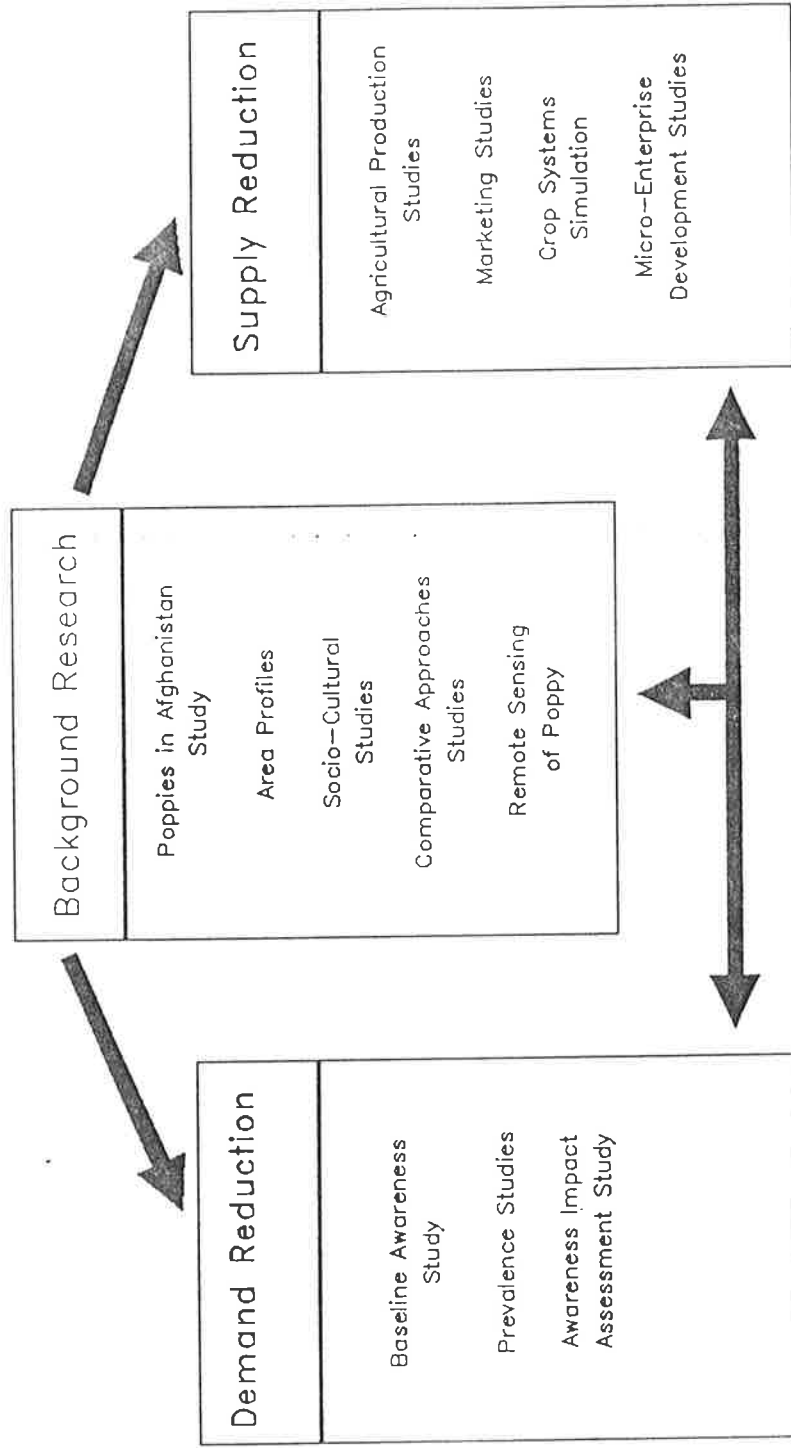
Methods: Surveys, participant observation and life histories of drug users.

Timing: Six months from November 1991.

Resources: Two months of STTA to assist in the design of survey instruments and the analysis of all data.

Outputs: A report describing the nature and extent of drug use among the Afghan populations sampled as well as a more detailed examination of addiction in the Afghan context, will be prepared by July 1992.

# Interrelationships Among RIC Research Activities



## Organization and Strategy

To carry out this ambitious agenda of research implementation and coordination tasks, RIC will require a professional staff that possesses agro-economic and social research skills as well as a thorough understanding of economic and socio-political conditions of contemporary Afghanistan.<sup>2</sup> In addition, RIC will require a cadre of experienced and dedicated Afghan field staff who will carry out the project's supply and demand reduction research agenda from project offices in Peshawar and Quetta.

The Coordinator will have overall responsibility for the management of the RIC staff and its day to day activities. He will be assisted by a Deputy Coordinator and an Executive Assistant for Training and Liaison. The Coordinator and his Deputy will supervise RIC's data processing capacity through a Data Processing Manager, and all field staff through Field Coordinators based in Peshawar and in Quetta. An Executive Assistant for Training and Liaison will coordinate all field staff training, and the exchange of information between ANRAP and other Afghan and donor-funded assistance groups based in Peshawar. A librarian will maintain an archive of background studies, reports, periodicals and other materials pertinent to narcotics demand and supply reduction. The Quetta Field Office Director will provide oversight for RIC field staff operating in Balochistan and Southern Afghanistan, and will maintain liaison with Quetta-based Afghan groups and donor-funded agencies. The RIC librarian will provide the Field Office Director with a quarterly update of the project's archives and provide copies of holdings on the Field Office Director's request to Quetta-based Afghan groups and donor-funded agencies. Figure 3 illustrates the proposed organization of RIC.

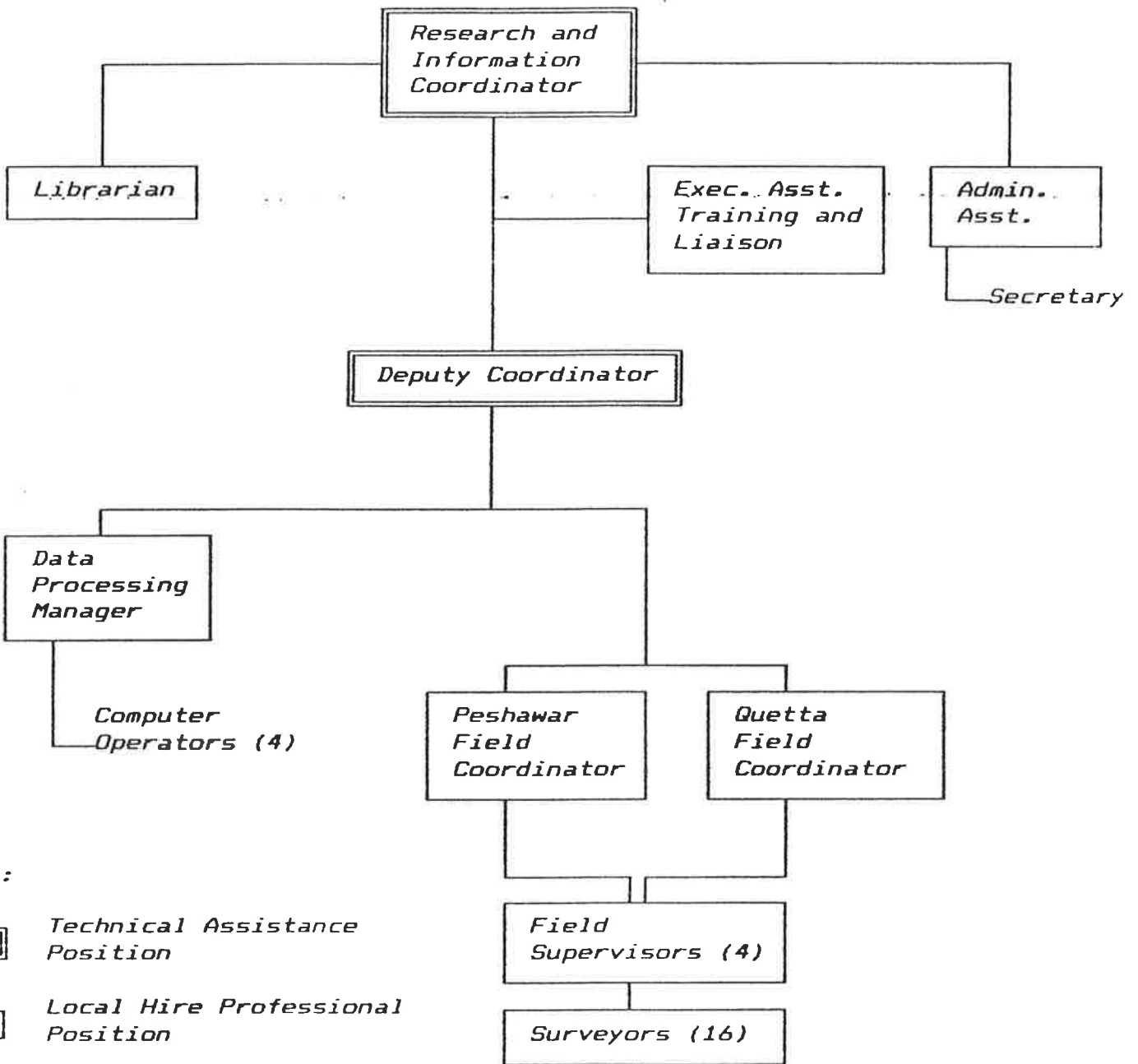
Training of field staff will be a key element to RIC's success. Short-term technical experts will be recruited by RIC management to develop specialized training courses for field supervisors and surveyors, including training in survey and interview techniques, participant observation and ground truthing and rapid appraisal techniques. RIC management will also support field staff participation in training programs offered by donor-funded organizations such as Save the Children/UK the International Rescue Committee and the Swedish Committee for Afghanistan in Peshawar. These courses provide opportunities to upgrade literacy and numeracy skills, improve interview skills and develop better understanding of the processes of community development. Such training is essential to develop motivation and skills among field staff. The coordination of training assignments will require careful scheduling and balancing of field schedules so that all personnel have similar opportunities for advancement.

Recent events that have caused a suspension to US government supported cross-border assistance point up the difficulties of adhering to a detailed work plan and a carefully scheduled agenda of research in Afghanistan. The RIC research agenda combines studies that require both village and farm level inquiry as well as that of

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<sup>2</sup> Position descriptions for all new professional positions proposed in this document are attached as Annex A.

# Research and Information Component



**KEY:**



*Technical Assistance Position*



*Local Hire Professional Position*



*Local Hire Support Position*



Afghans settled in Pakistan. RIC management is well aware of the need for flexibility in planning the deployment of its field teams: that one target area may be shut off for months requiring field teams to carry out their surveys in other target areas, or in the camps, until the target areas reopen. The proposed mix of field research activities combined with the opportunities for providing teams with continued training will enable RIC management to keep its field teams occupied and the overall project on target.

## NARCOTICS AWARENESS COMPONENT

### Objectives and Purpose

The overall objective of the narcotics awareness component is to develop awareness among Afghan leaders as well as the general population living in Southern and Eastern Afghanistan of the harmful implications of the production, trafficking and use of drugs, above all of opium and its derivatives. As a means of reaching that objective, the awareness component's specific purpose is to test the effectiveness of various approaches to the transmission of awareness messages to Afghan target audiences, both to opinion leaders and to the broader public. This effort is predicated on the assumption that a reshaping of attitudes toward poppy cultivation and use is a vital part of any effort to reduce and eliminate the production and trafficking of poppy in the region as well as to halt the growth of drug use among the Afghan population.

The strategy to achieve this objective is outlined below:

- o Identify opinion leaders and local decision-makers such as political and military leaders of the Resistance, provincial and district commanders, shura members, mullahs, maulavis, teachers, health workers, social welfare specialists and important cultivators.
- o Develop appropriate awareness and educational materials on the social, religious and cultural consequences of poppy cultivation and narcotics abuse.
- o Develop appropriate delivery and social marketing techniques such as training programs, direct contact campaigns (community awareness programs), religious speeches, pamphlets, radio, videos, drama, posters, mushairas, songs, TV spots, newsletters, etc.
- o Test and evaluate material and delivery techniques through quick follow-up assessments, field observation and other appropriate methods.
- o Conduct awareness campaigns that are targeted both at the general public of Eastern/Southern Afghanistan and at previously identified opinion leaders.
- o Identify, contact and cooperate with foreign donor agencies which can participate in anti-narcotics programs as well as assist Afghanistan in setting up a permanent drug abuse agency when Afghanistan is united and free.
- o To better carry out the tasks listed above, increase knowledge and improve skills of ANRAP staff with anti-narcotics and related on the job training programs. To

promote such training, support ANRAP staff attendance at Pakistani and international drug prevention conferences.

## **Organization and Approach**

### **Organization**

Under the direction of the component's coordinator, the component is organized in to four offices: program planning, training, materials development and public services. (See organization chart).

**The program planning office** develops campaign strategies, including the definition of specific objectives, target audiences, appropriate media and materials and modes of implementation. It also monitors and tests the effectiveness of campaign elements. This office has two staff members, a senior program planner who serves as office director and a junior program planner. Both are located in Peshawar.

**The training office** provides training workshops of various lengths (from a few hours to several days) on the nature of the narcotics problem and approaches that can be taken to meet that problem. Its courses focus on creating a multiplier effect by emphasizing the development of training skills among the participants (a training of trainers approach). Target audiences include teachers, social workers and medical personnel. The training office is staffed by a director and five field representatives, operating out of Peshawar and a field director operating out of Quetta.

**The public services office** develops awareness programs at two levels: directed at key opinion leaders and at broader audiences including whole communities, school children, young adults and women. Different sorts of activities are directed at reaching these two types of audiences. Opinion leaders are contacted on an individual basis or through leadership shuras, while the broader public is reached through mass events such as community-wide meetings, school and mosque based programs as well as other media. (These techniques are described in greater detail below under approaches.) The public services office will be staffed by a director, two field team leaders and their corresponding logistics assistants, all based in Peshawar and a field representative based in Quetta.

**The materials development office** will design and supervise the production of the various materials that will be employed in awareness activities. These materials include video documentaries, radio documentaries and spots, dramas, brochures, posters, a newsletter, decals, bumper stickers, matchboxes and kites. Office staff consists of an office director and media specialists in video, radio/drama,

graphics, calligraphy and writing. All the staff are located in Peshawar.

In addition to the guidance provided by the Narcotics Awareness Coordinator, short term technical assistance personnel will be brought in to provide both technical skills in program design and development and on the job training to the Narcotics Awareness Component's staff. A complete discussion of proposed technical assistance assignments is contained below in the section on training.

### **Approaches**

The Narcotics Awareness Component's success depends on the ability of its staff to build a constituency for its activities by developing allies within the Afghan community. Certain building blocks already exist. For example, the president and prime minister of the Interim Afghan Government have publicly condemned narcotics as un-Islamic. Other opinion leaders including leading commanders, mullahs and important cultivators in poppy-growing provinces inside Afghanistan, now being contacted by NAC, are doing the same. Resistance political leaders, such as the former Minister of Education, have promised assistance with NAC training programs. These contacts serve in turn to facilitate access to local communities and groups within Afghanistan that are controlled by these opinion leaders. To continue this effort, the leadership of the Resistance government and exile organizations in Peshawar and Quetta, Pakistan, will be asked to state their opposition to drug abuse and poppy production. As many leaders as possible will be enrolled in special training programs and seminars to prepare them for the event. Once enrolled, they will receive and continue to receive NAC print, graphic, and electronic media materials. Results of the program will be widely disseminated among the Afghan population.

Once a target audience has been defined and access to that audience secured, the Narcotics Awareness Component matches materials development and production to the requirements of that audience. Experience has shown that the most effective awareness campaigns do not rely exclusively on one communication approach, but rather employ numerous media tools and delivery strategies. Thus, the Narcotics Awareness Component will develop an overall communication strategy to match messages, media and materials to a given target audience and to coordinate activities across audiences and over time.

Following this strategy, field teams will employ an array of techniques, and present a variety of themes appropriate to the audience they seek to reach. These will include religious presentations, basic health education information and awareness messages in posters/exhibits, dramas and video/photographic packages, sports programs and other "healthy" activities for young people which serve both to rally local support and provide model alternative activities to drug use. These messages will be reinforced by radio commercials and programs broadcast from Pakistan dealing with the problems of narcotics production and abuse.

## Materials and Delivery Systems

In Afghanistan, delivery systems for the awareness program are limited by several factors: the political/military situation which prevents work in areas still controlled by the Kabul regime, low literacy rates, lack of power, poor roads and very limited modern mass media systems. Moreover, many young people, the ultimate target of awareness programs, remain in refugee schools in Pakistan. Obviously, ingenuity is called for in taking anti-poppy and anti-narcotics messages to the population which can be reached inside of Afghanistan.

To effectively present an anti-narcotics message, NAC will test an array of delivery systems. These systems include community awareness programs, intensive training programs, radio and mass media programs, and drama troupes.

One particularly important delivery system to be tested for carrying anti-narcotics messages inside of Afghanistan is the community awareness program, a one or preferably two day event in which all leadership groups of a community come together to publicly state their opposition to drug abuse, and if at all possible, to poppy cultivation. NAC brings these groups together and then provides anti-narcotics training programs for the leadership as well as teachers in civil and religious school systems of the community in advance of the community event.

In such a setting, media such as graphics, pamphlets, video (video vans), speeches, sermons, student competitions can all be employed to reinforce the overall message to the community that drugs are dangerous to the individual as well as to society. The program is organized to establish a psychological environment which will actively discourage drug abuse, and if at all possible, poppy cultivation. Follow-up contacts by NAC representatives as well as NAC newsletters, posters and written materials for the leadership will be designed to maintain this climate of opinion in the community; NAC-designed drugs curricula implemented by NAC-trained teachers in the local schools should have the same effect for boys and young men of the community. The effectiveness of individual community awareness programs will be monitored by NAC's Program Planning office. The overall effectiveness in raising awareness of drug related matters will be evaluated by the Research and Information component through the baseline survey and follow-up impact studies.

A key premise of this approach is that the emphasis on the use of local community leaders in a face to face relationship with their respective communities is more culturally attuned to Afghanistan than the use of more impersonal mass media. The mass media in this situation serve to reinforce the message that the community receives from what it views as an authoritative source.

As indicated above, community awareness programs will be accompanied by short

term leadership training sessions and seminars. Separate intensive training sessions, up to two weeks in duration, will be conducted for teachers, maulavis, and health workers who can use this training in the conduct and curricula of their schools, madrassas and clinics.

At the present time, TV is not an option for anti-narcotics programming inside of Afghanistan. Resistance radio broadcasting from Pakistan into Afghanistan is available but, by most informed accounts, reaches only an extremely small audience. Foreign radio broadcasts, BBC, VOA, and Radio Pakistan, do have large audiences in the target areas of Afghanistan. Since these stations will not accept finished NAC scripts for placement in their broadcasts, NAC continue to feed these stations with ideas and interviews which their program producers can use in anti-narcotics programming.

While NAC cannot place documentary type programs, it can place commercials on Radio Pakistan. The first of a series of NAC messages produced by this station are now being tested.

Other avenues that are being explored include the use of radio cassettes, the sponsorship of student contests and competitions, development of appropriate slogans for use on decals, bumper stickers, match book covers and kites. All of these means of reaching the audience will be tested in terms of their effectiveness in reaching an audience and their cost.

### **Activities To Date**

While the process of formation and training of the Narcotics Awareness Component was interrupted by the hiatus caused by the evacuation, considerable progress has been made to date. All four offices of the component have been staffed with key personnel with the exception of the appointment of a director for the materials development office and the deputy coordinator for the NAC, the latter to serve as counterpart to the component's coordinator. It is anticipated that these two positions will be filled in the next few months.

Five community awareness events each with an average of 400 participants have been held since December (all but one inside Afghanistan). Six posters, 12 pamphlets, six radio programs and a video have been produced, distributed to target audiences and tested for effectiveness. (In these tests, the anti-drug themes in the materials were clearly recalled by target audience respondents and reiterated in their self-administered questionnaires.) Currently there are three videos, two dramas, a bi-monthly newsletter, two anti-drug songs, a rally and several training modules under preparation.

## **Training**

An important element in developing the capacity of the Afghan staff of the NAC to undertake awareness activities is proper staff training. That training will be undertaken at two levels: one on one on the job training for specialists and training courses designed to either to transfer specialized skills such as design of a communication strategy, training of trainers, development of school-based drug prevention programs or to provide a general understanding of the nature of the drug abuse problem. Short term technical consultants drawn from the rolls of Development Associates will provide the necessary expertise both for one on one transfer of skills and the conduct of training sessions.

Technical assistance and training requirements for the staff of the NAC that have been identified for the next twelve months consist of:

- o Design of a communication strategy for the next twelve months;
- o Training of trainers: promotion of skills in the design of training and training techniques;
- o video production: development of the capacity to design and supervise the production of video materials;
- o radio production: development of the capacity to design and supervise the production of radio materials;
- o print materials production: development of the capacity to design and produce print materials;
- o development of community-based drug awareness and prevention programs;
- o development of school-based drug awareness and prevention programs;
- o use of focus groups and related materials development and testing methods, and
- o techniques of monitoring and evaluating the effectiveness of drug awareness and prevention programs.

## **Resources and Requirements**

As indicated above, most of the staff of the NAC are in place. In addition to the training outlined above and the necessary short term technical assistance needed to undertake that training, the NAC has two other resource requirements. One is the need

for a very limited amount of additional equipment (an additional large-screen TV monitor, video camera and radio recorder) and the adaptation of one of the project's pick-ups to serve as a video van. These items will be secured in the next few months.

The other requirement is the undertaking of a baseline attitudinal survey, a drug prevalence survey and various cultural studies to provide the necessary informational base to design approaches that reflect Afghan culture and the present difficulties facing the country. Thus, key elements for design include an understanding of the nature and extent of drug use among potential target audiences as well as an understanding of the existing knowledge, attitudes and behavior regarding narcotics production and use. This in turn requires baseline studies of opinions and information as well as baseline studies of "drug prevalence patterns", i.e., of the nature and extent of drug use as well as attitudinal studies of why farmers grow poppy and why society as a whole tolerates this activity.

The Research and Information Component has pretested and is currently preparing to undertake the baseline survey. The other studies constitute a part of the research agenda of the RIC. (See Chapter II.) Results of these activities will be incorporated in to the design of narcotics awareness activities as the studies are completed.

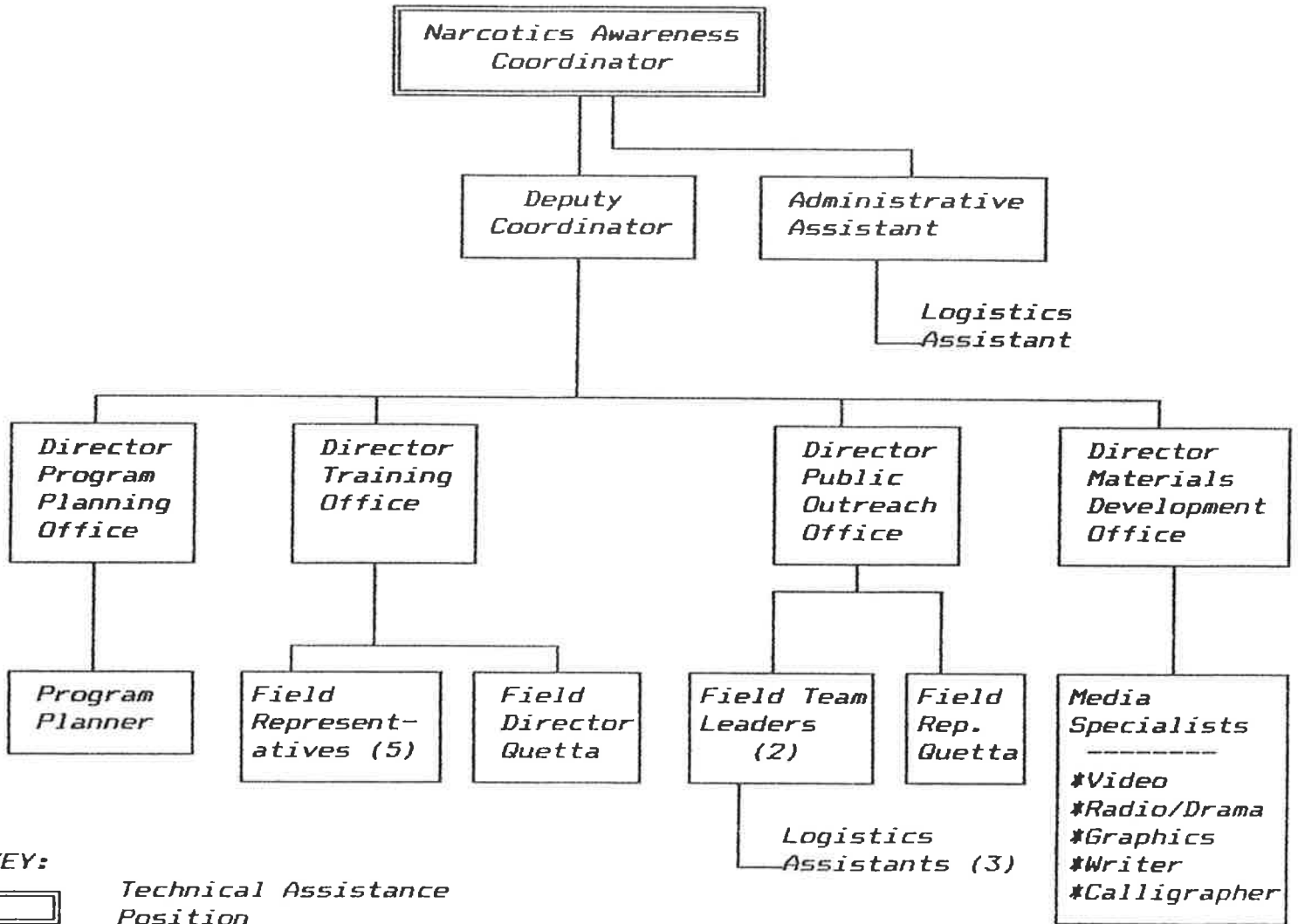
## **Outputs**

Over the length of the project, the Narcotics Awareness Component will generate the following outputs:

- o a cadre of Afghans skilled in the design and implementation of awareness activities inside Afghanistan;
- o a body of materials and approaches for the promotion of drug awareness and education that have been field tested and demonstrated inside Afghanistan;
- o a constituency for activities directed at drug abuse prevention and control of poppy production among Afghan opinion leaders, and
- o as a consequence of these outputs, the basis for on-going efforts within Afghanistan of an Afghan organization dedicated to narcotics awareness and education, capable of securing support from other donors.



# Narcotics Awareness Component



**KEY:**



Technical Assistance Position



Local Hire Professional Position



Local Hire Support Position

## MANAGEMENT AND ADMINISTRATIVE COMPONENT

### Objective and Strategy

Taking into account the reconfiguration of the project and the completion of the bulk of startup activities such as the procurement of major components such as vehicles, the management and administration component has been reorganized. The management and administrative component (MAC) supports the operations components under ANRAP. MAC will provide:

- o Accurate financial accounting for the technical assistance and program budgets and tracking of the Project's logistics budget and Letter of Commitment with RONCO.
- o Assist the other project components with large scale commodity procurement such as GIS computer hardware and NAC equipment and materials.
- o Assist the other project components by contracting for the various services required.
- o Assist in the logistics and transportation of human and material resources into Afghanistan.
- o Oversee all personnel issues including payroll, short term consultants, insurance and contracts.
- o Manage facilities in Peshawar and Quetta.

ANRAP will greatly benefit from lessons learned under the previous NACP implementation plan particularly with respect to procurement, training and subcontracting. Management information systems already in place such as accounting, financial reporting, personnel and administrative systems will provide the necessary backstopping for enhanced RIC and NAC activities.

The accounting and financial reporting systems will permit tracking of expenditures by cost center (RIC, NAC, MAC) and type of funding (TA, Program, Logistics) and serve to inform the Chief of Party regarding the relationship between the revised budget and expenditures. The personnel system will facilitate the job and salary classification required to complete hiring for the NAC and an expanded RIC as well as to facilitate provision of the required information to AID. Administrative systems for tracking short term TA, management of vehicles, procurement and distribution of materials, liaison with and reporting to AID will facilitate the smooth functioning of the entire project.

Given the revised requirements of the project, the number of program hires in MAC have been reduced and the resources freed by this have been transferred to the RIC, enhancing the research capacity of the project.

## Organization

The MAC is headed by the Chief of Party. It is his principal instrument for the overall management of all project components. The Chief of Party's office consists of an executive secretary, a receptionist and a photocopier. The MAC has two sections both located in Peshawar-- an administration and a finance section (see attached organization chart).

The finance section consists of the Chief of Finance and two accountants. The administration section, headed by the Chief of Administration consists of a personnel manager, procurement specialist, a dispatcher, drivers, cleaners, gardener as well as a secretary and general services assistant.

The project's field office manager in Quetta will report directly to the Chief of Party. While the project's focus has shifted, a Quetta field office, managed by a professional American program hire, continues to play a vital role in the successful implementation of the project. (The qualifications of the proposed field office manager are described in the section on staffing.) There are several important sets of considerations for maintaining that office:

- o Narcotics Awareness activities require the building of a constituency among key Afghan Resistance leaders located in Quetta and in the refugee camps near Quetta. NAC will have both a field training representative and a field outreach representative based in Quetta both to develop that constituency and to work in southern Afghanistan;
- o Research and awareness activities in southern Afghanistan are more easily managed from Quetta, and finally
- o A Quetta Field Office Director will have the opportunity to establish more enduring relations with many of the regions Afghan leaders than one who commutes on a regular basis from Peshawar, facilitating both the awareness and research tasks.

The Quetta field office will include the field manager, an administrative assistant, drivers and other support personnel as well as field staffs drawn from the research and awareness components.

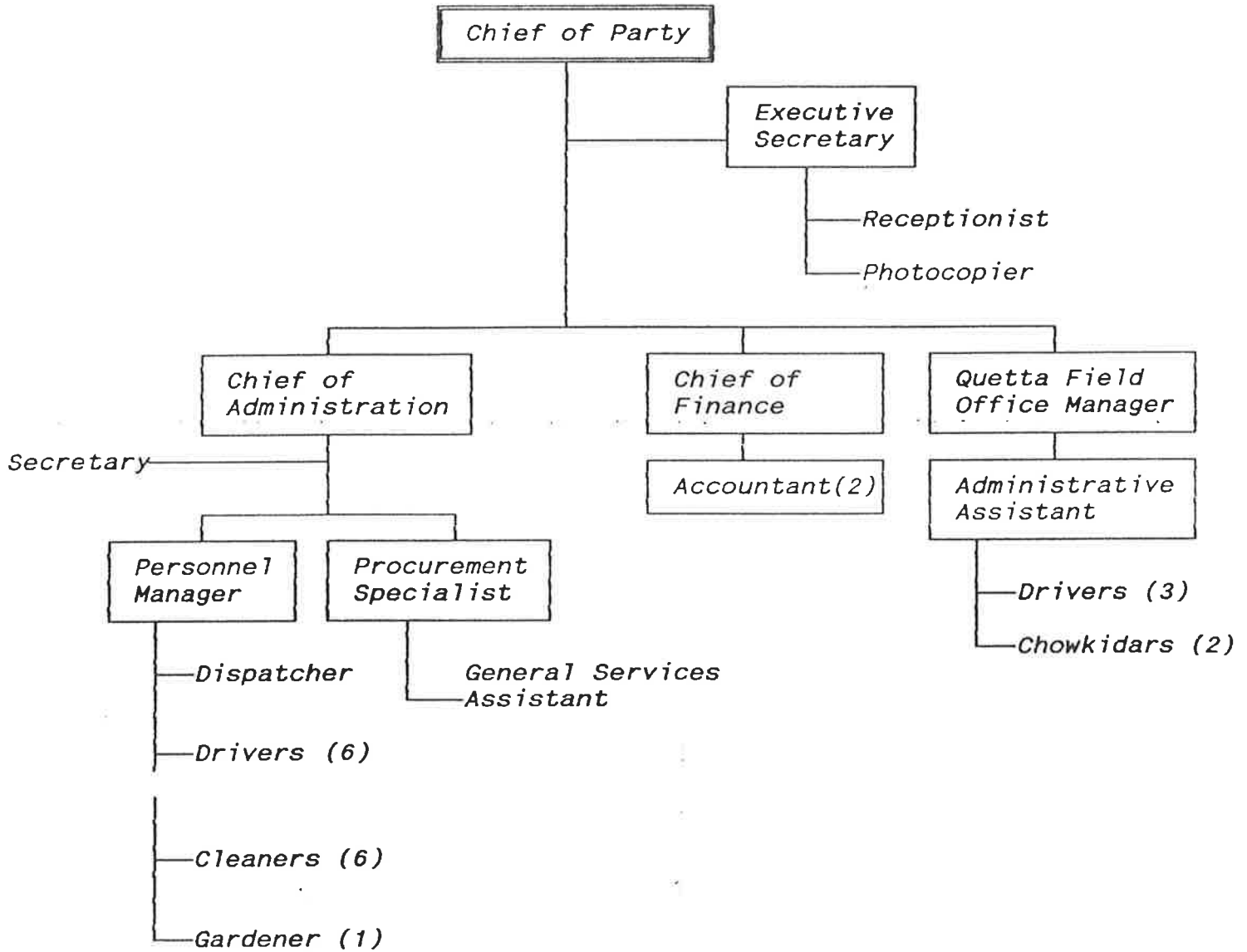
## **Training**

The reconfiguration of functions and the promotion of personnel to fill vacancies may create the necessity for additional on the job training. The Chief of Party will review those requirements and make the necessary arrangements for the provision of short term technical assistance to undertake on the job training in such areas as contract management and operation of the computer based management information system.

## **Resources**

All equipment required for MAC is currently in place. Some additional staff will be recruited for positions such as an additional accountant. All such staff will be secured locally and will be either Afghan or Pakistan nationals.

## Management & Administration Component



**KEY:**



*Technical Assistance*



*Position*



*Local Hire Professional Position*



*Local Hire Support Position*

## STAFFING OF ANRAP

### Key Personnel

#### Long Term Technical Assistance

There are currently four long term technical assistance positions in the project: Chief of Party, PREU Field Coordinator, Peshawar, PREU Field Coordinator, Quetta and NAC Coordinator. We propose to adjust the staffing pattern to reflect the new emphasis on research. In so doing, we recognize the importance of skilled professionals in the design and implementation of the complex research agenda that has been proposed.

Under the revised staffing plan, subject to AID approval, the current acting Chief of Party, Steven Weerts, will assume the position of Chief of Party. He has shown considerable skill in taking over direction of the project and his knowledge of the activities to date will provide the continuity to assure an easy adjustment to the proposed reconfiguration. John Dixon will remain as NAC coordinator.

We would propose that the two remaining long term TA positions be assigned to the Research and Information component in Peshawar. One position would be for the Coordinator of the RIC and one would be for the Deputy Coordinator. We are proposing a large and complex set of research tasks, involving both considerable field research under difficult circumstances and the need to be able to make highly skilled use of the computer as a research tool. Two professionals with complimentary skills supported as needed by short term specialists who would provide their particular expertise on a given project or projects would make it possible to successfully complete this research agenda within the time frame proposed. The presence of the two key researchers, the Coordinator and Deputy Coordinator, in Peshawar would possible the interaction needed to develop and guide the research. In addition, both professionals will have considerable responsibilities in the design and conduct of research staff training.

For the position of RIC Coordinator, we nominate Dr. Neil Patrick, an agricultural economist with considerable experience in the management of the types of research proposed. His knowledge of agricultural research coupled to his experience in other difficult research climates would be of great benefit to the project.

As the Deputy Coordinator, we nominate Richard Strand, a social anthropologist with considerable experience in Afghanistan. Strand both speaks and understands Dari as well as Nuristani. His knowledge of the culture and customs of Afghanistan and his capabilities as a social scientist complement those of Dr. Patrick. In addition and as important, Strand is a skilled computer programmer. He will have direct oversight of all

computer operations and play a critical role in the design of the proposed simulations.

Job descriptions for both are attached.

### **Local Program Hire**

Overall the current number of ex-patriate local program hires will be reduced from four to two. The project's finance director, Aida Devierte, will continue in her position.

We would like to nominate Kenneth Lizzio as the field office manager in Quetta. Lizzio has considerable experience both as a scholar working in the region and as a manager for AID funded projects. His skills will be invaluable in maintaining relations with Resistance leaders located in Quetta, managing the field research activities that will cross over through Quetta into southern Afghanistan. His ability as a documentary research will be of value as well in the development of the historical studies regarding opium in Afghanistan.

A job description is attached.

Attached as well as job descriptions of additional local staff who need to be hired to complete the staffing patterns of the Research and Information and Narcotics Awareness components.

### **Short Term Technical Assistance**

In the sections on RIC and NAC, short term technical assistance needs we described short term technical assistance needs in conjunction with specific areas of concern. To recapitulate, the following is an illustrative list of the types of short term technical assistance will be provided through the technical assistance contract:

#### Research:

- o Advanced training for ANRAP staff in the use of SPSS;
- o Analysis and write-up of the results of the Awareness baseline survey;
- o Oversight of EarthSat remote sensing activities;
- o Development of survey and field research instruments for market studies as well as development of appropriate data analysis techniques;
- o Expertise on the culture and society of Afghanistan, particularly with respect to

- patterns of rural life, the role of Islam and the context of poppy-growing;
- o Design of informal surveys regarding micro-enterprise;
  - o Expertise in the history and documentation of the efforts to undertake both supply reduction and demand reduction of opiates;
  - o Training in case study methods applicable to rural communities;
  - o Design and analysis of drug prevalence surveys.

#### Narcotics Awareness

- o Design of a communication strategy for awareness activities;
- o Training of trainers: promotion of skills in the design of training and training techniques;
- o video production: development of the capacity to design and supervise the production of video materials;
- o radio production: development of the capacity to design and supervise the production of radio materials;
- o print materials production: development of the capacity to design and produce print materials;
- o development of community-based drug awareness and prevention programs;
- o development of school-based drug awareness and prevention programs;
- o use of focus groups and related materials development and testing methods;
- o techniques of monitoring and evaluating the effectiveness of drug awareness and prevention programs (jointly provided to RIC).

#### Home Office Support

In light of the reconfiguration of the project, the project's home office coordinators will pay an increased role in assisting in the orientation of the research efforts. In addition, they will be available, given their respective areas of expertise, to provide direct support for certain of the research activities.



## PROJECT IMPLEMENTATION

### Introduction

The implementation plan for ANRAP contains many and varied activities. For the project to achieve its objectives, the conduct of these activities will require careful planning and close coordination. Many of the research activities have been designed to answer specific questions or needs of the Narcotics Awareness Component. An example of this is the Area Profiles Project which will provide information critical to the efficient and successful implementation of awareness activities such as Community Mobilization Programs and Leadership Seminars.

Conversely, the Research and Information Component will provide assessment of awareness programs by such activities as the Narcotics Awareness Assessment Study. It can be seen by the following Implementation Plans that activities of the two components have been organized to gain the maximum advantage of an integration of purpose.

Two tables are provided to show the flow and interrelationships of the various activities of the two components. The first is a generalized plan for the entire three year period currently being reconfigured. This plan shows component activities along the vertical axis, on the left, and months along the horizontal axis, at the top. Research activities are divided into "data collection, analysis and report writing" sub-activities. Awareness activities are shown in a slightly different form reflecting that most of these activities are ongoing from the first year of the project and are primarily of an implementation nature.

The second table presents a more detailed plan for the first year of the reconfigured project. More specific activities are shown along with the person months of Technical Assistance (TA) and Local Hire (LH) to be allocated to each activity.

There will be information flows prior to the time of completion of any research activity. This will be accomplished with seminars, preliminary written reports and STTA final reports. Published research reports will follow the completion of a research activity by several months due to time lags experienced in review procedures, printing, binding and delivery.

## ANRAP BUDGET

The attached table and pie chart present an illustrative revised budget for ANRAP. Those revisions reflect the reconfiguration of the project to emphasize research and awareness. The budget is divided into five elements: the management and administration component, the research and information component and the narcotics awareness components, logistics which covers the costs of rent of offices, guest houses and staff residences as well as other support expenses for the project and the cost of commodities to be purchased during the remainder of the project. It should be noted that all major expenses for commodities (automobiles, computers, generators, furniture) were incurred in the first year. Furniture was paid through the logistics account.

As the pie chart indicates, approximately 45% of the project's funds will go for research related activities, approximately 29% for narcotics awareness and the balance will be divided between management (13%), logistics (11%) and commodities (2%).

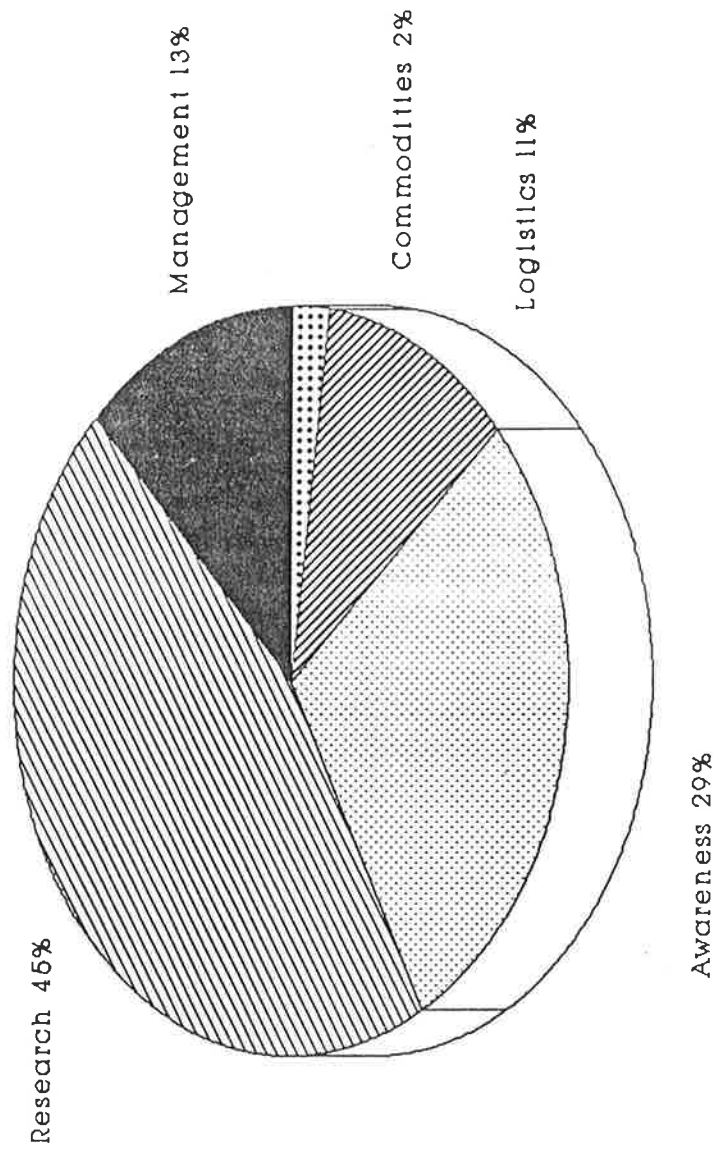
A final budget will be prepared at the Development Alternatives, Inc. home office and submitted under separate cover.

## ANRAP BUDGET SUMMARY

	Year 2	Year 3	Tot.2 & 3
Management	324,228	344,228	668,456
Research	1,257,628	1,137,018	2,394,646
Awareness	767,420	754,920	1,522,340
Logistics	294,344	294,344	588,688
Commodities	112,500	0	112,500
Total	2,756,120	2,530,510	5,286,630

# ILLUSTRATIVE ANRAP BUDGET SUMMARY

August 1, 1991 - July 31, 1993



## ANNEX A

### POSITION DESCRIPTIONS AND REQUIRED QUALIFICATIONS

#### RESEARCH AND INFORMATION COMPONENT

1. **Coordinator (1 expatriate)**

\* **Position Description:**

Provide management and coordination to the Research and Information Component of the ANRAP,  
In conjunction with the Deputy Coordinator design and conduct various studies to gather data relevant to the goals and objectives of the project,  
Provide direct leadership to the Data Collection Section,  
Prepare quarterly and annual progress reports for the component and oversee the preparation of research reports.

\* **Qualifications:**

Ph.D., or equivalent experience, in Agricultural Production Economics, or other agriculturally oriented social science,  
At least 10 years experience working in developing countries, experience in Afghanistan preferred,  
Extensive experience in survey design, data collection and analysis required,  
Demonstrated skills in personnel management, inter-personal relationships and research report writing required.

2. **Deputy Coordinator (1 expatriate)**

\* **Position Description:**

Assist in the design and conduct of various studies relevant to the goals and objectives of the project,  
Provide direct leadership to the Data Analysis Section,  
Assist in the preparation of quarterly and annual progress reports for the component and or research reports,  
Serve as Coordinator for the Research and Information Component in the absence of the Coordinator and/or at the request of the Chief-of-Party.

\* **Qualifications:**

Ph.D., or equivalent experience in a Social or Computer Science,  
At least 10 years experience working in developing countries, experience in Afghanistan preferred,  
Extensive experience in computer programming and software, statistics and computer data analysis required,  
Demonstrated skills in personnel management, inter-

personal relationships and research report writing required.

3. **Field Coordinator (2 Afghan)**

\* **Position Description:**

Oversee logistical arrangements for surveys,  
Liaison with authorities to arrange security, clearances  
and legitimization in Afghanistan for survey teams,  
Provide periodic supervision of surveys in the field,  
Participate in training and debriefing of survey teams,  
Debriefing of informants,  
Responsible for delivery of completed survey instruments  
to the RIC office in Peshawar,  
Maintain contacts among the various development agencies,  
NGOs, etc. within the area.

\* **Qualifications:**

Demonstrated leadership abilities,  
Literate in both English and Afghan languages,  
Seniority to the Field Supervisors and Enumerators,  
Demonstrated technical qualifications in agriculture  
and/or the social sciences.

4. **Field Supervisors (4 Afghan)**

\* **Position Description:**

Provide daily supervision of survey teams,  
Provide quality control of survey data,  
Responsible for supplying enumerators with materials  
necessary for survey completion,  
Responsible for delivery of completed survey instruments  
to the Field Coordinator.

\* **Qualifications:**

Prior experience with field surveys,  
Demonstrated supervisory ability, and technical  
qualifications in agriculture and/or the social  
sciences,  
Literate in Afghan languages and numerate,  
Free to travel into Afghanistan,  
Experience in east and/or south Afghanistan preferable.

5. **Surveyors (16 Afghan)**

\* **Position Description:**

Collect data from formal and informal surveys within  
Afghanistan and Pakistan as determined by the ANRAP  
administration,  
Provide observations from the field as determined by the  
ANRAP administration,

\* **Qualifications:**

Prior relevant work experience with field surveys,  
agriculture or social science research,  
Ability to relate to Afghan rural environment,  
Free to travel into Afghanistan,  
Literate in Afghan languages and numerate.

6. **Data Processing Manager** (1 local hire)
  - \* **Position Description:**  
Oversee data processing operations according to the goals and objectives of the RIC,  
Provide personnel management of cadre of Computer Programmers,  
Provide computer programming as needed to accomplish the data processing operations,  
Undertake data analysis as instructed by the RIC Deputy Coordinator.
  - \* **Qualifications:**  
Demonstrated ability regarding interpersonal relationships,  
Knowledge of and experience with computer programming relevant to social science research,  
Knowledge of and experience with software relevant to social science research (experience with SPSS highly desirable),  
Knowledge of and experience with operating systems.
  
7. **Computer Programmers** (4 local hire)
  - \* **Position Description:**  
Transfer data from survey instruments to computer storage,  
Check, validate and correct data following computer entry,  
Provide computer based services as required by RIC Deputy Coordinator.
  - \* **Qualifications:**  
Knowledge of and experience with computer data entry,  
Demonstrated concern regarding accuracy of work, and ability to follow instructions.
  
8. **Executive Assistant: Training and Liaison** (1 local hire)
  - \* **Position Description:**  
Provide technical assistance regarding Afghanistan society, traditions and agriculture to the RIC Coordinator,  
Organize and oversee training programs for the RIC in accordance to the needs of the data collection and processing activities,  
Provide liaison between RIC and:
    - NAC regarding flows of information,
    - local Afghan organizations regarding data collection efforts,
    - cross-border groups regarding data collection efforts,
  - \* **Qualifications:**  
Knowledge and experience with Afghan rural society and agriculture,  
Literate in English and Afghan languages,

Demonstrated ability regarding interpersonal relations,  
Experience with organizing training programs.

9. **Administrative Assistant** (1 local hire)
  - \* **Position Description:**  
Organize and manage the operations of the RIC office providing an orderly and pleasant environment for the staff,  
Provide typing, filing, reception of visitors, telephone answering, organizing of appointments, etc. for RIC office staff,  
Supervise the work of a secretary/typist,  
Keep records regarding work and leave time of the RIC staff.
  - \* **Qualifications:**  
Prior experience in office management,  
Demonstrated ability regarding interpersonal relations,  
Good typing and filing skills,  
Able to greet visitors, answer telephone and organize appointments in a pleasant and helpful manner,

#### **NARCOTICS AWARENESS COMPONENT**

1. **Deputy Coordinator** (1 local hire)
  - \* **Position Description:**  
Perform administrative tasks as assigned by the Coordinator, relating to drafting program plans, personnel management, financial matters, overseeing travel arrangements, maintaining liaison with other ANRAP components and outside organizations and providing logistical assistance to STTA,  
Participate in program planning and assessment activities and represent NAC at meetings at the request of the Coordinator,  
Read and review all reports of program activities,  
Serve as Coordinator of the Narcotics Awareness Component in the absence of the Coordinator or at the request of the Chief of Party.
  - \* **Qualifications:**  
B.S., or equivalent experience, in a professional discipline, such as education, journalism, agronomy, pharmacology/medicine, narcotics affairs, etc.,  
Five years experience in an administrative capacity is desirable,  
Literate in English, Dari and Pashto required.
2. **Materials Development Director** (1 local hire)
  - \* **Position Description:**  
Participate in planning meetings to discuss drug abuse programs and development of related media products,



Direct the development of program and product ideas to be tested for applicability and effectiveness,  
Direct the preparation of multi-media programs and products to be used in drug awareness programs,  
Supervise the installation and use of media products and programs,  
Monitor use of NAC programs and products including pre-testing and post-testing their effectiveness,  
Work with procurement section to insure standards of necessary materials,  
Supervise a staff of five media specialists.

\* Qualifications:

B.S., or equivalent experience, in print or electronic journalism,  
Demonstrated ability in commercial art, design, publication layout and related fields,  
Literacy in Dari and Pashto required, knowledge of English is desirable.