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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS (RAMP UP) – SOUTH

WORK PLAN

June 2012 – June 2013

CONTRACT NO. 306-C-00-10-00527-00

August 15, 2012

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This publication was prepared for review by the United States Agency for International Development by Chemonics International

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ACRONYMS

ACSI	Afghan Civil Service Institute
AO	Area of Operations
AusAID	Australian Agency for International Development
CERP	Commanders Emergency Response Program
COP	Chief of Party
COR	Contracting Officer's Representative
DCOP	Deputy Chief of Party
DTL	Deputy Team Leader
FOB	Forward Operating Base
GDMA	General Directorate of Municipal Affairs
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HR	Human Resources
IDLG	Independent Directorate of Local Governance
IFMS	Integrated Financial Management System
IT	Information Technology
LED	Local Economic Development
LOP	Life of Project
MAB	Municipal Advisory Board
M&E	Monitoring and Evaluation
MCI	Municipal Capacities Index
MIP	Municipal Improvement Plan
MPC	Municipal Program Coordinator
NGO	Non-Governmental Organization
O&M	Operation and Maintenance
PMP	Performance Monitoring Plan
PPP	Public Private Partnership
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RU-S	RAMP UP - South
SOP	Standard Operating Procedure
STTA	Short Term Technical Assistance
SWM	Solid Waste Management
TOT	Training-of-Trainers
TL	Team Leader
TWG	Technical Working Group
USAID	United States Agency for International Development

I. PROGRAM OVERVIEW

The objective of the Regional Afghan Municipalities Program for Urban Populations (RAMP UP) – South is to create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance in targeted municipalities throughout the country. RAMP UP-South is working to:

- (1) Increase the capacity of the Government of the Islamic Republic of Afghanistan's (GIROA) municipal officials;
- (2) Improve the delivery of municipal services to citizens in target municipalities; and,
- (3) Increase municipal capacity to enable, support, and sustain economic growth.

The main GIROA counterpart for RAMP UP-South is the Independent Directorate of Local Governance (IDLG). RAMP UP-South is supporting IDLG and the relevant sub-national entities to increase institutional capacity to implement policy, provide resources that allow municipalities to deliver services, and increase revenue. All RAMP UP-South activities support the GIROA by building institutional capacity and systems within the Afghan Government.

Areas of Operation

RAMP UP-South activities support the municipalities of the capital cities of six provinces in southern Afghanistan.

Municipality	Province
Kandahar City	Kandahar
Lashkar Gah	Helmand
Nili	Daikundi
Qalat	Zabul
Tirin Kot	Uruzgan
Zaranj	Nimroz

II. EXECUTIVE SUMMARY

This is the third Annual Work Plan for the USAID funded Regional Afghan Municipalities Program for Urban Populations-South (RAMP UP–South/RU-S) for the period of June 2012 through June 2013 (option year two). It describes the activities, timelines, and strategic objectives for the third project year. Readers of this work plan should be familiar with the United States Agency for International Development (USAID) Contract No. 306-C-00-10-00527-00, the RAMP UP–South base and option year one work plans, and monthly, quarterly and annual reports.

This work plan was developed with input from the mayors of the six municipalities within the RU-S Area of Operations (AO) and other key governmental and non-governmental partners, including the Independent Directorate of Local Governance (IDLG) and the General Directorate of Municipal Affairs (GDMA). The work plan outlines plans to implement the Municipal Improvement Plans (MIPs) of AO municipalities, developed in coordination with municipal officials, and approved by IDLG and GDMA.

The option year two (project year three) work plan describes the RAMP UP-South approach to create and strengthen effective, accountable, and responsive municipal governance in southern Afghanistan, and to achieve key milestones under each component of the RAMP UP-South contract. This year, to continue the transition toward *Afghanization*, RAMP UP-South will focus on sustainability and skills transfer in each municipality, ensuring that municipal government officials acquire the skills and resources to maintain initiatives put in place by RAMP UP-South.

As illustrated in the detailed Program Activities Section (III), certain tasks have been altered from the original contract scope to reflect municipal and IDLG priorities, as well as current funding realities. This work plan is structured to mirror the revised contract scope of work received from USAID in July, 2012. Following approval of this work plan, we will seek USAID concurrence to formalize these changes in a contract modification.

This work plan is a living document and, based on experience in the field and the evolving needs of stakeholders, the sequencing and/or scheduling of activities may be altered. Changes to planned approaches, activities or outputs will be submitted to the USAID Contracting Officer (CO) or the Contract Officer's Representative (COR) as required.

In accordance with the illustrative work plan budget in Appendix II, this work plan assumes total funding of approximately \$84,611,143 through June 2013.

Approach

A pillar of the RAMP UP-South implementation strategy in option year two is *Afghanization* – an approach through which the in-depth training, mentorship and initial capital investment of the RU-S project builds the capacity of Afghan program and municipal staff to eventually lead implementation of both program and municipal activities. A municipality that can independently and sustainably provide enhanced services to all citizen groups will increase citizen trust and participation in government. Over the past two years, the RAMP UP-South project has helped all target municipalities take concrete steps in that direction, while simultaneously transitioning from an expat-led to an Afghan-led team of technicians and advisors. Aside from a core group of expatriate technical and senior management advisors, all team leaders, department managers and directors, are now local nationals.

During the first two years, RAMP UP-South established strong relationships with IDLG, GDMA and

municipal counterparts, identified municipal improvement objectives shared by both the central and municipal governments, and worked with each entity to develop a strategy (via Municipal Improvement Plans) to achieve those individual and joint objectives. At this stage, each municipality has made noteworthy steps toward providing improved services to citizens and establishing a framework for continuing those services. Moreover, they are regularly engaging citizens through soliciting input on service delivery priorities and encouraging participation in local government initiatives. The next, critical, step is to promote sustainability through building capacity to independently assume direct management and oversight of these functions.

To ensure a successful transition to Afghan leadership, the focus in year three (option year two) will be sustainability and skills transfer, ensuring that the municipal governments have the necessary resources to maintain the initiatives put in place by RAMP UP-South, while promoting citizen engagement in government initiatives. In addition, added focus will be placed on expanding the RAMP UP-South gender strategy to increase opportunities for women's economic autonomy, promote women's engagement in local governance, and provide life skills training to facilitate an environment that supports women's involvement in economic activities and local governance.

While continuing to directly support service delivery in the target municipalities, this year RAMP UP-South will increase its focus on transitioning services to direct municipal control to ensure that municipalities can sustain those services after assistance ends. All RU-S components will play a role in ensuring the transfer of skills and knowledge in planning and budgeting and ensuring that regular service delivery is timely, practical, and sustainable.

Finally, RAMP UP-South will continue to engage the public in the implementation of municipal projects through comprehensive public education and outreach efforts as the municipalities ensure that citizens are both aware of and participants in municipal government service delivery and revenue generation programs that expand economic growth in both the public and private sectors.

Management Plan and Organizational Structure

RAMP UP - South is led by Chief of Party (COP) Danny Hill and Deputy COP Catherine Kannam, with technical advisory support from three Senior Program Advisors (SPAs), and administrative and management support from a Compliance Advisor/Gender Liaison. Technical activities are delivered through three main component teams, with additional teams maintaining an overarching focus on gender, anti-corruption, and citizen engagement and outreach initiatives.

The COP, DCOP, and Compliance/Gender Advisor are based at the project headquarters in Kabul, which supports all operational, financial, compliance and monitoring and evaluation (M&E) functions, hosts monthly coordination meetings for component teams and municipal program coordinators, and facilitates collaboration with IDLG and GDMA. Local national Team Leaders and Deputy Team Leaders also maintain a consistent presence in Kabul. Expatriate senior program advisors (SPAs) are embedded on Provincial Reconstruction Teams (PRTs) or forward operating bases (FOBs) in RAMP UP-South program areas, and travel between municipalities as needed to provide quality control and oversight functions, as well as to mentor local national staff.

Municipal Program Coordinators (MPCs) work within the municipal offices of Kandahar City, Lashkar Gah, Tirin Kot, Qalat, Zaranj and Nili and serve as the primary liaisons between the project and the municipality. Local national technical staff including revenue generation advisers, public relations officers, training specialists, solid waste management engineers, construction engineers and parcel registration coordinators, also work directly with municipal counterparts in the municipal offices to build the capacity of municipal employees.

In support of RAMP UP-South's *Afghanization* initiative to build capacity of both program and municipal staff, a small team of expatriate senior program advisors (SPAs) advise on applying best practices and appropriate models of municipal governance in the local context, while a larger team of local national technicians provides strategic guidance to municipal officials and directly oversees implementation of municipal improvement plans. Each technical component is led by a local national Team Leader and a Deputy Team Leader who are responsible for the strategic direction of their units. This management approach is both flexible and decentralized, placing authority, accountability, and responsibility in the hands of Afghan-led teams.

RAMP UP South is currently is made up of a team of six expatriates and 113 local nationals (82 Afghan professional and 31 support staff).

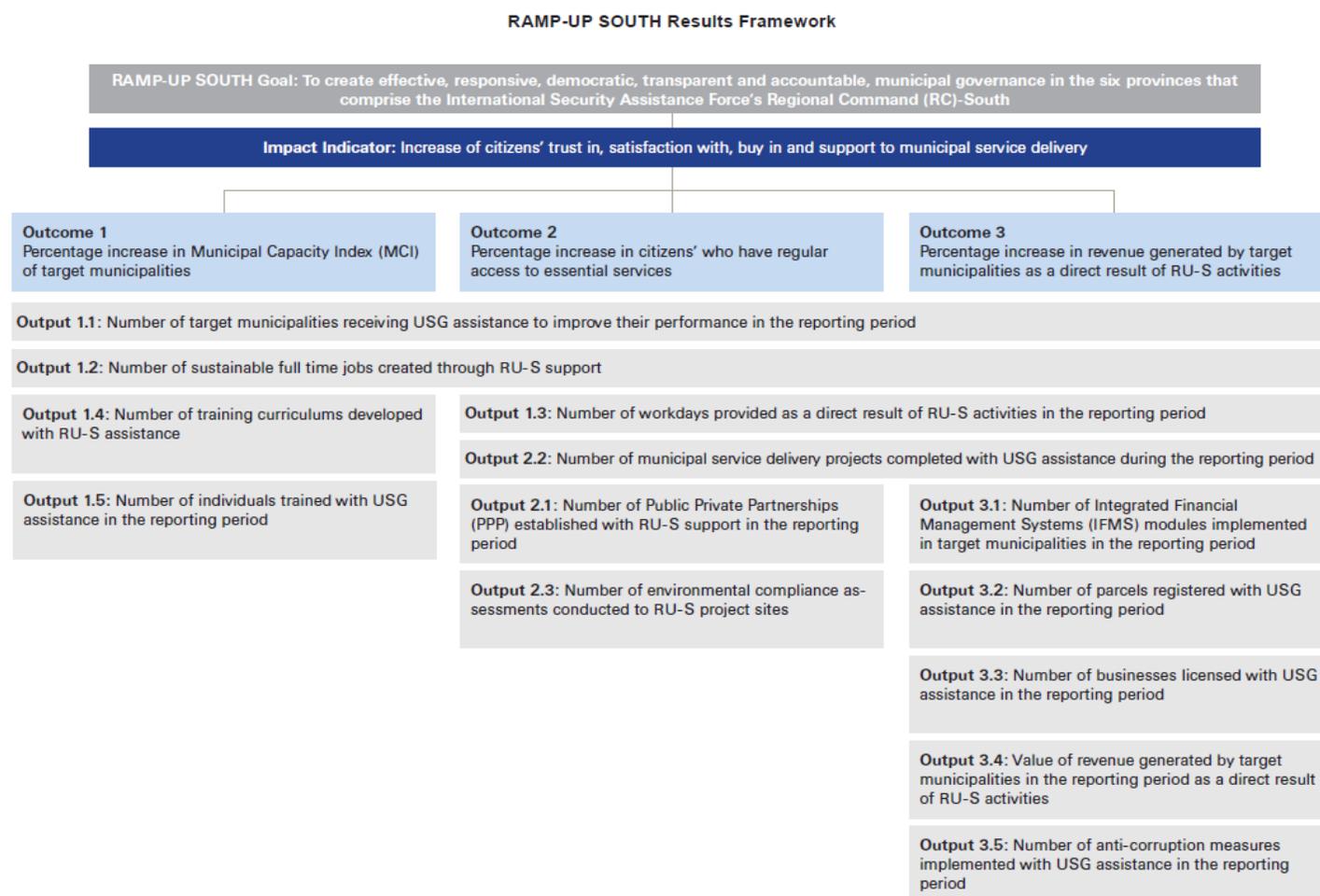
Afghanization Strategy

RAMP UP–South's strategy to promote sustainability includes an emphasis on *Afghanization* - building the capacity of talented and capable Afghan staff to assume roles of increasing responsibility and scope. By the end of the first option year, the majority of key technical positions had transitioned to local nationals after a comprehensive and intensive effort to build internal capacity through the mentorship of expatriate counterparts. By the end of option year 1, RAMP UP-South had phased out expatriate team leaders and deputy team leaders, and promoted Afghan nationals who demonstrated sound technical competence and management vision to fill these leadership positions. Between the first and second years of the program, expatriate staff was reduced by 80 percent. Expatriate advisors that remain are committed to building local capacity both within the program and in each municipality to enable Afghans to sustainably maintain and expand municipal functions at the conclusion of the RAMP UP-South program. In year three (option year two) only six expatriates will provide overarching oversight and quality control functions. As this year progresses, RAMP UP – South will continue to place an emphasis on building the capacity of Afghan staff to sustain RAMP UP-South program initiatives in each municipality, with the goal of eventually replacing expatriate staff with Afghans.

RAMP UP-South's *Afghanization* approach is also designed to empower municipal officials to ensure that RAMP UP-South leaves municipalities with the institutional capacity, tangible service delivery programs, and increased revenue to maintain and build upon municipal service delivery and outreach functions instituted with the assistance of RAMP-UP South.

RESULTS FRAMEWORK

The RAMP UP - South implementation approach is anchored in the USAID results framework, supporting the overarching strategic objective “to provide a more capable, accountable government in Afghanistan that serves the Afghan people and can eventually function with limited international support.” Within this overarching strategic objective, the Program supports Strategic Objective #6 to support a “Democratic Government with Broad Citizen Participation.” RAMP UP-South also specifically supports Intermediate Result #6.3 “Strengthened Institutions for Good Governance”. All program components are designed to achieve this intermediate result, strategic objective, and overarching strategic objective, as illustrated below.



III. PROGRAM ACTIVITIES

The following section outlines the expected outcome under each program component based on the results framework above, and describes the activities designed to achieve those strategic objectives. The Work Plan activities and proposed timeline span 12 months between from June 2012 and June 2013. Each component is framed within the overarching outcome indicator, and delineates our approach to achieve the tasks outlined by component in the RAMP UP-South Contract. The program activities described in this work plan will focus on the six RAMP UP-South municipalities of Kandahar, Lashkar Gah, Nili, Qalat, Tirin Kot, and Zaranj. This year, RAMP UP-South will also implement pilot outreach projects in the sub-municipalities of Shah Joy and Spin Boldak. Should additional funding become available, projects will be expanded over the course of the year in accordance with USAID and municipal priorities in those areas

As noted in the results framework, the overarching impact indicator of the RAMP UP-South program is increased citizen trust in, satisfaction with, buy in, and support to municipal service delivery. All activities under this program are designed to increase citizen trust in municipal government. However, increased citizen trust in government is a gradual development and attributable to a multitude of factors not directly tied to municipal performance in service delivery. Therefore, this impact indicator will be measured over two years, with a focus on citizen response to government initiatives in the RAMP UP-South technical areas to better attribute a measurable impact to this particular program. An initial citizen survey was carried out in the first project year, and it will be followed by citizen focus groups in each target municipality this year.

A comprehensive list of all outcome and output indicators and targets for year three is included in the Performance Monitoring Plan section of this work plan, while proposed activities by municipality are outlined in the municipal improvement plans.

COMPONENT I: CAPACITY BUILDING OF GIROA AT THE MUNICIPAL LEVEL

The objective of Component 1 is to enhance the capacity of municipal officials to perform core municipal management activities in order to provide key services to citizens. Specifically, Component 1 activities are designed to support the sustainability of service delivery and revenue generation systems implemented by municipalities with the support of RAMP UP-South (RU-S).

The following initiatives will serve to directly increase capacity of municipal staff while improving their ability to deliver services to their citizens (Tasks 2-10):

- Municipal Improvement Plans will enhance the ability to prioritize service-delivery and revenue generation interventions and describe capital projects and service delivery enhancements that will be implemented during year 3 (Task 2).
- Targeted trainings will improve capacity to manage the operational budget and administrative functions, as well as to sustainably manage the integrated financial management systems (Task 3).
- Technical assistance for Tashkeel hiring will also help municipalities provide additional resources to support citizen services (Task 4).
- Additionally, Component 1 includes training and technical and material assistance aimed at increasing and improving outreach efforts to enable the government to engage with citizens and to enhance the participation of women and youth in government decision-making and economic growth of municipalities (Tasks 7-10). These tasks will be supported through the following activities:
 - Awareness raising activities will provide opportunities for citizens to engage with their local government.
 - Specific activities designed for women or youth will create targeted opportunities for these two groups to engage with the local government.
 - Citizen Service Desks will increase the efficiency of municipal service delivery, while also making information about municipal services and local government operations more accessible to citizens.
 - Organizing fora for municipal leadership will allow municipal staff to exchange best practices and lessons learned.

RU-S will measure the impact of project interventions on municipal capacity and service delivery through the Municipal Capacity Index (Task 1).

Outcome Indicator: Percentage increase in Municipal Capacity Index (MCI) of target municipalities

Expected Outcome (Year 3):

All target municipalities display improved practices and increased capacity in service delivery, revenue generation and tracking, budgeting and financial management, administration of capital improvement projects, and accountability.

Target: 50% increase in all target municipalities (over baseline)

Relationship to USAID Results Framework:

Strategic Objective 6: A democratic government with broad citizen participation.

Intermediate Results 6.3:

Program Area: Strengthened institutions for good governance.

Good governance.

Justification and management utility: The Municipal Capacity Index (MCI) measures municipal capacity to perform government duties. It gauges the availability of service delivery systems and the presence of qualified staff in each municipality by presenting a quantitative score. This index measures municipal capacity in four categories: (1) service delivery; (2) administrative, budgeting and financial management; (3) service delivery management; and (4) transparency and accountability. The MCI converts a complex set of qualitative data in these four categories into a single municipality score in the range 0-100. The MCI is not a needs analysis. It is simply a snapshot of institutional capability at a given time.

A change in the MCI for target municipalities provides program management and donors with a means of measuring the change in capacity of targeted municipalities as a result of RU-S interventions. The utility of the single score lies in tracking the score for the municipality over time in order to assess the effectiveness of program interventions. Comparisons can also be made across municipalities served by the same program.

Output Indicators:

- Number of target municipalities receiving RU-S assistance in the areas of service delivery, revenue generation, and financial management systems to improve their performance.
- Number of sustainable full time jobs created through RU-S assistance.
- Number of training curricula developed with RU-S assistance.
- Number of individuals trained with RU-S assistance.
- Number of public awareness communication events held by targeted ministries

Task 1: Conduct Municipal Capacity Index (MCI) Assessment

At the end of year two/beginning of year three, RU-S conducted the Municipal Capacity Index (MCI) to gauge progress made in RU-S municipalities as a result of project interventions over the past two years. The MCI has been redesigned to more accurately gauge the state of local government in the four key areas that compromise the RU-S scope of work: municipal service delivery, municipal budgeting and financial management, building the capacity of municipalities to manage service delivery projects, and municipal policy and accountability. The scores (provided in the table below) demonstrate a percentage increase in municipal capacity of 29 percent since the initial baseline was

established in May 2011. The original 40 percent target was revised to 25 percent following the contract de-scoping in project year two, and RU-Successfully met that target. RU-S will use these MCI results to further tailor training and technical assistance to RU-S municipalities in year three, with the aim of meeting a 50 percent increase over the baseline in municipal capacity by the end of this project year. The MCI will be performed again at the end of year three.

Municipality	Baseline MCI Score	August 2012 Score	June 2013 Target	Percentage Point Increase over baseline
Kandahar	18	43	60	50%
Nili	5	25	48	50%
Qalat	6	38	48	50%
Lashkar Gah	19	40	61	50%
Tirin Kot	8	25	50	50%
Zaranj	5	35	48	50%
Average Increase Over Baseline		29%		50%
*Scores out of a total of 85 points – see calculation methodology below				

*Calculation of targets: Following each MCI, we set a target for percentage increase over the baseline, which estimates an overall increase in percentage points over original baseline percentage. For example: The baseline MCI score for Kandahar was 18 over 85 (or 21% of the total possible score). In August 2012, Kandahar scored 43/85 (or 51%). The target for June 2012 is 60/85 (or 71%), which represents an increase in 50 percentage points over the first assessment score of 18 (or 21%).

Task 1: Conduct Municipal Capacity Index	Start	End
Conduct Year 3 MCI covering progress of previous two years	July 2012	August 2012
Conduct Year 3 MCI covering progress of current project year	May 2013	June 2013

Task 2: Implement Municipal Improvement Plans

At the beginning of year three, Municipal Improvement Plans (MIPs) for each RU-S municipality were updated to reflect ongoing Component 2 activities carried over from year two as well as year three priorities identified in consultations between RU-S project staff and RU-S municipalities. The MIPs will be reviewed and approved by GDMA and the mayors.

Each MIP describes municipal capacity building, service-delivery, and revenue generation priorities and describes capital projects, service delivery enhancements, and outreach initiatives that will be implemented during the program year. The focus of year three is ensuring that the municipal governments acquire the skills and resources required to maintain RU-S material assistance.

The MIPs are approved at the municipal level by the mayors, and also by the IDLG and the GDMA. The approval process brings together central and municipal government and fosters vertical integration in municipal planning. Regular reporting on progress under the MIPs takes place during monthly IDLG Technical Working Group meetings attended by RU-S team leaders.

As noted in Task 10 (Support Regional Municipal Conferences and Sharing of Best Practices), RU-S

will hold a mayors' conference in October 2012 during which each mayor will present their MIPs in a forum to build on the progress made over the previous year.

Task 2: Municipal Improvement Plans	Start	End
Finalize MIPs, obtain mayors', IDLG, and GDMA approval	July 2012	September 2012
Hold Mayors' Conference	October 2012	October 2012

Task 3: Formulate Training Modules and Deliver Core Skills and Functional Skills Training

The aim of this task is to provide the practical development and transfer of skills in the Component 2 and 3 areas of service delivery and planning and budgeting, respectively, as well as more broadly-based municipal management across all areas of local government operations. While the Component 2 and 3 sections of this work plan detail the technical assistance and on the job training planned for those technical areas, this sub-section introduces the training strategies for the two components, and the development and delivery of training in core management skills areas.

Capacity Building Strategy

Early in year three, RU-S will develop a strategy to implement capacity building training and technical assistance for the target municipalities. The strategy will guide RU-S staff in developing, implementing, and monitoring capacity building activities, but will be a living document that will flexibly respond to the changing environments within target municipalities. Each component will develop a more detailed technical component strategy to accompany the work plan.

Training Centers

Municipal training centers will become the focal point for municipal employees and newly recruited staff to develop and maintain their skills base. Training will be provided by RU-S technical specialists, as well as by experts from other organizations, including the municipality itself. The training centers will also provide a forum for employees to gather to exchange best practices and to devise solutions to common problems they face in their day-to-day work. It will play a key role in improving the prospects for professional development among local government practitioners in Afghanistan.

In year two (option year one), a pilot training center was established in Qalat, and RU-S staff conducted training on core administrative topics such as Microsoft Word and Excel, meeting minutes, and staff management and supervision. In year three, the Lashkar Gah training center will be completed, and the mayors of Kandahar, Tirin Kot, Zaranj, and Nili have agreed to establish training centers on municipal premises. RU-S will provide material assistance in the form of IT equipment and furniture to facilitate training activities. It is anticipated that other organizations, including the municipalities themselves, will also conduct training activities to meet the needs of local government practitioners.

Service Delivery Training – Solid Waste Management

Component 2 has been working closely with the solid waste management (SWM) departments in each target municipality. The technical and material assistance provided in year two, as well as that planned for year three will be formally transferred to the municipalities. In anticipation of this transition to a greater level of self-sufficiency, Component 1 will facilitate any additional training to be delivered by Component 2 specialists so that the SWM departments are confident in the skills they have acquired.

The majority of training will be on the job in order to provide practical examples and exercises for the beneficiaries, with classroom training provided only as necessary. In addition, Component 2 plans to help municipalities establish citizen-government SWM committees that will assist the municipality in prioritizing improvement projects, gauge effectiveness of service delivery, and communicate feedback from the wider community to the municipality. Training to help form the SWM committees will be based on training curricula that is currently under development, and will reflect the unique needs of each SWM committee.

Planning and Budgeting Training

Component 3 on the job training for each of the IFMS modules is ongoing. As Component 3 technical specialists implement the IFMS software to targeted municipalities in year three, Component 1 will assist with the development of transition strategies for each municipality to ensure that the implementation is as seamless as possible, as well as sustainable. Training will also include general accounting and budgeting, including participatory and gender sensitive budgeting, and revenue management to equip municipal employees with general knowledge of municipal financial management. Training programs will be developed to build capacity in planning SWM operational and maintenance (O&M) costs. In year three, both Components 1 and 3 will help municipalities ensure that budget plans for capital projects and service delivery are timely, practical, and sustainable.

Administrative and Management Training

Component 1 capacity building trainings in the area of administration and management were launched midway through year two when it was determined that it was necessary to start by building basic administrative capacity before introducing management training. During this time, the project focused on building skills among relevant municipal staff in word processing (Microsoft Word and Excel), filing, meeting minutes, supervision, and customer service. While this training will continue in year three, RU-S will also launch training on the following four core management topics:

- (1) Project Management;
- (2) Human Resources Management;
- (3) Procurement; and
- (4) Policy and Strategy.

Following a review of Afghan Civil Service Institute (ACSI) material, RU-S will develop training curriculum for each municipality. The materials will be standardized, but curricula will be tailored to meet the unique needs of each municipality, as already requested by the mayors. Mayors of each municipality will prioritize the order in which the training is provided. Training will be conducted in a classroom setting as well as on the job, allowing local government practitioners the opportunity to immediately put their knowledge to use in a practical setting.

Undertaking training in these core topics is a long-term commitment on the part of the mayor and relevant municipal staff. RU-S will support this commitment by creating a cadre of experienced trainers and subject area specialists in each program area that can meet the training needs of the municipalities.

RU-S Training Cadre and Training of Trainers

In year three, RU-S will develop a cadre of trainers in the four core management areas. A minimum of two expert trainers in each topic will conduct the training and provide technical assistance in each municipality throughout the project year. Having this cadre of trainers will allow RU-S to dramatically expand its training capabilities and provide for concurrent and continuous training across all four

areas. Before launching the training, these trainers, as well as the Component 1 team leader and deputy team leader, RU-S training specialists and other relevant project staff will participate in a training-of-trainers (ToT) workshop to ensure that the RU-S “message” is consistent across all six municipalities. In addition, as the expert trainers conduct training and technical assistance for the targeted municipalities, relevant RU-S staff will shadow them to further develop their own training skills in these core areas. The trainers will convene on a bi-monthly basis to discuss progress made in the targeted municipalities, as well as discuss and develop new training activities as identified by the trainers and trainees.

Task 3: Formulate Training Models and Deliver Training	Start	End
Develop capacity building strategy	July 2012	September 2012
Review and modify ASCI training curricula in core management topics	September 2012	October 2012
Identify Training Cadre and Conduct ToT	August 2012	October 2012
Establish training centers in four target municipalities	September 2012	December 2012
Conduct training and technical assistance in core management topics	November 2012	June 2013

Training programs related to gender and outreach activities are detailed below in Tasks 7 through 9.

Task 4. Provide Technical Assistance to Municipal Hiring Process

Afghanistan’s municipalities face many challenges in regards to local government employee recruitment and retention. RU-S is working with the six target municipalities to attain Tashkeel that are not only fully staffed, but also fully qualified to perform their duties. The table below provides a snapshot of the current municipal employee recruitment and retention situation.

TASHKEEL Size by Municipality, July 2012

Municipality	Permanent Positions			Contract Positions		
	Total Existing	Currently Filled	Vacant	Total Existing	Currently Filled	Vacant
Kandahar	145	72	73	581	344	237
Lashkar Gah	76	76	0	216	216	0
Nili	15	6	9	16	8	8
Qalat	19	8	11	19	13	6
Tirin Kot	15	2	16	28	23	5
Zaranj	19	17	2	90	82	8

Last year, Kandahar increased the number of employees filling Tashkeel positions (of 41 candidates identified, 17 have so far been approved by the Afghan Civil Service Commission). However, Nili, Qalat, Tirin Kot, and Zaranj need continued assistance filling these positions, as does Kandahar - the municipality with the largest Tashkeel apart from Kabul. Lashkar Gah’s Tashkeel is fully staffed; however, RU-S will assist the municipality if further hiring needs arise.

In year three RU-S will work with the targeted municipalities to develop a formal hiring strategy to fill

vacant Tashkeel positions. These strategies will focus on activities that are within the mayor’s control, and may include the following:

- Working with municipalities to update organizational charts to identify priority positions, and identify vacant Tashkeel positions and the minimum skill sets required to perform the duties of these positions;
- Organizing job fairs;
- Through a mayoral outreach campaign, working directly with high schools, universities, and vocational schools both regionally and via the Ministry of Education, to target forthcoming graduates and inform them about employment and career development opportunities within local government;
- Establishing programs for job shadowing, internships (as is currently being implemented in Qalat for high school students), and mentorships that will enable interested individuals the opportunity to experience first-hand the work of local government;
- Advertising employment opportunities in the RU-S newsletter, in regional media, and on local billboards.

As mayors have more control over the hiring of contractors than the majority of full-time Tashkeel positions, RU-S will provide training to develop the skills of less academically qualified staff, thereby increasing the likelihood that they will be hired into Tashkeel positions.

RU-S will encourage municipalities to employ women and recent graduates to fill vacant Tashkeel positions, just as RU-S will also make a concerted effort to employ women and youth under all program activities. Increased participation of these citizen groups will lead to improved economic opportunities, and increased trust in local government for women and youth.

Under this task, the Component 1 team will coordinate its efforts with the Gender and Outreach team and the Components 2 and 3 teams to ensure that the hiring strategy addresses the municipality’s needs, and that planned activities and training attract and prepare promising candidates for Tashkeel positions.

In collaboration with the RU-S Gender and Outreach Team under Task 8, the Component 1 team will develop a media campaign aimed at increasing public knowledge and understanding of careers within local government that will help to develop a culture of public service. The campaign will focus on what it means to pursue a career in public service, particularly at the local government level. Career advancement, continuing professional development, and contributing to the improvement of living standards and economic opportunities within the municipality will be among the campaign messages.

Task 4: Provide Technical Assistance to Municipal Hiring Process	Start	End
Increase employment in local government in target municipalities by holding job fairs, organizing internships, and providing training to less skilled contract employees.	September 2012	June 2013
Develop and implement media campaign to promote careers in public service	September 2012	February 2013
Develop municipal hiring strategy in target municipalities	September 2012	November 2012

Task 5: Develop Standard Operating Procedures (SOPs)

Standard Operating Procedures (SOPs) are recommended guidelines for and clear process mapping

of how municipal functions should be carried out. In developing the SOPs, emphasis will be placed on simplicity and clarity. In year three, SOPs will be developed in three areas:

- Integrated Financial Management System (Component 3);
- Municipal Budgeting Process (Component 3); and
- Solid Waste Management (Component 2).

The SOPs will be developed by the RU-S embedded technical advisors in each municipality, and based on the actual operations, functions, and systems the advisors have observed over the past two years. While the unique experience of each municipality will be brought to bear on SOP development, it is intended that there will be one SOP for each area listed above, so that the guidance can be utilized by new municipal employees, as well as other municipalities. The SOPs will be piloted in the target municipalities and once finalized, will be submitted to the GDMA for review and endorsement.

Task 5: Develop Standard Operating Procedures	Start	End
Develop and pilot SOPs in IFMS management, municipal budgeting, and solid waste management.	September 2012	January 2012

Task 6: Modernize Accounting Systems*

**Note: While this task falls under Component 1 in the contract scope of work, it is managed by the financial management and budgeting team under Component 3. It is included in this section of the work plan for ease of reference.*

Along with implementing the automated Integrated Financial Management System (IFMS), RU-S is working with the municipalities to modernize their accounting and budget systems. GIRoA is currently working on a bill to change municipal accounting systems from single entry cash based accounting to double entry, full accrual accounting. Double entry accounting is considerably more difficult to prepare by hand than is single entry. The IFMS system is based on double entry accounting, and will automate, to the fullest feasible extent, the “second entry side” of double entry accounting. RU-S will work with municipalities to train pertinent officials on the principles and practices of modern accounting (training to be carried out by Component 1 with technical support from Component 3).

Along with training in the accounting system software, RU-S will prepare SOPs for accounting processes, building on existing practices but extending them to full double entry accounting. GDMA and IDLG have indicated that they prefer to institute the IFMS system as the standard for all local governments. After RU-S has implemented the system across all six municipalities, and made any modifications based on that experience, RU-S could examine extending the system to other municipalities.

Component 1: Gender and Outreach Activities

Task 7: Institute Municipal Outreach Programs

During year three, RU-S will continue to build the capacity of the six target municipalities to expand citizen outreach. Year three activities will build on successful outreach efforts started in years one and two to raise awareness of the services and functions provided by the municipality. These efforts will focus on:

- **Building the capacity** of municipal officials to drive the outreach process;

- Assisting municipal staff to design and implement **public awareness campaigns** to increase public knowledge of and responsiveness to municipal services; and
- Ensuring that **outreach efforts engage women and youth** as specific target groups within the community.

The activities outlined under Task 7 represent the Gender and Outreach team’s activities to build capacity and raise public awareness and trust in municipal activities. In year 3, RU-S will take a two-pronged approach to engage women and youth in the project’s outreach efforts. The Gender and Outreach team will identify methods to incorporate these two groups into ongoing activities and will support activities that are targeted specifically to women and youth. The activities outlined in Tasks 8 and 9 provide more information on the specific programs for year three, which will engage women and youth.

Pilot outreach efforts will also be implemented in the sub-municipalities of Spin Boldak and Shah Joy. Should additional funding become available RU-S will work with municipal officials and USAID to expand outreach efforts in these sub-municipalities

Outreach Capacity Building Program

In year two, RU-S trained program staff in the six target municipalities to support outreach activities conducted on behalf of the municipality. In year three, RU-S will focus on transferring these outreach skills to municipal staff to ensure that the municipality is prepared to assume responsibility for selecting, preparing, and distributing outreach materials on their activities and services. If the municipality does not hire a dedicated outreach specialist, MPC staff in each city will work with the mayor to identify new or existing municipal staff who can work with RU-S staff to implement outreach activities for the municipality. Outreach related trainings for municipal staff could include event planning, designing outreach materials, writing press releases, and coordinating with external stakeholders. The Gender and Outreach team will coordinate these capacity building activities through the activities outlined in Tasks 3 and 4.

Public Awareness Campaigns (Communication and Outreach Strategies)

While RU-S is in the process of transferring outreach responsibilities to municipal staff, the Gender and Outreach team in Kabul will continue to work with the MPCs in each of the target municipalities to conduct public awareness campaigns for municipal services and activities. RU-S will promote a multi-media approach using distributable media (such as brochures, pens, business cards, and folders), television and radio programs, billboards, public events, and mobile outreach campaigns to provide information about the work being done by the municipality. The mayors will approve the media outlets used in municipal campaigns, and the subject of all outreach activities and awareness raising campaigns will be developed in collaboration with the municipality on a regular basis throughout the year. The campaigns will be designed to increase public knowledge about municipal services and encourage behavior change in support of these services - such as encouraging primary users in the SWM system to take their trash to public bins.

Anti-corruption initiatives

RU-S outreach activities will support anti-corruption measures by highlighting the automated systems developed by other RU-S components such as the integrated financial management system. The Outreach and Gender team will raise awareness of the transparency created by these services by ensuring they are highlighted in the monthly municipal newsletter and the radio roundtables.

Task 7: Municipal Outreach Programs		
Outreach Capacity Building	Start	End
Design and provide outreach trainings for municipal staff	November 2012	May 2013
Municipal Awareness Raising Campaigns	Start	End
Produce monthly newsletters and magazines for municipalities	June 2012	March 2013
Regular radio and TV spots about ongoing municipal programs	June 2012	May 2013
Install billboards with information on municipal programs	June 2012	May 2013
Conduct public awareness campaigns on revenue generation, SWM, parcel registration, business licensing	June 2012	May 2013
Support the Municipality in celebrating national holidays	June 2012	May 2013
Anti-Corruption		
Monthly newsletter articles on improved internal municipal processes, IFMS, parcel registration, business licensing	June 2012	May 2013
Radio roundtable activities on improved internal municipal processes (IFMS)	June 2012	May 2013

Task 8: Promote Citizen Engagement through Soliciting Input from Citizens, specifically Women and Youth

During year three, RU-S will support the development of mechanisms to facilitate regular citizen feedback on municipal priorities in the six target municipalities. RU-S will also expand these efforts through pilot activities in Shah Joy and Spin Boldak. Should additional funding become available, RU-S will provide increased support to the development of citizen feedback mechanisms as requested by each sub-municipality. To provide avenues for citizen engagement in RU-S municipalities, the project will:

- expand mechanisms for citizens to get information and provide feedback to the municipality via the **citizen service desks**;
- facilitate opportunities for **municipal staff to engage the community** on specific municipal issues;
- provide opportunities for citizens to become involved in supporting municipal activities through **youth engagement activities in the schools**, and
- provide capacity building **assistance to community committees** organized around select municipal service delivery projects.

Citizen Service Desks and Other Mechanisms for Citizen Feedback

In year two, Citizen Service Desks (CSDs) were established in Kandahar and Lashkar Gah. These desks increased the efficiency of the municipality to respond to citizen requests and improved citizen access to local government services. In year three, the project will continue to provide assistance to these desks to improve their accessibility to citizens and will install new CSDs in four municipalities.

RU-S will provide material assistance in the form of booth construction or renovation of existing office space within the municipality building and limited installation of relevant IT equipment. RU-S will also help professionalize the CSDs by providing IT, customer service, and communications trainings to new and existing CSD staff.

During year three RU-S will support the CSDs to become a central point of distribution for municipal information by equipping the service desks with relevant outreach materials such as municipal newsletters, brochures on municipal services, and relevant application forms.

To provide an alternative avenue for citizen feedback, RU-S will work with the municipal outreach staff to develop an appropriate mechanism to collect and process citizen suggestions. This mechanism will include a process to gather and process citizen feedback or suggestions, provide a summary of the feedback or suggestions to the relevant municipal staff, and post the results of any action taken. After determining the municipality's capacity to collect and respond to citizen suggestions, RU-S will work with the municipality to design and install the appropriate mechanism to collect citizen suggestions.

Municipality Driven Community Participation Activities

The citizen service desks are mechanisms that allow citizens to drive the process of gathering information or providing feedback to the municipality. To create a mechanism for the municipality to direct the process of engaging citizens on select priority issues, RU-S will, in coordination with each mayor, support a series of municipality-sponsored events with the community. These events will include one-time events focused on a specific issue, such as participatory budget planning meetings or the celebration of national holidays, and will support on-going events such as the monthly Mullah outreach events and organization of regular roundtable discussions on the radio or television. The subject of the on-going outreach campaigns will vary by location to ensure that the campaigns are relevant to the issues and projects in each municipality. A tentative schedule of topics for these outreach campaigns will be selected one to three months in advance based on individual municipal needs. The process of selecting the topics for the outreach campaigns will be done in cooperation between the RU-S outreach team and each respective municipality.

School-based outreach and other youth activities

In year three the RU-S outreach team will begin to extend municipal outreach projects to youth and school students. In coordination with the MPC staff, the outreach team will create a school-based program to introduce services provided by the municipality and provide an outlet for students to become involved in local governance issues. To start the program, the RU-S outreach team will hold a preliminary school competition to identify what students currently know about their municipality. Based on the results of the competition, the outreach team will work with the municipality to identify outreach campaigns which are relevant to the youth's understanding of the municipality. Some of the topics to be included may include the importance of the SWM activities in town or the civic benefits of a career in public service (see Task 4). The MPCs will encourage local mayors to participate in the school events, thereby providing an opportunity for mayors to engage with their younger constituents.

To promote municipal support for youth cultural events, RU-S will support municipality sponsorship of quarterly sports tournaments. These events will provide information about municipal services through loud speaker announcements, flyers on relevant municipal services, and sponsorship banners. Municipal staff will be encouraged (by the mayor) to attend the events so that youth can meet and interact with municipal staff.

Municipal Solid Waste Management Committees

In year three RU-S will assist the municipalities to assume service delivery responsibilities by supporting the establishment of SWM community advisory committees. The committees will serve as a bridge between the municipalities' and the community to promote sustainable management of municipal SWM activities.

In September of year three, the outreach team will support the establishment of the SWM committees by helping select community leaders to serve on the committees. After the members are selected, the committees will meet regularly to identify priorities around municipal SWM. SWM committee meetings will also include the participation of key community stakeholders. Examples of stakeholder groups could include schoolteachers who will speak with their students about keeping the city clean or representatives of a women's NGO who can engage women in the community to support primary waste collection at the household level. RU-S will also assist the SWM committee to conduct an outreach campaign in cooperation with stakeholder groups; such outreach campaigns might include providing outreach materials for teachers to share with their students or a specialized radio program geared towards women. If the GDMA approves the creation of other municipal committees, RU-S will identify the appropriate support mechanisms to help establish those committees.

Focus Groups to Gauge Level and Quality of Service Delivery

As a follow up to the year one baseline survey on the extent and quality of municipal service delivery in each municipality, the Gender and Outreach team will organize focus groups to gather citizen feedback about the current quality of service delivery following the RU-S Component 2 initiatives in each area, and to gauge citizen trust in municipal governance. The focus groups will be held in Fall 2012 and Spring 2013, with one focus group each being held in Tirin Kot, Nili, Zaranj, and Qalat, and three separate focus groups each being held in Kandahar and Lashkar Gah (due to the larger population). The Gender and Outreach team will work closely with the Component 2 and M&E teams and the focus group facilitators (short-term consultants) to develop a focus group questionnaire and analyze and report results.

Task 8: Promote Citizen Engagement through Soliciting Input from Citizens, specifically Women and Youth		
Citizens Service Desks	Start	End
Support Citizen Service Desks	September 2012	March 2013
Notice boards posted inside municipality	September 2012	March 2013
Install information board with municipal tashkeel positions	September 2012	March 2013
Meetings between municipal staff and the community	Start	End
Outreach activities with Mullahs	June 2012	May 2013
Issues-based meetings or conferences (i.e. participatory budget planning)	June 2012	May 2013
Youth engagement activities	Start	End
School activities	September 2012	June 2013
Quarterly youth outreach events	July 2012	June 2013
Assistance to community networks		
Capacity building trainings	October 2012	June 2013
Facilitating of network meetings	October 2012	June 2013

Task 9: Implement a Gender Strategy

In Year 3, RU-S will address gender issues through a two-pronged gender strategy. The first component to the strategy will support activities targeted directly towards women that address historical and cultural factors that limit women's participation in society. The second component to the RU-S gender strategy will be to promote a gender mainstreaming approach across all RU-S activities. This approach will identify barriers to women's participation across all project activities and suggest modifications to existing activities to ensure that RU-S activities do not perpetuate gender inequities. Based on feedback from women in the community as well as input from municipal staff, the targeted RU-S gender activities will:

- Increase opportunities for **women's economic autonomy**;
- Promote **women's engagement in local governance**, and
- Provide life skills trainings to **facilitate an environment that supports women's involvement** in economic activities and local governance.

In year three RU-S will focus its targeted gender activities the municipalities where the project can have the greatest impact on increasing women's engagement. The municipalities of Zaranj, Nili, and Lashkar Gah have traditionally had a stronger history of female participation and are therefore the most receptive to RU-S programs designed to further engage women in the community. The project's dedicated women's programs will be focused in these three communities to maximize the impact of the RU-S gender programs.

Increasing Opportunities for Women's Economic Autonomy

RU-S will promote women's economic autonomy by providing vocational trainings intended to support women in starting their own small business. Based on feedback from women's groups as well as municipal staff in the target cities, RU-S will provide vocational training and start-up support for women in areas such as beautician skills, support to open a small bakery, carpet sewing, or selling poultry and eggs. The selection of specific vocational trainings will be based on feedback from the community on the businesses that would have the greatest market potential for success. To the extent possible, these trainings will be held in the newly established municipal training centers so that the trainings can be identified as a municipal activity. During the vocational training courses women will be given the skills needed to start a business and, when possible, they will be provided with a modest amount of start-up capital. In most cases this capital will consist of a small package of the tools or supplies needed to start their small business. Because the vocational training courses are ultimately intended to increase women's involvement within a municipality, all of the trainings will include a session on relevant services provided by municipality. To the extent feasible, the training courses will also include an interactive session with the mayor where participants will have an opportunity engage with the mayor to discuss municipal priorities.

Women's Engagement in Local Governance

To address cultural barriers that inhibit women's full participation in society, RU-S will sponsor gender trainings, mobile awareness campaigns that highlight women's rights within the community, and help municipalities celebrate holidays that acknowledge contributions made by women within society. These activities are intended to promote a change in perceptions throughout the community regarding women's engagement.

The RU-S gender trainings will provide municipal employees with an understanding about the importance of supporting women's engagement in the community. Additionally, RU-S will support

mobile awareness raising activities in the community that provide information about women's rights. Methods for distributing information may include loud-speaker announcements, short public service announcement videos, and the distribution of flyers and informational handouts. Supporting the mobile awareness campaign, the gender and outreach unit will encourage the Mullahs to address women's rights in speeches, and will incorporate the issue of women's rights into radio roundtable activities. Lastly, RU-S will work to legitimize women's engagement in the community by supporting the municipalities to recognize holidays which celebrate the contributions made by women, such as mother's day and international women's day.

Create an Environment for Women's Engagement

To encourage women to participate in the targeted gender activities, the Gender and Outreach team will support a small scale life skills outreach campaign specifically for women in the three target municipalities of Lashkar Gah, Nili, and Zaranj, which provides women in the community with information about their rights and the skills to make decisions that will empower their lives. These campaigns will include information on basic human rights, information on how to do advocacy and engage with the municipality, avenues for women to make decisions and address problems within a community, and information on the vocational skills trainings offered by RU-S.

Gender Mainstreaming

The overarching goal of the RU-S gender strategy is to help create gender responsive municipalities that do not perpetuate or exacerbate existing gender inequities. At the beginning of year three, RU-S will conduct a gender analysis and strategy for project activities to identify methods to mainstream gender considerations across project activities. The analysis will identify barriers for women's participation in project activities and provide recommendations to existing activities to increase women's participation. Through this approach of mainstreaming gender considerations into existing project activities, it is assumed that the project will have a more sustainable and positive impact on improving overall municipal services for women.

Task 9: Gender Strategy Activities		
Women's economic autonomy	Start	End
Vocational skills trainings	July 2012	May 2013
Women's engagement in local governance	Start	End
Gender trainings	September 2012	May 2013
Celebration of national and international holidays	June 2012	May 2013
Mobile outreach campaign	September 2012	May 2013
Support women's involvement	Start	End
Life skills training	September 2012	May 2013
Computer and internet skills training	September 2012	May 2013
Addressing women's rights in Mullah events	June 2012	May 2013
Gender mainstreaming activities		
Gender analysis and strategy	July 2012	August 2012
Application of suggested activities in gender analysis and strategy	August 2012	May 2013

Task 10: Support Regional Municipal Conferences and Sharing of Best Practices

After establishing the work plan for year three, RAMP UP South will organize the annual municipal conference to bring together mayors and other key staff from each of the municipalities to review the proposed Municipal Improvement Plan for the upcoming year. While the goal of the conference will be centered on finalizing the Municipal Improvement Plans, the conference will also serve as a networking opportunity for municipal staff from each of the RU-S target municipalities to gather and share information on lessons learned and best practices. As outlined by point A in Section 10 of the July 2012 version of the contract scope of work, if funds allow, RU-S will provide a modest amount of support for the sister municipalities of Shah Joy near Qalat, and Spin Boldak near Kandahar to participate in relevant meetings and trainings.

Task 10: Regional Municipal Conference Activity	Start	End
Annual Mayors conference	August 2012	October 2012

Assumptions

To enable the successful implementation of year three activities and the achievement of Component 1 objectives, RU-S has taken into account the following assumptions:

- The cadre of qualified trainers can be identified and training curriculum in six core management topics developed early in year three.
- Premises for the proposed training centers are identified early in year three.
- Premises for the proposed Citizen Service Desks are identified early in year three.
- Kandahar Municipality plans to move its staff and operations from the current municipality building which will be leased to the provincial government to the Kandahar Hotel complex. The state of the new premises is uncertain and the transition may delay the launch of training activities and/or the provision of material assistance.
- Ramping up of municipal hiring of contractors as opposed to formally filling the full-time Tashkeel positions requires first the approval of the mayor and then the approval of the governor. However, RU-S plans to develop and launch – in consultation with the mayors – the media campaign promoting public service careers early in year 3 in the hopes that this will facilitate the mayor’s and governor’s approvals for hiring contractors.
- Security is a significant issue to consider when conducting the gender and outreach activities that bring together large or vocal groups from the community, particularly in public.
- GDMA approves various initiatives currently on their desks, including approval of new Tashkeel positions, municipal networks, municipal councils (of elected representatives), etc., as developments in these areas will influence changes to training and technical assistance.

COMPONENT II: SUPPORT TO THE GIROA TO PROVIDE RESPONSIVE, EFFECTIVE, AND VISIBLE MUNICIPAL SERVICE DELIVERY PROGRAMS

RAMP UP-South supports municipal service delivery as a means of building public confidence and satisfaction with municipal government while improving the lives and livelihoods of citizens. In year three, RU-S service-delivery programs will provide services to approximately 40 percent of the target population in the RU-S area of operation. The expected outcome of these services is a minimum of 40 percent increase in citizen access to essential municipal services in target municipalities.

Outcome Indicator: Percentage increase in citizens who have regular access to essential services

Expected Outcomes (Year 3):

- Percentage increase of citizens who have regular access to municipal services: 40%
- All service delivery systems developed in years one and two, specifically approved by the Central Government and fully transitioned to Municipal management

Target: 40% increase in all target municipalities (over baseline)

Relationship to USAID Results Framework:

Strategic Objective 6: A democratic government with broad citizen participation.

Intermediate Results 6.3:

Program Area: Strengthened institutions for good governance.
Good governance.

Justification and management utility: Regular access is defined as access that is sufficiently frequent for the specific service being provided. Only essential services provided through RU-S assistance are included in this assessment. During year three, this will consist of SWM, latrines, and any other projects that provide a regular essential service to the entire population and whose use can be quantified. Population data is obtained from the Afghanistan Central Statistics Organization website available at <http://cso.gov.af>.

Output Indicators:

- Number of target municipalities receiving RU-S assistance to improve their performance
- Number of sustainable full time jobs created through RU-S assistance
- Number of workdays provided as a direct result of RU-S activities
- Number of Municipal service delivery projects completed with RU-S assistance
- Number of environmental compliance visits conducted to RU-S project sites

Table 1: Percentage increase in citizens with regular access to essential services – Y3 targets

Outcome Indicator	Kandahar	Lashkar Gar	Nili	Qalat	Tirin Kot	Zaranj	Total Target Y11
Percentage increase in citizens' who have regular access to essential services	40%	40%	40%	40%	40%	40%	40%

Task 1: Inventory Donor Interventions, Assess, and Prioritize

In year one, RU-S built working relationships with other US and non-US programs working in the RU-S region to catalogue completed interventions so as to avoid redundancies, which are a common grievance of government officials and citizens. In year two, RU-S worked with municipal officials, citizens, and community groups to develop Municipal Improvement Plans (MIPs) to guide RU-S initiatives in each municipality.

In project year three RU-S will build upon year two initiatives, ensuring that donor coordination continues, especially through established relationships with Provincial Reconstruction Teams (PRTs). RU-S will also update the MIPs in consultation with municipal officials, citizens, and community groups.

Task 2: Implement Small infrastructure and Service Delivery Projects

While continuing to directly support service delivery in the target municipalities, during year three RU-S will increase its focus on transitioning services established in year two so that the municipalities fully control those services and can sustain the services after assistance ends. Projects under Component 2 in year three will build upon the structured and strategically defined service delivery concepts introduced during year two. RU-S will continue with the following activities in order to assist municipal officials in carrying out key city development initiatives and ensure citizens have regular access to services. A list of priority projects is included in each MIP.

- The solid waste management program and sanitation (primary focus) will increase citizen access to regular services on a long term basis, and will create full time jobs in the process.
- General municipal service areas (secondary focus) including latrines and city development initiatives will promote increased city living standards and corresponding economic growth, and feed these efforts into the mayoral plans for each city.
- As part of the service delivery implementation and transition process, RU-S provides training and technical assistance, which will enable the municipalities to sustain the services independently after RU-S concludes.
- As described under Component 1, RU-S is working to build municipal capabilities in projecting and budgeting for operation and maintenance costs, while Component 3 is working to ensure that these budgeted resources are allocated so that these services can be sustainably continued after RU-S departs.

The following section outlines the activities scheduled for completion this year.

Solid Waste Management

RU-S will continue to implement the waste management strategy initiated in year two. This will target strategic intervention points, enhance the municipality's abilities, and optimize asset utilization in the provision of this essential service to citizens. During project year two, RU-S assisted in developing Transitional Waste Accumulation Sites (TWAS) and secondary waste collection systems (including supplying community waste skips, providing direct funding to augment municipal labor forces and

vehicular assets) to ensure successful service coverage and system adoption. Building upon the success of this initiative, RU-S will continue to ensure that these systems are appropriately resourced with additional capital assets as required to establish the system foundations while gradually reducing direct funding to the operation augmentation initiatives. RU-S will also transition these activities to the municipality to maintain and increase the level of service provision in their cities. The schedule for planned transition in each municipality will be reflected in each municipal SWM transition plan. Municipalities with a sufficient budget will be transitioned first, while others will transition following the municipal budget allocation in January 2013 for FY2013 as outlined in the table below.

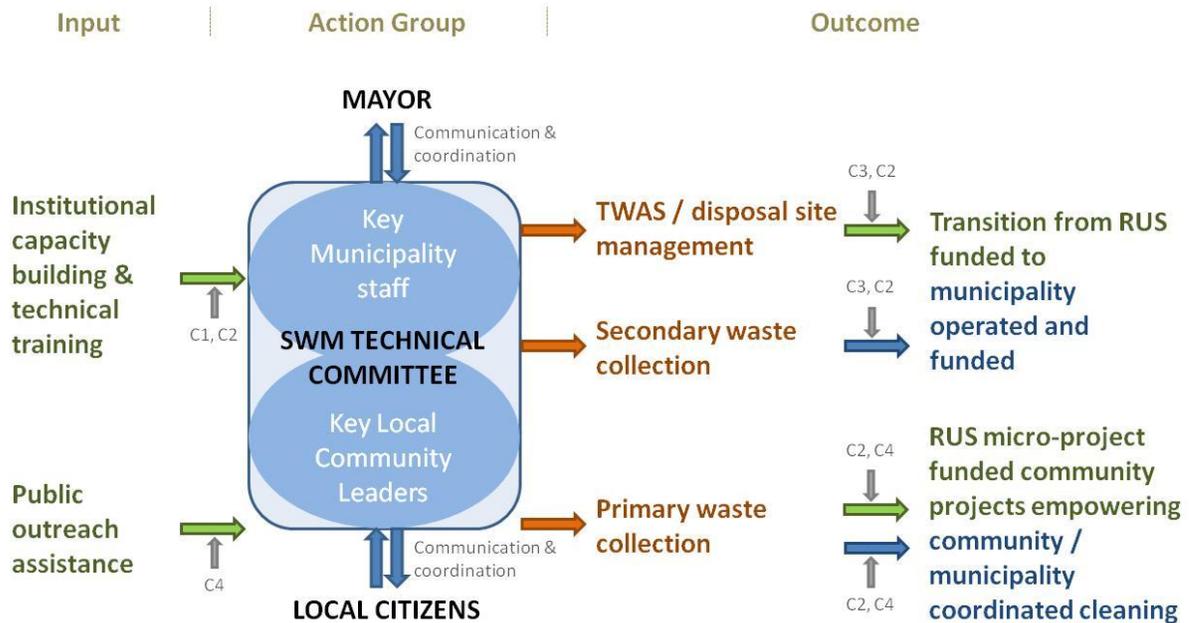


Figure 1: Solid Waste Management Committee concept

With secondary waste collection systems operating, focus will be placed on institutionalizing the management of these systems as well as on primary waste collection, which ties citizens into the municipality provided secondary collection system. As an identified need in year two, RU-S will work with municipalities to establish technical SWM committees. This will institutionalize skills in SWM in the target cities, as well as enhance the connection between the municipalities and their citizens. The technical committees will consist of a combination of key municipality staff where available and local community leaders such as Whakeels, street elders, and religious leaders who will be trained in SWM concepts. The above figure illustrates this concept with the key action group, the inputs from RU-S and the intended results annotated with RU-S component interactions and engagements. Local leaders will be selected to ensure representation from each city sub-district and to ensure there is cross community involvement. RU-S will assist in training these committees on the technical, social, financial, administrative, legislative and environmental aspects of service delivery. This will help to form a clear focal point between the municipality and local citizens, improve coordination and accountability, enhance the technical skill base within the target cities, and improve long-term retention of skills. This initiative is in-line with GDMA's intent to establish a Municipal Advisory Board (MAB) in each municipality comprised of locally elected citizens, with sub-technical committees in areas such as SWM. The committees being established by RU-S will eventually tie into the GDMA committees ensuring that the knowledge and skills are in place prior to the MAB formation. This will improve the

prospects for successful development of institutional skills and program implementation.

In addition to training the committee on how to fund, manage, and deliver the SWM services through the municipality, RU-S will work with each committee to identify small projects in each district. Through these RU-S funded community projects, each committee member will coordinate with local citizens and the mayor to identify community needs. This will target primary waste collection activities and incentivize committee members to be involved with and accountable to citizens. This will also promote the municipality's involvement at the grass roots level while tying citizens to the larger municipal focus on secondary waste collection. The committee training and RU-S funded community projects will be implemented throughout year three. As noted under Component 1, RU-S will develop exact guidelines and standard operating procedures for committees to identify projects to be implemented ensuring that projects comply with all compliance requirements.

Solid Waste Management Major Transition Schedule	Start	End
Kandahar City	July 2012	October 2012
Lashkar Gah	July 2012	January 2013
Qalat	July 2012	October 2012
Tirin Kot	July 2012	January 2013
Zaranj	July 2012	January 2013

All municipalities will receive assistance establishing SWM committees with district project funds between July 2012 and May 2013. In addition the following capital asset projects will be completed:

Solid Waste Management Capital Investment Projects	Start	End
Kandahar City – TWAS; 4 x crane trucks; vehicle maintenance facility	July 2012	February 2013
Lashkar Gah – TWAS; 1 x crane truck; metal skips; vehicle maintenance facility	July 2012	February 2013
Qalat – Vehicle maintenance facility; 1 crane truck; metal skips	October 2012	May 2013
Tirin Kot – 2 x crane trucks; 1 x wheeled loader; 2x dump trucks; vehicle maintenance facility; metal skips	July 2012	May 2013
Zaranj – 1 crane truck; metal skips	September 2012	May 2013

Public Latrines

At the request of both citizens and municipal officials, RU-S will continue to promote the benefits of previously constructed municipal latrines and to install new latrines to reduce unsanitary conditions in public areas. RU-S will also continue to assist the municipality of Tirin Kot to fully utilize and sustainably operate the waste water treatment facility.

Public Latrines	Start	End
Kandahar City – 2 latrines	June 2012	September 2012
Qalat – 1 latrine	July 2012	November 2012
Tirin Kot – Operation of sewerage collection and treatment system and rehabilitation of existing municipal latrine	June 2012	January 2013
Nili – 1 Latrine (completion of project started in year 2)	October 2011	August 2012

Municipal Beautification

Municipal beautification activities continue to be important considerations for all municipalities. The creation of public green spaces through tree planting, watering systems, and fencing serves to instill civic pride and positive attitudes among citizens, which should indirectly assist in the economic development of the area.

A number of municipalities continue to request parks. These projects were given a lower priority and will only be implemented should sufficient funding become available.

Municipal Beautification	Start	End
Kandahar – Solar irrigation pumps	July 2012	September 2012
Lashkar Gah – Municipal Park	December 2012	March 2013
Qalat – Municipal Park	February 2013	May 2013

Economic Growth

Component 2 will assist in promoting economic growth and revenue generation through municipal service infrastructure projects within the target municipalities. Such projects will directly or indirectly influence economic growth depending on the priorities identified by the mayor. The direct method will involve the construction of market places such as the Money Exchange Market in Tirin Kot and Woman’s Bazaar in Lashkar Gah that provide units for the municipality to rent out (generating revenue), as well as to promote economic trade by the city citizens. The indirect method will involve projects such as road infrastructure improvements, for example those in Tirin Kot and Nili which improve traffic flow and in turn trade flow, traffic safety, and ease of access to markets or new property development plots. Such activities have been given various priorities by mayors and will be implemented where sufficient funding is available as per the MIP. Component 2 will also assist in the development of Public Private Partnership projects identified by Components 1 and 3.

Economic Growth	Start	End
Kandahar – Footpath and Drainage Ditch construction; and solar street light installation	To be implemented if sufficient additional funds available	
Lashkar Gah – Woman’s Bazaar; solar powered water purification unit and distribution points operation	June 2012	May 2012
Lashkar Gah – Footpaths and modern road intersection	To be implemented if sufficient additional funds available	
Nili – Graveling of 10km of main road; Road Grader rental; concreting and rehabilitation of main Bazaar road; culverts in new city master plan area; City Master Plan (Phase 2-5) purchase and planning.	August 2012	May 2013
Nili – City Master Plan (Phase 2), and road grading implementation	To be implemented if sufficient additional funds available	
Qalat - Solar powered water purification unit and distribution points operation	June 2012	November 2012
Qalat – Traffic signs and street markings	To be implemented if sufficient funds available	
Tirin Kot – Money exchange market construction; Municipal building renovation; traffic signs and street markings; and bus station / taxi stand.	July 2012	April 2013
Tirin Kot – Footpaths, drains, culverts in new city area	To be implemented if sufficient funds available	
Zaranj – Body washing facility	October 2012	March 2013
Zaranj – Draining ditches and culverts	To be implemented if sufficient funds available	

Additional service delivery pilot projects will be investigated and implemented in Shah Joy (Zabul province) and Spin Boldak (Kandahar Province) to introduce municipal services that are all but absent in these locations. If additional funding becomes available, RU-S will expand service delivery projects

according to priorities defined by each sub-municipality. Projects will be identified and implemented in close consultation with the local community to ensure such projects are desired and their implementation encourages revenue generation through increasing appreciation of service provision by local citizens and businesses with associated payment of municipal taxes and fees.

Task 5: Maintaining Quality

RU-S Component 2 will be led by competent local national engineers trained to implement and monitor the identified activities through project year three. With support from RU-S expat staff (where and when required), these engineers will monitor progress, providing USAID with quality assurance. Program monitoring and inspection will be conducted in a participatory manner.

Leveraged Funding

RU-S continues its close collaboration with AusAID, PRTs, and others to identify opportunities to leverage resources, and will continue to explore funding options for priority activities.

Continuing the agreement made in year two, AusAID will continue to augment Component 2 activities in Tirin Kot through an agreement made with USAID to provide RU-S with a contribution of approximately USD\$2 million to cover MIP activities with an emphasis on SWM, wastewater treatment facility operation, road interventions, public latrines, and a market place. In year one, RU-S was approached by AusAID to provide technical assistance to operationalize the large wastewater treatment plant that had been built with Australian Government assistance in Tirin Kot but was unused. RU-S will continue to provide technical assistance to further develop and implement a plan developed in year two to channel inflows to the facility, treat the waste in environmentally sensitive ways and put the facility on a path to recover costs.

These activities are contingent on the second tranche of funding from AusAID. In addition to funding the direct implementation of these initiatives, this contribution will go towards funding an expatriate Component 2 advisor to provide quality control and oversight of these activities, as well as salary and operational costs for engineers and short term technical assistance. All costs are incorporated in the current, approved MIP.

Environmental Compliance

All RU-S projects will be designed and implemented in accordance with the requirements of USAID Environmental Procedures and Policy, as provided in Chapter 22 of the Code of Federal Regulations Section 216 (22 CFR 216). The procedures and policy provide the conditions and procedures for conducting environmental review of all project activities, to make the projects environmentally sound, and to ensure human health and safety. These projects are small-scale, and were yet to be identified when the USAID Initial Environmental Examination (IEE) was prepared.

The RU-S IEE was approved by USAID Afghanistan Mission on January 24, 2011, and later approved by the Bureau Environmental Officer (BEO) for Asia and the Near East (ANE) on March 31, 2011.

The IEE Threshold Determination recommended a Negative Determination with Conditions for all future project activities, requiring the projects to be subjected to environmental screening as the activities are identified and designed. The screening is followed by the preparation of environmental

review reports (ERRs) for identification of potential adverse environmental impacts due to the project, and environmental mitigation and monitoring plans (EMMPs) for preventing or minimizing the occurrence of adverse impacts during the project implementation and operation stages, to satisfy the requirements of USAID regulation 22 CFR 216. This will also include the requirements of Afghanistan Environmental Impact Assessment (EIA) Policy so as to achieve project sustainability. Where there is a conflict between the two policies, the host country environmental policy will prevail.

Any project environmental screening that results in a Positive Determination, requiring a full environmental impact assessment (EIA) study will be referred to the USAID Afghanistan Mission Environmental Officer (MEO) for advice on how to proceed with the project.

The RU-S Environmental Compliance Plan for year three will continue with the environmental screening and preparation of ERRs and EMMPs using the RU-S-developed Environmental Compliance Instructions and Templates to satisfy the requirements of the IEE for the projects resulting from the MIP process. This will also help to ensure that project implementation is not delayed. RU-S will also ensure continued Environmental Monitoring of projects developed and implemented during project years one and two.

Special attention will be provided to all RU-S supported projects that have a potential to cause adverse environmental impacts, such as SWM and construction projects such as bazaars, public latrines, parks and green spaces, new city development, etc., starting from project identification, then to the design, implementation and operational stages so as to ensure life-of-project environmental compliance.

Activities	Start	End
Screening of all program sub-grant activities as they are identified to determine the risk levels using USAID ANE Bureau Environmental Screening Form (ESF) provided by RU-S IEE	June 2012	March 2013
Preparation of Requests for Categorical Exclusions (RCE) for all activities that fall under low risk (Categorical Exclusion), that have no potential to cause adverse impacts on the environment, for review and approval by USAID Afghanistan MEO	June 2012	March 2013
Preparation of ERRs and EMMPs for all activities that fall under medium risk (Negative Determination with Conditions), for review and approval by USAID Afghanistan MEO	June 2012	March 2013
Integration of environmental compliance monitoring (ECM), including the Environmental Compliance Tracker indicators, into the RU-S Performance Monitoring Plan (PMP)	June 2012	March 2013
Conducting periodic field visits to assess the status of implementation and performance of recommended adverse environmental impact mitigation and monitoring measures in all supported RU-S projects (implemented in project years 1, 2 and 3)	June 2012	June 2013

COMPONENT III: SUPPORT TO THE GIROA TO IMPROVE ECONOMIC DEVELOPMENT AND REVENUE GENERATION AT THE MUNICIPAL LEVEL

The objective of Component 3 is to increase municipal revenues both directly and indirectly by providing the tools (software and hardware), techniques (procedures to survey properties, etc) and training to create and administer new revenue streams from property-based (Safayi¹) and business licenses taxes.

Component 3 also works to facilitate the growth of businesses through building the capacity of municipalities to engage in public-private partnerships, and subsidizing specific public-private partnerships to help jump start economic activity. Those businesses will in turn generate additional property-based and business license taxes for the municipalities, while providing added services to citizens.

Outcome Indicator: Percentage increase in revenue generated by target municipalities as a direct result of RAMP UP-South activities

Expected Outcome (Year 3):

- Percentage increase of 100% in revenue from Safayi and business licensing (over the base year) generated by target municipalities as a direct result of RAMP UP-South activities.
- At least two thirds of partner municipalities have initiated a public-private partnership.

Target: 100% increase in revenue generated from Safayi and business licensing all target municipalities (over baseline)

Relationship to USAID Results Framework:

Strategic Objective 6: A democratic government with broad citizen participation.

Intermediate Results 6.3:

Program Area: Strengthened institutions for good governance.
Good governance.

Justification and management utility: At the outcome level, this indicator provides a measure of the direct effect on municipal revenue of RU-S activities. Municipal revenue enables the provision of municipal services to target municipalities. The municipalities need increases in municipal revenue to pay for the services started under RU-S supervision, and the revenue flow needs to be sustainable so the services can continue after RU-S ends.

Output Indicators:

- Number of target municipalities receiving RU-S assistance to improve their performance.
- Number of sustainable full time jobs created through RU-S assistance.
- Number of workdays provided as a direct result of RU-S activities.
- Number of service delivery projects completed with RU-S assistance.
- Number of Integrated Financial Management Systems (IFMS) modules implemented in target

¹ Safayi tax, calculated based on property value, is a municipal tax to pay for public street-cleaning and other maintenance programs.

municipalities.

- Number of parcels registered with RU-S assistance.
- Number of businesses licenses issued with RU-S assistance.
- Number of Public Private Partnerships (PPP) established with RU-S support.
- Number of government institutions using enhanced financial systems to improve budget monitoring (outcome) and management.

Table 2: *Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities – Year Two Targets (Year Two over base year 1389)*

Output Indicator	Kandahar	Lashkar Gah	Nilli	Qalat	Tirin Kot	Zarajj	Total Target YII
Percentage increase in revenue generated through Safayi and business licensing by target municipalities as a direct result of RU-S activities	100%	100%	100%	100%	100%	100%	100%

By increasing revenues that the municipality can continue to collect year after year, RU-S supports the sustainability of the municipal services promoted under Component 2. Through the implementation of computerized budgeting and accounting systems and procedures (software and SOPs), municipal officials will have the tools to monitor and direct scarce resources thereby enabling the municipality to efficiently and effectively provide those essential municipal services. To the greatest extent feasible, RU-S will engage the public in the implementation of projects through the Gender and Outreach team to ensure that systems run smoothly, that the municipality puts in place visible and appropriate services, and that fees-for-service and taxes (revenues) are dutifully paid. In support of these objectives, RU-S is also facilitating technology infrastructure development (desktops, servers, LANs, printers, scanners), while also supplying basic office furnishings to support a more conducive working environment.

RU-S will increase municipal revenue generation through:

- (1) Completing the implementation of a parcel registration database (Safayi tax) and a business license database (business license fees) linked to a revenue management system. Those systems are part of an Integrated Financial Management System which includes accounting, budgeting, payroll and human resources as well as revenue management.
- (2) Establishing public private partnerships (PPPs), which will directly generate revenue for the municipality while improving the business and economic environment. Urban-based commercial activity will support businesses that will provide jobs for citizens.

The objective is to increase the level of sustained revenue rather than simply creating spikes or one-time revenue increases. RU-S will leverage resources by replicating successful revenue generation

activities, such as parcel registration, into all targeted municipalities. This allows RU-S to maximize the benefit to municipalities while incurring minimal additional costs associated with development of new activities.

Task 1: Evaluate Capacity

The Municipal Capacity Index (MCI) will analyze each economic development division and, as appropriate, other municipal staff to determine the municipal government's institutional capability and needs, and the number and quality of associated staff. The findings will aid organizational design, streamline revenue collection, and ensure sufficient staff is allocated to create and sustain local economic development projects.

Task 2: Implement Integrated Financial Management Systems

In year two, significant progress was made in the implementation of Integrated Financial Management System (IFMS) modules. The payroll module was implemented in full for all six municipalities, and the IFMS summary table at the end of this task section shows the percent of parcel surveys and registrations that have been completed and the percent that remains to be completed in year three.

Parcel registration and business licensing are core components of the revenue module and are used to generate and collect bills for the Safayi tax and business licenses. The revenue module currently collects five major types of revenue, and will be able to process a total of approximately 55 total revenue types upon full rollout in year three. The focus in year two was to deliver modules that quickly brought large marginal efficiencies in processing time and to deliver large marginal increases in revenue. Ensuring that the IFMS can deliver real benefits is a key part of the strategy to win acceptance of new automated methods.

In year three, RU-S will also expand service pilot projects to Spin Boldak and Shah Joy. To the extent that funding allows, Component 3 will supply the Business Licensing and Parcel Registration software and hardware, together with implementation and training services. More comprehensive activities will be implemented pending additional funding.

The next components of the IFMS are the accounting and the budgeting modules. While providing efficiencies in creating and updating financial statements, the primary purpose of the accounting module is to provide accountability and transparency and the analytical tools that allow management to more effectively monitor the municipality's use of resources. Having proven that IFMS is worth the effort from the time saving of payroll and the increased Safayi and business license revenue collected, municipal officials are more readily receptive to the effort needed to implement the accounting and budgeting upgrades.

Component 3 will continue to make the implementation as rewarding and easy for the accounting and budgeting modules as it has done for the payroll and revenue modules. The project will first utilize the Component 3 financial personnel that are currently embedded within each municipality. The financial personnel will run a "parallel" accounting operation using the new accounting system. The financial personnel will then be able to show municipal officials how the municipality's existing financial transactions and reports will appear under the new system. After an initial illustration of the new system's outputs, Component 3 will bring in trainers to cover both general accounting practice and on the job use of the accounting software. The Component 3 embedded personnel will then be on site to walk the municipal officials step by step through the use of the accounting program. All modules will be

translated into both Pashto and Dari. This approach should provide the maximal level of support.

RU-S will work alongside municipal officials to implement the budget module. In year two, Component 3 staff trained municipal officials on improved budgetary procedures and practices. As an interim step, Component 3 developed a set of interlinked budget spreadsheets for the 1391 budgets, and trained municipal officials on how to use the spreadsheet, how to organize budget data and how to analyze the data to determine their budgetary needs. In year three, Component 3 will train and coach municipal staff on how to prepare their budget with the new software. Revenue generation advisors will provide initial training to municipal officials in October of 2012, allowing municipal officials to get an early start on the budget process, which starts in late December. Embedded staff will be available on a daily basis to help municipal officials use the software and will act as on-site mentors.

As part of the last budget cycle, Component 3 prepared the operating and development budgets for Spin Boldak. This year, RU-S will also implement a pilot program on budget preparation and planning services for Spin Boldak and Shah Joy. Activities will be further expanded as funding allows.

In addition to the specific initial training provided by Component 3, Component 1 will provide ongoing training. This training will help to ensure that municipal staff is fully trained on all aspects of the integrated financial management system to allow for the municipality to be in full control of their operations.

Technology Infrastructure

Additional hardware such as computers, servers, printers and scanners will be provided to each municipality. The initial setup will run as a small local area network (LAN). This will enable the different operators of the system including parcel registration, business license, payroll, accounting, and revenue manager personnel to utilize IFMS. Part of the equipment has already been provided. The additional equipment to be provided is listed as follows:

IFMS Scheduling

A summary table for the completion of software development, implementation and training is illustrated in the following chart.

IFMS ROLLOUT SUMMARY SCHEDULE												
Module	Kandahar		Lashkar Gar		Nili		Qalat		Tirin Kot		Zaranj	
	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish
Payroll												
Development	Oct-10	Feb-11	Oct-10	Feb-11	Oct-10	Feb-11	Oct-10	Feb-11	Oct-10	Feb-11	Oct-10	Feb-11
Implementation/training	Jul-11	Dec-11	Jul-11	Jan-12	Mar-12	Oct-12	Sep-11	Oct-11	Feb-12	Mar-12	Aug-11	Nov-11
Transition to municipalities	Jan-12	Jan-12	Feb-12	Jan-12	Oct-12	Dec-12	Oct-11	Nov-11	Apr-12	Mar-12	Nov-11	Jan-12
Parcel Registration												
Development	Oct-11	Dec-11	Oct-11	Dec-11	Oct-11	Dec-11	Oct-11	Dec-11	Oct-11	Dec-11	Oct-11	Dec-11
Implementation/training	Feb-12	Mar-12	Feb-12	Mar-12	Feb-12	Dec-12	Dec-11	Apr-12	Feb-12	Apr-12	Feb-12	May-12
Transition to municipalities	Mar-12	May-12	Mar-12	May-12	Dec-12	May-13	Apr-12	Jul-12	Apr-12	Jun-12	May-12	Jul-12
Survey & entry of data	Dec-11	May-13	Dec-11	May-13	Mar-12	May-13	Nov-11	May-13	Feb-12	May-13	Nov-11	May-13
Bus Registration												
Development	Oct-11	Dec-11	Oct-11	Dec-11	Oct-11	Dec-11	Oct-11	Dec-11	Oct-11	Dec-11	Oct-11	Dec-11
Implementation/training	Feb-12	Mar-12	Feb-12	Mar-12	Feb-12	Dec-12	Feb-12	May-12	Feb-12	Apr-12	Feb-12	May-12
Transition to municipalities	Mar-12	May-12	Mar-12	May-12	Dec-12	May-13	May-12	Jul-12	Apr-12	Jun-12	May-12	Jul-12
Survey & entry of data	May-12	May-13	Jun-12	May-13	Apr-12	May-13	Nov-11	Feb-12	Jun-12	May-13	Jul-12	May-13
Accounting\General Ledger												
Development	Dec-11	Aug-12	Dec-11	Aug-12	Dec-11	Aug-12	Dec-11	Aug-12	Dec-11	Aug-12	Dec-11	Aug-12
Implementation/training	Sep-12	Jan-13	Oct-12	Mar-13	Oct-12	Mar-13	Sep-12	Jan-13	Oct-12	Mar-13	Oct-12	Mar-13
Transition to municipalities	Dec-12	Mar-13	Feb-13	Apr-13	Feb-13	Apr-13	Dec-12	Mar-13	Feb-13	Apr-13	Feb-13	Apr-13
Budgeting												
Development	Dec-11	Aug-12	Dec-11	Aug-12	Dec-11	Aug-12	Dec-11	Aug-12	Dec-11	Aug-12	Dec-11	Aug-12
Implementation/training	Sep-12	Oct-12	Oct-12	Oct-12	Oct-12	Oct-12	Sep-12	Oct-12	Oct-12	Oct-12	Oct-12	Oct-12
Transition to municipalities	Nov-12	Dec-13	Nov-12	Dec-13	Nov-12	Dec-13	Nov-12	Dec-13	Nov-12	Dec-13	Nov-12	Dec-13
Payroll ver 2.0 (SQL)												
Development	Jul-12	Aug-12	Jul-12	Aug-12	Jul-12	Aug-12	Jul-12	Aug-12	Jul-12	Aug-12	Jul-12	Aug-12
Implementation/training	Jan-13	Feb-13	Jan-13	Feb-13	Jan-13	Feb-13	Jan-13	Feb-13	Jan-13	Feb-13	Jan-13	Feb-13
Transition to municipalities	Feb-13	Mar-13	Feb-13	Mar-13	Feb-13	Mar-13	Feb-13	Mar-13	Feb-13	Mar-13	Feb-13	Mar-13

Task 3: Assess Own-Source Revenue Generation

Another area for stimulating municipal economic growth will be enhancing the target municipalities' own-source revenue generation. RU-S will assess the revenue generating capacity of participating municipalities to determine their capacity-building needs. The assessment will focus on taxable properties, fees and charges, and rented properties and will guide improvements in revenue generation, which will be systematically advanced throughout RU-S.

Task 4: Improve Tax Collection and Revenue

Municipalities within the RU-S area were missing out on revenue from parcel registration because they lacked the systems and processes to allow for easy registration. Most property owners are eager to register their property and pay the associated Safayi tax. RU-S is collaborating with the United Nations Habitat program, which carried out partial parcel registration programs in Kandahar City and Lashkar Gah, to transform the data collected into a billable "Safayi Notebook" to allow for revenue collection.

Component 3 has been implementing the parcel registration process in the RU-S municipalities including surveys of all parcels by hiring and training short-term contract workers to conduct the property surveys. The workers are in the middle of the surveying process. UN Habitat has conducted surveys in Kandahar and Lashkar Gah and the data from these surveys will be entered into the database over the course of year three.

The following chart shows the number of parcels projected to be added to the tax rolls once the surveys are complete, and the corresponding amount of incremental revenue that each respective municipality is to receive.

		Kandahar	Lashkar Gah	Nili	Zaranj	Qalat	Tirin Kot	Total
Baseline Data								
1390 Safayi Revenue (actuals)	AFS	34,256,622	5,895,646	-	125,728	28,418	-	40,306,414
	USD	685,132	117,913	-	2,515	568	-	806,128
Estimated revenue generated at end of Dec 2012								
No. of parcels registered		46,000	14,000	3,000	12,000	5,150	7,000	87,150
Revenue resulting from parcel registrations	AFS	71,612,800	12,740,000	1,470,000	7,980,000	3,006,570	5,390,000	102,199,370
	USD	1,432,256	254,800	29,400	159,600	60,131	107,800	2,043,987
Target % increase over 1390 Safayi actual		109%	116%	n/a	6247%	10480%	n/a	154%
Estimated revenue generated at end June 2013								
No. of parcels registered		71,800	24,000	5,000	20,000	5,100	12,000	137,900
Revenue resulting from parcel registrations	AFS	111,778,240	21,840,000	2,450,000	13,300,000	2,977,380	9,240,000	161,585,620
	USD	2,235,565	436,800	49,000	266,000	59,548	184,800	3,231,712
Target % increase over base		226%	270%	NA	10478%	10377%	NA	301%
*A discount of 30% is applied to the actual revenue collected (20% deduction for non-payment, and 10% in case not all parcels can be registered).								

\$3.2 million is the estimated revenue from parcels registered with the help of RAMP UP-South.

RU-S is also proposing that metal identification signs be placed on each of the registered parcels. For the original survey, the addresses of the property and identification codes were spray painted onto the sides of buildings. Permanent signs will not only improve aesthetics, but will enhance legitimacy, and are strongly requested by all municipalities.

Task 5: Access Other Revenue Sources to Expand Economic Opportunities – Business Licensing

Because most businesses in Kandahar were not registered, the municipality does not receive tax revenue from them, nor do the businesses receive the municipal benefits of registration, including regular services. As part of the parcel registration process, RU-S is assisting the municipality to systematize the processing and record keeping of business licenses. This will serve to legitimize local businesses, expand their ability to bid on procurement activities, and generate recurring revenue for the municipality. In addition, this will help the government improve responsiveness and build trust with citizens. Businesses will realize the benefits of registering and be encouraged by the simplified processes and access to information.

Task 6: Identify and Develop Public Private Partnerships

To further promote economic growth, RU-S is working with interested municipalities to enter into public private partnerships (PPPs) with local businesses. These types of partnerships result in a source of

revenue for the municipality, while having the added benefit of expanding services for citizens while stimulating the local economy through investment in the private sector. In year two, RU-S assisted the municipality of Qalat to sign their first PPP with a private firm to construct, operate and maintain a slaughterhouse. RU-S is currently in the process of helping Lashkar Gah design and build a second parking lot as a PPP in Lashkar Gah city. At the request of each participating mayor, RU-S works with the municipality to develop a PPP transaction design, identify suitable private resources partners, provide capital investment in a cost share capacity to initiate work, and negotiate an agreement between the municipality and the private partner to maintain a partnership agreement for a specific period of time. Successful PPPs have the added benefit generating employment opportunities in both the public and private sectors. The goal is to finalize a total of four PPPs by the end of year three.

Ongoing and proposed PPPs with estimated costs are outlined below:

RAMP UP-South PPP Projects - Ongoing and Proposed					
No.	Project	Location	Approval Status	Start date	End Date
Ongoing					
1	Slaughterhouse	Qalat	Approved by Mayor	22-Mar-12	Aug-12
2	Parking Lot	Lashkar Gah	Approved by Mayor	30-Jul-12	Oct-12
Proposed					
3	Women's Market or Body Wash for Funeral Service Preparation	Zaranj	Under Discussion	Sep-12	Jan-13
4	Billboards	Nili	Approved by Mayor	Sep-12	Nov-12

The parking lot in Lashkar Gah is to be a cost share arrangement with a private business and will be selected through a competitive RFP process. The contractor is estimated to pay 25 percent of the total cost of the project and then a lease payment each year for five years, after which the parking lot would revert to the ownership of the municipality.

The Zaranj mayor and GDMA are currently determining whether to move forward with a PPP for a women's market, or a body wash facility. The proposed Women's Market would provide structures and ancillary facilities for women to set up small stalls and shops. By providing the infrastructure and facilities for these small businesses, the city will encourage the development of new businesses. The market will also be creating a key mechanism for women in the community to obtain economic autonomy, develop entrepreneurial skills and provide much needed income for their families. The Gender and Outreach team will provide vocational training on how to start and operate a small business. The mayor is also considering a body wash for funeral preparation. The body wash identified by citizens as priority as well, and would increase revenue while creating private sector jobs.

The proposed billboard project in Nili will include 10 billboards. The city will buy the property or use existing property holdings, pay for the construction of the billboards, and rent the spaces. The city and the lessee will share in the resulting advertising revenue which is a common arrangement for Afghan municipalities. The lessee will be responsible for maintenance of the billboards.

All PPPs will be structured to generate revenue and investment capital for the municipality, with the goal of enhancing economic growth. RU-S will only provide capital investment as part of a cost share initiative. RU-S will facilitate PPPs as a means of supporting operational and maintenance costs for capital projects under Component 2, and will provide specific training on PPPs (see Component 1) for select municipal officials and for registered RU-S contractors. This training will enumerate how PPPs

may be structured to provide mutually beneficial terms and to equitably share risks between public and private sector participants.

RU-S will support each venture through public outreach support, reaching out to business leaders regarding specific opportunities, and furthering the understanding of the concept through a mentoring program. Business development advisors have engaged the chambers of commerce in each city to determine where there are opportunities for PPPs, and RU-S will assist in designing the PPP transaction, soliciting bids and managing the procurement process, and may participate in a cost share mechanism on a case-by-case basis. The proposed women's market PPP will utilize specific help from the Gender and Outreach team, helping to improve economic opportunities for women in particular as well as the municipality as a whole.

IV. MANAGEMENT AND ADMINISTRATION

Personnel

In year three, RAMP UP-South will employ a total of 119 staff in all project provinces, which includes 113 local national employees and six expatriate employees. The expatriate to Afghan staff ratio is approximately 1:19.

RAMP UP-South Local National Personnel Tracker

PROVINCE	MUNICIPALITY	SUPPORT LOCAL NATIONAL EMPLOYEES			PROFESSIONAL LOCAL NATIONAL EMPLOYEES		
		MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Kandahar	Kandahar	6		6	23		23
Helmand	Lashkar Gah	2		2	8		8
Kabul	Kabul	7	5	12	27	2	29
Uruzgan	Tirin Kot	5		5	6		6
Nimroz	Zaranj	2		2	6		6
Daikundi	Nili	1		1	4	1	5
Zabul	Qalat	3		3	5		5
Total – 113		27	5	31	79	3	82

Staffing and Recruitment

In March 2012, RAMP UP-South underwent a critical transition to place senior Afghan staff in key leadership positions as part of the project's *Afghanization* strategy. Since this time and throughout year three, local national (LN) team leaders, deputy team leaders and heads of administrative departments continue leading project implementation activities and providing key operational support. In addition, the project utilizes a combination of short-term specialists and long-term senior program advisors to facilitate regular consultation with partners and stakeholders in each municipality. RAMP UP – South is implemented by a combination of Afghan and international staff in the following categories:

Component Teams

Each technical component is led by a local national team leader responsible for the strategic direction of their units in direct support of the project's objectives in the six southern provinces of Afghanistan. Technical component teams, supported by deputy team leaders, long-term advisors and short-term specialists, are responsible for achieving program objectives, and tangible, rapid and sustainable results. As described above, throughout option year one, all technical component lead positions were transitioned from expatriate to Afghan staff.

Senior Program Advisors

Since March 2012, RAMP UP-South has employed expatriate senior program advisors who are based at PRTs in Tirin Kot, Kandahar, and Qalat and serve in an advisory capacity, rotating among all program areas of operation. The senior program advisors provide strategic and technical direction to local staff in all three components, and are responsible for mentorship of local component team

leaders to enable them to independently manage activities. Based within the areas of operation in the South, the senior program advisors liaise with key counterparts, including USAID, IDLG/GDMA, PRTs and municipal officials to provide updates on project status in each component, resolve issues, and address challenges. RAMP UP-South will continue using this organizational structure throughout year three, as it allows for greater flexibility and has enabled senior program advisors to foster more constructive relationships with key municipal officials and local stakeholders, mentor local national staff, and provide timely programmatic guidance.

Municipal Program Coordinators

The project employs six local national Municipal Program Coordinators (MPCs), embedded within the office of the mayor of Kandahar City, Lashkar Gah, Tirin Kot, Qalat, Zaranj and Nili. Reporting directly to the Chief of Party, the MPCs serve as the primary liaison between the project and each municipality we engage with, building key relationships with municipal officials. The role of the MPCs in maintaining transparency and ensuring accountability is essential to the successful implementation of RAMP UP – South’s objectives. The MPCs coordinate the activity identification, assessment, design, solicitation and procurement status between municipal officials and RAMP UP-South. The MPCs work directly with the mayors in their locations to develop linkages, resolve misunderstandings, solve problems, and ensure that implementation meets GIRoA and USAID standards.

Operational and Administrative Staff

Operations, administration and program support units, including Grants, Subcontracts and Compliance (GSC), finance, human resources, monitoring and evaluation, and operations are led by local national directors and managers who each manage their respective department. The local national operational/administrative team leaders are responsible for supporting the implementation of technical activities across all six provinces and RAMP UP – South’s office in Kabul. They are supported by the expatriate Deputy Chief of Party and Compliance Advisor and Gender Liaison.

Base of operation

In all areas of operation, day to day implementation is managed by senior Afghan staff. In year two, the project underwent a change in operational structure in direct response to funding cuts. In order to reduce operational costs and maximize project funds for program activities, RAMP UP-South closed its offices in Kandahar, Qalat, and Lashkar Gah and moved its administrative and operational base to Kabul. RAMP UP-South’s main office is in the Baron compound in Kabul, which provides flexible and shared resources, including housing, office space, and security. In year three, the expatriate Chief of Party, Deputy Chief of Party and Compliance Advisor and Gender Liaison will be based in Kabul while the remaining expatriate senior program advisors will continue to be based and rotate among all areas of operation.

RAMP UP-South is fully embedded within all six target municipalities, with local national staff stationed in municipal office facilities. Expatriate and third-country national staff will also continue to be stationed at PRTs in Kandahar, Qalat, and Tirin Kot. Securing accommodations on PRTs and in municipal offices space allows the project significantly greater flexibility to liaise directly with beneficiaries, stakeholders, clients, and implementing partners. Further, this strategy to increase access and facilitate constructive relationships effectively reduces operational costs, allowing those funds to be diverted to technical implementation of the project.

Internal Anti-Corruption Measures

RAMP UP – South has made, and will continue to make, a concerted effort to combat corruption and ensure transparency and compliance in all of our internal processes within the departments that comprise operations and administration, including procurement, human resources, grants, subcontracts, information technology, technical procurement and finance. In response to the significant increase in program activity throughout six provinces, the administrative support teams will undergo regular audits of their internal controls, processes and documentation to highlight weak systems and practices, identify gaps, and provide recommendations to increase the standard of internal controls in an effort to maintain transparency and compliance. Internal audits are conducted periodically to ensure adherence to rules and regulations governing the implementation of this project. Throughout option year 2, RAMP UP-South will frequently send a home office Field Accounting and Compliance Team (FACT) manager to carry out internal reviews of field office financial records, bookkeeping, and accounting systems and to ensure that appropriate supporting documentation is in place. The FACT manager will continue on-the-job, capacity building trainings for local national finance staff on best accounting practices, Chemonics accounting systems, financial management, filing, and bookkeeping.

Security

Security continues to be a challenge and has been deteriorating across all southern provinces and in Kabul. The increasingly kinetic environment affects the program on multiple fronts. Recruitment and retention of expatriate and national staff, targeted assassinations of local officials and counterparts, movement restrictions on site visits, face-to-face meetings with counterparts and stakeholders, work days lost by national staff due to lockdowns, and threats and intimidation of project counterparts in the municipalities are a few of the consequences of the environment in which the program operates.

Chemonics International has a comprehensive Security Plan that details standard operating procedures related to the implementation of our security platform for RAMP UP – South, and includes specific information on mobile security and protection measures for movement by vehicle, static protection measures at program and other facilities, and staff rules and requirements. An Emergency Action Plan, linked to our Security Plan, provides guidance to program staff for responding to a range of emergencies. The Emergency Action Plan includes communication protocols and procedures for responding to medical emergencies and security threats.

This security plan is augmented by a robust in-country Country Security Team (CST), composed of three expatriates who are cross-shared among all Chemonics projects. The CST provides full-time, on-the-ground quality control of all matters related to security as well as overall oversight and management of the Afghanistan Security Services IQC. Additionally, RAMP UP-South has in place Memorandums of Agreement (MoA) with the military on the PRTs in Kandahar, Qalat, Tirin Kot, and Nili, to provide overall security and life support to RAMP UP-South staff permanently and temporarily based in those locations.

V. PERFORMANCE MONITORING PLAN

The RAMP UP-South Performance Monitoring Plan (PMP) version two was designed to be used for program level and strategic planning, enabling the program management to evaluate and gauge specific activities within a broader picture of the program. In year two, indicators were added which more accurately measured RAMP-UP-South activities. Other indicators that were no longer representative of project activities were removed. The indicators approved in year two continue to be appropriate to measuring RAMP UP-South activities, and also serve as useful tools for strategic planning of future activities.

Following the acceptance of the RAMP UP-South year three work plan, the M&E Team will revise the year three PMP and initiate a participative process of identification of indicators at the output, outcome and impact levels, to re-confirm that the indicators are useful and relevant. Specifically, the monitoring and evaluation team will ensure that the indicators maintain relevancy and that the senior management team can effectively assess progress against targets. Detailed actions including the following:

- Assist both management and technical staff in the monitoring of program activities;
- Facilitate data collection and streamline M&E staffing requirements;
- Align data collection with USAID F indicators where practical;
- Monitor progress of activities as well as the short, medium and longer term effects of those activities;
- Institutionalize data management processes to ensure that data collection, collation, analysis and reporting continue irrespective of senior staff rotation; and,
- Institute bi-weekly meetings with senior program staff to review M&E data and information to ensure that data remains relevant for program decision making.

With the exception of a more simplified methodology for measuring the impact indicator: increase of citizen's trust in, satisfaction with, buy in, and support to municipality service delivery; indicators are not expected to be changed in any meaningful way.

Reporting

As the result of a Data Quality Assessment at the end of year two, information reported in the annual report will demonstrate data which has been thoroughly measured and verified. This data supersedes data reported in previous reports. In year three, reports will continue to be submitted on a weekly, monthly, quarterly and annual basis.

Report	Due Date
Weekly Reports	Every Thursday afternoon
Monthly Reports	15 th day of the month following the reporting month
Quarterly Reports	End of the month following the reporting quarter
Annual Report	End of the month following the reporting year

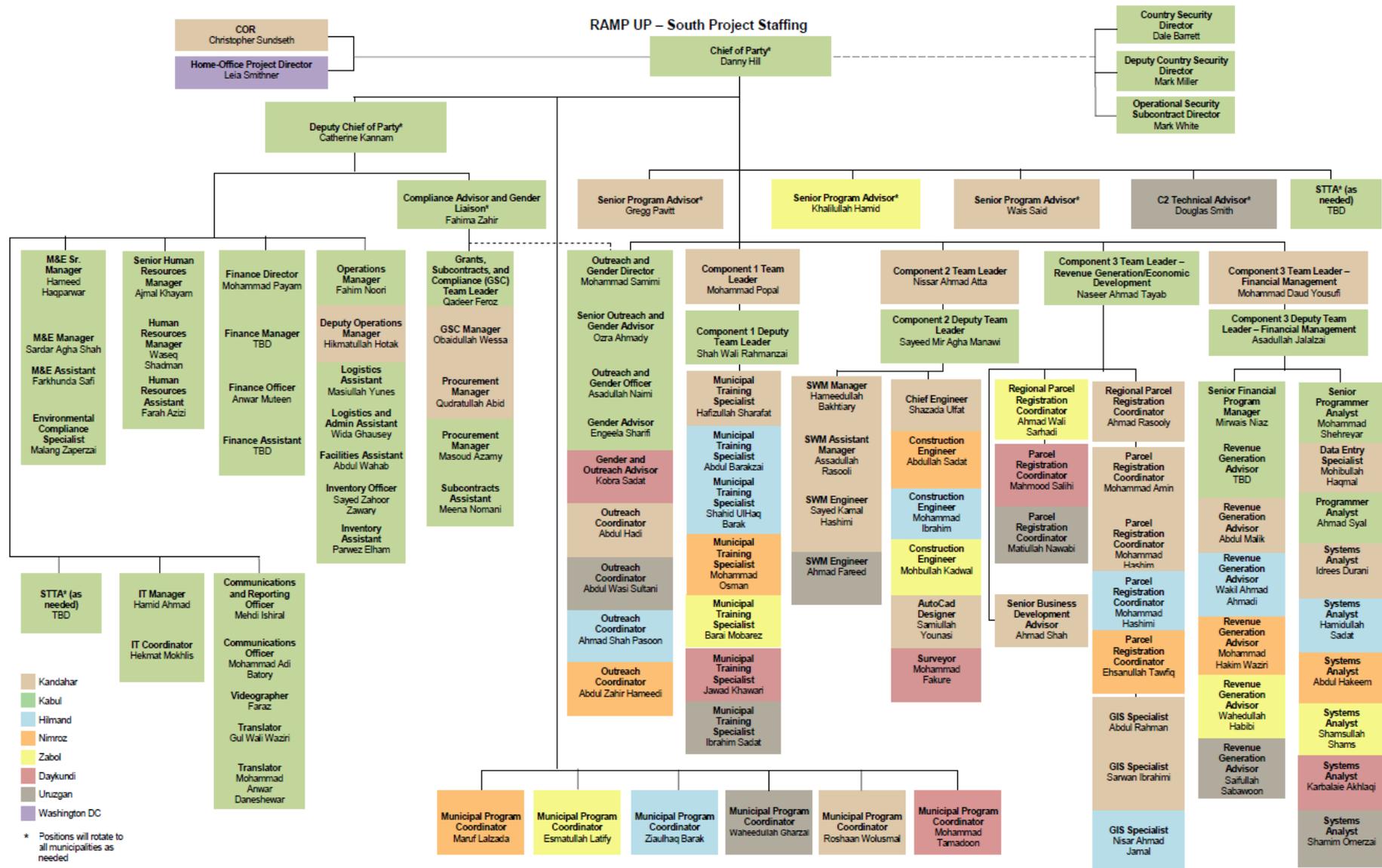
The following charts show the proposed indicators and targets for year three. Any proposed changes between year two and year three indicators will be formalized in a revised (PMP).

Year Three Program-Wide Indicators and Targets

Indicator Number	Indicator	LIFE OF PROJECT		OPTION YEAR 2 TARGETS					
		LIFE OF PROJECT TARGET (through 3rd project year)	PROGRESS TO DATE	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj
Impact Indicator	Percentage increase in citizens trust in, satisfaction with, buy in, and support to municipal service delivery (<i>measured every two years</i>)	20%	TBD (<i>focus group survey will be carried out in option year 2</i>)	20%	20%	20%	20%	20%	20%
Outcome Indicator No. 1	Percentage increase in municipal capacity index (MCI) (<i>measured annually over baseline</i>)	50%	29%	50%	50%	50%	50%	50%	50%
1.1.	Number of target municipalities receiving RU-S assistance to improve their performance.	6	6	1	1	1	1	1	1
1.2.	Number of sustainable full time jobs created through RU-S assistance.	192	172	10	5	1	2	1	1
1.3.	Number of workdays provided as a direct result of RU-S activities.	215,000	116,476	43,000	36,550	32,250	38,700	32,250	32,250
1.4.	Number of training curricula developed with RU-S assistance.	50	38	N/A	N/A	N/A	N/A	N/A	N/A
1.5.	Number of individuals trained with RU-S assistance.	300	253	8	8	8	8	8	7
Outcome Indicator No. 2	Percentage increase in citizens who have access to essential services	40%	29%	40%	40%	29%	40%	40%	40%
2.1.	Number of Public Private Partnerships (PPP) established with RU-S support.	4	1	0	1	1	0	0	1

2.2.	Number of municipal service delivery projects completed with RU-S assistance.	80	50	5	5	5	5	5	5
2.3.	Number of environmental compliance visits conducted to RU-S project sites.	81	63	3	3	3	3	3	3
Outcome Indicator No. 3	Percentage Increase in Revenue (measured annually with results from revenue generation IFMS module)	20%		20%	20%	20%	20%	20%	20%
3.1.	Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities.	36	24	2	2	2	2	2	2
3.2.	Number of parcels registered with RU-S assistance.	137,950	11,803	71,800	24,000	5,000	5,150	12,000	20,000
N/A	Number of parcels surveyed with RU-S assistance in the reporting period	137,950	46,558	71,800	24,000	5,000	5,150	12,000	20,000
3.3	Number of business licensed with USG assistance in the reporting period	47,300	0	27,000	8,000	1,000	1,000	2,500	7,800
N/A	Number of business surveyed with USG assistance in the reporting period	47,300	7,230	27,000	8,000	1,000	1,000	2,500	7,800
3.4.	Value of revenue generated by target municipalities as a direct result of RU-S activities.	\$3,231,712	\$8,558	\$2,235,565	\$436,800	\$49,000	\$59,548	\$184,800	\$266,000
3.5.	Number of anti-corruption measures implemented with RU-S assistance.	36	24	2	2	2	2	2	2

APPENDIX I: RAMP UP-SOUTH ORGANIZATIONAL CHART



APPENDIX II: RAMP UP-SOUTH OPTION YEAR 2 SUMMARY BUDGET

Line Item	Total Spent to Date (June 30, 2012)	Spent to Date by CLIN			Option Year 2 Remaining Projections	Option Y2 Projections by CLIN			Total
		CLIN 1	CLIN 2	CLIN 3		CLIN 1	CLIN 2	CLIN 3	
I. Salaries	\$6,127,293	\$1,844,685	\$2,205,136	\$2,077,471	\$3,025,925	\$955,331	\$1,093,098	\$977,496	\$9,153,218
II. Fringe Benefits	\$1,923,128	\$583,122	\$698,416	\$641,589	\$719,646	\$213,550	\$296,791	\$209,306	\$2,642,775
III. Overhead	\$4,507,197	\$1,354,383	\$1,632,115	\$1,520,699	\$1,882,423	\$584,639	\$702,692	\$595,092	\$6,389,620
IV. Travel and Transportation	\$988,449	\$340,725	\$375,681	\$272,043	\$448,250	\$147,923	\$174,818	\$125,510	\$1,436,699
V. Allowances	\$3,490,436	\$1,008,410	\$1,359,895	\$1,122,130	\$914,210	\$362,733	\$174,818	\$376,659	\$4,404,646
VI. Other Direct Costs Equipment, Vehicles, and Freight	\$5,432,153	\$1,841,469	\$2,087,217	\$1,503,467	\$1,705,853	\$576,057	\$653,768	\$476,028	\$7,138,006
VII. Subcontractors	\$1,079,423	\$295,635	\$390,131	\$393,657	\$670,000	\$221,100	\$261,300	\$187,600	\$1,749,423
VIII. Subcontractors	\$19,315,253	\$6,380,504	\$7,515,882	\$5,418,867	\$1,605,690	\$507,409	\$599,665	\$498,616	\$20,920,942
IX. Direct Technical Funding	\$10,186,471	\$942,473	\$8,166,420	\$1,077,577	\$10,549,986	\$1,617,000	\$6,826,000	\$2,106,987	\$20,736,457
Subcontracts	\$6,750,678	\$883,626	\$5,584,196	\$282,856	\$9,981,146	\$1,617,000	\$6,257,160	\$2,106,987	\$16,731,824
Grants	\$794,722	\$0	\$0	\$794,722	\$0	\$0	\$0	\$0	\$794,722
Procurement (Technical)	\$3,374,807	\$58,847	\$2,582,224	\$733,735	\$568,840	\$0	\$568,840	\$0	\$3,943,647
X. G&A	\$3,129,885	\$863,456	\$1,442,332	\$824,097	\$1,202,958	\$285,734	\$611,237	\$305,986	\$4,332,843
XI. Fees	\$4,186,121	\$1,151,686	\$1,933,187	\$1,101,249	\$1,727,642	\$410,361	\$877,835	\$439,446	\$5,913,763
Grand Total	\$59,634,853	\$16,408,233	\$27,567,277	\$15,659,342	\$24,452,583	\$5,881,837	\$12,272,021	\$6,298,725	\$84,087,436

APPENDIX III: MUNICIPAL IMPROVEMENT PLANS (MIPs)

Attached