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

WORK PLAN

June 2013 – March 2014

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ACRONYMS

AO	Area of Operations
AusAID	Australian Agency for International Development
CLIN	Contract Line Item Number
COP	Chief of Party
COR	Contracting Officer's Representative
CSD	Citizen Service Desk
CTL	Component Team Leader
DCOP	Deputy Chief of Party
DTL	Deputy Team Leader
EMMP	Environmental Mitigation and Monitoring Plans
ERR	Environmental Review Reports
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
LOE	Level of Effort
LEDP	Local Economic Development Plan
LOP	Life of Project
KAF	Kandahar Airfield
MoF	Ministry of Finance
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
SOW	Scope of Work
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 fourth Work Plan for the USAID funded Regional Afghan Municipalities Program for Urban Populations-South (RAMP UP–South or RU-S) for the period of June 2013 through March 2014 (option period three). It describes the activities, timelines, and strategic objectives for the final nine and a half months of the program. 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, option years one and two 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 period three (project year four) work plan describes the RAMP UP-South strategy to strengthen and broaden effective, accountable, and responsive municipal governance in southern Afghanistan. Most importantly, the work plan describes how, during the final phase of this three year, nine month program, RAMP UP-South will accelerate efforts to increase institutional transparency and efficiency of key municipal systems, enhance revenue generation and local economic development opportunities, and boost public participation in governance. To continue the transition toward *Afghanization*, RAMP UP-South will emphasize sustainability and skills transfer, ensuring that government officials in each municipality demonstrate the skills and resources to maintain initiatives put in place by RAMP UP-South.

The goal of the final nine months of the program will be to help municipalities assume ownership of each RAMP UP-South program element, and to ensure that the tools are in place to expand successful municipal systems at a national level. Consistent and effective collaboration with GDMA and IDLG has resulted in plans to institutionalize the integrated financial management system (IFMS) and solid waste management (SWM) systems. RAMP UP-South municipalities are well prepared to coordinate with other donors and counterparts to expand IFMS, to exhibit best practices in the management of solid waste management systems, and to demonstrate the benefits of entering into public private partnerships critical to local economic development. Through the program's work to promote gender mainstreaming, RAMP UP-South municipalities are more committed to expanding opportunities for both women's economic autonomy and women's engagement in local governance, while public outreach efforts to engage citizens, particularly youth, in key governance issues will help to establish a revitalized civic pride in the municipalities. In order to maintain the significant gains made under this program, RAMP UP-South is committed to facilitating a streamlined transition to any follow on governance program, which will include providing support through the 2014 budgeting cycle and working with GDMA and donor counterparts to make possible the national adoption of IFMS.

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 \$101,046,401 through March 2014.

Approach

A pillar of the RAMP UP-South implementation strategy in option period three 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. The RAMP UP-South project has helped all target municipalities take concrete steps in that direction, after 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.

Over the past three 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 has established 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 as we enter the fourth year of implementation (option period three) 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, continued focus will be placed on the RAMP UP-South gender strategy to increase opportunities for women's economic autonomy, promote women's engagement in local governance, and 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, during this phase RAMP UP-South will increase 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 currently made up of a team of seven expatriates and 137 local nationals, led by Chief of Party (COP) Danny Hill and Deputy Chief of Party (DCOP) Fahima Zahir, with technical advisory support from four expatriate advisors, and administrative and management support from a Compliance and Finance Advisor. 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.

In support of RAMP UP-South's *Afghanization* initiative to build capacity of both program and municipal staff, the small team of expatriate program advisors provide technical input 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.

The COP, DCOP, and the Compliance and Finance 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. With the closing of the Provincial Reconstruction Teams (PRTs) and forward operating bases (FOBs) in southern Afghanistan, three expatriate advisors are now based at the Kandahar Airfield (KAF). In addition, one expatriate advisor is based in Kabul to facilitate coordination with IDLG and GDMA on the adoption of the IFMS system. The advisors 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, outreach coordinators, gender 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.

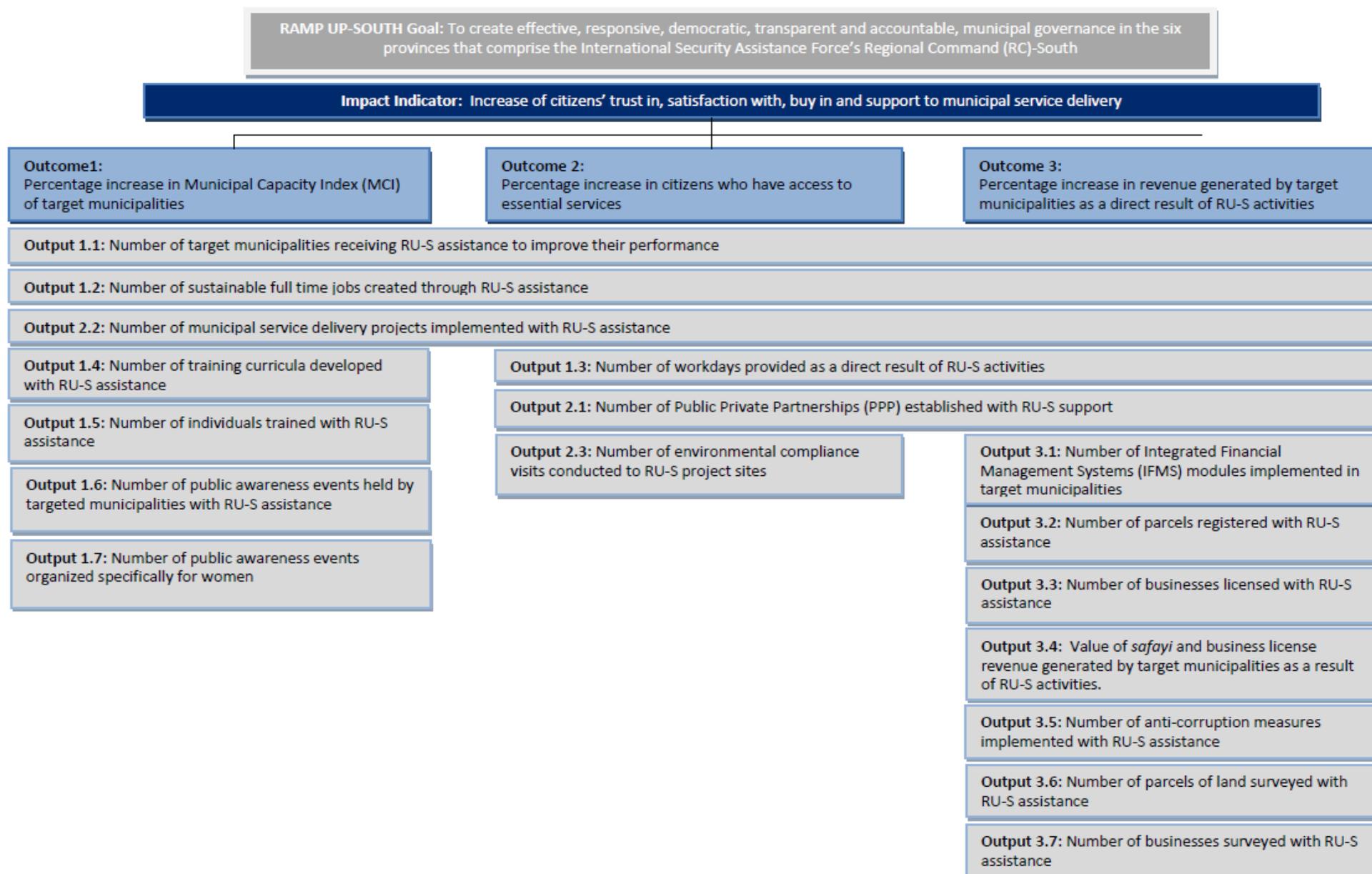
Afghanization Strategy

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. For over a year, local national team leaders and department heads have been leading the implementation of technical activities. 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 option period three, only seven 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.

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 10 months between from June 2013 and March 2014. 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 projects in the district municipalities of Panjwayi and Spin Boldak.

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 the life of project, 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 option period 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 option period three (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 (IFMS) (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 (Option Period 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 0-85. 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 municipalities with RU-S assistance.
- Number of public awareness events organized specifically for women.

Task 1: Conduct Municipal Capacity Index (MCI) Assessment

At the beginning of option year two, RU-S conducted the mid-term assessment of the Municipal Capacity Index (MCI) to gauge progress made in RU-S municipalities as a result of project interventions. The MCI was been redesigned to more accurately gauge the state of local government in the four key areas that comprise 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-S successfully met that target. RU-S will use these MCI results to further tailor training and technical assistance to RU-S municipalities in option period three, with the aim of meeting a 50 percent increase over the baseline in municipal capacity by the end of the project. The MCI will be performed again at the end of option period three.

Municipality	Baseline MCI Score	August 2012 Score	January 2014 Target
Kandahar	18	43	60
Nili	5	25	48
Qalat	6	38	48
Lashkar Gah	19	40	61
Tirin Kot	8	25	50
Zaranj	5	34	48

*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 percent of the total possible score). In August 2012, Kandahar scored 43/85 (or 51 percent). The target for June 2012 is 60/85 (or 71 percent), which represents an increase in 50 percentage points over the first assessment score of 18 (or 21 percent).

Task 1: Conduct Municipal Capacity Index	Start	End
Conduct Final MCI covering life of project progress	June 2013	February 2014

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. During the extension period, the MIPs will be revised once again taking into account the progress made during the first 11 months of option year two, and specifying targeted capacity building initiatives and capital improvement activities that will further build prospects for sustainability of the service improvement and revenue enhancement objectives of RU-S as the project winds down.

The MIPs are approved by the mayors, and shared with GDMA for concurrence. The approval process brings together central and municipal government leaders and fosters vertical integration in municipal planning. Regular reporting on progress under the MIPs takes place during monthly IDLG Technical Working Group (TWG) meetings attended by RU-S team leaders and during daily and weekly interaction between RU-S technical specialists and their municipal counterparts.

In addition to providing RU-S municipalities and GDMA with a roadmap of RU-S interventions, MIP planning and implementation serve as learning opportunities to demonstrate the benefits of project conception, implementation, and monitoring for the municipalities.

As noted in Task 10 (Support Regional Municipal Conferences and Sharing of Best Practices), RU-S will hold a mayors' conference in July 2013 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	June 2013	June 2013
Hold Mayors' Conference	July 2013	July 2013

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. While the Component 2 and 3 sections of this work plan detail the technical and material assistance planned for those technical areas, this sub-section provides detail about the training strategies for the two components, and the development and delivery of training to more broadly build the capacity of municipal managers and employees in solid waste management and financial management.

Capacity Building Strategy

In option year two, RU-S developed a strategy to implement capacity building training and technical assistance for the target municipalities. The strategy guided RU-S staff in developing, implementing, and monitoring capacity building activities, and ensured a cohesive approach to achieving the objectives for Components 2 and 3. As the strategy is a living document that will respond to the changing environments within target municipalities, it will be updated at the beginning of the option period three to take into account the lessons learned during the first 11 months of option year two. An analysis of the training needs in option period three has reinforced the RU-S strategy to tie the technical knowledge and skills offered by Components 2 and 3 with management and administrative training provided under Component 1. Interweaving the training in this way will make it clear to municipal employees that technical operations and systems cannot be separated from management and administrative practices and systems.

Training Centers

Municipal training centers can become the focal point for municipal employees and newly recruited staff to develop and maintain their skills base. It is intended that the training centers will 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. The training centers 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 option year two, the Lashkar Gah, Tirin Kot, and Zaranj training centers were established. In option period three, RU-S will support the establishment of the Kandahar and Nili training centers and continue to strengthen the capacity of the existing centers. As necessary, based on the needs of the municipality, RU-S will continue to provide material assistance in the form of IT equipment and furniture to facilitate training activities.

Service Delivery Training – Solid Waste Management

Component 2 is working with the solid waste management (SWM) departments in each target municipality to ensure that the technical and material assistance provided in years two and three is formally and effectively transferred to the municipalities. In anticipation of this transition to a greater level of self-sufficiency, Component 1 and 2 will facilitate training to ensure that SWM department staff are confident in the skills they have acquired, and that systems and processes are institutionalized. 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. During option period three, on-the-job training will focus on institutionalizing practices to increase the prospects for sustaining waste management systems put in place by RU-S. Training topics for municipal managers and staff will

include planning and budgeting for solid waste management, understanding of Afghan laws and regulations in the sphere of waste management, temporary waste accumulation site (TWAS) construction and dump site management, environmental health aspects, and fleet management and route planning. Trainees will be equipped not only to assume ownership of RU-S service delivery interventions, but to transfer their skills to other service delivery projects undertaken by the municipalities. Targeted management trainings (further described below) will be aimed at guiding trainees through the project cycle from inception, planning and prioritization, to implementation, maintenance, and monitoring.

To support more transparent, accountable, and participatory service delivery practices, Component 2 has helped municipalities establish citizen-government SWM committees that will assist the municipality to prioritize improvement projects, gauge effectiveness of service delivery, and communicate feedback from the wider community to the municipality. SWM committees will include municipal advisors, community and religious leaders, tribal elders, and representatives from the women's councils. Training for SWM committees will reflect the unique needs of each SWM committee and corresponding municipality. With the SWM committees established, Component 2 will facilitate their functioning through support of regular committee meetings and continued training on service delivery and SWM topics. It is envisioned that fully operational SWM committees can serve as a model for the creation of other citizen-government committees to contribute to broader improvements in municipal service delivery.

RU-S also plans to organize an observational study tour for selected RU-S municipalities to engage with municipal counterparts in Kabul municipality to learn about Kabul's experience in modernizing its solid waste management practices. The study tour will include opportunities to observe how the Kabul municipality manages its waste management system from O&M planning and budgeting to route planning and dump site management. It is hoped that the municipal officials participating in this study tour will then be able to adapt and adopt what they learn in Kabul in their own municipalities, as well as further share ideas for improvements to waste management systems in other RU-S municipalities (see Task 10 and Component I).

Planning and Budgeting Training

In order to build internal municipal capacity and systems and improve processes and procedures related to financial management, the Component 1 team will support Component 3's focus on the following functional areas:

1. Identifying and planning (budgeting) how resources are to be used.
2. Budget execution and monitoring (accounting and reporting) to ensure that operational expenses do not exceed budget, and that development projects are realized.
3. Monitoring the budget, which arms the municipality with information needed to reallocate resources in response to how well the services are functioning. If spending money in a particular area is not producing sufficient results, then municipal management can reallocate those resources to more productive uses.

Building municipal capacity in these areas relies heavily on the implementation of the Integrated Financial Management System (IFMS) developed by RU-S. With all six modules of IFMS—Payroll, Budgeting, Accounting, Parcel Registration, Business License, and Revenue Collection—rolled out in year three, RU-S will train relevant municipal staff to use the software, as well as to understand the purpose of more transparent and efficient financial management systems. RU-S revenue generation

advisors in each municipality will be fully trained so that they can serve as an on-site resource for the municipal employees that will be operating the IFMS and can provide frequent, on-the-job trainings and follow ups as necessary.

In option period three, GDMA requested that RU-S facilitate training on the IFMS system to enable a nationwide roll-out to all provincial capitals. RU-S will introduce IFMS at the national level through training on IFMS usage for GDMA officials and IFMS maintenance for IDLG's Information Communications Technology (ICT) department. Training in preparation for the complete transition of the IFMS system to IDLG/GDMA will be completed by the end of 2013. Upon completion of these trainings, RU-S will hand the hardware and network setup over to the GDMA, enabling them to roll-out IFMS in additional municipalities. Once fully implemented, GDMA will have real-time information about the financial operations of the municipalities, such as a municipality's cash balance and performance on budget. RU-S will provide IFMS training to the other three RAMP UP projects, as well as the UNDP ASGP, UN-Habitat, and GMDA representatives to enable them to train their project beneficiaries.

Complementing the training on the IFMS system, RU-S will also prepare municipalities to independently undertake the budget process by creating realistic budgets that identify budget priorities based on input from citizens and the realities of municipal revenue streams. RU-S will continue to municipal staff with the tools they need to execute their budgets and monitor budget execution. *See below this section, as well as Task 6 for further detail of how Components 1 and 3 will support the institutionalization of modern, participatory budgeting in RU-S municipalities.*

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 basic administrative capacity must precede 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, and supervision. In option period three, RU-S will introduce more advanced software training for relevant municipal staff that have mastered the rudiments of Word and Excel and are ready to employ more sophisticated functions to improve the efficiency of their day-to-day activities and responsibilities as they relate to RU-S anchor programs.

During option period three, RU-S will also introduce targeted training for staff working in the citizen service desks (CSDs). As the CSDs are established in Kandahar, Lashkar Gah, and Qalat, RU-S will assist staff to formulate efficient work processes between municipal departments and provide effective customer service to citizens who approach the CSDs for assistance. As part of this effort, Component 1 will work with the Gender and Outreach team to expand outreach efforts to ensure that citizens are aware of and understand the role of the CSDs (i.e., what falls within the scope of municipal responsibility (*see also Task 8 Citizen Service Desks and Other Mechanisms for Citizen Feedback*)).

During option period three, RU-S will continue training aimed at equipping municipal staff with the capacity to plan, implement, and monitor municipal development projects. The training will focus on the following core topics:

- (1) Planning;
- (2) Project Management;
- (3) Human Resources Management; and
- (4) Public procurement.

RU-S will drill down on planning and project management, emphasizing the benefits of modern planning, management, and procurement. RU-S will develop training curricula focusing on these topics to equip municipal employees with the knowledge and skills needed to implement projects within RU-S anchor programs. The majority of these trainings will take place on the job, allowing municipal staff the opportunity to immediately put their knowledge to use in a practical setting, and ensuring that technical specialists and trainers are “on-call” to support municipal employees on a daily basis.

These trainings will initially focus on project management and procurement as municipalities are executing their 2013 budgets. Following this initial period, training will shift to assisting RU-S municipalities to prepare for the 2014 budget cycle, which begins in Fall 2013. In collaboration with Components 2 and 3 and the Gender and Outreach teams, Component 1 will assist RU-S municipalities to draft Local Economic Development Plans (LEDPs), which will lay the groundwork for preparation of their 2014 development budgets. This training will include project prioritization, community engagement activities, resource allocation, and preparing for project implementation and monitoring. During the 2014 LEDP and budget development process, the Gender and Outreach team will support Component 1 training at the points when municipalities should organize community meetings and utilize other relevant citizen engagement mechanisms.

Undertaking training in these core topics is a long-term commitment on the part of the mayor and municipal staff. RU-S will support this commitment by creating a cadre of experienced Afghan trainers and subject area specialists in each program area that can meet the training needs of the municipalities. RU-S training specialists will work closely with the mayors to identify only the most relevant municipal staff to receive this training and mentoring, as this will increase the likelihood of a sustainable transfer of knowledge and skills. These trainees will be supported to the point that they are then able to transfer their new skills to their colleagues in a step towards institutionalization of RU-S planning and management practices.

Tie in with Task 7: Training provided by the Gender and Outreach team during option period three will continue to focus on vocational and basic business skills training for women. In addition, RU-S will provide on-the-job mentorship and training to the recently hired public outreach and communications manager in Kandahar municipality. As other RU-S municipalities hire public information/outreach officials in *Tashkeel* positions, Component 1 will work with the Gender and Outreach team to devise targeted on-the-job trainings to equip these new officials with the knowledge and skills they need to fulfill their role as a conduit between the municipality, media, and the citizens including raising awareness of improvements to municipal service delivery and financial management.

Tie in with Components 2 and 3: At the request of the GDMA, and if the Municipal Advisory Board (MAB) Terms of Reference are finalized and approved in 2013, RU-S will support targeted in establishing a MAB. Utilizing the same multi-pronged approach to RU-S support for the establishment and operations of the municipal SWM Committees, RU-S will assist the Kandahar MAB to be a citizen representative body providing the following functions that are within the scope of RU-S and reinforce RU-S anchor programs:

- Citizen Representation, Feedback, and Complaints;
- Monitoring of Municipal Service Delivery;
- Review of Municipal Budget and Development Plans; and,
- Accountability of Municipal Administration.

As with RU-S's support of the SWM Communities in each RU-S municipality, the Component 1 team will work in concert with Components 2 and 3 to equip the MAB with the skills and knowledge they need to fulfill its role and responsibilities as a review and advisory body to the Mayor and the municipal administration.

RU-S Training Cadre and Training of Trainers

In option period three, RU-S will continue to utilize Afghan management trainers whose focus will be to develop the knowledge and skills required by municipal employees to plan, implement, and monitor development projects aimed at improving municipal service delivery and ensuring more efficient financial management. The trainers are located in RU-S municipalities on a full-time basis, acting not only as a trainer, but also an “on-call” resource for municipal employees on a day-to-day basis.

RU-S technical specialists, the Component 1 leadership team, RU-S training specialists, and other relevant project staff will participate in a training-of-trainers (ToT) and curriculum development workshop to ensure that RU-S training standards and targets are clearly understood by all. The ToT will additionally enable the participants to understand how to conduct RU-S trainings, training methods, how to identify needs for on-the-job assistance to trainees, etc. The management trainers will convene on a quarterly 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. In addition, RU-S will organize targeted technical trainings as needed for project technical specialists to raise their capacity to deliver training and technical assistance on RU-S anchor interventions, i.e., IFMS and SWM. As the competency level of trainees rises, so should the capacity of RU-S specialists to meet municipal needs for new knowledge and skills.

Task 3: Formulate Training Models and Deliver Training	Start	End
Finalize establishment of training centers in Kandahar and Nili	June 2013	October 2013
Identify Training Cadre and Conduct ToT	June 2013	July 2013
Update capacity building strategy	June 2013	July 2013
Conduct training and technical assistance across all project components	June 2013	February 2014

Monitoring & Evaluation

Monitoring and evaluation (M&E) tools and activities are vital to the success of Component 1 activities. With an increased focus on skills transfer and training activities, Component 1 must work closely with the M&E and G&O teams to ensure that results and impact are being appropriately captured and communicated to a wider audience, including USAID, RU-S municipalities, and other municipalities in southern Afghanistan.

Early in option period three, the Component 1 team will develop a Competency Matrix tool to measure how well the training has been absorbed by municipal employees to improve municipal service provision and financial management. The tool will detail the competency levels that trainees are expected to attain as a result of RU-S training by topic and over time. The tool will enable RU-S team members to identify where knowledge or capacity gaps still exist and when training curricula needs to be further developed to meet the increasing capabilities of trainees. The C1 capacity building team will monitor each municipality's training needs to ensure targeted intervention is provided where needed.

Figure One: Competency Matrix Tool Example

1 = Basic Knowledge, 2 = Working Knowledge, 3 = Advance Knowledge		Gender		On the Job	Administrative					Competency Level			Skill improvement Analysis					
No	Training Name	M	F	Type of Training	Category	Dep	Position	Start Date	End Date	1	2	3	Pre Assessment Scores	Post Assessment Scores	Total Test Assessment Percentage	Post Experience Assessment Score	Total Experience Assessment Percentage	Total competency Percentage
C2 Trainings (Technical Trainings)																		
	Auto CAD	9	0															
1	Abdul Manan	1		Classroom	Technical		Assistant Engineer	15/Jan/13	18/Feb/13	1	0	0	1.5	3	45		0	45
2	Ahmad Ullah	1		Classroom	Technical		Assistant Engineer	15/Jan/13	18/Feb/13	0	1	0	4	4.5	67.5		0	67.5
3	Fazli Ahmad	1		Classroom	Technical		Assistant Engineer	15/Jan/13	18/Feb/13	0	1	0	0	3.75	56.3		0	56.3
4	Khalil Ullah	1		Classroom	Technical		Assistant Engineer	15/Jan/13	18/Feb/13	0	1	0	2	4.25	63.8		0	63.8
5	Mohib Ullah	1		Classroom	Technical		Assistant Engineer	15/Jan/13	18/Feb/13	0	1	0	1.5	3.5	52.5		0	52.5
6	Samim Ul Haq	1		Classroom	Technical		Project Designer	15/Jan/13	18/Feb/13	0	1	0	2.3	4.25	63.8		0	63.8
7	Mohammad Idrees	1		Classroom	Technical		Project Manager	15/Jan/13	18/Feb/13	0	1	0	3	4.25	63.8		0	63.8
8	Faiz Uddin	1		Classroom	Technical		Engineer	15/Jan/13	18/Feb/13	0	1	0	1	4	60		0	60
9	Naqib Ulla	1		Classroom	Technical		Computer Operator	15/Jan/13	18/Feb/13	0	1	0	2.5	4	60		0	60
SWM: Committee Establishment		9	0															
1	Rahmat Ullah	1		Classroom	Technical		Citizen Representative	6/Jan/13	7/Jan/13	0	1	0	0.5	5	75		0	75
2	Abdul Hakim	1		Classroom	Technical		District Representative	6/Jan/13	7/Jan/13	0	1	0	4	4	60		0	60

Task 4. Provide Technical Assistance to Municipal Hiring Process

Afghanistan’s municipalities face many challenges in regards to local government employee recruitment and retention, including:

- A bureaucracy (especially the employee grade system) that results in mayors having very little authority to make hiring decisions for most professional grade *Tashkeel* employees. In addition, having employee candidates approved by the appropriate authority (provincial governor, GDMA, and president's administration) can be a lengthy process.
- Difficulty in identifying and attracting qualified candidates, especially in an environment where people may be unable or unwilling to relocate for work and where security is a significant concern, particularly for women seeking employment opportunities and career progression.
- Low local government salaries that are not attractive to many qualified candidates.

RU-S is working with the six target municipalities to attain *Tashkeels* that are not only fully staffed, but also fully qualified to perform their duties. The table below provides a snapshot of the municipal employee recruitment and retention situation as of May 2013.

TASHKEEL Size by Municipality, May 2013

Municipality	Permanent Positions			Contract Positions		
	Total Existing	Currently Filled	Vacant	Total Existing	Currently Filled	Vacant
Kandahar*	170	84	86	786	445	341
Lashkar Gah	84	79	5	188	188	0
Nili	16	6	10	12	8	4
Qalat*	20	8	12	18	14	4
Tirin Kot	19	4	15	40	40	0
Zaranj	19	14	5	90	90	0

*Budgets in these municipalities not yet approved, thus the *Tashkeel* and Contractor figures are subject to change.

In option year two, 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 well staffed; however, RU-S will assist the municipality if further hiring needs arise.

In option period three RU-S will continue to work with the municipalities to develop a formal hiring strategy to fill vacant *Tashkeel* positions, in particular those with responsibility for RU-S anchor programs, such as IFMS and solid waste management. These strategies will focus on activities that are within the mayor's control. To facilitate this process, RU-S will work with municipalities to update organizational charts to identify priority vacant *Tashkeel* positions and the minimum skill sets required to perform the duties of these positions.

In addition, 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 efforts with the Gender and Outreach team and the Component 2 and 3 teams to ensure that the hiring strategy addresses the municipality's needs, and that 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 targeted media campaign aimed at increasing public knowledge and understanding of careers within local government that will help develop a culture of public service. To start, the Gender and Outreach team will focus one of its 45-minute radio programs in Lashkar Gah, Kandahar, Qalat, and Nili on what it means to work for a municipality. The campaign will focus on what it means to pursue a career in public service, particularly at the municipal level. Career advancement, continuing professional development, and contributing to the improvement of living standards and economic opportunities within the municipality may be among the campaign messages. Component 1 will work with the Gender and Outreach team to utilize already developed outreach and information dissemination mechanisms (e.g., billboards, radio, and municipal newsletters).

In order to improve the prospects for filling vacant positions within the *Tashkeel* in RU-S municipalities,

Component 1 team members will also complement their efforts at the mayoral level by engaging more closely with provincial and national level entities responsible for approving the recruitment or promotion of municipal employees at higher professional grades. Efforts will include meeting with the provincial governor's offices and relevant members of the GDMA and Civil Service Reform Commission to advocate for streamlined hiring processes, mayoral access to Development Budget funds to pay higher salaries for *Tashkeel* positions most needed by municipalities to sustain RU-S anchor projects, i.e., IFMS and solid waste management, and supporting municipal employees to prepare for the new Priority Reform and Restructuring examinations of the Afghan Civil Service which, if passed, will result in higher salaries.

Task 4: Provide Technical Assistance to Municipal Hiring Process	Start	End
Develop and implement media campaign to promote careers in public service	June 2013	February 2014
Implement municipal hiring strategy in target municipalities	June 2013	February 2014
Engage provincial and national level to promote streamlined hiring processes for higher professional grades or access to Development Budget funds to pay higher salaries	June 2013	February 2014

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. SOPs will be developed for three key areas of local government operation in RU-S municipalities:

- 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 throughout the project. While the unique experience and requirements of each municipality will be brought to bear on SOP development, it is intended that the SOPs can be easily modified, 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 further developed into manuals that can be utilized by and integrated into the functional training for any municipal employee nationwide. The manuals will be submitted to the GDMA for review and endorsement. It is envisioned that the SOPs and manuals will form the basis of training in preparation for the 2014 budget cycle, which starts in Fall 2013.

While the development of the SOPs and manuals will be the responsibility of Component 2 and 3 technical specialists, Component 1 will oversee the process and ensure consistency across all three SOPs and across all RU-S municipalities.

Task 5: Develop Standard Operating Procedures	Start	End
Finalize pilot SOPs in IFMS management, municipal budgeting, and solid waste management.	June 2013	August 2013
Submit manuals to GDMA for review and endorsement	September 2013	October 2013

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. GIRA 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 officials on the principles and practices of modern accounting.

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 would like to institute the IFMS system across all municipalities. Now that RU-S has implemented the system in all six municipalities, RU-S will assist with transferring the system to GDMA and IDLG.

The IFMS accounting module will empower municipal officials to account for daily transactions (debits/credits). The automation of these transactions will result in daily reconciliation and the ability to generate on-schedule monthly, quarterly, expenditure, revenue, trial balance, allotment, income statement and other existing municipal reports either by municipal officials locally or by the GDMA officials remotely. IFMS will use the same Chart of Accounts codes that the Ministry of Finance (MoF) is using – which will provide compatibility in the future to link the two systems.

Access to these modules will be restricted to a user’s role with the organization. This will allow the system administrator to grant privileges to individuals who are responsible for the module(s) and also will keep a strong audit trail of all critical changes occurring in the system.

Component 1: Gender and Outreach Activities

Task 7: Institute Municipal Outreach Programs

During option period three, RU-S will continue to build the capacity of the six target municipalities to expand citizen outreach. Activities will build on successful outreach efforts initiated earlier in the program to raise awareness of the services and functions provided by the municipality. These efforts will focus on:

- **Building the capacity** of municipal officials to manage their outreach efforts;
- 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 option period three, 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, which will engage women and youth.

Pilot outreach efforts will also be implemented in Panjwayi and Spin Boldak, in coordination with USAID and municipal officials. At a minimum outreach efforts will include implementing an awareness campaign on municipal services through radio programs, billboard advertisements, and flyer distribution. On a case by case basis, RU-S may also hold community meetings for citizens in these district municipalities to learn more about municipal services and interact with municipal officials.

Outreach Capacity Building Program

In option years one and two, RU-S trained program staff in the six target municipalities to support outreach activities conducted on behalf of the municipality. During option period 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. RU-S will continue to advocate for the inclusion of Public Information Officers and Gender Officers in target municipalities' Tashkeels. Considering that these positions might not be filled during the year, RU-S will also encourage 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. Based on the skill level of these staff, the Gender and Outreach team will identify the relevant skills needed to transfer outreach capacity to municipal staff and implement accordingly. Capacity building of relevant municipal outreach staff will be done primarily through on the job mentorship to ensure that the relevant skills are transferred and can be applied immediately to support municipal outreach efforts. 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 will continue to work with the MPCs in each municipality to conduct targeted public awareness campaigns for specific municipal services and activities. RU-S will continue to promote a multi-media approach using television spots and radio programs, billboards, public events, distributable media (such as pens, business cards, and folders), and outreach campaigns to provide information about the work being done by the municipality. The content of these media-based public awareness campaigns is developed in close coordination with municipal staff. In the majority of these campaigns, RU-S works to ensure that these campaigns also serve as an opportunity to increase exposure of municipal staff by including them in television news stories, interviews on radio spots, and including the mayor's message in newsletters and billboards.

Radio is used as an effective outreach tool to spread detailed information about municipal services to a wide segment of the population. Every week RU-S works with the municipality to produce a 45 minute weekly radio program which includes details about current municipal services as well as one minute teaser spots which serve as public service announcements to remind citizens about select services. The message of the radio program is developed in collaboration with the mayor and RU-S technical components to ensure that the messages are relevant to municipal priorities. In addition, television spots consist primarily of newscasts about municipal activities, in which RU-S encourages local television outlets to attend the RU-S outreach events thereby encouraging a broadcast about the event. Additionally in select instances, television spots may include public service announcements

about a specific municipal program.

RU-S sponsors five billboards in all municipalities (except Kandahar which has 10 billboards) to promote messages about service delivery, parcel registration and business licensing, and promoting women's participation in the community. The messages on the billboard are changed approximately every two months and use pictures and simple text to convey information about the municipality. The municipal newsletter is the key print material available to the general public on a regular basis which promotes all types of municipal services and introduces citizens to their municipality. Public events are used primarily to introduce or explain new services, to gather citizen feedback on a certain issue, or provide an opportunity for citizens to interact with their municipal officials. Municipal folders are distributed primarily to citizens who come to the citizen service desk and contain basic contact information about the municipality.

The content of the outreach campaigns managed through these media tools is designed to promote the municipality in general as well as promote specific municipal services which should be strategically highlighted for the public. For example, in order to promote the municipality's support for business development, such as the women's market in Zaranj, RU-S will support a multi-faceted media campaign that may include billboard advertisements, radio programs on the service, flyer distribution, or articles in the municipal newsletter.

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 (IFMS). The Gender and Outreach team will raise awareness of the transparency created by these services by ensuring they are highlighted in the community meetings, television spots, monthly municipal newsletter and the radio roundtables.

Task 7: Municipal Outreach Programs		
Outreach Capacity Building	Start	End
Design and provide outreach trainings as needed for relevant municipal staff	June 2013	January 2014
Municipal Awareness Raising Campaigns	Start	End
Produce monthly newsletters for municipalities	June 2013	January 2014
Regular radio programs and TV spots about ongoing municipal programs	June 2013	January 2014
Install billboards with information on municipal programs	June 2013	January 2014
Conduct public awareness campaigns on revenue generation, SWM, parcel registration, business licensing, and other RUS supported activities	June 2013	January 2014
Support the municipality in celebrating national holidays	June 2013	January 2014
Anti-Corruption		
Monthly newsletter articles on improved internal municipal processes, IFMS, parcel registration, business licensing	June 2013	January 2014
Radio roundtable activities on improved internal municipal processes, IFMS, parcel registration, business licensing	June 2013	January 2014

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

During option period three, RU-S will continue 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 Panjwayi and Spin Boldak. To provide avenues for citizen engagement in RU-S municipalities, the project will:

- expand mechanisms for citizens to get information on 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 continued to provide assistance to these desks to improve their accessibility to citizens by distributing outreach materials such as municipal folders, flyers, and newsletters through the desks and established another CSD in Qalat. During option period three, RU-S will provide material assistance in the form of construction or renovation of existing office space within the municipality building and limited installation of relevant IT equipment to install new CSDs in Tirin Kot, Zaranj, and Nili. RU-S will also help professionalize the CSDs by providing IT, customer service, and communications trainings to new and existing CSD staff.

During option period three RU-S will also continue to support the CSDs as a point of distribution within the municipality 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 alternate venue for citizen feedback, RU-S will organize select community meetings as a mechanism to gather feedback from citizens. During such community meetings, RU-S will provide citizens with an opportunity to provide verbal feedback on municipal services and when possible will also distribute short surveys to gather information about citizen suggestions and priorities. RU-S will also finalize the findings collected from youth forums conducted in all six target municipalities, which created a mechanism for youth to speak about their perceptions of life in the community and their priorities for services needed to build their future.

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 will include one-time events focused on a specific issue, such as participatory budget planning meetings or the celebration of national holidays, and on-going events such as regular Mullah outreach events and

organization of regular roundtable discussions on the radio. 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 schedule of topics for these outreach campaigns will be selected one to three months in advance based on municipality's 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.

To help the municipalities create community responsive budgets, RU-S will hold community meetings in the Fall of 2013 to identify citizen priorities for the municipal budget. During the meetings, the RU-S outreach team will facilitate community discussions to identify and rank possible projects for the coming year. The results of these meetings will be shared with Component 3 who will work with the municipal staff to create an appropriate annual budget. Information gathered during the community budget meetings will also be used to identify citizen's community development priorities which will be outlined in the Local Economic Development Plans (LEDPs) for each target municipality and utilized as a strategic planning tool for the 2014 budget process.

School-based outreach and other youth activities

During option period three, the RU-S outreach team will continue municipal outreach projects geared toward 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. Youth engagement programs will focus on activities that help youth identify municipal services, provide opportunities for youth to propose solutions to community issues, and allow youth to develop materials that could be used for municipal outreach. Sample activities will include drawing and/or photography competitions where youth can identify municipal services in their community or poetry competitions where youth can write about the importance of caring for community resources. Such programs will reinforce the visibility of municipal services while also producing materials that can be used in possible outreach campaigns. RU-S outreach team will develop outreach material for youth to introduce them to municipal services which can be distributed at events targeted to youth. The MPCs will encourage local mayors to participate in the school events, thereby providing an opportunity for mayors to engage with their younger constituents. RU-S will apply a gender equality approach to all youth activities, ensuring that events are tailored to be accessible to both male and female youth. Activities which are culturally appropriate for both genders will be given priority.

Solid Waste Management Committees

During option period three, RU-S will assist the municipalities to assume service delivery responsibilities by supporting the Solid Waste Management community advisory committees. The committees will serve as a bridge between the municipalities' and the community to promote sustainable management of municipal services, such as SWM activities. To the extent possible, SWM committee meetings will also include the participation of key community stakeholders. RU-S will also assist the SWM committee to conduct an outreach campaign in cooperation with community groups, religious leaders and local businesses. Such outreach campaigns might include providing outreach materials for related municipal service delivery projects. If the GDMA approves the creation of other municipal committees, RU-S will identify the appropriate support mechanisms to help establish those committees.

Task 8: Promote Citizen Engagement through Soliciting Input from Citizens, specifically Women and Youth		
Citizens Service Desks	Start	End
Provide Citizen Service Desks with outreach materials	June 2013	January 2014
Meetings between municipal staff and the community	Start	End
Outreach activities with Mullahs	June 2013	December 2013
Issues-based meetings or conferences (i.e. participatory budget planning)	June 2013	December 2013
Youth engagement activities	Start	End
School activities	June 2013	January 2013
Finalize Youth Forum Report	June 2013	July 2013

Task 9: Implement a Gender Strategy

RU-S addresses gender issues through a two-pronged gender strategy. The first component to the strategy supports activities targeted directly for women that address historical and cultural factors that limit women’s participation in society. The second component to the RU-S gender strategy promotes a gender mainstreaming approach across all RU-S activities. This approach identifies barriers to women’s participation across all project activities and suggests 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**; and
- Promote **women’s engagement in local governance**.

RU-S will focus its targeted gender activities in 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 been more responsive to and shown an interest in supporting municipal women’s empowerment programs and are therefore the most receptive to RU-S programs designed to further engage women in the community.

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, or selling other goods such as handicrafts. 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. To ensure that women have the skills necessary to start their business, successful graduates of the vocational skills trainings will also be eligible to participate in a business skills training which will provide them with the practical skills needed to start and operate

a 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.

In some RU-S target municipalities there are already skilled women entrepreneurs who are producing small handicrafts or other goods; but they face obstacles to manage a successful small business. These challenges include a limited access to markets and raw materials, the lack of space to conduct their business, inability to improve technical skills, or lack of negotiating power with the municipality to advocate for business improvements. To strengthen existing business women's economic activity, RAMP UP South will build a dedicated women's market in Zaranj and Kandahar and will provide support to women's professional networks in target municipalities. To prepare potential women-owned business and customers of these businesses for the established markets, RU-S will facilitate one to two day bazaars in these cities to lay the ground work for these women's markets. The bazaars will serve as a way to identify existing female entrepreneurs and to gather information about the types of support they need to turn their skills into a full time small business. RU-S will ensure proper media coverage of the events to help begin cultivating demand for the women-owned small businesses within the community.

Women's Engagement in Local Governance

To address cultural barriers that inhibit women's full participation in society, RU-S will sponsor 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. RU-S outreach materials will both ensure that women are included in the materials (i.e. ensuring female citizens are also featured in billboard ads, or writing articles about female citizens) and will create outreach campaigns which specifically promote women's participation (such as dedicated radio programs for women).

Additionally, RU-S will support 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 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 target municipalities of Kandahar, Lashkar Gah, Nili, Qalat, and Zaranj, which provides women in the community with information about their rights and the skills to make decisions that will empower their lives. Given the limiting cultural issues in Tirin Kot, RU-S will scale its campaign in Tirin Kot to ensure that they are in line with the cultural norms and sensitivities of the municipality. This may mean that gender awareness activities are modified to be smaller in scale to ensure that sensitivities are respected and do not endanger women in the community. These campaigns will include information

on how to engage with the municipality.

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 option period 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 increase women’s participation in existing activities. RU-S outreach activities, including community events, youth activities, and outreach campaigns take a gender equality approach. For community events and youth activities this means that events will be designed so that both male and female citizens can participate in the event; sometimes this may mean that RU-S will organize two events on the same issue, one for males and a separate event for females, to ensure that both genders are able to participate in the event. For outreach campaigns, such as billboard campaigns, newsletter articles, or radio programs, ensure a gender balance in the message. This may include taking measures to ensure that billboards also include pictures of women using municipal services or ensuring that each radio program includes a special segment where female citizens are interviewed to speak about their experiences using municipal services. 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	June 2013	December 2013
Women’s engagement in local governance	Start	End
Celebration of national and international holidays	June 2013	February 2014
Support women’s involvement	Start	End
Gender awareness campaign	June 2013	February 2014
Gender mainstreaming activities		
Gender analysis and strategy	June 2013	June 2013
Application of suggested activities in gender analysis and strategy	June 2013	March 2014

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

A key factor in the institutionalization of more efficient and transparent municipal service delivery and revenue generation is communicating these practices and results to a wider audience. RAMP UP - South is committed to supporting the dissemination of best practices to project municipalities, as the more these municipalities can collaborate the more likely the results of project interventions will be sustained beyond the life of the project. RAMP UP South will identify opportunities where municipal officials from RU-S municipalities can come together to share their ideas and solutions to resolving common challenges.

During option period three, RU-S will organize a municipal conference to bring together mayors and other key staff from each of the municipalities to review the proposed Municipal Improvement Plan (MIP). While the goal of the conference will be centered on finalizing the MIPs and discussing the

transition of RU-S, the conference will also serve as a networking opportunity for municipal staff to gather and share information on lessons learned and best practices, as well as share key successes or discuss challenges with representatives of higher levels of government.

Early in option period three, RU-S will also assist the GDMA to facilitate a district mayors' conference. This initiative of the GDMA aims to bring together district mayors from the southern region of Afghanistan. As with the RU-S annual mayors' conference, this forum will promote networking and the exchange of best practices in tackling common challenges faced by municipalities throughout the country.

At the request of GDMA, RU-S also plans to organize an observational study tour for selected RU-S municipalities to engage with municipal counterparts in the Kabul municipality to learn about Kabul's experience and lessons learned in modernizing its solid waste management practices. It is hoped that the municipal officials participating in this study tour will then be able to adapt and adopt what they learn in Kabul in their own municipalities as well as further share ideas for scaled-down improvements to waste management systems in other RU-S municipalities (see *Task 3 of this section, and Component II*).

The Component 1 team members will also redouble efforts to facilitate greater sharing of information and successes between municipalities through technical specialists working in Components 2 and 3.

Task 10: Regional Municipal Conference Activity and Sharing of Best Practices	Start	End
Mayors' conference	July 2013	July 2013
SWM Observational Study Tour to Kabul	August 2013	November 2013

New RU-S locations

During option period three, RU-S will initiate assistance to Panjwayi and Spin Boldak in Kandahar. Scaled-down MIPs will be developed and implemented, and training plans developed by Component 1 will closely mirror the Components 2 and 3 activities to ensure that the short duration of project assistance will have the greatest impact.

RU-S will ensure that the experiences and successes of the existing six RU-S municipalities will be shared with Panjwayi and Spin Boldak and opportunities for networking are provided.

Anti-corruption

Anti-corruption plays a key role in across all Component activities.

- *Training:* Transparency and accountability are key underpinnings of RU-S management trainings. Modern human resources management systems and practices will help to instill greater confidence in the recruitment and retention of qualified and committed municipal employees. Public procurement training will help municipalities to adopt best practice procurement practices that will increase transparency in the process, increase trust in municipal government on the part of the private sector, and help to ensure that citizens more fully benefit from municipal service delivery improvements. The IFMS systems that RU-S is putting into place in RU-S municipalities will ensure that municipal finances are properly managed and municipal staff members are held accountable for revenues generated and expenditures reported.

- *Citizen Service Desks*: One of the key objectives in establishing CSDs in RU-S municipalities is to create transparent work processes that are clear to both citizens and municipal employees. Reducing the number of municipal employees/departments that a citizen must interact with will reduce opportunities for corrupt practices.
- *Public Awareness Events*: Through the organization of community meetings, RU-S is building awareness of municipal activities amongst community members. Through the conduct of outreach events, such as the community budget meetings, transparency and accountability is being established around municipal processes.

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 option period three, the expected outcome of these services is a minimum of 40 percent increase (over the baseline) 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 (Option Period 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 option period 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 – Option Period Three targets

Outcome Indicator	Kandahar	Lashkar Gar	Nili	Qalat	Tirin Kot	Zaranj	Total Target
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 program years two and three, RU-S worked with municipal officials, citizens, and community groups to develop Municipal Improvement Plans (MIPs) to guide RU-S initiatives in each municipality.

During option period three, RU-S will build upon option year two initiatives, ensuring that donor coordination continues, especially through established relationships with Provincial Reconstruction Teams (PRTs) and as the PRTs draw down RU-S will continue coordination with remaining donors such as the United Nations. 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

During option period three, RU-S will focus on fully transitioning services established by RU-S assistance throughout the program, to ensure that the municipalities can fully control and sustain the services after assistance ends. This shall include continuing temporary augmentation of municipal capacity to maintain services during the funding gap created by delayed approval of municipal budgets. Once funding is approved, services will continue to be fully transitioned to municipal budget and control. Projects under Component 2 during option period three will build upon the structured and strategically defined service delivery concepts introduced during option years one and 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.

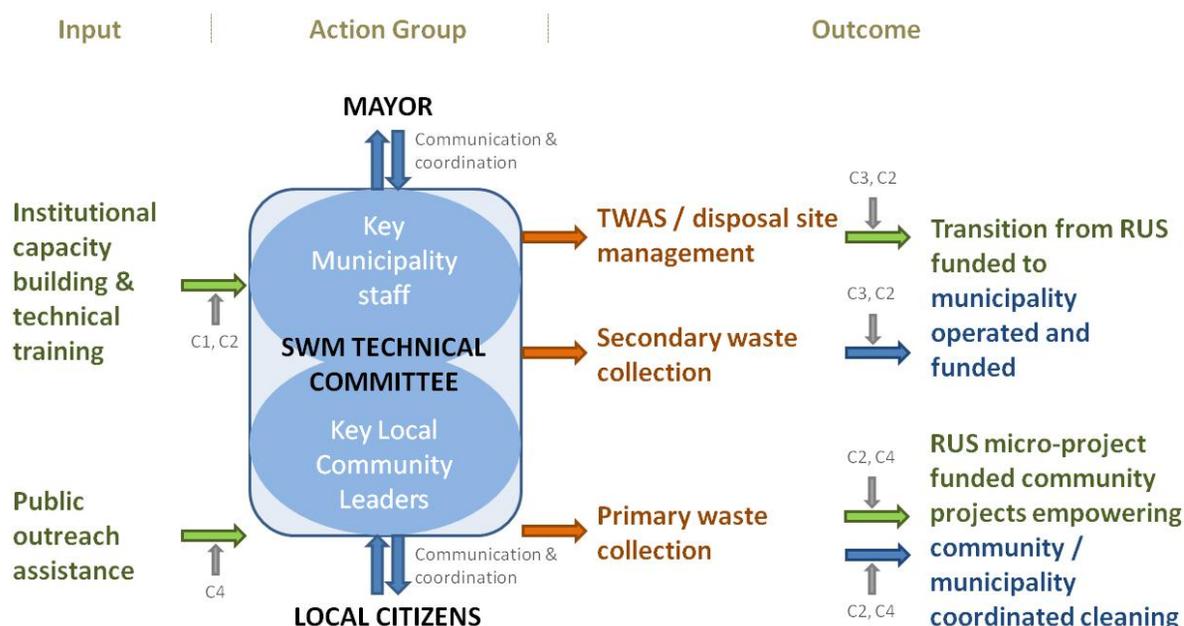
The following section outlines the activities scheduled for completion during option period three.

Solid Waste Management

RU-S will continue to implement the waste management strategy initiated in option years one and 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 option years one and two, RU-S began establishing the foundation building blocks of functional and sustainable municipal solid waste management system in each city. This included developing Transitional Waste Accumulation Sites (TWAS), secondary waste collection systems (including supplying community waste skips, providing direct funding to augment municipal labor forces and vehicular assets) and encouraging primary waste collection initiatives to ensure successful service coverage and system adoption. During this final stage of the program, RU-S will complete the remaining critical activities in establishing the foundations of the system while gradually reducing direct funding to the operation augmentation initiatives as the municipal budgets are adopted, enabling full transition to the municipality. In the final months of the program, once all engineering work is complete, RU-S Component 2 engineers will assist Component 1 training specialists and focus attention on training the municipality staff on how to plan, maintain and increase the level of service provision in their cities. Full transition of services to the municipalities will be completed as their respective budgets are approved and adopted.

Figure 2: Solid Waste Management Committee concept



Focus will continue on institutionalizing the management of the primary and secondary waste collection systems, tying citizens into the municipality-provided collection system. With SWM committees established in each city (consisting of a combination of key municipality staff where available and local community leaders such as *Whakeels*, street elders, and religious leaders), engagements will continue to increase their capacity and contribute to the development and improvement of municipal services in line with citizen needs. This will institutionalize skills in SWM and other areas in the target cities, as well as enhance the connection between the municipalities and their citizens. The above figure illustrates this concept. These committees have assisted in creating a clear focal point between the municipality and local citizens, improving coordination and accountability, enhancing the technical skill base within the target cities, and improving 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 municipal service delivery. These committees 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.

RU-S will continue to work with each committee to identify small projects in each district. Through these RU-S funded community projects, each committee will coordinate with local citizens and the mayor to identify community needs. SWM micro projects will continue to target small-scale community needs and waste collection activities, to 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. During the option period three, drawing on the experiences with the committees gained to date, the role that these committees take will be increased by engaging them to assist in identifying and developing small-scale strategic investments that will spur development activity and economic growth in accordance with *Component 3 - Task 7* municipal incentive funds.

All municipalities will receive assistance through training SWM committees with district project funds between June 2013 and December 2013. In addition, the following capital asset projects will be completed:

Solid Waste Management Capital Investment Projects	Start	End
Kandahar City – 2 nd TWAS, Completion of vehicle maintenance facility, and equipping vehicle maintenance facility	June 2013	December 2013
Lashkar Gah – Equipping vehicle maintenance facility	June 2013	December 2013
Qalat –1 crane truck	June 2013	December 2013
Tirin Kot –2 x small dump trucks 1 x large; vehicle maintenance facility construction and equipping	June 2013	December 2013

In addition, assistance in establishing and delivering municipal solid waste collection services will be increased in Spin Boldak (Kandahar Province) and introduced in Panjwayi (Kandahar Province). This assistance shall be directly implemented until August 2013 at which time the trial programs shall be transitioned to the responsibility of the municipality in the respective city having been strengthened through Component 1 and 3 activities.

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 a new latrine in Tirin Kot 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 their waste water treatment facility.

Public Latrines	Start	End
Tirin Kot – Latrines	June 2013	October 2013

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 are only being implemented where municipalities can demonstrate adequate capacity to sustain their upkeep.

Municipal Beautification	Start	End
Kandahar – Finalize Solar irrigation pumps	June 2013	June 2013
Lashkar Gah – Municipal Park	July 2013	December 2013
Qalat – Municipal Park	July 2013	December 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 Women’s Market in Kandahar 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, such as those in Nili, which improve traffic flow and in turn trade flow, traffic safety, and ease of access to markets or new property development plots. Component 2 will also assist in the development of Public Private Partnership projects identified by Components 1 and 3.

Economic Growth	Start	End
Kandahar – Women’s Market	June 2013	December 2013
Lashkar Gah – Footpaths and Parking Lot (PPP)	June 2013	October 2013
Nili – Double Bitumen Surface Treatment (DBST) of road; concreting and rehabilitation of main Bazaar roads; culverts in new city master plan area, and Billboards (PPP)	June 2013	November 2013
Qalat – Slaughter House animal stockyard wall completion, operational assistance to water purification and distribution systems.	June 2013	September 2013
Tirin Kot –Municipal building renovation; footpaths through fruit market,	June 2013	September 2013
Zaranj – Body washing facility and Women’s Market (PPP)	June 2013	October 2013

Task 3: Conduct Municipal Services Satisfaction Survey

**Note: While this task falls under Component 2 in the contract scope of work, it is managed by the Gender and Outreach team under Component 1. It is included in this section of the work plan for ease of reference.*

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 a follow on municipal citizen satisfaction survey to measure changes in citizen’s trust, satisfaction with, buy in, and support of municipal service delivery. The Municipal Service Satisfaction Index (MSSI) is monitored in each of RU-S’ target municipalities. Rather than using focus groups, the midterm assessment utilizes self-administered surveys in group settings. The resulting analysis will inform municipal project design, service improvements, and strategic communications efforts targeted at specific populations for the remainder of RAMP-UP South.

Task 3: Conduct Municipal Services Satisfaction Survey	Start	End
Finalization and Submission of Final Citizen Satisfaction Survey	June 2013	June 2013

Task 4: Integrate Infrastructure and Citizen Needs into the MIP

The development of the Municipal Improvement Plans (MIPs) for each RU-S municipality is a collaborative process between municipal staff and RU-S project staff. RU-S encourages the mayors to

solicit community feedback to identify infrastructure and service delivery priorities. The MIPs are approved at the municipal level by the mayors, and shared with GDMA for concurrence. The approval process brings together central and municipal government and fosters vertical integration in municipal planning. In addition to providing RU-S municipalities and GDMA with a roadmap of RU-S interventions, MIP planning and implementation serve as learning opportunities to demonstrate the benefits of project conception, implementation, and monitoring for the municipalities.

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 the option period three. With support from RU-S expatriate advisors (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. As the construction projects draw-down with the end of the RU-S program, these engineers will transition to a Component 1 assistance role to strengthen capacity development initiatives within the municipalities. This will ensure that municipal staff receive the training and information required to sustain and build-upon the projects implemented through the lifetime of RU-S.

Leveraged Funding

Continuing the agreement made in year two, AusAID funds 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, public latrines, and a market place. In year one, AusAID asked RU-S 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 technical assistance will continue to further develop and implement inflows to the facility, treat the waste in environmentally sensitive ways and continue the facilities path to recover costs. RU-S technical assistance will also continue to manage the recently completed Australian Military funded municipality TWAS, which utilized the RU-S developed design used in other southern municipalities.

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.

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 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 option period 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, two and three.

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 activities as they are identified to determine the risk levels using USAID ANE Bureau Environmental Screening Form (ESF) provided by RU-S IEE	June 2013	August 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 2013	August 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 2013	August 2013
Integration of environmental compliance monitoring (ECM), including the Environmental Compliance Tracker indicators, into the RU-S Performance Monitoring Plan (PMP)	June 2013	December 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 2013	December 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 revenue streams.

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 result of RAMP UP-South activities

Expected Outcome (Option Period 3):

- Percentage increase of 20% in revenue from *Safayi* and business licensing (over the base year) generated by target municipalities as a result of RAMP UP-South activities.
- At least two thirds of partner municipalities have initiated a public-private partnership.

Target: 20% 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: Strengthened institutions for good governance.
Program Area: Good governance.

Justification and management utility: At the outcome level, this indicator provides a measure of the direct effect on municipal revenue through RU-S assistance. 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 municipalities.
- Number of parcels of land registered with RU-S assistance.
- Number of parcels of land surveyed with RU-S assistance.
- Number of businesses surveyed with RU-S assistance.

- Number of businesses licenses issued with RU-S assistance.
- Number of Public Private Partnerships (PPP) established with RU-S support.
- Value of *safayi* and business license revenue generated by target municipalities as a result of RU-S activities.
- Number of anti-corruption measures implemented with RU-S assistance.

Table 2: Percentage increase in revenue generated by target municipalities as a result of RU-S activities – Option Period 3 (Option Period 3 over base year 1389)

Output Indicator	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj	Total Target
Percentage increase in revenue generated through Safayi and business licensing by target municipalities as a result of RU-S activities	20%	20%	20%	20%	20%	20%	20%

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 is increasing municipal revenue generation through:

- (1) 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) has analyzed targeted departments 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 provide guidance to allocate sufficient staff for local economic development projects.

Task 2: Implement Integrated Financial Management Systems

In option year two, significant progress was made in the implementation of the Integrated Financial Management System (IFMS) modules. All modules were fully implemented and rolled out in all target municipalities. The system has been developed in both Pashtu and Dari languages, and based upon the chart of account codes of the Ministry of Finance (MoF). The IFMS is designed to be user-friendly and scalable, in addition to compatible with financial management systems utilized by the GIRoA in the future.

The parcel registration and business licensing modules are used to generate and collect bills for the *Safayi* tax and business licenses. Municipalities will learn to track the full life cycle of the *Safayi* tax and business licensing (from billing to accounts receivable), which will enable them to tap into new revenue streams by registering new businesses and parcels, tracking unpaid bills, quantifying billing, as well as drastically improving the revenue collection cycle within the fiscal period.

Geographical Information System (GIS) is a critical component of the parcel and business license registration modules, and enables the municipality to survey areas such as residential, business, and industrial zones, and in particular to analyze existing municipal boundaries and define zoning according to existing economic classifications. This has had a major impact on the revenue collection process; by identifying concentrations of residences and clusters of small businesses by municipal districts as well as by industrial zones. Tracking the taxes and fees collected through IFMS, the municipality is better able to manage the execution of the development budget activities in a more timely and efficient manner, and position itself towards economic growth.

The accounting and budgeting modules will enable municipalities to more efficiently generate and update financial statements, the objective of which is to increase accountability and transparency. Municipal officials will be trained to generate and analyze reports such as the trial balance, balance sheet, and income statements on a daily basis as transactions (debit/credits) are entered into IFMS. In addition, monthly and quarterly expenditure and revenue reports will be generated by municipality per GDMA and MoF requirements in a timely manner. Having real-time and accurate financial reports allows management to more effectively target untapped revenue sources, enables monitoring of the municipality's use of resources, and minimizes opportunity for data manipulation which reduces corruption.

Component 3 staff that are embedded within each municipality have been working in close coordination with their municipal counterparts to run a "parallel" accounting operation using the new accounting system. RU-S staff members have mentored municipal officials on how the municipality's existing financial transactions and reports will appear under the new system. In option period three, RU-S will assist the municipal officials to fully adopt the accounting module by the last quarter of the 2013. As part of on-going budget execution trainings, RU-S will assist the municipalities to input data

into the accounting module on a daily basis to more regularly reconcile accounts. Component 3 will continue to provide training in both general accounting practice and on-the-job use of the accounting module.

In option year two, Component 3 staff trained municipal officials on improved budgetary procedures and practices. RU-S Component 3 staff provided in-depth training to municipal officials throughout the 2013 budget development period to prepare comprehensive and timely budgets. With the integration of IFMS, the verified municipal data inputted into the system automatically populates the MoF-approved municipal budget template. Unlike stand-alone financial managements systems, this integrated system will significantly reduce the human error and time required to prepare the budgets. This will also enable the timely submission of the budgets according to the GDMA-mandated deadlines. Timely submission of an accurate and well-prepared municipal budget will facilitate faster approval and enable the municipalities to execute their development budgets earlier in the fiscal year. Continued training will be provided to guide the municipality in the preparation of the 2014 municipal budget, fully utilizing the IFMS system. *(See also Component 1 – Task 3)*

The differentiating factor of the RU-S developed IFMS is the user-friendly nature and full integration of all financial, parcel, and business licensing data that covers all facets of municipal financial management. Demonstrating the tangible benefits that IFMS can provide to day-to-day processes of the municipality is a key part of the strategy to win acceptance of the new automated methods.

In option period three, RU-S will also work with Panjwayi and Spin Boldak to explore the feasibility of implementing IFMS. Component 3 will supply the business licensing and parcel registration software and hardware, and support implementation through training in these new district municipalities.

IFMS Transition Plan

GDMA

In option period 3, RU-S will focus on transferring IFMS responsibility to GDMA and the ICT of IDLG. GDMA has formally endorsed the IFMS and is planning to use the system in all provincial municipalities as their integrated financial system.

In option period three, RU-S will focus on providing targeted technical training to GDMA on how to manage and utilize IFMS from a user perspective. RU-S will place embedded advisors at GDMA to provide user training, and transfer the capability to directly manage the system. This will include management and oversight of the municipality's revenue and expenditure according to GDMA's fiscal policies. The IFMS will provide an automated and centralized reporting repository for GDMA to more easily monitor and track the fiscal affairs of the municipalities. Real-time reports detailing municipal financial operations will strengthen the ability of GDMA to monitor each municipality's performance against the budget. Given the strong emphasis on municipalities to spend their own budgets and not rely heavily on external donor funding, this will provide the central government the ability to more transparently track budget execution.

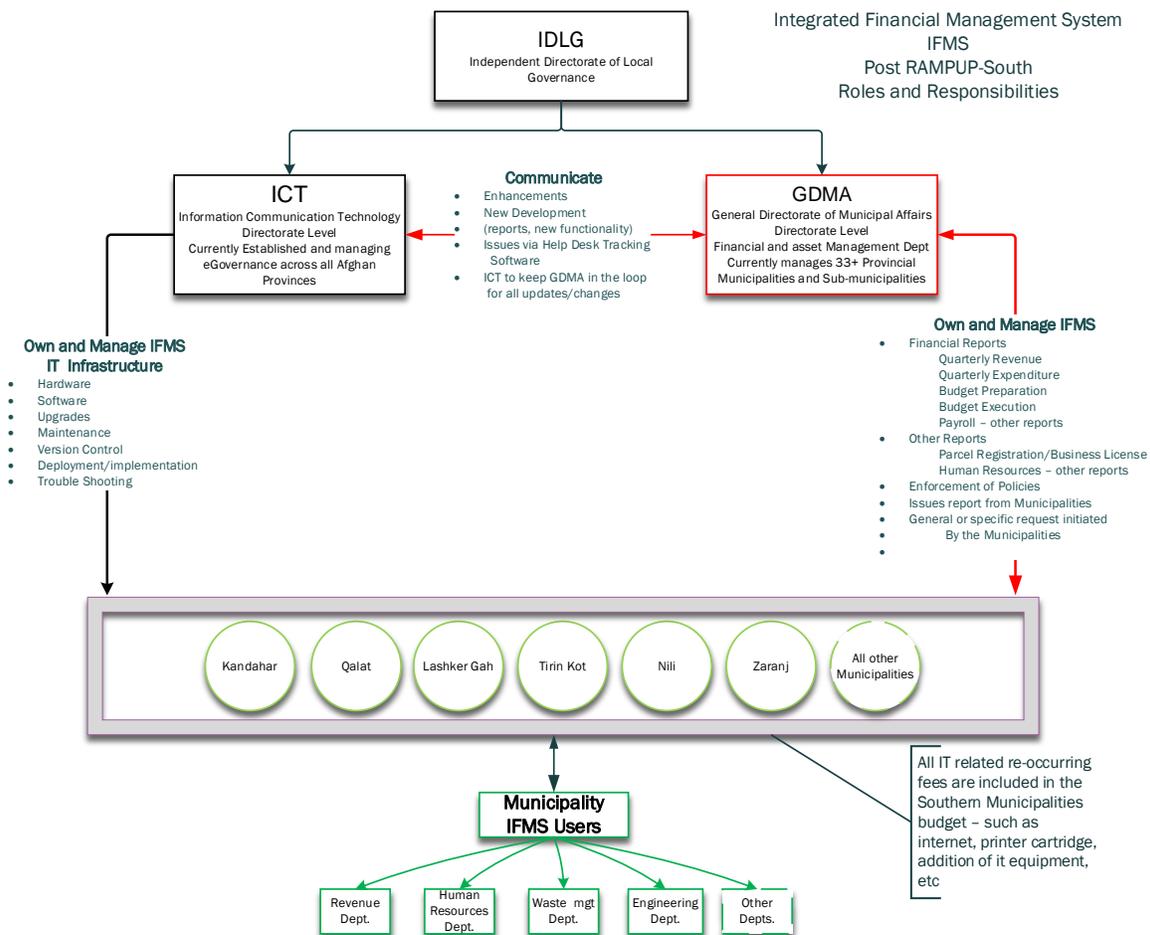
In addition, RU-S will continue its outreach and training to other RAMP UP and UN programs, to facilitate the adoption of IFMS in municipalities outside of the southern region. With the formal adoption of IFMS by GDMA, RU-S is using its technical expertise to train and ensure that other municipalities are positioned to utilize this system with GDMA assistance in the future.

IDLG/ICT (Information and Communications Technology)

ICT is a Directorate under IDLG which has the fiduciary responsibility to implement the technology infrastructure at the municipal and provincial government level. In option period 3, RU-S will focus on transitioning the IFMS infrastructure and the source code ownership to ICT. RU-S will build the basic foundation of the ICT staff to manage the software and hardware, provide technical support and sustain IFMS from a technical perspective across all participating municipalities. The hardware required to centralize the system will include servers, computers, plotters, printers, scanners, routers, switches and required software will be provided to IDLG. RU-S will place embedded advisors at ICT to provide operational and technical capacity to enable ICT staff to manage all software upgrades and technical issues.

RU-S' embedded advisors will train ICT on how to deploy the system to other municipalities, as mandated by GDMA. As required, RU-S will assist GDMA and ICT to develop a strategy to expand the system nationally. Advanced capacity to manage the system will require continued mentorship and training, beyond the scope of this program.

Roles and responsibilities of ICT and GDMA:



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 and enter all UN-Habitat surveyed forms into IFMS.

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. In addition, UN Habitat has conducted surveys in Kandahar and Lashkar Gah and the data from these surveys will be fully entered into IFMS during option period three. This ensures that all surveyed forms from different entities are entered into a single and common municipality IFMS database.

Upon completion of surveying, in option period three, RU-S will shift focus from surveying parcels and businesses to revenue collection. RU-S will place a concerted effort on the printing and distribution of *Safayi* notebooks to collect additional revenues for the municipality. The IFMS will enable the municipality to more strategically track and target those parcels/business that have not paid their *Safayi* taxes.

RU-S will also distribute metal identification signs (house plates) to be placed on each of the registered parcels and businesses. Initially, the addresses of the property were marked with spray paint. Permanent address plates will clearly display the official address of the parcels authorized by the municipality.

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

Because most businesses in southern Afghanistan were not registered, the municipality could not receive tax revenue from them, nor could the businesses receive the municipal benefits of registration, including the provision of regular municipal services, such as waste collection and beautification. As part of the parcel registration process, RU-S is assisting the municipalities 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 on municipal projects, and generate recurring revenue for the municipality. In addition, this will help the government improve responsiveness and build trust with citizens.

Task 6: Identify and Develop Public Private Partnerships

To further promote economic growth, RU-S continues to work 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 also facilitating an on-going parking lot PPP in Lashkar Gah. 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 the project. The ongoing PPPs are outlined in the table below:

RAMP UP-South PPP Projects				
No.	Project	Location	Start date	End Date
1	Parking Lot	Lashkar Gah	June 2013	August 2013
2	Women's Market	Zaranj	June 2013	October 2013
3	Billboards	Nili	June 2013	September 2013

The parking lot in Lashkar Gah is a cost share arrangement with a private business that was selected through a competitive RFP process. The contractor is paying 25 percent of the total cost of the project and then a lease payment each year for five years, after which the parking lot will revert to municipal management.

The Zaranj mayor and RU-S are currently working to identify a private partner to move forward with a women's market PPP. The proposed women's market would provide structures and ancillary facilities for women to set up small shops. By providing the infrastructure and facilities for these small businesses, the city will encourage the development of new businesses. The market will also create a mechanism for women in the community to obtain economic autonomy, develop entrepreneurial skills and provide much needed income for their families.

Gender and Outreach will support the prospects for success of the proposed women's market PPP, by providing women's vocational and business skills training, thereby helping to improve economic opportunities for women in particular as well as the municipality as a whole.

The proposed billboard project in Nili will include 4 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 on a cost-share basis. RU-S will facilitate PPPs as a means of supporting operational and maintenance costs for capital

projects under Component 2.

Task 7: Stimulate Economic Development – Municipal Development Incentive Fund

To stimulate economic development and create short-term employment opportunities, RAMP UP-South will develop a Municipal Development Incentive Fund in option period three. This fund will enable municipalities and community groups to submit project ideas for small-scale strategic investments that will spur development activity and economic growth. Leveraging the establishment of the SWM committees, RU-S will facilitate municipality engagement with community members to discuss the improvement of municipal services in line with citizen needs.

RU-S will consult with the mayors in the selection of these projects. The Municipal Development Incentive Fund will continue to target small-scale community needs to 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 improvement of municipal services. Projects could include activities such as culverts, sidewalk repairs, and purchasing equipment in support of municipal activities. RAMP UP-South will also prioritize projects that support women's engagement in the community, such as equipment for women-owned businesses. Initiatives will be assessed based on project sustainability, including potential for revenue generation, alignment with citizen and/or business community priorities, and the extent to which costs are shared by the municipality and private sector. The goal of the incentive fund is to integrate community priorities into the identification and implementation of municipal economic development projects.

In order to further facilitate locate economic development; RU-S will work with the municipality to create local economic development plans (LEDPs). The LEDPs is a community-based strategic planning tool designed to support economic planning and development by the municipality in line with GIRoA efforts to achieve sustainable economic growth across targeted municipalities.

The LEDP is an integral part of a broader strategic planning process aimed at bringing the community together to think strategically about their economic futures. It involves a variety of stakeholders including local business owners, religious leaders, citizens – both men and women, and government officials who share a common economic vision for the community. The consultative approach ensures that priority issues are addressed, limited resources are targeted, and that citizens take ownership of municipal development projects.

The LEDPs will be utilized as a strategic planning document that will be incorporated into the work and budgetary programming of the municipality to help it allocate resources and plan effectively for the 2014 budget cycle.

Task 7: Stimulate Economic Development	Start	End
Implement Municipal Development Fund Projects	June 2013	December 2013
Prepare and Finalize Local Economic Development Plans	June 2013	November 2013

Anti-corruption

Anti-corruption plays a key role in across all Component activities.

- *IFMS*: The IFMS is an effective tool for municipal fiscal effectiveness, transparency, anti-corruption, and accountability. Municipalities will learn to track the full life cycle of the *Safayi* tax and business licensing (from billing to accounts receivable), which will enable them to tap into new revenue streams by registering new businesses, tracking unpaid bills, quantifying billing, as well as drastically improving the revenue collection cycle within the fiscal period.

This all leads to effective financial management and improved fiscal responsibility. In addition, the improved transparency in the municipal financial system, by receiving official government documents (*Safayi* notebook and business licenses) and paying associated taxes through the bank, builds trust between citizens and their local government.

Through establishing a standardized system across all municipalities, it deters the ability for municipalities to make manual changes to their financial accounting practices. The IFMS provides an electronic paper trail of transactions to show how money and other resources have been handled, thereby deterring corruption. Double entry bookkeeping, which is very difficult and time consuming to maintain on a manual basis, is made easier through IFMS. Additionally, with data entered into the system, users can quickly produce reports that show how resources have been spent over any specified period. The reports can be rearranged quickly so that management can look at operations from many different viewpoints with minimum effort.

IFMS also empowers GDMA and IDLG to access municipal systems through a centralized portal via the internet at any given time, which will facilitate central government oversight. As GDMA officials are trained to utilize the system they will be able to access different reports such as trial balance, balance sheet, and income statements on a daily basis as transactions (debit/credits) are entered by municipalities into IFMS. The ability to review and understand reports in real-time, such as expenditure and revenue reports, establishes transparent governance and accountability.

IV. MANAGEMENT AND ADMINISTRATION

Personnel

In option period three, RAMP UP-South will employ a total of 144 staff in all project provinces, which includes 137 local national employees and seven expatriate employees. The expatriate to Afghan staff ratio is approximately 1:20.

RAMP UP-South Local National Personnel Tracker

Province	Municipality	Local National Support Employees			Local National Professional Employees		
		Males	Females	Total	Males	Females	Total
Kandahar	Kandahar	6	-	6	23	1	24
Hilmand	Lashkar Gah	4	-	4	7	1	8
Kabul	Kabul	7	4	11	34	4	38
Uruzgan	Tirin Kot	7	-	7	8	1	9
Nimroz	Zaranj	2	-	2	7	1	8
Daykundi	Nili	1	-	1	7	1	8
Zabul	Qalat	4	-	4	6	1	7
Total: 137		31	4	35	92	10	102

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 that time and throughout project 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 had employed expatriate senior program advisors who were based at PRTs in Tirin Kot, Kandahar, and Qalat and served in an advisory capacity, rotating among

all program areas of operation. With the drawdown of the PRTs, one expatriate advisor is now based in Kabul and three are based at the Kandahar Airfield (KAF) to enable continued timely assistance to all program locations. The senior program advisors provide strategic and technical direction to local staff in all technical components, and are responsible for mentorship of local component team leaders to enable them to independently manage activities. 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 option period 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 and Finance Advisor.

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 option period three, the expatriate Chief of Party, Deputy Chief of Party, Compliance and Finance Advisor will be based in Kabul. In addition, one Senior Program Advisor will be based in Kabul to provide strategic assistance to IDLG and GDMA as they assume ownership of the IFMS system. The remaining expatriate advisors will be based at KAF to enable access to all areas of operation.

RAMP UP-South is fully embedded within all six target municipalities, with local national staff stationed in municipal office facilities. Securing municipal office 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 reviews 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 reviews are conducted periodically to ensure adherence to rules and regulations governing the implementation of this project. Upon completion of the project's USAID financial audit, RAMP UP-South will incorporate recommendations to ensure compliance and continue to evaluate its internal controls in order to improve systems and practices.

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.

V. PERFORMANCE MONITORING PLAN

The RAMP UP-South Performance Monitoring Plan (PMP) 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 option 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 option 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 option period three work plan, the M&E Team will revise the option period three PMP to reflect updated indicators and targets,. The monitoring and evaluation team will continue to 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.

Reporting

In option period 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 option period three. Any proposed changes to the indicators will be formalized in a revised (PMP).

Option Period Three Program-Wide Indicators and Targets

Indicator Number	Indicator	LIFE OF PROJECT (LOP)		LOP TARGETS PER MUNICIPALITY					
		LIFE OF PROJECT TARGET	PROGRESS TO DATE (as of April, 2013)	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 (measured every two years)	20%	<i>Final focus group survey will be finalized in June 2013</i>	20%	20%	20%	20%	20%	20%
Outcome Indicator No. 1	Percentage increase in municipal capacity index (MCI) (measured annually over baseline)	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.	260	277	144	48	8	27	18	15
1.3.	Number of workdays provided as a direct result of RU-S activities.	216,250	197,874	138,000	19,500	10,500	14,500	20,000	13,750
1.4.	Number of training curricula developed with RU-S assistance.	52	48	52					
1.5.	Number of individuals trained with RU-S assistance.	806	761	223	203	74	110	49	147

1.6	Number of public awareness events held by targeted municipalities with RU-S assistance	60	37	13	11	9	11	8	8
1.6a*	Number of public awareness events organized specifically for women	22	15	4	4	4	4	2	4

Indicator Number	Indicator	LIFE OF PROJECT (LOP)		LOP TARGETS PER MUNICIPALITY					
		LIFE OF PROJECT TARGET	PROGRESS TO DATE (as of April, 2013)	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj
Outcome Indicator No. 2	Percentage increase in citizens who have access to essential services	40%	29%	40%	40%	40%	40%	40%	40%
2.1.	Number of Public Private Partnerships (PPP) established with RU-S support.	4	2	0	1	1	1	0	1
2.2.	Number of municipal service delivery projects completed with RU-S assistance.	92	78	19	16	13	10	13	21
2.3.	Number of environmental compliance visits conducted to RU-S project sites.	120	109	25	21	20	14	22	18

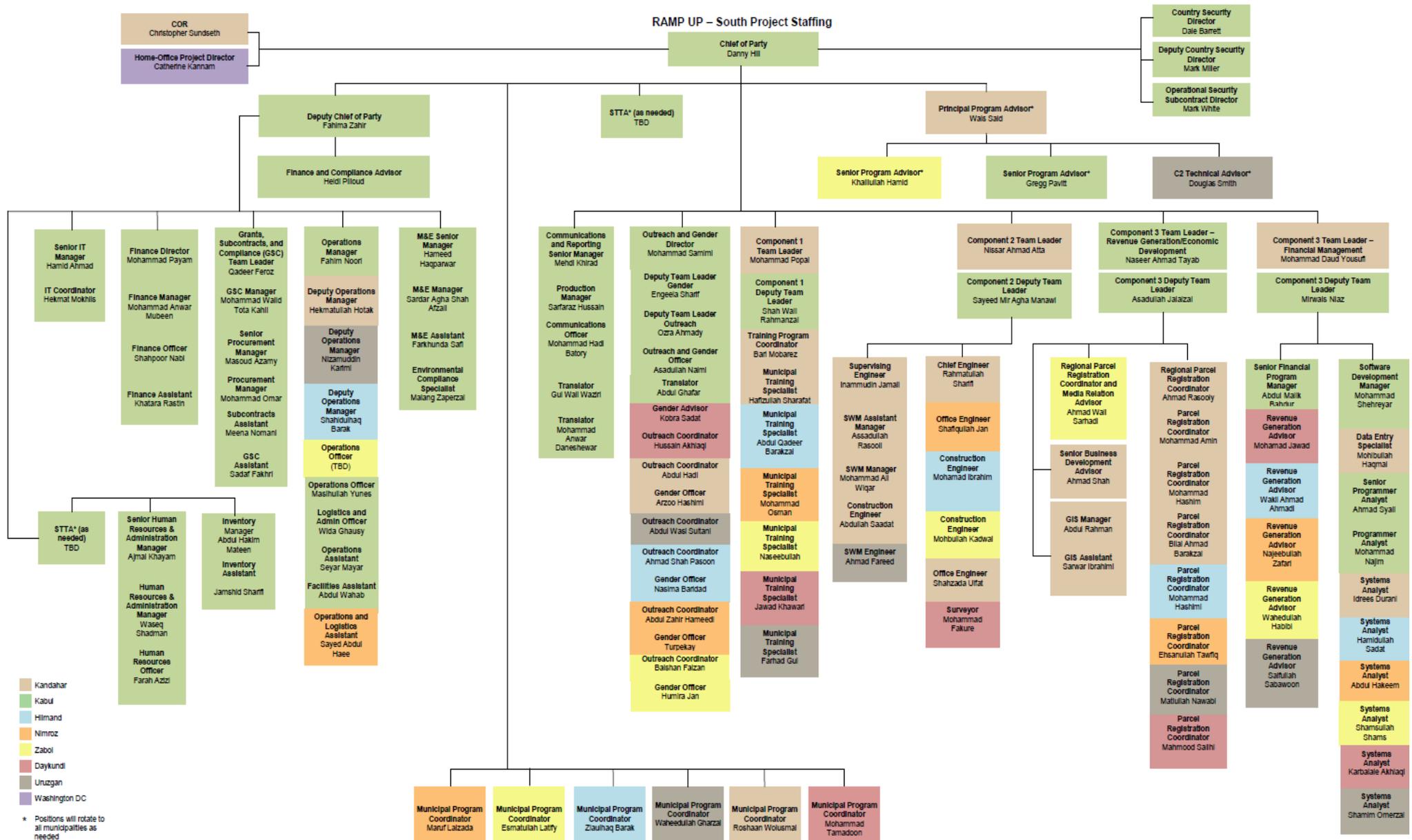
Indicator Number	Indicator	LIFE OF PROJECT (LOP)		LOP TARGETS PER MUNICIPALITY					
		LIFE OF PROJECT TARGET	PROGRESS TO DATE (as of April, 2013)	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj
Outcome Indicator No. 3	Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities <i>(measured annually with results from revenue generation IFMS module)</i>	20%	N/A	20%	20%	20%	20%	20%	20%
3.1.	Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities.	36	36	6	6	6	6	6	6
3.2.	Number of parcels registered with RU-S assistance.	156,780	99,580	88,610	30,500	3,620	5,150	3,400	25,500
3.3.	Number of business licensed with USG assistance in the reporting period.	33,533	29,141	17,800	6,960	787	3,262	1,267	3,457
3.4.**	Value of <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities.	\$1,768,076	\$1,644,724	\$1,309,013	\$248,601	\$14,422	\$15,245	\$73,710	\$107,085
3.5.	Number of anti-corruption measures implemented with RU-S assistance.	41	38	7	7	6	7	7	7

3.6.	Number of parcels surveyed with RU-S assistance in the reporting period	156,780	146,756	88,610	30,500	3,620	5,150	3,400	25,500
3.7.	Number of business surveyed with USG assistance in the reporting period	33,533	32,993	17,800	6,960	787	3,262	1,267	3,457

Notes:

1. *Indicates new indicator for Option Period 3
2. **Indicates indicator definition has changed for Option Period 3

APPENDIX I: RAMP UP-SOUTH ORGANIZATIONAL CHART



APPENDIX II: RAMP UP-SOUTH OPTION PERIOD THREE SUMMARY BUDGET

Line Item	Total Spent to Date (March 31, 2013)	Spent to Date by CLIN			Remaining Option Period 3 Forecast	Projections by CLIN			Total
		CLIN 1	CLIN 2	CLIN 3		CLIN 1	CLIN 2	CLIN 3	
I. Salaries	\$8,885,520	\$2,692,991	\$3,219,906	\$2,972,624	\$4,064,860	\$1,345,130	\$1,445,922	\$1,273,808	\$12,950,380
II. Fringe Benefits	\$2,783,978	\$836,868	\$1,044,086	\$903,024	\$1,565,223	\$488,882	\$624,286	\$452,054	\$4,671,417
III. Overhead	\$6,373,959	\$1,919,381	\$2,342,488	\$2,112,090	\$3,152,662	\$1,025,336	\$1,171,315	\$956,011	\$9,848,838
IV. Travel and Transportation	\$1,196,009	\$411,929	\$454,715	\$329,365	\$315,500	\$104,115	\$123,045	\$88,340	\$1,511,509
V. Allowances	\$4,442,090	\$1,285,235	\$1,753,732	\$1,403,124	\$1,516,186	\$543,273	\$564,375	\$408,537	\$5,958,275
VI. Other Direct Costs	\$6,739,365	\$2,280,973	\$2,590,132	\$1,868,261	\$2,579,491	\$851,232	\$1,006,001	\$722,257	\$9,318,856
VII. Equipment, Vehicles, and Freight	\$1,450,280	\$411,484	\$524,937	\$513,858	\$355,000	\$117,150	\$138,450	\$99,400	\$1,805,280
VIII. Subcontractors	\$20,123,336	\$6,640,974	\$7,842,491	\$5,639,871	\$1,262,768	\$416,713	\$492,480	\$353,575	\$21,386,104
IX. Program Support Direct Funding	\$13,973,932	\$1,401,525	\$10,711,910	\$1,860,497	\$6,138,300	\$774,300	\$3,229,850	\$2,134,150	\$20,112,232
Subcontracts	\$7,771,394	\$932,661	\$6,213,827	\$624,906	\$4,537,300	\$763,300	\$2,439,850	\$1,334,150	\$12,308,694
Procurement	\$6,202,537	\$468,863	\$4,498,083	\$1,235,592	\$1,601,000	\$11,000	\$790,000	\$800,000	\$7,803,537
X. G&A	\$3,828,769	\$1,041,351	\$1,769,762	\$1,017,656	\$1,062,164	\$287,273	\$445,943	\$328,948	\$5,213,150
XI. Fees	\$5,203,938	\$1,411,086	\$2,409,533	\$1,383,319	\$2,980,441	\$446,505	\$693,125	\$511,281	\$8,184,379
Grand Total	\$75,087,157	\$20,369,237	\$34,696,962	\$20,020,958	\$24,992,594	\$6,399,910	\$9,934,794	\$7,328,361	\$101,046,401

APPENDIX III: MUNICIPAL IMPROVEMENT PLANS (MIPs)

(Attached)