



**USAID** | **AFGHANISTAN**  
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**REGIONAL AFGHAN MUNICIPALITIES  
PROGRAM FOR URBAN POPULATIONS  
REGIONAL COMMMAND EAST  
(RAMP UP EAST)**

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**Option Period 2 Work Plan  
June 2012 to March 2014**

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*In Association With:*

International City/County Management Association (ICMA)  
Development and Training Services, Inc. (dTS)  
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URS Group

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## Abbreviations

ACSI	Afghan Civil Service Institute
AO	Assistance Objective
ASGP	Afghan Sub-national Governance Program (UNDP)
AUWSSC	Afghan Urban Water Supply and Sanitation Corporation
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
FPO	Field Program Officer (USAID officer within the PRT)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
GIZ	German Agency for Technical Development
GDMA	General Directorate for Municipal Affairs
IARCSC	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association (RAMP UP East Subcontractor)
IDLG	Independent Directorate of Local Governance
IR	Intermediate Result
KTD	Key Terrain District
ISAF	International Security Assistance Force
LARA	Land Afghanistan and Reform in Afghanistan (USAID)
LEDP	Local Economic Development Plan
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MIP	Municipal Improvement Plan
MUDA	Ministry of Urban Development Affairs
MOF	Ministry of Finance
NGO	Non-Governmental Organization
NRC	National Resource Center (RAMP UP East subcontractor)
O&M	Operations and Maintenance
OSM	On Site Monitor
OJT	On-the-Job Training
PAR	Public Administration Reform
PMP	Performance Management Plan
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RITP	Revenue Improvement Action Plan
RC East	ISAF Regional Command East
SMAP	Strategic Municipal Action Plan

SOP	Standard Operating Procedures
SWM	Solid Waste Management
SO	Strategic Objective
SOW	Scope of Work
TWG	Technical Working Group
TOR	Terms of Reference
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

## Terms

<i>gozar</i>	Neighborhood
<i>nahya</i>	Municipal District
<i>wakil or kalantar</i>	nahia or gozar representative
<i>Mustoufiat</i>	subnational representative office for Ministry of Finance
<i>Tashkeel</i>	administrative structure of a GIRoA entity
<i>Safayi fee</i>	service charge and property fee
<i>Sharwali</i>	Municipality
<i>Moqara</i>	Regulation

# 1 Background

## 1.1 INTRODUCTION

The Regional Afghan Municipalities Program for Urban Populations, Regional Command East (RAMP UP East) started in June 2010 with the purpose of creating effective, responsive, democratic, transparent, accountable, municipal governance in the fourteen<sup>1</sup> provinces that comprise the International Security Assistance Force's (ISAF's)

Regional Command East. This work plan lays out a conceptual and operational framework to guide programming and set priorities for implementation in Option Period 2 of the project.

RAMP UP East is broken into three main components, each labeled as a distinct Contract Line Item Number (CLIN) and tied to a specific goal. More precisely:

CLIN 1 ~ Capacity Building of the GIRoA officials at the municipal level: All activities under CLIN 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP East provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

CLIN 2 ~ Support to the GIRoA to provide responsive, effective, and visible municipal service delivery programs: Activities carried out under CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of municipal infrastructure and service delivery projects (Municipal Projects). These projects simultaneously serve two purposes: (1) municipal projects provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP East builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long term.

CLIN 3 ~ Support to the GIRoA to improve economic development and revenue generation at the municipal level: Activities implemented under this CLIN directly support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP East activities under CLINs 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity, service improvements, and infrastructure to facilitate business growth and job creation.

<sup>1</sup> RAMP UP East has been unable to establish a municipal office in Parun (Nuristan) due to security constraints and the absence of a functioning municipal government. However, limited support has been extended to the Mayor and his staff, who are based in Jalalabad, and the Mayor of Parun attended two Municipal Conferences organized in collaboration with IDLG in Kabul. At the beginning of Option Year 1 IDLG requested a change in the municipality in Nuristan that would participate in the program from Parun to Nurgaram. However, to date RAMP UP East has only been able to provide limited support to Nuristan focused on awareness raising, youth activities and gender mainstreaming through local NGOs.

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**Table 1.1 RAMP UP East Target Municipalities**

The area of operations of RAMP UP East covers all provincial capitals—save Kabul city—in the provinces comprising ISAF Regional Command East (RC-E):

Asadabad (Kunar)	Mahmud Raqi (Kapisa)
Bamyan (Bamiyan)	Mehterlam (Laghman)
Charikar (Parwan)	Maidan Shahr (Wardak)
Gardez (Paktya)	Bazarak (Panjshir)
Ghazni (Ghazni)	Parun (Nuristan)
Jalalabad (Nangarhar)	Puli Alam (Logar)
Khost (Khost)	Sharana (Paktika)

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## 1.2 CONTEXT FOR WORK PLAN

### *Base Year*

The RAMP UP East contract was awarded on June 10, 2010. Within the first quarter of start-up RAMP UP East was fully operational in Afghanistan with its headquarters in Kabul and thirteen municipal offices established, each with embedded advisors working directly with municipal counterparts. By early November, USAID had approved the initial project work plan (through June 9, 2011), Performance Management Plan (PMP) and Public Relations and Outreach Strategy.

As detailed in the Base Year Annual Report submitted in October 2011, the first year of programming resulted in key accomplishments in each of the three distinct components of the project: capacity building, service delivery and infrastructure development, and revenue enhancement and economic development. The robust effort put forth during the base year positioned RAMP UP East for significant project activity in Option Year 1, which was exercised on May 18, 2011.

### *Option Year 1*

In June 2011, USAID provided verbal notification of the possibility of a substantial budget reduction. In response, RAMP UP East curtailed staff hiring and reduced program activities where possible, without substantially compromising project goals and objectives. Costs saving measures were taken to reduce both administrative and technical expenditures. With the concurrence of USAID, the measures taken to streamline operations and leverage resources included the following: initiating the closure of the three RAMP UP East area offices; relying on Afghan local staff and less expatriate staff; reducing expatriate travel; and slowing subproject and grants implementation.

Throughout the summer of 2011, USAID provided additional guidance to RAMP UP East that grounded our funding expectations and prompted an analysis of our staffing and approach. Additional cost savings measures were identified in order to align with the budget expectations communicated by USAID. Important to note is the three components of the project remained very much intact. RAMP UP East continued to pursue the original objectives as outlined in the contract, but reduced both operational and technical costs and resources while remaining focused on achieving the overarching goals of the project.

### *Option Period 2*

This proposed work plan includes a significantly reduced overall budget that takes into account a reduced scope of activities and staffing commensurate with the anticipated budget.

The funding levels DAI anticipates will not allow fulfilling all of the obligations and requirements of the existing contract. For example, the existing contract states RAMP UP East should deliver “\$3,000,000 in visible service delivery projects per municipality per year” and that we are “required to deliver on this commitment”. Given the anticipated budget, we cannot meet this requirement and other activities, commitments and outcomes as specified in the contract. While we attempt to avoid cancelling contract activities altogether, more often we focus on a more limited scope of an activity. Details on how DAI intends to accomplish the goals of this contract with a reduced budget and SOW are outlined in the pages that follow.

In contract modification signed in April 2013, the overall budget of the project was reduced to \$95 million. At the same time, the period of implementation was extended until 31 March 2014.

### 1.3 RAMP UP EAST IMPLEMENTING PRINCIPLES

- *Afghan Ownership:* RAMP UP East will be seen as an extension of the GIRoA, not as increased foreign presence and must work within Afghan structures.
- *Afghan First:* RAMP UP East will work using Afghan regulations and systems and ensure the project is using existing Afghan resources and assets to perform the stated objectives.
- *Demand Driven:* RAMP UP East assistance will be deployed at the Kabul and sub-national levels in accordance with the needs of the IDLG and the municipalities in which we work.
- *Long-term Capacity of GIRoA:* RAMP UP East will focus on institutional development of municipalities in the long term while helping the municipalities deliver specific outcomes in the short term.
- *GIRoA Empowerment:* RAMP UP East will report to both the GIRoA and USAID on the impact of its work. All reports submitted to USAID will be shared with the IDLG, and GIRoA institutions will be the lead voice to guide programmatic activities.
- *Learning by Doing:* The best approach to capacity-building of municipal officials, managers, and technicians is integrated training and on-the-job mentoring that provides the required follow-up support needed to avoid training disconnects. RAMP UP East will leverage classroom training with day-to-day, on-the-ground assistance to municipal staff, to help solve real problems in the communities.

### 1.4 GIROA AND USG PRIORITIES

In 2010, the U.S. Government, ISAF, and GIRoA jointly defined 80 districts across Afghanistan as “Key Terrain Districts”. Key Terrain Districts (KTD) are defined as those districts “where the bulk of the population is concentrated, and that contain centers of economic productivity, key infrastructure, and key commerce routes connecting such areas to each other and to the outside world.” Nine of the 14 target municipalities for RAMP UP East are located within the KTDs on the 2011 list.

In 2012, USAID identified a number of national economic development corridors, including the Kabul-Jalalabad-Pakistan corridor and the Kabul to Kandahar highway. A number of RAMP UP East target municipalities, including Jalalabad, Mehterlam, Asadabad, and Ghazni, are located in these corridors where the bulk of the future economic growth and employment generation in Afghanistan will be concentrated. RAMP UP East is supporting the target municipalities in the preparation of a multi-year Local Economic Development Plan (LEDP). (See also **Chapter 5.4**). Where applicable and available, RAMP UP East and the municipalities will link with provincial authorities to integrate the LEDP with the broader regional economic development efforts.

In a number of provinces in RC East, officials from district municipalities have expressed interest in participating in the RAMP UP East program. Although RAMP UP East does not have the resources to insert teams of embedded advisors (EAs) and extend technical assistance directly to the district municipalities, this Work Plan includes a proposal to use selected RAMP UP East municipalities as the base for a training program for district municipalities. The mayor and the municipal staff of the cities that have benefited from RAMP UP East support over the past 2 years will play a critical role in this training program as hosts and resource persons. (See **Chapter 3.1**).

## 1.5 PROGRAM OUTCOMES AND IMPACT

A companion to the work plan is RAMP UP East's Performance Management Plan (PMP). The PMP is updated annually and will be issued under separate cover and submitted to USAID for approval. The revised PMP specifies how RAMP UP East measures the outputs, outcomes and impact of its activities for this Option Period 2 Work Plan, articulating and tracking its progress in creating effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance. A summary of the Base Year and Option Year 1 accomplishments and proposed targets for Option Period 2 is included in **Annex 3**.

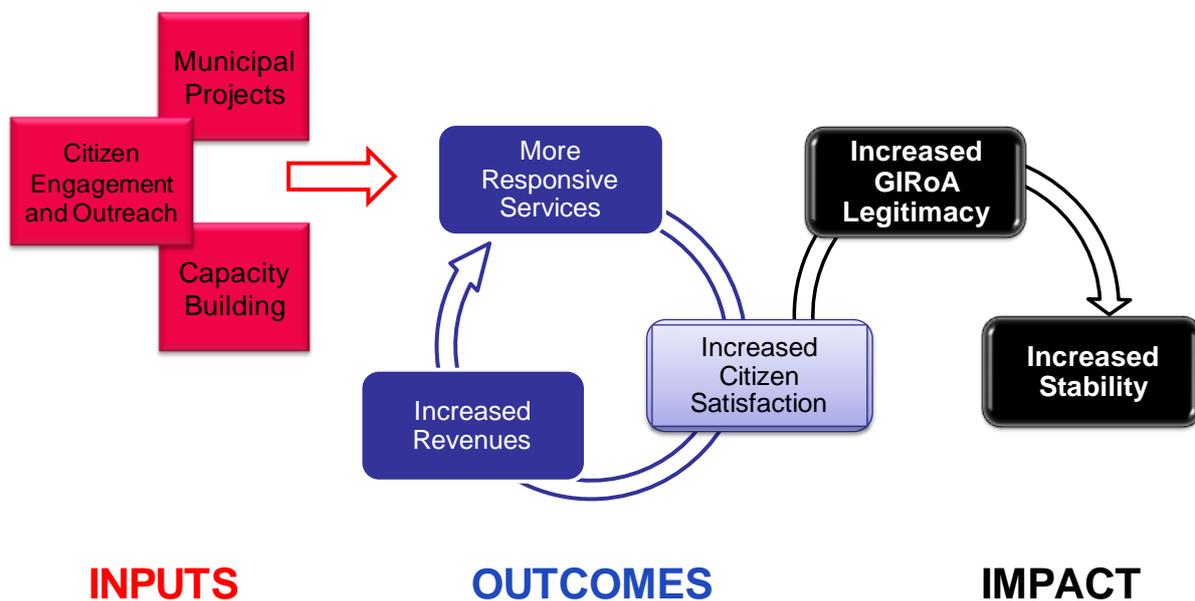
### **RAMP UP EAST OUTCOMES**

The overall objective is broken down into three specific expected outcomes: (a) Increasing the capacity of GIRoA municipal officials; (b) Markedly improving the delivery of municipal services to citizens in target municipalities; and (c) Increasing municipal capacity to enable, support, and sustain economic growth.

### **RAMP UP EAST IMPACT**

The RAMP UP East's development proposition is that, as a result of achieving these three objectives, Afghan citizens will see local governance structures as legitimate. The perception of legitimacy is tied to receiving better services, understanding the responsibilities of municipal leaders, and playing an active role in municipal decision making. Delivery of essential services to citizens and businesses will foster a stronger revenue base more likely to comply with taxation requirements, generating greater revenues that enable a government to more effectively sustain, and potentially expand and improve, essential services.

**FIGURE 1 RAMP UP STABILITY PARADIGM**



Measurement of RAMP UP East impact is a central tenet of our approach, and all of the activities described below will have accompanying requirements for data collection, measurements, and documentation to ensure outputs, outcomes, and impacts are clearly documented and analyzed.

## 1.6 CHALLENGES, RISKS AND ASSUMPTIONS

RAMP UP East faces a number of risks and challenges during the life of the program, and must also include an array of assumptions related to its counterparts to ensure the project continues smoothly and without delay.

In some instances, RAMP UP East will rely on USAID as the lead donor in liaising with IDLG and its General Directorate for Municipal Affairs (GDMA), RAMP UP East's primary counterpart, to help mitigate challenges that the project will face during implementation. Some of the main challenges are described in detail below:

- **Program funding.** Uncertainty about the funding pipeline for RAMP UP East has had a significant impact on program implementation in Option Year 1. Budget cuts in mid-2011 forced the project to renege on earlier commitments to spend \$3 million in each municipality on service delivery improvements and basic infrastructure services. This figure was reduced to \$1 million per municipality over the life of the project. Regaining the trust of the municipalities cost the project valuable time and resources and the relationship with many mayors remains fragile to date. Other programmatic activities, such as capacity building and economic development activities were delayed due to uncertainties about the funding situation. At the start of Option Period 2, funding allocations agreed upon by GDMA and USAID required further reductions in the planned service delivery projects and programmatic activities. No additional funding is currently available for subprojects to support local economic development and revenue generation, an important element of the sustainability strategy, or grants that would further bolster the gains made in gender and youth participation in local governance.
- **Addressing the ambiguous policy/legal environment for municipalities.** A new GIRoA subnational governance policy has been adopted and a new Law on Municipalities is due to be enacted on a date yet to be determined. Meanwhile, the lack of a coherent legal framework that (a) governs the work of municipalities, and (b) defines the relations between municipalities and other GIRoA national and subnational institutions (e.g. MUDA, IARCSC, MRRD and MoF) presents a clear challenge to RAMP UP East implementation. This ambiguity also extends to specific municipal services, such as water and power, which fall outside the mandate of municipalities. Several reform measures that RAMP UP East is promoting are not yet enshrined in law, such as increasing citizen participation in municipal decision making and governance. These challenges will need to be addressed through close collaboration with IDLG and USAID; IDLG, and in particular GDMA, will need to be prepared to engage directly with these issues as required. At a minimum, and at the direction of IDLG and USAID, RAMP UP East will work within the confines of the existing Law on Municipalities (2000) and GIRoA systems and regulations (such as those governing public finance and procurement), and will design and implement program interventions that anticipate and reinforce the expected municipal legal framework.
- **IDLG playing an effective role in coordinating with other key GIRoA ministries and offices.** To ensure sustainable, effective, and lasting change, RAMP UP East will require IDLG to coordinate closely with other GIRoA entities, including the Ministry of Urban Development (MUDA) and the Ministry of Finance (MoF). This collaboration has not yet gained momentum. In August 2011, IDLG signed an MOU with MUDA as the basis for cooperation in the preparation of urban development strategies (called Strategic Municipal Action Plans or SMAPs) for all municipalities in the country. Closer collaboration is imperative with MoF in budgetary and accounting matters, and with the authority responsible for municipal water supply, the Afghanistan Urban Water and Sanitation Company (AUWSSC).

- **The future of public administration and civil service reform.** From the outset, RAMP UP East began training municipal officials, none of whom had participated in the IARCSC public administration reform program. The *Tashkeel* is expected to change following the Public Administration Reform (PAR) process; thus, RAMP UP East will rely on IDLG and USAID to help guide training so that resources are not spent on civil servants whose positions may no longer exist following the introduction of PAR.
- **Civil service training.** It is likely that ACSI will continue to maintain and implement a comprehensive civil service training program designed to train provincial and district government officials on core functions (human resources, procurement, strategic planning, project management, and financial management). It is possible that ACSI will be tasked to train municipal employees as well in these core skills. In that case, the training materials developed for municipalities by RAMP UP East (and other sub-national governance programs) could be used as an input to the ACSI curriculum.
- **Ability and will of IDLG to enforce commitments.** IDLG must be willing to enforce agreements and monitor compliance to ensure non-compliant municipalities are not rewarded for poor performance and lack of commitment. Over the past year, GDMA has markedly grown it in its willingness and ability to address challenges at the municipal level and to encourage municipalities to adopt new systems and procedures.
- **IDLG/GDMA will lead donor coordination with other implementing partners.** The aim is to ensure close coordination and collaboration and avoid duplication among the different projects working at the municipal level, including ASGP, LARA, UN-Habitat and the three other RAMP UP projects (South, West and North). RAMP UP East and GDMA have created a very effective coordination mechanism at the operational level, consisting of technical working groups for each of the CLINs and cross cutting issues. In addition, IDLG has agreed to convene and chair regular donor coordination meetings in which issues pertaining to the RAMP UPs as well as ASGP and other donor-funded subnational governance projects will be discussed. However, in the past year these coordination meetings only took place sporadically.
- **GDMA requires strengthening at the Tashkeel level.** GDMA provides central linkages with municipalities in the areas of communications, oversight, support and reach-back but it needs to be strengthened to ensure reform efforts implemented under RAMP UP East are institutionalized and sustained. RAMP UP East provides limited capacity development support to GDMA and additional in-house capacity building support is provided by the German Agency for International Development (GIZ).
- **IDLG/GDMA will approve in a timely manner RAMP UP East products.** RAMP UP East depends upon the timely feedback and approvals on products from IDLG/GDMA. This includes Standard Operating Procedures (SOPs), property registration procedures, Local Economic Development Plans and others. The development and institutionalization of SOPs, *Moqara* (Regulations) and other centralized guidelines is fundamentally an IDLG process that must be driven from within.

## 2 Basic Approach and Methodology

### 2.1 INTRODUCTION

The Option Period 2 project work plan presents RAMP UP East's approach for implementing technical activities in the final phase of the contract's period of performance. The work plan activities are organized according to CLINs, and cross cutting issues, including public participation, gender and youth.

The strategy underpinning RAMP UP East is that, as a result of achieving the three outcomes – Capacity Building, Service Delivery and Infrastructure Development, and Revenue Enhancement and Economic Development – Afghan citizens will see GIROA local governance structures as legitimate. The perception of legitimacy is tied to receiving better services, understanding the responsibilities of municipal leaders, and playing an active role in municipal decision making. Delivery of essential services to citizens and businesses will foster a stronger tax base more likely to comply with taxation requirements, generate greater revenues that enable a municipality to more effectively sustain, and potentially expand and improve, essential services. To achieve the desired outcomes, RAMP UP East employs several defining tools for capacity building and a technical approach that spans all CLINs.

During the Base Year of the project a number of activities were conducted such as baseline assessments, community forums, and specific technical area analysis that informed the development of the capacity building training programs and service delivery projects. The description of the manner in which these activities lead to the formation of the work plan is presented in narratives which follow the same organizational pattern as the Detailed Activity Plan located in **Annex 1**.

### 2.2 TECHNICAL APPROACH

The technical approach for RAMP UP East is designed to achieve the three primary outcomes (CLINs) of the project:

1. Increase the capacity of GIROA municipal officials;
2. Markedly improve the delivery of municipal services to citizens in target municipalities;
3. Increase municipal capacity to enable, support, and sustain economic growth.

#### CAPACITY BUILDING

RAMP UP East provides, to all target municipalities, a core team of embedded advisory staff (Embedded Advisors, or EAs) who work in the office of the mayor and key functional departments in a municipality. The success of the EAs depends on building relationships with the municipal employees and the openness of the mayor to allow the EAs to work side by side with municipal employees.

EAs provide continuous on-the-job professional development; at the same time, they supply interim human resource capacity needed for municipalities to begin making tangible improvements to public services. Although the exact configuration of staff functions and responsibilities varies from municipality to municipality, the core functions of budgeting and accounting, engineering, economic development, and revenue generation are covered by the team as a whole.

Capacity building involves strengthening of two interrelated skill sets: *core skills* and *functional skills*. Core skills are the tools that municipal staff members need to better perform their functional duties such as basic management and accounting skills for finance staff, development of maintenance checklists for public works, and survey techniques for

engineers. It also includes basic computing skills (word processing, spreadsheets, slide presentations) and basic English language capabilities. Functional skills training focuses on the specific functions that municipal staff perform such as forecasting revenue, preparing the budget, estimating costs for a development project, and monitoring park maintenance. These skills are developed through formal training programs based upon Standard Operating Procedures (SOPs) and on-the-job mentoring by RAMP UP East EAs.

During the Base Year of the project, EAs worked toward developing trust and gaining an understanding of the existing practices of their municipal counterparts. Core skills training most often took the form of word processing to automate letters and forms and teaching the use of spreadsheets as a method for developing templates to improve the accuracy of financial reporting. In Option Year 1, core skills training tended toward more advanced usage of spreadsheets and other computer software such as AutoCAD, GIS, and project scheduling and management packages.

In Option Period 2 the focus will be on transitioning capabilities to operate and maintain the new management systems and procedures to municipal counterparts. Core skills training will be broadened to include topics such as public administration reform, economic development planning, mid-term financial forecasting, and program budgeting for selected municipal services.

While EAs provide daily and continuous on-the-job skills development, their coaching and advisory services are supplemented by formal training in a variety of technical functional skills. This formal training program was designed by the technical teams based upon the results of the baseline surveys and detailed analysis of municipal processes and resources. The training program encompasses over 40 training modules supported by a Capacity Building team that oversees the production and management of training materials, scheduling, and administration of training courses.

#### **SERVICE DELIVERY IMPROVEMENT PROJECTS**

RAMP UP East has allocated funding for Municipal Infrastructure and Service Delivery implementation to each target municipality to support projects that result in a tangible improvement in the delivery of public services. During the base year of the project, quick impact service delivery projects were used to gain goodwill with citizens, and to demonstrate immediate benefits of the collaboration between the municipal government and USAID/RAMP UP East. These quick impact projects were labor-intensive and directly implemented through cash-for-work activities, providing immediate income to local households as well as local vendors where possible. The goal was to ensure that the municipality was visibly in the lead so that citizens recognized the new projects as being delivered by the GIRoA.

In Option Year 1, the focus shifted from direct implementation to subcontracts, in which Afghan contractors are selected following a competitive bidding process. New tranches of basic infrastructure and service delivery improvement projects were identified and prioritized by the municipalities in June 2011 and included in updated Municipal Improvement Plans.

Due to USAID funding constraints the number and value of subprojects was severely curtailed at the start of Option Year 1 and eventually limited to \$1 million per municipality over the life of the project. To maximize opportunities for on-the-job learning for municipal planners, engineers and managers, it was decided to spread out the implementation of the remaining subprojects over a longer period of time, extending into Option Period 2.

As mentioned above, funding allocations agreed upon between GDMA and USAID at the start of Option Period 2 require further reductions and delays in the planned service delivery projects and programmatic activities. In some municipalities meeting the \$1 million commitment could be in jeopardy due to the timing of the release of additional funding combined with the short building season in many of the target municipalities.

Details of the completed, ongoing and planned improvement and service delivery subprojects are described in Chapter 4 and tabulated in **Annex 2**.

## REVENUE ENHANCEMENT AND ECONOMIC DEVELOPMENT

Municipalities in Afghanistan have limited capacity to effectively facilitate and encourage economic development within their boundaries. RAMP UP East focuses on building the capacity of the municipal governments to support and sustain economic growth. The project supports the municipalities in improving services, infrastructure, and facilities for the business sector and identifying and realizing opportunities for public-private partnerships that can create jobs for citizens and increase municipal revenues.

During the Base Year and Option Year 1, RAMP UP East worked with the municipalities to develop Municipal Economic Profiles specific to each location. These profiles provide data on the geography and population of the city and statistics on the local economy including trade and industry and employment, based on locally available data. The economic profiles are an input to the preparation of Local Economic Development Plans that will be completed in Option Period 2. These plans will be used to identify opportunities for rehabilitating municipal assets, supporting developing key business sectors, and creating public-private partnerships that can increase employment opportunities and enhance municipal revenues.

### 2.3 MUNICIPAL IMPROVEMENT PLANS

RAMP UP East uses a number of distinct planning documents to guide municipalities across all objectives—from capacity building and training plans to local economic development plans and operation and maintenance plans. The planning process, described in more detail below, uses a tool to build municipal planning and budgeting skills and to engage citizens in municipal decision making. The initial Municipal Improvement Plan (MIP) for each municipality was derived from the results of both the external and internal surveys which have ensured that they were grounded in empirical data. MIPs are continuously vetted with municipal staff and the community to ensure their relevance and local buy in.

The MIP covers priority activities identified by the municipality based on surveys, internal assessments and community consultations. It is a performance management and accountability tool prepared and implemented by the municipality that reflects citizens' service delivery priorities. It serves to strengthen the capacity of municipal managers and service providers and improve citizens' participation in local governance. The MIP specifies activities in four interrelated areas:

- **Municipal Capacity Building.** This consists of technical assistance, workshops and on-the-job training of municipal staff to enhance their capacity to perform their municipal management responsibilities. The activities include training in basic civil service and public administration skills, and functional skills training covering financial management, planning and budgeting, design and engineering, public works, and operation and maintenance.
- **Municipal Service Delivery Improvements.** These activities support the municipality in delivering tangible improvements in basic infrastructure and services for its citizens. The MIP focuses on improving the delivery and management of public services that fall under the responsibility of the municipality, including roads and drainage, solid waste collection, public markets, parking lots and parks.
- **Revenue Generation and Economic Development.** Local economic development and revenue enhancement is supported through technical assistance and training, thereby strengthening the municipality's ability to finance improved service delivery and operating costs and stimulate business growth and job creation.

- **Municipal Public Relations and Outreach.** Citizens' forums, gender mainstreaming and youth activities and other initiatives targeting local stakeholders are included to increase citizens' awareness and participation in municipal governance.

### **BASE YEAR AND OPTION YEAR 1 ACTIVITIES**

The original MIPs were prepared based on the results of public opinion surveys conducted in September 2010 and on information provided by the mayor and municipal staff. These were updated in June 2011 at the start of Option Year 1 and implemented under the leadership of the mayors. Detailed accomplishments in MIP implementation are reported in following chapters under each of the aforementioned areas which constitute the main project components.

The mayor is in charge of the implementation of the MIP. He organizes monthly community meetings to brief citizens on progress on the implementation of the MIP and supervises the capacity building activities for his municipal staff.

### **OPTION PERIOD 2 PLANNED ACTIVITIES**

In the last phase of the program, RAMP UP East will focus on consolidating the gains made by the project to date, transitioning responsibility to the municipal government and other local stakeholders, and ensuring the sustainability of the program. The Option Period 2 MIP will contain activities in each of the four components – capacity building, service delivery, revenue generation and outreach – that will support the transition process.

The Local Economic Development Plan (LEDP), and the Revenue Improvement Action Plan (RIAP) contained within it (see Chapter 6), will provide important inputs to the updated MIP. The LEDPs will include an action and investment plan for the municipality to stimulate local economic growth and create sustainable sources of municipal revenue.

To update the MIPs, the same consultative process used in the past will be followed, including citizens' forums and focus group discussions with the municipal staff and leadership. These forums and meetings will be undertaken early on in Option Period 2 and the approved MIP will be presented by the mayor to IDLG and other mayors from the target municipalities in a municipal conference.

The updated MIPs will include activities that the municipalities will have to fund from their own revenues and other sources, and those that may be accommodated within the project's scope of work and timeframe, as well as the transition of responsibilities to the local authorities.

## **2.4 STANDARD OPERATING PROCEDURES**

Standard Operating Procedures (SOPs) are guidelines for how municipal functions should be carried out. The emphasis for SOPs is simplicity and clarity. RAMP UP East focuses on SOPs for the four core municipal functions: municipal finance, public works, revenue generation, and economic development.

RAMP UP East has developed a process to standardize the development and documentation of SOPs at both the general and municipality-specific levels. The RAMP UP East Capacity Building Team is responsible for the maintenance of the SOP documentation that will be housed within the Training Library at GDMA. This library will consist of hard copy materials but could also be included in an online repository funded and managed by GDMA.

### **OPTION YEAR 1 ACTIVITIES**

In Option Year 1 a development plan for SOPs was formulated and confirmed with GDMA. Two basic approaches for the preparation of SOPs were adopted, namely:

- Adaptation of existing SOPs, which involved the modification of SOPs previously endorsed by GDMA to suit the specific requirements of RAMP UP East target municipalities. The modification process involved the project's EAs who were already well acquainted with local conditions and the current state of performance of core municipal functions targeted by the SOPs;
- Development of new procedures for municipal core functions for which no SOPs existed yet. This SOP formulation process was also based on the EAs' assessment of deficiencies in existing functions and systems and on the incremental improvements that they have been able to successfully introduce. Therefore, SOPs developed in this way have already been field-tested before they are analyzed and documented.

Along with this plan and development approach, a common SOP format was introduced to ensure clarity and simplicity and to give all SOPs the same standard appearance. The SOPs identified in the plan and the status of each of these is presented in the following table.

No.	SOP Title	Status
1	Solid Waste Management (SWM)	The draft SOP manual has been completed, focusing on the core elements of SWM in smaller municipalities: primary collection, secondary collection, and final disposal. Training of embedded advisors and municipal counterparts in the application of the SOP was conducted toward the end of Option Year 1.
2	Revenue Improvement Action Planning (RIAP)	The SOP has been applied in all municipalities and the resulting RIAP-based revenue projections have been integrated starting with the proposed municipal budgets for 1391. The SOP manual has to be revised to conform to the agreed common format.
3	Business Licensing and Fee Collection	The SOP has been implemented in all RAMP UP East municipalities. The SOP manual has been approved and endorsed by GDMA for use by municipalities nationwide. The manual has also been revised to conform to the common format.
4	Safayi (Cleaning) Tax Administration	The SOP has been successfully piloted in the municipalities of Jalalabad and Ghazni. The draft SOP manual has been completed together with a supplementary training manual consisting of 3 modules that are pre-requisites for SOP implementation in any municipality.
5	Budget Preparation	The SOP has been applied starting with the preparation of the 1391 proposed municipal budgets. A draft SOP manual has been produced in collaboration with RAMP UP North: this draft requires further improvement to include the principles, process, and procedures for performance-based budgeting. GDMA recently developed a Budget Manual that details the budget preparation process. RAMP UP East is currently translating this document into English to provide additional feedback to GDMA. GDMA and RAMP UP East have agreed to work together to improve this manual which will serve as the Budget Preparation SOP and be distributed to the municipalities by IDLG/GDMA.
6	Municipal Procurement	The final draft SOP manual has been completed. Toward the end of Option Year 1, Embedded Advisors and their municipal counterparts were trained on its application.
7	Budget Execution, Monitoring and Evaluation	As described above, the procedures for municipal procurement have been documented in a separate manual, and the accounting portion is now being implemented. The SOP manual has not yet been prepared. GDMA has produced a Budget Manual focused on budget preparation. They would like to expand that manual to include Accounting or budget execution. RAMP UP East will work directly with GDMA to develop the Budget Execution manual that will serve as the Budget Execution SOP. This manual will be distributed directly by GDMA to the municipalities.

In addition, RAMP UP East has participated in a GDMA initiative to prepare a Public-Private Partnership (PPP) SOP manual.

### **OPTION PERIOD 2 PLANNED ACTIVITIES**

Activities in Option Period 2 will be based on the achievements of Option Year 1. This will include the preparation of SOP manuals and their corresponding training materials, finalization and submission to GDMA of existing manuals, and the roll-out of SOPs in all RAMP UP East target municipalities.

Aside from the SOPs described above and the project's ongoing participation in the preparation of a PPP SOP, no new SOPs are envisaged to be developed in Option Period 2, as most of the required SOPs identified by GDMA have been covered by one of the RAMP UPs or other sub-national governance projects. Efforts will instead be directed toward the continuous application and refinement of SOPs developed by the project and the adoption or adaptation of SOPs developed by other projects and organizations.

A guideline on the formulation and updating of local economic development plans will be prepared by RAMP UP East for review and endorsement by GDMA.

## **2.5 BASELINE/ANNUAL SURVEYS**

During the first year of the project, RAMP UP East conducted a baseline survey in the municipalities against which performance will be measured over the life of project. This survey was repeated in September/October 2011 and September/October 2012 in an effort to measure annual performance and impact of the project. The survey will be conducted once more in September 2013. The survey has two components: an external (public opinion and experiences) survey component and an internal (asset/skills inventory, economic profile) assessment component.

### **EXTERNAL SURVEY**

The external survey consists of a questionnaire that is completed by a random sample of households in all target municipalities<sup>2</sup>. The survey sample consisted of approximately 3,500 responses. This survey design provides statistically relevant data for each individual municipality, as well as providing overall RAMP UP East data with a 98% probability and a margin of error of +/- 3%.

Four levels of Quality Assurance/Quality Control (QA/QC) are integrated into the survey implementation design. Municipal team leaders are tasked and trained to conduct a review of the 16 to 25 responses completed each day by survey enumerators with review sessions each morning prior to survey collection. Area survey directors perform a second level review. A third level review is conducted by the Senior Monitoring & Evaluation Director during data entry in Kabul. Fourth level review (data aggregate review) occurs as part of the data analysis and reporting work of the National Resource Center (NRC), the US-based subcontractor assisting in the survey process.

### **INTERNAL ASSESSMENT**

During the first year of the project, the internal assessment component of the base line survey was conducted by the EAs embedded in each municipality. In Option Year 1, the internal survey was conducted by a Kabul-based team of RAMP UP East senior technical advisors and specialists.

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<sup>2</sup> Accessibility and security in the Municipality of Parun in Nuristan have presented significant challenges and RAMP UP East was not able to conduct surveys in this municipality in the Base Year and Option Year 1.

RAMP UP East developed a flexible internal baseline assessment instrument that was vetted by IDLG and USAID and piloted in the Municipality of Charikar during the Base Year. The annual assessment conducted in Option Year 1 modified the questions from the baseline survey to include a rating system that enabled the survey team to assess municipal documents and procedures while conducting the survey. This allowed the team to assess the quality of the municipal systems and procedures.

#### **ANALYSIS AND PRESENTATION OF SURVEY RESULTS**

The results of the external and internal surveys are presented to IDLG, USAID and the mayors in the form of Municipal Survey Reports that combine both survey results and analysis and recommendations on municipal organizational structures. Municipal Survey Reports are used by municipal staff, Afghan technical experts and expatriate advisors to inform the capacity building support to the municipalities. The survey results are also used to inform the preparation of the municipal development budget.

## 3 Capacity Building of Municipal Government Staff

### 3.1 CAPACITY BUILDING METHODOLOGY

The production and management of training courses and materials is overseen by the RAMP UP East Capacity Building Team. In an effort to develop a consistent structure for training material content across the diverse technical areas, the Capacity Building Team prepared a standard methodology for developing materials, scheduling and reporting on courses, and for evaluating the outputs, outcomes and impact of formal and on-the-job training.

#### TRAINING CONTENT STRUCTURE

All RAMP UP East training materials use the same standard structure for the training module content:

- **Training Plan** – includes both a trainer’s guide and training agenda. The trainers guide includes the training objectives and a step-by-step task guide for the trainer with references to presentation slides and participant handouts. The training agenda is a listing of the topics to be addressed during the training with an estimated duration for each topic.
- **Training Evaluation** – training evaluation techniques vary based upon the type of training. For core skills trainings, pre-tests of approximately 15-20 questions are used to evaluate the initial knowledge of training participants. These tests are given prior to the training with results sent to the trainer for planning purposes, or conducted just prior to the start of training. The same test is conducted after the training in an effort to evaluate the effectiveness of the training. For functional skills training, the evaluation is performed using quarterly surveys to determine the level of implementation which has been achieved by the municipal counterparts. For formal training conducted in the Kabul project office or in the municipal offices, a post-training evaluation form is distributed to each participant, which allows them to evaluate the training and to determine how they will implement the topic.
- **Presentation Material** – slide presentation for the trainer which follows the steps in the training plan. The presentation is designed to be very detailed with multiple slides for each sub-topic.
- **Participant Handout/Manual** – detailed training materials designed to be used as both a training tool and “take-away” manual. The handouts follow the flow of the training.

In July 2011, RAMP UP East presented the training content structure to GDMA, which was subsequently approved. All content is available in three languages (Dari, Pashto, and English). RAMP UP East also developed an English to Dari/Pashto glossary of terms based upon input from all technical teams. This glossary has been shared with GDMA and the other RAMP UP programs.

#### REPORTING AND SHARING

##### *TRAINING MATERIALS LIBRARY*

All training modules and the related SOPs are shared with GDMA for review and endorsement. GDMA provided a structure for the reporting of training and RAMP UP East Team established a periodic reporting process and a mechanism to share training materials electronically with GDMA headquarters and other sub-national governance programs.

The training modules developed by RAMP UP East are also included in a project training materials library, detailed in **Appendix 4**, that will be handed over to GDMA at the end of the project.

#### **MENTORING OF DISTRICT MUNICIPALITIES**

USAID's support to the provincial capital cities in RC East through the RAMP UP East program has had a tangible impact on municipal service delivery, revenue generation and public outreach and participation. Drawn by the visible success of the program, officials from district municipalities in a number of provinces have expressed interest in participating in the RAMP UP East program. Although RAMP UP East does not have the mandate or the resources to insert teams of EAs and extend technical assistance directly to the district municipalities, RAMP UP East will support selected provincial municipalities to become the base for a mentoring and training program for district municipalities.

The approach is to use the provincial municipalities, which have so far benefitted from project assistance, as the launching platforms for assisting district municipalities. This would enable capacity strengthening of district municipalities at minimum cost. The mayor and the municipal staff of the cities that have benefitted from RAMP UP East support over the past 2 years will play a critical role in this training program as hosts and resource persons. Whenever appropriate and based on further discussions with USAID and GDMA, the following avenues for capacity strengthening will be explored:

- Training. Officials and staff of district municipalities will be invited to formal training courses organized by the project in the provincial municipalities;
- Internships. The project will arrange for the temporary placement of staff of district municipalities as understudies in key positions in the provincial municipalities. During their internship the staff can observe and learn new work procedures and at the same time benefit from on-the-job mentoring by RAMP UP East EAs and their municipal counterparts;
- Standard Operating Procedures. The training manuals and materials for applicable SOPs will be made available for dissemination to district municipalities;

USAID have agreed on the following final coverage of the activity:

Province	Provincial Municipality	District Municipality	
Ghazni	Ghazni	1.	Moqor
		2.	Jaghuri
		3.	Qarabagh
Laghman	Mehterlam	4.	Qarghaee
Logar	Puli Alam	5.	Barakibarak
Wardak	Maidan Shar	6.	Jalrize
		7.	Sayedabad
Nangarhar	Jalalabad	8.	Rodat
		9.	Surkh Rod
Parwan	Charikar	10.	Bagram

The main activities to be undertaken during Option Period 2 include: orientation/briefing of host provincial municipalities, conduct of needs assessment of target district municipalities, preparation of mentoring program and in-kind support proposals, review and approval of proposals, assistance to provincial municipalities in implementing the approved mentoring programs, and procurement and delivery of the approved in-kind support to district municipalities.

## **EVALUATING TRAINING IMPACT AND OUTCOMES**

Base Year activities focused on developing a structure and methodology for the technical area training programs. With this structure in place, Option Year 1 offered the opportunity for the team to focus on measuring the impact and outcomes of the training. The RAMP UP East Capacity Building team collaborates with the technical areas to incorporate best practices in training facilitation and evaluation.

### **DEMOGRAPHIC DATA STUDY**

Evaluating the increase in knowledge of training participants can be accomplished through pre- and post- tests. Understanding the relationship between the scores and the demographics of the participants will inform the development of training content to be focused on the specific learning abilities of the participants. RAMP UP East has collected demographic data of the permanent professional staff members of the municipalities. This data includes age, education level, and duration of employment in the municipality. The information was incorporated in pre-tests and post training evaluations. Based upon the results of this analysis, RAMP UP East will propose different methods of training to best meet the needs of the diverse population of municipal employees.

### **QUARTERLY SURVEYS**

While developing the content of training modules, working group sessions with local staff help the RAMP UP East team determine which steps the municipalities will need to take to effectively implement the SOP. These steps are then documented in subject area specific surveys and used as a means to measure the progress of the municipalities toward improved financial practices. These surveys are conducted to identify the baseline level of the capacity of municipal counterparts in each of the functional areas. The surveys consist of ten (10) incremental steps, each step representing a 10% progression towards achievement of the completed SOP. The surveys are conducted on a quarterly basis to coincide with the quarterly reporting of performance indicators. Performance improvement targets depend upon initial baseline survey results and include a 40-50% improvement over the base line each year. Scorecards will be issued to the municipalities quarterly, so they can identify their performance strengths and weaknesses compared to other municipalities and encourage them to adopt more standardized processes for municipal functions.

## **3.2 PUBLIC ADMINISTRATION**

### **BASE YEAR ACTIVITIES**

The Base Year Work Plan stated that “Core Skills training will be developed to establish a basic understanding of the role and core functions of the municipal government and the skills needed to carry out daily tasks.” Training included computer literacy, basic office management, and human resources along with specific skills training focused on leadership and management skills. The initial step in developing this training was to harmonize with the existing training program developed by the Afghan Civil Service Institute (ACSI), which had previously been implemented at the provincial level.

Organizational reform is viewed here as a part of the wider public administration reform that the Afghan government has been pursuing over the years, starting with the priority reform and restructuring (PRR) program that initially covered central government ministries and provincial governors’ offices.

### **OPTION YEAR 1 ACTIVITIES**

RAMP UP East drafted a Municipal Procurement SOP based on the national Procurement Law. Based on this SOP, a training on the municipal procurement process as well as transparency in procurement has been developed and delivered to EAs and municipal counterparts who are directly involved in procurement. Repeat offerings of the Anti-Fraud

Training developed by RAMP UP East were also conducted, covering 13 target municipalities and attended by a total of 187 officials and staff.

### ***OPTION PERIOD 2 PLANNED ACTIVITIES***

Toward the end of 2012, GDMA, working with the Office of Administrative Affairs (OAA) and the Independent Administrative Reform and Civil Service Commission (IARCSC), started the implementation of public administration reform in municipalities. This included the application of the national government's pay-and-grading system, the classification of municipalities into grades, and the prescription of an organizational structure and staffing pattern for each grade. RAMP UP East will assist municipalities in adapting these new developments, including the adjustment of existing municipal organization structures and the allocation of adequate budget based on the salary scales in the pay and grading system. Municipal officials will also be assisted in familiarizing themselves with and applying the functional and job descriptions (terms of reference) of their units and positions.

RAMP UP East is committed to developing capacity on anti-fraud prevention and detection among municipal government officials. During this option period, the project intends to deepen fraud awareness through a follow-up training course that will provide a more exhaustive treatment of the subject.

## **3.3 MUNICIPAL FINANCE**

### ***CAPACITY BUILDING***

#### ***CORE SKILLS TRAINING***

During the first two years of the project, RAMP UP East supported the target municipalities in transitioning the cash disbursement process from a single entry system that lacked offsetting cash entries to a double-entry system, posting expenditures and cash to sub-ledger accounts that resulted in a trial balance. The project team also developed spreadsheet-based templates that mirrored the manual process of posting expenditures to the "M20" sub-ledger as well as a spreadsheet-based cash disbursement journal. The municipal staff learned how to enter transactions into the computerized templates but there is still a need to relate the "double-entry" concept to this practice.

The development of the cash disbursement journal and practice of recording all cash disbursements to a common cash sub-ledger account enabled the municipal accountants to reconcile the municipal cash disbursement account to the cash sub-ledger. While the accountants performed this activity of reconciling all of the 1390 transactions to the bank statement, the concept of bank reconciliation is still not entirely clear to the municipal staff.

To introduce these concepts as accounting best practices, the RAMP UP East team intends to rework the General Accounting formal training module conducted in Option Year 1 to smaller core skills workshops that focus on the specific concepts and relate these concepts directly to the practice of entering transactions and filling in the bank reconciliation templates.

The computerized templates that are currently being used by the municipal accounting staff were predominantly developed by the EAs. To enable the municipal staff to develop templates in the future on their own, core skills training workshops will be created in two areas, financial calculations and spreadsheet functions.

The RAMP UP East Economic Development team will continue working with their municipal counterparts on identifying all municipal assets as part of the Municipal Economic Development Plan. These assets will need to be valued and recorded on the balance sheet of the municipality. An additional core skills training workshop will be developed for asset accounting and inventory valuation techniques.

RAMP UP East will also be developing core skills workshops on broader governmental concepts such as municipal governance, general budgeting, and development planning. The municipal accounting staff will participate in these workshops and RAMP UP East municipal finance advisors will then work with their counterparts to link the role of the municipal accounting department to these broader concepts of municipal governance, general budgeting and development planning.

As Public Administration Reform (PAR) is scheduled to be implemented in the municipalities during Option Year 2, RAMP UP East will develop a testing and certification program to measure the capabilities of the municipal staff in these core skills areas. The tests will be used to evaluate the effectiveness of the core skills training program.

#### **FUNCTIONAL SKILLS TRAINING**

Functional skills training focuses on strengthening the skills of municipal finance and accounting staff that they need to perform their mandated duties. This training will be conducted as a training of trainers (TOT) workshop for the RAMP UP East EAs and their municipal counterpart. Following the TOT, the EA and his counterpart will conduct training for all accounting and finance staff in the municipal office.

The training topics will be based on SOPs that were completed in Option Year 1 or are still to be developed in Option Year 2. The proposed topics include:

- Municipal procurement process;
- Municipal budgeting and reporting process;
- Municipal accounting procedures;
- Municipal program and performance budgeting.

The procurement process SOP was developed in Option Year 1 and an introductory training was conducted to present the procedures mandated by municipal law. Additional training sessions will be conducted in Option Year 2 to train the municipal staff on applying the procedures to the specific conditions and staffing pattern in their municipality.

GDMA recently developed a budget manual that is focused primarily on budget preparation. At GDMA's request RAMP UP East is in the process of reviewing the manual. It details the procedures for closing the municipal accounting books and preparing the budget. GDMA would also like to include budget execution in the manual and RAMP UP East will work directly with GDMA to include this module. The manual will be distributed directly by IDLG/GDMA to the municipalities.

To support the implementation of the budget practices detailed in the manual, training modules will be developed and conducted by RAMP UP East, including establishing performance goals, forecasting expenditures, and compiling the budget forms for submission to IDLG. RAMP UP East public finance advisors will also develop and conduct training modules for specific functions such as payroll, revenue, expenditures, and asset valuation.

GDMA and RAMP UP East will work together to develop additional information to be included in the GDMA budget manual on the topic of municipal program and performance budgeting. While program budgeting is not a mandatory requirement for municipalities, it has been implemented by selected ministries over the past 5 years. GDMA has expressed interest in piloting program budgeting in a few municipalities in Option Year 2. GDMA also indicated that it plans to require program budgeting in the future.

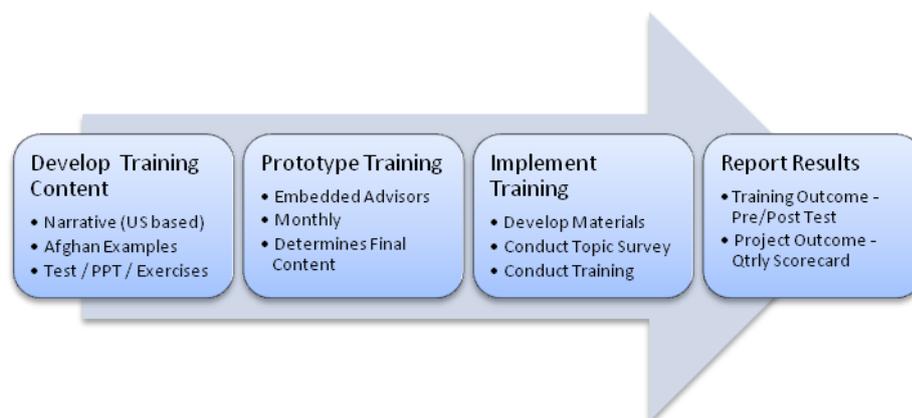
RAMP UP East has been working with the Ministry of Education and the Ministry of Finance to gain an understanding of how program budgeting was implemented. This will serve as the foundation for development of program budgeting material to be included in the GDMA budget manual. Additionally, workshops and training modules will be developed to define

municipal level services/programs, classify expenditures within the programs, and develop a reporting process.

The evaluation of the implementation of procedures detailed in the GDMA manual at the municipal level will be conducted by using the quarterly survey process that was established in Option Year 1. The results of these evaluations are included in the quarterly reports as part of indicators for functional accounting systems and best practices for program and performance budgeting.

### **METHODOLOGY FOR DEVELOPING TRAINING MODULES**

While training content for municipal accounting and budget practices is abundant, the examples are rarely relevant to the Afghan municipal environment. To ensure that training examples and exercises are meaningful to the municipal offices, working group sessions are held with municipal staff and advisors to document the current process and identify real scenarios to be used in the training materials. Case scenarios specific to Afghan municipal processes and methodology are then developed as examples and presented in the training documentation showing examples of both the current process and the proposed SOPs. The examples are also followed by exercises in which the finance staff members are given the opportunity to apply the SOP within an Afghan municipality based exercise.



After each training module is developed, it is “tested” by having the training conducted in the RAMP UP East Kabul office by the Public Finance Manager and delivered to all the EAs and their counterparts. The training participants take pre-tests prior to the training and post-tests afterwards, and the scores are compared and questions analyzed. Feedback on the training methods and materials is provided by the participants through written evaluations and group discussions. Based upon this feedback, the training content is modified before being conducted in the municipal field offices. The month following the training in Kabul, the EAs conduct the training in the municipal offices for all selected staff.

### **BASE YEAR ACTIVITIES**

The Baseline Survey conducted in September 2010 found the general accounting and internal control practices of the municipalities to be extremely weak. All offices were using single entry bookkeeping though only posting to revenue and expense ledger accounts without any offsetting entry to cash. Bank reconciliation was rarely accomplished because without a cash ledger account it requires reconciling all the individual bank entries with all the ledger accounts. The budget practices were also found to be significantly underdeveloped. The annual budgets for all municipalities were hand written and lacked any analysis or information regarding assumptions.

The results of this survey enabled the RAMP UP East team to identify the priority areas in which to focus capacity development training.

### **OPTION YEAR 1 ACTIVITIES**

During Option Year 1, the Public Finance Team focused on moving the municipal accounting functions closer to a double-entry accounting system that included recording all transactions to cash receipt and cash disbursement sub-ledger accounts. The first phase of this process was development and implementation of a spreadsheet-based M20 expenditure sub-ledger. This mirrored the manual process that is prescribed by Afghan law. The second phase of the process was the development and implementation of a cash disbursement sub-ledger in which each expenditure transaction recorded in the M20 was also recorded, as a double-entry, to the cash disbursement ledger. The third phase was development of a spreadsheet-based bank reconciliation form that allowed the municipal finance department to reconcile all cash disbursements in the sub-ledger to the municipal bank statement. The close of the 3<sup>rd</sup> quarter of OY1 coincided with the end of the 1390 solar year. By this time all municipalities had entered all 1390 cash disbursements into the M20 and cash disbursement sub-ledgers and reconciled the cash disbursement sub-ledger to the bank statements.

As one of the largest operating expenditures is payroll, and as this process was completely manual and fraught with errors, prior to implementing the double-entry system RAMP UP East developed a computerized template that automated the monthly payroll attendance sheets and salary calculations. By the end of the 2<sup>nd</sup> quarter of OY1 nearly all of the municipalities were processing monthly payroll using the new template.

With the cash disbursement process complete by the end of 3<sup>rd</sup> quarter, the Public Finance team turned the focus to the cash receipt accounting process. The revenue journal is currently being developed as a computer spreadsheet in a manner similar to the M20 sub-ledger that allows for recording of revenue to specific revenue sources. Previously the municipalities were not using the municipal revenue chart of accounts: this is also being implemented within the revenue journal. The implementation of the revenue journal and the next phase of developing and implementing a cash receipt sub-ledger will continue into Option Year 2.

During the 3<sup>rd</sup> quarter of OY1, RAMP UP East conducted budget process training and worked with the municipal staff to develop budget committees and a budget calendar. The EAs assisted the municipal finance officers in completing the 1390 budget using a computer-based template, which mirrored the manual process. All of the municipalities except Bazarak (Panjshir) were able to complete their budget and submit it to GDMA within 45 days of the closing of the 1390 solar year.

### **OPTION PERIOD 2 PLANNED ACTIVITIES**

#### **PROGRAM/PERFORMANCE BUDGETING**

As described in the functional accounting section, the RAMP UP East Public Finance team will develop an SOP related to program/performance budgeting, which will not replace the current line item budget but rather provide an alternative method of budgeting for programs or specific public services.

#### **BUDGET PREPARATION**

After the close of the 1390 solar year in March 2012, GDMA requested that the municipalities complete a nine month budget to align with the 2012 calendar year. It is unclear at this time if the Ministry of Finance will adopt a calendar year budget for 2013 or revert back to a 1392 solar year. Regardless of the choice, RAMP UP East will prepare the municipalities for the upcoming budget through training related to the budget and reporting process SOP.

As Option Year 2 will extend until June 2013, the RAMP UP East team will be in a position to assist the target municipalities in preparing the budget either in December 2012 or March 2013.

## **ACCOUNTING MODERNIZATION IMPLEMENTATION**

### **BASE YEAR ACTIVITIES**

The Base Year plan proposed facilitating migration to computer-based financial management tools which included specifying, procuring and installing municipal financial management and property inventory software. For municipalities that do not have sufficient staff to support completely computerized accounting and inventory control systems, the work plan specified that RAMP UP East would assist the municipalities in moving from a paper-based records system to an Excel based system.

The results of the Baseline Survey showed that most of the municipalities lacked electricity and none of them had computers, let alone any type of network system. While some of the municipalities had purchased computers by the end of Option Year 1, many remain reluctant to purchase computers using their own budgets. All municipalities have appropriated funds in the 1391 budget for computers, and RAMP UP East will continue to encourage the mayors to acquire at least one computer for the accounting and finance department.

### **OPTION YEAR 1 ACTIVITIES**

As noted above, the Option Year 1 focus was on automating the payroll and expenditure process by developing and implementing spreadsheet based templates. By using these templates, the municipal Finance Departments have greatly increased their efficiency and reduced errors. The new tools also enabled the Finance Departments to reconcile cash disbursements for the entire 1390 solar year. The templates were designed to allow for printing of the M20 ledger, payroll forms, and cash disbursement journal in the same format as was previously done in the manual system. This enabled GDMA and other government organizations to continue their existing audit practices without the need for modification.

### **OPTION PERIOD 2 PLANNED ACTIVITIES**

In Option Year 2, the RAMP UP East Municipal Finance team plans to collaborate with the embedded Economic Development Advisors, whose counterparts are the municipal Revenue Managers, to develop and implement a spreadsheet-based revenue ledger or cash receipt journal. This ledger/journal will then be incorporated into the bank reconciliation process that will be implemented in the expenditure/accounting department.

RAMP UP East will continue to engage GDMA in this process of analyzing systems requirements and new software applications and GDMA has requested that RAMP UP East continue with the development and implementation of Excel-based financial management systems. RAMP UP South, on the other hand, has reported that they will complete the development of an integrated financial system in the second half of 2012. This SQL server based application is intended to replace the manual accounting and budgeting system. In close collaboration with RAMP UP South and GDMA, RAMP UP East may pilot this application in selected municipalities in RC East and evaluate the ability of the municipalities to acquire, operate and maintain this system.

The planned activities for 2013 and 2014 present opportunities to add value to work already undertaken. New activities have been entered in the work plan to embed, expand and develop capacitation in municipalities.

As the procurement SOP was developed by RAMP UP East during April 2012. Municipalities with final approved budgets are expected to move forward with their annual procurement plans. To kick start the implementation of the said SOPs, other procurement procedures will be applied as start of the on-going assistance to municipalities in the execution of their respective development budgets, particularly in the tendering of design and civil works contracts. The first step in the process is the preparation of annual procurement plans, which the municipalities will then make public upon approval by the Ministry of Finance.

The 2014 budget cycle allows the opportunity to further develop the draft SOP for budgets into a final comprehensive manual demonstrating best Afghan and International practice. These items are termed phase 2 within the program. We have already developed a bank reconciliation template and manual supplemented by a best practice manual on procurement planning. Our budget monitoring training expands line item budgeting into the concepts of variance analysis, ratio analysis and performance KPIs and KPAs. The principles of period 13 accruals accounting and profiling, encapsulated in our monitoring manual, present the basis for development into cash flow forecasting providing the foundation for accruals accounting. This has been included in the plan (annex 1) as a new section 'budget monitoring'. Professional training includes specific guidance on managing budgets including appropriations and adjustments.

A major new additional area asset listing will improve both the identification and safeguarding of municipal assets. When the concept of asset valuation is added, this final piece of the equation allows the production of statements of Financial Position or Balance Sheets. The three main financial statements, balance sheet, cash flow and comprehensive revenue and expenditure accounts will then be possible for 2013. This staged progression is brought together in an accounting manual currently under compilation. This manual brings together all elements of the financial cycle from budget initiation, monitoring, adjustment to basic annualized financial statements. Additionally a draft template for statement of cash flows has been developed that automatically produces the statement. The manual also includes comprehensive reporting formats.

These activities are being supplemented by training, standard templates and introduction to encourage desired professional behaviors that will encourage communities of practice that can develop into conduits of best practice and opportunities for benchmarking clubs.

Considerable progress has been made in procurement planning and a new item is included reflecting the additional resources put into this activity to further strengthen the relationship between procurement planning, budget variance analysis, and ultimately sound financial position.

The program budgeting section has been repeated in 2013 to bring in a five year projection for solid waste management. Within the five year forecast, appropriate KPIs will be developed allowing the publication of individual municipal performance and indicators of best practice.

We have developed a project managed approach to capacitation which in itself is a useful learning guide to municipalities in project concepts including for example budget preparation projects.

The procurement SOP was developed by RAMP UP East in April 2012. Municipalities with final approved budgets are moving forward with their annual procurement planning. To kick start the implementation of the procurement SOPs, other procurement procedures will be applied to assist municipalities in the execution of their development budgets, particularly in the tendering of design and civil works contracts. The first step in the process is the preparation of annual procurement plans, which the municipalities will make public upon approval by the Ministry of Finance.

RAMP UP East will also assist the target municipalities in developing municipal asset listings and valuations for the municipal balance sheet.

### 3.4 PUBLIC WORKS

#### **BASE YEAR ACTIVITIES**

An integral part of service delivery is the ability of the municipal government to effectively operate and maintain existing infrastructure and municipal assets. RAMP UP East's Public

Works training program is designed to communicate effective ways to estimate maintenance requirements of both resources and labor, develop maintenance schedules and checklists, and accurately budget for current and future expenditures. This is implemented through a series of formal training courses conducted in the RAMP UP East office in Kabul, followed by planned activities performed in the municipal Public Works Departments and supported by the Public Works EAs.

During the Base Year, results of the baseline survey and municipal field visits were used to assess the existing municipal infrastructure, assets, and capacity of the Public Works Departments. Based upon this assessment, the training program shown below was developed and implemented the following year.

**TABLE 3.3 OPTION YEAR 1 TRAINING PROGRAM FOR PUBLIC WORKS**

<b><u>Training Topic</u></b>	<b><u>Training Course Description</u></b>
<b>PW01:</b> Maintenance Schedules and Procedures	Training and practical exercises focused on creating operations and maintenance checks lists in the following areas (Park maintenance, Latrine maintenance, Street repair, Side walk repair, Parking lot maintenance, Ditch cleaning and repair, Street lights inspection, Building maintenance, Vehicle maintenance)
<b>PW02:</b> Planning and Budgeting	Training and practical exercises focused on forecasting operations and maintenance costs for annual budgets.
<b>PW03:</b> Organizational Structure and Facilities	Defining the organizational structure, roles and responsibilities within the public works department. Performing facilities assessments, resource estimates and facilities budgeting.
<b>PW04:</b> Solid Waste Management Planning	Training and practical exercises for developing solid waste management plans intended for management and supervisory staff.

#### **OPTION YEAR 1 ACTIVITIES**

Training courses in Maintenance Schedules and Procedures, Planning and Budgeting, and Solid Waste Management SOP were conducted, the latter based on the draft SOP manual and integrating the planned courses of Organizational Structure and Facilities and Solid Waste Management Planning. A workshop was held to guide participants in preparing a detailed work plan for Option Year 2, emphasizing the gradual but time-bound process of handing over responsibilities to the municipal authorities.

#### **OPTION YEAR 2 PLANNED ACTIVITIES**

Classroom and on-the-job refresher courses in operations and maintenance routines will be conducted as the infrastructure components of the program (trash bins and landfills) are completed and commissioned into service, and as the SWM vehicles are delivered. Core skills training may also be offered to fill in competency gaps among municipal government personnel as they take full control of all aspects and phases of the program.

Training on 3R (reuse, recycle, reduce) and privatization strategies for SWM will also be delivered.

## **4 Infrastructure and Service Delivery Improvements**

Visible service delivery is an essential component of RAMP UP East's capacity building proposition. If governments are unable to provide essential and desirable services to their citizens, there is a stronger likelihood that citizens will not view the GIRoA as legitimate, and in turn, may support insurgent groups who can provide a modicum of services compared to those provided by the GIRoA. RAMP UP East infrastructure and service delivery

improvements enable the GIRoA to implement visible projects that increase citizen access to basic public services and, as a result, increase citizen satisfaction with, trust in, and support for the municipal government.

As part of the MIP development process, public consultations are conducted with each municipality individually to ensure a participatory process of infrastructure and services prioritization that encourages citizen input. All service delivery projects included in the MIP will also include Operation and Maintenance (O&M) plans with a budget that will eventually be tied to revenue sources and included in the annual municipal budget.

## 4.1 SOLID WASTE IMPROVEMENTS

The RAMP UP East supported solid waste management program is implemented using a four-phased approach: analyzing current needs and practices; estimating resources needed for a basic SWM program; providing RAMP UP East support for management capacity building and capital investment; and handing over the system to the municipality. While the strategy is consistent across all municipalities, the implementation varies significantly at the municipality level, depending on community priorities, existing resources and security conditions.

### **BASE YEAR ACTIVITIES**

During the Base Year, RAMP UP prepared a sustainable SWM plan for each municipality, based on an analysis of the existing conditions. The plans identified the need for drop-off sites (bins or enclosures), collection crews and equipment, and temporary or permanent landfill sites and included an estimate of the required resources.

The project provided support for solid waste collection in seven municipalities and bins were supplied or constructed in six municipalities. In two municipalities RAMP UP East funded the development of temporary landfill sites.

### **OPTION YEAR 1 ACTIVITIES**

In Option Year 1 support for solid waste collection was expanded to 11 municipalities and funding was provided for equipment rental, fuel, labor, and supplies. As anticipated, the pace of implementation varied significantly between the municipalities. Thus, some projects were implemented early on during Option Year 1 while others started only toward the year's closing. Along with financial support, technical assistance was provided to 13 RAMP UP East municipalities in the management and supervision of solid waste collection, transportation, and final waste disposal activities. Parallel projects for the construction of landfills and purchase of SWM vehicles (collection trucks and skid loaders) were in advanced stages of development, although the delivery of SWM vehicles is not expected until Option Period 2.

### **OPTION PERIOD 2 PLANNED ACTIVITIES**

At the request of the mayors and the citizens, RAMP UP East has prepared proposals for the continuation of solid waste management support and has submitted these proposals to USAID for review and approval. The proposals take into account the conditions in the municipalities and the different stages of implementation of ongoing projects, thus providing the appropriate level of support to each municipality.

While sustaining its support for the SWM program, RAMP UP East will prioritize the transition of responsibilities for the management of the service to municipal counterparts.

In preparation for the annual budgeting cycle, a workshop will be conducted to guide municipal counterparts in preparing a medium-term (three to five years) solid waste management plan and budget.

In addition to support for service delivery and key infrastructure projects, and contingent on the availability of funding, RAMP UP East will develop small grants to support community based primary collection programs in a small number of pilot municipalities. These aim to support door-to-door collection and transportation of solid waste to the collection points as well as the practice of 3Rs (reduction, re-use, and recycling).

## 4.2 INFRASTRUCTURE IMPROVEMENTS

### *BASE YEAR ACTIVITIES*

The project selection for infrastructure and service delivery improvements began at the community level through public meetings and community forums. The list of potential projects was approved by the mayors and reviewed by GDMA. These projects were subsequently incorporated in the Municipal Improvement Plans. RAMP UP East prepared budget estimates and work schedules and presented the projects for contracting and construction.

In the Base Year quick impact projects were implemented through “direct implementation” with RAMP UP East purchasing material, hiring labor, and executing the sub-projects. In Option Year 1, RAMP UP East increasingly introduced a subcontracting model, in which Afghan building contractors compete in a bidding process on fixed price contracts with a pre-determined schedule. Subcontracting offered new opportunities for capacity building of municipal officials, who are expected to use subcontracts for future municipal projects. Direct implementation requires a modest amount of documentation and high level supervision, while subcontracts requires more drawings, full specifications, and a higher level of professional supervision on the part of the municipality and RAMP UP East. The impact of this was a longer project cycle in Option Year 1 under the subcontract method as compared to the Base Year.

### *OPTION YEAR 1 ACTIVITIES*

During the second Mayor’s Conference in June 2011, the municipalities were provided the opportunity to re-assess and re-prioritize their project lists provided the re-assessment was presented during a public forum and received GDMA approval. As the project budget for infrastructure and service delivery projects had been reduced, this process became much more critical. A summary of the current status of the infrastructure and service delivery improvement projects is provided in Table 4.1. With the currently anticipated level of available funding<sup>3</sup>, only these projects can be fully implemented (Note that with the exception of the projects labeled “completed” all budget estimates are provisional). Additional details of individual sub-projects per municipality are included in **Annex 2**.

In the process of preparing, estimating and implementing the infrastructure and service delivery projects, some of the main challenges have resulted from the complexity of engineering subprojects, delays in the various required approvals, the frequent changes in project designs and specifications, and the lack of clarity regarding land ownership. An additional challenge is the constant pressure from governors and mayors to favor local construction companies (i.e. firms from the province or municipality) over other Afghan firms.

Afghan construction firms still have limited capabilities to implement infrastructure projects that meet USG engineering standards. Intensive support, supervision and monitoring by RAMP UP East staff is required to ensure the successful implementation of all subcontracts.

**TABLE 4.1 STATUS OF CLIN 2 INFRASTRUCTURE AND SERVICE DELIVERY PROJECTS**

Municipality	Total No. of Projects Completed	Total Budget Completed Projects	Total Actual Cost - Completed Projects	Total No. Projects In-Progress	Total Budget Ongoing Projects	Total Estimate to Complete Ongoing Projects	Total Budget Completed & Ongoing Project	Total Estimate at Completion (Complete & Ongoing)
Bamiyan	6							
Maiden Shar	7							
Ghazni	2							
Charikar	8							
Mahmud Raqi	8							
Bazarak	8							
Jalalabad	5							
Parun	0							
Asadabad	7							
Mehterlam	6							
Gardez	7							
Pul-e-Alam	6							
Khost	6							
Sharana	9							
<b>Totals</b>	<b>85</b>							

Once a subcontract between DAI and the Afghan firm has been signed, both parties are bound by the agreed terms and conditions. However, mayors (and occasionally governors) tend to demand frequent changes in the agreed scope of work (SOW). This ranges from changes in the specifications (design, dimensions, materials, etc.) to the location of subprojects. Every modification in the SOW requires a change order, and possibly USAID approval, which can slow-down subproject implementation considerably.

One particular challenge can be the lack of clear ownership of the land for the subproject. RAMP UP East has to insist on a clear proof of ownership by the municipality before a subproject can be implemented. On some occasions this required a relocation of the subproject, which in turn led to changes in the designs and specifications and delays in the award of a subcontract.

Most of the qualified engineering and construction firms are Kabul-based and these larger, experienced firms can beat smaller, province-based construction firms on quality and price. RAMP UP East is contractually bound to use national competitive bidding (NCB) for subcontracts and cannot offer preferential treatment in the bidding process to firms from a particular province. In addition, local companies may have branches in the provinces but are still essentially Kabul-based. Often the mayor wants to add specific companies from his municipality to the bidding short list. If a fully objective and transparent bidding process is not followed, DAI cannot meet its contractual obligations to the USG.

RAMP UP East continues to work with the municipalities and GDMA to resolve these issues. Success in resolving these issues is critical to making progress, yet some issues still remain a source of disagreement and delays.

#### **OPTION PERIOD 2 ACTIVITIES**

As of mid- May 2013, close to \$2.5 million worth of subprojects are still ongoing, in the approval process (including USAID vetting, and USAID notice of consent).

RAMP UP East also plans to implement a number of new service delivery projects in Option Period 2. For this purpose, the Municipal Incentive Fund (MIF) has been conceived to encourage municipalities to prepare well-designed project proposals that respond to the priority needs of the citizens. By introducing a competitive element the municipalities will be compelled to clearly identify the need for and benefits of the project, prepare quality project plans and designs, conduct a cost-benefit analysis, and prepare a financing plan. The

municipalities will also be required to contribute to the costs of the project, either in kind (by providing land, materials or labor), or by funding a portion of the project costs.

It is expected that the MIF projects will be primarily derived from the Municipal Development Plans for each municipality and will help the municipalities improve their skills in proposal development, project planning and costing, engineering design and construction management. The MIF implementation will adhere to the following strategies:

- **Cost share.** All projects financed by the MIF will require cost sharing by the municipality. This may take the form of contributing land, site preparation, funding of a portion or phase of the project, or a combination of these. The MIF will serve as supplemental funding. Due to overall funding limitations it is expected that the MIF contribution will typically not exceed US\$ 150,000, although exceptions to this rule are possible.
- **Competitive access.** A proposal submitted by a participating municipality does not automatically qualify for MIF funding. Access to the fund will depend on the quality and merits of the project proposal, and the fulfillment of the selection criteria, as elaborated later on.
- **Complementary implementation.** RAMP UP East and the municipality will each commit to the implementation of specific and clearly defined components of a project based on timelines, quantities, and quality standards spelled out in the approved project proposal. Pooling of funds to defray the entire sub-project cost will not be possible. Each cooperating party will have full control of its funds as well as of the implementation processes, including procurement. Thus, the only concern of each party is for the other to deliver the sub-project components under its responsibility according to the agreed upon implementation schedule, quantities, and quality standards.
- **RAMP UP East technical support.** Notwithstanding complementary implementation, RAMP UP East will provide technical assistance to the municipality in the implementation of project components under the municipality's responsibility.
- **Municipal government leadership.** MIF projects will be implemented under the visible leadership of the municipal authorities.

The projects that are anticipated to be implemented under the municipal incentive fund are reflected in Appendix 2C.

## 5 Municipal Revenue Generation and Economic Development

Municipalities in Afghanistan currently do not receive financial transfers from the central government. As a result, own-source revenues must sustain municipal budgets and are used to provide essential services. Increasing revenues will ensure the sustainability of municipal services that have been initially provided with RAMP UP East funding, and will increase citizens' willingness to pay fees, taxes, and other levies provided citizens can readily identify tangible services that are provided by the municipality.

### 5.1 LEVERAGING MUNICIPAL ASSETS

Municipalities are self-supported local government entities. Therefore, they should have well organized asset management and financial management systems. To increase both the efficiency and effectiveness of the municipality's revenue collections, RAMP UP East is focusing on adopting new systems and tools that enable municipal governments to monitor and evaluate assets and financial transactions.

Traditional municipal facilities such as markets, slaughterhouses, parking, and commercial buildings make important contributions to business activity and economic growth.

#### **BASE YEAR ACTIVITIES**

Several trainings were conducted that emphasized the use of municipal assets as a revenue source and to assist the municipal governments in producing an accurate fixed assets inventory. The training sought to change attitudes regarding property management and demonstrate the process of developing an Asset Management Plan. The training included the following topics:

- Developing fixed asset inventory;
- Uses for historical prices;
- Calculating asset value;
- Depreciation methods and calculations;
- Methods of maintaining an asset inventory.

Following the training and with technical assistance from the EAs, each of the municipalities developed an inventory of underused and unused municipal assets.

#### **OPTION YEAR 1 ACTIVITIES**

Due to RAMP UP East budget constraints in Option Year 1, technical assistance resources were focused on activities aimed at strengthening the collection systems for the most potential sources of municipal revenue, namely, business registration license fees and *Safayi* tax (municipal cleaning tax based on property values).

Plans to compile an accurate fixed assets inventory and develop an asset management plan only reached the first stage of creating an assets inventory.

#### **OPTION PERIOD 2 PLANNED ACTIVITIES**

In Option Year 2, technical assistance will be provided to support municipalities in improving the management of municipal assets and leverage these assets to develop sustainable sources of revenue. Follow up steps agreed with the municipality will be included in the Local Economic Development Plan.

The RAMP UP East team will work with the municipal staff to identify existing and planned municipal assets that have the potential to generate revenue, either as wholly owned municipal assets or as part of potential privatization (e.g., PPP, concession) arrangements.

Fixed assets with unutilized or underutilized revenue-generating potential will also be identified and the municipal staff will be supported in conducting a basic cost benefit analysis to determine most financially viable investment option/s. As much as possible, municipalities will be encouraged to focus on allowing and enabling the private sector to both incur the investments and provide the services. This will not only free municipal resources for projects/services that cannot be provided by other sectors (whether public or private), but will also promote private sector participation and local economic development.

The valuation of municipal assets for entry into balance sheets will also be included in more advanced accounting training as part of continuing capacity building for the municipal finance staff.

## 5.2 BUSINESS REGISTRATION

One of the most reliable sources of revenue for municipalities is the fees from the licensing of businesses operating within the municipal jurisdiction. The base year internal survey concluded that the payment of fees was predominantly done on a voluntary basis due to the disorganized manual process of tracking current business owners and active licenses.

### **BASE YEAR ACTIVITIES**

To enable the municipalities to accurately identify businesses operating within the municipality and to collect license fees, RAMP UP East developed a new database application. The resulting business registration and licensing system is based upon the existing procedures and forms used by the municipalities and prescribed by Afghan law.

The business registration and licensing system is a two-phased process. First, a survey of existing businesses is conducted which captures information and records data in a hardcopy form. The second phase is entry of the survey data into the database application which also produces the business license. The database application records both the application for a business license and the payment of fees. As such, the training program is also two-fold. The initial training is specific to conducting business surveys and instructs municipal staff and EAs on the most effective methods for completing the business survey. The next step in the training is focused on data entry, data analysis and reporting on the database application.

To test the survey methods and software application, a pilot program was implemented in two municipalities: Charikar and Mahmud Raqi. The municipal revenue department staff was trained in Kabul in November 2010 and began conducting surveys in December of that year. Data collection was followed by data entry into the software application along with data verification. Business registration numbers were issued, business licenses were produced and distributed, and fees collected. The fees collected from the 6 month pilot in Charikar represented a 10 fold increase in business license revenue over the previous 12 month period.

### **OPTION YEAR 1 ACTIVITIES**

Based upon the successful pilot programs in Charikar and Mahmud Raqi, the business registration and licensing system was rolled out in the remaining 11 municipalities in Option Year 1. RAMP UP East provided a basic package of computers and software, a scanner, printers and other equipment to support the business registration and licensing system. At the end of Option Year 1, the municipalities were well into the second stage of the process, i.e., entry of the business survey data into the database application, collecting fees and producing the business licenses.

### **OPTION PERIOD 2 PLANNED ACTIVITIES**

As part of Option Year 2 activities, the revenue enhancement team will continue to support the ongoing implementation and institutionalization of the first round of the new

computerized business registration system in 13 municipalities. The initial implementation experience has been mixed; a number of municipalities have been reluctant to adopt a more professional and transparent business licensing system. However, these problems have been overcome on a case-by-case basis with strong support from GDMA. GDMA's endorsement of the system created by RAMP UP East as the official system to be used by all municipalities in Afghanistan, has been a major factor in its acceptance.

Recent experience has shown that minor modifications to some aspects of the system will need to be made in Option Period 2 to make the payment process more business friendly. However, the same modifications will also help to minimize attempts to manipulate parts of the system, which have already become apparent. Minor technical problems necessitated regular technical assistance visits from the Kabul-based technical experts up to November 2012, however, this type of assistance is no longer needed.

In January 2013 additional reporting and search functions were added to provide mayors with very comprehensive reporting and analysis tools to support budget formulation and inform key policy decisions. Most of the assistance in Option Period 2 will be in the form of further capacity building for new municipal counterparts that replace the staff that were initially trained by RAMP UP East. Frequent transfers of trained staff to other departments is a constant challenge for sustainability, but one that must be met if municipal staff are expected to operate and maintain the system after RAMP UP East assistance ends. Immediate training of new staff has already established a cadre of trained officials within the RAMP UP East municipalities, which bodes well for future long term sustainability. In fact, municipal revenue staff members have completely taken over the operation of the business licensing system starting in 2012.

### 5.3 PROPERTY REGISTRATION

The Safayi fee is a critical source of revenue with strong potential for increasing the revenue collection if properties are accurately registered and consistently valued. The ability of municipal revenue departments to maintain accurate property records required upgrading from the manual property book to an automated database system. A systematic registration of households, similar to the registration of businesses, should also produce a significant increase to Safayi tax collections similar to the increases experienced in business license fees.

#### **BASE YEAR ACTIVITIES**

While the base year internal survey provided high level information regarding property registration, a more detailed analysis was necessary to develop a fuller understanding of the existing procedures for registering property and collecting taxes. Based upon facilitated working sessions with municipal revenue managers and accounting personnel, a flowchart of the existing process was developed. The revenue enhancement team then collaborated with the business license registration system developer to design a process flow for a future property registration system.

#### **OPTION YEAR 1 ACTIVITIES**

RAMP UP East piloted the first phase of its *Safayi* tax collection system, i.e., property registration, in the municipality of Jalalabad in March 2012, closely followed by the second pilot in Ghazni municipality. Property survey teams also commenced work in Charikar and Khost, the third and fourth pilot municipalities, in May.

RAMP UP East participated in a number of coordination meetings on property registration with GDMA and other relevant projects and donors, including ASGP, LARA, RAMP UP South, and UN-Habitat, to determine the most feasible method for moving forward with the

development and implementation of a property registration system. These coordination meetings will continue into Option Year 2.

### **OPTION PERIOD 2 PLANNED ACTIVITIES**

Ongoing property survey and registration activities continued in Charikar and Khost until the end of the first quarter of Option Period 2. The second phase of the four *safayi* pilot projects, i.e., billing property users and issuing *safayi* notebooks/certificates, was implemented in Jalalabad, Ghazni, Charikar and Khost until the end of 2012. The second phase was the most complex and time consuming part of the *Safayi* tax collection process and will require intensive technical support from RAMP UP East. Significant administrative support from municipal authorities will also be needed to overcome initial resistance from residents who, for the most part (between 65% to 75%), have not been paying *safayi* fees to date, or are paying fees based on significantly undervalued properties.

Interest from other municipalities in the automated property registration system was high. Based on the successful pilots in Jalalabad, Ghazni, Charikar and Khost, property registration activities were expanded to include four RAMP UP East municipalities. The experience in the four pilot cities indicated that the time required to complete this task in four additional RAMP UP East municipalities will require fieldwork to continue until the end of August 2013.

Property registration has been expanded to an additional four municipalities (Assadabad, Mehterlam, Mahmud-i-Raqi, and Maidan Shar) based on the anticipated value-added that will accrue from this activity. Firstly, significant increases in municipal revenue will result from the upgraded *safayi* fee system. Secondly, the detailed GIS-based maps and property data will provide accurate information for municipal management purposes, and future upgrading of the current land titling system. Many mayors are already aware of these benefits, as is GDMA, which also supported the expansion of this activity.

## **5.4 MUNICIPAL ECONOMIC DEVELOPMENT PLANNING**

Municipalities in Afghanistan currently lack the capacity to effectively facilitate and encourage economic development within their boundaries. RAMP UP East focuses on building the capacity of the municipal governments to plan for, support and sustain economic growth. The project supports the municipalities in improving services, infrastructure, and facilities for the business sector and in identifying and realizing opportunities for public-private partnerships that can create jobs for citizens and increase municipal revenue.

### **BASE YEAR ACTIVITIES**

In the first year, RAMP UP East worked with the municipalities to develop basic municipal economic profiles specific to each location.

### **OPTION YEAR 1 ACTIVITIES**

In Option Year 1, RAMP UP East continued work with the municipalities on improving their economic profiles. These profiles provide a general demographic overview and detailed socioeconomic data on the municipality's economy, including data on local industries, key economic sectors and labor analyses.

The economic profiles were updated in the last quarter of Option Year 1 as part of preparations for drafting Local Economic Development Plans. Work on these plans commenced with participatory strategic planning workshops conducted in each municipality. The workshops were attended by carefully selected key stakeholders such as: the mayors/deputy mayors; key municipal department heads; members of the Economic Development Action Committee (EDAC); local business associations; resident donor agencies; and key civil society organizations/individuals. The workshops included an analysis of the strengths, weaknesses, opportunities and threats (SWOT); a critical issues

and functional gap analysis; prioritization of economic development projects with a 5-year implementation horizon; and initial investment project profiles.

### Option Period 2 Planned Activities

#### ***COMPLETION OF LOCAL ECONOMIC DEVELOPMENT PLANS***

All 13 Local Economic Development Plans (LEDPs) were completed in February 2013. The plans will be further refined during special internal meetings in each municipality where the mayor and his senior management team will select priority projects to be promoted at the next city marketing workshop based on each city's priorities and the economic viability and appropriateness of the business models for each project.

#### ***CITY MARKETING WORKSHOPS TO PROMOTE LEDP PROJECTS***

The main purpose of the city marketing workshops will be to promote the final LEDP projects to local and national level business representatives, donors and other stakeholders who were not present at the first workshops to seek support and funding. Where possible these projects will be promoted and developed as private-sector initiatives. After these workshops, the mayors, EDAC members and municipal council members will be asked to endorse the LEDPs as their official municipal strategic plans.

#### ***SELECTION OF POTENTIAL PROJECTS FOR PRIVATE SECTOR INVOLVEMENT***

In Option Period 2 increased levels of effort will be directed towards identifying, selecting and developing suitable projects that can be outsourced to the private sector. To support this activity the RAMP UP East economic development team will focus on four types of projects:

- Projects proposed by municipal stakeholders during the city marketing workshops that meet the technical, financial and economic criteria necessary for development as viable privatization projects or Public Private Partnerships;
- Completed and soon to be completed CLIN 2 projects with potential for development as projects with private sector involvement;
- Municipal facilities projects, or urban service activities, which have potential for restructuring and outsourcing, especially solid waste management;
- Projects that were contracted informally or directly to private sector parties without going through a formal tendering process. In these cases, RAMP UP East will offer to assist municipalities to formalize, and if necessary restructure, these arrangements by drafting formal agreements.

Building upon the review and analysis of past projects, RAMP UP East will work with GDMA to review the existing policies and guidelines for private sector involvement and develop model contracts that can be adopted for different forms of cooperation between a municipality and the private sector. Increased collaboration between the municipal government and NGOs or other community-based organizations in providing public services will also be explored.

Where necessary the RAMP UP East team will provide assistance to municipal staff for the preparation of pre-feasibility studies to support potential privatization projects.

#### ***MUNICIPAL ASSET MANAGEMENT***

RAMP UP East has supported the municipalities in developing a register of all municipal assets, describing their usage and condition. The team will work with their municipal counterparts to improve the management of these public assets for economic development, revenue generation and improved service delivery. For instance, municipal assets – such as land, buildings, and other public spaces – could be leveraged to obtain funding for infrastructure projects or to invite private sector use of the assets on the basis of a lease, rent or sale.

## 6 Cross Cutting Issues

The three main components (CLINs) of the RAMP UP East program are intertwined in many ways. Service delivery projects serve as the laboratories for capacity building of municipal managers, planners and engineers; community forums are used as the public stage for mayors to urge citizens to pay their municipal taxes; markets and parks funded by USAID/RAMP UP East become a new source of revenue for the municipality. In addition to activities undertaken as part of each of the CLINs, there are a number of cross cutting programs and activities that complement the other components and provide additional threads that weave the RAMP UP East program into a comprehensive, coherent, and compelling development package for the participating municipalities and IDLG/GDMA.

One of these cross cutting activities is the preparation of Municipal Improvement Plans (MIPs). The MIP contains all the main components and activities supported by RAMP UP East, tailored to the specific needs and conditions in each municipality. The process for developing and implementing the MIP requires a participatory, consultative approach to ensure buy-in from all stakeholders: the municipality, the business sector, and the community, in addition to the provincial government and IDLG.

Other cross cutting program activities are described in the following sections. These include Public Outreach, Gender, Youth, Intergovernmental Communications, and Anti-Corruption.

### 6.1 PUBLIC OUTREACH

RAMP UP East aims to improve the legitimacy of municipal governments by institutionalizing public outreach and communication mechanisms that will strengthen municipal governance, accountability, transparency and citizen participation, as well as coordination with other GIRoA actors at the subnational level.

#### ***BASE YEAR AND OPTION YEAR 1 ACTIVITIES***

The public relations and outreach strategy has three pillars that are pivotal in supporting and shaping the overall strategy: citizen engagement and participation, intergovernmental relations, and stakeholder public relations. The strategy communicates municipal information through traditional and non-traditional means. It also reaches out to citizens by facilitating participation by both municipalities and local communities.

RAMP UP East bolstered government efforts to communicate with the municipal citizenry through its support for citizens forums, opening and hand-over ceremonies for municipal service delivery projects, municipal newsletters and radio and TV events.

#### ***OPTION PERIOD 2 PLANNED ACTIVITIES***

RAMP UP East's Public Outreach team will continue to work with mayors and municipal leaders to develop the tools, skills, and systems to effectively communicate with their citizens. Municipalities must demonstrate that they are open to public engagement, responsive to citizen needs, and able to deliver results. Strategic communications will use mechanisms such as town hall meetings, as well as media channels and innovative events, with a preference for using existing programs and venues that do not require substantial additional investment.

At the request of GDMA, RAMP UP East will stimulate municipalities to place suggestion boxes in different parts of the city and establish a mechanism to address complaints and suggestions received from the citizens. RAMP UP East will also motivate municipalities to install public notice boards to share important municipality related information with citizens, including upcoming events, public tenders, and the municipal budget. In addition, RAMP UP East will encourage and mentor mayors to actively participate in local governance bodies

such as the Provincial Development Council, Provincial Administrative Assembly, and the civilian-military working group, the Operations Coordination Committee – Province (OCC-P). RAMP UP East's Public Outreach team will work with municipalities to ensure their annual budget includes sufficient resources for outreach activities, such as the development and printing cost of municipal newsletters, public forums and other public outreach activities.

GDMA has also requested support from RAMP UP East in assisting the municipalities with the formation of interim municipal advisory boards. The boards are a stepping stone to elected municipal advisory committees that are identified in the draft Municipal Law. Each advisory board will be supported by technical committees that will advise the board.

In Option Period 2, small grants concepts will be developed and implemented in all 14 municipalities. These activities will focus on educating the public on municipalities and citizens roles and responsibilities.

## 6.2 GENDER SENSITIZATION AND MAINSTREAMING

### **BASE YEAR ACTIVITIES**

RAMP UP East's Gender Mainstreaming team provides programs that: 1) encourage and help increase women's participation in municipal public forums; 2) provide training and dialogue with RAMP UP East and municipal staff about the importance of gender mainstreaming; and 3) mainstream gender into RAMP UP East municipal projects and activities.

During the Base Year the gender mainstreaming team, after consultations with mayors, civil society groups and the RAMP UP East staff, developed a training manual on gender mainstreaming. The manual includes modules explaining gender concepts such as: gender versus sex, social relations of gender, gender sensitivity, stereotypes, and mainstreaming in leadership and governance. Thirteen training events were conducted for municipal and RAMP UP East staff. The purpose of the training was to ensure participants understand the difference between gender and women's rights. Gender as a concept is relatively new in Afghanistan and is often viewed as imposing Western values on Afghans.

### **OPTION YEAR 1 ACTIVITIES**

Building upon best practices and looking to the future, the Gender Mainstreaming team continued to inform, enlighten, and change the way RAMP UP East's counterparts and staff view and understand the concept of gender.

In Option Year 1, the team designed and implemented a gender-responsive governance small grants program. The three components of the gender responsive grants include:

- Fellowship program (for 56 young men and women);
- Public participation in governance (for 4,200 men and women);
- Building the capacity of women entrepreneurs (for 420 women).

In addition, the second phase of the gender training (gender equity, equality and analysis) was designed and conducted in 13 target municipalities for municipal counterparts and RAMP UP East embedded staff. Topics covered in the second phase of the training included gender equity, analysis, equality and gender-responsive governance or gender and development.

### **OPTION PERIOD 2 PLANNED ACTIVITIES**

During Option Year 2, RAMP UP East will consult with regional and municipal women's organizations to develop appropriate strategies for including women in municipal decision

making. Core skills training on gender inclusion will give municipal officials the skills and incentives to implement these strategies.

The Gender Mainstreaming team will also work closely with national women's rights and advocacy organizations, in addition to provincial organizations, to develop and monitor implementation of strategies for including women in municipal decision making. There are a number of umbrella organizations that work with women and civil society NGOs, including Afghan Women's Network (AWN), Afghan Civil Society Forum, and Young Women for Change.

The expected outcome is the implementation of the gender mainstreaming guidelines by municipalities and the monitoring of its implementation by civil society groups. The draft guideline was submitted by RUE to GDMA in August 2012. The guidelines are still under revision by GDMA. At this point the exact content of the guidelines is unclear.

The gender responsive governance grants were closed at the end of 2012. In Option Period 2, new small grants concepts will be developed and implemented in all 14 municipalities. These activities will focus on economic development and community engagement in solid waste management.

## 6.3 YOUTH ACTIVITIES

A major segment of the youth population in Afghanistan feels deprived and lacks educational, recreational and employment opportunities. The high unemployment rate among educated youth is considered to be a major problem and is believed to exist due to a lack of practical work experience and familiarity with contemporary technology, such as basic computer skills. The inability to find employment creates a sense of inferiority among young people that in turn leads to increased crime, mental health problems, violence, conflict and addiction. Afghan youth have few opportunities to participate in recreational and sports activities.

### *OPTION YEAR 1 ACTIVITIES*

RAMP UP East developed and started implementing youth participation grants in all fourteen target municipalities in Option Year 1. The youth participation grants consist of the following three components:

- Internship program for 84 male and female youth;
- Computer training for 560 youth;
- Sports tournament for 5,488 youth.

### *OPTION PERIOD 2 PLANNED ACTIVITIES*

Three of the youth participation grant programs continued until October 2012 and the fourth one closed in January 2013. The RAMP UP East Youth team oversaw the implementation of these grants (including computer training, internships and sports activities).

In addition, in Option Period 2 RAMP UP East will work with participants and beneficiaries of the youth program as well as formal and informal youth groups and associations and the Department of Youth, Culture and Information to organize city cleaning campaigns in selected target municipalities as well as children's drawing contests. The Youth team will also encourage door-to-door awareness raising campaigns in selected municipalities to educate citizens about the roles and responsibilities of municipalities and citizens, including participation in major governance and democratic exercises like payment of taxes and elections.

In Option Period 2, new small grants concepts will be developed and implemented in all 14 municipalities. These activities will focus on economic development and youth participation in local governance.

## 6.4 INTERGOVERNMENTAL COMMUNICATIONS

### **BASE YEAR ACTIVITIES**

RAMP UP East discusses and shares all of the strategies, approaches, training modules and tools generated by the project with the leadership and technical managers of GDMA. This ensures GDMA has direct input and ownership of the outputs of the project and facilitates the preparation of policies and procedures that can be formally endorsed and adopted by GDMA for national replication.

IDLG/GDMA and RAMP UP East worked together during the Base Year of the project on establishing Technical Working Groups (TWGs) and the first meetings took place in April 2011. Following the early success of this coordination mechanism, GDMA has expanded the TWGs to include the other three RAMP UP projects and other donor-funded projects working at the municipal level: UNDP/ASGP, UN-HABITAT, USAID/LARA, and the Agha Khan Foundation. The TWGs initiated by RAMP UP East have now become GDMA's main mechanism for inter-agency coordination. This mechanism has enabled GDMA to take the lead, maximize Afghan government ownership of municipal affairs and coordinate all donor agencies working at the municipal level. It also enables information sharing, improved synergies and avoidance of duplication of activities. The TWGs are chaired by GDMA officers and cover the following subjects: Capacity Building, Service Delivery, Revenue Enhancement & Economic Development, and Cross Cutting Issues (Gender, Youth, Public Outreach and Anti-Corruption).

### **OPTION YEAR 1 ACTIVITIES**

In Option Year 1, RAMP UP East continued to provide the necessary support to GDMA initiatives, one of which is the monthly TWG meeting as a forum for sharing experiences and outputs among sub-national governance projects. A major GDMA undertaking during the year was the national public consultation on the draft Law on Municipalities, which was supported by RAMP UP East with financial and technical assistance in eight municipalities and backstopping support in five others.

RAMP UP East initiated and participated in technical dialogues that led to GDMA's issuance of guidelines for municipalities on the implementation of the new *Safayi* tax billing and collection system. RAMP UP East is also assisting in the dissemination of the business licensing fee collection system – which has been adopted by GDMA as a national standard – to other sub-national governance projects and directly to other municipalities. RAMP UP East collaborated with RAMP UP North on the preparation of a Municipal Budget Preparation SOP, and with RAMP UP South on the test-application of an integrated financial management system.

RAMP East continued to make available its outputs, such as training materials and SOP manuals, to other projects and municipalities through GDMA's online file sharing system.

### **OPTION YEAR 2 PLANNED ACTIVITIES**

Assistance to the TWGs will continue in Option Year 2 and collaboration with other sub-national governance projects will be sustained. In particular, the joint development of the Municipal Budget Preparation SOP and pilot testing of the integrated financial management system will be pursued. GDMA has also indicated that RAMP UP East's local economic development planning methodology and format will be adopted for other municipalities and the project will assist in the preparation of a guideline and training materials for nationwide dissemination of these instruments.

RAMP UP East will organize municipal conferences to discuss the updated Municipal Improvement Plans (MIPs) and other RAMP UP East supported activities, as well as celebrate transitions of RAMP UP East assistance prior to the closure of the program.

## 6.5 FRAUD PREVENTION

The fraud prevention training program works to promote and foster an environment that reduces the instances of fraud, waste and abuse. By identifying areas of risk and systematically reviewing internal processes and documents, fraud prevention training focuses on mitigating avoidable risk throughout the project. The training program is attended by both RAMP UP East staff and municipal counterparts. The program focuses on two key areas of risk, procurement and time keeping, by identifying prevention mechanisms that can be established both internally and within the municipalities.

### ***BASE YEAR ACTIVITIES***

During the Base Year, the RAMP UP East Compliance Auditor collaborated with the Capacity Building team to develop training materials and establish a schedule for conducting training in the municipal offices in order to reach the broadest possible audience. Security constraints prohibited the opportunity for the instructor to travel to all of the municipal offices and the training was conducted in Kabul. This limited the participation of municipal staff in the training as it was not possible for the entire municipal staff to be absent from their offices concurrently.

### ***OPTION YEAR 1 ACTIVITIES***

In Option Year 1 the Compliance Auditor provided fraud prevention training for RAMP UP East staff and municipal employees from all target municipalities. Training was provided either at the municipal level or in the Kabul office and rolled out in the municipalities for a total of 208 participants.

### ***OPTION YEAR 2 PLANNED ACTIVITIES***

In Option Year 2, the Compliance team will continue to conduct fraud prevention and awareness trainings for RAMP UP East staff and municipal counterparts. The training will be updated to include other areas sensitive to fraud such as subcontracting and human resources, and will be expanded to raise fraud awareness among citizens, civil society organizations, and other GIROA officials based in the target municipalities.

# Annex 1: Detailed Activity Plan

Activity and Key Actions	Q4 2012			Q1 2013			Q2 2013			Q3 2013			Q4 2013			Q1 2014			Q2 2014			
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>2 Program Activities</b>																						
<b>2.3 Municipal Improvement Plans</b>																						
Develop Option Year 2 MIPs																						
Develop FY1392 MIPs																						
Develop FY1393 MIPs																						
<b>2.4 Standard Operating Procedure (SOP) Development</b>																						
<b>Solid Waste Management</b>																						
Submit the SOP for GDMA review and endorsement																						
Conduct on-the-job training in the application of the SOP																						
Develop instruments/forms for monitoring and evaluating SOP																						
Conduct periodic monitoring and evaluation of SOP application																						
<b>Revenue Improvement Action Planning and Revenue Budgeting</b>																						
Formulate methodology and procedures for revenue forecasting																						
Develop procedures for revenue improvement action planning (RIAP)																						
Develop procedures for RIAP-based revenue budgeting																						
Integrate revenue forecasts in the annual budget																						
Develop procedures for revenue monitoring and evaluation																						
Integrate the RIAP and revenue budgeting procedures in GDMA's budgeting manual																						
<b>Business Licensing and Fee Collection</b>																						
Assist in and monitor the application of the SOP																						
<b>Safayi (Cleaning) Tax Administration</b>																						
Assist in and monitor the application of the SOP																						
<b>Municipal Budget Preparation - Vol 1 - Line Item Budgeting</b>																						
Prepare Draft SOP Manual Phase 1																						
Finalise SOP Manual Phase 2																						
Present SOP to Municipal Department Heads for Review																						
Present SOP to Municipal Finance Heads for Review Phase 2																						
Develop Training Concept and Materials For Implementation																						
Revision Training Concept and Materials For Implementation Year 2																						
Submit SOP to GDMA for final review and endorsement																						
Conduct Training in Municipal Offices																						
Conduct Training in Municipal Offices Phase 2																						
Monitor SOP implementation in the municipalities																						
<b>Municipal Budget Preparation - Vol 2 - Program Budgeting</b>																						
Prepare Initial Draft SOP Manual																						
Submit SOP for GDMA review and endorsement																						
Develop training concept and materials for workshops																						
Conduct workshops in municipalities																						
Develop initial program/performance budgets																						
Deliver program budgets to GDMA for review																						
Revision Training Programme budgeting Phase 2																						
<b>Municipal Procurement - Public Finance</b>																						
Present SOP to Municipal Department Heads for Review																						
Submit the SOP for GDMA review and endorsement																						
Develop Training Concept and Materials For Implementation																						
Conduct Training in Municipal Offices																						
Assist in the preparation and approval of municipal procurement plans																						
Conduct Quarterly Surveys to Evaluate Implementation																						
<b>Municipal Accounting and Budget Execution</b>																						
Prepare the SOP manual																						
Present SOP to Municipal Department Heads for Review																						
Develop Training Concept and Materials For Implementation																						
Submit SOP for GDMA review and endorsement																						
Conduct Training in Municipal Offices																						
Monitor and evaluate implementation																						
Production of practioners guide for budget, accounting & assets																						
<b>Guidelines for the Preparation and Updating of LEDP</b>																						
Prepare LEDP preparation and updating guidelines																						
Submit the SOP for GDMA review and endorsement																						
<b>2.5 Annual Assessment Surveys</b>																						
<b>Annual Assessment for Option Year 1</b>																						
Develop Work Plan for Conducting Survey and Reporting Results																						
Data Collection - Conduct Public Opinion (External) Survey																						
Data Collection - Conduct Municipal (Internal) Survey																						
Data Entry and Validation																						
Data Analysis and Report Production																						
Report Delivery and Presentation																						
<b>Annual Assessment for Option Period 2</b>																						
Develop Work Plan for Conducting Survey and Reporting Results																						
Data Collection - Conduct Public Opinion (External) Survey																						
Data Collection - Conduct Municipal (Internal) Survey																						
Data Entry and Validation																						
Data Analysis and Report Production																						
Report Delivery and Presentation																						
<b>3 Capacity Building</b>																						
<b>3.1 Capacity Building Methodology</b>																						
<b>Training Content, Structure and Library</b>																						
Training of Trainers																						
Develop content and materials																						
Conduct training																						
Coaching and Facilitating																						
Develop content and materials																						
Conduct training																						
Support Training Materials Development																						
Update the Training Library																						

Activity and Key Actions	Q4 2012			Q1 2013			Q2 2013			Q3 2013			Q4 2013			Q1 2014			Q2 2014		
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
<b>Mentoring of District Municipalities</b>																					
Prepare a concept note																					
Brief and obtain buy-in of officials of host provincial municipalities																					
Finalize the roster of target district municipalities																					
Conduct needs assessment of target district municipalities																					
Prepare mentoring program and in-kind support proposals for each target district municipality																					
Review and finalize the proposals																					
Implement the mentoring program																					
Procure and deliver the in-kind support																					
<b>3.2 Public Administration</b>																					
<b>Assistance in the Implementation of PAR in Municipalities</b>																					
Orient municipalities on prescribed organization structures and functional and job descriptions																					
Assist municipalities in adjusting their organization structures based on PAR guidelines																					
Assist municipalities in preparing personnel budgets based on salary scales in the pay-and-grading system																					
<b>3.3 Municipal Finance</b>																					
<b>Core Skills Training Material Development</b>																					
Develop training modules for core skills training																					
<b>Conduct Core Skills Training</b>																					
Double entry - cash disbursement																					
Double entry - cash receipt																					
Bank reconciliation																					
Financial reporting - income/expenditure																					
Financial calculations																					
General budgeting																					
Development planning																					
Financial calculations (spreadsheet applications)																					
Spreadsheet functions																					
Asset accounting																					
<b>Develop Core Skills Evaluation and Certification</b>																					
Develop testing methodology to evaluate capacity																					
Develop evaluation tests for each topic																					
Conduct evaluation tests																					
Report results to GDMA																					
<b>Preparation of 2013 Municipal Budgets</b>																					
Support conduct of Budget Committee meetings in municipalities																					
Support municipalities in preparing budget calendar and budget																					
Support municipalities present final budget in public forum																					
<b>2013 Budget Execution Monitoring</b>																					
Develop revenue monitoring plan																					
Develop expenditure monitoring plan																					
Develop training concept and materials for workshops																					
Conduct Training in Kabul																					
Conduct on-the-job training in Municipalities																					
Monitor and evaluate implementation																					
<b>Prepare 2014 Municipal Budgets</b>																					
Support conduct of Budget Committee meetings in municipalities																					
Support municipalities in preparing budget calendar and budget																					
<b>Accounting Modernization in District Municipalities</b>																					
<b>Excel-based System (District Municipalities)</b>																					
Standardize existing spreadsheet templates across municipalities																					
Develop revenue accounting spreadsheet templates																					
Develop standard bank reconciliation spreadsheet form																					
Present spreadsheet templates to GDMA for review/endorsement																					
Develop data back up procedures																					
<b>Asset Listing</b>																					
Develop municipal asset listing and balance sheets																					
Conduct training in Kabul on asset valuation and balance sheet																					
Preparation of Annual Financial Statements																					
<b>Integrated Municipal Financial System (RUS) (provisional)</b>																					
Participate in training on IMFS by RUS																					
Assess municipal hardware capabilities and install IFMS software																					
Conduct testing and evaluate results with RUS (provisional)																					
Pilot test in selected municipalities (provisional)																					
<b>3.4 Public Works</b>																					
<b>SWM Annual Budget Preparation</b>																					
Develop training design																					
Develop training materials																					
Conduct training of trainers																					
Roll out training to municipalities																					
<b>Management of Infrastructure Project Lifecycle</b>																					
<b>Scoping, Tendering and Management of Design Contracts</b>																					
Develop content and materials																					
Conduct training																					
Implement practicum/field implementation																					
<b>Tendering and Management of Construction Projects</b>																					
Develop content and materials																					
Conduct training																					
Implement practicum/field implementation																					
<b>Project Closedown, Handover and O&amp;M Planning</b>																					
Develop content and materials																					
Conduct training																					
Implement practicum/field implementation																					
<b>On-the-Job Coaching</b>																					
Identify knowledge and skills gaps																					
Conduct on-the-job training																					
Monitor on-the-job performance of municipal counterparts																					
Oversee Community Solid Waste Composting Campaign Small Grants Program																					

Activity and Key Actions	Q4 2012			Q1 2013		Q2 2013			Q3 2013			Q4 2013			Q1 2014			Q2 2014					
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<b>4 Infrastructure and Service Delivery</b>																							
<b>4.1 Strengthening Solid Waste Management</b>																							
<b>Implementation of Solid Waste Collection Program</b>																							
Finalize work plan for each municipality, transition and handover																							
Develop instruments and forms for monitoring and evaluation																							
Conduct periodic monitoring and evaluation																							
<b>Monitoring of Annual Budget Preparation and Execution</b>																							
Provide inputs and advice during budget deliberation																							
Assist in preparation for budget execution																							
Provide technical assistance in budget execution																							
<b>Transition and Handover</b>																							
Prepare a draft transition and handover action plans																							
Finalize the action plans based on the approved municipal budgets																							
Implement the action plan																							
Monitor the implementation of the action plan																							
<b>Improvements in Other Service Delivery and Infrastructure Sectors</b>																							
<b>O&amp;M Routines</b>																							
Review and update O&M checklists																							
Conduct orientation on updated O&M checklists																							
Monitor and evaluate the application of O&M checklists																							
<b>O&amp;M Organization</b>																							
Assess the appropriateness of existing O&M organization																							
Assess the adequacy of existing manning levels																							
Propose and implement improvements in organizational structure																							
<b>O&amp;M Budget</b>																							
Assist in calculating sufficient O&M budget allocation																							
Assist in integrating O&M budgets in proposed annual budgets																							
<b>4.2 Engineering - Training Program</b>																							
<b>Project Management</b>																							
Develop content and materials																							
Conduct training																							
<b>QA/QC</b>																							
Develop content and materials																							
Conduct training																							
<b>4.3 Municipal Incentive Fund (MIF)</b>																							
Develop MIF concept note																							
Orient municipalities on the MIF concept																							
Launch the MIF and circulate MIF eligibility and selection criteria																							
Receive and evaluate project briefs																							
Assist municipalities in preparing project proposals																							
Review and approve proposals																							
Draft and execute memorandums of agreement (MOAs)																							
Prepare subproject concept notes in TAMIS and submit for USAID approval																							
Implement approved subprojects																							
<b>5 Revenue Enhancement - Economic Development</b>																							
<b>5.1 Leveraging Municipal Assets</b>																							
Update and assess fixed asset inventory																							
Formulate strategy for asset utilization																							
<b>5.2 Business Registration and Licensing</b>																							
Support municipalities in issuing business licenses																							
Evaluate business registration and licensing system																							
Prepare final version of licensing application and transfer to GDMA																							
<b>5.3 Property Registration</b>																							
Obtain final GDMA agreement on system methodology and design																							
Support property registration field work in municipalities																							
Support expansion of property registration field work																							
Support issuance of <i>safayi</i> fee bills by municipalities																							
Evaluate property registration and <i>safayi</i> collection system																							
Prepare final version of <i>safayi</i> application and transfer to GDMA																							
<b>5.4 Municipal Economic Development Planning</b>																							
Complete Municipal Local Economic Development Plans (LEDPs)																							
Conduct municipal internal meetings to finalize LEDP projects selection																							
Present LEDPs to local stakeholders in city marketing workshops																							
Support implementation of selected LEDP projects and interventions																							
Conduct urban service privatization workshops in selected municipalities																							
Facilitate implementation of viable urban service privatization projects																							
Oversee solid waste management small business start up small grants																							
<b>6 Cross Cutting Issues</b>																							
<b>6.1 Public Outreach</b>																							
Facilitate the formation of Municipal Advisory Boards																							
Awareness raising on municipal issues through media																							
Assist in design and publication of municipal newsletters																							
Facilitate MAB meetings																							
Assist municipalities in establishing citizen complaint mechanism																							
Monitor citizen complaint mechanism																							
Conduct regular visits and consultations with the municipalities																							
Oversee Public Outreach small grants program																							
<b>6.2 Gender Mainstreaming</b>																							
Oversee Gender Grants Program activities																							
Develop new small grants concepts and select grantees																							
Consultation meetings with Ministry of Women's Affairs																							
Consultation meetings with Civil Society/Women's Rights Groups																							
Develop tools for municipalities to implement NAPWA																							
Support and monitor implementation of the developed tools																							
Conduct gender mainstreaming training for GDMA and IDLG staff																							
<b>6.3 Youth Activities</b>																							
Oversee Youth Grants Program activities																							
Meet with youth organizations and municipalities																							
Support children's drawing contests																							
Develop guidance on door-to-door campaigns by youth																							
Support implementation of door-to-door campaigns																							
Support the organization of volunteer city cleaning days																							

Activity and Key Actions	Q4 2012			Q1 2013			Q2 2013			Q3 2013			Q4 2013			Q1 2014			Q2 2014			
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>6.4 Intergovernmental Communications - Capacity Building</b>																						
Support and participate in monthly GDMA TWG meetings																						
Organize National Municipal Conference with GDMA																						
RAMP UP East Close Out Municipal Conference																						
<b>6.5 Fraud Prevention - Training Program</b>																						
<b>Fraud Awareness Training</b>																						
Training of RAMP UP East employees																						
Training of municipal counterparts and other stakeholders																						
<b>Follow-Up Anti-Fraud Training</b>																						
Prepare training design and materials																						
Conduct training-of-trainers																						
Replicate the training in municipalities																						

## Annex 2A: Service delivery improvement projects (completed)

#	Project #	Project Title	Status	Remarks / Comments
<b>Bamyan</b>				
1	BAM-0001	Waste Disposal Enclosure Construction and Solid Waste Collection Program	Completed	COR Approved (02/23/13)
2	BAM-0002	Construction of Mosaic Sidewalk	Completed	COR Approved (10/02/12)
3	BAM-0005	Construction of Public Latrines	Completed	COR Approved (11/17/12)
4	BAM-0007	Solid Waste Collection Project	Completed	Close out Docs Submitted to COR (09/03)
5	BAM-0009	Solid Waste Collection and Landfill Equipment Supply Project	Completed	Waiting for Final invoice
6	BAM-0014	Solid Waste Collection Project (OY2)	Completed	Final inspection conducted, Waiting mayor's signature
<b>Maidan Shar</b>				
1	MSH-0001	1100 m Drainage Ditch & Culvert Project	Completed	COR Approved (05/13/12)
2	MSH-0002	Solid waste receptacle & collection Project	Completed	COR Approved (05/14/12)
3	MSH-0005	Women & Children Park	Completed	Close out Docs Submitted to COR (03/12/13)
4	MSH-0007	Solid Waste Collection Project	Completed	Close out Docs Submitted to COR (10/09/12)
5	MSH-0008	Sidewalk Construction Project	Completed	Close out Docs Submitted to COR (03/12/13)
6	MSH-0008	Solid waste Collection Vehicle Supply	Completed	Waiting for Final invoice
7	MSH-0015	Solid Waste Collection Project (OY2)	Completed	Final inspection conducted, Handover document under process
<b>Ghazni</b>				
1	GHZ-0001	Ada Kandahar Road Median/parkway Improvement Project	Completed	COR Approved (05/14/12)
2	GHZ-0005	Bazazy Side-Walk Construction Project	Completed	Pending resolution of deficiencies
<b>Charikar</b>				
1	CHA-0001	Solid Waste Collection Project	Completed	COR Approved (06/06/12)
2	CHA-0002	Expansion of Existing Solid Waste Disposal Site	Completed	Close out Docs Submitted to COR (05/29/12)
3	CHA-0003	Drainage Ditch Construction & Street Rough Grading (District)-2	Completed	Close out Docs Submitted to COR (06/14/12)
4	CHA-0004	Cinema Demolition	Completed	Close Out Docs Completed (06/14/12)

5	CHA-0005	Street Improvement (District 1)	Completed	Close out Docs Submitted to COR (09/02/12)
6	CHA-0008	Solid Waste Collection Project	Completed	Close out Docs Submitted to COR (10/07/12)
7	CHA-0010	Solid waste collection Vehicle Supply Project	Completed	Waiting for Final invoice
8	CHA-0014	Solid Waste Collection Project (OY2)	Completed	Close Out Docs Completed (03/03/13)
<b>Bazarak</b>				
1	PJS-0001	Solid Waste Collection Support	Completed	Close out Docs Submitted to COR (05/29/12)
2	PJS-0002	Construction of Temp SW Disposal Site	Completed	Close out Docs Submitted to COR (09/01/12)
3	PJS-0003	Drainage Ditch & Sidewalk Construction	Completed	Close Out Docs Completed (11/21/12)
4	PJS-0004	Street Asphaltting & Median	Completed	Close Out Docs Completed (11/21/12)
5	PJS-0005	Trash Receptacle & Equipment Supply Project	Completed	Close out Docs Submitted to COR (09/02/12)
6	PJS-0006	Solid waste collection Project	Completed	Close out Docs Submitted to COR (12/05/12)
7	PJS-0012	Solid Waste Equipment Supply Project	Completed	Waiting for Final invoice
8	PJS-0015	Solid Waste Collection Project (OY2)	Completed	Waiting for Final Inspection, Handover document under process
<b>Mahmud Raqi</b>				
1	MIR-0001	240m Drainage Ditch, Sidewalk & Culvert Construction	Completed	COR Approved (11/17/12)
2	MIR-0004	Street/Parking Lot Asphaltting and Drainage Ditch Construction	Completed	Close Out Docs Completed (02/17/13)
3	MIR-0005	Construction of Solid Waste Disposal Site & Supply of Waste Receptacles	Completed	Close Out Docs Completed (02/17/13)
4	MIR-0008	Construction of Public Latrines	Completed	Close Out Docs Completed (02/17/13)
5	MIR-0012	Drainage Ditch, Sidewalk & Culverts Construction Project	Completed	Close Out Docs Completed (11/6/12)
6	MIR-0016	Solid Waste Collection Vehicle and Landfill Equipment Supply	Completed	Waiting for Final invoice
7	MIR-0017	Solid Waste Collection Project	Completed	Close out Docs Submitted to COR (10/09/12)
8	MIR-0020	Solid Waste Collection Project (OY2)	Completed	Close out Docs Submitted (2/18/13)
<b>Jalalabad</b>				
1	JBD-0001	Sidewalk Improvement and Rehabilitation project	Completed	Close out Docs Submitted to COR (09/02/12)
2	JBD-0002	Automobile Parking lot	Completed	Final inspection conducted, Waiting for Final invoice
3	JBD-0003	Rohan Mena 4M Culvert Construction	Completed	Close out Docs Submitted to COR

				(09/02/12)
4	JBD-0004	Culvert Installation	Completed	Close out Docs Submitted to COR 09/02)
5	JBD-0007	Dosaraka-Fabreka Road Improvement Construction Project	Completed	Final inspection conducted, Waiting mayor's signature
<b>Asadabad</b>				
1	ASD-0001	Drainage ditch Construction Project	Completed	COR Approved (04/11/12)
2	ASD-0003	600 m Drainage Ditch- City Market	Completed	COR Approved (04/06/12)
3	ASD-0004	2km Gravel Road, Culverts Installation and Retaining Wall Construction	Completed	Close out Docs Submitted to COR (05/28/12)
4	ASD-0005	300m Retaining Wall Construction Dam Kelay	Completed	COR Approved (05/15/12)
5	ASD-0009	Solid Waste Collection and Trash Bin/Enclosure Project	Completed	Close out Docs Submitted to COR (10/11/12)
6	ASD-0011	Solid Waste Collection Vehicle and Equipment Supply	Completed	Waiting for Final invoice
7	ASD-0015	Solid Waste Collection Project (OY2)	Completed	Close Out Docs Completed (02/27/13)
<b>Mehterlam</b>				
1	MHT-0001	Drainage Ditch Construction	Completed	Close out Docs Submitted to COR (09/03/12)
2	MHT-0002	Drainage Ditch & Sidewalk Construction	Completed	Close out Docs Submitted to COR (09/03/12)
3	MHT-0003	Solid Waste Collection and Trash Bin/Enclosures Project	Completed	Close Out Docs Completed (02/26/13)
4	MHT-0005	Solid Waste Landfill Construction Project	Completed	Final inspection conducted, Waiting mayor's signature
5	MHT-0009	Solid Waste Collection Vehicle Supply Project	Completed	Waiting for Final invoice
6	MHT-0011	Solid Waste Collection Project (OY2)	Completed	Close Out Docs Completed (02/26/13)
<b>Gardez</b>				
1	GRZ-0001	Solid Waste Collection Project	Completed	COR Approved (06/25/12)
2	GRZ-0002	Sidewalk Demolition and Reconstruction	Completed	COR Approved (06/25/12)
3	GRZ-0003	Landfill Construction and Operation Project	Completed	Waiting for Final invoice
4	GRZ-0007	Solid Waste Collection Project	Completed	Close out Docs Submitted to COR (12/10/12)
5	GRZ-0008	Solid waste Bin Supply & RCC Enclosure Construction project	Completed	Close Out Docs Completed (10/23 /12)
6	GRZ-0012	Solid Waste and Landfill Vehicle Supply Project	Completed	Waiting for Final invoice
7	GRZ-0015	Solid Waste Collection Project (OY2)	Completed	Final inspection conducted, Waiting mayor's signature

<b>Pul-i-Alam</b>				
1	PEA-0001	Automobile Parking Lot No. 1	Completed	COR Approved (05/16/12)
2	PEA-0002	Solid Waste Receptacle & Collection Project	Completed	COR Approved (05/16/12)
3	PEA-0003	Automobile Parking Lot 2	Completed	COR Approved (10/02/12)
4	PEA-0007	Solid waste Collection	Completed	Close out Docs Submitted to COR (10/09/12)
5	PEA-0008	Solid Waste Collection and Landfill Vehicle Supply Project	Completed	Waiting for Final invoice
6	PEA-0016	Solid Waste Collection Project (OY2)	Completed	Final inspection Conducted, Waiting mayor's signature
<b>Sharana</b>				
1	SHA-0001	Solid waste collection	Completed	COR Approved (06/07/12)
2	SHA-0002	Drainage ditch & Culvert Construction project	Completed	COR Approved (06/07/12)
3	SHA-0003	Solid Waste Enclosure Construction	Completed	COR Approved (06/07/12)
4	SHA-0005	Public Latrine Construction Project	Completed	COR Approved (06/07/12)
5	SHA-0006	Public Latrine Construction Project	Completed	COR Approved (06/07/12)
6	SHA-0008	Road Median Construction Project	Completed	Final inspection Conducted, Waiting mayor's signature
7	SHA-0009	Solid Waste Collection	Completed	Close out Docs Submitted to COR (10/09/12)
8	SHA-0015	Solid Waste Collection Vehicle and Landfill Equipment Supply Project	Completed	Waiting for Final invoice
9	SHA-0021	Solid Waste Collection Project (OY2)	Completed	Final inspection Conducted, Waiting mayor's signature
<b>Khost</b>				
1	KHO-0001	Drainage Ditch & Culvert Rehabilitation Project	Completed	Close out Docs Submitted to COR (09/03/12)
2	KHO-0002	Renovation of Women's Park & Canteen Construction	Completed	Close out Docs Submitted to COR (10/09/12)
3	KHO-0003	Septic Tank Vehicles & Servicing	Completed	Waiting for Final invoice
4	KHO-0004	Road Reconstruction & Asphalt Project	Completed	Final inspection Conducted, Handover document under process
5	KHO-0008	Solid Waste Collection and Bin Supply Project	Completed	Final inspection Conducted, Handover document under process
6	KHO-0010	Solid Waste Collection Vehicle and Landfill Equipment Supply Project	Completed	Waiting for Final invoice
7	KHO-0016	Solid Waste Collection Project (OY2)	Completed	Final inspection Conducted, Waiting mayor's signature



## Annex 2B: Infrastructure and Service Delivery Sub-Projects (ongoing)

#	Project #	Project title	Implm. method	Authorized budget	Subcont. / Dir. Impl. Amount	Cost incurred (as of 31 Mar 13)	Scheduled start date	Contract award date	Scheduled completion date	Anticipated completion date	Percent complete %	Status/Action
<b>Bamyan</b>												
1	BAM-0003	Reconstruction and Asphalt Paving of Streets & Drainage Ditch Construction	SubK/Dir Impl.				5-Jun-11	14-Sep-11	17-Nov-11	30-Jun-13	85%	Slab work is complete. Pending completion of 6 remaining streets
<b>Maidan Shar (Wardak)</b>												
1	MSH-0004	Sport Stadium Renovation & Construction Project	Direct Impl.				1-Oct-11	1-Oct-11	31-Jan-12	31-May-13	99%	Project has been restarted. Completion of painting of changing bulding and soccer field grassing progressing
<b>Ghazni</b>												
1	GHZ-0003	Shah Mir Asphalt Sub Road and Drainage Ditch Construction Project	Sub Contract				1-Dec-11	19-Jun-12	1-Apr-12	31-May-13	90%	Project has been restarted. Primary emphasis is correcting deficiencies found at the time of suspension.
2	GHZ-0004	Sub-Road Asphalt Paving Project	Sub Contract				1-Dec-11	18-Jun-12	15-Mar-12	31-May-13	80%	Project has been restarted. Work continued on the stone masonry for leveling the ditch and the poured concrete for the top of the ditch
<b>Mahmud Raqi (Kapisa)</b>												
1	MIR-0021	Municipal Office Boundary Wall & Sidewalk Construction Project	Direct Impl.				1-Dec-12	n/a	31-Jan-13	31-Jul-13	16%	Project redesign approved by COR and procurement is underway to support a re-start of the project.
<b>Puli-Alam (Logar)</b>												
1	PEA-0010	Vegetable and Fruit Market Project	Sub Contract				15-Feb-12	23-Sep-12	15-Jun-12	30-Jun-13	22%	Project is on-going with excavation and foundation work complete. Work has begun on the superstructure.
<b>Sharana (Paktika)</b>												
1	SHA-0017	Vegetable and Fruit Market Project	Sub Contract				1-Feb-12	21-Oct-12	1-Jun-12	30-Jun-13	10%	Work is on-going related to foundations.
<b>Khost</b>												
1	KHO-0003	Septic Tank Vehicle and Service	PO				11-Jun-11	10-May-12	7-Jun-12	15-Mar-13	70%	Septic tanker trucks have been delivered and now the servicing portion of the project has been initiated.
<b>Parun</b>												
1	PRN-0001	Road Graveling and Lighting Construction Project	Sub Contract				1-Jun-13	Pending	8/31/13		0%	Evaluation of bids has been completed and vetting of selected subcontractor has been initiated.

## Annex 2C – Potential Municipal Incentive Fund Projects

SELECTED PROJECTS FOR MUNICIPAL INCENTIVE FUND IMPLEMENTATION									
NO.	MUNICIPALITY	PROJECT TITLE	TOTAL POINTS	RANKING	TOTAL EST. COST (USD)	COST SHARE			
						RAMP UP East		Municipality	
						USD	%	USD	%
1	Sharana	Park Construction	91	1					
2	Bamyan	Children's Play Ground and Park Construction	89	2					
3	Khost	Road Repair and Asphaltting	88	3					
4	Assadabad	Solar Lights Installation	87	4					
5	Bazarak <sup>1</sup>	Trash Bins Construction	86	5					
6	Bamyan <sup>1</sup>	Coffee Shop and Park Construction	85	6					
7	Maidan Shar <sup>1</sup>	Solar Lights Installation	80	7					
8	Mehterlam <sup>1</sup>	Trash Bins Construction	78	8					
9	Gardez <sup>1</sup>	Trash Bins construction	77	9					
10	Bazarak	Public Latrine Construction	77	9					
11	Bazarak	Solar Lights Energy for Municipal Guest House	75	11					
12	Mehterlam1	Light Installation Project	75	11					
13	Maidan Shar <sup>2</sup>	Bus Station Construction	75	11					
14	Charikar	Renovation of Water Reservoir	75	11					
15	Charikar	Renovation of Public Park	75	11					
16	Charikar	Rehabilitation and Construction of Gul Ghundi Park	74	16					
17	Sharana	17 Culvert Construction	73	17					
18	Gardez <sup>2</sup>	Solar Lights installation	68	18					
19	Pul-i-Alam	Side Walk Construction	68	18					
<b>MIF SELECTED PROJECTS - TOTALS</b>									

## Annex 3: Option Period 2 Indicators and Targets

PMP Ind	PERFORMANCE INDICATOR	Baseline (Q4 FY 2011)	Option Year One Targets (10 Jun 2011-09 Jun 2012)	Option Year One Achievements		Option Period 2 Targets (10 Jun 2012 - 31 March 2014)	Remarks
				Option Year One Achievements	% Change		
<b>IMPACT INDICATORS</b>							
PO.1	% increase in citizen satisfaction with municipal government	72%	78% (20% of 28% = +5.6% increase)	74%	2%	20% of 26% = 5.2% increase	<b>Method of measurement:</b> 20% reduction in the number of citizens who are not satisfied with the performance of their municipal government
PO.2	% increase in citizen perception that local government officials are working to serve their needs	59%	67% (20 of 41% = +8% increase)	58% (1% decrease)	-1%	20% of 42% = 8% increase	<b>Method of measurement:</b> 20% reduction in the number of citizens who are not satisfied with the performance of their municipal government
PO.3	% increase of citizens indicating they trust GIRA officials in municipalities to conduct its activities to benefit the people of the city	50%	60% (20% of 50% = +10% increase)	61% (11% increase)	11%	20% 39% = 7.8%	<b>Method of measurement:</b> 20% reduction in the number of citizens who are not satisfied with the performance of their municipal government
<b>IR.1 INDICATORS</b>							
IR1.1	# of municipalities with functioning performance budgeting systems	0	10	4	40%	13	
IR1.2	# of municipalities with functioning accounting systems	0	10	5	50%	13	
IR1.3	# of participatory citizen engagement mechanisms implemented by municipal officials	0	5 mechanisms in each municipality (5x14 = 70)	52	76%	5 mechanisms in each municipality (5x14 = 70)	
IR1.4	# of SOPs approved by GDMA for adoption.	0	2	2	100%	4	

PMP Ind	PERFORMANCE INDICATOR	Baseline (Q4 FY 2011)	Option Year One Targets (10 Jun 2011-09 Jun 2012)	Option Year One Achievements		Option Period 2 Targets (10 Jun 2012 - 31 March 2014)	Remarks
				Option Year One Achievements	% Change		
<b>IR.2 INDICATORS</b>							
IR.2.1	# of sub-national government entities receiving RAMP UP-East assistance to improve their performance	0	14	14	100%	14	
IR.2.2	# of municipal service delivery projects implemented	0	8	11	137%	11	
IR.2.3	% of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation		100%	100%	100%	100%	
IR.2.4	% of citizens who believe that their access to municipally-provided services has increased	58%	66% (20% of 42% = +8% increase)	60%	2%	20% of 40% = 8% increase	<b>Method of measurement:</b> 20% reduction in the number of citizens who are not satisfied with the performance of their municipal government
<b>IR.3 INDICATORS</b>							
IR.3.1	# of public private partnerships	0	5 in different municipalities	1	20%	7 in different municipalities	
IR.3.2	# of person-days of labor	0	86,000	112,657	140%	100,000	
IR.3.3	# of sub-national institutions receiving RAMP UP-East assistance to increase their annual own-source revenue	0	13	13	100%	14	
		<b>Municipality</b>	<b>1389 Revenue</b>	<b>1390 Revenue</b>	<b>% Change</b>		
IR.3.4	% increase in recurring revenue generated	Asadabad	15,061,946	30,112,750	100%	20% increase in 8 municipalities	Figures for IR 3.4 are based on Afghan Fiscal Year end of March 2011 and 2012. Cells highlighted in blue under the column % change shows the municipalities with a 20% increase over baseline.
		Bamyan	7,050,692	14,513,705	106%		
		Charikar	9,435,930	10,393,395	10%		
		Gardez	30,268,636	29,363,033	-3%		
		Ghazni	38,300,586	61,458,773	60%		
		Jalalabad	207,019,801	198,250,675	-4%		
		Khost	21,187,727	48,149,581	127%		
		Mahmudi-i-Raqi	1,466,034	13,323,170	809%		
		Maidan Shar	6,043,563	14,568,354	141%		
		Mehtarlam	18,305,227	24,597,446	34%		
		Panjshir	540,570	19,542,820	3515%		
		Pul i Alam	6,483,282	12,364,748	91%		
		Sharana	6,244,820	9,099,763	46%		
IR 3.5	Number of municipalities using the business licensing system to issue business licenses.	0	13	13	100%	13	
IR 3.6	Number of municipalities using the safayi fee collection system to register properties and collect fees.	0	4	4	100%	7	

PMP Ind	PERFORMANCE INDICATOR	Baseline (Q4 FY 2011)	Option Year One Targets (10 Jun 2011-09 Jun 2012)	Option Year One Achievements		Option Period 2 Targets (10 Jun 2012 - 31 March 2014)	Remarks
				Option Year One Achievements	% Change		
<b>REPORTING INDICATORS</b>							
R1	# of individuals who received RAMP UP-East assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization	0	116 persons	221	190%	300	
R2	# of government officials receiving RAMP UP-East supported anti-corruption training	0	76 persons	178	234%	170	
R3	# of mechanisms for external oversight of public resource use supported	0	26 mechanisms	9	34%	13 mechanisms	
R4	# of key-infrastructure rehabilitated or improved	0	68 projects: (40 base year ongoing projects & 28 additional Option Year 1 projects)	28	41%	49 projects: 19 Option Year 1 ongoing projects , 30 additional Option Period 2 projects which includes 18 municipal incentive fund projects too)	
R5	# of interventions resulting in increased participation of women in government and civil society	0	14 interventions	13	93%	28 interventions	
R6	# of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries	0	28 interventions	27	96%	32 interventions	
R7	# of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.	0	42 interventions	42	100%	60 interventions	

## Annex 4: Training Library Progress Report

Manual	Department	MIP Course #	Training Subject/Module	Base Year	Option Year 1	Option Year 2
1	Financial Management	CLN1:FM01	General Accounting	√		
2	Financial Management	CLN1:FM02	Revenue Forecasting	√		
3	Financial Management	CLN1:FM03	Budget Process		√	
4	Financial Management	CLN1:FM04	Performance Based Budget		√	
5	Financial Management	CLN1:FM05	Cash Management		√	
6	Financial Management	CLN1:FM06	Accrual Accounting		√	
7	Financial Management	CLN1:FM07	Asset Accounting			√
8	Gender	CC:Ge01	Gender Mainstreaming	√		
9	Gender	CC:Ge02	Gender Equity and Equality		√	
10	Public Administration and Local Procurement	CLN1:PA01	Public Administration Training and Organization Structure			√
11	Public Administration and Local Procurement	CLN1:PA02	Afghan Procurement Law and Local Procurement Process		√	
12	Public Administration and Local Procurement	CLN1:PA03	Transparency Training - Procurement (Fraud Awareness)		√	
13	Revenue Enhancement	CLN3:RE2	Economic Development Planning		√	
14	Revenue Enhancement	CLN3:RE11	Business Registration		√	
15	Revenue Enhancement	CLN3:RE12	Assets Management			√
16	Public Works	CLN1:PW01	Street Maintenance	√		
17	Public Works	CLN1:PW02	Drainage Ditch	√		
18	Public Works	CLN1:PW03	Vehicle Maintenance	√		
19	Public Works	CLN1:PW04	Public Latrine Maintenance	√		
20	Public Works	CLN1:PW05	Operations and Main Planning and	√		
21	Public Works	CLN1:PW06	Solid Waste 3: Review implementation Activities	√		
22	Public Works	CLN1:PW07	Operation and Maintenance Implementation Review	√		
23	Public Works	CLN1:PW08	Public Works Structure and Task	√		
24	Public Works	CLN1:PW09	Public Works Budget Development		√	
25	Public Works	CLN1:PW10	Introduction to Public Works Facilities			√
26	Public Works	CLN1:PW11	Solid Waste Management		√	
27	Public Works	CLN1:PW11	Solid Waste Analysis		√	
28	Public Works	CLN1:PW11	Solid Waste Planning		√	
29	Engineering	CLN1:ENG01	Environmental Training		√	
30	Engineering	CLN1:ENG02	Project Management		√	
31	Engineering	CLN1:ENG03	Estimating		√	
32	Engineering	CLN1:ENG04	Surveying		√	
33	Engineering	CLN1:ENG05	CAD Training		√	
34	Engineering	CLN1:ENG06	Landscape Training			√
35	Engineering	CLN1:ENG07	Standards		√	
36	Public Outreach	CC:PR01	In House Public Relations and Outreach Basic Skills Training			√
37	Public Outreach	CC:PR02	Civic Education Campaign Training			√
38	Public Outreach	CC:PR03	Municipal Affairs and Accountability			√
39	Capacity Building	CLN1:CB01	TOT Workshop			√
40	Capacity Building	CLN1:CB02	On-the-Job Training			√
41	Capacity Building	CLN1:CB03	Proposal Writing			√
42	Capacity Building	CLN1:CB04	Project Cycle Management			√
43	Capacity Building	CLN1:CB05	Report Writing			√
44	Capacity Building	CLN1:CB06	Coaching & Facilitating			√