



USAID | **AFGHANISTAN**
FROM THE AMERICAN PEOPLE

***REGIONAL AFGHAN MUNICIPALITIES PROGRAM
FOR URBAN POPULATIONS
REGIONAL COMMMAND WEST
(RU-W)***

**Year One Work Plan
March 17 2011 to March 16 2012**

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Submitted By:
Development Alternatives, Inc.



In Association With:

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Abbreviations

ACSS	Afghanistan Civil Service Support Program (USAID)
AMSP	Afghanistan Municipal Strengthening Program (USAID / ICMA)
ANDS	Afghanistan National Development Strategy
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID / DAI)
ASGP	Afghan Sub-national Governance Program (UNDP)
AUWSC	Afghanistan Urban Water and Sanitation Corporation
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DAI	Development Alternatives Incorporated
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
EDC	Education Development Center, Inc. (USAID Implementing Partner)
EMMP	Environmental Mitigation and Monitoring Plan
GDMA	General Department of Municipal Affairs (Office within IDLG)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IARCS	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association (RU-W Subcontractor)
IDLG	Independent Directorate of Local Governance
IEE	Initial Environmental Examination
IP	Implementing Partner
IR	Intermediate Result
ISAF	International Security Assistance Force
KCI	Kabul City Initiative
LOP	Life of Project
M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development

MIP	Municipal Improvement Plan
MUDA	Ministry of Urban Development Affairs
NGO	Non-Governmental Organization
NINF	Non-Infrastructure (project)
NSP	National Solidarity Program
O&M	Operations and Maintenance
PAR	public administration reform
PDC	Provincial Development Committee
PMP	Performance Management Plan
POP	Period of Performance
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID program)
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
SMAP	Strategic Municipal Action Plan
SME	Small and Medium Enterprise
SMGA	Senior Municipal Governance Advisor (RU-W Key Personnel)
SOP	standard operating procedures
SWM	solid waste management
SO	Strategic Objective
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

Terms

gozar	Neighborhood
nahia	Municipal District
wakil or kalantar	nahia or gozar representative
Mustoufiat	subnational representative office for Ministry of Finance
Tashkeel	administrative structure of a GIRoA entity
Safayi tax	service charge and property tax
Sharwali	Municipality
Moqarara	Regulation

BACKGROUND

The Regional Afghan Municipalities Program for Urban Populations, Regional Command West (RU-W) was established with the purpose of creating effective, responsive, democratic, transparent, accountable municipal governance in the four provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command West. The RAMP UP West (RU-W) contract was awarded on November 13, 2010. However, due to the issuance of Presidential Decree 62 (Dissolution of Private Security Companies), and the resulting uncertainty of the operating environment for international development organizations, in-country mobilization was initially put on hold.

On February 22, 2011, at the request of USAID/ Afghanistan, DAI submitted an Interim Mobilization Plan (IMP) for RAMP UP West with the objective to identify those tasks which can begin immediately and that were: 1) feasible within the operating environment for USAID implementing partners at the time; 2) in accordance with the terms and conditions of the contract; 3) in compliance with USAID rules and regulations; and 4) in compliance with DAI corporate policies and procedures.

In response to USAID's feedback on the plan, DAI submitted a revised IMP on March 11, 2011. This was accepted by USAID and mobilization for RAMP UP West began on March 17, 2011.

This work plan lays out a conceptual and operational framework to guide programming and set priorities for implementation. DAI understands the contract end date is fixed as November 13, 2011. However, this work plan lays out activities for a one year period starting from mobilization on March 17, 2011.

The four provinces that comprise Regional Command West are Herat, Farah, Ghor and Badghis. The municipalities of the four provincial capitals have been targeted for the first phase of RU-W assistance. Although they are all provincial capitals, they vary in size and composition and their respective governing structures operate differently. In addition to the four provincial capitals, the contract calls for targeting an additional nine district municipalities: seven in Herat province and two in Badghis province. In consultation with the Independent Directorate for Local Government (IDLG), the Herat Provincial Governor and the Herat City Mayor, these district municipalities were selected in accordance with IDLG criteria.

These criteria included: accessibility, relatively secure, potential for urban expansion, economic growth and revenue generation, whether there is an active municipality in place, and whether

RAMP UP West Target Municipalities

Herat Province:

Herat City	Guzara
Ghoryan	Injil
Kushk	Karogh
Khosan	Adraskan

Badghis Province:

Qala-e-Nauw	Qades City
Muqor	

Farah Province:

Farah City

Ghor Province:

Chaghcharan

willingness on the part of community and government to support the program. As a result, the following district municipalities of Herat province have been selected for participation in RU-W: Guzara, Injil, Karogh, Ghoryan, Kohsan, Kushk (Rabat Sangi) and Adraskan. In Badghis province, Qadis City and Muqor were also selected based on these criteria. It is envisaged that work in the nine district municipalities, in addition to the provincial centers, will commence in 4-6 months time (on/about September to November 2011).

Provinces and Districts of Western Region



PROJECT OBJECTIVES

RU-W is broken into three distinct 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, RU-W provides a

combination of on-the-job mentoring, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

The specific tasks envisaged by CLIN 1 are as follows:

- Task 1: Establish Baselines*
- Task 2: Develop Municipal Management and Capacity Building Plans*
- Task 3: Build Afghan Training Capacity for Municipalities*
- Task 4: Deliver Core Skills Training*
- Task 5: Deliver Functional Skills Training*
- Task 6: Develop Standard Operating Procedures (SOPs)*
- Task 7: Support Performance-Based Budgeting*
- Task 8: Modernize Accounting Systems*
- Task 9: Increase Participation of Women*
- Task 10: Improve Strategic Communication for Citizen Awareness*
- Task 11: Support Municipal Conferences*

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 service delivery projects (Municipal Projects). These projects simultaneously fill two purposes: (1) the service delivery provides 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, RU-W builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long term.

The specific tasks envisaged by CLIN 2 are as follows:

- Task 1: Establish Baselines*
- Task 2: Ensure Immediate Service Delivery Improvements in Year 1*
- Task 3: Promote Public Engagement and Citizen Participation*
- Task 4: Develop Service Delivery Improvement Plans (SDIPs)*
- Task 5: Implement Service Delivery Improvement Plans*
- Task 6: Improve Municipal Performance Management Systems*
- Task 7: Strengthen Afghan Implementing Partners*

CLIN 3 ~ *Support to the GIRoA to improve economic development and revenue generation at the Municipal level:* Activities implemented under CLIN 3 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 RU-W 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, job creation and increased revenue collection.

The specific tasks envisaged by CLIN 3 are as follows:

- Task 1: Establish Baselines*
- Task 2: Increase Revenue Collections*
- Task 3: Increase Household and Business Registration*
- Task 4: Develop Municipal Economic Plans*

Task 5: Strengthen Municipal Capacity to Support Economic Development

Task 6: Improve Municipal Services to Businesses

Task 7: Leverage Municipal Assets for Economic Growth

Task 8: Create Innovative Public-Private Partnerships

Technical assistance, training, and on-the-job mentoring are essential elements of RU-W support to municipal administrations; a majority of the hands-on work provided by RU-W is in the form of RU-W contracted embedded technical advisors (EAs) who, in partnership with the technical experts based in Herat (with specializations in areas such as financial management, revenue generation, planning and budgeting, economic development, communications, citizen engagement, project management, performance monitoring and others), will design context-specific capacity development agendas that are tailored to each municipal administration.

LINK TO USAID STRATEGIC OBJECTIVE

This project is linked with the US Government's **Overarching Strategic Objective**, namely: To promote a more capable, accountable and effective government in Afghanistan that serves the Afghan people and can eventually function with limited international support. The project also accords with the additional Strategic Objectives and Intermediate Results, namely: to promote a Democratic Government with Broad Citizen Participation (SO 6), and to Strengthen Institutions for Good Governance (IR 6.3).

RAMP UP WEST COUNTERPARTS

Government of the Islamic Republic of Afghanistan (GIRoA) Partners

PRIMARY PARTNERS:

- Independent Directorate for Local Governance (IDLG)
- Municipalities

COLLABORATING PARTNERS:

- AUWSC
- Ministry of Urban Development
- Civil Service Commission
- Relevant Line Ministries (e.g. Department of Women's Affairs)

USAID Program Partners and Other Donor Partners

- Other RAMP UP Implementing Partners for RCs East, North and South
- USAID Afghan Civil Service Support Project (ACSS)
- USAID Afghan Social Outreach Program (ASOP)
- USAID Performance Based Governors Fund (PBGF)
- USAID Kabul City Initiative (KCI)
- UNDP Sub-National Governance Program (ASGP)

TECHNICAL APPROACH

RU-W has designed its activities to support municipalities' needs for capacity building in parallel with timely, visible improvement in service delivery. In each target municipality, it will treat

service delivery opportunities as practical learning opportunities for municipal officials. They will simultaneously deliver results to the citizenry while increasing their skills and knowledge in best practices in municipal management. Training and capacity building will be focused around three types of service delivery: Expeditious Service Delivery Projects which focus on fulfilling short-term needs; Anchor Service Delivery Projects which work to address medium-term needs; and a Municipal Improvement Plan which addresses longer term internal institutional needs to sustain service delivery improvement, land use and economic development.

IMPLEMENTING PRINCIPLES

Municipalities in RC West have been anxiously awaiting the commencement of RU-W: In order to engage the municipalities and introduce an immediate improvement in service delivery RU-W will commence with supporting municipalities to provide a number of easily attainable service delivery projects which the mayor in each town has identified. Beyond the initial projects which will be done expeditiously, all other projects will be prioritized through a public engagement process.

Good municipal governance requires sound Urban Planning: All towns and cities operate from Urban Development Plans, informed through public engagement and citizen participation and which provide the guidance and direction for future planning, allocation of resources and service delivery. RU-W will provide the municipalities with an opportunity to develop such plans.

Municipalities rely considerably on outsourcing work: Since municipalities often are not able to maintain in-house resources year round, it is common practice to procure the services of consultants and contractors to undertake work. Municipal officials must be adept at managing these processes effectively as well as ensuring transparency and accountability. RU-W will support municipalities to learn procurement practices in accordance with the recently legislated Rules of Procedure for Public Procurement, observe the bidding processes, and participate in providing oversight of contractors and consultants.

Municipalities are required to work within a legislative framework: RU-W will support municipalities to understand and work within the current legislative framework and new laws.

Municipalities are required to prioritize their delivery of services and operate within a budget: RU-W will support municipalities to undertake a public engagement and citizen participation process to identify needs for services, prioritize these needs and produce a Service Delivery Improvement Plan which will identify the prioritized projects and set out the processes and resources required to implement them.

Municipalities improve their capacity to manage by experience: by providing municipalities with the opportunity to experience producing development plans, implementing service delivery projects and undertaking a service delivery prioritization process, RU-W will provide direct experiential training for municipal officials in all the aspects of good municipal governance. It will also identify where support is needed and action is required to augment capacity.

Municipalities work in collaboration with other sub-national governance structures: RU-W will support the municipalities to work with other sub-national structures such as IDLG and the Ministry of Urban Development and Affairs (MUDA) and will assist them to work together to determine which agencies are best suited to undertake the work. IDLG will be integrally involved in all aspects of the project and will be directly supported by RU-W in the work it does with the municipalities

Municipalities support their local communities by using Afghan resources and assets: RU-W will aim to procure services and assets, in as far as possible, from local sources so that the local economy and the Afghanistan economy benefits first from the resources which RU-W will provide.

Municipalities and GIROA institutions are to be empowered by this project: RU-W will report to both the GIROA, through IDLG and USAID, on the impact of its work. IDLG will be provided with monthly reports and will be consulted at every stage of the project. IDLG will work together with RU-W in supporting municipalities and will be the lead voice to guide programmatic activities.

PROJECT OUTPUTS

The objectives of the project can best be achieved in accordance with the implementing principles by offering the municipalities an opportunity to gain experience in much needed planning and implementation processes. These processes provide outcomes that meet the expressed needs of citizens as well as provide the opportunity for the municipalities to experience effective and efficient service provision. At the same time these processes provide the backdrop against which capacity can be tested and opportunities for augmentation and strengthening identified.

RU-W plans to support all 13 municipalities through the following:

Implementation of **Expeditious Service Delivery Projects** identified by the municipality and commenced at the start of the project to facilitate immediate service delivery improvements within the first year (CLIN 2 Task 2).

Implementation of **Anchor Service Delivery Projects** (CLIN 1,2 and 3) that meet one of the common high-order needs of urban populations that are not presently being met. RU-W defines high-order needs to be essential services such as water and sanitation or solid waste disposal.¹ The anchor project in each municipality will commence in the first year of operation and continue throughout the life of the project.

Development of a **Municipal Improvement Plan (MIP)**. This will be made up of four components: a **Service Delivery Improvement Plan** (CLIN 2 Task 4); a **Municipal Management and Capacity Building Plan** (CLIN 1 Task 2); a **Land Use Plan** (CLIN 1, 2 and 3) and an **Economic Development Plan** (CLIN 3 Task 4).

The **Service Delivery Improvement Plan** (CLIN 2 Task 4) will formulate the future delivery of services following extensive public engagement and citizen participation (CLIN 2 Task 3) processes. The processes will engage the community to identify needs and prioritize them and then openly and transparently select those projects that can be implemented reasonably within the budget restrictions of the municipality and of the RU-W program. The process will be designed to strengthen participatory mechanisms for development, increase participation of women (CLIN 2 Task 9) and improve strategic communication for citizen awareness (CLIN 2 Task 10).

¹ Specific activities addressing these higher order needs will be those which fall within municipalities scope of authority per the law and in consultation with the relevant GIROA ministries and agencies. RU-W will coordinate closely with IDLG to ensure good inter-governmental coordination and cooperation.

The **Municipal Management and Capacity Building Plan** (CLIN 1 Task 2) will be developed as a companion document to the Service Delivery Improvement Plan and identify priority areas for capacity building for the municipality's officials. It will flow from the Internal Surveys, Functional Audits, and from the continuous identification of areas that need to be strengthened as each of the municipalities participates in the projects. The development of **Standard Operating Procedures (SOPs)** (CLIN 1 Task 6), **Performance Based Budgeting** (CLIN 1 Task 7), **Modernized Accounting Systems** (CLIN 1 Task 8), and **Improved Municipal Performance Management Systems** (CLIN 2 Task 6) will be specifically designed to meet the needs of the municipalities and will be compatible with systems used by other municipalities and IDLG. RU-W will continually assess the capacity of the municipalities as they work through these processes and, together with the municipalities, RU-W will improve and strengthen the municipalities' systems, structures and procedures.

The **Land Use Plan** (CLIN 1, 2 and 3) will provide a spatial element to the work done by RU-W, and provide a strong basis for future planning for the towns. **Land Use Plans** will be produced by urban planning consultants employed by RU-W with full municipal participation and consultant management. Participating in this process provides an opportunity for the municipalities to learn by doing.

The **Municipal Economic Plan** (CLIN 3 Task 4) will identify what is required to **Strengthen Municipal Capacity to Support Economic Development** (CLIN 3 Task 5) by **Increasing Household and Business Registration** (CLIN 3 Task 3), **Improving Municipal Services to Businesses** (CLIN 3 Task 6), **Leveraging Municipal Assets for Economic Growth** (CLIN 3 Task 7) and **Creating Innovative Public-Private Partnerships** (CLIN 3 Task 8).

The learning by doing approach will be augmented with **Core Skills Training** (CLIN 1 Task 4) and **Functional Skills Training** (CLIN 1 Task 5) which will be designed and sourced specifically to meet identified needs. The training will be sourced in collaboration with GIRoA agencies such as the IARCSC and ACSI to support the building of **Afghan Training Capacity for Municipalities** (CLIN 1 Task 3).

In order to encourage cross learning and sharing of experiences, the municipalities will be encouraged to participate in **Municipal Conferences** (CLIN 2 Task 11). The purpose of these conferences will be to maximize the effect of RU-W across all participating municipalities.

Increasing Revenue Collection (CLIN 3 Task 2) will progressively become the focus of RU-W as the project moves forward. It is anticipated that the improvement of service delivery and improved management and budgeting systems will facilitate increased revenue collection. The **Land Use Plan** will serve to identify land that can be better used for revenue generating opportunities. This includes municipal land as well as land owned by other GIRoA agencies. The capacity of the municipalities to collect revenue will be strengthened when **Municipal Management and Capacity Building Plans, Standard Operating Procedures (SOPs), Performance Based Budgeting, Modernized Accounting Systems and Improved Municipal Performance Management Systems** are put into effect.

Baselines will be established for each of the CLINs: the **Internal Survey** will be conducted under CLIN 1; the **External Survey** will be conducted under CLIN 2; and the **Economic**

Baseline Survey will be conducted under CLIN 3. The data from these baselines will be used to inform the approach and specific needs of each municipality and the communities they serve. This data will also be used to measure the success of the project. The Internal Survey will estimate existing capacity for municipal management within the municipality's governing structure. The External Survey will gauge citizen perception. The Economic Baseline Survey will identify municipalities' economic development initiatives and abilities and successes to date in tax and fee collection.

The **Internal Survey** is an in depth assessment of each municipality to determine baseline information on the status and capacity of particular functions, current staffing, policy and procedures in place and planning within municipalities. A format for conducting Internal Surveys has been developed and can be replicated in each municipality. The internal survey also identifies the relationships each of the municipalities have with other sub national organizations and Ministries and what obstacles there are to development in each of the municipalities. Implementation will be conducted by RU-W staff from the initial introduction stage at field visits and later through EAs in each municipality. These surveys will form the basis for the development of the **Municipal Management and Capacity Building Plans**.

The **External Baseline Survey**, or public opinion/household survey, is a citizen perception survey identifying the needs and expectations of the people in each municipality. It also captures basic demographic and household information. It has a dual purpose, namely: a) to determine baseline data on access to municipal services, prior to RU-W project implementation as well as b) to inform what projects each municipality might implement to meet the greatest needs expressed by communities. Implementation of the external survey will be conducted by an Afghan firm, with oversight and monitoring responsibility undertaken by the RU-W Monitoring and Evaluation(M&E) team. These surveys will form the basis for the development of the **Service Delivery Improvement Plans**.

The **Economic Baseline Survey** will be conducted in conjunction with the **Internal Survey** and will serve the purpose of identifying what the municipality is doing to improve economic development and how it is faring in registering residents and businesses for the purpose of tax collection. A 'cradle to grave' assessment will be done of all municipal financial systems from the receipt of revenue to the point of expenditure. The Financial Officers of the municipalities will be interviewed and all their systems and books of account will be documented. The revenue administration, procurement practices and inventory systems will be assessed. The survey will also ascertain from businesses and business leaders what they need from the municipality to facilitate economic development. This will inform the design and implementation of improved municipal management systems, which will be implemented by the municipalities with the support of RU-W, and will also inform the Economic Development Plan.

PROJECT OUTCOMES AND IMPACT

A companion to the work plan is RU-W's Performance Management Plan (PMP), which is included under separate cover. The PMP specifies how RU-W measures the outputs, outcomes and impact of its activities, articulating and tracking its success in facilitating effective, responsive, democratic, transparent, accountable and gender-sensitive municipal governance.

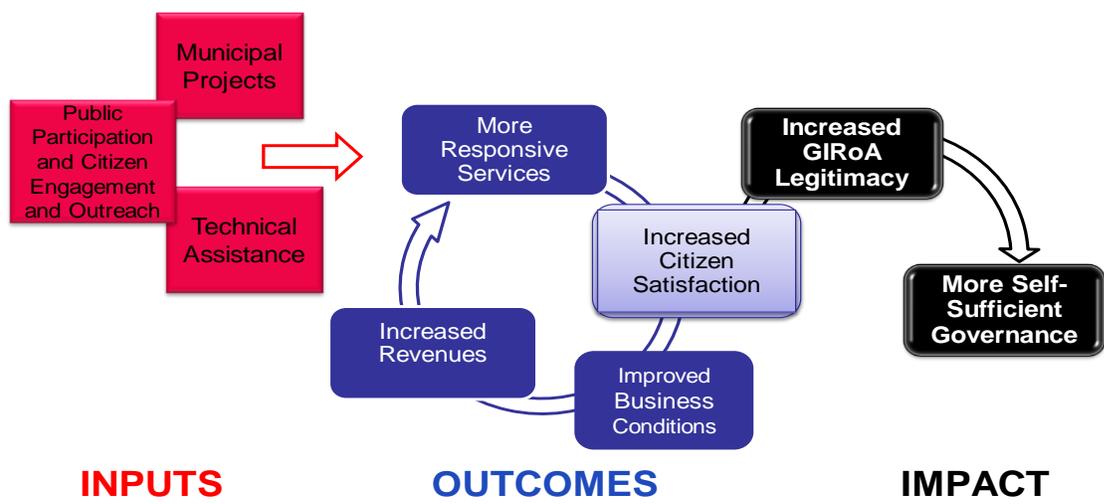
Measurement of RU-W project impact is a central tenet of the approach, and all activities described below will have accompanying requirements for data collection, measurement and

documentation to ensure outputs, outcomes and impacts are clearly documented and duly analyzed and reported.

The overall goal of RU-W is broken down into three specific expected objectives: (a) Increasing the capacity of GIRoA municipal officials (CLIN 1); (b) Markedly improving the delivery of municipal services to citizens in target municipalities (CLIN 2); and (c) increasing municipal capacity to enable, support, and sustain economic growth (CLIN 3). The expected outcomes are: 1) more responsive municipal services; 2) increased citizen satisfaction; 3) improved business conditions for greater economic growth; and 4) increased revenues for the municipalities so they can maintain and improve services to citizens.

RU-W’s development proposition is that these three outcomes will lead to more self-sufficient local governance structures that are perceived as credible and legitimate by the citizens they serve. The perception of legitimacy is tied to receiving better services, understanding the responsibilities of municipal leaders, as well as having a voice in municipal decision making and an ability to impact day to day decisions that affect their daily lives. By improving services, engaging citizens and facilitating economic development, the municipality can have a significant role in improving citizens’ quality of life. With such demonstrated improvement, the municipality will be in a better position to register residents for the purpose of collecting *Safayi* taxes and to register businesses for the purpose of levying business taxes and increasing revenues, enabling it to maintain and improve upon the level of service it achieves with the help of RU-W assistance.

RU-W DEVELOPMENT PROPOSITION



EXPEDITIOUS SERVICE DELIVERY PROJECTS

The **Expeditious Service Delivery Projects** will be selected from a list of projects endorsed by each mayor and should be expeditiously implemented to meet specific, identified needs. Implementation can start shortly after initial field visits. They have the effect of signaling the

commencement of the project and allowing the municipalities an early opportunity to demonstrate results. The projects are relatively small and easily implementable and aim to solve specific service delivery problems or other community concerns (such as drainage ditches, retaining walls or cleaning storm sewer open drains). Early implementation of these projects provide a framework for identifying what capacity the municipality has to deliver services and where the capacity needs to be augmented.

Participation by the municipalities in this process will shed light on the areas which require capacity building and the specific needs for training. All areas of capacity will be tested during the process including decision making, procurement, contractor management, budgeting and record keeping, among others. As shortcomings are identified, RU-W will offer technical advice and provide suitable support. Additionally, it will design and implement changes to structural barriers and SOPs where necessary. Training will accompany the proposed changes to SOPs.

ANCHOR SERVICE DELIVERY PROJECTS

The **Anchor Service Delivery Projects** to be undertaken by each municipality will be identified by the municipality and will provide high order services such as water, sewage, sanitation and solid waste disposal. The projects will be designed in such a way as to provide for as many citizens as possible. The nature of these projects is such that implementation has to be staged. Planning for the projects will be done in the first year and implementation will commence in the first year but continue through the three-year life span of RU-W with the aim of servicing as wide an area as possible within the time and budget constraints. The impact on the community will be significant as residents will receive long-awaited services. For municipalities, the experience of identifying and implementing a major project such as this offers an incredible opportunity for learning while doing. Each municipality will be supported throughout the process but will experience the process and will be able to identify where its own structures and capacities need to change to sustain, expand and replicate similar processes in future.

Municipalities' participation in this process will reveal the areas in which they require further capacity building and training. As these areas are identified, RU-W will offer technical advice and suitable support, it will design and implement changes to structural barriers and SOPs, and it will provide appropriate training opportunities.

MUNICIPAL IMPROVEMENT PLANS

Service Delivery Improvement Plans

Following the commencement of the initial Expeditious Service Delivery Projects described above, RU-W will support each municipality to conduct a Public Engagement and Citizen Participation Process in order to identify the needs of the citizens and to prioritize these needs according to their wishes. This process will have the effect of encouraging clear communication between the municipality and its citizens and will provide an opportunity for transparent and community-driven decision making. Following this process each of the municipalities will be assisted to draw up a Service Delivery Improvement Plan (Task 4 CLIN 2). This will set out the prioritization for the implementation of identified projects and will identify what processes, resources and support the municipalities will need to implement them.

Citizens will be able to air their wishes for service delivery projects, have them openly considered by municipal officials, and then participate in a process in which the projects are

prioritized for implementation. This participation leads to a greater acceptance of decisions affecting the implementation of service delivery and increases the willingness to pay taxes in consideration for the benefit of receiving services. This will break the impasse that presently exists where citizens are reticent to pay *Safayi* tax because they perceive they are not receiving anything in return for their payments and their wishes are not being met. If this impasse can be broken and taxes are paid for services, there will be an improvement in revenue collection (CLIN 3 Task 3); this will enable the municipality to sustain, and potentially expand and improve service delivery.

Municipal Management and Capacity Building Plans

The Internal Surveys, Functional Audits as well as ongoing M&E by RU-W of municipalities' capacity to participate effectively in the implementation of Expeditious Service Delivery Projects, the Anchor Service Delivery Project, the development of the Land Use Plans and the Service Delivery Improvement Plans, will provide the information on which to base the development of Municipal Management and Capacity Building Plans.

These plans will be tailored to suit the specific needs of each of the municipalities that they have exhibited through participation in other projects. This will enable RU-W to respond to specific needs. The plans will be developed with the direct engagement of the municipal officials and the support of IDLG and will have the benefit of input from citizens through the External Surveys and the public engagement processes envisaged in the development of the Land Use Plans and the Service Delivery Improvement Plans.

Land Use Plans

The absence of current master plans has become a critical stumbling block to development in the municipalities; there is an overwhelming demand by municipal officials and other GIRoA officials for this level of planning to be undertaken as a matter of urgency. An AUWSC official acknowledged that they have been forced to proceed with the construction of a water reticulation network in Herat without reference to an up-to-date city plan as they could not wait for it to be done. The Director of Economy reported that efforts to construct a sewage disposal network in Herat have been hampered by the absence of an up-to-date Master Plan indicating where future city growth and development should take place. In Qala-e-Naw the main market has developed outside of the planned urban area and has encroached on the river bed. In Farah the municipality is allocating land for residential purposes in an area currently being used as a shooting range.

Increased capacity of and resources for municipalities does not lead to better service delivery unless it is undertaken in accordance with long-term, sustainable plans that direct the municipality on how development should take place. There is a serious absence of planning in these towns and the need for the development of Land Use Plans in all of the towns has been expressed by both municipal and sub national government officials as a high priority.

Master Plans were last completed for Herat in 1977, for Qala-e-Naw in 1973 and for Farah in 1979. There is no master plan for Chaghcharan. The municipalities do not have the proficiency or the resources to employ people with expertise to update these master plans. The present status of planning has had several negative effects on urban management and development. Most importantly, it currently acts as a barrier to development of new residential and commercial areas and to effective service provision.

In recognition of this planning need, the Ministry of Urban Development and Administration (MUDA), which is currently responsible for this process, and IDLG have recently signed a memorandum of understanding, to facilitate the preparation of urban plans for their towns. In meeting the CLIN objectives of developing Municipal Management and Capacity Building Plans, developing Service Delivery Improvement Plans, and developing Economic Development Plans, RU-W will cover a significant amount of what would normally be included in a modern Strategic Development Plan. What has not been envisaged by the project objectives is situating these plans within a spatial framework. Without the development of a Land Use Plan, RU-W would be leaving the municipalities with plans which they will struggle to implement in the future. Including a Land Use Plan as an outcome of RU-W will add a great deal of value to the overall impact of the project.

Therefore, RU-W proposes supporting municipalities in this process as it is well placed and resourced to do so. The exercise in itself provides an opportunity for municipal officials and officials from MUDA and IDLG to experience the planning process as well as experiencing the procurement process and management of professional consultants.

RU-W will assist the municipalities to subcontract this process out to Afghan firms capable of formulating Land Use Plans. The planning processes, which will be prescribed for the subcontractor, will be highly consultative and will expect a high level of public engagement and citizen participation. The municipality in each town and IDLG (with the consent of MUDA) will be the primary agencies to work directly with subcontractors. RU-W will support the process to ensure that the subcontractor works closely with the municipality and IDLG and that the process follows contract stipulations. This highly consultative process builds the residents' confidence in each municipality and increases government legitimacy.

Participation by the municipalities in this process will shed light on the areas that require capacity building as well as specific training needs. As and when these are identified, suitable support will be offered and fed into the SOPs and the Municipal Management and Capacity Building Plans.

Municipal Economic Development Plans

Municipal Economic Plans will contain the process and direction of Strengthening Municipal Capacity to Support Economic Development by Increasing Household and Business Registration, Improving Municipal Services to Businesses, Leveraging Municipal Assets for Economic Growth and Creating Innovative Public-Private Partnerships and thereby improving the collection of revenue and economic status of the municipalities.

PROGRAM ACTIVITIES

INTERNAL BASELINE SURVEY

The initial Internal Baseline Survey commenced during the initial RU-W introductions in each of the four provincial municipalities. As EAs are employed in each town they will conduct Functional Audits and gather more detailed information to feed into the Municipal Management and Capacity Building Plan. Current management operating systems will be assessed as well as performance and accounting systems. In addition to the planned Functional Audits in the areas of financial management, public works, economic development and revenue generation

and the municipal assets inventory that comprise the bulk of the internal survey, IDLG has requested that RU-W analyze and make recommendations on optimum municipal organizational structures, functions and staffing levels for each municipality.

The recommendations formulated on the basis of this information will serve to ground truth and modify, as needed, the municipal structural models that the IARCSC has already developed. This in turn will serve as a basis for agreement between IDLG and the IARCSC that will define the municipal public administration reform and restructuring process (PAR), including the merit based recruitment of municipal civil servants.

The information gathered and recommendations made will feed into the Municipal Management and Capacity Building Plan.

EXTERNAL BASELINE SURVEY

The External Baseline Survey consists of a questionnaire developed by RU-W and vetted by IDLG and USAID; it will be implemented as a two-stage, cluster sample survey starting in 4 municipalities, namely Herat, Farah, Badghis and Chaghcharan. Each municipality has been independently assigned a statistically significant number of respondents. This design will provide independent statistically significant data for each municipality, as well as providing overall RU-W data that has a 95% probability of being accurate to within +/- 5%.

The external survey will be implemented by an Afghan firm with oversight by the RU-W M&E team to ensure data quality. Implementation will include translation and back translation of the questionnaire, survey testing (which will likely result in small changes to the survey and number of questions), training of enumerators and then deployment of the firm's enumerators to the field to begin the data collection process. Data collection is estimated to begin by mid-June and will take approximately two months for the collection and data entry to be completed.

Data entry will require approximately 40 working days and will be conducted concurrently (but two weeks behind) field data collection.

Four levels of Quality Assurance/Quality Control are integrated into the survey implementation design. Survey Supervisors will be tasked and trained to conduct daily reviews of the 15 to 25 responses completed each day by survey enumerators with review sessions each morning prior to survey collection. The RU-W M&E Team will monitor the entire data collection process, verifying visits to particular households and occasionally sitting in on interviews to ensure accurate data collection. Third level review will be conducted by the Field Coordinator during data entry in Kabul. Fourth level review (data aggregate review) will occur as part of the data analysis and reporting work of National Resource Center (NRC), the Boulder, CO based consulting firm assisting in the survey process.

The information gathered will assist in identifying interest groups to be included in Citizens' Forums and will inform public engagement and citizen participation which in turn will feed into the Service Delivery Improvement Plan.

ECONOMIC BASELINE SURVEY

The Economic Baseline Survey will be conducted by RU-W EAs with the supervision and guidance of RU-W Financial and Revenue Experts. This survey will identify what the municipality is doing to improve economic development. EAs and other RU-W employees will

examine tax collection records and procedures as well as the processes used by municipalities for registration of residents and business for tax collection purposes. Business leaders and representatives of business interest groups will be interviewed to ascertain what the municipality needs to do to facilitate economic development. This will inform the design and implementation of the improved municipal accounting and revenue collection systems which will be implemented by the municipalities with the support of RU-W and will feed into the Economic Development Plan.

IMPLEMENTATION OF EXPEDITIOUS SERVICE DELIVERY PROJECTS

Each of the Municipalities will provide RU-W with a list of projects they would like to implement. In consultation with the municipality, RU-W will select projects from these lists which can be implemented without delay. Selection of projects will be based on ease and speed of implementation. Those projects that draw on the strengths of the municipalities will be selected first so the municipalities can implement them with the support of RU-W and begin to experience a sense of achievement and competence. The number of projects implemented simultaneously in each town will depend on the nature of the projects, the size of the town and the capacity of the municipality. Best practices in procurement procedures will be used and municipal officials will participate in the procurement process from the outset and throughout the life of the project so that they learn these best practices firsthand.

These projects will continue to be implemented throughout the life of the project. Those not started by the time the public engagement process begins for the development of the **Service Delivery Improvement Plan** will be presented to the community to be added to any generated through the process and prioritized together with them.

A list of projects suggested by the four provincial capitals' municipal offices is attached to this workplan as examples. While this list will need to be vetted with the citizenry and prioritized, it gives an idea of the types of service delivery projects the municipalities would like to do.

Environmental Mitigation and Monitoring

In accordance with USAID's Initial Environmental Examination (IEE) RU-W will develop an Environmental Mitigation and Monitoring Plan (EMMP). The EMMP will address how service delivery projects and anchor projects will be assessed, designed, implemented and monitored to mitigate environmental risk and ensure compliance with the IEE. An international Environmental Compliance Specialist will finalize the EMMP for RU-W and train RU-W staff to ensure compliance.

IMPLEMENTATION OF ANCHOR SERVICE DELIVERY PROJECTS

An Anchor Service Delivery Project for each of the towns will be selected by RU-W and the municipality in consultation with IDLG and any other agencies which may be relevant. The anchor project is one that requires a significant amount of planning and implementation and will provide one of the high-order services such as water, sanitation or solid waste disposal to as many people as possible.

Information based on initial assessments undertaken during introductory field visits points to water as the focus for service delivery in Farah and Chaghcharan and sanitation and solid waste disposal in Herat and Qala-e-Naw. The selection of Anchor Service Delivery Projects is subject to the results of the external baseline survey and ground truthing to determine if they are

indeed high-order service priorities. The provision of this level of services requires a program that will run for several years and Anchor Service Delivery Projects will be designed to continue through the life of RU-W, and designed to be complete within the three year time horizon. In Farah, for example the Anchor Project will be water reticulation, for an estimated population of 220,000 (approximately 22,000 households) which might take five years.

What RU-W will aim to achieve in the three year time frame would be to complete the bulk works and divide the implementation into phases of which perhaps two of the four or five stages would be completed. Ongoing implementation or expansion will be undertaken in future by the municipality, which by that time will be well equipped in terms of skills and increased revenue flowing from the provision of these services, to proceed on their own. The implementation will begin with the design of the infrastructural projects. The municipality and IDLG will be directly involved in the procurement process to subcontract construction. The Anchor Service Delivery Projects will not only ensure effective construction and provision of the desired services but will also ensure that the municipalities have the capacity to attend to issues such the collection of service fees and the operation maintenance of the systems.

The process will be highly consultative and residents will be kept informed throughout the implementation process and also be requested to provide feedback on satisfaction on a quarterly basis.

DEVELOPMENT OF MUNICIPAL IMPROVEMENT PLANS

FORMATION OF SERVICE DELIVERY IMPROVEMENT PLANS

Following a systematic process of public engagement, Service Delivery Improvement Plans will be drawn up by the municipalities with the support of RU-W and IDLG. The plans will identify the projects to be implemented by the Municipalities each year together with time frames for their implementation. The plans will also identify SOPs and systems that need to be in place for efficient and effective service delivery. This includes capital investment as well as maintenance and collection of service fees.

Projects that are identified by the municipalities as Expedious Service Delivery Projects but that are not implemented by the time the public engagement process begins will be introduced to the citizens to prioritize together with any projects they might identify. Public engagement will take the form of workshops and will be conducted at three levels, namely: the residents as individuals grouped according to their area of residence with special attention paid to ensuring the participation of women and youth (Neighborhood Meetings/Public Participation and Citizen Engagement Program); representatives of civic organizations and key interest groups (Citizens' Forums); and representatives of businesses and business associations (Municipal Business Forums). The workshops are designed to elicit the service needs of each of the groups, assist them to identify projects to meet these needs and then prioritize the projects. The lists of prioritized projects emerging from each workshop will be collated by RU-W in consultation with the municipality and IDLG. Where there is a lack of consensus on priorities or competing interests emerge, the municipality will make the final decision but will have to report back to each of the groups and justify their decision.

The plans will contain the projects as prioritized by the citizens and will set out timeframes and resources required to implement them.

Neighborhood Meetings/Public Participation and Citizen Engagement Program

The Neighborhood Meetings/Public Participation and Citizen Engagement Program will be designed as follows:

- Towns will be divided into sectors. There will be 36 sectors in Herat, 24 in Farah and 12 each in Qala-e-Naw and Chaghcharan. District municipalities will be divided on the same basis with the number of sectors depending on the size of the town.
- RU-W will arrange a series of two workshops in each sector.
- Workshops will be conducted in such a way as to ensure the full participation of women and youth.
- The first series of workshops is designed to elicit needs from the residents and generate lists of possible projects which could be implemented by the municipality to remedy them.
- The second series of workshops will be designed to prioritize the projects as generated by the workshops together with others generated by the Internal Survey, the External Survey and the Citizens' Forums. An outline of Workshops 1 and 2 are attached as Annex A.
- The first series of workshops will commence shortly after the official launch of the program in each municipality and the once the implementation of Expeditious Service Delivery Projects has commenced.
- It is anticipated that Citizen Engagement/ Public Participation teams will be able to conduct 10 workshops per week in each town so the first series would be completed in Herat in 4 weeks and in Farah in 3 weeks and in the smaller towns within 2 weeks.
- At the end of the first series of workshops the second series of workshops will commence. The full process will be completed in Herat in 2 months, in Farah in about 6 weeks and in the smaller towns in just over one month.
- Municipal officials and IDLG representatives will be invited to observe these workshops. This serves to educate them on how to conduct public engagement and assist them to realize the benefits of involving the public in municipal affairs.

The lists of projects as prioritized by the participants in the workshops will be collated and a final list compiled. The municipality will have the final say on how the projects are prioritized but they will have to report to the citizens and would be hard pressed to ignore their responses.

This will be presented to the municipality and IDLG for approval before the Service Delivery Improvement Plans are produced.

Service Delivery Improvement Plans will contain all prioritized projects, time lines for implementation, systems and procedural improvements which are prerequisites for effective implementation in future.

Citizens' Forums

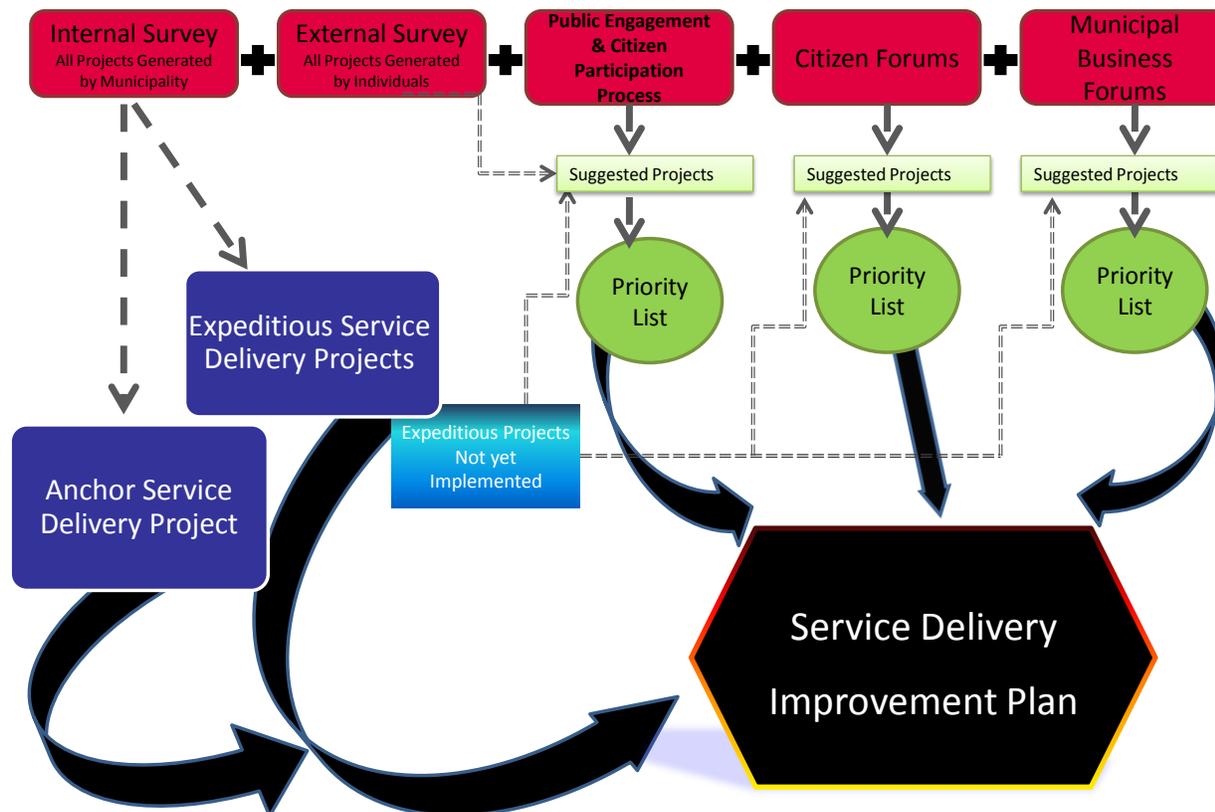
Citizens' Forums will be convened as part of RU-W. These will be meetings to which representatives of local organizations, business associations, youth and women's organizations will be invited. The first of these Forums will follow the same process as Workshop 1 and 2 above. The internal surveys will identify the organizations that are known to the municipality. Lists will be obtained from the Economy Directorate of business associations and the external survey will also identify organizations to which residents turn when the municipality cannot meet their needs. Citizen Engagement/ Public Participation teams will also identify any women or youth organizations which exist which may not have been identified before. DOWA operates in all four provincial municipalities and have established women's *shura* in all the provincial municipalities as well as all district municipalities throughout Herat province. The *shura* will be the starting point for identifying women's literacy groups and home production groups. Citizens' Forums will be repeated with different groups if there are too large a number to ensure genuine participation. The first series of workshops will generate a list of perceived needs and projects and the second workshop will prioritize them. These prioritized projects will feed into the Service Delivery Improvement Plan.

RU-W embedded advisors will work with municipalities to hold monthly Citizens' Forums to provide updates on progress and give citizens an opportunity to review the project and provide suggestions for future progress.

RU-W will also work with municipalities to institutionalize a citizen engagement and public outreach process that will ensure citizen participation and responsive municipal governance. RU-W will support municipalities to work with media and members of civil society such as citizens' groups, NGOs, business associations and religious leaders, among others. Specific training and technical assistance will be incorporated into the Municipal Management and Capacity Building Plans as well as the RU-W Public Relations and Outreach Strategy.

Figure 2 provides a diagram illustrating the processes through which projects will be generated for the Expeditious Service Delivery Projects, the Anchor Service Delivery Project, and the Service Delivery Improvement Plan in each municipality.

RU-W SERVICE DELIVERY IMPROVEMENT PLAN:



FORMATION OF MUNICIPAL MANAGEMENT AND CAPACITY BUILDING PLANS

RU-W will assist the municipalities in conjunction with IDLG to draw up Municipal Management and Capacity Building Plans. These plans will be informed by: 1) the data collected from the Initial Survey; 2) observation of the municipalities during the implementation of the Expeditious Service Delivery Projects, the Anchor Service Delivery Projects, the Land Use Planning process; and 3) the public engagement process to prioritize projects for the Service Delivery Improvement Plans.

As previously noted, Embedded Advisors will work with the municipalities to identify which training, support and changes to structures and procedures are required by the municipalities through Functional Audits. RU-W will adopt a strengths-based approach. First, it will identify areas of strengths and how they can be augmented and then offering the municipalities an opportunity to use these strengths and build confidence. Secondly, RU-W will identify direct interventions necessary and what short term, medium term and long term changes can be made to remedy shortfalls.

The Municipal Management and Capacity Building Plans which will be drafted in consultation with the municipalities will contain the proposal for training and implementation of structural and procedural changes which are required. These plans will identify what resources the municipality requires in terms of staff, equipment, organization, financial management, etc. and will satisfy the RU-W CLIN tasks.

Development of Standard Operating Procedures (SOPs)

EAs will use a strengths-based approach and commence by identifying the strengths in the operating procedures of the municipality. They will also recommend changes to operating systems, which will further augment and support the capacity of the municipalities. As these are developed and tested they will be recorded and set down for inclusion in the Municipality Management and Capacity Building Plans. SOPs (called *Moqara in Dari*) will be drafted for those procedures which are central to the effective operation of the municipalities.

SOPs are guidelines for how municipal functions should be carried out. The emphasis for SOPs is simplicity and clarity. RU-W will focus on SOPs for the five target municipal functions, working with IDLG and liaising with IARCSC to draft initial SOPs, incorporating existing work by ASGP and AMSP. The five target municipal functions are financial management, procurement, human resources, project management, and policy and strategy. Drafts will be reviewed at the municipal level. Each municipality will develop a customized implementation of the standard SOPs, depending on its staffing structures and complexity of operations. Functional skills training will enable municipal staff to properly carry out the SOP implementation.

After completion of both the internal and external baseline assessments, and in consultation with IDLG and USAID, RU-W will prepare a prioritized list of SOPs that merit immediate attention, as well as those which can be easily documented, vetted, and approved. RU-W will be judicious in selecting which SOPs will be selected as the priorities requiring IDLG attention and approval. These priorities will be determined by assessing commonalities among needs identified in each municipality, and will provide hard data on what behaviors, practices, and processes are currently in place and how SOPs will be used to benefit their improvement. The development, vetting, and implementation of SOPs will need to be done in close coordination with IDLG and across RU programs.

Implementation of Performance Based Budgeting

The RU-W Municipal Finance Advisor, who will operate with a team of Embedded Finance Specialists, will assist the municipalities to draft Performance Based Budgeting Guidelines and to implement Performance Based Budgeting. RU-W will also assist the municipalities to draft and implement Financial Management and Budget Execution Guidelines. These guidelines will take the form of a customizable template incorporating Ministry of Finance and IDLG requirements which can be used for each municipality but will be compatible with IDLG and other agencies.

In order to develop sustainable capacity to deliver legally-mandated services to citizens, municipalities must be able to properly plan, project, analyze, and revise their budget. More importantly, however, is the municipality's ability to use the budget as a tool to manage, improve, and monitor performance and to tie such performance to available resources. Performance budgets, managed properly, should hold governing officials accountable for resources allocated in measurable ways.

RU-W will institute performance-based budgeting by providing municipal budget training, incorporating planned service delivery improvements as proposed by the Service Delivery Improvement Plans as the basis for developing program budgets and goals with performance indicators and a public consultation process. Public Finance EAs will provide technical assistance to municipal officials in developing their first performance-based budget.

Implementation of Modernized Accounting Systems

RU-W Municipal Financial Advisors will assist the municipalities to implement Modernized Accounting Systems which will improve revenue collection, budgeting, accurate record keeping, and control of income and expenditures.

RU-W will assist municipal officials to re-engineer their current systems to align with standardized accounting procedures and performance-based budgeting practices. On-the-job learning will enable them to introduce more rigorous expenditure management practices, internal controls, and auditing. Systems will be designed to facilitate migration to computer-based financial management tools. For at least a six-month period, dual systems will be used to ensure that no information or function is lost during the transition. For those municipalities that do not have sufficient staff to support complete computerized accounting and inventory control systems, RU-W will assist in helping move them from paper-based records to an Excel-based system as an interim step. All municipalities will transition by the end of the program but may vary in the time this takes and the interim processes required. All thirteen municipalities will operate a dual system irrespective of their skill level as a protective measure.

RU-W will provide resources and technical assistance in specifying, procuring, and installing municipal financial management and property inventory software. RU-W will provide training for accounting and asset management staff on software use. RU-W will evaluate licensed off-the-shelf software packages to ensure back up support is locally available and updates are easy to obtain, and confirm compatibility with current IDLG and Ministry of Finance reporting requirements before installing the software. An initial recommendation is *Tally*, a software package available in Dari/Pashto that is widely used in the Afghan private sector and in local governments across India.

Implementation of Improved Municipal Performance Management Systems

RU-W's Municipal Governance Advisor will assist the municipalities to implement Improved Municipal Performance Management Systems. The systems which will be used will be tailored to the needs of each of the municipalities. They will be identified through monitoring of the municipalities' ability to participate in the early intervention projects like the Expedious Service Delivery Projects, the Anchor Project and the development of a Land Use Plan.

The computer systems, software and information technology support required to implement these systems will also be provided by RU-W. RU-W will work with IDLG which is in the process of establishing an IT support unit to ensure that municipal officials will know how to maintain these systems after RU-W ends and will know where to access support in future if required.

FORMATION OF LAND USE PLANS

Each municipality will be assisted to embark on an urban planning process that will result in the production of a Land Use Plan.

No municipality can be expected to design a Land Use Plan on their own, even with RU-W support. RU-W will assist and direct the municipalities together with MUDA and IDLG to draft SOWs for subcontracting an urban planning firm, or more than one if necessary, to do this. Municipalities will be supported in designing SOWs for consultants, setting up the bidding process, adjudicating proposals, awarding contracts and monitoring and supervising progress against clearly defined deliverables.

The municipalities' participation in this process will provide ample opportunity for learning by doing and will also highlight capacity issues to be addressed. The subcontractors will be required to collect data, identify planning issues and needs, present the data in simplified map form, write proposals, etc. that will be discussed and decided upon by the general public through Citizens' Forums, the business community, the municipality, IDLG and MUDA.

An important part of the process and one that has been specifically requested by IDLG is to define the municipal boundaries of each town. Given the sensitive nature of defining municipal boundaries and land, RU-W will seek guidance and approval from IDLG prior to engaging in this activity to ensure any mapping is done in a manner consistent with IDLG and Municipal requirements.

The data that would need to be included, *inter alia* would be:

- A review of the *current urban population estimates* for the town by various institutions, average household size, etc. and the identification of the current natural growth rate, and an estimation of the rate of migration toward the town for the next 10 years.
- A *basic environmental assessment*. It is expected that this analysis will reflect a broad level identification of: land which is suitable for physical development; land which may be suitable for development under specific conditions; and land which is not suitable for development under any circumstances, such as land subject to flooding, landslides, etc.
- A *detailed existing land use map of the town*. It is expected that this analysis will identify: A typology of neighborhoods/districts of the municipal area. It is expected that needed data for this assessment will include land use (commercial, residential, etc), type of housing, density (dwelling units/ha, people/ha, floor area ratio) range of households' income, land tenure, price range for land, cost of construction per m² and rents, cost of water per m³ to various housing types.
- The *location of public spaces*, of primary schools, secondary schools, dispensaries and hospitals. The location of public open spaces networks including green areas, riverbanks, and recreation and sports facilities.
- A *map of population densities*. An evaluation of current population and densities based on external survey information augmented with household surveys if necessary. Additional spot checks may be needed to increase reliability.
- *Evaluation of daily population movements*, both within and to and from the towns, and recommendations for improvement of traffic.
- A *map of the town showing the areas of land belonging to the government*, differentiating municipal land from land owned by various branches of government.
- *Current economic and social data* in the town including household income distribution (or occupation and number of people employed). Consistency between housing typology and income distribution.
- A *zoning map* showing the existing areas and new areas likely to be developed in the future. Areas for development which will be able to absorb and accommodate the town's growth will be also identified.

- *A set of land use regulations and development control regulations* corresponding to the various zones, which would include when relevant: use restrictions, plot sizes, setbacks, floor area ratios, street width, etc. In the areas for development, land use regulations and development control guidelines fostering private investments will be identified.
- *A map of projected densities and population per neighborhoods.* This map and corresponding tables will be provided to the various municipal and national line agencies to allow them to plan their investments in social services and infrastructure. Also develop planning and service standards in conjunction with line agencies and allocate land for health, education, recreation, religious places, cemeteries, etc.

RU-W will seek guidance and approval from MUDA and IDLG prior to engaging in this activity, and will work closely with AGCHO (the recipient agency of cadastral/GIS assistance from the USAID Land Titling and Economic Restructuring, or LTERA, project), ARAZI (the Afghanistan Land Authority), and the USAID Land Reform in Afghanistan (LARA) project to ensure all cadastral mapping, property registration, property survey and other land-related activities are effectively coordinated and reduce any potential duplication of effort.

FORMATION OF ECONOMIC DEVELOPMENT PLANS

Municipalities currently lack the capacity to effectively facilitate and encourage economic development within their boundaries. RU-W assistance in year One will focus on building the capacity of the municipal governments to support and sustain economic growth. RU-W will focus on the improvement of services, infrastructure and facilities in support of the business sector and identify and realize the best opportunities for partnerships with the business sector that can expand jobs for citizens. These improvements will be informed by the contributions of the business community and will be documented in an Economic Development Plan.

Information and direction for the Economic Development Plan will be obtained from the Internal Baseline Surveys, External Baseline Surveys and the Economic Baseline Surveys. The Economic Baseline Survey is specifically directed at business owners and representatives of business associations who will provide their view on what is needed to improve economic development and generate possible projects that would benefit the town economically.

In order to develop an effective Economic Development Plan, RU-W and its municipal counterparts will engage resident business leaders and citizens to create a municipal economic profile. The geographic focus of the profile will be a municipal economic area that encompasses the elements of the municipal economic system, such as markets, trade patterns, value chain linkages and dependence on municipal services and facilities. Prior economic and business development analyses (e.g., those prepared by PRTs) will be ground-truthed and incorporated accordingly.

The Economic Development Plan will identify the investments in services and infrastructure that will have the greatest positive impact on businesses and the obstacles to efficient business/government processes.

Municipal Business Forums

Business owners and representatives of business associations will be invited to attend Municipal Business Forums, together with women who own businesses, where they can communicate their needs and recommendations for addressing those needs. A *Needs and Priorities Workshop* process similar to that proposed for residents and civic society

organizations set out above will be used. This will identify needs as perceived by the business community, identify possible ways of meeting those needs and prioritize needed resources.

A further series of workshops will be conducted to obtain the business community's input and expertise on how the municipalities can go about, Improving Municipal Services to Businesses, Creating Innovative Public-Private Partnerships Leveraging Municipal Assets for Economic Growth; Increasing Household and Business Registration.

Following the initial information gathering and consultation stage, the Municipal Business Forums will meet at least quarterly with the municipality and RU-W to review progress and to discuss service delivery improvements, regulations, municipal tax and fee revenues, and other important issues. An Action Research approach will be used to ascertain what is working well, what needs improvement and what future action is required.

RU-W will work together with the municipalities and IDLG to implement the suggested measures together with those identified by EAs. The Economic Development Plans will set standards and determine indicators to measure progress and define financial and other resources which would be required to Improve Municipal Capacity to Support Economic Development.

Strengthen Municipal Capacity to Support Economic Development

Informed by the input of business interest through Municipal Business Forums, RU-W will focus on enabling municipal staff to master the basics of economic development, including techniques for business attraction, retention and expansion. EAs will assist municipal officials to define staff responsibilities for economic development and to build networks with the appropriate provincial-level counterparts and line ministries. Municipal officials will be mentored through projects suggested by business owners which will emphasize and demonstrate the importance of economic development activities.

RU-W will support the municipality to identify needs for staffing the economic development function, supporting future strategic economic planning and implementation of select economic development activities as identified by the Economic Development Plan.

Improve Services to Businesses

Each municipal Economic Development Plan will include projects that would be especially beneficial to the business community. These will be identified in each town at the Municipal Business Forums. Examples of possible projects would be:

- *Infrastructure* : Roads engineered to commercial transportation needs; parking in commercial areas of the municipality; drainage ditches around markets;
- *Services*: Solid waste collection and disposal improvements including proper management of municipal medical waste and hazardous waste, reliable electricity supply; a water supply adequate for industrial processes; and
- *Facilities*: Municipal markets, warehouses, cold storage facilities, slaughterhouses.

The workshops proposed for the Municipal Business Forums will help municipalities collaborate with the business sector to identify key services which will benefit the business community.

Innovative Public Private Partnerships (PPPs)

Public-Private Partnerships in target municipalities offer numerous potential benefits to municipalities and residents alike. PPPs can take a range of forms, from projects that offer services seen as beneficial or adding value to the private sector, to outsourcing, or capital investments that can serve private sector needs while generating increased revenues to the municipality. Establishing a PPP in each municipality, however, serves a larger purpose than merely increasing revenues or improving services; PPPs will expose municipalities to the potential that private sector can work on behalf of municipalities and citizens to increase efficiencies and improve services.

Analysis of data collected from the Internal Survey, functional audits and Economic Baseline Survey will inform RU-W's strategy for fostering PPPs. RU-W will work through the Municipal Business Forums to assess and identify opportunities for public-private partnerships. It will educate and train municipal officials in best practices in public-private partnerships. RU-W will support municipalities to create a strategy for engaging the business community and developing public-private partnerships that support the municipality's Economic Development Plan and efforts for ensuring sustainable municipal service delivery.

Leverage Municipal Assets

Traditional municipal facilities such as markets, slaughterhouses, parking and commercial buildings make important contributions to business activity and economic growth. They are also an important source of revenue. RU-W will work with municipal officials for real property management to organize a management system and build skills in order to properly maintain and manage these kinds of assets, including one of the municipalities' most important assets, namely: land.

The Land Use Plan assist the municipalities to improve their usage of government-owned assets by providing an inventory of municipal properties (land and buildings) and proposing best- use options for them with economic development in mind.

Increase Revenue Collection

Afghan municipalities currently do not receive financial transfers from the central government. As a result, own-source revenues must sustain municipal budgets and will be used to provide for essential services. Increasing revenues will ensure the sustainability of municipal services that are initially provided with RU-W funding, and will encourage citizen willingness to pay fees, taxes, and other levies provided citizens can identify tangible services that are being provided to them. RU-W will assist municipalities to establish the operating systems, as set out above, to adequately collect and record revenue.

The RU-W Tax/Fee Collection & Revenue Generation Team Leader will lead the process of working with municipal EAs and municipal officials to develop revenue generation plans under the Economic Development Plans. They will use the information from the Economic Baseline Survey obtained in Municipal Business Forums to develop a step-by-step action plan. The plan will be supplemented with RU-W Public Finance EAs who will provide training and mentoring in effective and transparent revenue collection and administration. For those municipalities with adequate IT competencies they may request the use of implementation funds for basic software and hardware to print bills or track tax and fee collection. Annual revenue targets will be incorporated into the performance-based budgeting process described above.

RU-W will assist by: analyzing the current situation to identify strengths and augment them; developing activities and projects to which will address areas which require additional support; prioritizing and identifying of needed resources and supporting the municipalities to access these resources; setting standards and determining indicators to measure progress and performance; formulating a budget to support the plan; and including supporting plans.

Increase Household and Business Registration

The *Safayi* tax is a critical source of revenue with strong potential for revenue enhancement, if the tax can be collected reliably. Improved household and business registrations will increase the municipality's ability to oversee and track data related to collection of *Safayi* tax. Systematic registration of households and businesses will create a more accurate database for levying and collecting the *Safayi* tax. The registration process will also generate information on characteristics of properties and structures for assessment purposes.

RU-W will attempt to identify what benefits could be offered to households and businesses in exchange for registration. The improvement of service delivery will provide the possibility of denying services to unregistered residents and businesses providing an incentive for registration.

In order to ensure that this is efficiently undertaken, RU-W will address any areas that may be necessary for the municipality to be capable of in order to achieve this objective. This may require restructuring and redesigning operating procedures, providing equipment and building the capacity of Property Offices within the municipalities. Where necessary, RU-W will be required to create instruments and mechanisms for the registration of businesses and properties. In addition RU-W will explore the systems introduced by other similar programs (other RUs and Kabul City Initiative (KCI)) to see if existing systems can be replicated in a productive way.

RU-W will support the initial thrust in this area by: hiring and training local data collection teams, managing data collection, data verification, quality control and continuous, on-going vetting with municipality and IDLG to ensure viability of data collected, supervising data entry and presentations, and setting up processes which will endure after the life of RU-W for the registration of new and upgraded properties.

CORE SKILLS TRAINING

RU-W will improve core skills of municipal officers by adopting a strengths based approach. RU-W will identify the strengths first and tailor training to augment these strengths. Core Skills Trainings will establish, where required, a basic understanding of the role of the municipal government; the roles and responsibilities of municipal officials, managers, and technicians; and the core functions of municipal government and those skills needed to carry out daily tasks, such as computer literacy, literacy and numeracy, basic office management and human resources, and others. There will also be a specific core skills training focused on leadership and management skills training for senior staff and leaders. RU-W training modules will be based on the ICMA-developed *AMSP Afghanistan Best Practices Urban Management Manual and Municipal Governance in Afghanistan: a Handbook*. An initial step is to harmonize trainings with current training modules of the Afghan Civil Service Institute to ensure consistency but also to ensure applicability to municipal requirements, which differ from those of District and Provincial government departments and offices of governors. Core skills training will also

include the crosscutting skills of public engagement, strategic communication, gender integration, and anticorruption

Existing foundation (AMSP Urban Management Manual, Municipal Handbook) and GIROA training materials (ACSI, AMSP, UNDP/ASGP) for municipal core skills training will be reviewed and assessed to determine their quality and relevance and will be adapted where necessary to suit the particular needs of the municipalities.

RU-W will prepare modules, prepare training of trainers to develop teams of roving classroom trainers, undertake core skills training based on functional assessments from internal survey results, and run pre/post tests to evaluate progress.

Core skills will also be developed by the direct involvement of the municipal officials in the implementation of projects, the citizen engagement process, the employment of consultants and other on-site capacity building and learning by doing activities in each municipality.

FUNCTIONAL SKILLS TRAINING

Functional skills training will also be undertaken from a strengths-based approach with RU-W first identifying the functional skills the municipalities possess and allowing the municipalities to develop these by supporting them in the project implementation. This gives municipal officials an opportunity to build confidence and exercise their skills. By observing the municipal officials in action and identifying specific skills required for the future implementation of projects, RU-W will determine what functional skills training would be best suited to each municipality's needs.

Functional skills training will be developed and delivered to address skills specific to municipal departments or personnel—such as maintenance, engineering, revenue collection and other skills—and will focus on developing the practical skills that allow municipal staff to carry out daily tasks. They are grouped into four general categories: financial management, planning and development (including economic development), engineering and construction of public works infrastructure, and revenue. These trainings will eventually be grounded in SOPs that are approved by GIROA via IDLG and customized to fit the needs of each municipality. However, until SOPs are prepared, vetted, and finalized with IDLG, training will be based on municipal best practices that have been collected from AMSP and the results of the internal survey. Once SOPs are finalized, all training modules will be revised and modified for compliance with approved SOPs. On-the-job trainings by EAs will help municipal staff learn by carrying out their jobs with guidance and support from EAs.

AFGHAN FIRST (STRENGTHENING IMPLEMENTING PARTNERS)

RU-W subcontracts, purchase orders and grants will go in preference to Afghan firms and organizations. RU-W will source all resources and construction materials locally from Afghan suppliers, unless the materials are unavailable on the local market. To improve the quality of services RU-W will receive, DAI will provide a variety of on-demand support opportunities to non-governmental organizations. We will concentrate on firms and organizations that can provide services needed by municipalities, such as construction and engineering, strategic communications and public relations, accounting/auditing, logistics, training and facilitation.

AFGHAN TRAINING PARTNERS

RU-W relies on the assistance and services of Afghan implementing partners, from local civil society organizations and community-based groups to private sector firms. RU-W is dedicated to quality services and to locally-driven solutions and will work to strengthen partners that are local to the municipalities. This will help ensure that the maximum amount of project resources remain in the municipality.

RU-W will strengthen local implementing partners by: providing training on RfP/RfQ responses to enable local firms to respond to solicitations and fulfill reporting and financial management requirements of the municipal and RU-W systems; conduct training of trainers to prepare capable Afghan private sector training firms to deliver core skills and functional skills training to municipal personnel; coordinate with other USAID-funded projects that are also strengthening Afghan implementing partners in target municipalities, such as ASMED, conduct training and workshops on quality control and quality assurance, contract work planning and reporting, risk management (financial controls and audits), safeguards against corruption and ethics and standards of conduct.

Construction firms in Afghanistan face significant technical constraints. For the construction of infrastructure to be sourced locally by RU-W, additional support will be offered in the form of: providing capacity building assistance to improve professional performance in project design and specification; introducing the use of international building codes and standards for public services construction; training on bid preparation processes and related procurement practices, capacity building in field construction management and trade skills.

MUNICIPAL CONFERENCES

Municipal Conferences will be convened quarterly for participating municipalities through the duration of RU-W. The purpose of these conferences will be for the municipal officials who are participating in RU-W to share learned experiences and provide input into the future progress of RU-W. An Action Research Approach will be used to assess the benefits of RU-W to the municipalities, evaluate progress to date, identify what is working well, what could improve and what action is required in the future. RU-W will work in collaboration with the municipal officials to reflect on the progress of RU-W and to propose the most beneficial course of action as RU-W progresses.

SUPPORT TO IDLG

RU-W will provide direct technical assistance to IDLG through its Senior Municipal Governance Advisor (SMGA). This advisor will work closely with IDLG to address strategic and policy level issues relevant to municipal governance. In particular, IDLG has requested that this person assist them with coordination with MUDA on land use planning. IDLG has also requested that RU-W employ an Afghan counterpart for the SMGA to develop Afghan capacity and support sustainability.

PROGRESS TO DATE

External Survey

Implementation of the external survey will be conducted by an Afghan firm which has been contracted to do the work, with oversight and monitoring responsibility by the RU-W Monitoring and Evaluation team. A random cluster sampling methodology targeting sample sizes for each city to ensure a margin of error of 5% and cover all districts in a municipality, will be used. Approximately 2,600 households in total will be surveyed in all four municipalities.

The survey instrument, a questionnaire with approximately 60 questions was finalized and vetted by USAID and GDMA, and monitoring and evaluation staff were hired for the RU-W project.

A firm has been selected and work will commence in June. The firm will undertake to translate and back translate the survey, field test it to ensure that all questions are understood and capture quality data, and then begin the data collection process. Data collection and data entry will take approximately two months, after which the data will be analyzed and a report prepared.

Internal Survey

Although the internal survey will not formally be undertaken until EAs are hired for each municipality, initial data that will feed into the internal survey is being collected during introductory meetings with municipalities. For example in Farah, a detailed report has been developed, following a meeting that took place from April 23-25 with senior municipal officials to identify current municipality staffing, assets, systems and resources.

Introductory Meetings with Stakeholders

RU-W Program Staff have met with counterparts from all stakeholders including IDLG, the Governors of each province, Mayors and key municipal officials of each of the provincial capitals as well as USAID and other relevant US government officials. Below are summaries of these visits and meetings:

Herat City

RU-W and USAID met with Herat Mayor Alhaj Mohammad Salim Taraki on April 18 to introduce the RU-W team, discuss the objectives of RU-W, and to identify the support required by the municipality. The participants discussed Herat's needs and plans as well as the scope of assistance that can be provided under the RU-W contract. It was decided that the RU-W team will work with the Mayor's team of advisors to identify how RU-W can best use resources it has available to help the municipality address its needs and execute its plans. It was agreed that RU-W would assist with facilitating other assistance for plans and activities that would not fall directly within RU-W's Scope of Work.

RU-W's Herat Area Team has begun working with the Mayor's advisors and has begun its initial information gathering on the municipality's capacities and needs. This includes interviews with senior municipal officials to identify current municipality staffing, assets, systems and resources.

Farah City

A team from USAID and DAI conducted a three day visit to Farah from April 23-25 to introduce RAMP UP West. Meetings were conducted with the PRT, Farah/USAID, State Department, the

Provincial Governor, the Directorate of Economy, the Office of the Mayor and the Head of the Provincial Council. Discussions included the objectives of RAMP UP, the baseline surveys to be conducted to identify the support required by the municipality and to establish a benchmark against which future performance can be measured and the staffing and establishment of a RU-W office in Farah. An initial survey was also conducted at the municipality offices by RU-W staff, which included interviews with senior municipal officials to identify current municipality staffing, assets, systems and resources. The project was well received by all stakeholders who offered their full support for its speedy implementation.

Qala-e-Naw and Chaghcharan

A team from USAID and DAI conducted a five day field visit to Qala-e-Naw (15th to 17th May) and Chaghcharan (17th to 19th May) to introduce RU-W. Meetings were conducted with the PRTs, Political Liaison Officers, CIMIC Teams, USAID FPOs, US State Department representatives, Offices of the Provincial Governors and Mayors and Provincial Council Representatives. Discussions included the objectives of RU-W, the baseline surveys to be conducted to identify the support required by the municipality and to establish a benchmark against which future performance can be measured and the staffing and establishment of a RU-W offices in provincial centers. An initial survey was also conducted at the municipality offices by RU-W staff, which included interviews with senior municipal officials to identify current municipality staffing, assets, systems and resources. The project was well received by all stakeholders who offered their full support for its speedy implementation. Office and guesthouse accommodation were identified for both locations.

IDLG

Members of the RU-W team have participated in several meetings with IDLG and the General Directorate of Municipal Affairs. IDLG has expressed its desire for RU-W to be a demand driven program that empowers municipalities and demonstrates to citizens that GIRoA is addressing their needs and delivering services. USAID and the RU implementers very much support this approach and are working to ensure it is fully executed.

IDLG has offered the guidelines under which it would like to work with the RU-W going forward:

- 1) *Sincere communication and sharing of information.* IDLG has set up three working groups to help support good communication and coordination on each of the CLINs: a) capacity building working group; b) physical projects and services working group; and c) economic development working group. It is extremely important to ensure that the municipalities have developed their capabilities and that they have the trust of the community and they are able to sustain the progress made during the RAMP UP assistance once the program has ended.
- 2) *A balanced approach on each component.* Meaning, activities under the different components (equivalent to the 3 CLINs) are implemented in parallel so that one component isn't too far behind another.
- 3) *Setting some time limits.* If RU-W finds it can't do something that a municipality is requesting (i.e. it's not within the scope, budget, etc) that this should be communicated sooner than later to IDLG in addition to the mayor. IDLG can then work to see if there is another way to address that need.

Regular meetings between USAID COTRs, RU Chiefs of Party and IDLG have resumed. The first was held on May 22, 2011. A number of issues were discussed and highlights include:

- IDLG will sign a memorandum of understanding with the MUDA to work together on developing Master Plans for municipalities.
- Construction of vertical structures is within the scope of the program, but should be the exception rather than the rule.
- Coordination among all the various donors and implementers to avoid duplication to the maximum extent possible.
- There is a need for broad public or citizen involvement to ensure that citizens see that the municipalities delivering public service and that RU is not a donor-driven project. There will be regular reporting and coordination between IDLG and the RU programs.

CHALLENGES, RISKS AND ASSUMPTIONS

RU-W 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 several instances, RU-W will rely on USAID as the lead donor in liaising with IDLG, RU-W's primary counterpart, to help mitigate several challenges that we will face during implementation. They are listed in detail below:

Addressing the ambiguous policy/legal environment for municipalities. A new GIROA sub-national 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 governs (a) the work of municipalities, and (b) defines the relations between municipalities and other GIROA national and sub-national institutions (e.g. MUDA, IARCSC and MoF in budgetary matters) presents a clear challenge to RU-W implementation. This ambiguity also extends to municipal relations with other local government actors (such as the relationship between Provincial Governors and Mayors and Mayors of provincial capitals in relation to mayors of district towns), as well as specific municipal services, such as water and power, that currently fall outside the mandate of municipalities. Several reform measures that RU-W is expected to promote 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 in particular will need to be prepared to engage directly with these issues as required. At a minimum, and at the direction of IDLG and USAID, RU-W 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), but will design and implement program interventions that anticipate and reinforce the anticipated municipal legal framework.

IDLG Playing an effective role in coordinating with other key GIROA ministries and offices. To ensure sustainable, effective, and lasting change, RU-W will require IDLG to coordinate closely with other GIROA entities, including the Ministry of Urban Development as well as the Independent Administrative Reform and Civil Service Commission (IARCSC) and its Afghan Civil Service Institute (ACSI).

The Future of Public Administration and Civil Service Reform: RU-W will, from the outset, begin training municipal officials, none of whom have undergone the IARCSC public administration reform program. The Tashkeel will change following the PAR process; thus, RU-W will rely on IDLG and USAID to help guide training so that resources are not spent on civil servants who may not exist following the PAR process. PAR could be considered a prerequisite for effective, sustainable capacity development if sufficient numbers of public officials will change.

Civil Service Training: ACSI maintains and implements a comprehensive civil service training program designed currently to train provincial and district government officials on core functions (Human Resources, Procurement, Strategic Planning, Project Management, and Financial Management). IDLG must support RU-W to ensure municipal trainings are done in coordination with ACSI, and that ACSI gains the ability to train municipal employees (which it will need to do over the long term). Furthermore, municipalities have certain responsibilities that do not fall within the current ACSI curriculum, in these circumstances (such as revenue collection training), ACSI should be supported by RU-W to develop these abilities.

Ability and Will of IDLG to Enforce Commitments: IDLG must be willing to monitor compliance to ensure non-compliant municipalities are not rewarded for poor performance and bad behavior.

IDLG Will Lead Donor Coordination: with other implementing partners (ASGP, RU-W S/N/E) to avoid duplication of efforts. IDLG convenes and chairs monthly RU-W coordination meetings in which issues pertaining to RAMP UP (N,E,W,S) as well as ASGP will be discussed. Regular co-ordination meetings will be held between RU-W and ASGD to ensure co-ordination in Western regions.

IDLG's General Directorate of Municipal Affairs Requires Strengthening at the Tashkeel level: IDLG's GDMA provides central linkages with municipalities in the areas of communications, oversight, support and reporting need to be strengthened to ensure reform efforts implemented under RU-W are institutionalized and sustained. Additional donor support will be required to strengthen GDMA capacity, beyond those of RU-W, which include the capacity development efforts of RU-W's Senior Municipal Governance Advisor and Directorate of Municipal Affairs Liaison Officer.

IDLG Will Approve in a Timely Manner RU-W Products: Including, for example. Standard Operating Procedures, Survey Instruments, Municipal Improvement 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.

LEGISLATIVE FRAMEWORK

The law currently governing municipalities is the 2000 Municipal law that was promulgated under the Taliban. In 2009 attempts were made to address the lack of legislation pertaining to municipalities and there is reportedly draft legislation which has been revised (2011) and is due to come before parliament. It is currently only available in Dari.

Attachment A: Citizen Participation Workshops

CITY SUB-DISTRICT/GOZAR WORKSHOP NO. 1

IDENTIFYING NEEDS AND GENERATING POSSIBLE PROJECTS

1. WELCOME AND INTRODUCTION

Facilitator introduces himself/herself and welcomes the participants and introduces RU-W and its objectives

5 mins

Facilitator asks the participants to turn to the person on either side of them and to do the following:

- a. Tell them who you are.
- b. Tell them where you are from
- c. Tell them why you are here.

5 mins

Facilitator asks people to then tell the group what their expectations are. Facilitator writes down exactly what people say on newsprint (It is important not to change their words – just summarize and write them down, and thank them). There may only be time for a few responses – stop when there is a wide enough range of ideas.

10 mins

3. SMALL GROUP DISCUSSIONS

Let the participants break into small groups of not more than 10 per group (5 to 8 is best) and ask them to do the following:

- a. Choose a person to write up on the chart
- b. Choose a person to report back to the group

5 mins

Facilitators will go around and hand out newsprint and pens and ask the chosen writer to write down the group's answers on the chart.

The facilitator will give each group a piece of paper with the following printed on it:

“If the municipality had the resources to improve our town we would like it to.....”

The group should discuss what they would like and list all the possibilities which the group agrees are necessary. If there are disagreements list the suggestions but note that not everyone agreed. Participants should not worry at this stage about practicalities of implementing the projects. These are **dreams, hopes and wishes**. The suggested projects may be **big or small**.

30 mins

Facilitators should go around to the groups and check that the agreed suggestions are being listed, and that the writer is writing in large enough print that the large group will be able to see.

4. REPORT BACK

Ask the participants to come back to the large group.
Each of the people reporting from the group comes forward, puts up the chart and reports back what his/her group discussed.

The Facilitator will draw up another chart and combine the reports as they are given. The facilitator will list the suggestions as they come out and tick every time they are repeated. e.g.

Possible Project	
Roads	> > >>>> > (7)
Sports field	> (1)
Drainage canals	>>>>> (5)
School	>>> (3)
Bridge	>> (2)
Water	> > >>>> (6)
Clinic	>> (2)
Zoo	> (1)
Sewerage system	>>>> (4)
Repair of culverts	>>> (3)

40 mins

(depends on how many groups)

Number the listed suggestions according to the number of groups that recorded them (see above).

5. CLOSE

The facilitator thanks the participants for their contributions and tells them when the follow up meeting will be held. S/he explains that similar meetings will be held all over the town and that when all have been completed the lists of possible projects will be collated and brought back to them so that they can prioritize them.

Total: 105 mins

CITY SUB-DISTRICT/GOZAR WORKSHOP NO. 2

PRIORITIZING PROJECTS

1. WELCOME AND INTRODUCTION

The facilitator introduces himself or herself and explains for anyone who was not at the first workshop that this is the second workshop and that workshops have been conducted all over town to generate possible projects for the municipality to implement. The facilitator will have a collated list of all projects generated by all the workshops in order of their popularity (the number of groups that suggested them) Added to these lists will be any projects which the municipality has identified which have not been implemented as part of the **Expeditious Service Delivery Project** or the **Anchor Service Delivery Project** and any project identified by the **Citizens Forum** and **Municipal Business Forum**. The facilitator might explain what these are and report on progress to date.

15 mins

The facilitators ask the participants to turn to the person next to them, introduce themselves and say what they are expecting from the workshop.

Ask people to:

- a. Tell them who you are.
- b. Tell them where you are from
- c. Tell them what you hope for in this workshop.

5 mins

Ask participants to then tell the group what they are expecting. Write down exactly what people say (do not change their words). There may not be time to hear from everyone. Stop when a wide enough range of views have been heard.

If anyone raises a pressing or contentious issue suggest that this be discussed at the end of the meeting and if necessary another meeting will be called. Try to make sure that the meeting is not derailed and that the purpose of the meeting is achieved. It is very important to acknowledge the person's issue and let them know that it has been noted and will be dealt with once the business of this meeting is concluded.

15 mins

2. PRIORITIZING PROCESS

Let the participants break into small groups of not more than 10 per group (5 to 8 is best) and ask them to do the following:

- c. Choose a person to write up on the chart
- d. Choose a person to report back to the group

5 mins

Facilitators will go around hand out newsprint and pens and ask the chosen writer to write down the group's answers on the chart.

The facilitator will give each group the lists of projects printed on them (if literacy is a problem the facilitator may have to call out the projects slowly one by one giving the groups a chance to discuss). Depending on the towns and the needs the project lists may have been divided into large and small and long term and short term so that they can be considered accordingly.

The groups will also be given a piece of paper which says:

“Discuss each list of projects and rank them in order of most wanted to least wanted by putting a number from 1 – 10 next to the project name. Try and find agreement in the group but if that is not possible note the disagreements”.

30 mins – 50 mins

Depending on the number of projects

6. REPORT BACK

In the large group ask each group the report on the first five projects on each list. The facilitator will draw up a new set of lists on newsprint and record and combine the reports as they are given. Each project is listed as it is named and then ticked when another group lists the same project

Possible Large Projects	
Piped water	> > >>>> (1)
New Sports field	> (6)
Toilets near bus stop	>>> (4)
Roads	>>>>> (2)
Clinic	>> (5)
Sewerage system	>>>> (3)

Possible Small Projects	
Repair culverts	> > >>>> (1)
Repair pot-holes	> (6)
Plant trees	>>> (4)
Improve rubbish collection	>>>>> (2)
Repair public toilets	>> (5)
Repair drainage canals	>>>> (3)

30 mins

3. CLOSE

The facilitator thanks the people for their participation and confirms that RU-W will be supporting the municipality to determine in what order the projects will be implemented and that a **Service Delivery Improvement Plan** will be drawn up. Explain that there will be quarterly meetings held with residents to report on progress and to obtain feedback from residents.

TOTAL: 120mins

Attachment B: Preliminary List of Potential Expeditious Service Delivery Projects

Herat Municipality:

As per meeting, which was held on 10 & 11 May 2011 with Director of Herat City, Construction Department following projects are Herat City's priorities.

(The assessment was prepared based on limited information)

#	Project Name	Qty	Approx. Duration	Approx. Budget (\$)	What is needed for the first step?	Project Details	Project Category
1	Women's Garden Rehabilitation	1 Park (40000 sqm)	4 Months		Detailed Technical Survey	Mayor's confirmation to add Municipality Projects needed.	Women's Project Category
2	Rehabilitation of Municipality Park's Hotel	1 hotels	2 Months		Detailed Technical Survey	To be used as a Municipality Departments offices	Quick Impact Project & Increasing of Revenue Category
3	Rehabilitation of Municipality Takht-e-Safar and Mir Dawod Hotels	2 hotels	4 Months		Detailed Technical Survey		Quick Impact Project & Increasing of Revenue Category
4	Rehabilitation of Taraqi Park	100000 sqm	4 Months		Detailed Technical Survey	Needs: Electrical System, Water pipe scheme, Stone pitching of sidewalks, Installation of benches, Drainage Lining, Culverts, Pool, Digging well, Water reservoir, etc...	Youth's Project Category
5	Construction of Latrine in the Parks	4 set	2 Months		Detailed Technical Survey	Each set of Latrine has 8 toilets which includes two parts (Male/Female)	Quick Impact Project Category
6	Construction of Sidewalks	15000 m.l	6 Months		Detailed Technical Survey	Sidewalk (width:=6m)	Public Work Infrastructure Project Category
7	Construction of Drainage Canals	15000 m.l	6 Months		Detailed Technical Survey	Drainage: (Width=0.6m, Depth=0.8m)	Public Work Infrastructure Project Category
8	Construction of Culverts	150 No	4 Months		Detailed Technical Survey	Culvert: (Length=10m, Width=0.6m, Depth=1.2m)	Public Work Infrastructure Project Category
9	Construction of	2 No	4		Geo Technical Data, and	Small Bridge:	Public Work

	Small Bridge		Months		Detailed Technical Survey	(Length=12m, Width=5m and Depth=3m)	Infrastructure Project Category
10	Creating and Developing of City Master Plan	1 set	18 Months		Meetings with Municipality and City Urban Development Departments, Reviewing the Existing Master Plan, and Detailed Technical Survey		Planning and Development Project Category
11	Creating a System for Recycling the Garbage	1 set	12 Months		Meetings with Municipality, and Detailed Technical Survey	Estimated Population =1.2million Estimated amount of garbage per day =700cum	Project Management Category
12	Construction of Main Sewage Canals (in different sizes)	2680m	12 Months		Detailed Technical Survey, Environmental Analysis and assessment, and Match with the Developed Master Plan	Main Canals Details: Type I: (Length=350m, Width=2m and Depth=3m) Type II: (Length=770m, Width=4m and Depth=3m) Type III: (Length=1560m, Width=1.8m, Depth=2m)	Public Work Infrastructure Project Category
13	Construction of Small and Sub main Sewage Canals (in different sizes)	16713 m.l	12 Months		Detailed Technical Survey, Environmental Analysis and assessment, and Match with the Developed Master Plan	Sub-main Canals Details: Type A: (Length =4061m, Width=1m, and Depth=1m) Type B: (Length=8701m, Width=0.8m, Depth=1m) Type C: (Length=2251, Width=0.6m, Depth=0.8m) Type D: (Length=1700m, Width=1.2m, Depth=1.2m)	Public Work Infrastructure Project Category
14	Rehabilitation of City Streets Asphalt	14470 m.l	9 Months		Detailed Technical Survey	Some streets need to be repaired (damaged part and holes to be filled) and some streets need to a new surface asphalt layer	Public Work Infrastructure Project Category
15	Rehabilitation of Streets Boulevard	5000 m.l	4 Months		Detailed Technical Survey	Rehabilitation of Boulevard's Lining with the metallic Rail in both sides	Public Work Infrastructure Project Category
16	Construction of Sewage Settlement House	1 set	6 Months		Detailed Technical Survey, Environmental Analysis and assessment, (Match with the Developed Master Plan)		Public Work Infrastructure Project Category
17	Construction of Filtering Pool for the Sewage Canals	2 set	6 Months		Detailed Technical Survey, Environmental Analysis and assessment, (Match with the Developed Master Plan)	The location of pools are at the end of Main sewage canals that are connected to the river	Public Work Infrastructure Project Category

						(Karbar)	
18	Demarcation and Layout of North side of Herat City	L.S	6 Months		Meetings with Municipality and City Urban Develop. Departments, Match with the Developed Master Plan, and Technical Survey		Planning and Development Project Category
19	Construction of Administration Building for Municipality Districts				Additional Info. (Vertical structures only rehab)		
20	Construction of Administration Building for Municipality				Additional Info. (Vertical structures only rehab)		
21	Solar Lights				Will be done by Municipality's own budget		
22	Improving the Grass Areas				Not Priority (for 1 st year Work Plan)		Youth's Project Category
23	Creating the Modern Nurseries				Not Priority (for 1 st year Work Plan)		Increasing of Revenue Project Category
24	Gravelling of Streets				Not Priority (for 1 st year Work Plan)		Public Work Infrastructure Project Category
25	Creating Zoo				Not Priority (for 1 st year Work Plan)		Increasing of Revenue Project Category
26	Creating the Fish Raising Fields				Not Priority (for 1 st year Work Plan)		Increasing of Revenue Project Category
27	Creating the Agriculture research Farm				Not Priority (for 1 st year Work Plan)		Increasing of Revenue Project Category
28	Creating the Horticulture Farm				Not Priority (for 1 st year Work Plan)		Increasing of Revenue Projects Category
29	Providing the Agricultural anti bacterial medicine				Not Priority (for 1 st year Work Plan)		
30	Creating Cold Warehouse				Not Priority (for 1 st year Work Plan)		Increasing of Revenue Project Category
31	Creating Asphalt Factories				Not Priority (for 1 st year Work Plan)		Increasing of Revenue Project Category
32	Creating Machinery Bakeries				Not Priority (for 1 st year Work Plan)		Increasing of Revenue Project Category
33	Cleaning of				Not Priority (for 1 st year		Cash for Work

	Drainage Canals				Work Plan)		Project Category
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Farah Municipality:

A meeting was held on 25 April 2011 with Farah Municipality and City construction department, to find the primary needs of Farah city. (Projects List)

And the additional information (Projects Details with limited information) is achieved by the call discussions and Email with Farah Municipality Construction Department on 17 & 18 May 2011.

#	Project Name	Qty	Approx. Duration	Approx. Budget (\$)	What is needed for the first step?	Project Details	Project Category
1	Construction of green area and parks in the 5th and 6th districts	3 Parks (36000 sqm)	6 Months		Meetings with Municipality, Detailed Technical Survey, (Match with the Developed Master Plan)	The needs are all necessary construction jobs and facilities for the Park such green area, toilet, drainage water pipe scheme and etc...	Youth's Project Category
2	Graveling of Roads in the 5th and 6th districts	51 Km	9 Months		Detailed Technical Survey, and Preliminary and Secondary Road Surveys	The roads are in different width: (Length=8km, Width=30m) (Length=27km,Width=15m) (Length=16km,Width=12m)	Public Work Infrastructure Project Category
3	Construction of bridges at north and south canals	6 No.	6 Months		Detailed Technical Survey, and Geo Technical Data	Bridges: Length = 13m Width = 6m, Depth = 3m	Public Work Infrastructure Project Category
4	Construction of market at the area of old public bathroom				Additional Info. (only rehab for the Vertical structure)		
5	Children's garden in the 4th district (with playing tools)	1 set (14000 sqm)	4 Months		Meetings with Municipality, Comprehensive Technical Survey, (Match with the Developed Master Plan)	Needs are: Playing tools for the Children, Green area, Water pipe scheme, etc...	Public Work Infrastructure Project Category
6	Providing soft water (Potable) for Municipality coverage area	1 set	9 Months		Meetings with Municipality and Water Management Departments, (Match with the developed Master Plan,) Detailed Technical Survey	Water Supply Network Details: Approximate Length of Network = 90km Population =180000 Depth of underground potable water=60-90m Needs: Pipes in different sizes, Manholes, Deep well, Water reservoir, coloration system, water pumps, and etc...	Public Work Infrastructure Project Category
7	Construction of	14 km	6	\$	Detailed Technical Survey	Retaining Wall Details:	Public Work

	remaining retain walls of north and south canals		Months			Length = 14km Depth =2.5	Infrastructure Project Category
8	Construction of road Drainage at several districts	20 Km	9 Months		Detailed Technical Survey	Drainage Details: Depth = 0.8 m, Width = 0.6m	Public Work Infrastructure Project Category
9	Purchasing of 5 vehicles for cleaning department				N/A		
10	Purchasing of excavator for cleaning department				N/A		
11	Construction of Vehicles parking in the city	10 set	4 Months		Meetings with Municipality, Detailed Technical Survey, (Match with the Developed Master Plan)	Vehicles Parking Details: Parking Area = 40m x 21m	Public Work Infrastructure Project Category
12	Construction of entrance gates for the city	4 Gates	3 Months		Detailed Technical Survey	The needs are: Construction of Guard rooms and Entrance gates Entrance Gate details: Width = 12m, Height = 9m	Public Work Infrastructure Project Category
13	Extension of the existing hall of municipality	160 sqm	4 Months		Detailed Technical Survey		Public Work Project Category
14	Construction of Building for the Municipality Districts Offices	6 No.			Additional info. (Vertical structures only rehab)		
15	Creating and Developing the City Master Plan	1 set	12 Months		Meetings with Municipality and City Urban Development Departments, Reviewing the Existing Master Plan, and Comprehensive Technical Survey		Planning and Development Project Category

Chaghcharan Municipality

A meeting was held on 19 May 2011 with Chaghcharan Municipality and its Admin and Construction departments, to find the primary needs of Chaghcharan city. (Projects List)

And the additional information will be achieved from Construction department's manager this week and will be added to the below chart.

#	Project Name	Qty	Approx. Duration	Approx. Budget (\$)	What is needed for the first step?	Project Details	Project Category
1	Creating and Developing the City Master Plan	1 set	12 Months		Meetings with Municipality and City Urban Development Departments, Reviewing the Existing Master Plan, and Detailed Technical Survey		Planning and Development Project Category
2	Construction of Harirod's North Canal for irrigation of green area in the city				Detailed Technical Survey		Public Work Project Category
3	Creating of Sewage System in the City	Lump Sum			Detail Technical Survey, Environmental Analysis and assessment, and Match with the Developed Master Plan	Needs: Construction of sewage canals Construction of Filtering Pools Construction of Manholes for inspecting of Canals Construction of Settlement house	Public Work Infrastructure Project Category
4	Potable water pipe scheme (Water Supply System)				Meetings with Municipality and Water Management Departments, Match with the developed Master Plan, and Detailed Technical Survey	Needs: Pipes in different sizes, Digging of Deep Well, Construction of Water reservoir, Construction of Manholes, and Coloration System	Public Work Infrastructures Project Category
5	Creating of the system for collecting the garbage				Meetings with Municipality, and Detailed Technical Survey	The project details are: Construction of Trash points in the city and create the garbage collecting system	Project Management Category
6	Construction of Street's Boulevard (Streets Median)				Detailed Technical Survey	The project details are: Construction of Concrete Boulevard and installation of rail at both sides of the Boulevard	Public Work Infrastructure Project Category

7	Creating and construction of green area and Parks in the city				Meetings with Municipality, Detailed Technical Survey, (Match with the Developed Master Plan)		Youth's Project Category
8	Creating of Children's park with playing and sporting tools				Meetings with Municipality, Detailed Technical Survey, and (Match with the Developed Master Plan)	The project needs are: Playing and sporting tools for the Children, Green area, Water pipe scheme, etc...	Public Work Infrastructure Project Category
9	Creating of Zoo				N/A		Increasing of Revenue Project Category
10	Asphalt the sub-streets of the city				Detailed Technical Survey, and Preliminary and Secondary Road Surveys		Public Work Infrastructure Project Category
11	Construction of footpath in two longitudinal sides of the Harirood Bridge				Detailed Technical Survey		Public Work Infrastructures Projects Category
12	Construction of Latrines in the city				Detailed Technical Survey		Quick Impact Project Category
13	Purchasing of tree plants				Will be done by Municipality's own Budget		
14	Planting of the tree plants in the city				Will be done by Municipality's own Budget		
15	Gravelling of the Roads				Will be done by Municipality's own Budget		Public Work Infrastructures Projects Category
16	Concreting of the Municipality Yard				Will be done by Municipality's own Budget		Public Work Infrastructures Projects Category

Qala-e-Naw Municipality

A meeting was held on 16 May 2011 with Qala-e-Naw Municipality and its Admin Department, to find the primary needs of Qala-e-Naw city. (Projects List)

And the additional information is achieved by call discussions from the Mayor on 24 May.

#	Project Name	Qty	Approx. Duration	Approx. Budget (\$)	What is needed for the first step?	Project Details	Project Category
1	Construction of Canal from Baghak village to the Qala-e-Naw City River	1500 m.l	6 Months		Detailed Technical Survey	Canal Details: Length=1500m Depth=3m Width=3-4m	Public Work Infrastructure Project Category
2	Construction of Jahr-e-Khoshk Canal	600 m.l	3 Months		Detailed Technical Survey	Canal Details: Length=600m Depth=3m Length=3m	Public Work Infrastructure Project Category
3	Gabion Work in Qala-e-Naw River	300 m.l	3 Months		Detailed Technical Survey	Gabion Wall Details: Length=300m Height =3m	Public Work Infrastructure Project Category
4	Gabion Work in Kharestan River	2200 m.l	9 Months		Detailed Technical Survey	Gabion Wall Details: Length=2200m Height=3m	Public Work Project Category
5	Construction of Green Area across the Justice Department	1440 sqm			Detailed Technical Survey	Details: Area = 180m x 8m Needs: Green area, Drainage, Surrounding Rail, Water pipe scheme and etc...	Public Work Infrastructure Project Category
6	Rehabilitation of Municipality Garden's Building	1 set	2 Months		Detailed Technical Survey		Quick Impact Project Category
7	Rehabilitation of Municipality Guesthouse Building	1 set	2 Months		Detailed Technical Survey		Quick Impact Project Category
8	Rehabilitation of Municipality offices Building	1 set	2 Months		Detailed Technical Survey		Quick Impact Project Category
9	Asphalting the Roads	8.2 km	5 Months		Detailed Technical Survey, and Preliminary and Secondary Road Surveys	Road Details: Length=8200m Width=8 - 11m	Public Work Infrastructure Project Category
10	Construction of Road Drainage	16.4 km	6 Months		Detailed Technical Survey	Drainage Details: Length=16400m Width=0.6m, Depth=1m	Public Work Inf. Project Category
11	Construction of a Modern Building as Municipality Guesthouse				Additional info. (Vertical structures only rehab)		

12	Construction of Road for the town in the North side of Qala-e-Naw River	10 Km	6 Months		Detailed Technical Survey, and Preliminary and Secondary Road Surveys	Road Details: Length=10000m Width=8 – 12m	Public Work Infrastructure Project Category
13	Backfilling of Gabion Walls	Lump Sum	2 Months		Detailed Technical Survey	The Gabion walls are inside the Ganj(Qala Naw Bazaar) Backfilling Details: Gabion Wall Length=130m, Gabion Wall Height=3m Width of Backfilling=40m Depth of Backfilling = Variable (0.5m to 3m)	Quick Impact Project Category
14	Construction of Sport Field	1 set	6 Months		Meetings with Municipality and Sport Departments, Detailed Technical Survey, (Match with the Developed Master Plan)	Details: Area=120m x 80m Needs are: Football Court, Volleyball Court, Grass area, and etc...	Youth's Project Category
15	Construction of Trash house	20 No.	3 Months		Meetings with Municipality ,Detailed Technical Survey, (Match with the Developed Master Plan)		Public Work Infrastructure Project Category
16	Construction of Culverts	20 No.	2 Months		Detailed Technical Survey	Culvert Details: Length=8 - 11m Width=0.6m Depth=1m	Quick Impact Project Category
17	Construction of Retaining Wall	150 m.l	2 Months		Detailed Technical Survey	Retaining Wall Details: Length=150m Height=2m And also needs a sub-canal to conduct the water to the main canal	Quick Impact Project Category
18	Creating and Developing the City Master Plan	1 set	12 Months		Meetings with Municipality and City Urban Development Departments , Reviewing the Existing Master Plan, and Detailed Technical Survey		Planning and Development Project Category
19	Purchasing of Truck with water tank(Sprinkler)	2 No.			N/A		
20	Purchasing of Grader	1 No.			N/A		
21	Purchasing of Loader	1 No.			N/A		
22	Purchasing of Compactor	1 No.			N/A		
23	Purchasing of Dam Truck	2 No.			N/A		
24	Purchasing of Water Pump	3 No.			N/A		

	March		April				May				June				July				August				September				October				November				December				January				February				March	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Service Delivery Improvement Plans																																																
Analysis of baseline data from External Survey																																																
Public Engagement and Citizen Participation Program																																																
Train workshop facilitators																																																
Workshop 1- identify needs and possible projects																																																
Workshop 2- prioritize projects																																																
Identify timelines and systems and procedural improvements needed for implementation																																																
Submit for inclusion in Service Delivery Plan																																																
Citizen Forums																																																
Identify all civic organizations, women's and youth organizations, business associations																																																
Workshop 1 for Citizen Forum																																																
Workshop 2 for Citizen Forum																																																
Add prioritized project lists for inclusion in Service Delivery Improvement Plan																																																
Citizen Forums to meet monthly for review																																																
Municipal Management Capacity Building Plans																																																
Analysis of data from initial Internal Survey																																																
Draft and Present Municipal Management and Capacity Building Plans (MMCBP)																																																
Review Draft MMCBP against analysis of baseline data from Internal Survey																																																
Development of Standard Operating Procedures																																																
Analysis of data from initial Internal Survey and functional audits																																																
Develop appropriate training																																																
Draft and present SOPs for each municipality in accordance with analysis of Internal Survey baseline data																																																
Add to Municipal Management and Capacity Building Plans																																																
Implementation of Performance Based Budgeting																																																
Analysis of data from initial Internal Survey																																																
Assist municipalities in drafting Performance Based Budgeting Guidelines																																																
Assist municipalities in implementing Performance Based Budgeting																																																
Assist municipalities in drafting and implementing Financial Management and Budget Execution Guildines																																																
Review above assistance against functional audit findings and adjust accordingly																																																
Municipal officials develop first Performance Based Budget																																																
Add to Municipal Management and Capacity Building Plans																																																
Implementation of Modernized Accounting Systems																																																
Analysis of initial data from Internal Survey																																																
Assist municipalities in implementing Modernized Accounting Systems																																																
Assist municipalities in specifying, procuring and installing municipal financial management and property inventory software																																																
Review against functional audit findings and adjust accordingly																																																
Provide training on software use																																																
Provide on-the-job learning opportunities																																																
Introduce computer-based financial management tools																																																
Add to Municipal Management and Capacity Building Plans																																																
Implementation of Improved Municipal Performance Management Systems																																																
Analysis of baseline data from Internal Survey																																																
Develop Improved Municipal Performance Management Systems																																																
Review against functional audit findings and adjust accordingly																																																
Add to Municipal Management and Capacity Building Plans																																																
Land Use Plans																																																
Analysis of initial data from Internal Survey and baseline data from External Survey																																																
Prepare brief for potential subcontractor in consultation with municipality and IDLG																																																
Support municipality to begin procurement process																																																
Support municipality to appoint urban planning subcontractor																																																
Support municipality on urban planning process																																																
Present Land Use Plan for approval																																																
Economic Development Plans																																																
Analysis of data from Economic Baseline Survey																																																
Draft Economic Development Plans																																																
Put draft to Municipal Business Forum																																																

