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LAND REFORM IN AFGHANISTAN (LARA)

WORK PLAN–BASE PERIOD (16 MONTHS)
APRIL 2011–JULY 2012

31 MARCH 2011

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ACRONYMS AND ABBREVIATIONS

AfLIS	Afghan Land Information System
AGCHO	Afghan Geodesy and Cartography Head Office
AICRS	Afghan Integrated Cadastre and Registry System
AIMS	Afghanistan Information Management Services
ALCBO	Afghanistan Legal Capacity Building Organization
ALCO	Afghanistan Land Consulting Organization
ALRMIS	ARAZI Land Records Management System
AMLAK	Government entity responsible for managing government-owned agricultural lands, currently a department within MAIL
ARAZI	Formerly the Afghan Land Agency (ALA)
BizCLIR	Business Climate Legal and Institutional Reform
CBDR	Community-Based Dispute Resolution
CCN	Cooperating Country National
CLIR	Commercial Legal and Institutional Reform
COP	Chief of Party
COTR	Contracting Officer's Technical Representative (USAID)
CRA	Cooperation for the Reconstruction of Afghanistan
CUPD	Community Upgrading and Development Plan
DCOP	Deputy Chief of Party
DFID	Department for International Development
dTS	Development & Training Services, Inc.
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
GPS	Global Positioning System
IDLG	Independent Directorate of Local Governance
ILS	International Land Systems

<i>Jirga</i>	Assembly of Tribal Leaders
KAP	Knowledge, Attitudes, and Practices
KCI	Kabul City Initiative Project (USAID)
KURP	Kabul Urban Reconstruction Program
LARA	Land Reform in Afghanistan
LTERRA	Land Tenure and Economic Restructuring in Afghanistan Project (USAID)
M&E	Monitoring and Evaluation
MAIL	Ministry of Agriculture, Irrigation, and Livestock
MIS	Management Information System
MOU	Memorandum of Understanding
MUDA	Ministry of Urban Development Affairs
NGO	Nongovernment Organization
NRC	Norwegian Refugee Council
PALAD	Policy Analysis and Legal Advisory Department
PDCWG	Planning and Development Coordination Working Group
PIA	Public Information and Awareness
PMP	Performance Monitoring Plan
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID)
RFP	Request for Proposal
RDI	Rural Development Institute (now known as Landesa)
SDO	Sanayee Development Organization
SERS	Safety and Emergency Response Specialist
SHG	Self-Help Group
<i>Shuras</i>	Council of Elders
SGI	Spectre Group International
SITP	Strategic Information Technology Plan
SM	Security Manager
SO	Strategic Objective
SOP	Standard Operating Procedure
SOW	Scope of Work

STTA	Short-Term Technical Advisor
SUIS	Settlement Upgrading Information System
TCN	Third Country National
TOT	Training of Trainers
TLO	The Liaison Office
UIT	Upgrade Information Team
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

1.0 INTRODUCTION

The Land Reform in Afghanistan (LARA) procurement was tendered by USAID/Kabul in September 2010 and awarded to Tetra Tech ARD and its partners on 30 January 2011 upon contract signing. This procurement was an amended version of an earlier procurement released on 13 March 2010 that was subsequently canceled. The current LARA project is scheduled to take place in two phases, each 18 months in duration. According to the contract, the LARA team was given 60 days from the effective date of the contract to develop the Project Work Plan for the first phase of the contract. The following timelines apply for work plan development and LARA implementation:

Phase I (18 months):

- Work plan development (2 months): 1 February to 31 March 2011
- Implementation (16 months): 1 April to 31 July 2012.

Phase II (18 months):

- Implementation: 1 August 2012 to 31 January 2014.

The LARA start-up team arrived in Kabul in late February after USAID approval of the submitted Safety and Security Plan and 90-day Mobilization Plan, delays experienced in obtaining visas, and time required to resolve issues related to the Government of the Islamic Republic of Afghanistan's (GIROA) restrictions on licensing to private security companies. This start-up team initiated work on logistics, space, personnel, finances, and security—all activities that required dedicated focus throughout the work planning period.

Early phases of work plan development were driven by the need to engage and inform local partners and government counterparts in LARA's status and changes since its design and procurement. The Request for Proposal (RFP) discouraged exclusive agreements with local partners; this action effectively shut off the flow of information and two-way planning among Tetra Tech ARD and local stakeholders in the bidding process. Consequently, the start-up team's immediate priority upon arrival was to engage private and public sector counterparts in building consensus on LARA's needs and implementation requirements (see Box A for key meetings held).

A second priority upon inception was to update stakeholder knowledge and expectations of three strategic changes in the Scope of Work (SOW) that had transpired since the LARA RFP's release (both March and September). First, resources obligated for LARA have declined from \$140 million (for five years) in March 2010 to \$70 million (for three years) in

BOX A: KEY MEETINGS AND WORKSHOPS, LARA START-UP FOR WORK PLAN DEVELOPMENT

MEETINGS

- Afghan Geodesy and Cartography Head Office (AGCHO)
- Afghanistan Information Management Services (AIMS)
- Afghan Land Authority (ALA)
- Afghanistan Legal Capacity Building Organization (ALCBO)
- Afghan Land Consulting Organization (ALCO)
- Cooperation for Reconstruction of Afghanistan (CRA)
- Harakat
- Land Rights
- Ministry of Urban Development Affairs (MUDA)
- Norwegian Refugee Council (NRC)
- Sanayee Development Organization (SDO)
- The Liaison Office (TLO)
- Supreme Court
- USAID

WORKSHOPS

- Afghan Private Sector Partners Workshop
- ARAZI/Harakat Workshop

September 2010. Second, Tetra Tech ARD’s proposal budgeted roughly \$55 million for Phase I program activities; upon arrival, we were informed by USAID that only \$42 million was available for the next 18 months. Third, the September RFP emphasized assistance to the Afghan Land Agency (ARAZI) and the Afghan Entity (one or multiple firms). USAID now seeks to work with multiple public and private sector partners to help broaden participation in the land market.

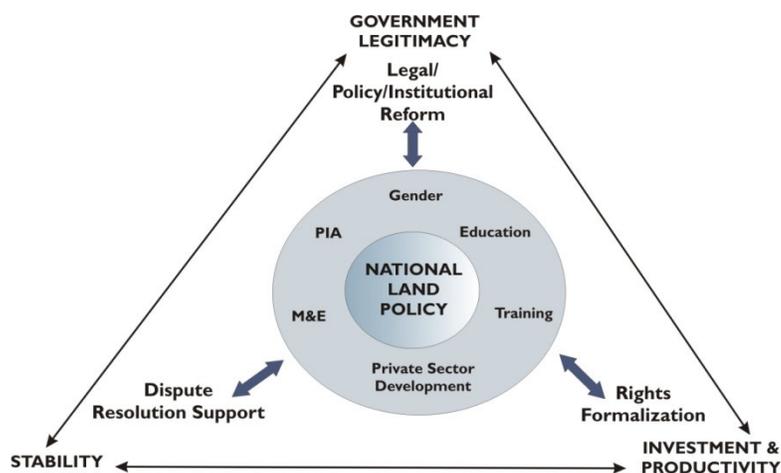
These changes resulted in minor but positive changes to the work plan mainly in terms of organization, and less in terms of changes in specific activities and tasks as envisioned in our proposal. However, the reduction in funding for Phase I has created the need to substantially downsize Phase I activities and shift certain activities to Phase II. The latter changes are indicated in the work plan that follows.

This work plan covers a 16-month period from anticipated start-up of implementation in April 2011 through July 2012. At the time of submission, USAID work plan approval was anticipated by 15 April 2011.

1.1 PROJECT PURPOSE AND VISION

Through implementation of the recently approved National Land Policy, the purpose of the LARA project is to develop a robust, enduring, and Afghan-owned and -managed land market framework that encourages investment and productivity growth, resolves/mitigates land-based conflict, and builds confidence in government’s legitimacy, thereby enhancing stability in Afghan society. The outer triangle elements shown in Figure 1.1 represent USAID’s inter-related objectives and depict LARA’s implicit components: (1) legal/policy/institutional reform and public sector development; (2) rights formalization and urban settlement upgrading; and (3) dispute resolution support through municipal and private sector development. The two inner circles demonstrate the importance of key cross-cutting activities. LARA seeks to strengthen and support GIRoA institutions that deal with land, principally ARAZI, MUDA, Independent Directorate of Local Governance (IDLG), and the Supreme Court, through technical assistance that meets their objectives with respect to land management and planning, and to create Afghan capacity to successfully design, manage, and implement needed land tenure reform for land market development.

Figure 1.1: LARA Land Market Framework



Legitimacy. Institutions are the organizations and rules that define markets and regulate their performance. Legitimacy underpins the foundations of property institutions and gives credibility to contracts and market transactions. Secure property rights can be created either in law or through customary tenure arrangements, but they can lead to conflict or legal pluralism unless guided to be mutually accepting—the thrust of legal and policy reform. More secure rights in law have little meaning unless they relate distinct individuals or legal entities to distinct pieces of property with boundaries clearly delineated—the thrust of rights clarification, demarcation, and land registration/titling—under formalization. Also under rights formalization is settlement upgrading that increases the value of real estate, and increases the collateral value of land and property as a necessary condition for expanding the credit and mortgage market. Insecure property rights are exacerbated by vulnerability resulting from land grabbing by powerful interests,

or by people displaced or divested of property as a result of conflict, in particular, women, the displaced, and the marginalized. Land can thus be a source of conflict when access is threatened or when interventions such as formalization bring latent disputes or multiple claims to the surface. However, when combined with effective land dispute resolution and enforcement, resource access is broadened, land rights and tenure security made more secure, and respect for government institutions is increased.

Economic Drivers. Tenure security is represented by a full set of use and transfer rights, the ability to enforce those rights against the claims of others, sufficient duration to recoup labor and capital invested, and assurance that these benefits are attainable. These are necessary conditions for enhanced investment, productivity, and jobs, but they are not sufficient without profitable investment opportunities, functioning markets, and capital (facilitated by transferable title that enhances land's collateral value and improves creditworthiness). It is this circularity and call for integration that is LARA's challenge in helping to develop Afghanistan's land market.

1.2 PROJECT OBJECTIVES

LARA is designed to contribute to the Afghanistan National Development Strategy through the USAID goal of aiding a *Stable and Democratic Afghanistan*. It specifically supports USAID Strategic Objective (SO) 5—*Thriving, Licit Economy Led by the Private Sector*. Three influences will help shape LARA's contributions to this SO: (1) the foundations provided by the former USAID Land Tenure and Economic Restructuring in Afghanistan (LTERA) project that provides a starting point and methods that can be adapted; (2) USAID/Afghanistan management objectives including Afghanization and conflict mitigation; and (3) the following major LARA objectives that contribute to this USAID SO:

1. Strengthen institutional, policy, and legal reform to secure property rights for Afghan citizens
2. Improve property rights delivery (land administration and formalization)
3. Enable all citizens (women, minorities, and vulnerable populations) to exercise their rights through public information awareness (PIA)
4. Strengthen land dispute resolution processes to reduce conflict and promote peace and stability
5. Promote economic development through clear and enforceable property rights, PIA, land rights delivery, and land dispute resolution
6. Provide assistance in the cross-cutting areas of: gender, training, PIA, and private sector development.

These objectives are supported by four components that provide the over-arching structure for programming activities and tasks in this work plan.

LARA Project Components:

1. Assist ARAZI to identify, manage, lease, and obtain revenue from Afghan government lands and provide targeted technical assistance
2. Build capacity of private sector service providers to provide land-related services to Afghan private and public sectors
3. Support MUDA, AGCHO, IDLG, and selected municipalities with informal settlements upgrading, formalization, cadastral mapping, laws for urban planning and land use regulation, and training in planning and enforcement
4. Strengthen tenure security by supporting the Supreme Court and communities with rights formalization and informal dispute resolution.

1.3 LOCAL PARTNERSHIP AND THEIR CONTRIBUTIONS TO LARA

LARA will strengthen and support government institutions dealing with land through assistance with land management and planning, and will create Afghan capacity to successfully design, manage, and implement land market development. Mentioned in this work plan are a number of Afghan organizations that we envision leading LARA’s development as illustrated in Table 1.1. Throughout the life of LARA, new entities will be created through business incubation programs, while others will be added through sole-source and competitive contracts based on needs to be determined.

TABLE 1.1: THE INDICATIVE TETRA TECH ARD LARA TEAM		
Firm	Capabilities	Role in LARA
ALCBO	Afghan law and capacity building organization with three departments newly envisioned: legal services, legal aid, women/human rights; land document assessments and valuation/zoning services; training on land procedures and legal drafting to government.	Legal and policy reform, legal and regulatory drafting, and legal training to government and private sector stakeholders.
ALCO	Afghanistan land consulting organization established by the former employees of LTERA. Offers services including title examination, dispute resolution, survey and mapping, valuation, and capacity building.	Established under the USAID LTERA project. Formalization of illegal settlements, urban upgrading, and title examination. Interested in becoming a land services training provider.
Tetra Tech ARD	Implementer of large, integrated land tenure reform projects including property rights reform, dispute and conflict resolution, communication, outreach, geographic information system (GIS)/mapping, and land use planning and management.	Overall management; responsible for and intellectual leadership in land tenure and property rights.
CRA	Works on formalization/upgrading of municipalities in Kabul and rural areas. Through the Kabul Urban Reconstruction Program (KURP), produced manual on municipal upgrading for informal settlements.	Provide municipal formalization and upgrading of informal settlements, and provider of community-based dispute resolution (CBDR) models.
Tetra Tech DPK	A division of Tetra Tech ARD, provides expertise in strengthening rule of law, conflict resolution, justice, government integrity, and court administration.	Assist ARAZI with models for land dispute resolution and restitution of illegally owned properties.
Development & Training Services, Inc. (dTS)	Provides training and technical assistance integrating gender into program design and implementation in economic growth and governance sectors.	Assist with women-owned small business development, and training/capacity building in land service provision.
Harakat	Afghan-managed organization that aims to improve the Afghan business environment. Provides grants to the private sector and government agencies to reduce or remove barriers to doing business in Afghanistan.	Technical lead on business climate legal and institutional reform (BizCLIR) assessment; coordinate support of ARAZI on issues of land inventory and capacity development.

TABLE 1.1: THE INDICATIVE TETRA TECH AND LARA TEAM

Firm	Capabilities	Role in LARA
Inter-national Land Systems (ILS)	Provides expertise in land administration, adjudication, and titling; business process analysis; and integrated technology design and data conversion for land information systems.	Support the inventorying and recording of state-owned land, land valuation, leasing of state lands, GIS, and land information systems.
Land Rights	Provides expertise in improving land tenure, land management, land use, land development, and public finance for industrial, commercial, agricultural, and personal use.	Develop municipal guidelines, land zoning, curricula, informal settlement upgrading, and Afghanistan Commercial Dispute Resolution techniques, manuals, and guidelines.
Landesa (formerly RDI)	With the Global Center for Women’s Land Rights, specializes in land law and legal reform, with specialized expertise in gender, women’s land rights, and issues related to inheritance.	Support to address legal issues constraining women’s access to land, review inheritance law, and conduct study tours.
SDO	Serves vulnerable and disadvantaged people in areas of education, peace building, and community development in remote and underserved rural areas.	Support TLO, CRA, and ALCO in the application of CBRD services in rural areas.
TLO	Integrates traditional tribal structures into the peace and reconstruction process through dialogue with tribal/community leaders in the south and southeast.	Support the application of working with traditional authorities on conflict resolution services in rural areas.

2.0 OVERVIEW OF THE BASE PERIOD WORK PLAN

The base work plan covers a 16-month period that begins in April 2011 and ends in July 2012. It is organized around four components that contribute to the USAID SO that supports a *Thriving, Licit Economy Led by the Private Sector*:

1. Assist ARAZI to identify, manage, lease, and obtain revenue from Afghan government lands and provide targeted technical assistance
2. Build capacity of private sector service providers to provide land-related services to Afghan private and public sectors
3. Support MUDA, AGCHO, IDLG, and selected municipalities with informal settlements upgrading, formalization, cadastral mapping, laws for urban planning and land use regulation, and training in planning and enforcement
4. Strengthen tenure security by supporting the Supreme Court and communities with rights formalization and informal dispute resolution.

Each component is further disaggregated into major activities necessary to achieve the output, and further activities are broken down into tasks—the smallest steps necessary to complete the program of work. Some tasks are process-driven to aid in the development of other tasks that follow. Other activities and tasks lead to concrete deliverables that will be reported upon in quarterly and annual reporting.

Deliverables are concrete outcomes of a given activity or task. Milestones reflect benchmarks of progress to help gauge LARA progress and performance at a higher order than is reflected in deliverables alone.

The work plan that follows programs activities, tasks and deliverables associated with each of the four components above. The Performance Monitoring Plan (PMP) in Appendix A links outputs to milestones that will be tracked and reported on for overall project performance.

Table 2.1: LARA Performance Management Plan: Selected Indicator Targets

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL & ANNUAL TARGET

Performance Indicator	Type	Baseline Value April 2011	Target Option September 2011	Target Option December 2011	Target Option March 2012	Target Option June 2012
Component 1: Strengthen and Support to ARAZI to Better Manage Government-Owned Property						
Major Results and Outcomes						
Milestone Index–Based on a competency framework for ARAZI to fulfill its mandate, based on negotiated phased performance standards (number of milestones to be assessed during baseline)	M	N/A	30%	50%	70%	80%
% increase in GIRoA revenues as a result of leases of government land	C	TBD	0%	5% above baseline	10% above baseline	15% above baseline
Component 2: Build Capacity of Private Sector Firms to Independently and Successfully Execute Future Land Reform Programs						
Major Capacity Building and Training Outputs						
# private sector firms receiving institutional capacity building training (related to business functions)	C	N/A	4	8	10	12
# private sector firms receiving capacity training in land reform-related programs (technical)	C	N/A	4	8	10	12
% increase in public perception of security as a result of improved land dispute resolution (annual focus group survey in target communities)	C	TBD	5% above baseline	15% above baseline	25% above baseline	35% above baseline
Component 3: Support MUDA, AGCHO, ILDG, and Municipalities with Informal Settlements Upgrading, Formalization, Mapping, and Urban Land Use Planning						
Major Results and Outcomes						
# Community Upgrade Development Plans approved by municipalities	A	N/A	0	1	2	4
# of informal settlements upgraded	A	0	0	1	2	3
% increase in municipal revenues through settlement formalization	C	TBD	5%	10%	15%	20%
Component 4: Strengthen Land Tenure Security by Supporting the Supreme Court and Communities with Rights Formalization and Informal Dispute Resolution						
Major Results and Outcomes						
% increase in women's inclusion on new deed registrations and leases	C	TBD	5% above baseline	10% above baseline	20% above baseline	45% above baseline
# of improvements in laws and regulations affecting property rights of the urban and rural poor enacted with USG assistance	A		2			2
# of obstacles to women's economic activities (due to legal discrimination) eliminated as a result of USG assistance	A		2			2

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL & ANNUAL TARGET

Performance Indicator	Type	Baseline Value April 2011	Target Option September 2011	Target Option December 2011	Target Option March 2012	Target Option June 2012
Cross-Cutting Components						
Major Results and Outcomes						
# public information campaigns/ messages targeting women's rights to land	A	N/A	3			3
Major Capacity Building and Training Outputs						
# persons trained (disaggregated by public sector/private sector) as a result of project activities	C	N/A	150	415	615	905
% women trained as a result of project activities	C	N/A	30%	30%	30%	30%
# participants in study tours and other international venues (disaggregated by public sector/private sector)	C	N/A	15	30	45	60
% women participants in study tours and other international venues	C	N/A	30%	30%	30%	30%
% increase in private sector partner staff above baseline at the time of contracting	A	N/A		20%		40%

2.1 COMPONENT 1. ASSIST ARAZI TO IDENTIFY, MANAGE, LEASE, AND OBTAIN REVENUE FROM AFGHAN GOVERNMENT LANDS AND PROVIDE TECHNICAL ASSISTANCE

The purpose of this component is to assist ARAZI in formulating policy, laws, regulations, and institutional reform necessary for strengthening land tenure security, aiding the development of land markets, and establishing the institutional framework for managing state lands. Through technical assistance, this activity will assist ARAZI on matters relating to its organization and operation, including the identification, inventory, management, leasing, and revenue collection from state-owned land, and will advise on appropriate models for resolving land disputes between the Ministry of Agriculture, Irrigation, and Livestock (MAIL) and private individuals/businesses, along with restitution of illegally occupied property.

2.1.1 Provide Technical Assistance to ARAZI on Its Organization and Operation

With funding from Harakat, ARAZI has recruited talented, experienced managers to lead its various departments. This activity outlines the process of institutional strengthening of ARAZI, where Afghans will lead with LARA's technical assistance.

Task 2.1.1.1: Develop Consensus on Project Activities through Strategic High-Level Meetings.

LARA will conduct strategic-high level meetings with the Minister of MAIL and the Director of ARAZI to identify the gaps in expectations between the GIROA and LARA. During this process, consensus will be reached on project strategies, methodologies, timeframes, cooperation, and deliverables. The aim is to prepare and agree on a memorandum of understanding (MOU) between ARAZI and LARA.

Task 2.1.1.2: Develop a Strategic Information Technology Plan (SITP). The SITP will lay the basis for an integrated Systems Requirements Specification for the ARAZI Land Records Management

Information System (ALRMIS, see below) configuration which, in turn, will provide the foundation for an integrated management information system (MIS) solution to fulfill ARAZI's goal of efficiency, transparency, and accuracy. The SITP will comprise an analysis of ARAZI computer system functions, an Office Automation Plan, an Information Systems Plan, a plan to organize the computer functions, and a sustainability plan. The SITP will make recommendations, including a comprehensive hardware and software solution, to integrate all the operational and public services activities of ARAZI, providing reliable daily operations records. The SITP will propose a platform that will integrate and connect information areas such as the land MIS, land inventory, and lease and contract management.

The recommended platform will take into consideration the need to customize and link off-the-shelf software. The SITP will propose solutions to optimize resources in terms of cost and time. The recommendations will focus on the development of appropriate linkages between existing software programs. Additionally, the recommendations of the SITP will focus on a platform with strong security systems. The SITP will propose options to present and deliver customized monitoring reports (refer to task 2.1.2.4). Once approved in consultation with ARAZI, the SITP will be implemented.

Task 2.1.1.3: Configure ALRMIS. ALRMIS will be configured on off-the-shelf software packages. Features will include land/property lease management, billing and collection, GIS integration, user workflow functions, secure audit trails, bilingual language support, transaction monitoring, property appraisal, and web access.

ILS will configure the ALRMIS prototype in a testing environment while providing technology training and on-the-job systems support to ARAZI staff. ARAZI staff will be trained in all aspects of the system including conversion/migration of paper-based archives and any inventory data on government-owned lands. ALRMIS will initially be deployed in Kabul and one regional mini-hub during the base period. Contingent on available networks and requisite base period funding resources, this regional mini-hub may serve up to three provincial offices, and data will be regularly backed up on dedicated servers in ARAZI headquarters.

Task 2.1.1.4: Strengthen ARAZI's Institutional Structure and Operational Efficiency. The 23 August 2010 Cabinet decision introduced two significant challenges for ARAZI's organization and operation: (1) build a robust Directorate for Land Conflict Resolution with sub-departments in document assessment, legal affairs, and protection of restituted properties; and (2) merge 900 AMLAK civil servants into ARAZI. LARA's Institutional Development and Land Conflict Resolution experts, along with ALCO's document assessment experts and ALCBO's legal experts, will explore working with Tadbeer's (Afghan nongovernmental organization [NGO] led by former Minister of Rural Rehabilitation and Development Ehsan Zia) network of trainers in 34 provinces to assist ARAZI in its development. As minister, Mr. Zia reorganized a very complex national program by developing clear job descriptions and manageable standard operating procedures (SOPs) that enabled district-level civil servants to better understand and perform their duties. Tadbeer will help ARAZI undertake a needs assessment and develop job descriptions, SOPs and trainings. This will be conducted in two phases. During Phase I, Tadbeer will help ARAZI undertake a needs assessment that includes workshops with ARAZI high level officials and advisors, evaluations of the existing organizational structure, re-engineering of technical processes, and support for the re-engineering processes. During Phase II, LARA will assist ARAZI to implement the re-organization and procedural changes (including associated training).

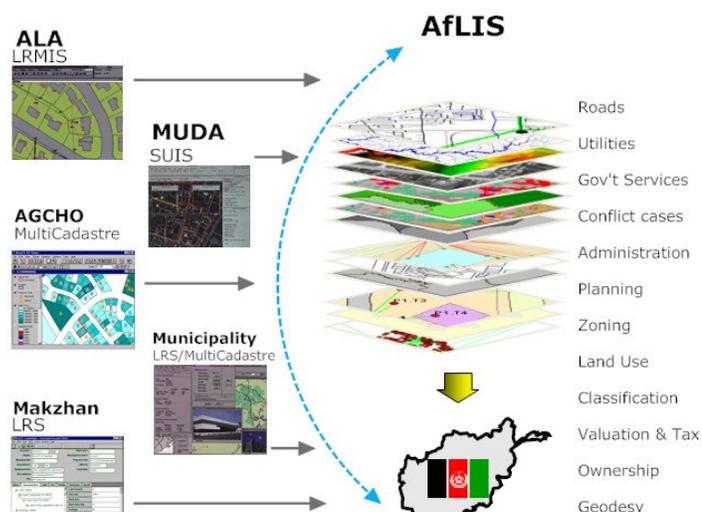
Task 2.1.1.5: Improve Methodologies to Inventory and Classify State-Owned Land. Land value variations within a city or market area can be explained by physical factors and location. Prior to determining the weight of these elements, site and situational factors must be considered. Site attributes are the size, topography, and other physical features of a given parcel. Situational attributes focus on the location of a parcel relative to other places. Land inventory must capture both attributes. This task will provide guidance on how to identify, document, and classify state-owned land, as well as evaluate existing information sources (remote imagery, land use zoning plans, ownership records). Automated

routines and “ground truthing” methodologies will be trialed in order to deliver a robust and geographically scalable inventory and classification scheme suitable to ARAZI staff training and the ALRMIS configuration.

Task 2.1.1.6: Develop Land Valuation Models for Leasing Fee Calculations. Land values in any geographic area are affected by economic, social, legal, governmental, and bio-physical factors. State, provincial, and local governments often influence land development through taxation, zoning, land use, and rent controls. Land values are also affected by quality of local services—roads, clinics, schools, and public infrastructure. ILS will work with ARAZI’s property valuation experts to develop valuation models and pilot these to test data collection, data management, and valuation results. ILS will mentor ARAZI on data to be collected, data collection techniques, quality control, and review processes to ensure data uniformity. ILS will provide valuation data management software for integration within ALRMIS to model, value, and track historical changes. ILS will work with ARAZI to develop the methodology for valuing property in terms of rental payments for leasehold, or values associated with disposal through auctions of state-owned land. A comprehensive training plan will be created to scale up services.

Task 2.1.1.7: Conceptualize the Afghan Land Information System (AfLIS). Over the life of the project, LARA will create huge amounts of land information to be stored and updated within multiple agencies. The GIS-enabled solutions above are based on common technology frameworks that will simplify configuration, training, licensing, and support needs across all entities. LARA further proposes development of the AfLIS to underpin a wider spatial data infrastructure and integrate the various LARA data management tools: the ALRMIS under **task 2.1.1.3**; the Settlement Upgrading Information System (SUIS) under **task 2.3.3.6**; the Afghan Integrated Cadastre and Registry System (AICRS) under **task 2.3.2.7**; and the land dispute case management system under **task 2.1.3.4** (see Figure 2.1). This integration will facilitate collaboration between agencies and the private sector on standards, data sharing protocols, and value-added products and services. Base period activities in this regard will focus on development of the AfLIS road map that will examine and address issues related to data standards, institutional custodianship of information, inter-agency data exchange protocols, and wider public access.

Figure 2.1: AfLIS Framework



Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables				
	2011						2012										
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J	J
1. Conduct Strategic High-Level Meetings																	
• Undertake high-level meetings																	
• Negotiate terms of MOU																	MOU
2. Develop SITP																	
• Conduct ARAZI business area analysis																	
• Develop and approve SITP																	SITP
3. Configure ALRMIS																	
• Develop system requirements																	

Task and Sub-Tasks	Base 16-Month Timeline														Key Deliverables			
	2011							2012										
	A	M	J	J	A	S	O	N	D	J	F	M	A	M		J	J	
• Develop prototype and conduct on-the-job training																		Operational ALRMIS system operational
• Deploy system to regions																		ALRMIS deployed
• Conduct ALRMIS training																		
4. Strengthen ARAZI's Institutional Structure and Operational Efficiency																		
• Undertake needs assessment																		ARAZI institutional diagnostic
• Assess human resources needs and develop job descriptions																		
• Prepare training plan																		
• Conduct change management and training																		
5. Improve Methodologies to Inventory and Classify State-Owned Land																		
• Develop test methodology																		
• Automate routines																		State land/property inventory and classification scheme established
• Conduct training in use and application																		
• Finalize ALRMIS configuration																		
6. Develop Land Valuation Models for Leasing Fee Calculations																		
• Develop model(s)																		
• Perform pilot testing and refinement																		Land valuation models piloted
• Incorporate into ALRMIS																		
7. Conceptualize of AfLIS																		
• Develop standards, data sharing protocols, and value-added services																		
• Perform system integration and testing																		Operationalized in Phase II
• Conduct ongoing refinements																		

2.1.2 Conduct BizCLIR Real Estate Registration and CLIR Real Property Legal Framework Diagnostics to Evaluate Existing and Proposed Legal Framework for Real Estate and Draft Changes to Real Estate Legislation as Needed

The evolution of ARAZI from project to GIROA agency, absorption of AMLAK, ongoing negotiations to transfer the Cadastral Unit from AGCHO to ARAZI, and development of a Land Dispute Directorate have contributed to the complexity of ARAZI's organization. ARAZI must greatly expand its mission while simultaneously transforming itself into an institution with huge new roles and responsibilities. Through the application of the commercial legal and institutional reform (CLIR)/BizCLIR assessment tools, LARA will help ARAZI formulate and prioritize an action plan for land tenure reform with immediate implications for the registration and leasing of state-owned lands.

Task 2.1.2.1: Conduct CLIR and BizCLIR Assessments. The CLIR methodology is a proven tool used to identify land tenure constraints including unclear jurisdictional mandates, weak legal framework, and legal plurality that create tenure insecurity. The 2007 CLIR analysis developed recommendations for evolving the state of commercial law as it relates to real estate. LARA plans to subcontract Harakat to conduct this analysis along with ALCBO legal specialists and international short-term technical advisors (STTA). The team will conduct desk and field research to assess how land issues affect business transactions, how they are treated by local authorities, and how government and citizens apply laws. ARAZI and MAIL will be asked for input, but will not be involved in the design or analysis to avoid conflict of interest. Based on the findings, the team will develop a legislative priority list and timetable to

draft changes in real estate legislation. The assessment will conclude with a Legislative Priority List and Timetable as the framework to identify and sequence legal, regulatory, and institutional reforms and to guide work plan development.

Task 2.1.2.2: Commission Policy Reviews and Field Investigations. MAIL/ARAZI will require ongoing assessment of land tenure issues including commissioned papers, legal and policy reviews, and field assessments to inform legal and policy reform. LARA will support public and private sector organizations to undertake these commissioned studies and investigations and help advise on policy reforms and implementation strategies.

Task 2.1.2.3: Support Legislative and Regulatory Reforms. The body of land law in Afghanistan is spread over 16 separate pieces of legislation, each requiring analysis, review, and compliance with Shari’a law. The Policy Analysis and Legal Advisory Department (PALAD) with MAIL would be the logical partner to coordinate the legal reform process, undertake comparative review, and amend legislation for a variety of related land laws and regulations (Land Management Law, Rangeland Law). The Legislative Priority List and Timetable developed above will aid prioritization. LARA will provide support with legal and policy training, legislative and public hearings, and legal review and drafting as appropriate. The approach will follow the International Consortium for Law and Development’s four-step approach (identify, explain, solve, monitor) to legislative problem-solving using specialized techniques to develop a package of legislation that builds consensus and delivers reforms.

Task 2.1.2.4: Conduct Communications Campaign to Inform Citizens of Legal and Policy Change. LARA will support a series of coordinated outreach campaigns to: (1) build political will in central government and Parliament to advance new policy and legislation; (2) inform citizens about the process for, and importance of, documenting their rights in land; and (3) work on mechanisms to strengthen women’s property rights. Harakat is already assisting ARAZI’s Department of Outreach and Public Relations with web site development, television and radio spots, brochures, and billboards. LARA will further assist MAIL/ARAZI with stakeholder education, educational materials, and professional forums. NGOs operating at the provincial level will be identified and their expertise leveraged with outreach coordination and materials. As Afghan citizens view corruption as the primary impediment to effective governance, we will coordinate with officials from the High Office of Oversight and new Anti-Corruption Tribunals to connect citizens with government’s anti-corruption efforts.

Task 2.1.2.5: Establish Baselines and Conduct Assessments of Knowledge Attitudes and Practices (KAPs). The CLIR/BizCLIR assessments will provide a baseline on the KAP of Afghan businesses and citizens with respect to real estate law and registration to evaluate the effectiveness of the interventions above. Changes in KAP will be captured in the mid-project and final follow-on CLIR and BizCLIR assessments.

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables				
	2011						2012										
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J	J
1. Conduct CLIR and BizCLIR Assessments																	
• Prepare SOW and subcontract for Harakat																	
• Conduct assessment																	
• Analyze and prepare report																	CLIR/BizCLIR Assessment
• Develop roadmap of legal reforms and priorities																	Legislative Priority List and Timetable
2. Commission Policy Reviews and Field Investigations																	
• Prepare periodic SOWs																	
• Perform ongoing investigations																	

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables				
	2011						2012										
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J	J
• Conduct policy workshops																	
3. Support Legislative and Regulatory Reforms																	
• Facilitate public hearings/roundtables																	
• Conduct legal/policy training																	
• Draft legislation/regulations																	Real estate legislation drafted or amended
4. Conduct Communications Campaign to Inform Citizens of Legal and Policy Change																	
• Prepare media materials																	
• Conduct PIA training																	
• Issue subcontracts to NGOs and media providers																	
• Conduct communication campaigns																	
5. Establish Baselines and Conduct KAP Surveys																	
• Baseline established: CLIR/BizCLIR assessment																	KAP baseline
• KAP survey (Phase II)																	

2.1.3 Assist ARAZI to Develop Models for Resolving Land Disputes between MAIL and Private Individuals/Businesses; Further Support Implementation of Decree 638 on the Independent Board for the Restitution of Illegally Occupied Properties

This activity will support ARAZI with development of models for resolving disputes (e.g., alternate dispute resolution) between MAIL and private citizens/business, and the restitution of illegally occupied properties. LARA will closely coordinate with the Harakat-funded organizations piloting alternative dispute resolution centers and Component 4, Activity 3, which is conducting parallel but related work with land-related conflict on customary or tribal lands.

Task 2.1.3.1: Assist with Design of Land Dispute Resolution Procedures. LARA’s legal team and local legal specialists will lead the preparation of a report on comparative land dispute resolution mechanisms and their applicability to land disputes in Afghanistan. International models and experiences will be reviewed in such areas as dispute body membership, voluntary or mandatory decisions, procedural rules and case management features, and standing of parties and role of attorneys in the process. The legal team will also review what constitutes valid evidence of ownership, mechanisms to support uniformity and accountability of decision making, and enforceability of decisions. The report will recommend models tailored to the most common types of disputes between MAIL and private citizens/businesses, and will weigh whether differentiated procedures are desirable for different types of disputes.

Task 2.1.3.2: Evaluate AMLAK Dispute Case Management Systems and Assist with New Procedures. LARA’s legal team will work with ARAZI to conduct a thorough analysis of AMLAK procedures including their efficiency, uniformity of application, common problems in management of cases, average case processing times and outcomes, and user satisfaction. It will also review AMLAK’s statistical, filing, recordkeeping, and reporting systems to identify ways to improve their efficiency, effectiveness, and accountability. The assessment report will recommend improvements in the above areas. New or amended procedures will then be revised that improve justice and efficiency.

Task 2.1.3.3: Support Integration of AMLAK Data and Case Management. LARA will support ARAZI as it assumes authority over land disputes previously heard by AMLAK offices. Tadbeer will be engaged to develop and implement transition plans that address how and when files and records will be transferred, whether pending case files will be transferred in addition to new filings, data migration, and public and staff education. To ensure consistency and transparency across ARAZI operations, record-

keeping for dispute resolution cases will be configured into ALRMIS, reducing the need for training and systems support across multiple software platforms.

Task 2.1.3.4: Support the Design of a Land Dispute Case Management System. The LARA team will undertake an inventory of land dispute cases under management by ARAZI, initially to convey information on number, type, and severity to provide basic information on frequency of disputes and the workload they present on ARAZI. Tetra Tech DPK and local legal staff of local legal experts will then undertake work on the features and development of a case management system for processing these cases by action, the steps taken, current status, and legal decision, if any. The features and database of this work will be integrated into ALRMIS. LARA will develop procedural guidelines and training on their application to increase consistency. Furthermore, ALRMIS will be configured with specific transaction workflows and forms to process cases dealing with illegal occupation of land to reduce opportunities for manipulation, and capture a secure record that can be held up to public scrutiny.

Task 2.1.3.5: Support ARAZI with Restitution of Illegally Occupied Properties. Restitution of illegally occupied land and property risks creating or exacerbating conflict, particularly if political or ethnic manipulations or corruption are involved. ARAZI cannot fulfill its mandate of managing state land and increasing state revenue from it without returning land to clear legal status, but there is risk of the agency overstepping its legal bounds in this pursuit, for example, by expanding state land through eminent domain without compensation. USAID foreign policy cannot support de facto (or the appearance of) nationalization of property and government takings without principles of due process, accountability, transparency, and fair and just compensation. LARA will assist ARAZI with dispute resolution on the ground as long as it complies with these principles via operational support for field investigations, title searches, support for dispute resolution processes, and determination of appropriate restitution and compensation. LARA cannot support civil sector salaries. However, it can support private sector technical assistance to perform this work either via staff seconded to ARAZI or subcontracted to the private sector.

Task 2.1.3.6: Support Transparency and Public Information and Awareness. LARA will assist with the development of a public outreach strategy for managing all aspects of the above to enable full public disclosure of cases being managed, disputes in process, properties restituted, and cases being successfully resolved or denied. LARA will also support education efforts aimed at governors, provincial councils, municipalities, and citizens to inform the public of new implementing procedures in place. An example of an approach to support transparency is the development of a Customer Service Charter.

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables			
	2011						2012									
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J
1. Assist with Design of Land Dispute Resolution Procedures																
• Undertake comparative analysis																
• Develop case management features																
• Prepare report																Report on recommended models for land dispute resolution
2. Evaluate AMLAK Dispute Case Management Systems and Assist With New Procedures																
• Evaluate case management																
• Prepare assessment report																Diagnostic of AMLAK's Land Dispute Case Management System
• Amend systems and procedures																Dispute resolution systems and procedures amended
3. Support Integration of AMLAK Data and Case Management																
• Undertake inventory of land disputes handled by ARAZI																Transfer of AMLAK data to ARAZI
• Assemble and consolidate data																

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables					
	2011						2012											
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J	J	
• Integrate with ALRMIS																		
4. Support the Design of a Land Dispute Case Management System																		
• Design case management system																		ALRMIS system designed
• Integrate data into ALRMIS																		ALRMIS managing restitution claims
5. Support ARAZI with Restitution of Illegally Occupied Properties																		
• Provide technical support for independent:																		
<input type="checkbox"/> Title searches and survey																		
<input type="checkbox"/> Adjudication and arbitration																		
6. Support Transparency and Public Information and Awareness																		
• Develop communications plan																		
• Communications roll-out																		
• Conduct land resolution trainings																		5 venues x 20 participants

2.2 COMPONENT 2. BUILD CAPACITY OF PRIVATE SECTOR SERVICE PROVIDERS TO PROVIDE LAND-RELATED SERVICES TO AFGHAN PRIVATE AND PUBLIC SECTORS

LARA will support two important initiatives that will provide land service provider support. First, it will strengthen the capacity of land service providers in the areas of organizational development, financial management, procurement, contracting, and reporting to strengthen their business performance and ability to compete for contracts issued by the GIRoA and donors. Second, the LARA project will strengthen the technical capacity of land service providers to deliver land services in areas of securing property rights and resource governance, land law and policy, geospatial technology, land use planning and valuation, land records management, land dispute resolution, and environmental planning, among other trainings as needed. Toward the end of the work plan period, trainings will be extended to land use providers in up to three municipalities to support work on land formalization and upgrading under Component 3 that follows. The LARA team anticipates that at least one land service provider will graduate to assume leadership for standalone contracts by the end of the 18-month base period, with training expanded and deepened to service providers nationally and locally in the extension period. This component consists of three activities:

1. Provide institutional support and strengthen capacity of land service providers in areas of organization, financial management, procurement, contracting, and reporting
2. Provide technical support and capacity building in technical services
3. Expand institutional support for land management services in three municipalities outside Kabul

2.2.1 Provide Institutional Support and Strengthen Capacity of Land Service Providers in Areas of Organization, Financial Management, Procurement, Contracting, and Reporting

The development of a vibrant land market will require a broad array of NGOs, academic institutions, and private firms with a variety of specialized skills. However, regardless of their technical mission, each firm will need to develop the capabilities to operate and compete in the market for land services, and by, Phase II, to assume responsibilities as prime contractors able to compete for and implement donor and GIRoA contracts on demand

Task 2.2.1.1: Undertake Institutional Diagnostic of Selected Service Providers. The LARA Institutional Development Expert and a local subcontractor (TBD) will conduct an institutional diagnostic (illustrative coverage in Box B) to develop a needs assessment profile of selected service providers (ALCO, ALCBO, CRA, Land Rights, SDO, and TLO). The LARA team will cross-interview administrative and management staff and review the breadth and integrity of its internal operating procedures to develop sector-wide strategy and recommendations for capacity building interventions. We will further consider grants to: the Afghan Builders Association to develop and deliver training for Afghan companies on how to participate in procurements; Afghan Financial Services to deliver training to land market service providers on keeping auditable financial records and invoicing to enable their success when participating in donor and GIROA contracts; and the Real Estate Dealers Association to deliver training on land market issues associated with land transactions.

Box B: Service Providers Diagnostic

- Organizational structure
- Human resources management
- Financial management
- Procurement management
- Contract and compliance management
- Quality control management
- Growth strategy and business plan

Task 2.2.1.2: Prepare Training Strategy. The needs assessment will be used to craft a capacity building program that will be delivered to land service providers upon demand and will include courses to be taught (illustrative coverage in Box C), topics covered, thematic coverage, and duration. As part of this exercise, the LARA team will undertake a review of handbooks and prepare other training materials and new materials as appropriate. A clear strategy will need to be developed to accommodate the needs of entities just formed or starting, versus those of more seasoned firms. Course agendas and training materials will need to be reviewed for relevance and level of difficulty by target firms. Courses will be taught by LARA’s procurement and subcontracting staff and local counterparts identified above, starting with short course training, and then later shifting to one-on-one mentoring in the course of contract administration. It’s also anticipated that one or more land service providers may be able to offer specialized courses of their own or operate as instructors in LARA trainings—e.g., Harakat for competitive procurements with U.K. Department for International Development (DFID) funding, the Afghan Builders Association, Afghan Financial Services, RNW Group, and/or Center for Public Management.

Box C: Illustrative Capacity Building Topics

- Business Ethics
- Accounting Report Generation
- Budgeting
- Procurement
- Subcontracting
- Leasing
- Inventory Management
- Audit
- QA/QC
- USAID Procurement

Task 2.2.1.3: Support Institutional Capacity Building of Land Service Providers. The Institutional Development Expert and LARA training unit (see management organization in Section 3.0) will identify training resources to deliver the capacity building program, manage the delivery of capacity building activities, develop venues, and lead the communication and outreach campaigns to encourage attendance. The training will be delivered in Kabul, but will encourage participation of field staff via support for travel and expenses. LARA will use accredited local Afghan institutions wherever possible to do the training with the involvement of home office and LARA staff (e.g., international STTA and the Deputy Chief of Party [DCOP] of Operations). We will consider entities such as the Center for Public Management for training in USG regulations and procurement systems, and will invite other donors, including the United Nations Development Programme (UNDP), DFID, and the Asian Development Bank, to present their procurement systems. On-the-job training for the procurement and disbursement of LARA sub-awards will be conducted by Tetra Tech ARD staff, with oversight by our Internal Auditor.

Task 2.2.1.4: Assess Training Quality and Sustainability in Coursework and Application. LARA’s training unit will be responsible for assessing results and progress of the training, and will use both internal and external resources to monitor progress. Assessment methodologies will be prepared and tested. In addition to conducting spot checks and training evaluations, we will request an independent

evaluation of selected land service providers at least twice during the operation of subcontracts and further advise on systems and procedures as needed. A subcontract is envisioned with ALTAI Consulting to assess the quality of course teachings and to assess the performance of staff trained in post-course employment.

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables			
	2011						2012									
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J
1. Undertake Institutional Diagnostic of Service Providers																
• Recruit subcontractor	■															
• Develop diagnostic methodology	■	■														
• Undertake diagnostic			■													
• Analyze and prepare report			■	●												Service providers diagnostic: procurement and contract management
2. Prepare Training Strategy Plan																
• Design training strategy				■												
• Prepare training materials					■	●										Training handbooks and materials
• Review by service providers																
• Prepare strategy						■	●									Strategy for capacity building and training
3. Support Capacity Building of Land Service Providers																
• Prepare venues					■											
• Establish grants for training providers						■										
• Perform communication and outreach activities							■	■	■	■	■	■	■	■	■	
• Conduct trainings								■	■	■	■	■	■	■	■	1 venue/month x 10 persons
4. Assess Training Quality and Sustainability																
• Issue grant for independent evaluator					■											
• Develop methodology						■	■									
• Undertake evaluations								■	■	■	■	■	■	■	■	Course evaluations

2.2.2 Provide Technical Support and Capacity Building in Technical Services

This activity is intended to strengthen the capacity of land service providers in technical areas related to LARA through short courses, study tours, and on-the-job mentoring, and to provide support to Kabul universities to host LARA-supported classroom and lab instruction for student training

Task 2.2.2.1: Conduct Needs Assessment of Technical Capacity Building. Commensurate with the Institutional Diagnostic of Selected Service Providers under task 2.2.1.1, the Institutional Development Expert along with LARA partners, as appropriate, will conduct a technical needs assessment of selected service providers (ALCO, ALCBO, CRA, Land Rights, SDO, and TLO). The LARA team will cross-interview management and technical staff to identify technical needs. In addition, we will work with key government agencies participating in LARA (ARAZI, IDLG, MUDA, and Supreme Court) to assess needs and requirements envisioned for private sector development along with their own capacity building needs. While Component 2 is oriented to training land sector service providers, these courses would also be appropriate to joint public and private sector attendance depending on needs and interests identified.

Task 2.2.2.2: Conduct Inventory of Existing Training Programs and Materials. A number of organizations have already developed training materials in support of proprietary training programs based on best practices. These include global training courses on land tenure and property rights sponsored by USAID (e.g., Property Rights and Resource Governance short course hosted by Tetra Tech ARD);

training manuals and courses on dispute resolution by NRC, TLO, and SDO; modules on GIS by AIMS; modules and materials supporting the application of land records and cadastral management by ILS; and training methodologies on gender and monitoring and evaluation (M&E) by dTS. In addition, a suite of training programs was previously developed and delivered under LTERA that is likely still to be relevant for LARA. This inventory will assemble training venues and materials, giving emphasis to those currently developed and being implemented in Afghanistan. Efforts will be undertaken to standardize and package training venues and materials, and provide grants to local organizations to host the courses. Instructors will be a mix of international STTA to provide comparative context and best practices and local instructors to provide local context and subject matter.

Task 2.2.2.3: Conduct Technical Short Courses. The LARA team will explore with local partners (ALCBO and ALCO) the option of building and supporting a private Training Center to serve both public sector and land market service providers depending on demand and long-term viability. Additionally or alternatively, LARA will consider developing training to service providers through university courses developed with the organizations set out under Task 2.2.2.5. Initially, project training curricula will be delivered, using a training of trainers (TOT) format, to trainers in Kabul using international advisors working with Afghan trainers, interpreters, and facilitators to implement trainings, with local providers assuming leadership of these courses by the end of the base period. Trainers trained under the TOT courses are then expected to provide field-based trainings with support of regional coordinators who, with support of LARA local partners, will be responsible for scheduling and assisting classroom trainings, monitoring training in the field offices, and participating in planning meetings and TOT sessions in Kabul.

Task 2.2.2.4: Provide Training in Land Dispute Resolution and Facilitation Techniques. Land dispute resolution, facilitation, and conflict mediation training in task 2.2.2.3 above will require follow-on trainings that are relevant and practical to Afghanistan's culture and tradition. NRC, SDO, and TLO already engage in localized trainings and have best practices to share. Localized training modules or short courses will be delivered using Afghan trainers, with mentoring by international staff using existing references, e.g., the USAID-funded *Training of Trainers Manual for Conflict Transformation and Peacebuilding in Rwanda*. Additional special subjects are anticipated in areas that interface with other LARA components:

- Preparation of documents for submission to ALRMIS where dispute evidence will be stored, along with a record of the community decisions, for use by the formal judicial system
- Guidelines for mentoring *shural/jirga* leaders on techniques in dispute resolution, e.g., how to hold effective hearings, burdens of proof, and questioning of parties
- Steps to ensure CBDR decisions are accepted and ratified by the formal justice system including documentation needed, requirements of proof, and elements of an adequate judgment
- Dispute resolution by Provincial Reconstruction Teams (PRTs) or other relevant organizations.

Task 2.2.2.5: Support GIS and Cadastral/Land Records Instruction at Kabul Universities. The LARA team will conduct a review of curricula offered by Kabul Polytechnic University and Kabul University with recommendations for new courses or for bringing existing courses into line with international standards. This review will also evaluate facilities (laboratories and classrooms) with an eye toward upgrading and refurbishment. Such improvements will be given the highest priority activities to be undertaken during the base period. Lower priority facilities upgrades will be performed under Phase II according to resource availability. LARA will also examine the feasibility of establishing a dedicated training facility for conducting short courses and training programs for possible placement within Kabul University or a land service provider as appropriate. LARA will design relevant course curricula and materials, building on the programs developed under LTERA. Where required, international experts will

work with private sector training providers to refine these materials, establish courses, and conduct training of trainers as a means to build capacity. This facility will also provide professional associations with a location for conducting meetings and seminars.

Task 2.2.2.6: Support Attendance at International Conferences and Short Courses. LARA will provide assistance with travel to international training venues based on adequate justification in fulfilling capacity building needs, and development of a clear vision for how the tours will build and extend capacity upon return. Illustrative courses include:

- Lincoln Institute of Land Policy’s annual International Land Policy conference with a focus on fiscal decentralization and property rights in industrial and developing countries
- Institute for Housing and Urban Development Studies in association with the Lincoln Institute’s four-week short course on Land Management and Informal Settlement Regularization every summer
- Swedesurvey courses, including their Urban Land Administration course targeting middle management professionals working with land, housing and settlement, urban development and planning, survey and mapping, and informal settlements
- UN-HABITAT’s World Urban Forum every other year (next in 2012), which examines rapid urbanization and its impact on communities, cities, economies, climate change, and policies
- World Bank Annual Conference on Land Administration and Policy, which brings together leading experts to present and discuss experiences in land administration, land policy, governance, and access to land by vulnerable groups, among other land related topics
- International Federation of Surveyors international congress, held every four years, with annual working weeks held in intervening years, along with various seminars and workshops
- Landesa, Center for Women, visiting professionals, fellow programs or similar beginning in September.

Study tours will be organized by component leaders in coordination with the DCOP of Technical Operations and with home office backstopping and support.

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables			
	2011						2012									
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J
1. Conduct Needs Assessment for Technical Training																
• Recruit subcontractor																
• Develop diagnostic methodology																
• Undertake diagnostic																
• Analyze and prepare report																Service providers diagnostic: technical needs assessment
2. Conduct Inventory of Training Programs and Materials																
• Conduct inventory																
• Design training strategy																
• Prepare short courses and training materials																Training handbooks and other materials
• Review by service providers																
• Prepare strategy/venues																Strategy for capacity building and training
3. Conduct Technical Trainings																
• Explore strategy for training center																Evaluation and business plan
• Establish grants to training providers																

Task and Sub-Tasks	Base 16-Month Timeline														Key Deliverables		
	2011							2012									
	A	M	J	J	A	S	O	N	D	J	F	M	A	M		J	J
• Perform communications and outreach																	
• Conduct trainings in Kabul																	Kabul: 8 venues x 25 persons
• Conduct trainings in municipalities																	3 venues x 25 persons
4. Provide Training in Land Dispute Resolution for Practitioners																	
• Conduct inventory																	
• Establish joint training methodology																	
• Conduct communication and community mobilization activities																	
• Conduct trainings																	3 regions x 2 weeks x 30 persons
5. Support GIS and Cadastral/Land Records Instruction at Kabul University																	
• Conduct curriculum review																	
• Set courses/prepare materials																	
• Refurbish facilities																	
• Conduct training																	First semester: 3 courses TBD
6. Support Attendance at International Venues																	
• Organize study tours																	4 persons/quarter: 20 persons total
• Conduct workshops on lessons learned																	

2.3 COMPONENT 3. SUPPORT MUDA, AGCHO, IDLG, AND MUNICIPALITIES WITH INFORMAL SETTLEMENTS UPGRADING, FORMALIZATION, MAPPING, AND URBAN LAND USE PLANNING

LTERA contributed to the improvement of settlements in Kabul, Mazar-e-Sharif, Kunduz, and Taloqan by developing an approach to identify, clarify, and record informal ownership claims. Other projects and organizations have also explored ways to provide basic services and tenure security in informal settlements. The LARA project under this component will capture and build upon lessons learned, conduct upgrading and formalization activities in three municipalities, train municipal and GIROA officials in urban land use planning, and assist with review and drafting of urban planning legislation.

Four principal institutional agencies are critical for the delivery of this component—MUDA, IDLG, AGHCO and the municipalities. Each has its own structure, mandate and operational procedures, and each is critical in urban land use planning in general and in the upgrading of informal settlements in particular.

- **MUDA's** functions are to set urban policies; develop master plans, urban building codes, and standards; laws; and regulations, and to undertake capacity building of Afghanistan's municipalities.
- **IDLG** has a broad mandate ranging from governance to community participation to recruitment of governors, mayors, and councilors. The IDLG oversees 142 municipalities and assists with plan implementation, budgeting, and other municipal operations. The General Directorate of Municipal Affairs has a planning department, supported by the UNDP. Plans are developed by MUDA and are implemented by the municipalities with the assistance of IDLG.
- **AGCHO** is responsible for all mapping and surveying in Afghanistan and theoretically should be providing all the required base maps and associated materials to assist MUDA and IDLG operations.
- **Municipalities** are the ultimate beneficiaries of MUDA and IDLG activities and are responsible for delivery of services and management of growth in their areas of jurisdiction. Most municipalities

today are characterized by large areas of unplanned and uncontrolled informal settlements. Many Afghan municipalities do not have official master plans to guide urban planning, and those that do have limited capacity for implementation and monitoring. Others operate under laws and regulations established 30–40 years ago, are largely unaware of Afghan law, and pay scant attention to governance, revenue collection, and building code enforcement.

There appears to be no clear division of powers and functions between the various agencies, leading to jurisdictional conflicts between national, provincial, and municipal levels of government. There is room for improvement in the areas of communications and information flows between these institutional parties.

In addition, informal settlement upgrading should not be considered an isolated activity. Rather, informal settlements, in spite of their many problems and issues, must be considered as integral parts of the urban fabric, and urban planning must seek ways to integrate the informal with the formal—physically, socio-economically, and institutionally.

This component consists of four principal activities:

1. Select three municipalities outside Kabul and expand institutional support for land management services
2. Provide urban planning technical assistance in areas such as urban policy development, plan development and planning processes, land use regulations, planning for informal settlements upgrading, urban/settlement information systems, planning law, and legislative reforms
3. Conduct upgrading and formalization activities in informal settlements including defining criteria for selecting informal settlements for upgrading, upgrading strategies and plans, and registering property titles in informal settlements
4. Capacity building and training in MUDA and selected municipalities for urban planning (including informal settlements upgrading), plan implementation, development control (enforcement), monitoring and evaluation, and plan revision.

These activities will not occur in isolation of each other, or sequentially.

2.3.1 Select Three Municipalities Outside Kabul and Expand Institutional Support for Land Management Services

The original RFP called for establishment of land management services in five municipalities. However, due to resource constraints, this target was lowered for the base period to three municipalities, with the remainder shifted to Phase II commensurate with funding. The purpose of this activity is to evaluate the land management capacity and infrastructure in target municipalities in order to select municipalities where the formalization and informal settlement upgrading work is secure, technically feasible, and financially viable.

Task 2.3.1.1: Develop Selection Criteria for Municipalities. Working with a small committee of MUDA, IDLG, Supreme Court, and USAID officials, the Land Market Development Specialist and Urban Planner will assist in developing criteria for selecting municipalities. Up to eight municipalities that satisfy the selection criteria and GIRoA and USAID objectives will be selected as a long list. This list will be screened and three municipalities will be selected.

Task 2.3.1.2: Form a Planning and Development Coordination Working Group (PDCWG). LARA will promote the establishment of a PDCWG (or with similar name to be decided by the members) to improve intra-agency communications and jointly plan the targeted settlements. A major objective of the

PDCWG will be to coordinate municipal, IDLG, and MUDA urban planners in order to reduce jurisdictional contradictions. The PDCWG will be relatively informal and unstructured at first but will develop over time into a cohesive body that at some point may be legally sanctioned. The PDCWG will consist of two representatives each from MUDA, IDLG, AGCHO, the selected municipalities, and LARA, and initially the project will act as its Secretariat. This is a critical early activity in this component of the program. The PDCWG will establish its own operating procedures and plans of action.

Task 2.3.1.3: Hold Workshop to Review Selected Municipalities with the Private Sector. Upon completion of the selection process, a workshop will be held in Kabul to review the selected three municipalities for formalization and informal settlements upgrading work under Component 3. Contractors to work in each of the municipalities will be identified.

Task 2.3.1.4: Establish or Refurbish Offices to Conduct LARA Activities. Implementation of LARA formalization and informal settlements upgrading work under Component 3 will require office space and facilities for private sector teams to work, and public sector offices able to provide public services. The institutional assessment under task 2.3.1.2 above should identify training needs, and infrastructural needs and options. For example:

- Establish a project office out of which private sector partners (a cluster of firms) operate.
- Support refurbishment of certain technical offices (cadastral and planning offices) necessary to store land records, maps, or land use plans.
- Refurbish ARAZI, MUDA or municipal offices in exchange for office space and utilities. Block funds are dedicated for the costs of refurbishment, but minimizing such costs to demonstrate cost viability should also be part of the criteria used in selecting municipalities.

Task and Sub-Tasks	Base 16-Month Timeline														Key Deliverables		
	2011							2012									
	A	M	J	J	A	S	O	N	D	J	F	M	A	M		J	J
1. Select Three Municipalities																	
• Establish committee																	
• Develop criteria list																	
• Select long list																	
• Review and select three municipalities																	Target municipalities selected
2. Form a PDCWG																	
• Form working group																	
• Establish procedures																	PDCWG formed to coordinate planning activities
3. Hold Workshop with Private Sector																	
• Introduce to private sector																	
• Allocate municipalities to contractors																	Municipality/contractor arrangements
4. Establish or Refurbish Offices																	
• Prepare refurbishment tenders																	
• Office rehabilitation																	Offices ready

2.3.2 Provide Urban Planning Technical Assistance in Areas such as Urban Policy Development, Plan Development and Planning Processes, Land Use Regulations, Planning for Informal Settlements Upgrading, Urban/Settlement Information Systems, Planning Law, and Legislative Reforms

LARA's Urban Planning team will work with MUDA, IDLG, AGCHO, and the selected municipalities to improve communications and technical/administrative coordination and develop a comprehensive and flexible approach to planning for informal settlement upgrading within a broader urban development context.

LARA's Legal Advisor will also work with the Ministry of Justice's Taqin Department, MUDA, and municipal officials and councilors to identify gaps and contradictions in existing legislation supporting urban and land use planning and formalization. This gap analysis will result in the revision and drafting of existing and new legislation as appropriate. Legal revisions will identify responsibilities of each level of government so as to assign appropriate roles and avoid duplication of efforts.

Task 2.3.2.1: Assess Urban Planning Issues. LARA's Urban Planner will organize a kick-off workshop for officials from IDLG, MUDA, and the three municipalities to confirm known issues, share knowledge, and assess the status of master plans and land use plans in the three municipalities. Tribal authorities, community leaders in the informal settlements, women, and local NGOs will be consulted to be inclusive of their interests and viewpoints. Some issues may have bearing on steps to improve capacity to upgrade informal settlements, while others may require changes in legislation.

Task 2.3.2.2: Improve GIRoA and Stakeholder Coordination. LARA's Urban Planner and communications unit will work with MUDA and IDLG to improve coordination between MUDA, municipality, implementers, and communities.

Task 2.3.2.3: Draft Joint Urban Planning Procedures. The PDCWG will, with the assistance of LARA, develop a set of principles and procedures, with emphasis on coordination and participation by stakeholders, which will streamline urban planning procedures and ensure a seamless interface between planning and implementation. It is recognized that there may be unique circumstances in each of the target settlements, so the procedures may have to be modified slightly and customized for each of the municipalities.

Task 2.3.2.4: Recommend Changes to Existing Laws and Regulations. LARA and the PDCWG will undertake a review of urban laws and regulations in coordination with key partners. Work with MUDA and municipal officials and councilors to upgrade their informal settlements, register property titles, and formalize informal property claims will occur within the context of Afghan law. The Legal Advisor will base recommendations for legislative changes on information gathered during assessments of informal settlements and municipalities. Based on this legal assessment, LARA and the PDCWG will recommend changes to existing laws and regulations, and support legal drafting and revision as feasible.

Task 2.3.2.5: Draft Urban Development Guidelines. Once recommended changes to existing laws and regulations are identified, the Legal Advisor will collaborate with IDLG, MUDA, and Taqin to draft or amend the national planning enabling legislation using drafting clinics or local technical assistance. In addition, the LARA team will assist in drafting Urban Development Guidelines for the selected municipalities using Kabul city's guidelines as a template. The LARA team will sponsor consensus building activities to debate and discuss the reforms to land legislation and to encourage public comments. The Legal Advisor will work with Taqin and the Council of Ministers as necessary to help make the legislation official.

Task 2.3.2.6: Organize Clinics to Draft Land Use Plans and Regulations. LARA will organize clinics for drafting urban land use plans and regulations. The clinics will be run by LARA trainers working in

conjunction with ALCBO’s legal experts, and will enable officials to work with peers on developing solutions to problems they encounter (e.g., outdated cartographic and cadastral plans and distinguishing between state-owned and private properties). The outcome will be action points that participants can take back to their municipalities for authorization to proceed. This process will transfer knowledge on drafting regulations from international experts to Afghan law school professors, lawyers, MUDA, and municipal officials.

Task 2.3.2.7: Incorporate Informal Settlements into GIS-Based Master Plans. In concert with legal and institutional initiatives, an Afghan Integrated Cadastre and Registry System (AICRS) will be configured to support the incorporation of settlements in city master plans. The off-the-shelf software will enable municipalities to merge, integrate, and overlay data from scanned maps and plans, electronic data, and satellite imagery so that newly created maps for informal settlements seamlessly join with existing data. LARA will also ensure that tools are in place and staff is trained to enable integration and data sharing with other municipal systems such as the fiscal cadastre and any associated property valuation and tax management systems.

Task 2.3.2.8: Assist Municipalities with Property-Based Revenue Collection. Most municipalities are improvising revenue collection. The most common property-based fee is the *safayie*, or cleaning fee (that includes a residential or commercial rate) based on size of property. A few municipalities collect property taxes in addition to this fee. While national government works to establish municipal powers of revenue collection, the team will use mass media and distribution of communication materials to raise awareness of the powers, functions, and responsibilities of municipalities and the importance of municipal revenue for service delivery and infrastructure. Where appropriate, LARA will coordinate with the Regional Afghan Municipalities Program for Urban Populations (RAMP UP) project to ensure that consistent messages are being delivered through outreach campaigns, and to avoid duplicate efforts in other areas of assistance such as upgrading municipal fiscal cadastres.

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables			
	2011						2012									
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J
1. Assess Urban Planning Issues																
• Organize workshop				♦												Workshop on land use planning
• Conduct community mobilization activities																
2. Improve GIROA and Stakeholder Coordination																
• Develop communication strategy																Communication strategy
• Support coordination and MUDA communication and outreach																
3. Draft Joint Urban Planning Procedures																
▪ Develop draft procedures																
▪ Modify procedures for each municipality																Planning procedures for each target municipality
4. Recommend Changes to Existing Laws and Regulations																
• Conduct legal review																
• Develop a legal action plan				♦												Legislative Action Plan for Reforming Urban Regulations
• Support legal roundtables																
• Provide legal drafting assistance																
5. Draft Urban Development Guidelines																
• Develop urban guidelines template																
• Draft urban development guidelines									♦	♦	♦					Urban Development Guidelines produced for 3 cities

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables			
	2011						2012									
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J
6. Organize Clinics to Draft Land Use Plans and Regulations																
• Conduct drafting clinics																
• Prepare urban land use plans																Draft municipal plans for 3 cities
7. Incorporate Informal Settlements into GIS-Based Master Plans																
• Develop system design																AICRS designed and operational
• Conduct hands-on mentoring/training																
• Integrate data into AICRS																AICRS operational
8. Assist Municipalities with Property-Based Revenue Collection																
• Develop communication strategy																Communication strategy
• Baseline on revenue collections																Municipal revenue baseline

2.3.3 Conduct Upgrading and Formalization Activities in Informal Settlements including Defining Criteria for Selecting Informal Settlements for Upgrading, Upgrading Strategies and Plans, and Registering Property Titles in Informal Settlements

A key activity of the LARA-assisted PDCWG will be the upgrading of two informal settlements in each target municipalities. Clear definitions and delineations of the informal settlements are required, as are clear objectives and clear procedures for achieving those objectives. A series of discrete steps are required to achieve informal settlement upgrading.

Task 2.3.3.1: Review MUDA 2009 Criteria for Informal Settlements Upgrading. In 2009, MUDA, with the assistance of the World Bank, prepared criteria for informal settlements upgrading but action stopped before any approval. The LARA project will resurrect these criteria, amend as necessary, and build upon them for LARA’s informal settlements upgrading work in the municipalities. The selection criteria developed will be translated into a matrix of indicators (incidence or potential of land-related conflict, economic opportunity, urgency of basic need provision) resulting in an informal ranking framework for improved informal settlement selection. The draft criteria produced will be reviewed at the harmonization conference below before finalization.

Task 2.3.3.2: Conduct a Harmonization Workshop on Upgrading and Formalization. The LARA team will convene a workshop in Kabul and invite the participation of organizations involved, past or present, in informal settlement upgrading work including MUDA, IDLG, KURP, AGCHO, UN-HABITAT, Aga Khan Development Network, Turquoise Mountain, ALCO, CRA, CHF, CARE, and the Agency for Technical Cooperation and Development to help capture best lessons and harmonize the processes and tools used in prioritizing informal settlements for upgrading. The workshop will be hosted by LARA partners ALCO and/or CRA who have experience in the subject area.

Task 2.3.3.3: Develop Handbook to Guide Upgrading Work. ALCO and CRA will lead coordination and development of an *Informal Settlement Upgrading Handbook* for municipal government and stakeholder use. Such a handbook will be a “how-to” manual outlining procedures to be followed for purposes of resolving disputes, upgrading infrastructure, and formalizing rights in land and property. Such a manual was prepared and used by the World Bank for its KURP project, and other informal settlements upgrading projects may have prepared manuals and handbooks as well. These manuals and handbooks will be reviewed for purposes of accepting one or more for LARA work, or as input into the creation of a new handbook that suits LARA’s needs while mindful of not “recreating the wheel.”

Task 2.3.3.4: Select Informal Settlements. Using the Informal Settlements Selection Criteria, MUDA and municipal officials, councilors, and assembly members will select two informal settlements in their municipality. The size of these settlements is expected to vary between 1,000–5,000 properties with an average of 3,000 houses and 20,000 inhabitants. Formalization will take 12–18 months per municipality. An MOU will be developed for this work.

Task 2.3.3.5: Conduct Legal and Procedural Training for MUDA and Stakeholders. Five Afghan laws will have bearing on the speed and effectiveness of LARA’s formalization and informal settlements upgrading work: Law of Municipalities, Procurement Law, Public Finance and Expenditure Control Law, Land Management Law, and Law for Survey, Verification, and Registration of Lands. LARA will first orient municipal officials, councilors, and assembly members in these laws. Once completed, ALCBO or ALCO trainers under the direction of the LARA Training Unit will assist MUDA, municipal officials, and councilors to consider within the context of law how to upgrade informal settlements, register property titles, and formalize informal property claims. In addition, participants will be trained in the use of the *Informal Settlement Upgrading Handbook*. Participants will be guided through a process of naming the steps, responsible parties, timeframes, objectives, and issues that might be encountered, thereby developing contingency plans for problems that are likely to arise. Each municipality will then be asked to appoint an Upgrade Implementation Team (UIT) that will include women members to guide and track project implementation.

Task 2.3.3.6: Establish GIS-Enabled SUIS. In supporting improved planning, management, and monitoring, ILS will work with partners establish a GIS-enabled SUIS within MUDA. Including data on settlements where upgrading activities are ongoing or completed will enable greater harmonization and reduce duplication of effort among government and donors. SUIS will be configured with flexible Application Programming Interfaces that support interfacing and data exchange with other GIROA information systems such as AfLIS (see Component 1). Project management of the system will gradually transition through knowledge transfer and on-the-job training to MUDA staff who will assume operational control by the end of the base period.

Task 2.3.3.7: Develop Communication and Community Outreach Strategy. The very presence of outside contractors in settlements without communities being fully engaged and informed will create the risk of conflict and resistance. LARA’s communication team will work with municipal authorities to develop a communication strategy that obtains buy-in from municipal officials and citizens, informing them of the type, scheduling, and scope of the interventions to be undertaken and the importance of full community participation and engagement in the tasks that follow.

Task 2.3.3.8: Develop Community Upgrading Plans. Using the *Informal Settlement Upgrading Handbook* as a guide, the UIT will identify community leaders and elders, including women, in the first settlement. At a first town hall style meeting, LARA partner community facilitators will guide MUDA, municipal, and community participants through a participatory diagnostic of the settlement for purposes of jointly establishing priorities needing upgrading, such as paving streets or improving drains. Based on consensus, one or multiple projects will be selected. The UIT, with LARA support, will draft a detailed Community Upgrading and Development Plan (CUDP) for that project(s), accounting for all priorities and the actions and resource needs identified. The CUDP will be formally submitted to the Municipal Council and Municipal Administration to review.

Task 2.3.3.9: Issue Competitive Tenders for Upgrading Projects. The PDCWG and LARA will work closely with the UIT to draft Settlement Formalization and Upgrading Tenders for the CUDPs above, and submit these to USAID for approval. Once approved and following the Procurement Law, the RFP and CUDP will be forwarded to the municipality’s procurement committee for review and selection of the Afghan contractor, subject to USAID approval. Tenders will be procured either directly through the LARA office, or with Harakat’s procurement services. Once work begins, LARA’s engineer will work with his/her municipal counterpart(s) to inspect the work, while the leaders and elders of the community

will organize social audits parallel to the engineers. In this way, municipalities will learn quality control, while community leaders and elders learn to monitor public works independently.

Task 2.3.3.10: Implement Formalization and Upgrading Work. Afghan contractors will follow a step-wise approach during implementation of formalization and upgrading work that includes the following:

- Acquire appropriate accuracy imagery.
- Delineate boundaries, mark out informal settlements, and demarcate/adjudicate individual parcels.
- Apply digital cameras and accurate handheld GPS units to capture an image and location point for subsequent planning/mapping activities, and establish a geo-referenced address database for multiple uses to be later expanded with parcel-level data.
- Identify clusters of 30–40 households to conduct door-to-door education and sensitization regarding land formalization within the settlement.
- Appoint a group of well-respected professionals for the dispute resolution and clarification board (one per cluster) to verify land ownership and resolve disputes (Municipal Council).
- Train selected staff of successful Afghan tendering companies to carry out the survey and formalization work and compile field data in the developed software. During the land survey, a digital picture of the customary deeds will be taken by the survey teams for review by the Municipal Council and subsequent issuance of formalization certificates.
- Work with the municipality on registering land and property and issuing formal certificates. Municipalities will be equipped with the AICRS that will be configured around the off-the-shelf software. The capture of transactions (including inheritance) will be configured into AICRS to integrate these transactions into *makhzan* level systems, or operate as standalone registries under a more decentralized governance model.

Completing the work on informal settlements upgrading could take one to one and a half years in duration, and due to necessary preparation steps, it would be difficult to start this task earlier. It is assumed then that a no-cost extension of the base period contract will be approved to complete this work in the event that the 18-month extension does not take place.

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables			
	2011						2012									
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J
1. Review MUDA 2009 Criteria for Informal Settlements Upgrading																
• Analyze 2009 criteria																
• Test criteria in three municipalities																
• Finalize draft criteria																Criteria for choosing settlements
2. Conduct Harmonization Workshop																
• Review materials and methods																
• Extend invitations and subcontracts; prepare presentations																
• Hold workshop																Harmonization workshop on upgrading and formalization; final informal settlements selection criteria
3. Develop Handbook to Guide Upgrading Work																
• Assemble and review handbooks																
• Modify or draft new handbook																Handbook for undertaking informal settlements upgrading

Task and Sub-Tasks	Base 16-Month Timeline														Key Deliverables	
	2011							2012								
	A	M	J	J	A	S	O	N	D	J	F	M	A	M		J
4. Select Informal Settlements																
• Select two informal sites/municipality																MOUs with 3 municipal authorities
• Prepare MOU																
5. Conduct Legal and Procedural Training																
• Review legal framework																
• Develop training format																
• Hold trainings in three municipalities																3 venues x 20 participants
• Set up UITs																
6. Establish GIS-Enabled SUIS																
• Design system and make SUIS operational																SUIS established and operational
• Incorporate existing data																
• Conduct training in SUIS operation																
• Transfer control to MUDA																MUDA responsible for SUIS
7. Develop Communication and Community Outreach Strategy																
• Undertake consultations with community leaders																
• Prepare strategy for community mobilization and support																Communication and community outreach plans
8. Develop Community Upgrading Plans																
• Conduct community mobilization activities																
• Hold participatory town hall meetings to prioritize upgrading projects																
• Develop upgrading plans and municipal approval																2 upgrading plans approved for each municipality
9. Issue Competitive Tenders for Upgrading Projects																
• Announce tenders																
• Conduct procurement training																3 venues x 20 participants
• Develop procurement tenders																
• Advertise and secure contracts																
• Establish inspection procedures																
10. Implement Formalization and Upgrading Work																
• Work in first municipality																Two informal sites completed (8,000 properties registered)
• Work in second municipality																Two informal sites completed (8,000 properties registered)
• Work in third municipality																Two informal sites completed (8,000 properties registered)

2.3.4 Capacity Building and Training in MUDA, IDLG, AGCHO, and Selected Municipalities for Urban Planning (including Informal Settlement Upgrading), Plan Implementation, Development Control (Enforcement), Monitoring and Evaluation, and Plan Revisions

A key objective of this component is to create a self-supporting institutional framework with the capacity to undertake rigorous urban planning and informal settlement upgrading, with the full participation of

stakeholders (government, private sector, and civil society). The PDCWG could become such a body, or an alternate structure with similar aims and functions could evolve over time.

What is critical is that LARA leave in place a strong and robust institutional structure, or structures, that can ensure comprehensive and responsive urban development in the future.

The purpose of this activity is to train municipal, IDLG, and MUDA officials in coordinated urban planning and to deliver improved service nationwide.

Task 2.3.4.1: Upgrade AGCHO's Capacity for Urban Cadastral Management. ILS will assist AGCHO to realign its institutional vision to focus more on regulatory and technical oversight while building its human and technical capacity. Increasing the role of private sector surveying contractors will be a priority, requiring advisory support from ILS and LARA partners to establish pragmatic technical standards for point-based addressing, and mandatory connection to the national spatial referencing system using low-cost, high-accuracy GPS. The priority in early phases will be the establishment of a *Standards and Procedural Manual* to guide the tender of Afghan contractors below. ILS will also establish protocols, both institutional and technical, for integrating the land formalization data products (satellite imagery, addressing schemes, and maps) into a digital cadastral data management system within AFLIS.

Task 2.3.4.2: Support Refurbishment/Creation of *Makhzan* Offices. The institutional assessment team will identify needs for *makhzan* offices to store land records and process transfers. Based on needs identified, competitive tenders to refurbish existing ones or build new ones will be tendered.

Task 2.3.4.3: Assess Skill Needs and Train Municipal and MUDA Officials. Following the conference, the Urban Planner and LARA training unit will assess the needs of urban planners in the three municipalities to develop modules for a two-staged training of MUDA officials and municipal urban planners. The training will draw on Component 1 trainings to ARAZI in land use planning, environmental planning, and land use management. The trainings will cover theory and practice of land use regulations, Afghan laws providing authority to urban planners, identification of constraints and recommendations for legislative reform, drafting of urban land use plans and regulations, and other areas as identified by the needs assessment.

Task 2.3.4.4: Organize Study Tours for Lessons in Urban Planning. LARA will support study tours to appropriate cities as a means of permitting officials to observe and learn from planning in other countries. Study tour destinations will be finalized in discussion with USAID and MUDA. Potential locations include the former Soviet Central Asian countries of Uzbekistan, Tajikistan, Kyrgyzstan, and Turkmenistan because of their proximity and cultural similarity, the fact that Russian construction and urban norms are still widely used by Afghan planners, and the existence of ongoing projects of relevance (e.g., in Tajikistan). Other possibilities include the annual International Land Policy conference at the Lincoln Institute of Land Policy in the U.S. and to the World Urban Forum hosted by UN-HABITAT scheduled for 2012.

Task 2.3.4.5: Expand Supply of Planners and Increase Market Flexibility. Currently, only Kabul Municipality is certified by MUDA/IDLG to undertake municipal planning services. The market place also has a dearth of qualified urban planners to fill urban planning positions in both public and private sectors. This task will explore the creation or strengthening of formal course instruction at one of Kabul universities to increase the supply of university graduates entering the market place. Technical assistance is anticipated in areas of curriculum development, textbooks and materials, facilities upgrading, student internships, and job placement. In addition, LARA will work with MUDA and IDLG to broaden municipal certification in target municipalities, or provide technical assistance to aid municipalities in this work until certification can be obtained.

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables			
	2011						2012									
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J
1. Upgrade AGCHO's Capacity for Urban Cadastral Management																
• Establish standards																
• Prepare manuals																
• Develop digital cadastral data management system																Afghan integrated cadastre and registry configured and operational; hands-on training in system use
2. Support Refurbishment/Creation of Makhzan Offices																
• Develop tenders and procure contracting services																
• Establish makhzan offices																3 makhzan offices operational
3. Assess Skill Needs and Train Municipal and MUDA Officials																
• Conduct skill needs assessment																Training needs assessment
• Hold training courses																Course syllabi, training modules; venues : 3 x 10 persons
4. Organize Study Tours for Lessons in Urban Planning																
• Organize study tours																2 persons/quarter: 10 persons total
• Conduct workshops on lessons learned																Workshops held
5. Expand Supply of Planners and Increase Market Flexibility																
• Assess accreditation requirements																Certification/accreditation plan
• Evaluate Kabul University urban planning curricula and needs																Assessment and plan to strengthen urban planning
• Conduct university training and internships																

2.4 COMPONENT 4. STRENGTHEN LAND TENURE SECURITY BY SUPPORTING THE SUPREME COURT AND COMMUNITIES WITH RIGHTS FORMALIZATION AND INFORMAL DISPUTE RESOLUTION

2.4.1 Evaluate Land Registration System, Design Improvements, Build Capacity, and Speed Automation of Land Records

Despite LTERA, registration procedures still place a significant onus on citizens to physically visit multiple government agencies to register property. The World Bank *Doing Business* report shows transaction processing times to be still excessive in Afghanistan and fees at levels that act as a disincentive for undertaking land and property registration. Perceptions of widespread fraud and corruption continue to constrain the land market and undermine government's legitimacy. The CLIR/BizCLIR assessments under Component 1 should yield recommendations on streamlining registration procedures, legal and regulatory reform, and institutional change. This activity will further assess the state of land records management (hardware, software, and record management systems) for purposes of systems upgrading under Phase II.

Task 2.4.1.1: Assess Supreme Courts Land Registration System. LARA's land registration and cadastral specialists, along with local partner ALCO, will undertake a diagnostic of the Supreme Court's hardware, software, and land record management systems (see Box E). This diagnostic will help determine the scope and nature of a land records management system that will best serve the purposes of the Supreme Court and to develop the transitional roadmap. While the application of off-the-shelf software is one option

to help streamline and automate land records, other more basic systems will be explored as possible initial, interim, or final platforms for the Supreme Court during LARA's planning horizon.

Task 2.4.1.2: Support Legal Recognition of Customary Deeds. The Land Management Act currently does not recognize customary deeds, thus undermining property rights and tenure security of customary holders. LARA will work with MAIL's PALAD to review best practice, amend policy, and amend legislation to a variety of related land laws and respective regulations (Land Management Act, Rangeland Law) drawing upon the services of ALCBO and LARA's legal team.

Task 2.4.1.3: Support Digitalization of Customary

Deeds. Harakat, with DFID funding, is supporting work to create electronic copies of customary deeds and welcomes LARA's cost-sharing in this area. Assistance is needed to gather customary holder documentation, particularly in areas where *makhzans* have been destroyed or land records have fallen into a state of disrepair. Customary deeds in rural areas are relatively straightforward; those in urban areas are more complicated and are often faced with jurisdictional conflicts and complications arising from different fees and procedures. LARA will Support tenders to assemble, reproduce, and digitize customary deeds and other relevant documentation. Afghan local companies will gather and digitalize customary records based on Terms of Reference to be determined. Data will be integrated into Supreme Court land registry systems and AfLIS through a subcontract to ALCO under Phase II due to resource reduction.

Task 2.4.1.4: Streamline and Automate Land Records. Improving the systems of existing record management and paper documentation may well serve the Supreme Court for the foreseeable future and perhaps the life of LARA. However, automating land records will eventually provide property record security and increase the transparency of property transactions in the *makhzan*, thereby reducing opportunities corruption. During the base period, ILS and ALCO will prepare a strategy document with options and scalability for possible implementation under Phase II, for example:

- Land registry software (LRS) to automate and streamline registration procedures, enabling citizens to check the status of their transaction at any stage of the process.
- ILS Multi-Cadastral deployed in the AGCHO Cadastral Department to enable automated linkages between cadastral maps/plans and property ownership records.
- Integration of these systems over a wide area network to promote one-stop offices.

ALCO will assist ILS to develop the methodology for migrating LTERA's records and digitizing data above, and provide information technology and ILS systems training to *makhzan* and Supreme Court staff. However, all work proposed under the strategy will be postponed for Phase II implementation due to resource constraints.

Task 2.4.1.5: Develop SOPs and Service Delivery Standards. In addition to software manuals that come with the land information system software, ALCO will work with the Supreme Court in developing an SOP manual for Appellate Court (*makhzan*) staff to enable consistent operations. The SOP manual will also be the basis for establishing service level standards against which individual *makhzan* performance can be measured. ALCO with ILS will assist the Supreme Court and High Office for Oversight to establish performance indicators and complaint handling procedures to deal with poor service delivery and allegations of fraud for roll-out under Phase II.

Box E: Land Record Management Diagnostic

- IT capabilities and needs
- Record management system
- Types of land information (ownership, taxation, transfers, leasing, etc.)
- Data quantity and quality from district to provincial to national levels
- Geographic coverage
- State of infrastructure and needs
- Human resources and capabilities

Task 2.4.1.6: Conduct Training Programs. Under the base period, ILS and ALCO will prepare training materials on revised registration procedures, in addition to manuals outlining SOPs of the *makhzan*. These trainings, combined with the technical aspects of transaction operations, will ultimately improve service delivery and help reduce negative perceptions of *makhzan* operations. A training schedule will be developed for customer service training based on needs assessment and priorities identified. Roll-out of training will not take place until the extension phase due to budget reductions.

Task 2.4.1.7: Expand Awareness of New Procedures and Standards. LARA will develop and support the preparation of communication campaigns in Pashto and Dari to inform communities about new procedures and delivery standards under this task. Broadcasting of these campaigns will not take place until the extension phase due to budget reductions.

Task and Sub-Tasks	Base 16-Month Timeline														Key Deliverables		
	2011							2012									
	A	M	J	J	A	S	O	N	D	J	F	M	A	M		J	J
1. Assess Supreme Courts Land Registration System																	
• Recruit subcontractor																	
• Develop diagnostic methodology																	
• Undertake diagnostic																	
• Analyze and prepare report																	Diagnostic of Supreme Courts land record management system
2. Support Legal Recognition of Customary Deeds																	
• Conduct legal review																	
• Support legal roundtables																	
• Provide legal drafting assistance																	Land Management Act amended
3. Support Digitalization of Customary Deeds																	
• Prepare SOW (Harakat)																	
• Conduct tendering process for contracts																	
• Work on digitalization																	Data files for Phase II integration
4. Streamline and Automate Land Records																	
• Conduct system analysis and develop specifications																	
• Prepare strategy																	Strategy for Automating Customary Land Records
5. Develop SOPs and Service Delivery Standards																	
• Develop performance standards																	
• Prepare SOP manual																	SOP manual
6. Conduct Training Programs																	
• Prepare training materials																	
• Conduct <i>makhzan</i> customer needs assessment and assess priorities																	<i>Makhzan</i> needs assessment
7. Expand Procedural and Standards Delivery Awareness																	
• Prepare communications plan																	
• Tender services																	
• Prepare media materials																	
• Conduct communication campaigns																	Campaign to start in extension phase

2.4.2 Evaluate and Reform Inheritance Laws to Support Women's Access to Land

While Afghanistan's law on inheritance is found in the Civil Code, the provisions are based on Shari'a law. Shari'a law does, however, provide women (daughters and widows) the right to inherit land, and much can be done to ensure that women know and exercise their rights. Women and men often do not know Shari'a law, and social and cultural barriers often prevent them from receiving their share of land from inheritance. It is culturally inappropriate for women to own land, as this is seen as a challenge to the customary notion of men as family breadwinners and protectors. Though illegal, *walwar* (bride price or dowry) is common in Afghanistan, and women have the right to *mahr* (dowry) but rarely enforce it. These practices hinder inheritance, as these are regarded as the daughter's or bride's share of the family's assets. Often women choose to give their inheritance to their brothers out of respect and to maintain good relations in the case of divorce or widowhood. Coordinating with other actors and/or projects in this sector (e.g., the U.S. Ambassador's Small Grants Program to Support Gender Equity in Afghanistan), these tasks endeavor to strengthen women's inheritance rights through legal reform, advocacy, and empowerment.

Task 2.4.2.1: Undertake Gender Assessment. LARA partners dTS and Landesa, along with a local women's group to be identified, will undertake a women and land assessment ("Gender Assessment") for purposes of developing the Gender Work Plan. This work plan will provide concrete steps for addressing the elements of legal reform, advocacy, and empowerment noted above, as well as gender issues cutting across other project components.

Task 2.4.2.2: Form Women's Land Rights Task Force. In order to encourage an active, result-driven approach supporting women's access to land, the LARA team will work to create a Women's Land Rights Task Force comprising influential leaders and representatives of the Ministry of Women's Affairs, Ministry of Justice, All Afghan Women's Society, Afghan Women's Network, and women of both houses of Parliament, and religious stakeholders. This task force will review LARA deliverables, mobilize political support and protection as needed, and oversee progress on the Gender Work Plan to ensure that its targets are met. LARA will provide Secretariat functions and assist with PIA campaigns, advocacy, and roundtables and other venues with funding channeled through a local Afghan partner (or partners) to be identified.

Task 2.4.2.3: Evaluate Legislation Affecting Women's Access to Land and Assist with Legal Reforms. Landesa, ALCBO, and a local women's organization to be determined will conduct an assessment of the legal, institutional, and socio-cultural constraints that impact a woman's right to inherit, own, or control land. The assessment will identify feasible legal and program interventions that broaden women's inheritance rights within the limits of Shari'a law, including legal reforms, advocacy, training, and empowerment. Staff from dTS and Landesa will help in the design and implementation of these interventions. Landesa will also work with the LARA legal team and Ministry of Justice to draft legal amendments using the task force above to build consensus and political will. Drafts will be widely circulated for comments to address opposition, promote transparency, and encourage support for passage and implementation.

Task 2.4.2.4: Conduct Study Tours. Landesa will organize study tours to Bangladesh and India, as well as its Global Center for Women's Land Rights in the U.S. In Bangladesh, where Muslim Personal Law adapts Shari'a law, the Aga Khan Foundation works with locally elected female officials to improve their understanding of constraints affecting women's property rights, with the view that they will one day become political advocates. The Bangladeshi Center for Development Services conducts media campaigns on women's property rights, with a focus on boys and girls (as future leaders). In West Bengal, a project has recently started to engage communities in ongoing conversations about girls' rights to inherit land as a means of effecting social change. STTA Landesa researchers in South Asia will assist in work plan implementation in Afghanistan, and will use this opportunity to tailor the study tours to the needs of Afghan women.

Task 2.4.2.5: Raise Women’s Inheritance and Land Rights Awareness. The LARA communications team will undertake a communications campaign to raise awareness of women’s inheritance rights under Shari’a law with religious, cultural, and community leaders. Following an assessment of effective ways to reach the target audience, a nationwide campaign will be conducted to highlight the importance and value of enforcing women’s inheritance rights. In India, self-help groups (SHGs) have been extremely influential in enabling women who rarely leave their homes to meet and work with others via collective change. Landesa and dTS will coordinate with local NGOs to establish SHGs or similar groups in the three municipalities to conduct community conversations.

Task and Sub-Tasks	Base 16-Month Timeline														Key Deliverables	
	2011							2012								
	A	M	J	J	A	S	O	N	D	J	F	M	A	M		J
1. Undertake Gender Assessment																
• Undertake gender assessment																Gender Assessment
• Prepare work plan and SOW																Gender Work Plan & SOW
• Prepare partner subcontracts																
2. Form Women’s Land Rights Task Force																
• Mobilize women leaders/groups																
• Hold strategy workshop																Workshop on women’s land inheritance and strategy
• Form task force																Women’s Land Rights Task Force operable
• Support task force operations																
3. Evaluate Legislation and Assist With Legal Reforms																
• Conduct legal review/assessment																Civil Code Inheritance assessment
• Support legal advocacy																
• Provide legal drafting assistance																
4. Conduct Study Tours																
• Organize study tours																4 persons/quarter: 20 persons total
• Hold workshops on lessons learned																
5. Raise Women’s Inheritance and Land Rights Awareness																
• Prepare communications plan																
• Tender services																
• Prepare media materials																
• Conduct communication campaigns																Roll-out of campaign

2.4.3 Provide Support for Land Dispute Resolution Focusing on Community and Customary Dispute Resolution Processes and Institutions

A long history of mismanaged tribal relations, ethnically colored land policy, and unequal land distribution has contributed to simmering grievances ripe for exploitation. Meanwhile, claims of local tribes and communities have piled up, each group believing they are legitimately reclaiming their property taken by, or sold to, a government they do not consider legitimate. Property rights are further complicated by different groups using a multitude of documents or evidence of tenancy acquired during different periods of history to assert their claims, creating conflict or latent conflict with competing claimants. A draft law on Dispute Resolution for *Shuras* and *Jirgas* is currently with the Taqin. Upon promulgation, there will be need to draft the implementing regulations and provide technical assistance with its implementation.

Task 2.4.3.1: Develop Rules and Guidelines for Implementing the Law on Dispute Resolution for *Shuras* and *Jirgas*. The LARA legal team will compile evidentiary rules and case processing guidelines for different land case types such as inheritance, land grabbing, and boundary disagreements, and summarize these in a *CBDR Rules and Guidelines Handbook* for public communication, advocacy, and training. The handbook will include standards and recordkeeping procedures, and will help CBDR bodies better understand the law, when their decisions are binding, when to advise further adjudication, and where and how to seek legal recourse. It will further aid in the preparation of documentation for submission to the courts and in formats consistent with the AfLIS where evidence will be stored by the judicial system until such a time that the legal framework provides the legal basis to render decisions.

Task 2.4.3.2: Create a Land Rights Forum and Develop Conflict Cluster Maps and Strategy for Land Dispute Resolution. In coordination with the Supreme Court and USAID, TLO/SDO will either integrate with an existing Land Dispute Forum/Network or establish a forum comprising actors in the sector, in order to produce cluster maps using research and GIS technology to understand ethnic/tribal conflict and relations between tribes and communities. Both will then proceed with the development of a Conflict Mitigation and Land Dispute Resolution Strategy. LARA's Land Conflict Resolution Expert will supervise subcontracts with TLO and SDO to:

- Provide dispute overlays that depict areas served by legitimate CBDR bodies and those that will require more extensive tribal analysis and interventions to establish such bodies.
- Produce and disseminate reports on priorities for land dispute resolution categorizing-land related conflicts and recommending intervention strategies.
- Develop SOPs for PRTs explaining the dos and don'ts when engaging communities and individuals on land.

Where LARA creates the forum/network, it will provide Secretariat functions in order to support the objectives noted above.

Task 2.4.3.3: Conduct CBDR Trainings and Conflict Resolution. TLO and SDO share a common philosophy about CBDR but with different foci: TLO works at the provincial level using traditional leaders, while SDO operates at the community/district level. ALCO and CRA have also developed or worked with resolving land disputes in the context of informal settlements upgrading. The LARA management team will work with these and other partners to share methodologies and cross-train staff in their respective methodologies, doing title searches, and supporting disputants' right of appeal, including:

- Venues that share knowledge and capture best lessons and practice.
- Support for mobile dispute resolution teams in urban or otherwise secure areas to resolve disputes.
- Using the CBDR handbook, establish and train *shuraljirga* leaders on techniques for dispute resolution—burdens of proof, questioning of parties, and how to prepare documentation. Within insecure areas, courses will be held within the city, if safe to do so. In rural areas, where subcontractors have presence or are reasonable secure, LARA will support conflict mediation.

Task 2.4.3.4: Expand Awareness of CBDR. LARA will develop and support communication campaigns and disseminate copies of the *CBDR Rules and Guidelines Handbook* in Pashto and Dari. Qualitative and quantitative information will be packaged in success stories and briefing papers in English, Dari, and Pashto for broad dissemination within the GIRoA, USG, and the donor community.

Task 2.4.3.5: Strengthen Procedural Rules on CBDR. CBDR effectiveness is influenced by: (1) willingness of courts to recognize CBDR decisions; (2) conflict of law, appeals process, and jurisdictional questions; and (3) different rules and procedures for different types of land disputes (inheritance, boundary disagreements, and fraudulent conveyances, among others). The LARA team will:

- Build consensus on rules and guidelines that will result in CBDR bodies issuing decisions that are seen as executable judgements of the court system or be subject to an expedited review process.
- Develop clear jurisdictional rules on the types of land disputes CBDRs can resolve and have accepted by the formal system, including how CBDR bodies will examine customary documents, hear oral evidence, and render opinions on property rights, tenure issues, and land disputes.
- Assist with drafting legal amendments to establish conflict of law and jurisdictional rules for recognizing or appealing community-based property decisions.

Task and Sub-Tasks	Base 16-Month Timeline												Key Deliverables			
	2011						2012									
	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J
1. Develop Rules and Guidelines for Implementing the Law on <i>Shuras</i> and <i>Jirgas</i>																
• Assemble evidentiary rules																
• Develop CBDR guidelines																<i>CBDR Rules and Guidelines Handbook</i>
2. Create Land Rights Forum and Develop Conflict Cluster Maps and Strategy for Dispute Resolution																
• Develop subcontracts																
• Undertake conflict mapping																
• Develop conflict mitigation strategy																
• CBDR presence analysis																
• Prepare and disseminate reports																Report(s) on priorities for land dispute resolution
• Develop SOPs for PRTs																PRT SOPs
3. Conduct CBDR Trainings and Conflict Resolution																
• Identify venue to share knowledge and capture best practice																Workshop on best practices in CBDR
• Develop training materials																
• Develop and issue subcontracts for mobile teams																Mobile teams operational via vendor subcontracts
• Train <i>shura/jirga</i> leaders																
4. Expand Awareness of CBDR																
• Develop communication strategy																Communication strategy
• Develop messages and content																
• Establish contracts with media providers																
• Disseminate materials																
• Support media campaigns																
5. Strengthen Procedural Rules on CBDR																
• Conduct forums to build consensus																
• Hold legal workshops to develop procedural rules																Draft rules and guidelines for court recognition of CBDR
• Conduct legal drafting																

2.5 CROSS-CUTTING COMPONENTS: GENDER AND COMMUNICATIONS

2.5.1 Ensure Gender Equity Issues are Applied Across All Components

Despite the fact that gender and land rights issues are targeted specifically under Component 4, the reality is that gender is a cross-cutting theme across all components. The Gender Work Plan contemplated under task 2.4.2.2 will be developed by the Gender Specialist in coordination with the Gender Task Force and

component managers. This work plan will take into account all gender-related issues covering all components, including the communications strategy developed under task 2.5.2.1.

2.5.2 Coordinate Communications and PIA Strategies across All Components

A number of component-based communications strategies are contemplated by the work plan. These will be coordinated under an umbrella strategy that coordinates across all components. Because of the interrelated nature of the components, LARA will develop a coordinated approach that deals with all project themes and messages. Key to this will be the development of a project brand that has the ability to be affiliated with and/or owned by the GIRoA. This will assist with the Afghanization goals of GIRoA and USAID.

Task 2.5.2.1: Develop a Communications Strategic Plan for Project Activities. LARA’s Public Communications Specialist will develop a project-wide communications strategy that, among other things, develops a project brand and outreach strategies and defines key project messages and methodologies required to implement component and project activities. Special attention will be given to gender themes as they relate to project activities. Over the course of the project, the Public Communications Specialist will work with GIRoA and project partners to update and amend the umbrella strategy as well as the component strategies as required. In the context of specific component strategies, the Communications Strategic Plan will guide component messages so as to target women in particular.

Task and Sub-Tasks	Base 16-Month Timeline														Key Deliverables	
	2011							2012								
	A	M	J	J	A	S	O	N	D	J	F	M	A	M		J
1. Develop umbrella communications strategy																
<ul style="list-style-type: none"> Undertake consultations w/project partners, GIRoA, and component managers 																
<ul style="list-style-type: none"> Prepare over-arching communications strategy identifying key project themes, messages, and methodologies for implementing project activities 																Communications Strategic Plan
<ul style="list-style-type: none"> Implement Communications Strategic Plan 																

2.6 MONITORING AND EVALUATION

The LARA PMP (see Appendix A) contains measurable indicators for the project. The PMP also details the methodology for establishing and collecting baseline information for all project indicators from which the measurement of follow-on data can be determined. Reference should be made to the PMP. Data collected during this process will be reported weekly, monthly, and quarterly or as otherwise required by USAID.

2.7 COLLABORATION WITH COUNTERPARTS AND OTHER DONORS

LARA will work closely with local counterparts within the GIRoA, particularly with MUDA and IDLG. Associated with these are the local municipalities in which the project is working (to be determined). The LARA team has also worked closely with local partner organizations in the development of this work plan and shall continue to do so throughout the life of the project. The details of these collaborations are set out in the body of the work plan above.

Additionally, the project will coordinate closely with allied projects (e.g., the Kabul City Initiative and RAMP UP) to ensure that that the risks of duplication and other problems are minimized.

Furthermore, the LARA team recognizes the important contributions, lessons, and ideas developed by existing local and international organizations. A key path to project success lies in being able to tap these resources from both a programmatic as well as a security perspective. Close collaboration and/or sharing of information is expected with the following organizations/projects (among others):

- North Atlantic Treaty Organization/International Security Assistance Force and other international community members with land and security interests
- USAID Kabul City Initiative Project
- World Bank Kabul Urban Reconstruction Program (KURP)
- World Bank Kabul Urban Roads Improvement Program (KURIP)
- UN HABITAT Community Development Program
- CARE/USA Community Development Program – Kabul.

LARA will report on interaction, activities, and coordination with counterparts and other donors in monthly, quarterly, and annual reports.

3.0 PERSONNEL AND MANAGEMENT STRUCTURE

As of 24 February 2011, LARA has mobilized the expatriate Chief of Party and employed the DCOP for Operations, who will arrive on 1 April 2011. The DCOP Technical, an Afghan national has already been recruited. The process has started for the hire of core local administrative staff and it is expected that most of these will be in place by early April. The project's management structure is set out below. Any changes to this structure will be discussed with USAID.

Our approach to managing LARA is defined by the need to transfer skills and capabilities to relevant Afghan institutions and Private Sector Partners while also ensuring LARA's effective implementation throughout the country. In this capacity, the COP will have ultimate authority of all day-to-day, field-related technical and management issues, and overall responsibility for LARA's field implementation. The COP has authority and responsibility to execute scope, schedule, and budget per an approved Annual Work Plan, and assure quality service delivery to the client. The COP will be supported by a Vermont-based home office team, led by Senior Technical Advisor/Manager (STA/M) Mr. Nigel Thomson, an experienced land lawyer, who will mobilize technical and administrative resources to support the COP, including specialized expertise in procurement, contracts, and grants management.

Transparent and efficient disbursement of grants and subcontracts will be the responsibility of our DCOP for Operations. We will use a phased approach to grants ensure compliance of procurements under LARA. Partners' procurement staff will initially work within the LARA project management unit to receive on-the-job training in USG procurement regulations and internal controls and processes. We will then review documentation for compliance with Afghan and USAID regulations, while advising on any perceived areas of deficiency. Our home office Auditor will provide spot audits to monitor progress of procurement and disbursement systems, assuring compliance, transparency, and adequate documentation.

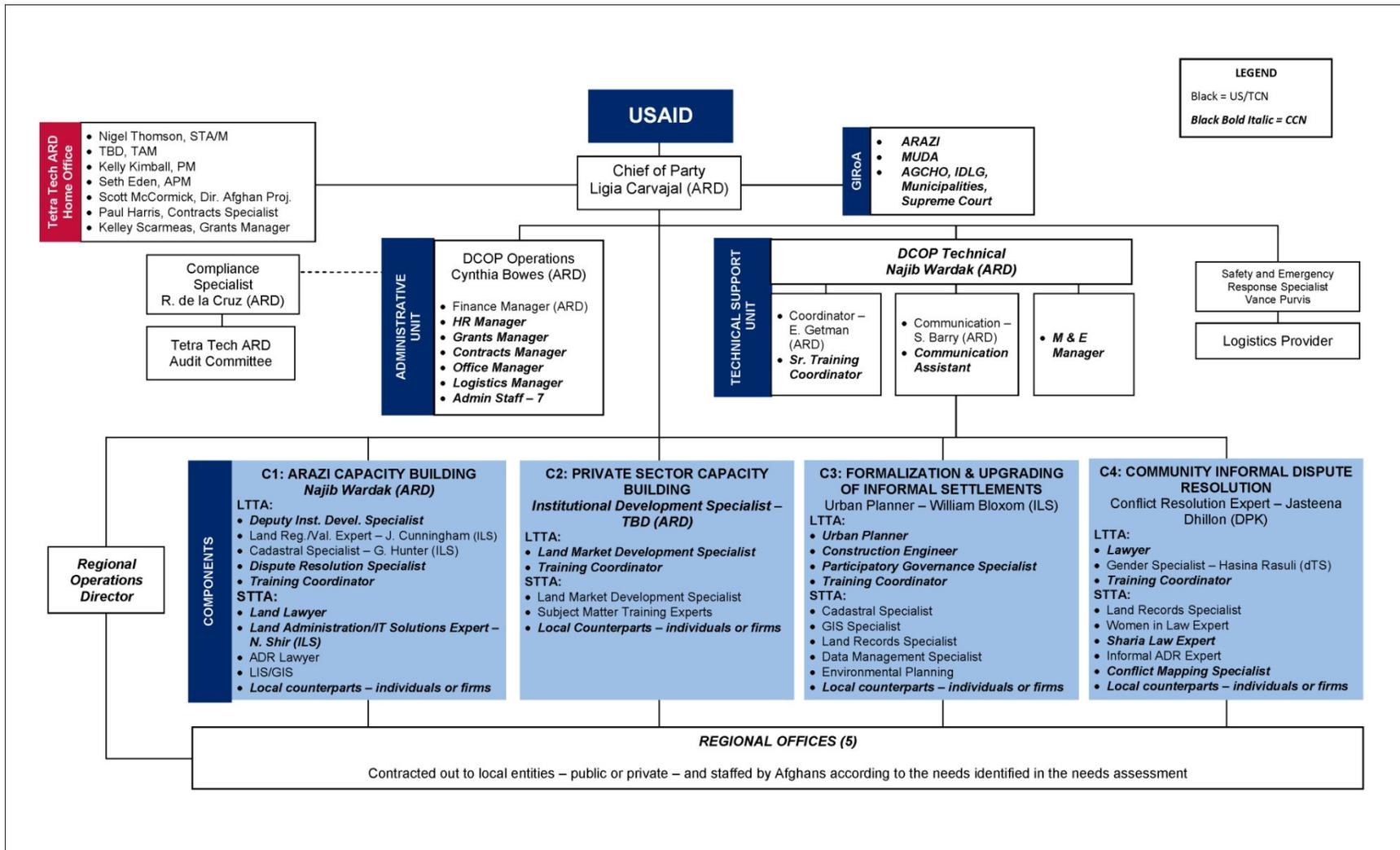
LARA will have a management committee, comprising the COP, DCOPs, Component Managers, counterparts and partners as determined appropriate by the COP. The Management Committee will meet frequently during the initial stages of the Project and then monthly; other LARA members will be invited to attend as needed.

All expatriate experts will have a counterpart (be twinned) with an Afghan professional within the relevant LARA Partner or partners.

Short-term expatriate technical assistance will always be paired with an Afghan counterpart, and will always include a training session at the beginning and end of the assignment. Afghan staff will define the needs and work on identifying and procuring the STTA, and evaluating the performance.

The LARA Organizational Structure is set out below.

Figure 3.1 LARA Management Structure



4.0 SECURITY PLAN

Tetra Tech ARD is making security arrangements for project implementation, and we will continue to assess and update our Security Plan to ensure compliance with PD 62 and the bridging plan that has been put in place. Spectre Group International (SGI), who provided logistical support during the work plan period, will be retained as the provider of logistics services, as they are not currently impacted by PD 62, nor will they be when the bridging period ends in March 2012. SGI will be asked to provide mobile security and static security for the residential compound. We intend to sign a long-term, “turn-key” lease for the office compound. The proposed office and residential compounds are located near each other in Shash Darak.

Specific logistical and security actions that LARA is taking to ensure effective implementation are as follows:

- **Central Administration:** SGI will maintain all administrative functions at the residential compound in Shash Darak and from that base will oversee the security needs for both mobile and residential activities. This will be manned by a Security Manager (SM) provided for by SGI.
- **Office and Housing:** During project start-up, the LARA team will use the compound of USAID-funded, Tetra Tech ARD-managed Sustainable Water Supply and Sanitation project compound. This area has additional space to accommodate some expatriates and offices, and it will be used by the team pending the completion of the upgrading activities on the residential and office compounds.
- **Security Team:** SGI will provide a security team, headed by the international SM who will be co-located with LARA staff (residential compound) to manage all staff movements and security, and to advise LARA COP and Tetra Tech ARD’s Safety and Emergency Response Specialist (SERS) on security issues (see below). Along with the SERS, the SM will update and revise LARA security plans as directed by USAID, oversee all project security in coordination with other security agencies and actors in Kabul and other areas of project operations, and gather and assess information to determine and avoid potential “problem areas” within Kabul and other LARA field operations.
- **Transport:** Transport will be provided in Kabul and other project areas for LARA and third country national staff by SGI. This will consist of a fleet of three armored vehicles and two soft-skinned vehicles. Each vehicle will have a trained driver, and an unarmed personal escort, equipped with communication equipment to ensure constant contact with central administration while away from the residence. The three armored vehicles are in the process of being transferred to LARA from the former Alternative Development Project in Farah Province, while the two soft-skinned vehicles will be provided by SGI under a lease arrangement. All personnel—drivers and escorts—will be provided by SGI, trained in their respective duties, and continue to receive training upgrading throughout the life of the project.
- **Cooperating Country National (CCN) Staff:** CCN staff will not require personal security detail escorts to and from their homes to LARA project offices. Tetra Tech ARD does not foresee any additional security related issues under PD 62 for these staff other than those risks associated with transport and traffic movements in Kabul and other project areas. Once all of the local staff is on board, a decision will be made about transportation for these employees—either a stipend or some sort of communal and daily bus service.

- **Embedded Staff:** We anticipate that LARA staff will be embedded with both MUDA and ARAZI. SGI will conduct site visits to both of these institutions to assess the security risks, and then suggest ways to mitigate those risks. Currently, security for both offices is provided by armed Afghan National Police who provide exterior static perimeter security, entrance identification, body pat-downs, and baggage checks. We will determine whether armored vehicles will be required for these personnel while they conduct their work.
- **Security Updates:** Expatriate staff will be apprised of changes in security conditions by the SM.
- **Evacuation Plan:** An Evacuation Process and Procedures Plan will be developed for LARA and included in the Security Plan (as revised).
- **Safety and Emergency Response Specialist:** The SERS will be a shared resource among all Tetra Tech ARD projects, and as such, this individual will provide guidance and consistency across all projects. The SERS will provide independent assessments of situations, and will also be in direct contact with the USAID security staff. In addition, the SERS will work with all SMs to update evacuation plans, review security protocols, and recommend changes from time to time, as the need arises.

APPENDIX A. PERFORMANCE MONITORING PLAN

Underpinning the activities, outputs, outcome, and impact of LARA is the Performance Monitoring Plan (PMP) that will: (1) inform decision making and problem solving; (2) ensure accountability and transparency for achieving results; (3) promote learning; and 4) document successes. While the PMP is primarily a tool for LARA, the Tetra Tech ARD team will instill many of the performance measurement tools and practices in our Afghan partners to enable them to improve their own performance. This not only promotes “buy-in” but also provides partners with skills and an analytic framework to develop their own performance measurement, accountability, and transparency systems.

The PMP is an important tool for managing and documenting portfolio performance. The term “performance management” is considered to be synonymous with “performance monitoring,” but reflects terminology used in the USAID *Performance Management Toolkit* and in USAID ADS200. It enables timely and consistent collection of comparable performance data, allowing project managers to make informed decisions on overall project management, as well as necessary changes in project design. The purpose of this PMP is to lay out clearly the major length-of-program goals, each of which constitutes a program result within the manageable interest of LARA, that together are necessary to achieve the outputs under the four major activities.

The principles governing PMP design and development are based on USAID’s guidelines for assessing and learning (see ADS 203.3.2.1):

- *The PMP must be useful for management and organizational learning.* This PMP has been developed to enable the Tetra Tech ARD team and USAID to actively and systematically monitor LARA progress in achieving its objectives. The PMP should be a constant desk reference to guide assessment of results and be updated annually. The PMP should not be developed only to satisfy external reporting requirements.
- *An effective monitoring system will yield performance information that can help LARA tell its story better.* The project team’s ability to communicate development results and to share lessons learned is dependent on its ability to collect useful performance information.
- *The development, use, and assessment of performance monitoring systems should involve the participation of key stakeholders and partners.* Tetra Tech ARD should consider the special information needs of its partners. Wherever feasible, the team should integrate its monitoring activities with those of its partners.
- *Performance management should be based upon access to and use of high quality data.* Management decisions should be based upon data that is valid, reliable, and timely. The performance management system should include regular assessments of data quality.
- *Performance management should be streamlined to minimize the burden of data collection and reporting.* When selecting PMP indicators, efforts were made to streamline and minimize the cost and time burden of data collection and reporting. Moreover, the identified PMP indicators are those determined to be most useful for decision makers regarding project progress.

A-1. PMP AND RESULTS BASED ON A CAUSAL MODEL

Tetra Tech ARD has developed a causal model to guide program design, serve as a means for ensuring that activities lead to desired outcomes, and link Components 1–4 to management objectives. Tetra Tech ARD has long used this as a primary design tool, especially for large projects that require many disparate activities and circumstances to be brought together toward an identifiable higher level objective. We use the technique of “if...then...” development hypothesis (similar to the top-down and bottom-up approach of the logical framework) in which activities (lower level “if” statements) are measured to see if they achieve the outputs (“then” statements). Outputs (new “if” statements) can be treated in the same manner to see if they logically achieve outcomes. These causal linkages are important for program diagnostics; using them, the team can look back to try and understand why an outcome was not achieved and determine whether influences outside of the project’s manageable interest caused the problem. If not, the team will be able to judge the necessity of rethinking activities and outputs—what worked and what did not.

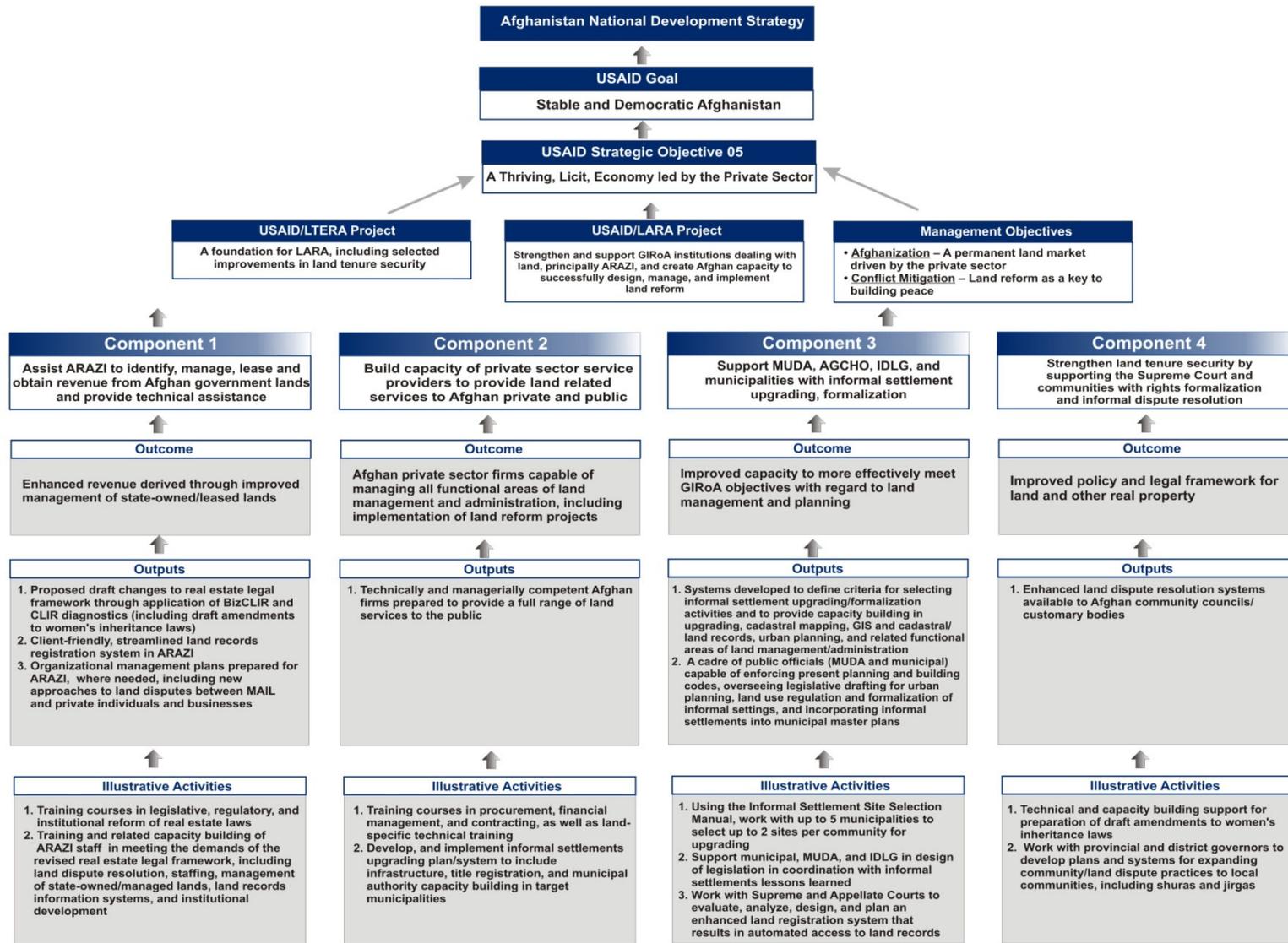
Figure A-1, LARA’s Causal Model, takes into account four streams of influence to achieve LARA objectives: (1) the work done by LTERA that provides a starting point, as well as methods that can be adapted; (2) the four components of LARA, each of which contribute to the achievement of LARA objectives and hence to the USAID/Afghanistan Strategic Objective of a vibrant licit economy; (3) LARA-relevant USAID/Afghanistan management objectives for the country; and (4) particular key assumptions that must be fulfilled or challenges that must be overcome.

A-2. MEASURING LARA PROGRAM RESULTS

Tetra Tech ARD has carefully developed procedures for monitoring and evaluating all proposed LARA project activities and determining the pace and kinds of results to be achieved. The importance of Afghanization to LARA is paramount to both the development process and progress underlying the success of this undertaking. For this reason, in addition to a series of quantitative performance indicators, LARA will also make use of qualitative Milestone Indices for tracking key institutional, policy reform, and partnership processes and their achievements. If, as a result of the baseline assessments, it becomes clear that the number milestones should be adjusted, the PMP will be amended accordingly. The more important outcomes we will be tracking include:

- Enhanced revenue derived through improved management of state-owned/leased lands
- Improved policy and legal framework for land and other real property
- Improved capacity to more effectively meet GIROA objectives with regard to land management and planning
- Afghan firms and NGOs capable of managing functional areas of land management and administration, including land reform
- Afghan firms and NGOs capable of engaging regionally in informal settlements upgrading and rural land dispute resolution
- Obstacles to women’s economic activities eliminated as a result of USG assistance
- Women’s inclusion on land rights granting documents
- Women trained in capacity building activities.

Figure A-1: LARA Causal Model



Risks, Challenges, Assumptions

- Absence of a proper land registration system, presence of land grabbing
- No overarching land law
- Need to promote political will in its present absence
- Consolidation of all land administration functions necessary
- Assumes formal adoption of significant legal reforms
- In lieu of court role in land dispute, reliance on community-based dispute resolution
- Recognition of role of illegal land holding and corruption surrounding land

Milestone Indices are based on: (1) establishment of priority competencies to be improved (e.g., strategic planning, governance, administrative systems, human resource capacity, or financial sustainability); (2) negotiations with the participating institution to establish standards of performance to be achieved over time; and (3) development of a phased plan of interventions (training, technical assistance, mentoring and exchanges, and procurement) to reach an intermediate level of performance. This can be scored for individual competencies or overall performance of the institution. LARA will employ a 10-point scale for such measurement. This methodology was selected because it is participatory, transparent, and can be adopted by institutions for use on a sustained basis.

The LARA PMP employs measures that reflect three levels of results stemming from LARA intervention—outputs, outcomes, and long-term effects (impact). Indicators are presented according to these levels in Table A-1. We also utilize another level based on synergy of LARA activities and measures tied to USAID management objectives and higher goals.

Table A-1: LARA Performance Management Plan: Selected Indicator Targets

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL & ANNUAL TARGET

Performance Indicator	Type	Baseline Value April 2011	Target Option September 2011	Target Option December 2011	Target Option March 2012	Target Option June 2012
Component 1: Strengthen and Support to ARAZI to Better Manage Government-Owned Property						
Major Results and Outcomes						
Milestone Index—Based on a competency framework for ARAZI to fulfill its mandate, based on negotiated phased performance standards (number of milestones to be assessed during baseline)	M	N/A	30%	50%	70%	80%
% increase in GIRoA revenues as a result of leases of government land	C	TBD	0%	5% above baseline	10% above baseline	15% above baseline
Component 2: Build Capacity of Private Sector Firms to Independently and Successfully Execute Future Land Reform Programs						
Major Capacity Building and Training Outputs						
# private sector firms receiving institutional capacity building training (related to business functions)	C	N/A	4	8	10	12
# private sector firms receiving capacity training in land reform-related programs (technical)	C	N/A	4	8	10	12
% increase in public perception of security as a result of improved land dispute resolution (annual focus group survey in target communities)	C	TBD	5% above baseline	15% above baseline	25% above baseline	35% above baseline
Component 3: Support MUDA, AGCHO, ILDG, and Municipalities with Informal Settlements Upgrading, Formalization, Mapping, and Urban Land Use Planning						
Major Results and Outcomes						
# Community Upgrade Development Plans approved by municipalities	A	N/A	0	1	2	4
# of informal settlements upgraded	A	0	0	1	2	3
% increase in municipal revenues through settlement formalization	C	TBD	5%	10%	15%	20%

TYPE CODE: M = MILESTONE SCORE, C = CUMULATIVE THROUGH LOP, A = SEMI-ANNUAL & ANNUAL TARGET

Performance Indicator	Type	Baseline Value April 2011	Target Option September 2011	Target Option December 2011	Target Option March 2012	Target Option June 2012
Component 4: Strengthen Land Tenure Security by Supporting the Supreme Court and Communities with Rights Formalization and Informal Dispute Resolution						
Major Results and Outcomes						
% increase in women's inclusion on new deed registrations and leases	C	TBD	5% above baseline	10% above baseline	20% above baseline	45% above baseline
# of improvements in laws and regulations affecting property rights of the urban and rural poor enacted with USG assistance	A		2			2
# of obstacles to women's economic activities (due to legal discrimination) eliminated as a result of USG assistance	A		2			2
Cross-Cutting Components						
Major Results and Outcomes						
# public information campaigns/ messages targeting women's rights to land	A	N/A	3			3
Major Capacity Building and Training Outputs						
# persons trained (disaggregated by: public sector/private sector) as a result of project activities	C	N/A	150	415	615	905
% women trained as a result of project activities	C	N/A	30%	30%	30%	30%
# participants in study tours and other international venues (disaggregated by public sector/private)	C	N/A	15	30	45	60
% women participants in study tours and other international venues	C	n/a	30%	30%	30%	30%
% increase in private sector partner staff above baseline at the time of contracting	A	n/a		20%		40%

A-3. START-UP AND THE PMP

As the LARA program rolls out nationally and in Kabul, the provinces, selected municipalities, and informal settlements in and around target municipalities and rural areas, the first activity will be to conduct baseline surveys and assessments. Survey results will be used to continually update the project's database that will be used annually to update the PMP and add value to the overall performance management of the project. LARA is currently developing standard instrumentation packages of baseline and indicator data collection instruments. Staff will be trained, so that the M&E system can be quickly implemented.

A-4. COLLECTING PERFORMANCE DATA

A-4.1 Baseline Data Collection

Prior to initiation of activities, baseline data collection will be required to form a better understanding of initial conditions, perceptions, and challenges. For Component 1, Assist ARAZI to identify, Manage, Lease, and Obtain Revenue from Afghan Government Lands and PROVIDE TECHNICAL ASSISTANCE (18-month Base Period), we will use the BizCLIR and CLIR diagnostic tools and a training needs assessment of ARAZI staff. An important step in this exercise will be to engage existing institutions in the exercise of developing a Milestone Index for capacity building.

Through Component 2, Build Capacity of Private Sector Service Providers to Provide Land Related Services to Afghan Private and Public Sectors, LARA will focus on baseline data collection for establishing capacity building needs in order to create an enhanced land registration system and expand appropriate community/land dispute resolution practices to selected provinces. A series of assessment will also be taken to assess the capacity and training needs of the private sector.

Component 3, Support MUDA, AGCHO, IDLG, and Municipalities with Informal Settlement Upgrading, Formalization, Mapping, and Urban Land Use Planning, will feature a rapid assessment of capacity building needs necessary for developing a cadre of public officials (MUDA and municipal) capable of enforcing present planning and building codes; overseeing legislative drafting for urban planning, land use regulation, and formalization of informal settings; and incorporating informal settlements into municipal master plans. Tetra Tech ARD will also use rapid techniques to establish baseline data to support the task of defining criteria for selecting informal settlement upgrading/formalization.

Finally, for Component 4, Strengthen Land Tenure Security by Supporting the Supreme Court and Communities with Rights Formalization and Informal Dispute Resolution, an inventory of existing approaches to land disputes both formal and traditional, a review of women's inheritance laws, and a measurement of the numbers of leases and deeds registered to women will be taken. Additionally, a milestone index for fulfilling mandates (legislative reform, development of policy briefs, or regulations) will be developed.

While targets for each of these indicators have been proposed in the PMP indicator table, these may require revision after the baseline has been taken. Should significant adjustments be necessary, a revised PMP will be submitted to the COTR for consideration.

A-4.2 Data Collection Responsibilities

Ongoing data collection will be the responsibility of all staff and partners. An M&E Manager in the Kabul office will have overall responsibility for the management of the PMP. During start-up, the M&E Manager will develop standard instrumentation for data collection and train all staff and partners on definitions, methodologies, verification, and archiving of documentation. Technical specialists will be responsible for confirming data for their respective activities through oversight and inspection. Potential grantees will be made aware of required indicators in grant applications and will receive instruction on definitions, methodologies, and instrumentation upon award.

A-5. ARDMIS

In order to manage project activities and results more effectively, Tetra Tech ARD will employ the use of an information system known as "ARDMIS." ARDMIS is an easy-to-use tool that allows multiple project participants to track project activities, tasks, and milestones during the life of a project. Its core value is in

providing a global overview of the progress toward planned indicator achievement during the course of a project.

Select activities will be assigned a unique code, after which projected milestones and target dates are entered into the system. Each activity can be linked with an indicator with one or two mouse clicks. Users will update milestones with the date achieved and indicators with total units achieved toward each LARA goal. Furthermore, if users so choose, activities can be associated with GPS coordinates, and a map can be generated indicating activity areas.

Finally, users will be able to consolidate all data related to a given activity into one sheet, including a summary of M&E targeted values and percent achieved to date, milestones and their targeted and actual completion date, direct beneficiaries (men, women, youth, and households), and related comments. Several global reports will also be available to users, and the Tetra Tech ARD home office Information and Knowledge Management team is available to revise the tool to enable a project to produce customized reports. Such modifications will be undertaken over the course of the project.

Table A-2: Data Collection Responsibilities

MAJOR STEPS	RESPONSIBILITY
Collect initial performance data	M&E Manager and technical specialists working with partner institutions
Review performance information and compile	Staff person in each municipal office to compile performance data (for national level programming, this is the M&E Manager)
Compile at program level	M&E Manager
Review and “face validity” review	M&E Manager and technical specialists for output data and annual outcome data/surveys/calculations
Report performance results	Reports generated by M&E Manager, technical specialists, COP and COTR.
Assess data quality	“Content validity” QA/QC includes routine verification by M&E Manager (DQA, including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits
Review and update the PMP	COP, M&E Manager, COTR, at least annually

A PMP is a living document that requires at least annual review and revision to keep up with new circumstances and challenges. However, the basic causal premise remains that the PMP is based on three levels of effect: outputs, mid-term outcomes, and higher level, longer-term outcomes that represent LARA’s impact on the development of a robust, enduring, Afghan-owned and -managed land market framework supported by a legal framework and relevant institutions.

Regular, scheduled performance monitoring requires simplicity and practicality in data collection efforts that can make it difficult to assess more complex issues of management concern. While the LARA PMP certainly emphasizes the collection of data and presentation of performance activities in a quantifiable manner, there may also be situations that call for the collection of process data that in all likelihood will be generated by direct observation, on-site interviews with key informants, and informal group interviews. These techniques usually result in generating useful qualitative information on project processes. These data are usually difficult to replicate but are nonetheless invaluable sources for assessing project performance.

Thus, while performance indicators are able to indicate progress achieved by the project, some findings may need to be complemented with qualitative data to flesh out “why” a certain result is occurring. It is anticipated that the M&E Manager, working with local stakeholders, will conduct additional data collection to tease out underlying dimensions of performance outcomes. More rigorous, in-depth analysis on topics of special interest requested by USAID and project managers will complement the project’s routine/formal performance monitoring efforts.

A-6. PRESENTING AND REVIEWING PERFORMANCE DATA

A-6.1 Performance Data Presentation

The LARA project is designed for ongoing data collection with various data submitted quarterly and semi-annually on project activities, project outcomes as they occur, and the interpretation of project results along specific timelines. Findings will be presented to USAID project managers in such a way that a clear “LARA story” is reinforced with appropriate tables and charts integrated into the narrative. While Tetra Tech ARD will develop a performance management report semi-annually, the USAID COTR will use these reports as the basis for submitting an annual report to USAID to comply with its agency reporting guidelines. By way of summation, the performance management report will include:

- Progress achieved toward LARA program objectives and management objectives;
- Adequacy of inputs for producing activity outputs and efficiency of processes leading to outputs;
- Status and timeliness of input mobilization efforts;
- Status of critical assumptions and causal relationships outlined in the Causal Model along with related implications for performance toward USAID project expectations; and
- Status of related partner efforts that contribute to the positive achievements through LARA performance.

A-6.2 Review and Updating of the PMP

The Tetra Tech project management team will use the PMP to guide overall project performance. One of the key principles of the PMP is that it will be a useful tool for management and organizational learning; the PMP is *not* merely a mechanism to fulfill USAID reporting requirements. It will be updated as necessary to reflect changes in LARA strategy and ongoing project activities, as well as other exogenous factors affecting program implementation, such as security and on-the-ground factors. PMP implementation is therefore not a one-time occurrence, but rather an ongoing process of review, revision, and re-implementation. The PMP will be reviewed and revised annually. When reviewing the PMP, the following issues shall be taken into account:

- Are the performance indicators working as intended in the design process?
- Does the indicator stand up to scrutiny?
- Are the performance indicators providing the information needed to properly gauge LARA inputs and outcomes in each of the two major activity areas?
- How can the PMP be improved?

Technical experts responsible for the respective major activity areas, assisted by the M&E Manager and under the guidance of the COP, will document any major changes to the PMP regarding indicators or data sources, along with the rationale for these adjustments. If more minor PMP elements change, such as indicator definition or responsible individual, the PMP will be updated accordingly.

A-6.3 Assessment of Data Quality

It is important that in the data collection process, appropriate standards for data quality are in place for use by external users, e.g., government officials, municipal managers, and court managers. Poor-quality data can create two problems: (1) provide poor information to LARA decision makers; and (2) skew

information used for reporting purposes. In order to measure and attribute results accurately—for both reporting and management needs—the COP, with support from the technical specialists, will ensure that collected data on LARA meet certain standardized evaluation criteria. The COP and these specialists will be responsible for carrying out annual data quality assessment reviews. Additionally, the M&E team will conduct internal data quality reviews and call upon Tetra Tech ARD home office M&E experts to provide oversight and guidance.

A-7. PERFORMANCE INDICATOR TARGETS

Immediately following USAID approval of the LARA work plan and PMP, a process for identifying data sources for baseline indicators will begin. Semi-annual targets for 2011–2012 and annually for 2013 are estimated on the basis of trend lines derived from comparable, process-intensive policy, and institutional development programs already or presently implemented in Afghanistan.

A-8. RELATED MEASUREMENT ISSUES

Issues concerning application of F (Department of State, Director of Foreign Assistance) indicators to LARA performance measurement and to measures of Afghanization and job creation are briefly considered in this section.

A-8.1 F Indicators

F indicators most often fall into categories of inputs or outputs and are useful for reporting on comparable measures across USAID. They are relevant to LARA performance measurement as expressed in the middle column of Table A-3.

Table A-3: F Indicators Relevant to LARA Performance Management

USAID F Program Headings	Causal Link to LARA	F Indicators
Objective: Economic Growth	Component 4	Number of improvements in laws and regulations affecting property rights of the urban and rural poor enacted with USG assistance
Program Area: Economic Opportunity	Component 4	Number of obstacles to women's economic activities (due to legal discrimination) eliminated as a result of USG assistance
Element: Inclusive Economic Law and Property Rights		

Linkages of F indicators to the LARA causal model are quite clear, reflecting performance results achieved under the four components.

A-8.2 Data Linkages to USAID *Afghan Info*

We will report all LARA-related data to USAID *Afghan Info*, thereby linking LARA M&E system and PMP performance data to USAID's MIS at the prescribed levels of province, district, and village. We will also report on performance data funding lines and employ geospatial coordinates synchronous with USAID *Afghan Info*. Tetra Tech ARD will present these reporting data upon receipt from USAID of the

URL address or Access database, including a user ID/password. We will consult with USAID/Afghanistan MIS specialists at the outset of LARA in order to harmonize our data management system with theirs.

A-8.3 Afghanization

In the course of designing the PMP, we have presented several performance measures to calibrate the Afghanization of LARA. These include indicators of achievement in transferring capacity to Afghans to manage the policy/legal/institutional development of the land management process, settlement formalization, and conflict resolution, at local, regional, and national levels. These employ a measure of development of institutional capacity. It is for this reason that we have proposed using the measurement tool known as the Milestone Index, weighted on a 10-point scale, to capture this process.

A-8.4 Measuring Job Creation

Job creation directly attributable to LARA is quite straightforward and reasonably easily captured empirically, but does require that our staff and partners (and grantees) are well-linked into communities and through the baseline have established a basic inventory that can be updated. All of the employment generated by settlement formalization and upgrading will be captured, as well as new employees in municipal and rural land offices charged with administering that process. This also includes jobs generated for surveyors, tax collectors, and land recorders. The following positions generated in the land management service provider sector will be enumerated, including:

- Surveying and mapping company staff
- Brokers and real estate employees
- Public notaries
- Land appraisers
- Land development personnel
- Legal aid staffers
- Legal and dispute resolution specialists
- Construction and upgrading workers.

For grants, Tetra Tech ARD will use the USAID/Afghanistan standard of 260 man-days per Full-Time Equivalent. We have included expected employment levels in the ALA. We have also included the Afghans employed under LARA, since it is our intention to assist them in finding employment in follow-on programming, in government, private sector, or NGOs as LARA winds down.

Performance Indicator Reference Sheet

AO 4 Indicator 1.1

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.2 – Policy, Legal and regulatory framework for key economic sectors

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): Milestone Index–Based on a competency framework for ARAZI to fulfill its mandate, based on negotiated phased performance standards

Unit of Measure: Milestone Index

Disaggregated by: n/a

Justification & Management Utility: This indicator measures improvement in performance against established milestones. The data assists management to target resources more effectively.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Milestone Index

Data Source: Established standards of performance will be measured in regularly intervals

Method of Data Acquisition by TT/ARD: Assessment

Frequency and Timing of Data Acquisition by TT/ARD: Quarterly

Estimated Cost of Data Acquisition: Initial and final assessments will have associated costs; quarterly measurement costs will be nil

Individual Responsible at TT/ARD: DCOP/Component 1 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: “Content validity” QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, with Tetra Tech ARD audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 1.2

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.2 – Policy, Legal and regulatory framework for key economic sectors

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): % Increase in GIRoA revenues as a result of leases of government-owned land

Unit of Measure: % over baseline (Afghanis)

Disaggregated by: N/A

Justification & Management Utility: This indicator measures increased income to government and, therefore, the potential sustainability of government activities. The data assists management to target resources more effectively.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Inquiry into ARAZI revenues

Data Source: ARAZI books

Method of Data Acquisition by TT/ARD: Inquiry

Frequency and Timing of Data Acquisition by TT/ARD: Quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: DCOP/Component 1 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 2.1

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.3 – Competitiveness of Private Sector Enhanced

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): # Private Sector Firms Receiving Institutional Capacity Building Training

Unit of Measure: # of firms

Disaggregated by: N/A

Justification & Management Utility: This indicator measures the potential breadth of institutional skills transfer and Private sector effectiveness. Read with other data, it assists management to allocate resources for private sector support more effectively.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Inventory of Capacity Building programs

Data Source: LARA workplan

Method of Data Acquisition by TT/ARD: Inquiry

Frequency and Timing of Data Acquisition by TT/ARD: Quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: DCOP/Component 2 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 2.2

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.3 – Competitiveness of Private Sector Enhanced

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): # Private Sector firms receiving capacity training in land reform-related programs

Unit of Measure: # of firms

Disaggregated by: n/a

Justification & Management Utility: This indicator measures the potential breadth of technical skills transfer and private sector effectiveness. Read with other data, it assists management to allocate resources for private sector support more effectively.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: : Inventory of Capacity Building programs

Data Source: LARA Workplan

Method of Data Acquisition by TT/ARD: inquiry

Frequency and Timing of Data Acquisition by TT/ARD: Quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: DCOP/Component 2 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 2.3

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.3 – Competitiveness of Private Sector Enhanced

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): % Increase in Public Perception of Security as a result of improved land dispute resolution

Unit of Measure: % over baseline

Disaggregated by: n/a

Justification & Management Utility: This indicator measures community perceptions of the security environment as a result of LARA-supported dispute resolution activities. It can be a measure of success of ADR

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: focus group survey in target communities

Data Source: target communities

Method of Data Acquisition by TT/ARD: focus group

Frequency and Timing of Data Acquisition by TT/ARD: Annually

Estimated Cost of Data Acquisition: costs associated with travel and holding of the focus group

Individual Responsible at TT/ARD: DCOP/Component 2 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 3.1

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.2 – Policy, Legal and regulatory framework for key economic sectors

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): # Community Upgrade Plans approved by municipalities

Unit of Measure: Number

Disaggregated by: n/a

Justification & Management Utility: This indicator measures participation of municipalities in the settlement upgrade process as well as indicating potential sustainability of the process according to community buy-in.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: communication with municipalities

Data Source: target municipalities

Method of Data Acquisition by TT/ARD: inquiry

Frequency and Timing of Data Acquisition by TT/ARD: quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: DCOP/Component 3 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 3.2

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.2 – Policy, Legal and regulatory framework for key economic sectors

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): # of informal settlements upgraded

Unit of Measure: Number

Disaggregated by: n/a

Justification & Management Utility: This indicator is a raw measure of informal settlements benefiting from project activities. It assists management in measuring basic program success.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: measurement of spending on upgrading activities

Data Source: upgrading sub-awards

Method of Data Acquisition by TT/ARD: investigation of spending

Frequency and Timing of Data Acquisition by TT/ARD: quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: DCOP/Component 3 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
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THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 3.3

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.2 – Policy, Legal and regulatory framework for key economic sectors

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): % Increase in Municipal Revenues through Settlement Formalization

Unit of Measure: % over baseline (Afghanis)

Disaggregated by: n/a

Justification & Management Utility: Increased income to government is a measure of process efficiency and of the potential sustainability of municipal activities. The data assists management to allocate resources more effectively.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Inquiry into municipal revenues

Data Source: municipal books

Method of Data Acquisition by TT/ARD: Inquiry

Frequency and Timing of Data Acquisition by TT/ARD: Quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: DCOP/Component 3 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
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THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 4.1

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.2 – Policy, Legal and regulatory framework for key economic sectors

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): % increase in women's inclusion on new deed registrations & leases

Unit of Measure: % over baseline

Disaggregated by: gender

Justification & Management Utility: This is a measure of the success of project activities supporting gender equity, basic human rights. The data assists management to measure the effectiveness of the Gender Strategy and allocate resources accordingly.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: review of deed registrations

Data Source: gov't partners

Method of Data Acquisition by TT/ARD: investigation of deed registrations

Frequency and Timing of Data Acquisition by TT/ARD: quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: DCOP/Component 4 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 4.2

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.2 – Policy, Legal and regulatory framework for key economic sectors

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? Yes

DESCRIPTION

Precise Definition(s): # of improvements in laws and regulations affecting property rights of the urban and rural poor enacted with USG assistance

Unit of Measure: # amended laws

Disaggregated by: n/a

Justification & Management Utility: This is a measure of political will to support the poor. The data assists management to allocate resources more effectively.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: review of regulatory framework

Data Source: analysis

Method of Data Acquisition by TT/ARD: analysis, done through local partners

Frequency and Timing of Data Acquisition by TT/ARD: quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: DCOP/Component 4 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of documentation) by M&E Manager, with Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 4.3

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.2 – Policy, Legal and regulatory framework for key economic sectors

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? Yes

DESCRIPTION

Precise Definition(s): # of obstacles to women’s economic activities (due to legal discrimination) eliminated as a result of USG assistance

Unit of Measure: # obstacles

Disaggregated by: n/a

Justification & Management Utility: Reform indicates political will to permit women’s access to the economy. The data assists management to measure the effectiveness of the Gender Strategy and allocate project resources accordingly

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: review of regulatory framework

Data Source: analysis

Method of Data Acquisition by TT/ARD: analysis, done through local partners

Frequency and Timing of Data Acquisition by TT/ARD: quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: DCOP/Component 4 leader, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: “Content validity” QA/QC includes routine verification by M&E Manager (DQA including proper archive of documentation) by M&E Manager, with Tetra Tech ARD home office audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
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THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 5.1

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.2 Policy, legal, and regulatory framework for key economic sectors

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): # Public Information campaigns/messages targeting women's rights to land

Unit of Measure: # campaigns

Disaggregated by: n/a

Justification & Management Utility: This is a raw measure of the number project campaigns targeting women's rights to land. Read with other data, it indicates the effectiveness of the Gender Strategy.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: funds allocated and spent for designated campaigns

Data Source: LARA workplan

Method of Data Acquisition by TT/ARD: inquiry

Frequency and Timing of Data Acquisition by TT/ARD: quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: PIA Specialist, DCOP, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
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THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 5.2

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.3 – Competitiveness of Private Sector Enhanced

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): # persons trained (disaggregated by public/private sector) as a result of project activities

Unit of Measure: # people

Disaggregated by: public officials, private persons

Justification & Management Utility: This is a raw measure of individual training received. Read with other data, it indicates the effectiveness and sustainability of public/private sectors.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: measurement of persons attending trainings

Data Source: trainings

Method of Data Acquisition by TT/ARD: measurement during training, follow up for effectiveness of training

Frequency and Timing of Data Acquisition by TT/ARD: quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: PC, DCOP, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 5.3

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.3 – Competitiveness of Private Sector Enhanced

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): % Women trained as a result of project activities

Unit of Measure: # women

Disaggregated by: n/a

Justification & Management Utility: This is a raw measure of individual women receiving training. Read with other data, it indicates the effectiveness of the Gender Strategy.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: measurement of % women attending trainings

Data Source: trainings

Method of Data Acquisition by TT/ARD: inquiry

Frequency and Timing of Data Acquisition by TT/ARD: quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: PC, DCOP, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 5.4

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.3 – Competitiveness of Private Sector Enhanced

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): # Participants in study tours and other international venues (disaggregated by public/private sector)

Unit of Measure: # people

Disaggregated by: Public officials, private persons

Justification & Management Utility: This is a raw measure of individuals traveling on international study tours. Read with other data, it indicates the effectiveness and sustainability of government and private sector activities.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: measurement of persons attending study tours

Data Source: study tours

Method of Data Acquisition by TT/ARD: measurement during tours

Frequency and Timing of Data Acquisition by TT/ARD: quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: PC, DCOP, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 5.5

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.3 – Competitiveness of Private Sector Enhanced

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): % Women participants in study tours and other international venues

Unit of Measure: percentage

Disaggregated by: n/a

Justification & Management Utility: This is a raw measure of individual women traveling on study tours. Read with other data, it indicates the effectiveness of the Gender Strategy

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Inquiry into study tour attendance

Data Source: Study Tours

Method of Data Acquisition by TT/ARD: Inquiry

Frequency and Timing of Data Acquisition by TT/ARD: Quarterly

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: PC, DCOP, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
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THIS SHEET LAST UPDATED ON: 3/27/2011

Performance Indicator Reference Sheet

AO 4 Indicator 5.6

Name of Assistance Objective: A developed business climate that enables private investment, job creation, and financial independence.

Name of Intermediate Result: 4.3 – Competitiveness of Private Sector Enhanced

Name of SO Indicator: A thriving licit economy led by the private sector

Is this an F-Indicator? No

DESCRIPTION

Precise Definition(s): % increase in Private Sector Partner staff

Unit of Measure: % increase over baseline

Disaggregated by: n/a

Justification & Management Utility: This is a raw measure of private sector jobs created as a result of project activities.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Inquiry with local partners

Data Source: local partners

Method of Data Acquisition by TT/ARD: inquiry with local partners

Frequency and Timing of Data Acquisition by TT/ARD: semi-annually

Estimated Cost of Data Acquisition: nil

Individual Responsible at TT/ARD: PC, DCOP, COP

Individual Responsible for Providing Data to TT/ARD: M&E Specialist

Location of Data Storage: ARDMIS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Second quarter 2011

Known Data Limitations and Significance (if any): none

Actions Taken or Planned to Address Data Limitations: n/a

Date of Future Data Quality Assessments: Fourth quarter 2011

Procedures for Future Data Quality Assessments: "Content validity" QA/QC includes routine verification by M&E Manager (DQA including proper archive of original documentation) by M&E Manager, subject to Tetra Tech ARD home office PMP audits

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: ARDMIS

Presentation of Data: Tabular, graphic, and narrative

Review of Data: M&E Specialist, DCOP, COP

Reporting of Data: Annually

OTHER NOTES

Notes on Baselines/Targets:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
2011			
2012			
2013			
2014			
2015			

THIS SHEET LAST UPDATED ON: 3/27/2011

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