



Education Development Center, Inc.

STAY Positive Project Afghanistan

Award Number: 306-A-00-10-00524-00

Operations Plan

**This plan intends to establish and maintain project operations in support
of STAY Positive project programming activities.**

Contents

Background.....	3
Operations Management Approach.....	4
Operational Management Activities	5
Management Support	5
Policies and Procedures (PnP)	5
Operations Staffing & Management	6
Facilities Assessment & Upgrades	7
Operations Department Functions.....	8
Operations Section	8
Procurement & Grants Section	9
Administration & HR Section.....	9
IT & Communication Section.....	10
Annexes	11
Annex A - Staff Lists (National) and Contact Details.....	12
Annex B - Staff Lists (International) and Contact Details	31
Annex C – Management Staffing Plan	32
Annex D - Operations Staffing Plan	34

Background

The project commenced without any infrastructure support or established systems, which meant that EDC had to develop an operational base from zero. Although EDC had experience operating in Afghanistan, the previous EDC project closed 3 years prior to the start of STAY Positive. Generic policies and procedures were used to establish the operations platform and international staff members with prior experience in Afghanistan were recruited, together with a small headquarters team to start-up the project.

The project began its design phase activities with a start-up component in early July 2010, and start-up team were based at the Heetal Hotel, in Wazir Akbar Khan, Kabul. The project team, including operations staff, worked out of the hotel for a period of two months. Although the facilities at the Heetal Hotel were adequate for a small team to function, during this period there was rapid expansion with the recruitment of core operations staff, therefore, there was considerable pressure on team to identify a home for the project quickly.

In early August 2010, the STAY Positive project country office and residence were identified and leases were secured for two offices and a residence. The residence and offices are in close proximity (opposite one another, across a quiet street), in Qala-e-Fatullah, District 10, Kabul city. A thorough facilities assessment was conducted detailing the infrastructure upgrades necessary at each compound and buildings to ensure the site was habitable and suitable for the project's purpose. Work started, soon after the assessment with the selection of suitably experienced and qualified contractors to begin upgrading the facilities.

The facilities and security upgrades were sufficiently completed by Sept 13th, 2010 and project, staff and assets moved from the Heetal Hotel on Sept 13th into the new residence and offices.

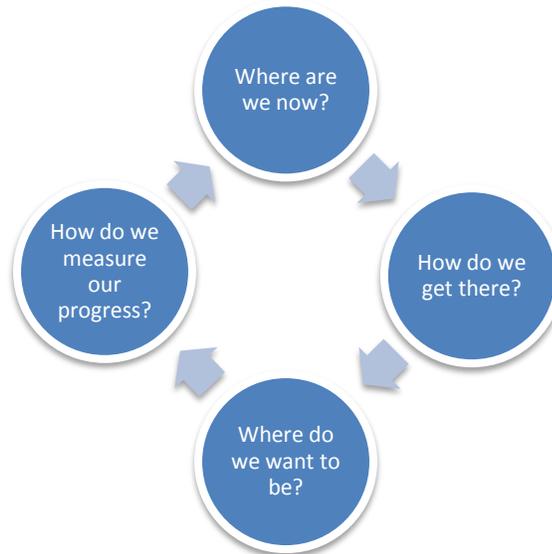
During the start-up phase of the project, the operations department managed to support numerous international staff consultancy visits to Kabul, together with operational support of the four permanent expat staff members and a growing team of national staff, both while at the Heetal and the project's residence/offices.

Once a permanent project site was identified, establishing the following support components of the Operations Department was critical:

- Facilities Management,
- Logistics and Transport Management,
- Financial, HR and Administration Support, and
- Procurement and Grants Management

Operations Management Approach

The STAY Positive Project introduced a performance management approach and project management principles to the operations department's activities, particularly during the start-up & design phase that included answering the following four strategic questions:



The strategic questions are considered at regular intervals, to ensure the operational approach is consistent with the projects strategy and intended outcomes of the operational plan.

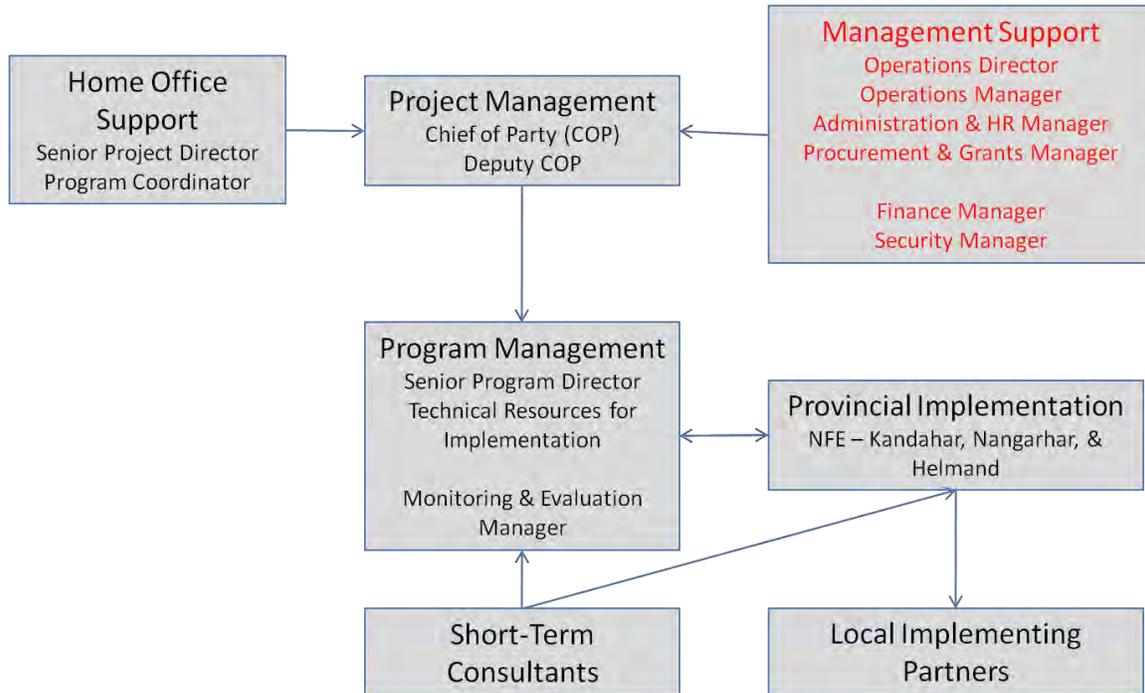
Usually, to answer those questions, meaningful data must first be included from prior fiscal years and the current fiscal year of a project, to determine budgetary needs for effective operational support for a project. As EDC and STAY Positive project was starting from zero, this was not possible, so the experience of headquarters start-up team and international project staff, together with core national staff team was used to make estimations and delineate project operational needs.

Once operational needs were defined, an operational plan was developed to help prepare an operating budget for the project. The operational plan, which also included resource allocation, was incorporated into the project's budget. This way it could be later modified to reflect project policy decisions and programming plans, and financial changes (budget allocations) could be made during the budget development process to reflect the project's goals, objectives and implementation strategy. In addition, this way the operational plan was inextricably linked to the programmatic activities and plans, to ensure effective support of core project activities within the limited budget (\$50 million) and time frame (3 years), for the design and implementation of the project. As the program description, goals, objectives and strategy are developed, operational support could be adjusted to best meet the needs of the program within the scope of the overall project.

Operational Management Activities

Management Support

The following diagram depicts the overall management support to programmatic activities and where the operational management support links rests within the STAY Positive project.



Policies and Procedures (PnP)

One of the initial management activities was to draft a policy and procedure manual for the operations department and use by all staff members within the project. The draft is currently being edited and finalized by EDC headquarters specialists for implementation within the project. During the development of the PnP particular consideration was given to the following:

- GIRA Laws & Regulations, together with customs and culture of the people of Afghanistan.
- US Government Laws & Regulations, together with USAID policies & procedures
- EDC policies and procedures, together with recognized best practice established through years of experience working in international development.

Operations Staffing & Management

The operations department is led by an expat Operations Director, whose responsibilities will be transferred to a national Operations Director two years into the project. There will be an extended period of coaching and mentoring, to ensure effective management of the operations department is maintained.

The operations department established a core management team to support rapid implementation of the project. This included initially staffing the following key positions:

- Administration & HR Manager
- Finance Manager
- Procurement Manager

This was followed by the rapid recruitment of operations staff as needed to meet the growing needs of the project during the design phase. The operations staffing plan attached shows the final staffing requirement to best support the project at its optimum.

The operations department is divided into three key organizational sections, which is led by a manager. The following are the key managers responsible for key operational support:

- Operations Manager, who will be a senior manager and deputize for the Operations Director, he/she will manage the project's facilities, all transport & travel needs and logistics management.
- Procurement and Grants Manager will manage the acquisition of all services and products for the project, together with effective grants management.
- Administration and Human Resources (HR) Manager will manage all administration issues, including liaison with government ministries and compliance with local laws and regulations, together with ensuring HR management policies and procedures are fair and transparent, and the project's recruitment policies result in the employment of the best candidates for the positions available within the project.

The Senior IT Officer will report directly to the Operations Director and will be responsible for all IT installation and maintenance matters.

The Security Manager will report directly to the COP, however all security activities will be in close consultation with the Operations Director.

Although the Finance Manager initially reported to the Operations Director, this position will report to the COP in future to ensure effective financial management, oversight and independence of the Finance Section.

Facilities Assessment & Upgrades

A facilities assessment was completed with respect to the suitability of the site identified, renovations required at the residence and offices. Immediate renovations were initiated based on the assessment to ensure STAY facilities was habitable, functional and secure for project staff. Initial stage of the renovations was completed on the project residence and the two office compounds were finalized at the end of October 2010. Ongoing renovations and maintenance continue as problems are identified and expenditure approval is given by USAID for works to be completed.

The facilities are currently habitable, but require additional renovations to support 100% occupancy of the residence and offices. This work will be carried out over the course of the next six months to ensure programmatic accommodation needs are met.

Operations Department Functions

Operations Section

The Operations Section will be responsible for all logistics, transport, travel and facilities management matters. This will include developing and implementing policies and procedures in following areas:

Managing Office Access

In close cooperation with the Security Manager

Managing the Transport Policy including

In close cooperation with the Security Manager

- Vehicle Use
- Outfitting Vehicles with the necessary safety equipment
- Driver Procedures and Training
- Passengers Procedures
- Record Keeping and Fuel Consumption Oversight
- Vehicle Garaging, Marking & Maintenance
- Vehicular Accidents Procedure
- Vehicle Safety & Security Measures
- Vehicle Insurance
- Acquisition of Project Vehicles
- Compliance with Local Laws
- Record Keeping and Filing
- Movement Approvals and Issuance of Vehicles
- Managing and Tracking Staff Movements

Managing Travel & Travel Expenses

In close cooperation with the Finance Section

Logistics Management including

- Control and Supply Equipment to Project Staff
- Movement of Goods within the Field
- Managing the Project's Supply Store

Facilities Management including

- Office Maintenance
- Building Repairs
- Housekeeping
- Power Management, including Power Outages & Electricity Supply
- Water & Waste Management
- Health & Safety within Project Kitchens
- Managing Kitchen Funds

Procurement & Grants Section

The Procurement & Grants Section will be responsible for the management of procurement and grants matters to ensure regulatory compliance and transparency. This will include developing and implementing policies and procedures in following areas:

Procurement Management including:

- Procurement Approval Authority
- Competitive Bidding Process
- Procurement Procedure for Goods or Services Valued in Excess of US\$100,000
- USAID Source, Origin, and Nationality Requirements
- Procurement of Goods from US and Non-US Sources
- Completing Purchases Including
 - Purchase Orders
 - Receiving Reports
 - Invoicing

Grants Management

Administration & HR Section

The Administration Section will be responsible for the management of administration effecting the project, including compliance with Afghan law and regulations, together with managing HR management policies and procedures. This will include developing and implementing policies and procedures in following areas:

Management of administration issues including:

- Office Management
- Inventory
- Office Supplies
- Office Equipment
- Property Disposal
- Disposal Plan
- Disposal Procedures
- Completion of Disposal
- Archiving
- Reception
- Work Permits
- Registration
- Work Permits
- Compliance with Afghan Law & Regulations

HR Management including:

- Recruitment Procedure
- Management of different Types of Local Employment
- Administration of Local Salaries
- Managing Employment-Related Benefits
- Managing Attendance Policy
- Managing the Leave Policy including
 - Approval of Leave
 - Annual Leave
 - Sick Leave
 - Extended Sick Leave
 - Maternity Leave
 - Compassionate/Urgent Leave
- Managing Performance Management Systems
- Managing the Staff Transfer Policy
- Managing Staff Members Separation from the Organization
- Managing Administrative Policies
 - Professional Conduct
 - Anti-Harassment
 - Fair Employment
 - Conflicts of Interest and Commitment
 - Proper Work Attire
 - Property Rights
 - Misconduct

IT & Communication Section

Overall IT Management including

- Installation and Issuance of IT equipment
- Maintenance of IT Network and Equipment
- Managing Ownership of IT Systems
- Implementing Policy on Appropriate & Inappropriate Use
- IT Procurement
- IT Systems Security
- Systems Administration
- Managing Remote Technology Support
- Managing Policy on Appropriate Use of E-Mail
- Appropriate Use of Landline, Mobile & Satellite Phones

Annexes

[Annex A - Staff Lists \(National\) and Contact Details](#)

[Annex B - Staff Lists \(International\) and Contact Details](#)

[Annex C – Management Staffing Plan](#)

[Annex D - Appendix 3 - Operations Staffing Plan](#)

Annex A - Staff Lists (National) and Contact Details

Program								
No	Name	Position	Dept / Section	Loc	Cell 1	Cell 2	Work Email	Personal email
1	Khatera Afghan	Program Manager/Gender	Program	Kabul	0796 300 928	0799 156 171	kafghan@edc.org	[REDACTED]
2	Nasir Shaheem	Deputy M&E Manager	Program	Kabul	0796 300 919	0700 220 811	snasir@edc.org	[REDACTED]
3	Hossy Qasmi	Program Associate/Youth OR	Program	Kabul	0796 300 797	0799 564 665	hqasmi@edc.org	[REDACTED]
4	Mir Zabihullah Sadat	Program Specialist/ICTs	Program	Kabul	0796 300 944	0707 435 132	zsadat@edc.org	[REDACTED]
5	Abdul Saboor Ameri	Youth Out Reach Manager	Program	Kabul	0796 300 914	0788 877 888	samiri@edc.org	[REDACTED]
Security								
1	Habibullah Ghafari	Deputy Security Director	Security	Kabul	0796 468 393	0700 228 990	hghafari@edc.org	[REDACTED]
Operations								
1	Mohammad Homayoon Formul	Deputy Operations Director	Operations	Kabul	0796 377 479	0700 296 507	mhomayoon@edc.com	[REDACTED]
2	Arzoo Kawusi	Executive Assistant	Program	Kabul	0796 300 902	0774 787 944	akawusi@edc.org	[REDACTED]
1	Ahmad Shah Khaliqi	HR/Administration Manager	HR/Administration	Kabul	0796 300 963	0786 37 3734	akhaliqi@edc.org	[REDACTED]
2	Neelab Zakah	HR/Administration Assistant	HR/Administration	Kabul	0796 300 901	0700 987 070	nzakah@edc.org	[REDACTED]
3	Samir Abdullah Hashimi	Facilities Coordinator	HR/Administration	Kabul	0796 300 969	0788 603 060	sameerabdullah@edc.org	[REDACTED]
4	Rohullah Hassan Poor	Facilities Assistant	HR/Administration	Kabul	0796 300 945	0799 216 549	N/A	[REDACTED]
5	Basir Rafih	Ground keeper	HR/Administration	Kabul		0788 629 736	N/A	[REDACTED]
6	Rabia Ahmadi Safizadah	Office Cleaner	HR/Administration	Kabul		0795 55 3824	N/A	[REDACTED]
7	Sulaiman Zarghoon	Office Cleaner	HR/Administration	Kabul		0797 057 028	N/A	[REDACTED]
8	Atiqullah Baha	Guesthouse Chef	HR/Administration	Kabul	0796 300 930	0799 062 215	N/A	[REDACTED]
9	Pari Mah Azizi	Cook Assistant	HR/Administration	Kabul			N/A	[REDACTED]
10	Latif Shah Kamyab	Office Cleaner	HR/Administration	Kabul		0799 550 751	N/A	[REDACTED]
11	Idress Azizi	Office Cook	HR/Administration	Kabul		0700 208 970	N/A	[REDACTED]
12	Fawzia Fani	Laundry	HR/Administration	Kabul		0799 150 074	N/A	[REDACTED]
13	Sayed Temor Shah Hussaini	Guesthouse Cook	HR/Administration	Kabul		0799 590 509	N/A	[REDACTED]
14	Palwasha Naheemi	Office Cleaner	HR/Administration	Kabul		0789 054 414	N/A	[REDACTED]
1	Qais Habibi	Logistics Assistant	Logistics	Kabul	0795 383 710	0778 786 007	ghabibi@edc.org	[REDACTED]
2	Burhan Muhammadi	Senior IT Officer	Information Tech	Kabul	0796 300 910	0700 010 932	bmuhammadi@edc.org	[REDACTED]
1	Anosha Noori	Finance Manager	Finance	Kabul	0796 300 955	0794 304 045	anoori@edc.org	[REDACTED]
2	Sulaiman Ahmadi	Finance Assistant	Finance	Kabul	0796 300 960	0700 975 115	sahmadi@edc.org	[REDACTED]
1	Abdullah Safi	Acquisition Manager	Acquisitions	Kabul	0796 300 786	0793 514 001	asafi@edc.org	[REDACTED]
Temporary								
1	Qais Hejran	Office Assistant	Acquisitions	Kabul	0796 300 972	0774 504 233	N/A	[REDACTED]
2	Benafsha Nazary	Procurement Assistant	Acquisitions	Kabul	0796 300 799	0796 338 822	N/A	[REDACTED]
3	Mohammad Asif Qaderi	IT Assistant (Temporary)	HR/Admin Dept	Kabul	0796 300 788	0700 703 233	N/A	[REDACTED]
4	Farid Samimi	Logistic Assistant	Logistics	Kabul	0796 300 920	0700 970 171	N/A	[REDACTED]
5	Nasrat Khalid	IT Assistant	Information Tech	Kabul	0796 300 948	0789 948 426	N/A	[REDACTED]

Annex B - Staff Lists (International) and Contact Details

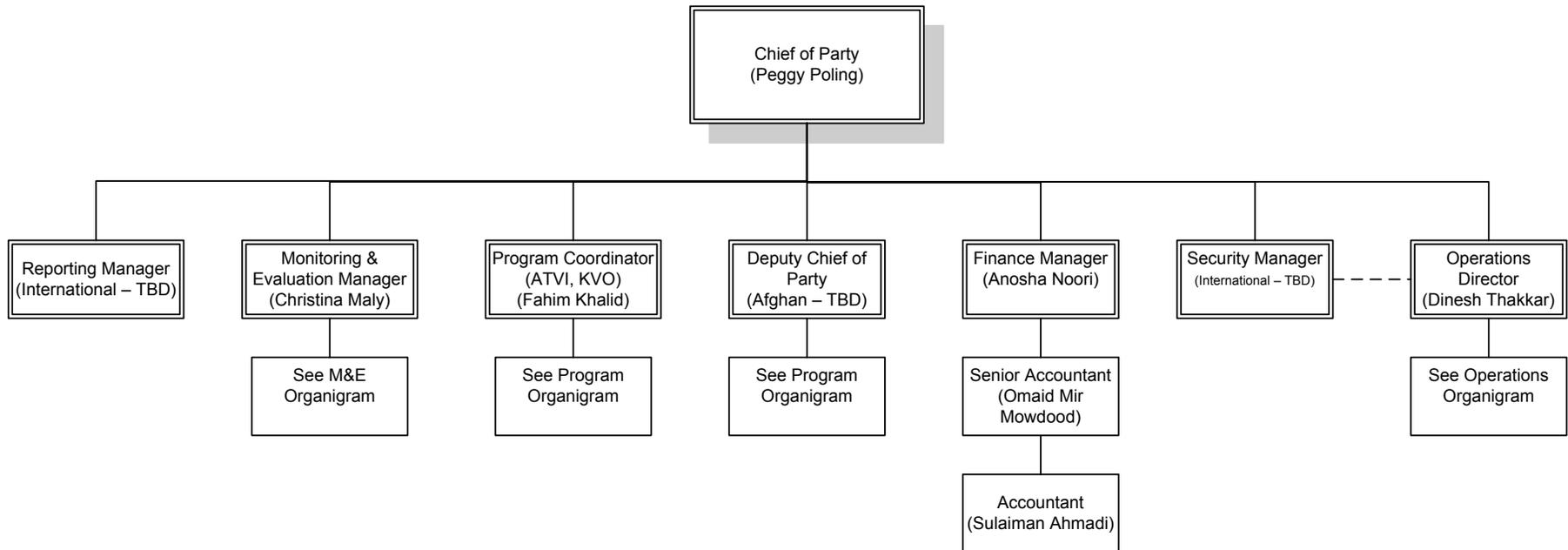
International Staff							
Call Sign	Name	Position	Location	Cell No	Work Email	Personal Email	Work Skype
B1	Peggy Poling	Chief of Party	Kabul	0799 282 784	ppoling@edc.org		
B2	Dinesh Thakkar	Operations & Security Director	Kabul	0797 664 962	dthakkar@edc.org		edc afg country sec dir
E2	Christina Maly	Monitoring & Evaluation Manager	Kabul	0799 288 240	cmaly@edc.org		christinamaly

Annex C – Management Staffing Plan

STAY Positive

Proposed Senior Management Staffing Plan

January 21, 2011



Annex D - Operations Staffing Plan

