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

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WORK PLAN

July, 2011 – September, 2012

RAMP UP - SOUTH WORK PLAN

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TABLE OF CONTENTS

ACRONYMS	v
PROGRAM OVERVIEW	1
EXECUTIVE SUMMARY	1
ORGANIZATIONAL STRUCTURE	4
Afghanization Strategy	4
Municipal Program Coordinators	5
Embedded Staff	5
RESULTS FRAMEWORK	6
PROGRAM ACTIVITIES	7
Component I: Capacity Building of GIROA at the Municipal Level	7
Outcome Indicator: Percentage increase in Municipal Capacity Index (MCI) of target municipalities.....	7
Municipal Capacity Index.....	8
Development of Municipal Improvement Plans	9
Municipal Training	9
Planning and Budgeting Training	10
Administrative and Management Training	10
Technical Assistance to Municipal Hiring Process	12
Municipal Communications Strategies.....	12
Anti-Corruption Initiatives	12
Women’s Engagement in Participatory Decision Making.....	15
Component II: Support to the GIROA to Provide Responsive, Effective, and Visible Municipal Service Delivery Programs	17
Outcome Indicator: Percentage increase in citizens’ who have regular access to essential services	17
Solid Waste Management	19
Public Latrines	22
Municipal Beautification	23
New City Development	23
Water Purification.....	24
Leveraged Funding	24
Environmental Compliance	25
Component III: Support to the GIROA to Improve Economic Development and Revenue Generation at the Municipal Level	27
Outcome Indicator: Percentage increase in revenue generated by target municipalities as a direct result of RAMP UP-South activities.....	27
Computerized Land Registration System	28
Public-Private Partnerships.....	31
MANAGEMENT AND ADMINISTRATION	33
Personnel	33

Staffing and Recruitment	34
Component Teams	34
Operational and administrative Support Staff.....	35
Internal Anti-Corruption Measures.....	36
Security	36
PERFORMANCE MONITORING PLAN	37
Reporting	37
Year Two Program-Wide Indicators and Targets.....	38
ANNEX A: ORGANIZATIONAL STRUCTURE	41
ANNEX B: ACTIVITY TIMELINE BY MUNICIPALITY	43
ANNEX C: ILLUSTRATIVE LIST OF PRIORITIZED ACTIVITIES PER APPROVED MIPS	44
ANNEX D: ILLUSTRATIVE YEAR 2 BUDGET.....	45

ACRONYMS

AO	Area of Operations
AUWSSC	Afghanistan Urban Water Supply Sewage Corporation
AusAID	Australian Agency for International Development
CBIP	Capacity Building Improvement Plans
CERP	Commanders Emergency Response Program
CBSP	Commercial Business Support Program
CCT	Crosscutting Themes
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DCOP	Deputy Chief of Party
DTL	Deputy Team Leader
GDMA	General Directorate of Municipal Affairs
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HR	Human Resources
IARCSC	Independent Administrative Reform and Civil Service Commission
IDLG	Independent Directorate of Local Governance
IFMS	Integrated Financial Management System
IT	Information Technology
LED	Local Economic Development
LOP	Life of Project
M&E	Monitoring and Evaluation
MCI	Municipal Capacities Index
MIP	Municipal Improvement Plan
MPC	Municipal Program Coordinator
NGO	Non-Governmental Organization
O&M	Operation and Maintenance
OSC	Overseas Strategic Consulting
PAR	Public Administrative Reform
PMP	Performance Monitoring Plan

POC	Public Outreach and Communication
PPP	Public Private Partnership
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RU-S	RAMP UP - South
SDIP	Service Delivery Improvement Plan
SNGP	Sub-National Governance Policy
SOP	Standard Operating Procedure
STTA	Short Term Technical Assistance
SWM	Solid Waste Management
TL	Team Leader
TWG	Technical Working Group
USAID	United States Agency for International Development

PROGRAM OVERVIEW

The objective of the Regional Afghan Municipalities Program for Urban Populations (RAMP UP) – South is to create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance in targeted municipalities throughout the country. RAMP UP-South is working to:

- (1) Increase the capacity of the Government of the Islamic Republic of Afghanistan’s (GIROA) municipal officials;
- (2) Improve the delivery of municipal services to citizens in target municipalities; and,
- (3) Increase municipal capacity to enable, support, and sustain economic growth.

The main GIROA counterpart for RAMP UP-South is the Independent Directorate of Local Governance (IDLG). RAMP UP-South is supporting IDLG and the relevant sub-national entities (i.e., mayors and municipal officials) to increase institutional capacity to implement policy, provide resources that allow municipalities to deliver services, and increase revenue. All RAMP UP-South activities support the GIROA by building institutional capacity and systems within the Afghan Government.

EXECUTIVE SUMMARY

This is the second Annual Work Plan for the USAID funded Regional Afghan Municipalities Program for Urban Populations - South (RAMP UP – South / RU-S) for the period of July, 2011 through September 2012. It describes planned activities, timelines, and deliverables for RU-S. As outlined in the performance monitoring plan section, the performance targets have been revised to reflect the expected availability of funds. Readers of this work plan should be familiar with the United States Agency for International Development (USAID) Contract No. 306-C-00-10-00527-00, the RU-S Year One Work Plan, and monthly and quarterly reports.

This work plan was developed with input from the mayors of the six municipalities within the RU-S Area of Operations (AO) and other key governmental and non-governmental partners. It reflects the Municipal Improvement Plans (MIPs) of AO municipalities that have been approved by the Independent Directorate for Local Government (IDLG), and the General Directorate of Municipal Affairs (GDMA) on July 13, 2011.

The Year Two Work Plan describes the activities and approaches employed by the program to create and strengthen effective, accountable, and responsive municipal governance in southern Afghanistan. While Year One focused on establishing services and building relationships with GIROA counterparts, Year Two will see greater emphasis on municipal capacity development and on revenue generation to ensure that services remain sustainable.

Areas of Operation

RAMP UP-South activities support the municipalities of the capital cities of six provinces in southern Afghanistan.

Municipality	Province
Kandahar City	Kandahar
Lashkar Gah	Helmand
Nili	Daikundi
Qalat	Zabul
Tirin Kot	Uruzgan
Zaranj	Nimroz

Activities are prioritized geographically as follows. :

Tier One: Kandahar City and Lashkar Gah. As the largest and most strategically important cities in southern Afghanistan, first preference is given to fund activities in all three components.

Tier Two: Qalat and Tirin Kot. As medium sized municipalities in strategic areas with security concerns and PRT presence, key focus will be on strategic and sustainable service delivery projects that promote capacity building and generate revenue. In Tiran Kot, activities already designed by RU-S will be funded by the Australian Aid Agency.

Tier Three: Zaranj and Nili. As smaller sized municipalities in relatively more secure locations, third preference is given to fund strategic Component 1 and 3 activities that will strengthen the ability of these municipalities to deliver citizen services. However Component 2 activities will continue in key areas to facilitate C1 and C3 efforts.

In August 2011, RAMP UP-South, in association with its municipal partners, re-prioritized all proposed activities in the Municipal Improvement Plans (MIPs) to ensure that we were leveraging resources to maximum impact, and also began investigating possibilities to leverage funding from other sources.

As illustrated in the work plan budget in Annex D, this work plan assumes total funding of approximately \$65.5 million through September 2012, a portion of this leveraged from other sources, including AusAID. Priority is given to sustainable service delivery projects that also promote capacity building and revenue generation, and so the work plan reflects a front loading of Component 2 - Service Delivery from July 2011 – March 2012, with a scaling down of capital interventions beginning in January 2012. After March 2012, RAMP UP -South will focus primarily on Components 1 and 3 with systematic follow-up to ensure sustainability of capital and revenue generation investments.

A breakdown of activities by priority is included in Annex C. The first tier represents those activities that can be completed with an approximate total cost of \$63.5 million. Tiers two and three describe activities that could be completed with an additional obligation, or with funding leveraged from alternate sources. The main activity impacted by the reduced funding is the solid waste management program, as the lower funding level will not allow for the procurement of all the SWM vehicles, structures and equipment.

As described in the management and administration section, along with the reprioritization of

activities, RAMP UP-South has taken significant steps to reduce human resource and operational costs in an effort to allocate as much funding as possible to technical activities. Also, RAMP UP-South endeavors to transition senior capable Afghan staff to positions of leadership to responsibly expend project funds as well as support the development and capacity building of Afghans internally to better prepare them to serve as trainers and advisors to municipal counterparts. This quarter, expatriate and third-country national staff has been reduced by nearly 50 percent, and the secondary office in Lashkar Gah will be closed, with expat staff embedded on PRTs and forward operating bases. RU-S is in the process of negotiating memorandums of understanding (MOUs) with the Forwarding Observation Base (FOB) commanders for security and life support services for Project staff while on FOBs and PRTs. This will free up associated costs at the program's main base of operations in Kandahar that may be devoted to program activities.

Even with those significant reductions, the static operating and security costs in the South remain high. Therefore, by April, 2012, the program's base of operations will shift to Kabul, where costs for the security and operational platform are significantly less. Expatriate and local staff will continue to travel throughout the provinces to monitor program activities, while senior Afghan staff will take the lead on day to day program implementation in each province. The timeline for this shift and the resultant restructuring is further described in the Organizational Structure and the Management and Administration Sections.

As illustrated under the Program Activities discussion, certain tasks have been altered from the original contract scope to reflect municipal and IDLG priorities, as well as funding changes. With USAID concurrence, we will seek to formalize these changes in a subsequent contract modification.

This work plan is a living document and, based on experience in the field and the evolving needs of stakeholders, the mix, sequencing and/or scheduling of activities may be altered. Changes to planned approaches, activities or outputs will be submitted to the USAID Contracting Officer or the Contract Officer's Technical Representative (COTR) as required.

ORGANIZATIONAL STRUCTURE

RAMP UP - South is led by Chief of Party (COP) Mark Nolan, Deputy COP for Technical Activities Dan Hill, and Deputy COP for Management and Operations, Sarah Ahmed. Technical activities are delivered through three main component teams. Each technical component is led by a Team Leader and a Deputy Team Leader. Team Leaders and Deputy Team Leaders, in conjunction with COP and DCOPs, are responsible for the strategic direction of their units in direct support of the program's objectives. Staff travels frequently among all municipalities to build relationships with local partners, effectively conduct activities and provide support for overall program implementation.

The program utilizes a combination of short-term specialists and long-term technical advisors to facilitate regular consultation with partners and stakeholders within the RU-S municipalities. As the second year progresses, RAMP UP – South will aim to build the capacity of its Afghan staff to become trainers and advisors to the program and municipalities, with the goal of gradually replacing international staff with qualified and capable Afghans. Staffing levels of both international and local national employees began to decline in June 2011, and will continue to decrease through March 2012.

In April, 2012, following the implementation of the majority of service delivery programs in Kandahar, the program's administrative and operational base will shift to Kabul, where static security costs are lower. The project will have only 3-4 expatriate/international staff, with senior level local staff leading technical implementation in each city. Expatriate staff will continue to travel between RAMP UP-South program areas, and local staff will lead implementation in municipalities, with technical oversight provided by municipal program coordinators, senior level local and expatriate team leaders. A more comprehensive breakdown of the staffing structure, including a post-March 2012 staffing scenario, is outlined in the management/ administration section and the organizational charts in Annex A.

Afghanization Strategy

RAMP UP – South's focus on sustainability includes direct implementation of Afghanization, or training and building the capacity of talented and capable Afghan staff to assume roles of increasing responsibility and scope. At the end of Year 1, the project implemented a shadow program, where Afghan personnel were paired with international staff in their area of expertise to gain valuable on-the-job training and mentoring. As the second year progresses, RAMP UP – South will aim to build the capacity of its Afghan staff to become trainers and advisors to the project and municipalities, with the goal of replacing most international staff with qualified and capable Afghans. Between the end of Year 1 and beginning of Year 2, international staff was cut by nearly half and capable Afghan staff promoted to positions previously held by internationals. By the End of Year 2, as described above, the majority of key technical positions will be held by local nationals based in each municipality, while international staff will continue to provide overarching oversight and quality control functions.

Several key positions, including Component 1 Deputy Team Leader, Component 3 Deputy Team Leader, Component 2 Chief Engineer and Deputy Operations Manager, all previously held by international staff, will be filled by Afghans by the end of 2011, and a second phase of leadership positions are slated to be transitioned to local staff by April 2012. In preparation for this shift to increased local leadership, staff will shadow component and departmental team leaders in areas, including program design, development of Scopes of Work and Bills of Quantity, bid evaluations, contract oversight and monitoring, and staff supervision, thus preparing them to assume

responsibilities as team leaders in each city. To ensure that local nationals receive the mentorship and training necessary to effectively implement program activities, each component team leader is working closely with local staff to build capacity in the management of each activity through on the job training. This on the job training initiative will allow local staff to eventually take on roles of increased responsibility and management, though expat oversight in some capacity will still be provided.

During the transition period of November, 2011 through March, 2012, RAMP UP-South's expatriate team leaders will be regularly rotated throughout all project provinces to ensure direct oversight of project initiatives and maintain constructive relationships with partners, stakeholders, and beneficiaries, as well as to provide hands on training to local team leaders. After March 2012, the remaining expatriate staff still will continue to rotate throughout each province, but their presence in each location will be drastically reduced, and day to day implementation of activities will be managed by local staff.

Because expat movement is restricted due to the security situation, key local staff already serve as the face of the project in each city, so in this sense, the transition to a more Afghan centric leadership team will be fairly smooth.

Municipal Program Coordinators

RU-S has placed Municipal Program Coordinators (MPCs) within the office of the mayor of Kandahar City, Lashkar Gah, Tiran Kot, Qalat, Zaranj and Nili. MPCs are senior nationals; serve as the primary liaison between the project and each municipality we engage with, building key relationships with municipal officials. The role of the MPCs in maintaining transparency and ensuring accountability is essential to the successful implementation of RAMP UP – South's objectives. The MPCs coordinate the activity identification, assessment, design, solicitation and procurement status between municipal officials and RAMP UP-South. The MPCs work directly with the mayors in their locations to develop linkages, resolve misunderstandings, solve problems, and ensure that implementation meets GIRoA and USAID standards.

Embedded Staff

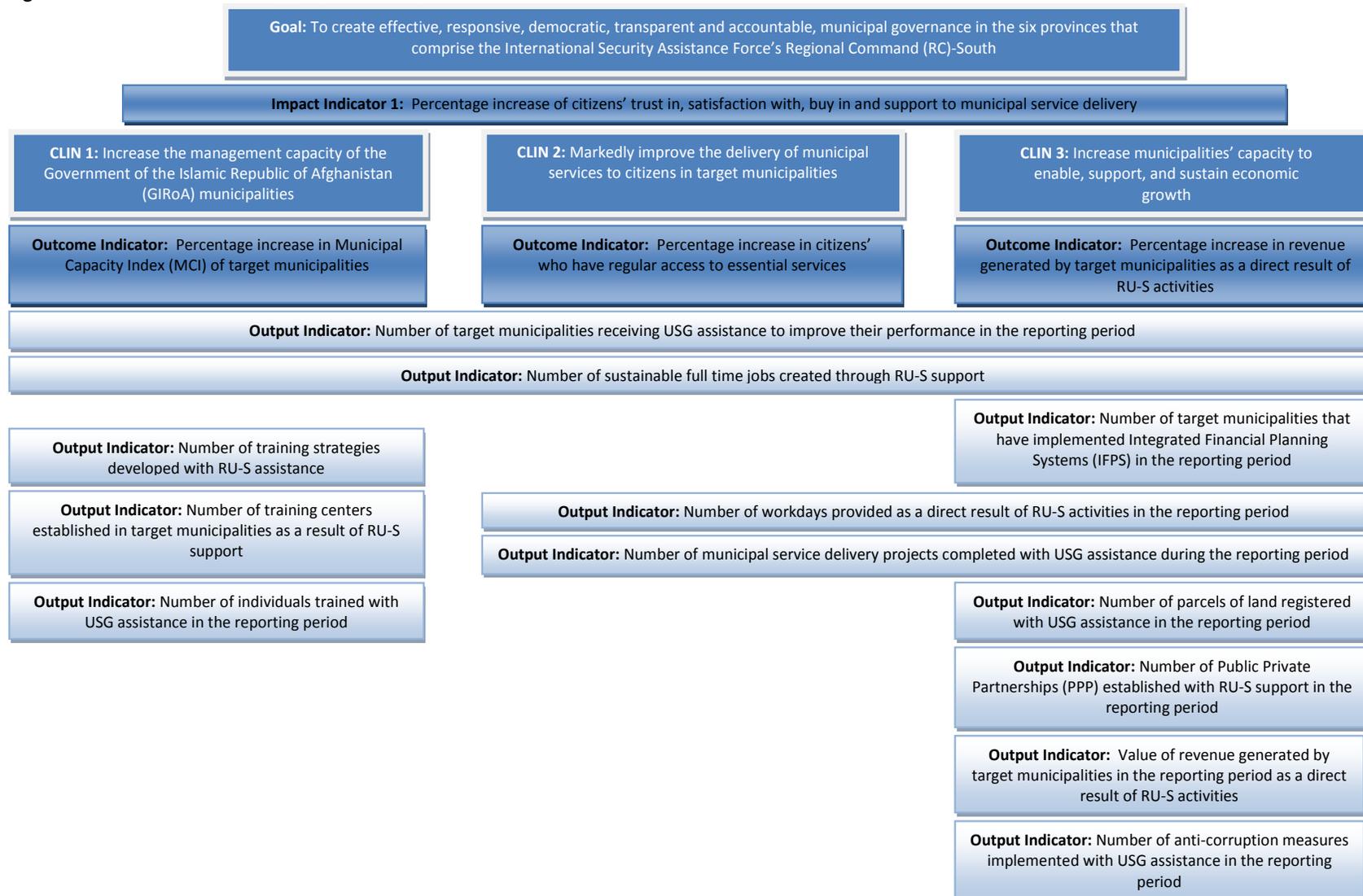
RU-S Local National technical staff is embedded directly with municipal counterparts in municipal offices wherever possible. Embedded staff will work directly to build the capacity of municipal employees on specific tasks as specified in this work plan in conjunction with the municipality and approved by the respective mayors. These staff include revenue generation advisers, public relations officers, training specialists, solid waste management engineers, construction engineers and land registration coordinators. These individuals will not replace tashkiel positions, and report to a RU-S supervisor who manages planning and performance, but their daily work site and focus is with the respective municipalities.

During Year One, at the request of PRTs, RU-S also funded positions for engineers and other support staff embedded in municipal offices, who reported directly to municipal officials. The lack of a direct reporting relationship to Project officials made it difficult to manage the performance of these individuals, so these contracts will not be extended past the current end date of November 2011.

RESULTS FRAMEWORK

The RAMP UP - South implementation approach is anchored in the USAID results framework, supporting the overarching strategic objective “to provide a more capable, accountable government in Afghanistan that serves the Afghan people and can eventually function with limited international support.” Within this overarching strategic objective, the Program supports Strategic Objective #6 for a “Democratic Government with Broad Citizen Participation.” RU-S specifically supports Intermediate Result #6.3 “Strengthened Institutions for Good Governance”. All program components work together towards the achievement of this intermediate result, strategic objective and overarching strategic objective, as illustrated below.

Figure 1: RAMP UP – SOUTH RESULTS FRAMEWORK



PROGRAM ACTIVITIES

The following section outlines the expected outcomes under each program component based on the results framework outlined above, and describes the activities designed to achieve those strategic objectives. Each component is framed within the overarching outcome indicator. A comprehensive list of all indicators and targets for Year two is included in the Performance Monitoring Plan section, while a detailed timeline showing the roll out of activities by municipality is presented in Annex B.

Component I: Capacity Building of GIROA at the Municipal Level

The objective of component one is to enhance the capacity of municipal officials to perform core municipal management activities in order to provide key services to citizens. Specifically, component 1 activities are designed to support the sustainability of service delivery and revenue generation systems implemented by municipalities with the support of RAMP UP-South, which will in turn increase citizen involvement in local governance.

Outcome Indicator: Percentage increase in Municipal Capacity Index (MCI) of target municipalities

Target: 40% in all target municipalities

Relationship to USAID Results Framework:

Strategic Objective 6: A democratic government with broad citizen participation.

Intermediate Results 6.3: Strengthened institutions for good governance.

Program Area: Good Governance.

Justification and management utility: The Municipal Capacity Index (MCI) measures municipal capacity to perform government duties. It gauges the availability of service delivery systems and the presence of qualified staff in each municipality by presenting a quantitative score. This index measures municipal capacity in four categories: (1) service delivery; (2) administrative, budgeting and financial management; (3) service delivery management; and (4) transparency and accountability. The MCI converts a complex set of qualitative data in these four categories into a single municipality score in the range 0-100. The MCI is not a needs analysis. It is simply a snapshot of institutional capability at a given time.

A change in the MCI for target municipalities provides program management and donors with a means of measuring the change in capacity of targeted municipalities as a result of RU-S interventions. The utility of the single score lies in tracking the score for the municipality over time in order to assess the effectiveness of program interventions. Comparisons can also be made across municipalities served by the same program.

Table 1: Percentage increase in Municipal Capacity Index (MCI) of target municipalities – Year 2 Targets

Indicator	Kandahar	Lashkar Gar	Nili	Qalat	Tirin Kot	Zaranj	Total Target YII
Percentage increase in Municipal Capacity Index (MCI) of target municipalities	40%	40%	40%	40%	40%	40%	40%

Municipal Capacity Index

In order to determine a baseline for municipal capacity, RAMP UP-South RU-S took a baseline inventory of municipal capacities and systems using a Municipal Capacity Index (MCI) in year 1. The table below details the MCI scores for all six municipalities out of a total of 90 points.

Municipality	Baseline MCI Score	May Target	Percentage Increase
Lashkar Gah	40	56	40%
Kandahar City	29	41	40%
Tirin Kot	11	15	40%
Zaranj	11	15	40%
Qalat	11	15	40%
Nili	10	14	40%

It should be noted that the RU-S year one Work Plan called for two MCI assessments to be conducted each program year. RU-S has determined that improvements in municipal capacity occur too gradually to warrant biannual measurement. Subject to USAID approval, RU-S will conduct one MCI assessment during year two, with final reports due in May 2012.

To realize an increased municipal capacity index of 40% during year two, RU-S will deliver tailored training and technical assistance to develop the skills necessary to sustain the municipal services delivered under Components 2 and 3. Capacity building activities will address both administrative and technical areas, with the aim of directly improving municipal performance while supporting anticorruption measures and gender mainstreaming. In addition, the RU-S public outreach strategy will promote dialogue between municipalities and citizens.

The following initiatives will serve to directly increase capacity of municipal staff while improving their ability to deliver services to their citizens.

- Municipal plans will enhance the ability to prioritize service-delivery and revenue generation interventions and describe capital projects and service delivery enhancements that will be implemented during the following year.

- Targeted trainings will improve capacity to manage the operational budget and administrative functions, as well as to sustainably manage the integrated financial management systems
- Technical assistance for hiring will also help municipalities provide additional resources to support citizen services.
- The Citizen Service desk will increase dialogue between citizens and municipal officials, while also making information more accessible to citizens.

As described below, all activities encourage women’s participation and anti-corruption initiatives. In sum, these activities will support the overall objective of strengthening municipal capacity to provide services and broaden citizen participation.

Development of Municipal Improvement Plans

During year one, RU-S produced a Municipal Improvement Plan (MIP) that outlined all activities to be undertaken under the Project for each of the six municipalities in the RU-S Area of Operations (AO). Each MIP describes municipal capacity building, service-delivery and revenue generation priorities and describes capital projects and service delivery enhancements that will be implemented during the program year. During Year two, RU-S will work collaboratively with municipal government counterparts to implement the projects and programs described by the MIP and to measure progress against the plan. RU-S will ensure that municipal government possesses the skills and resources necessary to maintain RU-S-provided assets, and will encourage municipal government contributions and participation to the greatest extent possible.

RU-S will also support the municipality’s efforts to promote citizen engagement around these plans. This will include collaboration with the interim municipal council in Lashkar Gah as well as informal *shuras* and local councils in other municipalities to share the plans for each city and collect citizen feedback. The RAMP UP-South communications team will assist Mayors to prepare presentations on the MIPs for *shuras*, community groups and other local entities and develop public education campaigns to promote the roll out of these activities.

The MIPs are approved at the municipal level by the mayors, and also by the IDLG and the GDMA. Embedded within the MIPs are the Component 2 activities containing titles, descriptions and budgets for capital developments for service delivery activities: collectively these form the Capital Improvement Plans described in the year one work plan. The approval process brings together central and municipal government and fosters vertical integration in municipal planning. Regular reporting on progress under MIPs will take place during monthly IDLG Technical Working Groups and periodic mayor’s conferences.

Activity	Start	End
Mayor’s Conference	May 2012	May 2012
Develop MIPs with mayors	April 2012	May 2012

Municipal Training

Because there is a need for capacity building throughout Afghanistan’s municipalities and capacity building needs are to some extent generic, the quantification and collation of all training strategies

developed by RU-S make a lasting contribution to USAID efforts under Strategic Objective No. 6. Additionally, given that many of the services delivered through RU-S assistance will be used as best practice models and implemented in other municipalities in Afghanistan, training strategies compliment the training needs of municipalities for the effective and sustainable implementation of service delivery activities, allowing their re-use by other programs and thereby reducing costs in terms of training strategy development for future programs.

Two main types of training will be provided: Planning and Budgeting Training and Administrative and Management Training. The first type will address operational and maintenance budgets for specific Component 2 and 3 projects outlined in the MIPs, while the second will address more basic management and administrative tasks required to support the functionality of the municipal offices, as described below. These two types of training will be conducted concurrently.

Planning and Budgeting Training

Historically, municipalities have inadequately budgeted for operational and maintenance (O&M) costs. Using a Training-of-Trainers model, RU-S will provide Planning and Budgeting training to selected Afghan program staff who will then train municipal staff. Training curricula will utilize projects in the MIPs to provide real-world examples and exercises for O&M planning and budgeting. Specific attention will be paid to developing capacity for project planning to support various capital expenditure projects in the MIPs.

Planning and Budgeting Training will be an integrated process across all Municipal Departments that are included in the integrated financial management system (IFMS) and budget implementation process. Municipal employees will be selected as indicated by the Mayor and Department Directors that are responsible for managing the budgetary process, and will be given relevant trainings required for the implementation of the Automated Budget System, Payroll and management of the O&M expenditures required for the sustainability of RU-S projects. Most training will consist of on-the-job and employee mentoring as opposed to classroom training.

Activity	Start	End
Training of Municipal Staff in Planning and Budgeting	September 2011	September 2012

Administrative and Management Training

A key barrier to sustainable municipal government service delivery is the capacity of governmental workers to perform basic administrative tasks. To build capacity, RU-S, in coordination with the GIRoA, IDLG/GDMA, and the mayors within the RU-S areas of operation, will deliver tailored trainings on basic business, management, and administrative skills. Courses will be designed using training materials developed by and in consultation with the Afghan Civil Service Institute, and with IDLG. While RU-S will use standardized training materials, the content trainings will reflect the needs of each individual municipality. A training of trainer concept will be employed to transfer knowledge skills.

Another barrier preventing municipalities from outsourcing services is a general lack of procurement knowledge. Progress was made in year one through instituting regular bidders' conferences for major procurements. As part of the overall administrative training initiative in Year 2, RU-S will conduct on the job procurement trainings for municipal officials, RU-S MPCs, and embedded staff. In conjunction with the roll out of RU-S Component 2 and 3 programs, RU-S will provide targeted training to municipal officials on best procurement practices, from technical design of terms of reference, to solicitation of bids through open competition, pre-qualification of vendors, technical evaluation, and award. Municipal officials will also be encouraged to attend RU-S bidder's conferences to increase engagement with firms that will be working on municipal activities. To further streamline the procurement process, RU-S will continue to build the capacity of the local firms that bid on municipal service projects and public private partnerships in regular bidders conferences and procurement trainings.

RU-S will place emphasis on anti-corruption measures, and ensure that each municipality is provided with solicitation templates, a simplified guide to public procurement, and copies of the Procurement Law of 2008 (with 2009 Amendments) and The Law of Campaign against Bribery and Official Corruption (1383) and in Dari and Pashto.

The GIROA Procurement Law also provides guidance on how municipalities may solicit, receive, and evaluate bids for PPPs. As few municipal workers are aware of the law, Component 1 will organize a PPP workshop for MPCs and Business Development Advisors, who will then use these skills to work with Mayors and key municipal staff to develop PPPs as described under component 3.

All RU-S training and capacity building initiatives are targeted to enable the success of service delivery and revenue generation initiatives under Components 2 and 3, by providing the foundation for the municipal officials to manage each of those functions. Building basic administrative and management skills will provide the foundation to implement initiatives such as the integrated HR/financial management system, and to manage the operations and maintenance of service delivery systems, including the solid waste management system. Classroom training will be conducted on an as needed basis for general trainings such as Computer Skills, Accounting, Administration and Management Concepts, Supervision, Filing and Book Keeping, and Customer Service Trainings.

C1 technical experts will facilitate trainings prior to the rollout of each activity to ensure that municipal officials have the tools they need to manage the activities. For example, during rollout of payroll system, C1 will work with the C3 team to train municipal employees on the automated systems. During the rollout of the SWM program, RU-S will ensure that the Mayor and SWM program staff have the knowledge base to independently manage the program. For land registration, RU-S will train municipal staff on data collection under the surveying process, and official documentation of land parcels that will ultimately allow collection of Safayi tax.

In discussions on training modalities with the respective Mayors, they requested RU-S assistance in providing a dedicated training space within the municipality. These Training Centers will allow continued access and ongoing capacity building for the municipal employee, including newly recruited staff. These trainings will be provided by and in partnership with the various educational organizations that can provide trainings including universities, NGO's, and other community organizations. In addition, Municipal employees will be able to internally train and transfer their skills to other employees at this center using a peer education model. The sustainability of these training

centers will be enhanced by the fact that there is no additional cost to the municipality for the space, the capital costs will be covered up front by the Project, and the costs for maintaining the training equipment are minimal.

Administrative and Management Training	Start	End
Bookkeeping and Filing Training	October 2011	September 2012
Procurement Training	November 2011	September 2012
Basic Management Concepts and Strategic Planning Training	October 2011	September 2012
Basic Computer Skills Training	October 2011	September 2012
Customer Service Training	October 2011	September 2012

Technical Assistance to Municipal Hiring Process

RAMP UP-South will provide technical assistance to targeted municipalities for the development of standards for hiring municipal employees and staff. This will include assisting the municipalities to hold job fairs to fill vacant *taskel* positions. Component 1 staff will work with Mayors and relevant municipal officials to develop a hiring strategy for promoting municipal job opportunities and will assist with developing scopes of work for the *Tashkeil* positions that clearly define the duties and responsibilities of each position. To guarantee sustainability of activities, RU-S will ensure that hired staff have the necessary skills to support any RU-S programs, including the integrated financial management system, land registration, and solid waste management systems.

RU-S will encourage municipalities to employ women and recent graduates to fill vacant *tashkeil* positions, just as RU-S will also make a concerted effort to employ women and youth under all program activities. Increased participation of these citizen groups will lead to improved economic opportunities, and increased trust in local government.

Activity	Start	End
Provide Technical Assistance to Municipal Hiring Process	October 2011	September 2012

Municipal Communications Strategies

During Year I, RU-S conducted extensive public opinion surveys and focus groups to determine the prioritized needs and perceptions of citizens in regard to local government. These surveys were used to inform municipal decisions and MIP formulation. During Year II, RU-S will provide media and

outreach capacity building training to municipal officers and will work with AO mayors to develop and launch tailored public relations and community outreach strategies.

Outreach Capacity Building Program. Good media relations are critical in promoting municipal projects. Media presence is vibrant in Kandahar City, to a lesser extent in Lashkar Gah, and sparser but existent in the remaining four municipalities. All six municipalities host various Afghan and international media houses and/or local news “stringers”.

Therefore, RU-S will implement Outreach Capacity Building Program (OCBD) for municipal information officers to enable them to manage municipal media relations. The capacity building program will consist of three modules. Module 1 – Basic Skills includes: Conducting Interviews; Basic News Writing; Basic Photography; Event Management; and Municipal Website Management. Module 2 – Intermediate Skills includes: Advanced Story Writing; Photography and Imagery; Outreach Campaign Planning; and Designing Flyers and Posters. Module 3 , Advanced and Complementary Skills, include: Gender Sensitization; Digital Photo Editing (Photoshop); Social Media: (Facebook, Twitter, Flickr, YouTube); Academic Writing Standards (Research, attribution, quotes, credits); Intellectual Property Rights management; Report Writing; Public Opinion Surveys Basics; Desktop Publishing (MS Publisher and InDesign); Story Writing: Advanced Level II: writing styles and formats; and Multimedia Production.

The RU-S Outreach team will be responsible for providing municipal media products and support to public events on behalf of the Mayor’s office until the municipal information officers learn to handle media relations on their own via RU-S OCBD.

Outreach Strategies. The RU-S Outreach Coordinators will also design and implement targeted outreach strategies. Each strategy will support multiple objectives:

1. To make citizens aware of services (new and existing) offered by the municipalities. Specific attention will be given to making communities aware that their priorities are being addressed.
2. To provide instruction to citizens on how to access or utilize municipal services.
3. To provide general public service announcements on topics like health, sanitation and hygiene, nutrition, etc.¹
4. To influence public perception, change attitudes and habits, and mobilize civic participation topics like paying taxes, land registration, garbage disposal, etc.

Public Information. RU-S focus group and polling research shows that confusion about municipal roles and responsibilities is widespread throughout the southern region. Citizens are unsure what functions their municipality performs and are unclear about the different roles the national, provincial and local governments play in their lives. Citizens lump various activities under “government.”

To educate citizens about available municipal services, the public may be reached through radio announcements, talk shows, public meetings, print and special media, and internet. Radio, meetings and municipal posters will clarify what the Municipality does and does not provide in terms of services. Where possible, a municipal representative will participate in a talk show answering

¹¹ Public service announcements addressing health, nutrition and sanitation will be coordinated with both the ministry of health, public health working groups, and other USAID programs working in this technical area.

questions from the public on services and procedures within the municipality. RTA, the national government-owned radio and television station, is the most appropriate medium for such activities. However, efforts will be made to facilitate municipal presence on talk shows broadcast on private radio and TV stations as well. Mayors will be encouraged to attend public meeting and ceremonies, to be *seen* by the citizens as involved in the city life. According to RU-S public opinion surveys, governmental presence at shuras, local events, celebrations, and especially activities aimed at “helping the poor” of the city, is very important to citizens to recognize municipal contribution to their communities. Women broadcasters will be also engaged in publicizing municipal information relevant to women through their media outlets.

Communication tools. Radio will be primary outlet for public information activities. Management of the six municipal websites developed in Year one will be handed over to the municipalities to facilitate information sharing. Print materials will be limited due to the high cost of production and transport from Kabul to target areas, and unavailability of local printing services of sufficient quality. Limited design of educational flyers and posters will be undertaken in support of the two key RU-S programs: land registration/taxation and SWM. The designs will be shared with PRTs and other agents for potential funding or for PRT-managed printing and dissemination.

Production of stand-alone municipal newsletters will not be supported at this stage as an overall strategy due to high illiteracy levels and high costs of production, design and printing. This function will be supplemented through illustrated leaflets, radio programs and community meetings.

Community meetings will be organized with traditional community leaders, such as mullahs (religious leaders), maliks (“water-sharers”), and sarafs (traditional liaisons between communities and the government). These meetings will serve to disseminate information and engage communities into a specific action or behavior change, such as keeping the city clean, or local self-organization to share the costs of local garbage collection system from household to community garbage bins. RAMP UP-South may organize lunch meetings on major religious and national holidays. A strong link between the Mayor and the traditional leaders will serve to bridge the historical gap between formal and informal government institutions.

Branding. IDLG encourages all RAMP UP programs in Afghanistan to use the IDLG logo. RAMP UP-South will also encourage Mayors to use the IDLG logo for visual recognition of municipal presence in the city life (uniforms, vehicles, garbage bins, posters, leaflets, etc.).



In addition, to encourage local ownership, RAMP UP-South designed special logos for Lashkar Gah, Kandahar and Zaranj.² Due to budget limitations, logos for the remaining municipalities will not be

² Lashkar Gah used the municipal logo in the RU-S “Our City, Our Home” campaign with billboards and municipal project announcement boards, including labels for garbage bins. Zaranj and Kandahar municipal logos were approved by the respective mayors but have not been used so far.

designed.

Municipal communications strategies support all three RU-S components as well as crosscutting issues including gender, youth, transparency /anti-corruption, and conflict mitigation.

Activity	Start	End
Implement public awareness campaigns for key RAMP UP-South activities to promote citizen awareness of municipal services	July 2011	March 2012
Identify, train, support and mentor designated municipal officials in design and implementation of public information and civic education campaigns	July 2011	March 2012

Anti-Corruption Initiatives

During Year one, RU-S conducted polls and focus-group discussions to gauge citizen perception of government and found that corruption and suspicion of corruption emerged as a major concern.

RU-S activities across all three components are designed to support anti-corruption mechanisms through increasing visibility of, and demand for government services through public education campaigns, direct support to services, Citizen Service Desks, and radio shows, all of which will serve to increase the transparency of municipal decisions and change perception of corruption. Further, the RU-S programs such as the automated payroll and human resources systems, the planned computerized land registration, revenue tracker and budgeting systems have inherent mechanisms that can prevent or expose corruption. In addition, corruption is mitigated by providing training on procurement and the Afghan procurement and anti-corruption laws and posting and updating relevant information and messages in the municipal websites. Activities in this area will be ongoing throughout the life of the program.

As part of the RU-S anti-corruption strategy, program staff will establish Citizens Service Desks to make municipal government affairs more transparent and accessible. These “desks” will provide a simple but strategic way to build support for municipal governance while creating awareness and demand for services such as business licenses, and land registration. The citizen service desk will be staffed by the municipality and will accept answer questions and take requests, provide information, and direct citizens to relevant municipal departments. The service desk concept will first be piloted in Lashkar Gah, where the Mayor has already agreed to allocate space and human resources. RU-S will provide computer and administrative support training as needed.

Activity	Start	End
Citizen Service Desk Setup and Training	January 2012	May 2012

Women’s Engagement in Participatory Decision Making

The RU-S goal for Year 2 is to increase women’s engagement in participatory decision making in one-third of targeted municipalities by institutionalizing mechanisms that enable women to participate in local governance, and provide women with information and access to municipal government services.

To increase women’s engagement in participatory decision making, RU-S will encourage municipalities to employ women in each of the municipalities, which will promote increased engagement from women while increasing their access to municipal offices. In the past, RU-S has engaged mullahs and other ‘key influencers’ of public opinion to promote the idea of women being accepted to play an increasingly widening part of communities’ activities. The success of gender mainstreaming in Lashkar Gah in particular will serve as a model for promotion of gender issues in other municipalities.

Building on the success of the Lashkar Gah Advocacy Workshop for Women Broadcasters held in September 2011, similar workshops will be organized in other municipalities. RU-S will provide the common platform and – pending budget capacity and local interest - limited media training for women broadcasters, as well as establish intra-municipal and inter-municipal networks between women broadcasters.

Women broadcasters will be encouraged to host “women’s radio shuras” where women can call in radio talk shows, express their concerns and interests regarding municipal issues, as well as obtain information on municipal services. The “women radio shuras” are specifically envisioned to respond to the cultural restrictions imposed on women who cannot leave their homes at will and/or freely voice their opinions in public.

To further increase access of women to municipal services, RU-S will encourage Mayors to establish women only information desks to provide information to female citizens on available municipal services. Finally, gender sensitive outreach programming is designed to disseminate information on municipal services and encouraging women to make use of the citizen service desks and advisory councils.

Subject to municipal approval and funding, planned initiatives include:

Gender Activities	Start	End
Increased female employment in selected municipalities	September 2011	September 2012
Assist in the development of radio programs targeting women audiences based on collaboration between women broadcasters and the municipalities.	September 2011	September 2012

Component II: Support to the GIRoA to Provide Responsive, Effective, and Visible Municipal Service Delivery Programs

RAMP UP-South supports municipal service delivery as a means of building public confidence and satisfaction with municipal government while improving the lives and livelihoods of citizens. In year two, RU-S service-delivery programs will provide new services to some 91,332 Afghans, an estimated 18% of the population in the RU-S area of operation. RU-S services are selected and planned in cooperation with municipal government using community priorities taken from RU-S citizen surveys to inform public planning. In Year two, the expected outcome under component two is an increase in citizen access to essential municipal services in target municipalities by at least 18%.

Outcome Indicator: Percentage increase in citizens' who have regular access to essential services

Target: 18% increase in access to SWM in all target municipalities

Relationship to USAID Results Framework:

Strategic Objective 6: A democratic government with broad citizen participation.

Intermediate Results 6.3: Strengthened institutions for good governance.

Program Area: Good Governance.

Justification and management utility: Regular access is defined as access that is sufficiently frequent for the service being provided. Only essential services provided through RU-S assistance are included in this assessment. These will only include solid waste management (SWM) for RU-S during year two of program implementation. While other service delivery projects will be completed (latrines, beautification of cities, fencing, new city development, traffic improvement, water purification, etc) these do not constitute essential services, will not be regularly provided and it will not be possible to quantify the number of citizens with access to them.

Given that SWM was completely absent from the target municipalities this indicator is a direct one that highlights the percentage of target populations affected by the implementation of the service. Access to SWM means cleaner communities and better aesthetics impacting directly on sanitation, health and economic situation (stimulation of higher spending due to longer opening hours) of target populations. It is an important measure of the effect of program implementation. Total population data is obtained from the Afghanistan Central Statistics Organization website available at <http://cso.gov.af>.

Note: The outcome "Increase in citizen access to essential municipal services in target municipalities by at least 40%" from under Component 2 in the RU-S contract – Section C is incorporated directly into this outcome indicator. The target has been reduced from 40% to an average of 18% as a direct result of the funding constraints on the program in year two. Under the initial assumptions the program would have had the funding to implement both primary (from the household to the community skip) and secondary (from the community skip to the landfill) SWM. Funding constraints only allow the implementation to concentrate on secondary SWM. The target has thus been moved to reflect that RU-S can only realistically expect that an average of 18% of target populations will in fact remove their own waste from the household to the skip.

Table 2: Percentage increase in citizens' who have regular access to essential services – Year Two Targets

Outcome Indicator	Kandahar	Lashkar Gar	Nili	Qalat	Tirin Kot	Zaranj	Total Target YII
Percentage increase in citizens' who have regular access to essential services	18%	17%	2%	20%	25%	15%	18%

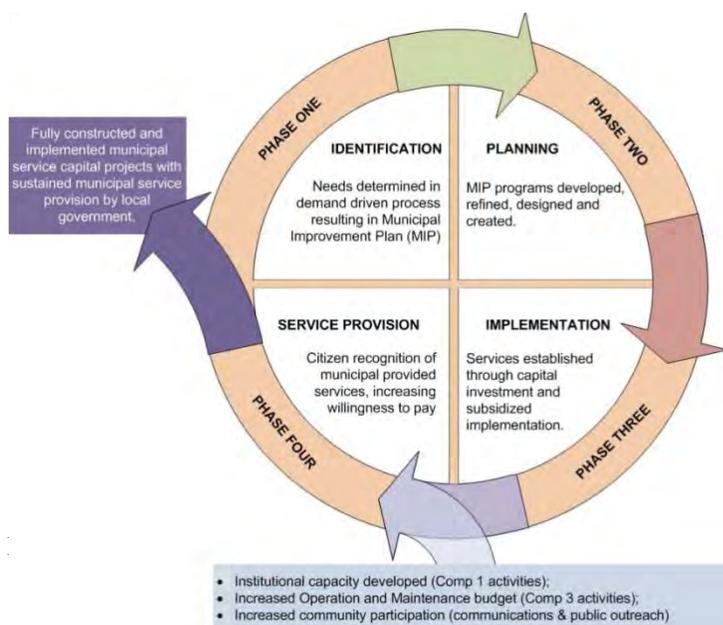
The lower target indicators for Kandahar City and Lashkar Gah are due to the fact that indicators are based on percentages of population, and Kandahar and Lashkar Gah are larger cities and therefore achieving improvements is in the context of a much larger population. Achieving these indicators at higher rates is possible in smaller cities with fewer resources than in large cities due to the overall smaller populations. In Tirin Kot in particular, the larger amount of resources accorded by the funding from AusAID makes it possible to reach a higher level of the population.

The following activities will serve to increase citizen's regular access to services, as well as assist municipal officials carry out key city development initiatives.

- The solid waste management program will increase citizen access to regular services on a long term basis, and will create full time jobs.
- The latrines and city development initiatives all feed into the mayoral plans for each city.

As part of the service delivery implementation process, RU-S provides training and technical assistance to enable the municipalities to sustain the services independently after RU-S concludes. As described under Component I, RU-S is working to build municipal capabilities in projecting and budgeting for operations and maintenance costs to ensure that resources are allocated to support these services.

Graphic: Service Delivery Planning Process



Projects under Component 2 in year two will form visible initiatives that introduce structured and strategically defined service delivery concepts. Component II will have a main focus on solid waste management and public latrine provision with a secondary-focus on general municipal service areas including: municipal beautification; traffic and roadways; and new city developments – all conducted within the limitations imposed by the available funding. A

complete schedule of planned projects under Component II broken out by municipality with timelines is provided in Annex B, and reflects the priorities under each MIP. The change in leadership in Kandahar City and Lashkar Gah has led to a shift in priorities, as reflected in the MIPs.

The following section outlines which activities are on schedule for completion with a total program budget of approximately \$63.5 million, with additional leveraged funding of \$2 million for activities in Tirin Kot.

Solid Waste Management

RU-S will assist all targeted municipalities in the implementation of solid waste collection and management programs (with focus on Kandahar City). Establishing a system that municipal government can adopt, assume ownership of, and sustain, has been identified by RU-S as a means to strengthen local governmental authority and legitimacy. RU-S has developed a waste management strategy targeting strategic intervention points, enhancing the municipality's abilities and optimizing asset utilization to provide this essential service to the citizens. From this strategy a four-stage process was developed to establish a functional and sustainable waste management system:

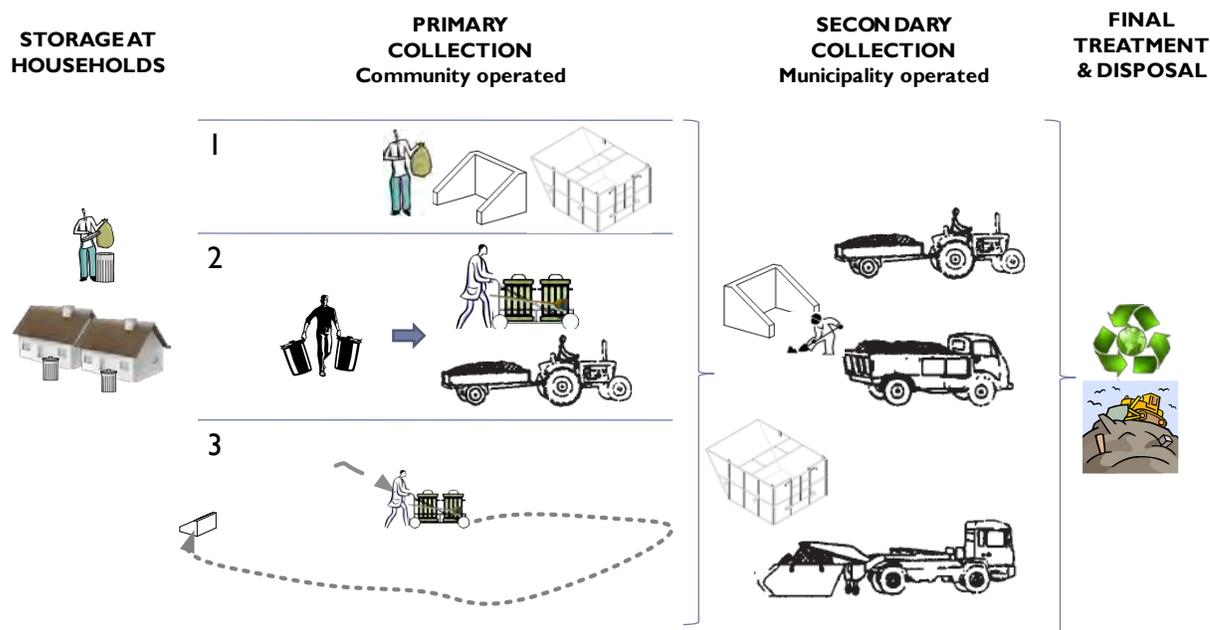
Step 1 - establish a defined and managed transitional waste accumulation (disposal) site with basic environmental controls to prevent indiscriminant dumping and enable system policing;

Step 2 - provide the municipality with the means, through target use of available assets, augmentation of human and physical resources, and donation of critical capital assets (vehicles, community waste skips, maintenance facilities), to establishing a regular, reliable and sustainable secondary waste collection system from community bins to disposal site;

Step 3 - once secondary collection is established, work with community groups to implement primary waste collection from household to community bins through own means, tying into municipal provided secondary collection with coordination, education and public outreach;

Step 4 – develop administrative, institutional, and fiscal systems to empower municipal government to sustain the system without external assistance. This step is more cross-cutting in nature, and will be performed concurrent to the above steps. Step 4 refers to generating sustainable revenue and sustaining the system. While work is on going on strengthening institutional capacities, systems and processes with regard to sustaining municipal service delivery, the key to raising revenue is raising citizens' willingness to pay and this can only be achieved through increasing visible service delivery which requires step 1-3 to be implemented first. All RU-S components are simultaneously working on other aspects of the cross-cutting development requirements. By following on from steps 1 – 3, increased Safiya tax revenues (sustainment revenue) are anticipated to be collectable as a result of increased willingness to pay by citizens due to improved and more visible service provision. RU-S C2 and C3 staff will work with municipal budget officials to accurately budget for operations and maintenance costs of the SWM Program based on program rollout costs, and to budget these costs in the Afghan budget in March 2012.

Graphic: RU-S Waste Management Strategy



As illustrated in the above graphic, primary waste collection refers to collecting waste from the producer (household) level and transporting it to community bins. Secondary waste collection refers to collecting waste from the community bin level and transportation to final treatment/disposal. RU-S is concentrating efforts on assisting municipalities establish reliable and effective secondary waste collection systems (Step 2) while supporting the entire system as described further in the following sections.

Step 1: Establish Transitional Waste Accumulation Site

Full activities under this step would include:

1. Transitional Waste Accumulation Site construction
2. Procurement of site management vehicle equipment
3. Provision of training on facility operation, maintenance and management

Construction of the transitional Waste Accumulation Site in Kandahar City and associated management equipment will be supported by RU-S. However, it should be noted that with the reduction in program funding for year two, this represents a major portion of program funds, and will impact RU-S ability to fund the larger number of skips and vehicles previously outlined in the MIPs. The Project will continue to pursue outside funding such as CERP funds and municipality own source revenue as a cost sharing exercise for this site to enable the project to provide the equipment that will ultimately make the SWM program fully sustainable. In Tirin Kot, the waste accumulation site will be financed by AusAID funding.

Step 2: Establish Secondary Waste Collection System

Full activities under this step would include

1. Secondary Waste Collection assistance (temporary supported augmentation of existing municipal vehicle and human resources) *(All municipalities though to lesser degree in Nili)*
2. Procurement of Community Waste Skips *(for Kandahar, TK and Qalat only)*

3. Procurement of Collection Vehicles
 - a. Dump trucks (for Kandahar and Lashkar Gah only)
 - b. Tractor and trailer units (for Nili and Qalat only)
 - c. Crane trucks for skip removal (*Kandahar and TK only*)
4. Construction of vehicle maintenance facilities (*TK only*)

Insufficient technical assets, financial mechanisms and human resources exist within municipalities to enable provision of adequate SWM services that meet citizens' needs. In order to bridge the gap between this condition and future improved conditions, RU-S will assist municipalities by augmenting current resources and investing in capital assets (to varying degree as per above and annex B) in order to demonstrate, and where possible establish, a functional and potentially sustainable system. Majority of funding shall be invested in capital investments (vehicles and community waste skips) for Kandahar to greatly enhance the systems long-term sustainability potential in this target city.

An integral part of this program is the concurrent roll out of a public awareness program to educate citizens on the new solid waste program. This program will include:

- **Public Information:** To inform the citizens of Kandahar of the municipal SWM efforts and progress and simultaneously nourish a relationship of trust and cooperation between the citizens and the Municipality
- **Civic Engagement:** To engage communities, citizens will be encouraged to participate in maintaining their own streets and organizing their own waste removal to community bin sites. The focus of the Civic Engagement campaign is to mobilize citizens to dispose of their garbage into community bins by organizing their communities in residential and market areas and sharing the costs for collection of garbage from household bins to community bins. This will only be successful in the long-term if a reliable and sustainable secondary waste collection system is established. The outreach efforts will engage district elders, local traditional authorities (mullahs, maliks, sarafs), governmental high profile figures (Mayor, DoWA Director) and popular professionals (doctors, teachers) for this purpose.

Step 3: Encouraging Primary Waste Collection

Once a functional secondary waste collection is operating under step 2, RU-S intends to leverage USAID Grant funding mechanisms to assist establish trial primary collection schemes and conduct education campaigns to promote community organized and implemented primary waste collection (Step 3) in connection with municipality operated secondary waste collection. This shall involve public outreach, engagement with district elders and donation of small numbers of household waste containers and street utility waste collection carts procured earlier in the project, communities shall be encouraged to participate in maintaining their own streets and organizing their own waste removal to community bin sites. This will only be successful in the long-term if a reliable and sustainable secondary waste collection system is established.

Step 4: Develop admin, institutional and fiscal systems

Components 1 and 3 shall focus on Step 4. This approach promotes the relevance of municipal services to the citizens, and completes the establishment of a holistic waste management system.

Given current funding allocations, RU-S shall focus assistance initiatives primarily on step 2 and 4 while supporting step 1 and 3 where funds allow. If additional funding becomes available then all 4 steps will be implemented to complete the establishment of a holistic functional municipal solid waste management service in the receiving target municipalities. RU-S will endeavor to work towards sustainability of the Solid Waste Management activity within the funding limitations and the constraints of limited human resource capacity in targeted municipalities. During and after the phase down of major funding of capital investments post March 2012, RU-S staff will continue to provide guidance to responsible municipal officials to troubleshoot and ensure the sustainability of these activities through continued technical assistance to the extent feasible.

As Solid Waste Management is the key service delivery project promoted in each municipality, it will be used as a model to demonstrate municipal service delivery best practices and work through the challenges from a technical, institutional, financial, social, and political standpoint. As indicated by IDLG in recent technical working group meetings, all other RAMP UPs are directed to follow RAMP UP-South's approach to SWM, so, pending available funds, a conference may be organized to highlight national best practices.

Solid Waste Management	Start	End
Kandahar City	July 2011	March 2012
Lashkar Gah	July 2011	March 2012
Nili (reduced program and interventions)	July 2011	Oct 2012
Qalat	July 2011	March 2012
Tirin Kot	July 2011	June 2012
Zaranj	August 2011	March 2012
All locations receive technical assistance to the extent feasible	July 2011	June 2012

Public Latrines

The absence of public latrines, particularly in Lashkar Gah and Tirin Kot, has led to unsanitary conditions in public areas of the city. Public latrines, preferably charging user fees, will be built in strategic locations within most target municipalities. Nili public latrines were given higher priority than SWM by the mayor and therefore are under construction. Utilization will be promoted among the population to improve financial sustainability, and at the same time to educate the community on the value of proper sanitation and healthy practices.

Waste water from the city of Tirin Kot was being discharged into the river or taken out into the desert for dumping. A waste water treatment plant was constructed for the City of Tirin Kot by AusAID to dispose of the city's waste water; however, it has not been in operation since construction due to insufficient volume of waste water needed to make the treatment plant operational. RU-S Technical

experts have been working with the municipality and the PRT on a plan to fill up the first stage pond. RU-S will assist the municipality to hire local contractors to commence waste water collections throughout the city and take the waste to the treatment plant for disposal. A system of recording the amount of waste being taken to the treatment plant for billing customers is being developed and will be implemented.

Public Latrines	Start	End
Lashkar Gah – 1 latrine	November 2011	March 2012
Qalat – 1 latrine	November 2011	February 2012
Tirin Kot – 1 latrine	November 2011	February 2012
Tirin Kot –Operationalization of sewerage collection and treatment system	October 2011	June 2012
Zaranj – 1 latrine	November 2011	February 2012
Nili – 1 Latrine	October 2011	February 2012

Municipal Beautification

Municipal beautification activities were identified as high priority in the desert climates of both Lashkar Gah and Zaranj. The creation of public green spaces through tree planting, watering systems and fencing serves to instill civic pride and positive attitudes among citizens. An Irrigation system was installed in Lashkar Gah, and in Zaranj, and fencing railings are in the process of being procured and installed along road medians in Zaranj.

Tirin Kot, and Lashkar Gah, Zaranj, and Qalat municipal governments have at least one park or sports and recreation program in their MIP for year two, but given funding limitations these activities were given a lower priority and will only be implemented should additional funding become available.

Municipal Beautification	Start	End
Lashkar Gah – Irrigation System	June 2011	September 2011
Zaranj - Procurement and installation of fencing railings along road medians in Zaranj	August 2011	November 2011

New City Development

Component 2 will assist in new city development to stimulate land sales by providing rudimentary road access to proposed land lots and parcels in Nili. It is the intent to use the revenue generated from land sales as seed capital by the Municipality to fund the remaining construction of roads, drainage structures and other features as outlined in the corresponding Master Plan. Technical assistance will only encompass sub-grade earthwork and field engineering work to ensure that horizontal roadbed placement and vertical profiles are consistent with design guidelines. As required, RU-S will provide technical assistance as land use plans and survey maps are developed and associated works implemented.

New City Development	Start	End
Nili – road layout delineation and grading and ditch work implementation	September 2011	January 2012

Water Purification

During year one, technical assistance and support for water purification systems was identified as a high priority for Lashkar Gah and Qalat. Two solar powered water purification systems were purchased in the first year of the program, and are currently being shipped to Lashkar Gah and Qalat. RU-S will ensure the systems are implemented in a secure and sustainable manner and in full consultation with the Afghanistan Urban Water Supply and Sewerage Corporation (AUWSSC). The units have the capacity to produce 30,000 gallons of drinking quality water daily, AUWSSC, which has the legal mandate for water provision, is considering using these units as the national standard for small urban areas until a larger investment in both water and sewerage pipe networks can be realized.

IDLG and AUWSSC are in the process of finalizing a Memorandum of Understanding that would transition all water service staff and assets to AUWSSC control over a 5 year period. As Lashkar Gah has manpower funding through the Municipality from GIROA and Tirin Kot has physical assets of good standing, they are seen as potential early transition to AUWSSC but will need institutional strengthening in the meantime.

Water Purification	Start	End
Lashkar Gah - Solar powered water purification unit installation	November 2011	February 2012
Qalat - Solar powered water purification unit installation	November 2011	February 2012

Leveraged Funding

RAMP UP-South is collaborating with AusAID PRTs and others to identify opportunities to leverage resources, and will continue to explore funding options for priority activities.

AusAID has already agreed to augment Component 2 activities primarily in Tirin Kot, and discussions with USAID have concluded with an agreement for a contribution of \$2 million to cover MIP activities with an emphasis on SWM, waste water treatment facility operation, road junction interventions, public latrines, and a market place. In Year One, RU-S was approached by AusAID to provide technical assistance in order to operationalize the large waste water treatment plant that had been built with Australian Government assistance in Tirin Kot but was unused. RU-S will provide technical assistance to develop and implement a plan to channel inflows to the facility, treat the waste in environmental sensitive ways and put the facility on a cost recovery basis. The Component 2 team leader will be the point person in Tirin Kot to oversee these activities.

Environmental Compliance

All RU-S projects will be designed and implemented in accordance with the requirements of USAID Environmental Procedures and Policy, as provided in Chapter 22 of the Code of Federal Regulations Section 216 (22 CFR 216). The procedures and policy provide the conditions and procedures for conducting environmental review of all project activities, to make the projects environmentally-sound, and to ensure human health and safety. These projects are small-scale, and were yet to be identified when the USAID Initial Environmental Examination (IEE) was prepared.

The RU-S IEE was approved by USAID Afghanistan Mission on January 24, 2011, and later approved by the Bureau Environmental Officer (BEO) for Asia and the Near East (ANE) on March 31, 2011.

The IEE Threshold Determination recommended a Negative Determination with Conditions for all future project activities, requiring the projects to be subjected to environmental screening as the activities are identified and designed. The screening is followed by the preparation of environmental review reports (ERRs) for identification of potential adverse environmental impacts due to the project, and environmental mitigation and monitoring plans (EMMPs) for preventing or minimizing the occurrence of adverse impacts during the project implementation and operation stages, to satisfy the requirements of USAID regulation 22 CFR 216. This will also include the requirements of Afghanistan Environmental Impact Assessment (EIA) Policy, to achieve project sustainability. Where there is a conflict between the two policies, the host country environmental policy will prevail.

Any project environmental screening that results in a Positive Determination, requiring a full environmental impact assessment (EIA) study will be referred to the USAID Afghanistan Mission Environmental Officer (MEO) for advice on how to proceed with the project.

The RU-S Environmental Compliance Plan for year two will continue with the environmental screening and preparation of ERRs and EMMPs for the projects that were identified and designed during year one, using the RU-S developed Environmental Compliance Instructions and Templates to satisfy the requirements of the IEE, and to ensure that project implementation is not delayed.

Special attention will be provided to all RU-S supported projects that have a potential to cause adverse environmental impacts, such as SWM and construction projects (bazaars, public latrines, parks and green spaces, new city development, etc.), starting from project identification, design, implementation and operational stages, to ensure life-of-project (LOP) environmental compliance.

Activities	Start	End
Screening of all program sub-grant activities as they are identified to determine the risk levels using USAID ANE Bureau Environmental Screening Form (ESF) provided by RU-S IEE	June 2011	March 2012
Preparation of Requests for Categorical Exclusions (RCE) for all activities that fall under low risk (Categorical Exclusion), that have no potential to cause adverse impacts on the environment, for review and approval by USAID Afghanistan MEO	June 2011	March 2012
Preparation of ERRs and EMMPs for all activities that fall under medium risk (Negative Determination with Conditions), for review and approval by USAID Afghanistan MEO	June 2011	March 2012

Activities	Start	End
Capacity building in environmental compliance, through an Environmental Compliance Training Course with RU-S technical staff and project implementing partners (IPs), as well as support staff on the job training, on environmental screening methods, field data collection on the implementation of EMMPs and preparation of environmental documentation reports	June 2011	March 2012
Development of indicators for environmental compliance monitoring and enforcement, preparation of field data collection forms for compliance monitoring, and preparation of environmental compliance documentation	October 2011	November 2012
Integration of environmental compliance monitoring (ECM), including the Environmental Compliance Tracker indicators, into the RU-S Performance Monitoring Plan (PMP)	October 2011	November 2012
Conducting monthly presentations on environmental compliance topics, as refresher courses, after the implementation of the proposed Environmental Compliance Training Course	July 2011	March 2012
Conducting periodic field visits to assess the status of implementation and performance of recommended adverse environmental impact mitigation and monitoring measures in all supported RU-S projects	July 2011	June 2012

Component III: Support to the GIRoA to Improve Economic Development and Revenue Generation at the Municipal Level

The objective of Component III is to increase municipal revenues by 1) building the capacity of municipalities to engage in public-private partnerships, 2) subsidizing public-private partnerships, and 3) creating new revenue streams through land registration and business licenses. By increasing municipal revenues, RU-S supports the sustainability of municipal services promoted under Component II. To the largest extent possible, community engagement in project implementation will be harnessed to ensure that systems run smoothly, visible and appropriate services are implemented, fees-for-service and taxes are paid dutifully and facilities have a longer economic life. In support of these objectives, RU-S is also facilitating technology infrastructure development, especially in the larger municipalities, and supplying basic furnishings to engender a more conducive working environment.

Outcome Indicator: Percentage increase in revenue generated by target municipalities as a direct result of RAMP UP-South activities

Target: 18% increase in municipal revenue over all target municipalities by end September 2012.

Relationship to USAID Results Framework:

Strategic Objective 6: A democratic government with broad citizen participation.

Intermediate Results 6.3: Strengthened institutions for good governance.

Program Area: Good Governance.

Justification and management utility: At the outcome level this indicator provides a measure of the direct effect on municipal revenue as a result of RU-S activities. Municipal revenue enables the provision of municipal services to target municipalities, and increase in municipal revenue is required to ensure that services started under RU-S supervision are sustainable in target municipalities.

RU-S will increase municipal revenue generation through the (1) implementation of a land registration database linked to a revenue management database (incorporating municipal payroll and human resources) and (2) the establishment of public private partnerships (PPP) which will generate a small amount of revenue for the municipality, but will also assist the municipalities with service provision.

Note: The outcome “Increased revenue generation for at least two-thirds of partner municipalities by at least 20%” from under Component 3 in the RU-S contract – Section C is incorporated directly into this outcome indicator with a slightly reduced target due to funding restrictions. Note that the increase in municipal revenue resulting from PPP established is very small, and impossible to monitor without the cooperation of municipal officials. The level of effort to collect this data outweighs the anticipated utility of the data. Increase in municipal revenue as a result of PPP has therefore been omitted from the calculations presented below and has not been incorporated into the target.

Table 3: Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities – Year Two Targets

		Kandahar	Lashkar Gah	Nili	Zaranj	Qalat	Tirin Kot	Total
Baseline Data								
1389 Revenue*	AFS	387,149,008	56,269,954	551,595	31,418,926	13,059,503	5,791,852	494,240,838
	USD	8,603,311	1,250,443	12,258	698,198	290,211	128,708	10,983,130
Estimate revenue generated at end Feb 2012								
# of parcels of land registered as a result of RU-S Activities		8,100	2,800	400	1,800	2,160	520	15,780
Revenue resulting from land registrations	AFS	18,014,400	3,640,000	280,000	1,710,000	1,801,440	572,000	26,017,840
	USD	400,320	80,889	6,222	38,000	40,032	12,711	578,174
Target % increase by end Feb 2012		5%	6%	51%	5%	14%	10%	5%
Estimate revenue generated at end Sept 2012								
# of parcels of land registered as a result of RU-S Activities		24,300	12,600	2,800	7,200	6,480	3,640	57,020
Revenue resulting from land registrations	AFS	54,043,200	16,380,000	1,960,000	6,840,000	5,404,320	4,004,000	88,631,520
	USD	1,200,960	364,000	43,556	152,000	120,096	88,978	1,969,589
Target % increase by end Sept 2012		14%	29%	355%	22%	41%	69%	18%

* Note that the baseline data presented in the table above originates with IDLG and includes items such as reimbursements and land sales that skew the figure somewhat as these are not considered regular income sources. The baseline data may be amended when accurate figures for regular income are available from IDLG. Changes and their resultant effect on targets will be comprehensively documented in the RU-S PMP.

The RAMP UP-South program had originally anticipated a 20% increase in revenue generation as a result of program activities across at least two-thirds of targeted municipalities. Due to anticipated funding restrictions, this outcome has been amended for year two to an 18% increase in revenue generation. The RU-S objective is to affect sustained revenue rather than spikes or one-off revenue increases, and aim to increase the total revenue reported for 1389 (baseline) by 14% in Kandahar City by the end of September 2012. RU-S will leverage resources through replicating successful revenue generation activities, such as land registration, by implementing the same activities in all targeted municipalities. This allows RU-S to maximize the benefit to municipalities while incurring minimal additional costs associated with development of new activities.

In Kandahar, the projected total revenue increase as a result of land registration activity by the end of the RU-S project is 14%, with an estimated 24,300 parcels registered and 54,043,200 AFS in revenue collected for land registrations by the end of September 2012.

In other RU-S AO cities, the revenue gain is calculated using the same formula with the baseline based on data received from IDLG. Note that the only impact RU-S will have on the overall budget is income resulting from land registration.

Computerized Land Registration System

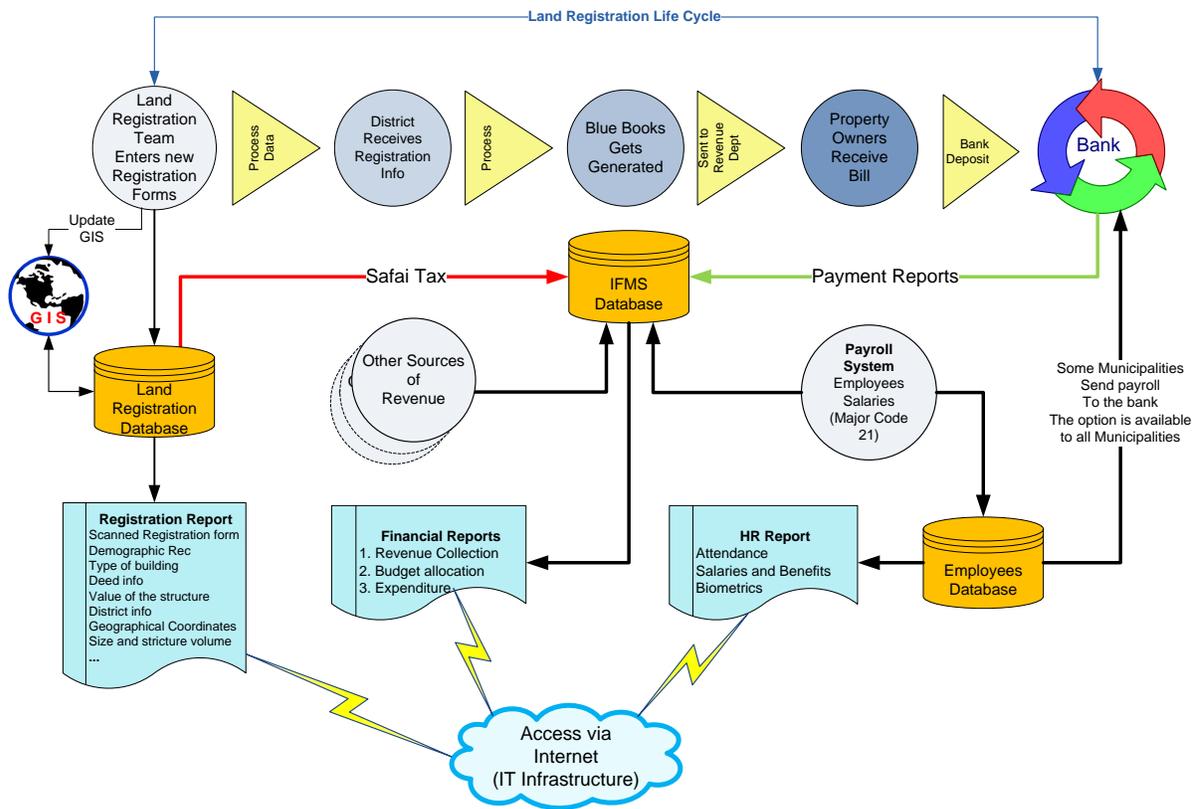
Municipalities within the RU-S AO are missing out on revenue from land parcel registration because

they lack the systems and processes that allow for easy registration. Most landowners are eager to register their land and pay the associated safayi³ tax. Registering the parcels and paying the tax shields land owners from property disputes by creating a paper trail of ownership. RU-S will collaborate with the United Nations Habitat program which has undertaken partial land registration programs in Kandahar City and Lashkar Gah to transform the data collected into billable “blue books” to allow for revenue collection.

Component 3 will implement the land registration process by outsourcing the service in RU-S municipalities. RU-S estimates that AO municipalities will register 57,020 parcels by the end of year two which is expected to increase revenue by approximately \$1,969,589 directly as result of RU-S Land Registration effort from an increase in the Safayi payments.

The LARA project is focusing on addressing the legal side of land registration, such as Land Dispute and illegal settlements. They are currently only working in Jalalabad city, however, RU-S will share the RU-S Land Registration Database for registered districts and cadastral data.

Below is an integrated process flow map for the land registration cycle.



³ Safayi tax, calculated based on property value, is a municipal tax to pay for public street-cleaning and other maintenance programs.

Computerized Land Registration Systems	Start	End
Kandahar City	August 2011	September 2012
Lashkar Gar	November 2011	September 2012
Nili	November 2011	September 2012
Qalat	November 2011	September 2012
Tirin Kot	November 2011	September 2012
Zaranj	November 2011	September 2012

It should be noted that the Integrated Financial Management System is not dependent on GIS, as GIS simply complements the land registration process by defining districts, sub-districts and parcels via maps. Therefore, IFMS will be can easily be implemented in cities without GIS.

Integrated Financial Management System (IFMS)

While the initial goal was that two-thirds of target municipalities would have functioning performance budgeting systems in year two, after analyzing the capacity of each municipality, it has become clear that a full performance budgeting system is a longer term goal. The Municipal budgeting process must include the following elements to qualify as a *performance* budgeting system: (a) the intended result (final outcome), (b) the strategy to achieve the final outcome, and (c) activity/ outputs that will achieve the final outcome.

Significant progress has been made towards this outcome as highlighted above; however, the incorporation of activity monitoring into the electronic system is a step too far for targeted municipalities to achieve during year two of implementation as municipal staff must learn the budget process prior to implementing performance management. Therefore, municipal staff will receive in-depth training on the budget process, and financial planning related to efficient service delivery. In terms of longer term performance management, the MIP incorporates intended results and activities that need to be undertaken to achieve desired outcomes.

RU-S will work with targeted municipalities to establish “Financial Portfolios” for each city. These portfolios will clearly show revenues, approved budgets and expenditures along with Chart of Account (COA) codes. This will help municipalities to better forecast their upcoming 1391 budgets and to show to the IDLG/GDMA financial flows in a transparent way.

All targeted municipalities will have implemented Integrated Financial Management Systems incorporating payroll, human resources, budget and accounting, revenue collection and land registration. Additionally all target municipalities will have received technical assistance for Information Technology Infrastructure and the provision of one year of internet access and associated hardware and software. The IFMS modules were designed to have no dependencies on the Internet. Local Area Networks are able to connect computers within the municipality without requiring internet connections. Nevertheless, internet is a necessary tool for the municipality. The C3 team will be working with the Municipality staff to budget a line item for this purpose from projected revenue

increases.

RU-S has made significant improvements during year one in developing computerized payroll and human resource systems. During Year 2, RU-S will build upon this success by implementing an Integrated Financial Management Systems (IFMS) that computerizes **revenue collection** and **budgeting** functions with the **payroll** and **human resource** information system. RAMP UP-East has developed a business license registration system that also could be adopted by RU-S with the associated software and technical approach. IFMS will improve overall municipal financial management performance resulting in a realistic budget, on-time reporting, and critical metrics and financial indicators. RU-S will work with municipalities to include all Operations and Management costs including those for Project sponsored service delivery improvements, as well as internet costs and maintenance of PRT built facilities such as District Offices in Kandahar City. IFMS will be designed in compliance with Afghan laws and regulations and specifically for the Afghan Municipalities in collaboration with the IDLG, local software developers and municipal financial executive staff. The IFMS will be supported by targeted and appropriate technology infrastructure development suitable to the capacities of municipal staff.

In municipalities with limited resources, RU-S is providing computer training centers to facilitate on the job training, and also to ensure that staff has the skills to manage each initiative. To promote sustainability, Component 1 will provide trainings to ensure that municipal staff are trained on all aspects of the integrated financial management system (revenue collection, budgeting, and accounting, human resources) in order to allow for a complete transition to the municipality. Computer training centers are already in process in Qalat and Kandahar.

Integrated Financial Management Systems	Start	End
Kandahar City	August 2011	September 2012
Lashkar Gar	November 2011	September 2012
Nili	November 2011	September 2012
Qalat	November 2011	September 2012
Tirin Kot	November 2011	September 2012
Zaranj	November 2011	September 2012

Public-Private Partnerships

RU-S will support PPPs in at least two municipalities during Year 2. All PPPs will be structured to generate revenue and investment capital for the municipality. RU-S will only provide capital investment as part of a cost share initiative. RU-S will facilitate PPPs as a means of supporting operational and maintenance costs for capital projects under Component II, and will provide a specific training on PPPs (see Component 1) for select municipal officials and for registered RU-S contractors. This training will enumerate how PPPs may be structured to provide mutually beneficial terms and to equitably share risks between public and private sector participants.

RAMP UP –South will support each venture through public outreach support, reaching out to business

leaders regarding specific opportunities, and furthering the understanding of the concept through a mentoring program. Business development advisors are in the process of engaging the chambers of commerce in each city to determine where there are opportunities for PPPs, and once identified, RU-S will assist in designing the PPP transaction, soliciting bids and managing the procurement process, and may participate in a cost share mechanism on a case by case basis. Potential opportunities have already been identified in Lashkar Gah and Qalat.

Public-Private Partnerships	Start	End
Lashkar Gah	November 2011	June 2012
Qalat	November 2011	June 2012

MANAGEMENT AND ADMINISTRATION

Personnel

In Year 2, RAMP UP-South will employ a total of 104 staff in all project provinces, which includes 88 LN employees, 3 of whom are female. The project will employ 17 expatriates and third-country nationals, 7 of whom are female, through March, 2012, after which that number will be reduced to 3-4 expatriates/TCNs. The initial restructuring of staff in response to Year 2 priorities resulted in a 50 % reduction of expatriate and third-country nationals as well as a 60 % reduction of operations staff. By April 2012, expat staff will have been reduced by about 90%. In Year 2, more than 75 % of RAMP UP-South's personnel are technical implementation staff, significantly increased from only 55 % at the end of Year 1.

RAMP UP-South – Personnel Tracker, July 2011-March 2012					
Province	Local National		Expatriate		Totals
	Operations	Technical	Operations	Technical	
Hilmand	3	8 (1 female)	0	0	11
Kabul	5	0	0	1 (1 female)	6
Kandahar	8	36 (2 female)	5 (4 female)	10 (2 female)	60
Nimroz	1	8	0	0	9
Uruzgan	2	8	0	0	10
Zabul	0	7	0	0	7
Daykundi	0	2	0	0	2
Totals	19	69	6	11	104

RAMP UP-South – Personnel Tracker, April 2012-September 2012					
Province	Local National		Expatriate		Totals
	Operations	Technical	Operations	Technical	
Hilmand	0	10	0	0	10
Kabul	5	0	1	2-3	8-9
Kandahar	0	20 (2 female)	0	0	20
Nimroz	0	6	0	0	6
Uruzgan	0	6	0	0	6
Zabul	0	6	0	0	6

Daykundi	0	6	0	0	6
Totals	5	54	1	2-3	62-3

*Note: This tracker doesn't include non-program support staff such as cleaners, cooks, and guards.

Staffing and Recruitment

Much of the first year was dedicated to recruiting staff, both international and local national, to fill key positions in operations and administration, program support, and each component. The majority of those positions were filled by the end of the first year. RAMP UP-South reviewed its staffing structure and made necessary adjustments to efficiently utilize and maximize current staff resources. By the end of the current quarter, international staff will have been cut by nearly one half and capable Afghan staff promoted to positions previously held by internationals. Staffing requirements are justified through scopes of work clearly linked to project objectives and approved by the senior management team in an effort to maintain responsible management of financial and human resources. The human resources team continues to work to streamline recruitment and candidate vetting procedures to ensure the project hires qualified candidates who present the best value to RAMP UP – South.

Technical component and administrative staff travel frequently among all provincial offices to build relationships with local partners, oversee implementation of activities and provide support for overall project implementation. The project utilizes a combination of short-term specialists and long-term technical advisors to facilitate regular consultation with partners and stakeholders within the municipalities we work in. RAMP UP – South is implemented by a combination of international and Afghan staff and broken down by the following categories:

Component Teams

Each technical component is led by a team leader responsible for the strategic direction of their units in direct support of the project's objectives in the six southern provinces of Afghanistan. Team leaders manage both international and Afghan staff assigned to each provincial office. Technical component teams, supported by deputy team leaders, long-term advisors and short-term specialists, are responsible for achieving program objectives, and tangible, rapid and sustainable results. As described in the Afghanization strategy, throughout Year 2, the majority of the technical positions will be transitioned from international to Afghan staff.

During the transition period from November 2011 through March 2012, RAMP UP-South's expatriate team leaders will regularly rotate throughout all project provinces to ensure direct oversight of project initiatives and maintain constructive relationships with partners, stakeholders, and beneficiaries, as well as to provide hands on training to local team leaders. After March 2012, the remaining expatriate staff still will continue to rotate throughout each province, but expat presence in each location will be drastically reduced, and day to day implementation of activities will by necessity be handled by local staff. To ensure that local nationals receive the mentorship and training necessary to carry out these tasks, each component team leader is working closely with local staff to build capacity in the management of each activity through on the job training.

Below is an illustrative PRT/FOB rotation schedule for November 2011- March 2012. Staff will be

rotated on an as needed basis. RU-S will ensure USAID receives an updated schedule whenever there is a change.

RAMP UP South PRT Rotation Schedule, November 2011 – March 2012		
Location	Staff Member, Position	Start Date
Qalat PRT	Wais Said, Component 3 Team Leader	Mid November 2011
Tirin Kot PRT	Douglas Smith, Component 2 Team Leader	Mid November 2011
Nili US Civil Affairs Compound	Colton Hall, Component 2 Design Manager	Mid November 2011
Kandahar PRT	Brian McCarthy, Component 2 Deputy Team Leader	Mid November 2011
Lashkar Gah PRT	Graham Owen, SWM Specialist	Approximately December 1, 2011. Until then, KPRT or Tirin Kot PRT

The Component One Team will facilitate their activities from the Xenia compound in Kandahar until January 2012. In January/February 2012, Sam Misenheimer (Component 1 Team Leader) will relocate to a PRT (to be determined).

Operational and administrative Support Staff

Operations, administration and program support units, including Grants, Subcontracts and Compliance, finance, and operations are led by directors and managers supported by both international and Afghan staff. They are responsible for supporting the implementation of technical activities across all six provinces and RAMP UP – South’s office in Kabul.

Base of operation

During Year 1, RAMP UP-South focused on standing up operations in all six project provinces to effectively support the component teams in technical implementation. As a result of this concerted effort, in Year 2, the project can support activities across all areas of operation through minimal, but flexible and responsive, support, leveraging relationships to utilize available resources. In several provinces, including Zabul and Helmand, RAMP UP-South will become fully embedded within municipal offices and house expatriate and third-country national staff at either PRTs or with other Chemonics projects similarly funded by USAID to minimize overhead costs and increase access to municipal officials, staff and departments. In Kandahar, Uruzgan, and Nimroz, local national staff stationed in these provinces will work primarily from municipal office facilities, while the project will maintain modest facilities for visiting technical teams. Expatriate and third-country national staff will also be stationed at PRTs in Kandahar, Daikundi and Uruzgan. Securing accommodations on PRTs and in municipal offices space allows the project significantly greater flexibility than in Year 1 to liaise directly with beneficiaries, stakeholders, clients, and implementing partners. Further, this strategy to increase access and facilitate constructive relationships effectively reduces operational costs, allowing those funds to be diverted to technical implementation of the project.

As mentioned above, by April 2012, the project will move its administrative and operational base to Kabul, in order to reduce operational costs. The remaining few expatriate staff will continue to rotate among all areas of operation, while day to day implementation is managed by senior Afghan staff. To

ensure contractual oversight and compliance with USAID regulations, the project will retain an expatriate management/operations specialist based in Kabul to oversee local compliance, finance, and HR staff.

Internal Anti-Corruption Measures

RAMP UP – South has made, and will continue to make, a concerted effort to combat corruption and ensure transparency and compliance in all of our internal processes within the departments that comprise operations and administration, including procurement, human resources, grants, subcontracts, information technology, technical procurement and finance. In response to the significant increase in program activity throughout six provinces, the administrative support teams will undergo regular audits of their internal controls, processes and documentation to highlight weak systems and practices, identify gaps, and provide recommendations to increase the standard of internal controls in an effort to maintain transparency and compliance. Administrative audits will be conducted every six months to ensure adherence to updated procedures by all operations and administration staff.

Security

Over the past year, security has gradually but drastically deteriorated across all southern provinces. The increasingly kinetic environment affects the program on multiple fronts. Recruitment and retention of expatriate and national staff, targeted assassinations of local officials and counterparts, movement restrictions on site visits, face-to-face meetings with counterparts and stakeholders, work days lost by national staff due to lockdowns, and threats and intimidation of project counterparts in the municipalities are a few of the consequences of the kinetic environment in which the program operates.

Chemonics International has a comprehensive Security Plan that details standard operating procedures related to the implementation of our security platform for RAMP UP – South, and includes specific information on mobile security and protection measures for movement by vehicle, static protection measures at program and other facilities, and staff rules and requirements. An Emergency Action Plan, linked to our Security Plan, provides guidance to program staff for responding to a range of emergencies. The Emergency Action Plan includes communication protocols and procedures for responding to medical emergencies and security threats.

PERFORMANCE MONITORING PLAN

The RAMP UP-South Performance Monitoring Plan (PMP) version 1, 31 08 2010, including indicators was designed to be used for program level and strategic planning, enabling the program management to evaluate and gauge specific activities within a broader picture of the program.

In year one, the monitoring of program implementation and measurement of the effect of activities was hampered by the presence of a significant percentage of indicators where results are only realistically anticipated towards the end of the program (8 of 18 indicators) and the presence of 4 survey type indicators that are both costly and time consuming to measure on a regular basis.

Following the acceptance of the RAMP UP-South Year Two Annual Work plan, the M&E Team will revise the PMP and initiate a participative process of identification of indicators at the output, outcome and impact levels that will accomplish the following:

- Assist both management and technical staff in the monitoring of program activities;
- Align with the normal business processes of implementation staff to facilitate data collection and streamline M&E staffing requirements;
- Align with USAID F indicators where practical;
- Monitor progress of activities as well as the short, medium and longer term effects of those activities on the service delivery and capacity of municipalities targeted by the program;
- Limit the number of survey type indicators due to cost and level of effort required to collect this data;
- Institutionalize data management processes to ensure that data collection, collation, analysis and reporting continue irrespective of senior staff rotation; and,
- Institute bi-weekly meetings with Component teams to review M&E data and information to ensure that data remains relevant for program decision making.

Reporting

Where possible the data relating to new indicators will be collected retroactively to the beginning of Year 1 and will be reported for the first time in the November 2011 monthly report. The quarterly report for the quarter ending December 31, 2011 will report both retroactive and current data for new indicators.

Reports will be submitted on a weekly, monthly, quarterly and annual basis as they were during Year 1. It is anticipated that reports will be significantly more useful from the perspective of implementation staff, program management, USAID and relevant Afghan National stakeholders.

Report	Due Date
Weekly Reports	Every Thursday afternoon
Monthly Reports	15 th day of the month following the reporting month
Quarterly Reports	End of the month following the reporting quarter

Report	Due Date
Annual Report	End of the month following the reporting year

The following charts show the proposed indicators and targets for year two. The proposed changes between year 1 and year 2 indicators will be formalized in a revised a PMP, which will also be submitted later this month.

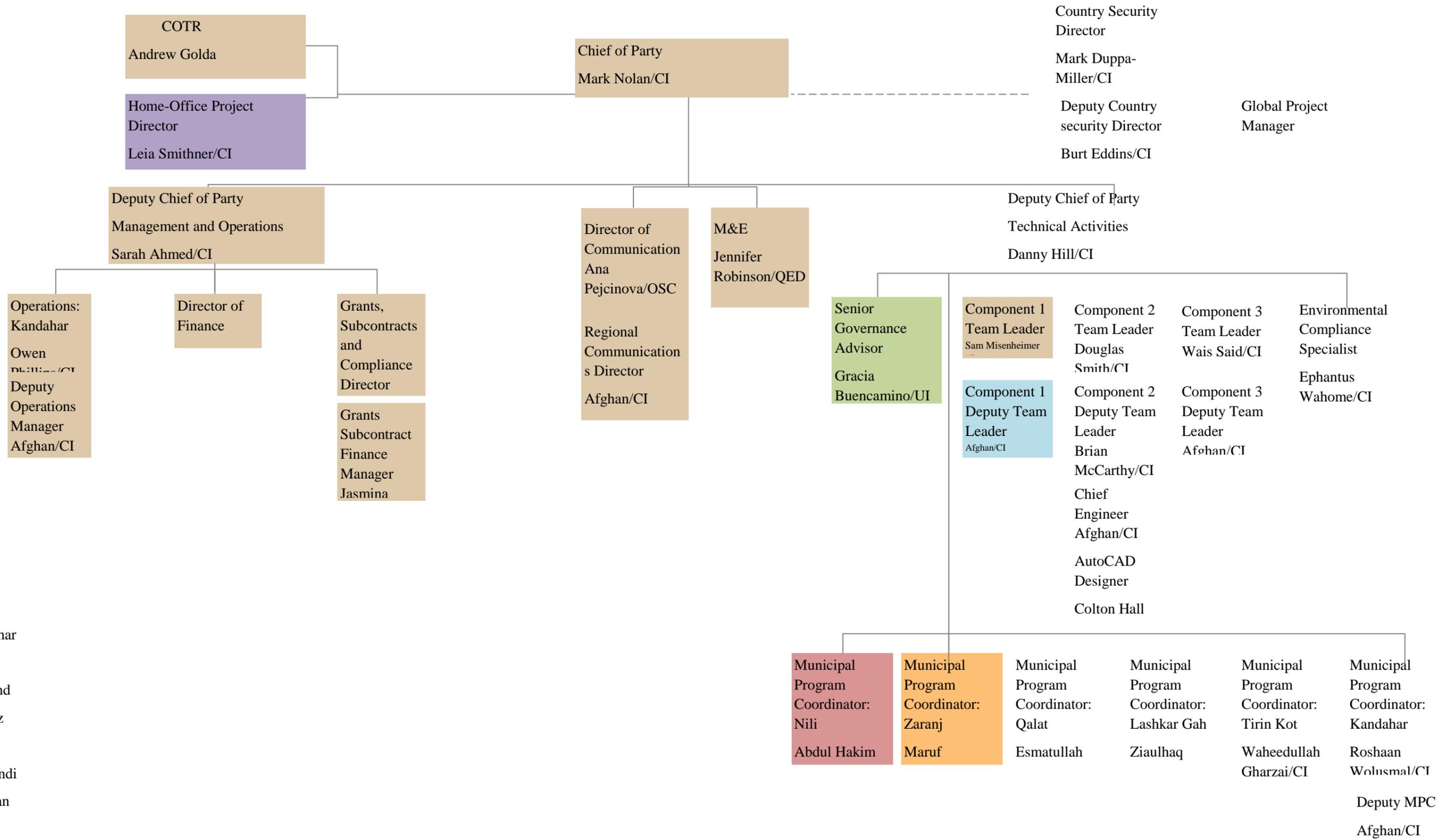
Year Two Program-Wide Indicators and Targets

CLIN	Indicator	Kandahar	Lashkar Grah	Nili	Qalat	Tirin Kot	Zaranj	Total Target YII
1, 2, 3	Percentage increase of citizens' trust in, satisfaction with, buy in and support to municipal service delivery	20%	20%	20%	20%	20%	20%	20%
1	Percentage increase in Municipal Capacity Index (MCI) of target municipalities	40%	40%	40%	40%	40%	40%	40%
2	Percentage increase in citizens' who have regular access to essential services	18%	17%	2%	20%	25%	15%	16%
3	Percentage increase in revenue generated by target municipalities as a direct result of RU-S activities	14%	29%	355%	22%	41%	69%	18%
1, 2, 3	Number of target municipalities receiving USG assistance to improve their performance in the reporting period	1	1	1	1	1	1	6
1, 2, 3	Number of sustainable full time jobs created through RU-S support	141	42	4	46	62	39	344

CLIN	Indicator	Kandahar	Lashkar Grah	Nili	Qalat	Tirin Kot	Zaranj	Total Target YII
	Component 1	15	4	2	2	3	3	29
	Component 2	126	33	2	34	59	26	280
	Component 3	0	5	0	10	0	10	35
2, 3	Number of workdays provided as a direct result of RU-S activities in the reporting period	25,740	17,400	5,240	11,880	10,440	10,120	80,820
	Component 2	12,200	9,600	1,500	7,500	9,000	6,300	46,100
	Component 3	6,240	4,800	1,440	2,880	1,440	1,920	18,720
2, 3	Number of municipal service delivery projects initiated with USG assistance during the reporting period	10	15	9	14	13	11	72
	Component 2	5	8	4	7	8	5	37
	Component 3	5	7	5	7	5	6	35
1	Number of training strategies developed with RU-S assistance	Training strategies will be used throughout all target municipalities						20
1	Number of individuals trained with USG assistance in the reporting period	150	100	20	20	20	20	330
1	Number of training centers equipped and established in target municipalities as a result of RU-S support	1	1	0	1	1	0	4
3	Number of target municipalities that have implemented Integrated Financial Planning Systems (IFPS) in the reporting period	1	1	1	1	1	1	6

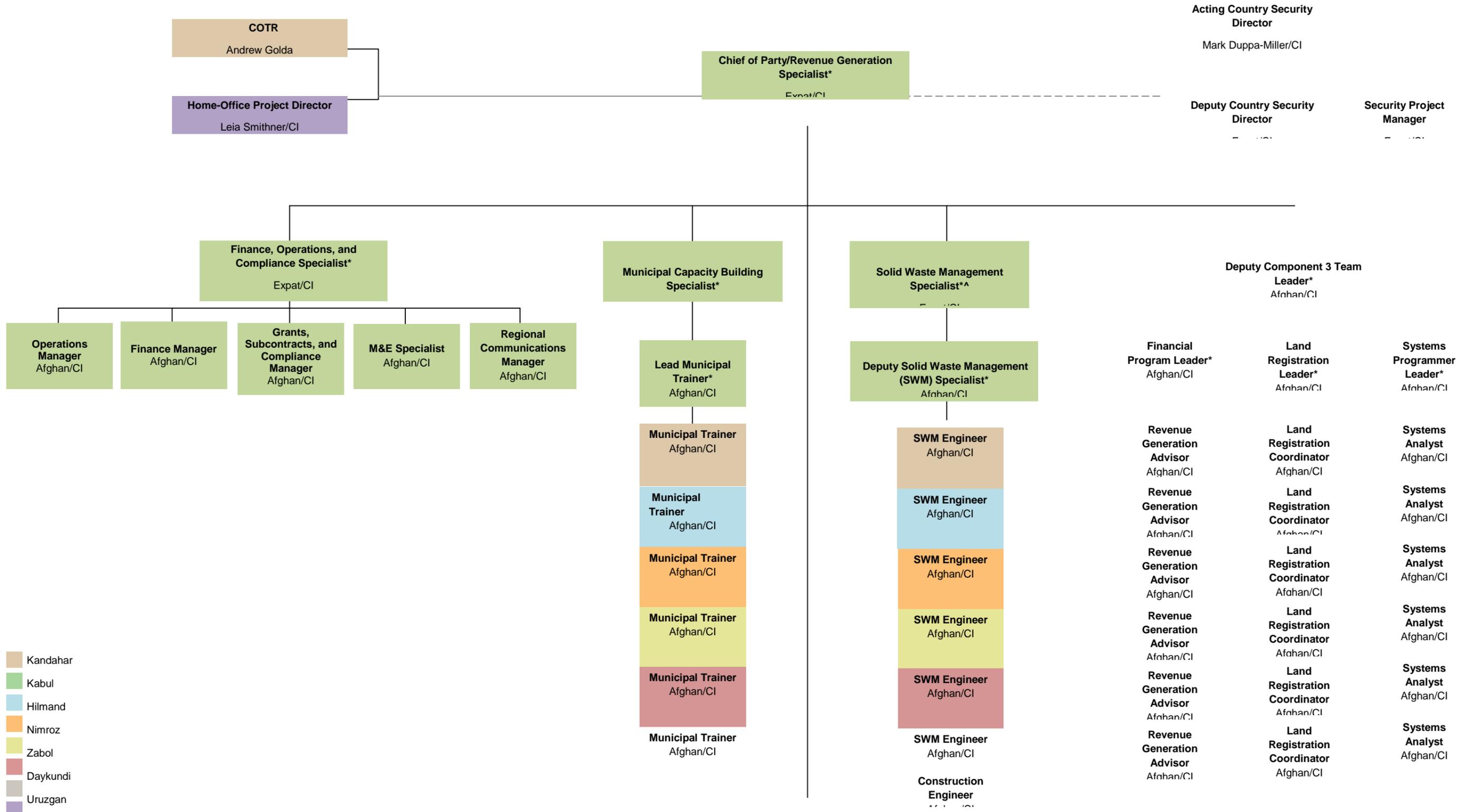
CLIN	Indicator	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj	Total Target YII
3	Number of parcels of land registered with USG assistance in the reporting period	26,000	20,000	6,000	12,000	6,000	8,000	78,000
3	Number of Public Private Partnerships (PPP) established with RU-S support in the reporting period	0	1	0	1	0	1	3
3	Value of revenue generated by target municipalities in the reporting period as a direct result of RU-S activities*	\$1,200	\$360	\$60	\$170.4	\$120	\$115.2	\$2,025.6
3	Number of anti-corruption measures implemented with USG assistance in the reporting period	4	4	4	4	4	4	24

ANNEX A: ORGANIZATIONAL STRUCTURE November 2011*



*Detailed organizational charts for each component are included in Annex E (attached).

RAMP UP – South Project Staffing: April – September 2012



- Kandahar
- Kabul
- Hilmand
- Nimroz
- Zabol
- Daykundi
- Uruzgan
- Washington DC

* Based in Kabul with rotations in all municipalities

^ In position April - June

RAMP UP - South year 2 work plan

Municipal Program Coordinator:
Zaranj

Municipal Program Coordinator:
Qalat

Municipal Program Coordinator:

Municipal Program Coordinator:
Tirin Kot

Municipal Program Coordinator:
Kandahar

Municipal Program Coordinator:
Nili

ANNEX B: ACTIVITY TIMELINE BY MUNICIPALITY

See Attachment.

ANNEX C: ILLUSTRATIVE LIST OF PRIORITIZED ACTIVITIES PER APPROVED MIPS

See Attachment

ANNEX D: ILLUSTRATIVE YEAR 2 BUDGET

See Attachment

ANNEX E: DETAILED ORGANIZATIONAL CHARTS

See Attachment