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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: AUGUST 2010

AUGUST 2010

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC EAST

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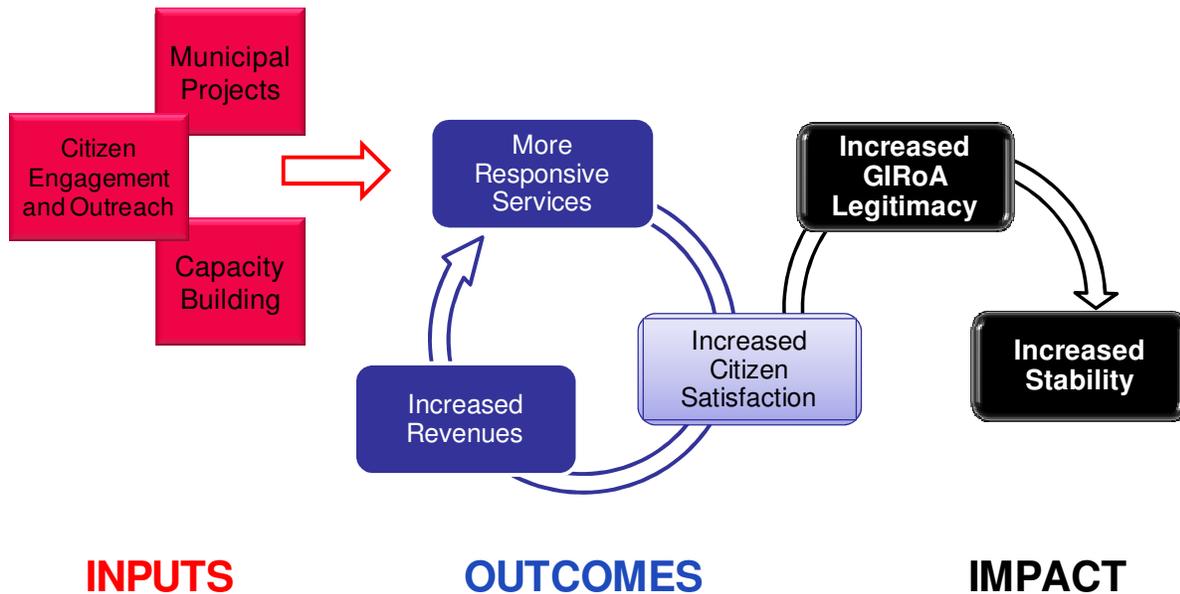
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INTRODUCTION TO USAID RAMP UP / RC EAST

The purpose of the Regional Afghan Municipalities Program for Urban Populations (RAMP UP) is to create effective, responsive, democratic, transparent, and accountable municipal governance in the fourteen provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command East.

RAMP UP- EAST will: (1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, (2) markedly improve the delivery of municipal services to citizens in target municipalities, and (3) increase municipal capacity to enable, support, and sustain economic growth. As a result of the RAMP UP- EAST, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

The RAMP UP EAST Stability Paradigm



Ramp Up Principles

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

RAMP-UP's Government of the Islamic Republic of Afghanistan (GIRoA) Partners

PRIMARY PARTNERS:

- Independent Directorate for Local Governance (IDLG)
- Municipalities

COLLABORATING PARTNERS:

- Ministry of Urban Development Affairs
- Independent Administrative Reform and Civil Service Commission
- Relevant Line Ministries (e.g DoWA)

USAID Program Partners and Other Donor Partners

- Other RAMP UP Implementing Partners for RCs North, West, and South
- USAID Local Governance & Community Development (LGCD)
- USAID Afghan Civil Service Support Project (ACSS)
- USAID Afghan Social Outreach Program (ASOP)
- USAID Performance Based Governors Fund (PBGF)

- USAID Economic Growth and Governance Initiative (EGGI)
- USAID Kabul City Initiative
- Afghan Sub-National Governance Program (ASGP/UNDP)

RAMP-UP link to USAID Strategic Objective

USG Overarching Strategic Objective: To promote a more capable, accountable, and effective government in Afghanistan that serves the Afghan people and can eventually function with limited international support.

Additional Strategic Objectives and Intermediate Results:

- SO 6: A Democratic Government with Broad Citizen Participation; and
 - IR 6.3 Strengthened Institutions for Good Governance

RAMP UP EAST Target Municipalities

- | | |
|----------------------------------|---|
| • Bamiyan (<i>Bamiyan</i>)* | • Charikar (<i>Parwan</i>) |
| • Meydan Shahr (<i>Wardak</i>) | • Panjshir/Bazarak (<i>Panjshir</i>)* |
| • Pul-e-Alam (<i>Logar</i>) | • Mahmud i Raqi (<i>Kapisa</i>) |
| • Ghazni (<i>Ghazni</i> **) | • Jalalabad (<i>Nangarhar</i>) ** |
| • Gardez (<i>Paktya</i> **) | • Mehterlam (<i>Laghman</i>) ** |
| • Khost (<i>Khost</i> **) | • Asadabad (<i>Kunar</i>) ** |
| • Sharana (<i>Paktika</i>) ** | • Parun (<i>Nuristan</i>) |

* = Provincial Status Recognition Program

** = Key Terrain District 2010

I: SUMMARY OF MONTH TWO – AUGUST 1 THROUGH AUGUST 31

2010

- *Baseline Survey:* The base line assessment implementation has two components: an external (public opinion) survey component and an internal (asset/skills inventory, economic profile) assessment component. Both the internal and external survey data collection/data entry remains on schedule for completion by the end of September 2010. Data analysis and report preparation schedules will depend upon the quantity and quality of the data.
- *Rapid Assessment to identify Quick Impact Projects:* RAMP UP/East is implementing the following service delivery improvement projects: Solid Waste Collection (Cash for Work) projects in Charikar (Parwan); Bazarak, (Panjsher); Gardez (Paktya); Khost (Khost); and Sharana (Paktika). Municipal small scale service improvement projects include: construction of drainage ditches in Sharana (Paktika) and Assadabad (Kunar), construction of footpaths and sidewalks in Jalalabad (Nangarhar) and Ghazni (Ghazni).
- *Status of staffing and establishment of RAMP-UP field offices:* All RAMP-UP embedded municipal support offices are established and staffed with the exception of Parun. RAMP-UP Parun embedded staff currently operate from Jalalabad. RAMP-UP Area Management Support Offices have been established and staffed in Kabul, Jalalabad and Charikar, with Gardez operational in early October. The Central Field Support Office and Expat guesthouse facilities in Kabul are established and staffed.

II: START-UP STATUS

FACILITIES & STAFFING

Status of RAMP-UP Support Office Facilities & Staffing			
		Facilities Established and staffed	Facilities in Development
Central Support Office	Kabul	X	
Area Support Office	Nangarhar	X	
	Gardez		X
	Charikar	X	
Municipal Support Office	Asadabad	X	
	Jalabad	X	
	Mehterlam	X	
	Parun		Operating out of Jalalabad
	Ghazni	X	
	Khost	X	
	Gardez	X	
	Sharana	X	
	Charikar	X	
	Panjshir	X	
	Mahmudi Raqi	X	
	Maydan Shahr	X	
	Puli Alam	X	
Bamyan	X		

Municipal Support Offices:

- All RAMP-UP embedded municipal support offices are established and operational with the exception of Parun.

Area Management Support Offices:

- RAMP-UP Area Management Support Offices have been established and are operational in Kabul, Jalalabad and Charikar with Gardez to be operational by early October.

The Central Field Support Office and Expat guesthouse facilities in Kabul are established.

SECURITY

The RAMP-UP security team is mission capable and engaged in both the site security of Guest House and Office compounds and inter-regional road moves for RAMP UP/East personnel.

Regional Security Managers and local national security personnel for Kabul, Jalalabad and Gardez are hired and currently inbound to Kabul for briefings, training and subsequent deployment to the regions.

III: TAMIS & OPERATIONAL MANAGEMENT

TECHNICAL /ADMINISTRATIVE MANAGEMENT INFORMATION SYSTEM (TAMIS)

RAMP UP uses DAI’s management information system, TAMIS, to centrally document, control, and manage all administrative and programmatic information. TAMIS is both a workflow management and reporting tool that integrates activity management, project administration, impact and performance monitoring, subcontract and grant management, and other core management functions.

TAMIS has been customized for RAMP-UP, focusing primarily on the modules for managing municipal service delivery projects, subcontracts and grants, and creating a web-based “front end” to provide USAID secure access to contractual and technical approval documentation. RAMP-UP TAMIS is fully operational with administrative modules, such as travel management, inventory, personnel contacts, technical assistance requests, requisitions and purchasing, and policy/procedure templates. All current RAMP-UP staff have been or are being trained on TAMIS.

RAMP-UP MANUALS, POLICIES, PROCEDURES AND PLANS

To facilitate rapid implementation, the RAMP UP team has migrated a number of manuals, policies, and procedures from other current DAI-implemented programs in Afghanistan. The manuals are being tailored to RAMP UP’s specific management and operations structure and serve as RAMP UP’s administrative and operational underpinning to ensure compliant, efficient, and sound practices throughout the life of project.

Category	RAMP UP (East) Manual, Policy, Procedure, Plan
Grants, Subcontracts, and Compliance	<i>Grants Manual</i>
	<i>Cash for Work Policies and Procedures Manual</i>
	<i>Procurement Manual (also under administration)</i>
Administrative	<i>Procurement Manual (also under GSC)</i>
Personnel & Operations	<i>RAMP UP East HR and Personnel Policy Manual</i>
Finance	<i>RAMP UP East Finance Manual</i>

IV: PROGRAMMING

USG KEY TERRAIN DISTRICTS – RC EAST

In the April 2010 Report on Progress Toward Security and Stability in Afghanistan, the U.S. Government, ISAF, and the GIROA jointly defined 80 districts across Afghanistan as “Key Terrain Districts”. Key Terrain Districts are defined as those districts “where the bulk of the population is concentrated, and that contain centers of economic productivity, key infrastructure, and key commerce routes connecting such areas to each other and to the outside world.” Five of the 14 target municipalities for RAMP UP East are located within Key Terrain Districts for 2010, as listed in the below table.

2010 USG Key Terrain Districts for Regional Command (RC) East		
Province	District	Corresponding RAMP UP EAST Municipality
Ghazni	Ghazni	Ghazni
Khost	Khost (Matun)	Khost
	Jaji Maiden	
Kunar	Khas Kunar	
	Nurgal	
	Asadabad	Asadabad
Laghman	Mehterlam	Mehterlam
	Qarghah’l	
	Alingar	
Logar	Baraki Barak	
Maydan Wardak	Saydabad	
Nangarhar	Bati Kot	
	Bihsud	
	Jalalabad	Jalalabad
	Khogayani	
	Kuz Kunar	
	Muhmand Dara	
	Rodat	
	Shinwar	
Surkh Rod		
Paktika	Sharana	Sharana
	Urgun	
	Mota Kahn	
	Sar Rowzah	
Paktya	Gardez	Gardez

BASELINE SURVEY

Summary: The base line assessment implementation has two components: an external (public opinion) survey component and an internal (asset/skills inventory, economic profile) assessment component.

External Survey:

The external survey consists of a 51 question questionnaire that has been implemented as a random sample survey in all RAMP-UP municipalities, with the exception of Parun. The survey was administered to approximately 3,500 respondents. Each municipality has been independently assigned a statistically significant number of respondents. This design will provide independent statistically significant data for each individual city, as well as providing overall RC-E data that has a 98% probability of being accurate to within +/- 3%.



External surveyors meet in Khost City for a brief discussion prior to conducting their daily surveys

Implementation Survey Description: The external survey employed approximately 85 Afghan staff. Each municipality employed a survey team leader (a permanent RAMP UP employee), plus four to six daily enumerators (depending upon required responses for that municipality). Survey leadership was provided by RAMP-UP's Survey Director and three regional survey directors (permanent RAMP UP staff). Six data entry clerks are currently being employed as independent contractors.



External surveying takes place in Khost City on the fourth day of surveying in that city

External Survey Schedule: The external/public opinion survey implementation commenced with survey manager/leadership training on August 1, 2010. Field Data Collection started on schedule during the week of August 9th in eight RC-E municipalities and the remaining six RC-E municipalities by August 16th. Field Data collection will take approximately 26 working days and should be completed in all municipalities by the middle of September.

Data entry has begun in Kabul (to allow for third level quality control); Data entry will require approximately 40 working days and will be conducted concurrently (but two weeks behind) field data collection. The extended Ramazan and Masood Day holidays have had an impact on the data entry as scheduled. As a result, data entry clerks are being asked to work on the weekends so that the data entry process can be completed by the end of September.

External Survey Quality Assurance/Quality Control: Four levels of QA/QC are integrated into the survey implementation design. Municipal team leaders are tasked and trained to conduct daily review of the 16 to 25 responses completed each day by survey enumerators with review sessions each morning prior to survey collection. Area survey directors are tasked with second level review. Third level review will be conducted by the survey component director during data

entry in Kabul. Fourth level review (data aggregate review) will occur as part of the data analysis and reporting work of National Resource Center, the Boulder CO based consulting firm assisting in the survey process.

External Survey Challenges:

1. This task is the first RAMP UP East activity. Some operational/logistical support issues will require field adaptation, especially in the six municipalities that were not did not have AMSP offices prior to August 1st. The impact of this challenge has been the six new municipalities starting the survey a week later than the eight cities with previous AMSP presence.
2. Ramadan: Ramadan starts on or about September 10th, virtually the same time as the field data collection. Ramadan will reduce available working time each day with field data collection largely limited to 0900-1330 daily. This impact of this challenge is anticipated in the survey collection schedule.
3. Nuristan/Parun: This municipality offers tremendous access, security, operational support and programmatic challenges. Senior Afghan survey staff has expressed serious concerns regarding the feasibility of conducting a random, door to door survey in this area. This challenge may result in a delay in survey implementation in this municipality only and will be discussed at the senior management/policy level.

Internal Assessment:

The internal assessment will be the first task of the embedded advisors in each municipality. RAMP UP-E staff have developed a flexible baseline assessment instrument that has been vetted by IDLG and USAID and field tested in Charikar. Training of embedded advisors and LTTA technical experts took place in the first week of September. Internal assessments are scheduled to begin immediately following the Eid holidays on September 15th. Municipal assessments are being conducted by the embedded staff assigned to that municipality and will require 5-10 working days for data collection/interviews depending upon the size/complexity of the municipal organization. Since all internal assessments will be conducted concurrently, field data collection should be completed by the end of September (depending upon security and travel restrictions as a result of upcoming elections).

Raw data from the internal assessment will be used by municipal staff, Afghan technical experts and expatriate advisors as the starting point for development of Municipal Improvement Plans. Final internal assessment report formulation is still under development and review.

Both the internal and external survey data collection/data entry remains on schedule for completion by the end of September 2010. Data analysis and report preparations schedules will depend upon the quantity and quality of the data.

SERVICE DELIVERY PROJECTS

Rapid Assessment to identify Quick Impact Projects: RAMP UP has allocated a municipal service delivery implementation fund to each target municipality valued at \$1 million per year to fund projects that result in a tangible improvement in the delivery of public services. *The ongoing Quick Impact Service Delivery* projects described below are used to gain good will with municipal citizens, and begin to demonstrate immediate benefits as a result of the resources that RAMP UP can provide. The quick impact projects are labor-intensive and directly implemented through cash-for-work activities, providing immediate income to households. The goal is to ensure that the municipality is visibly in the lead so that citizens recognize the new projects as being delivered by the GIROA. Quick impact projects have been launched in 8 municipalities within the first 2 months of RAMP UP, with others coming online in the remaining municipalities in September 2010.

These quick-impact interventions are the result of a rapid assessment conducted by RAMP-UP staff to ensure they reflect citizen priorities; are implemented with municipal authorities in the lead so that citizens recognize services improvements are being delivered by GIROA; and that they serve as on-the-job learning opportunities for municipal officials by engaging them in procuring services and equipment and project monitoring and evaluation. These quick impact projects are implemented using RAMP-UP direct implementation or cash for work mechanisms, but with the understanding that, as soon as possible and with RU support, full responsibility for project implementation will transfer to municipalities, whereby these and other such projects will be directly implemented or outsourced by municipalities. The expected outcomes of these Quick Impact Projects are:

- Increase in citizen satisfaction with and trust in the particular Municipality
- Increase in citizen access to essential municipal services in the Municipality.
- Increased citizen buy-in and support for municipal governance
- Service delivery projects are visible in the Municipality, with the GIROA taking credit for these activities
- Increase revenue generation for the Municipality.
- Increase in employment opportunities within the municipality

The expected overall impacts for the projects are an increase in citizen satisfaction with municipal government, an increase in citizen perception that local government officials are working to serve their needs and an increase of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city.

RAMP-UP East Quick Impact Projects Initiated in August and On-going

Solid Waste Collection (Direct Implementation/Cash for Work) projects in Charikar (Parwan); Bazarak, (Panjsher); Gardez (Paktya); Khost (Khost); and Sharana (Paktika) were initiated during the reporting period. Descriptions for each of these service delivery projects are provided as follows:

1. **Charikar, Parwan:**

- i. Start date: August 1, 2010
- ii. Project Location: Charikar has been divided into 14 separate solid waste service sections and are numbered Section 1 through Section 14 consecutively. The 14 sections cover the entire municipality.



Door to door solid waste collection in Charikar

- iii. Scope Description: The Charikar Solid Waste Program provides two services; (1) Collection Services and (2) Landfill Services. The Solid Waste Program is overseen by the embedded RAMP UP-East Engineer. RAMP UP-E is managing, organizing and supervising the Charikar solid waste system project. Collection consists of some door to door collection (with tricycles) and clean up of both formal and informal neighborhood dump sites (laborers load dump trucks with shovels). Landfill operations consist of unloading each truck dump at edge of landfill pit; remove any visible high value item, and cover trash with layer of dirt after it is placed in the landfill pit. RAMP UP-East provides the workers to perform the services for this project as well as fuel and minor maintenance of city owned and operated trucks and minor tools/supplies required by workers on an as-needed basis.

- iv. Citizen engagement and participation in project selection: The community heads were involved in the initial project selection meeting in the Municipality. The residents requested that the Municipality provide trash collection and ditch cleaning in the different parts of the city



Laborers load solid waste onto trucks in Charikar

- v. Frequency of Services: Solid waste collection activities are conducted six days per week. Each of the 14 solid waste service sections is serviced twice a week.

2. **Gardez, Paktva:**

- i. Start date: August 1, 2010
- ii. Project Location: The city is divided into four areas: Nahia 1 through Nahia 4.

- iii. Scope Description: This is a city run, managed and organized program. The City of Gardez collects solid waste using municipal employees and the FIRUP Program provides payment to workers. The RAMP UP-East role will be to provide embedded technical advice, and to furnish fuel for city owned and operated vehicles directly involved with the city solid waste collection program.
- iv. Citizen engagement and participation in project selection: The community heads were involved in the initial project selection meeting in the Municipality. The residents requested that the Municipality provide trash collection and ditch cleaning in the different parts of the city.
- v. Frequency of Services: Solid waste is collected from all four areas of the city on a daily basis.



Laborers load solid waste onto trucks in Bazarak

3. Bazarak, Panjsher:

- i. Start date: August 1, 2010
- ii. Project location: within Bazarak city, Panjsher
- iii. Scope Description: RAMP UP-East participation in the Bazarak solid waste collection program will be to provide technical and management assistance to the municipality by the embedded advisors and the provision of fuel of municipal owned and operated vehicles directly engaged in the solid waste collection program.
- iv. Citizen engagement and participation in project selection: Community heads were involved in the initial project selection meeting in the Municipality. The residents requested that the Municipality provide for trash collection and ditch cleaning in the different parts of the city



Laborers work on clearing out ditches in Khost

4. Khost, Khost:

- i. Start date: August 1, 2010
- ii. Project Location: within the city of Khost
- iii. Scope Description: RAMP UP-East participation in the city of Khost solid waste collection program will be to provide technical and management assistance to the municipality by the embedded advisors. Funds used for payment of workers are provided by either the municipality directly or from the TAF/FIRUP Program.

5. Sharana, Paktika:

- i. Start date: August 1, 2010
- ii. Project Location: Solid Waste collection in Sharana is limited to built up area of town (approximately 20 blocks by 10 blocks) near FOB Rushmore/Government Compound, downtown area, old bazaar, College, and Sharana Park.
- iii. Scope Description: Collect solid waste from formal and informal public trash pile locations, and clean drainage ditches in built up areas. Work is supervised by the RAMP UP-East Municipal Team Leader. Workers perform collection and ditch cleaning by hand loading trucks using shovels. RAMP UP-East will furnish the workers to perform work and minor tools and supplies, as required.
- iv. Citizen engagement and participation in project selection: The community heads were involved in the initial project selection meeting in the Municipality. The residents requested the Municipality for the trash collection and ditch cleaning in the different parts of the city.
- v. Frequency of Services: Solid waste collection and ditch cleaning are performed throughout the city twice a week.



Laborers collect solid waste from the market in Sharana

Four (4) municipal small scale improvement projects were initiated during the reporting period in Asadabad, Jalalabad, Ghazni and Sharana. Each of these projects are being executed by direct implementation using RAMP UP-East management, with local day labor (cash for work), and procurement of locally available materials and equipment. A description of each of the infrastructure project is reflected below:

1. Assadabad, Kunar

- i. Start date: August 15, 2010
- ii. Location: Construction of approximately 1,300m of drainage ditches along the main Asadabad Road, east of Keralah Bridge.
- iii. Scope Description: Excavation of the site where the ditch



Laborers construct a drainage ditch along the main Asadabad road

construction will occur, placement of compacted river stone along the bottom and sides of the ditch, pouring of concrete to form to the sides and bottom of the ditch and the area immediately adjacent to the top of the ditch such that the ditch is at a lower elevation than the road surface, backfill and compaction of soil in the area immediately adjacent to the constructed ditch, provision of a smooth interface between the ditch and the surrounding pedestrian walkways and the road surface, and removal of any excess soil and debris used in construction.

- iv. Citizen engagement and participation in project selection: The community heads were involved in the initial project selection meeting in the Municipality.

2. Ghazi, Ghazni

- i. Start date: August 15, 2010
- ii. Location: Construction of a new 225m by 5m median along the Ada Kandahar Road between the Kabul-Kandahar Road and Abrasani Road



- iii. Scope Description: Construction of a new median along the Ada Kandahar Road to provide an improved esthetic environment. The approximate length of the median will be 225m and be approximately 5m in width. The work will include excavation of the existing median and removal of all existing debris, development of a landscape design to include the placement of soil and topsoil, trees, shrubbery, construction of sidewalks between the median landscaping and the road surface through excavation of the existing soil, placement and compaction of gravel, placement of mortar and mosaic tiles, repair, and in some cases remove and replace, existing fencing between the sidewalk and the road, furnishing and installing solar street lighting along the median area and removal of construction and other debris from the project site.
- iv. Citizen engagement and participation in project selection: Community heads were involved in the initial project selection meeting in the Municipality. The shopkeepers along the road requested the Municipality to construct this Median.

Construction of a median along the Ada Kandahar Road

3. Jalalabad, Nangarhar

- i. Start date: August 15, 2010
- ii. Location: The existing walkways in and around the Nangarhar High School, the Nangarhar Traffic Department Building and the Nangarhar Information and Culture Department building
- iii. Scope Description: The existing walkways are dilapidated and present difficulties for pedestrians walking along the main thoroughfares to access these facilities. The construction of proper sidewalks along the roads adjacent to these facilities will improve automobile traffic



Construction of new mosaic tile sidewalk in Jalalabad

by reducing pedestrian intrusion into the road and provide better access to the facilities and enhance safety of pedestrians. This project will also improve the environment in this area of the city and permit better access to the facilities by handicapped citizens. The work will include demolition and excavation of the current passageways, construction of approximately 1,381m of new mosaic tile sidewalks by day laborers in sufficient width to permit enhanced access to the facilities and the adjacent areas. The project will require the demolition of the existing current passageways, excavation and leveling of the area. This will be followed by placement of compacted gravel to an appropriate depth to support the tile sidewalk. Upon proper preparation of the sidewalk foundation, a layer of cement mortar will be placed on top of the compacted gravel and a concrete curb will be constructed on the outside periphery of the sidewalk. The mosaic tile forming the sidewalk will be cemented into place between the curbs and on top of the gravel/mortar foundation. In places, during construction of the sidewalk, the project will require the removal of existing fencing and replacement at the conclusion of the project.

- iv. Citizen engagement and participation in project selection: The community heads were involved in the initial project selection meeting in the Mayor's office. The Nangarhar High School, Traffic and Culture Directorates requested the Municipality to rehabilitate and construct this side walk.

4. Sharana, Paktika

- i. Start date: August 15, 2010
- ii. Location: Along the main road in the center of Sharana. This project is included in the Sharana municipality master plan based on need and specific interests on the part of municipal citizens.
- iii. Scope Description: The construction of culverts will result in an improved sanitary environment, cleanliness and access to businesses and homes along the road and will provide for effective drainage of rainwater and other contaminated effluent that is now pooling in large areas alongside the road. The work will entail the construction of approximately 1,000m of drainage ditches and culverts and will be executed in conjunction with municipal engineers to develop capacity of the municipality to conduct similar projects without assistance. This project will require the excavation of the site where the drainage ditches are to be constructed, placement of river rock or other foundation material along the base of the ditch, construction of walls and base of ditch using concrete and masonry stone, pouring of concrete in the area immediately adjacent to the top of the ditch such that the top of the ditch is at a lower elevation than the road surface, placement of slab culverts at selected places, backfill and compaction of soil in the area immediately adjacent to the constructed ditch, the provision of a smooth interface between the ditch and the surrounding pedestrian walkways and the road surface and removal of debris used in construction and any excess soil.
- iv. Citizen engagement and participation in project selection: The community heads were involved in the initial project selection meeting in the Municipality. The local people and the shopkeepers along the



Construction of a drainage ditch in Sharana

ditch requested the Municipality to construct this ditch to avoid the still waste water in the city.