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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: JULY 2010

JULY 2010

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC EAST

MONTHLY REPORT: JULY 2010

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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.

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.

Government of the Islamic Republic of Afghanistan (GIROA) Partners

PRIMARY PARTNERS:

- Independent Directorate for Local Governance (IDLG)
- Municipalities

COLLABORATING PARTNERS:

- Ministry of Urban Development
- Civil Service Commission
- Relevant Line Ministries (ex. 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)

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

POPULATION ESTIMATES FOR RAMP UP EAST MUNICIPALITIES

Municipality	Population Estimate
Asadabad (Kunar)	12,100
Bamyan (Bamyan)	76,700
Panjshir (Panjshir)	16,100
Charikar (Parwan)	102,000
Gardez (Paktya)	21,600
Ghazni (Ghazni)	52,700
Jalalabad (Nangarhar)	205,000
Khost (Khost)	127,000
Mahmud-i-Raqi (Kapisa)	1,400
Maidan Shar (Wardak)	2,700
Mehtarlam (Laghman)	50,000
Parun (Nooristan)	2,000
Pul e Alam (Logar)	4,900
Sharana (Paktika)	2,500

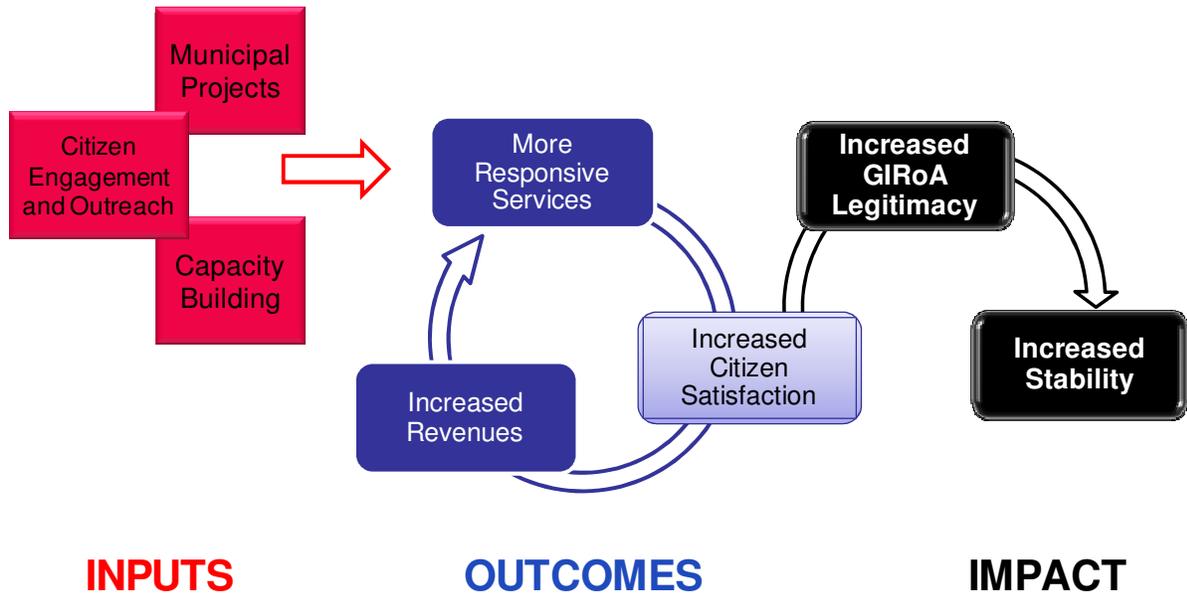
The RAMP UP EAST Team

Prime Contractor – DAI: Countrywide presence, management capacity to administer USAID project funds responsibly, expertise in Afghan governance, and experience developing and managing small public works projects throughout Afghanistan.

Subcontractors:

- **ICMA**—Implementer of AMSP and the Commercialization of Afghanistan Water and Sanitation Activity (CAWSA). Proven techniques for building municipal capacity and working relationships with Afghan municipal officials.
- **Development & Training Services (dTS)**—Expertise and personnel in monitoring and evaluation (M&E) and gender programming.
- **National Research Center (NRC)**—Survey design and implementation.
- **Urban Management Centre**—Urban planning techniques and standard operating procedures.
- **URS**—Infrastructure and construction expertise. Will ensure structural soundness, conformance with international building codes, and construction quality of municipal public works projects.
- **Appleton Consulting, Inc.**— Capacity building for small and medium-sized Afghan engineering and construction firms working on municipal projects.

The RAMP UP EAST Stability and Development Paradigm



I: SUMMARY OF MONTH ONE

II: START-UP STATUS

STAFFING AND RECRUITING

75% of RAMP-UP staff have been or will be hired by August 30 with the remainder hired by September 15th 2010.

	Candidates Not Identified	Candidates Identified & In Process	Hired	Comments
Expats & TCNS	4	8	5	
CCNs	43	42	147	

FACILITIES

Status of RAMP-UP Support Office Facilities			
		Facilities Established	Facilities in Development
Central Support Office	Kabul	X	
	Nangarhar		X
Area Support Office	Gardez	X	
	Charikar		TBD
	Asadabad	X	
Municipal Support Office	Jalabad	X	
	Mehterlam		X
	Parun	X	
	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 with the exception of in 7 municipalities: Mehterlam, Bazarak/Panjshir, Maydan Shahr, Puli Alam, and Bamyan.

Area Management Support Offices:

- RAMP-UP DAI have been established in Kabul and Gardez. The two remaining offices will be established by August 15th in Jalalabad and Charikar.

Central Field Support Office and Expat guesthouse facilities are established.

SECURITY

Security Guards have been hired and necessary security upgrades made to all existing RAMP-UP facilities. In addition the RAMP-UP Security Plan containing all security policies and procedures has been finalized.

III: TAMIS & OPERATIONAL MANAGEMENT

TECHNICAL AND ADMINISTRATIVE MANAGEMENT INFORMATION SYSTEM

(TAMIS)

RAMP UP will use 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.

An initial prototype of the RAMP UP East TAMIS was produced on June 16, 2010. During the first three weeks of TAMIS implementation, the start up team modified and refined administrative modules, such as travel management, inventory, personnel contacts, technical

assistance requests, requisitions and purchasing, and policy/procedure templates. TAMIS 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 will be operational by August 10th 2010.

MANUALS, POLICIES, PROCEDURES AND PLANS

To facilitate rapid implementation, the RAMP UP Start 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.

RAMP UP East – Manuals, Policies and Procedures and Plans			
Category	Manual, Policy, Procedure, Plan	Status	Date Complete
Technical	<i>Performance Monitoring Plan (PMP)</i>	Draft in progress	August 15, 2010
	<i>Branding Implementation Plan</i>	Submitted for approval	July 10, 2010
	<i>Annual Work Plan</i>	Draft in progress	August 15, 2010
Grants, Subcontracts, and Compliance	<i>Grants Manual</i>	Draft in progress	August 15, 2010
	<i>Cash for Work Policies and Procedures Manual</i>	Draft in progress	August 15, 2010
	<i>Procurement Manual (also under administration)</i>	Draft in progress	August 15, 2010
Administrative	<i>Procurement Manual (also under GSC)</i>	Draft in progress	August 15, 2010
Personnel & Operations	<i>RAMP UP East HR and Personnel Policy Manual</i>	Draft in progress	August 15, 2010
Finance	<i>RAMP UP East Finance Manual</i>	Draft in progress	August 15, 2010

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	
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

IDLG/RAMP UP LAUNCH EVENT

In discussion with IDLG senior management, it was agreed to have the IDLG RAMP-UP launch event on August 8th 2010 in Bagram. RAMP-UP staff members are assisting the IDLG with logistical support for the event. The event will be attended by all fourteen mayors and governors of the RAMP-UP E target municipalities and provinces. IDLG representatives will brief mayors and governors on the program during the half-day workshop, emphasizing the roles and responsibilities of mayors and governors to ensure successful implementation of the program.

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 will be implemented as a random sample survey in all 14 municipalities. The survey anticipates approximately 3,500 total responses. 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%.

Implementation Survey Description: The external survey will employ 78-88 Afghan staff. Each municipality will employ a survey team leader (a permanent RAMP UP employee, 4-6 daily enumerators (depending upon required responses for that municipality). Survey leadership will be provided by RAMP-UP's Survey Director (Dr. Ubaid Saadat) and three regional survey directors (permanent RAMP UP staff). Eight data entry clerks are being hired as independent contractors.

External Survey Schedule: The external/public opinion survey implementation commences with survey manager/leadership training on August 3rd. Field Data Collection remains on schedule to begin the week of August 9th in eight RC-E municipalities. Field Data Collection remains on schedule to begin in the remaining six RC-E municipalities not later than August 16th. Field Data collection will require approximately 26 working days and should be completed in all municipalities by September 15th (unless Ramadan has greater impact on data collection than currently anticipated).

Data entry will be conducted in Kabul (to allow for third level quality control); Data entry will require approximately 30 working days and will be conducted concurrently (but one week behind) field data collection. Data entry is scheduled for completion by September 21st.

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 is anticipated to result in 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 August 11th, 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/inventory will be the first task of the embedded advisors in each municipality. NRC is working with RAMP UP-E staff to develop a flexible baseline assessment instrument. Training of embedded advisors and LTTA technical experts is scheduled to commence the week of August 22nd. Internal assessments are scheduled to begin the first week in September. Municipal assessments will be 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 mid September (depending upon Ramadan impact).

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 MunicipaPlans. Final internal assessment report formulation is still under development and review.

SUMMARY: Both the internal and external survey data collection/data entry remains on schedule for completion by September 20, 2010. Data analysis and report preparations schedules will depend upon the quantity and quality of the data, however, improvement report development can begin as soon as raw internal assessment data is submitted in mid September.

RAMP UP Baseline Assessment Time Line														
Action	Description				July 25-31	Aug 1-7	Aug 8-14	Aug 15-21	Aug 22-28	Aug 29-Sept 4	Sept 5-11	Sept 12-18	Sept 19-25	Sept 26-Oct 2
EXTERNAL SURVEY														
City Group 1														
1	Survey Leader Tmg				■									
2	Local Enumerator Recruit/ Tmg					■								
3	Field Data Collection						■							
4	Data Entry							■						
5	Analysis and Reporting									■				
City Group 2														
1	Survey Leader Tmg					■								
2	Local Enumerator Recruit/ Tmg						■							
3	Field Data Collection							■						
4	Data Entry								■					
5	Analysis and Reporting										■			
INTERNAL ASSESSMENT														
1	Arrival Ex pat LTTA					■								
2	Fill Embed				■									
3	NRC Internal Survey Tmg								■					
4	Field Data Collection									■				
5	Data Compilation and Reporting											■		
City Group 1:		Panjshir, Chankar, Asadabad, Jalalabad, Sharana, Khost, Gardez, Ghazni												
City Group 2:		Bamyan, Parun, Pul I Alam, Mehterlan, Maidan Shar, Mahmud Reqi												

SERVICE DELIVERY PROJECTS

Rapid Assessment to identify Quick Impact Projects: RAMP UP/East (RU) staff has assessed current AMSP projects and has targeted specific projects for quick implementation. As part of this assessment, RU staff have identified a subset of AMSP projects as on-going services for municipal citizenry that will be incorporate into RAMP UP/East to ensure uninterrupted service for these municipalities. These include:

Solid Waste Collection (Cash for Work) projects in Charikar (Parwan); Bazarak, (Panjsher); Gardez (Paktya); Khost (Khost); and Sharana (Paktika). Descriptions for each of these service delivery projects are provided as follows:

- a. Charikar, Parwan:
 - i. 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.
 - ii. 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.

- iii. 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.
- b. Gardez, Paktya:
 - i. Project Location: The city is divided into four areas: Nahia 1 through Nahia 4.
 - ii. 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.
 - iii. Frequency of Services: Solid waste is collected from all four areas of the city on a daily basis.
 - c. Bazarak, Panjsher:
 - i. 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.
 - d. Khost, Khost:
 - i. 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.
 - e. Sharana, Paktika:
 - i. 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.

- ii. 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..
- iii. Frequency of Services: Solid waste collection and ditch cleaning are performed throughout the city twice a week.

- Continuation of City Hall Internet Services (Charikar, Parwan; Panjsher; Jalalabad, Nangahar; Asadabad, Kunar; Ghazni; Gardez, Paktya; Khost; and Sharana, Paktika).
- Maintain delivery of fuel for city hall generators (Charikar, Parwan; Panjsher; Asadabad, Kunar; Ghazni; Gardez, Paktya; Khost; and Sharana, Paktika).
- Projects for a secondary phase of implementation include: construction of drainage ditches, retaining walls, footpaths (sidewalks), street paving, culverts, and park improvements in a number of provincial municipalities. Additionally, we have identified non-infrastructure projects such as youth programs for implementation.

RAMP-Up East Ongoing and proposed projects using \$1m Municipal Implementation Fund			
Province	City	Ongoing Projects	Proposed Projects (Shovel Ready)
Kunar	Asadabad **		Drainage Ditch, Youth program
Nangarhar	Jalalabad **		Footpaths, Youth program
Parwan	Charikar	Solid waste collection	Drainage Ditch, Youth program
Panjshir	Panjshir/ Bazarak *	Solid waste collection	Drainage Ditch, 2 paved roads (130mx12m), Cobble street (130x12), 3 Culverts (12mx4m), Youth program
Ghazni	Ghazni **		Footpaths, Youth program
Paktia	Gardez **	Solid waste collection	Municipal Park improvement, Youth program
Khost	Khost **	Solid waste collection	Retaining wall, Youth program
Paktika	Sharana	Solid waste collection	Drainage Ditch, Municipal Park improvements, footpaths, Youth program

* = Provincial Status Recognition Program

** = Key Terrain District 2010

RAMP UP/East will use a variety of mechanisms to implement projects aligned with the USAID Mission’s Afghan First Policy, to include:

- In-kind (cash for work);

- Direct implementation (purchase of materials/equipment with direct hire labor);
- Purchase orders for equipment and materials;
- Subcontracts for construction projects with local construction firms; and,
- Grants to Non Government Organizations (NGO) for operation and maintenance of completed construction projects or other direct services.

ILLUSTRATIVE SERVICE DELIVERY PROJECTS FOR RAMP UP EAST	
Project Type	Examples
Facilities Projects	Refurbishments and new facilities, such as sanitary public markets, slaughterhouses, parking structures, latrines etc.
Service Delivery Projects	Improving operations and infrastructure to expand access to services such as: water, power, sewage, solid waste management (SWM), and transport.
Infrastructure Projects	Addressing deferred maintenance, repairing and upgrading existing infrastructure, and developing new drainage ditches, small bridges, culverts, roads, and so on.
Projects for Women	Improving living conditions, economic opportunities, and socialization opportunities for women in culturally acceptable ways, such as through women's parks, women's markets, women's cafes, recreational facilities etc.
Youth-Oriented Projects	Improving conditions, learning opportunities for youth through projects such as: building/improving parks with sport fields and equipment; sponsoring sports teams and events; youth skills development; and internship programs.
Customer Service Projects	Improving citizen access to information; streamlining citizen interaction with government bureaucracy; providing citizen education; providing education about citizen and municipal rights and responsibilities; and creating responsive customer service systems.
Operational Management Projects	Improving management and operating systems of a public service, such as IT-based finance and accounting, GIS mapping of demand for and delivery of services, customer service windows, etc.

V: CONTRACTUAL DELIVERABLES

DELIVERABLES

Pursuant to section **F.5 – Reports and Deliverables** of the RAMP UP East contract, we have included below a table of contractually required deliverables and their current status.

RAMP UP East – Reports and Deliverables			
Deliverable	Due Date	Status	Date Submitted
<i>Draft Public Relations and Outreach Strategy</i>	August 10, 2010	In Progress	
<i>Draft Performance Management Plan (PMP)</i>	July 26, 2010	In Progress	
<i>Draft Work Plan</i>	July 26, 2010	In Progress	
<i>Monthly Reports</i>	15 th of each month	N/A	
<i>Quarterly Reports</i>	Q2: July 31 st , 2010 Q3: October 31 st , 2010 Q4: December 31 st , 2010	N/A	
<i>Annual Report</i>	June 9, 2011	Not started	
<i>Branding Implementation Plan</i>	July 10, 2010	Submitted	July 10, 2010
<i>Security Plan</i>	Not required	In Progress	

