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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: SEPTEMBER 2010

OCTOBER 2010

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC EAST

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ABBREVIATIONS & TERMS

AO	Assistance Objective
ACSO	Afghan Central Statistics Office
ACSS	Afghanistan Civil Service Support Program (USAID)
AIDAR	USAID Acquisition Regulations
AMSP	Afghanistan Municipal Strengthening Program (USAID / ICMA)
ANDS	Afghanistan National Development Strategy
ASI	Afghanistan Stability Initiative (USAID / DAI)
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID / DAI)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
ASGP	Afghan Sub-national Governance Program (UNDP)
AWP	Annual Work Plan
CAWSA	Commercialization of Afghanistan Water & Sanitation Activity (USAID / ICMA)
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DoS	Department of State
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DDA	District Development Assembly
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
EDC	Education Development Center, Inc. (USAID Implementing Partner)
FAF	Foreign Assistance Framework
FIRUP	Food Insecurity Response for Urban Populations (USAID)
FOB	Forward Operating Base
FPO	Field Program Officer (USAID officer within the PRT)
GDA	Global Development Alliance
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IARCSC	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association (RAMP UP East Subcontractor)
IDLG	Independent Directorate of Local Governance
INF	Infrastructure (project)
IP	Implementing Partner
IR	Intermediate Result

ISAF	International Security Assistance Force
LGCD	Local Governance and Community Development Project
LOP	Life of Project
M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MIP	Municipal Improvement Plan
MUDA	Ministry of Urban Development Affairs
NGO	Non-Governmental Organization
NINF	Non-Infrastructure (project)
NSP	National Solidarity Program
O&M	operations and maintenance
PAR	public administration reform
PDC	Provincial Development Committee
PMP	Performance Management Plan
POP	Period of Performance
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID program)
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
SMAP	Strategic Municipal Action Plan
SME	Small and Medium Enterprise
SMGA	Senior Municipal Governance Advisor (RAMP UP East Key Personnel)
SOP	standard operating procedures
SWM	solid waste management
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
VET/CBSD	Vocational Education and Training and Community Based Skill Development program (USAID program)

Terms

<i>gozar</i>	neighborhood
<i>nahia</i>	Municipal District
<i>wakil or kalantar</i>	nahia or gozar representative
<i>mustoufiat</i>	subnational representative office for Ministry of Finance
<i>tashkeel</i>	administrative structure of a GIROA entity
<i>Safayi tax</i>	service charge and property tax
<i>sharwali</i>	Municipality
<i>moqarara</i>	Regulation

ABOUT RAMP UP 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 EAST AREA OF RESPONSIBILITY

RAMP UP East works in 14 municipalities (with exception of Parun, Nuristan) throughout the ISAF Regional Command - East. All work on RAMP UP East is currently conducted only in the provincial capital municipalities of each province. The work in each municipality is supervised by an Area Director, who reports back into Kabul's Deputy Chief of Party/Technical. Each Area Director oversees RAMP UP East Activities out of our four Area Offices, which in turn supervise between 3-4 Municipal Team Leaders (and their respective teams) which are embedded in each municipal office as detailed below.

Area Office Location	Municipalities (and Provinces) Covered
Jalalabad	Jalalabad City (<i>Jalalabad</i>) Asadabad (<i>Kunar</i>) Mehterlam (<i>Laghman</i>) Parun (<i>Nuristan</i>)
Gardez	Gardez (<i>Paktya</i>) Khost (<i>Khost</i>) Sharana (<i>Paktika</i>) Ghazni (<i>Ghazni</i>)
Charikar	Charikar (<i>Parwan</i>) Mahmudi Raqi (<i>Kapisa</i>) Panjshir (<i>Panjshir</i>)
Kabul	Bamyan (<i>Bamyan</i>) Maydan Shahr (<i>Wardak</i>) Pul i Alam (<i>Logar</i>)

RAMP-UP PROGRAMMING BY CLIN OBJECTIVE

RAMP UP East provides assistance to the Government of the Islamic Republic of Afghanistan under three primary objectives, or components, each of which have labeled as a distinct Contract Line Item Number (CLIN) and tied to a specific goal. More precisely:

CLIN 1 ~ Capacity Building of the GIRoA officials at the municipal level: All activities under CLIN 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP East provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

CLIN 2 ~ Support to the GIRoA to provide responsive, effective, and visible municipal service delivery programs: Activities carried out under CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of municipal service delivery projects (Municipal Projects). These projects simultaneously fill two purposes: (1) municipal projects provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP East builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long term.

CLIN 3 ~ Support to the GIRoA to improve economic development and revenue generation at the Municipal level: Activities implemented under this CLIN directly support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP East activities under CLINs 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity, service improvements, and infrastructure to facilitate business growth and job creation.

RAMP UP East's approach to programming is to provide comprehensive programming that addresses each of the three aforementioned CLIN objectives through a combination of technical assistance, training, provision of material support, and direct service delivery projects delivered to municipal communities and governments in-kind (provided through the RAMP UP East *Implementation Fund*).

Technical assistance, training, and on-the-job mentoring are also an essential element of RAMP UP East support to municipal administrations; a majority of the hands-on work provided by RAMP UP East is in the form of embedded technical advisors (called Embedded Advisors, or EAs), who, in partnership with the technical experts based in Kabul (with specializations in areas such as financial management, budgeting, economic development, urban planning, communications, citizen engagement, performance monitoring, and others), will design context-specific capacity development agendas that are tailored to each municipal administration.

RAMP UP EAST IMPLEMENTING PRINCIPLES

The RAMP UP East team is guided by six primary principles that we apply throughout our programming:

- **Afghan Ownership:** RAMP UP East will be seen as an extension of the GIRoA, not as increased foreign presence and must work within Afghan structures.
- **Afghan First:** RAMP UP East 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 East 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 East 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 East 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 East will leverage classroom training with day-to-day, on-the-ground assistance to municipal staff, to help solve real problems in the communities.

EXECUTIVE SUMMARY

In the month of September, 2010, RAMP UP East has continued its focus on executing a series of *Quick Impact Service Delivery Projects*, with the goal of meeting the immediate, essential service delivery needs of our partner municipalities, while engaging the community, mayors, and other local leaders in priority planning for longer term service delivery projects. By early October, a total of 11 projects are underway. (See Annex 1 for details).

RAMP UP East Technical Advisors are continuing to press forward with planning and development for additional service delivery projects. As of September 30, 7 projects (in the municipalities of Asadabad, Bamyan, Pul-i-Alam, Maidan Shahr, Mehterlam, and Charikar) are in development.

In addition, RAMP UP East is close to finalizing its large-scale recruitment and staffing effort to hire, train, and embed between 5 to 7 technical advisors in each municipal administration. This team of advisors, each led by a Municipal Team Leader, will be responsible for providing the day-to-day management support, oversight of projects, and technical assistance and training to municipal counterparts.

During September, RAMP UP East made extensive progress in both the *internal* and *external* baseline surveys, the two primary components of RAMP UP East's overall baseline survey effort. Despite delays experienced due to Ramazan and the ensuing Eid and Masood holidays, the *external survey* (public opinion and experiences) has completed a majority of its tasks on schedule, with final data entry and analysis beginning during September.

The *internal survey* (comprising an asset and skills inventory for each municipality) has progressed substantially, with the survey instrument being vetted by RAMP UP East counterparts at IDLG, as well as USAID. It has also been field tested in the municipality of Charikar to check for errors, omissions, and ensure quality control of the instrument, and the assessment mission itself was launched on the 15th of September for all target municipalities except Parun (Nooristan).

Given the location-specific nature and scope of RAMP UP East, the Monthly Report has assembled all information by municipality, divided into four geographic sections that match the geographic management responsibilities of each of RAMP UPEast's Area Offices (Charikar, Jalalabad, Kabul, and Gardez). The information is organized in this fashion to provide a snapshot of activities taking place in each location, and includes summary information related to the primary types of interventions RAMP UP East currently is engaged in with each municipality. It includes specific highlights of including sub-project activities, training events, significant meetings or discussions, workshops and survey status updates.

The report begins, however, with an update on the status of the baseline survey, which is scheduled to be completed by October.

BASELINE SURVEY

Summary Status Update

The base line assessment implementation has two components: an external (public opinion) survey component and an internal (asset/skills inventory, functional audit) 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 East 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%.

Implementation Survey Description: The external survey employed approximately 85 Afghan staff. Each municipality employed a survey team leader (a permanent RAMP UP East 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 East staff). Six data entry clerks employed as independent contractors.

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 and completed by September 6th, 2010.

Data entry was conducted in Kabul (to allow for third level quality control). Six data entry clerks entered the survey data to the database in 40 working days. The extended Ramazan and Masood Day holidays have had an impact on the data entry as scheduled. As a result, data entry clerks were being asked to work on the weekends so that the data entry process could be completed by the end of September.

External Survey Quality Assurance/Quality Control: Four levels of QA/QC were integrated into the survey implementation design. Survey team leaders were 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 were tasked with second level review. Third level review 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. Nuristan/Parun: Senior Afghan survey staff has expressed serious concerns regarding the feasibility of conducting a random, door to door survey in this area. This challenge resulted in our inability to conduct the survey in Parun.

Internal Assessment

The internal assessment/inventory was the first task of the embedded advisors in each municipality. RAMP UP East 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 was conducted within the first week of September. The Internal Assessment was launched by 15 September and field data collection completed by the end of September.

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

Both the internal and external survey data collection and data entry were completed on schedule by the end of October 2010. Data analysis and report is scheduled to be completed by October.

AREA SUPPORT OFFICE: KABUL

AREA OVERVIEW: BAMYAN, MAIDAN SHAHAR, PUL I ALAM

RAMP UP East Meetings, Briefings, and Introductions

In September, The Kabul Area Support Director (who oversees all activities taking place in the municipalities of Bamyan, Maidan Shahar, and Pul-i-Alam) conducted several orientation meetings and evaluations. The Area Support Director, together with the RAMP UP East Information Technology (IT) Specialist, conducted an assessment of the Pul-i-Alam municipal office, and held a meeting with Pul-i-Alam municipal staff to provide an overview and briefing of the RAMP UP East project, its objectives, and the scope of its assignment.

The Area Director and the Municipal Team Leader of Maidan Shahar also held a meeting with the USAID Field Program Officer (FPO) and Deputy FPO for Wardak, providing them with a briefing / orientation to RAMP UP East, as well as the specific municipal service delivery projects both underway and planned for the near future. The Area Support Director also held a meeting with the newly assigned, acting Mayor of Maidan Shaar Municipality to bring him up to speed on the nature of the RAMP UP East project, and all service delivery activities ongoing in the municipality.

Staff Capacity Development, Training and Orientation

RAMP UP East held a two-day workshop on the 5th and 6th of September for all Municipal team leaders and Embedded Advisors with the purpose of providing comprehensive training on the internal survey (internal assessment) questionnaires. The questionnaires, which have been approved and vetted by IDLG and USAID, consist of specific, detailed questions for each municipal department. These survey responses will provide the underlying analytical material needed to make specific recommendations in the Municipal Improvement Plan, and will also provide an inventory of both human and physical/material assets each municipality has at their disposal.

The Kabul Area Support Office staff and the embedded municipal staff from Bamyan, Pul-i-Alam and Maidan Shahar participated in the training. The first staff meeting of all Kabul Area Support Office staff was held on Sept, 23 2010 in the RAMP UP East Kabul office. The meeting, chaired by the Kabul Area Director, included an orientation for the following topics:

- The role and purpose of Embedded Advisors in municipal offices
- Service delivery projects in the municipalities
- Lines of reporting and communication
- Communication and coordination with RAMP UP East Project stakeholders
- Administrative and Operational Issues
- Presentation of Kabul Monitoring and Evaluation (M&E) department

The Kabul M&E department then provided a comprehensive presentation on the specific role of M&E on RAMP UP East, explaining the anticipated inputs, outputs, outcomes, impacts, and explaining the specific program indicator and the data requirements for each indicator.

BAMYAN

Province: Bamyan

Embedded Advisors

RAMP UP East Embedded Advisors in Bamyan municipality began direct on-the-job engagement with their counterpart municipal officials, providing overarching orientation towards RAMP UP objectives and goals. The EAs also began the process of collecting additional performance and functional information related to the current status of the departments that the current EAs are going to work with.

- Municipal office: Municipal office is established; Mayor has allocated 3 rooms for EAs.
- RAMP UP East staff: 4 EAs, Team Leader, Admin Finance Specialist.

Service Delivery projects

The below listed service delivery projects were selected through consultations with Bamyan residents as well as the Mayor and municipal staff. The retaining wall project in particular has been highlighted by the provincial governor of Bamyan as a critical priority, insisted swift initiation on its construction and reiterating that it will serve the urgent need of citizens.

The three projects below are currently in the RAMP UP East Project pipeline for Bamyan:

- Reconstruction of the retaining wall for the river that passes by the commercial and residential areas within the city
- Procurement and installation of trash receptacles for waste collection in different areas of the city
- Comprehensive Solid Waste collection project

List of proposed projects:

- Public Park in the city
- Improvements to and creation of pathways (footpaths)
- Road gravelling project (850 M)

Meetings



Figure 1 – RAMP UP East briefing with the FPO of Bamyan province

A delegation from the Ministry of Urban Development Affairs (MUDA), led by his Excellency Minister of Urban Development, traveled to Bamyan on September 1st, 2010. The Urban Development Director, Mr. Engineer Sarwar Hanif, accompanied the delegation on behalf of RAMP UP East. The objective of the delegation was to identify working protocols for establishing a master plan for Bamyan city, which, unlike many other provincial capital cities, has never been created. The minister said in his speech that he will soon send a technical team to begin work on the Bamyan master plan. Considering the city's historic significance, he added the master plan should be in full compliance with the established cultural and historic

preservation plans provided by UNESCO. He also inaugurated a new district/village for teachers with the provincial governor, which had already been suggested by the Ministry of Education.

Internal Survey

A team assigned from Kabul to conduct the internal survey in Bamyán municipality arrived on the 19th of September. The internal survey was completed in partnership with the Municipal staff prior to the end of the reporting period.

PUL I ALAM

Province: Logar

Embedded Advisors

RAMP UP East Embedded Advisors in Pul-i-Alam municipality have been placed and are already engaged in day-to-day coordination of activities with counterpart municipal staff. RAMP UP East EAs have provided orientation sessions to provide the mayor with more detailed information about the specific interventions of the project. EAs have also begun to collect data using the internal assessment questionnaires to assess the current status of each of the municipal functional departments that they are going to work with.

- Municipal office: Municipal office is established; Mayor has allocated 3 rooms for EAs
- RAMP UP East staff: 4 EAs, Team Leader, Admin Finance Specialist, Procurement Specialist

Service Delivery projects

The below listed projects are included in the overarching Pul-i-Alam city master plan. The Mayor has indicated a priority listing (as shown below), requesting that they comprise the first round of service projects supported by RAMP UP East.

The three projects below have been incorporated into the RAMP UP East project pipeline:

- Car Parking lot in Pul-i-Alam city with an estimated size of 1586 M²
- Provision of permanent trash/rubbish bins in different municipal divisions of the city
- Comprehensive Solid Waste Collection project

Following is a list of proposed projects to be undertaken with RAMP UP East assistance:

- Public Park in Pul-i-Alam (8000 M²)
- Secondary Car Parking lot in Pul-i-Alam city with the size of approximately (2200 M²)
- Children's Park in Pul-i-Alam city (4000 M²)

The parking project has been highlighted as the priority project for citizens and municipal staff. All project information, surveying, and assessments have been completed by the RAMP UP East in partnership with municipal team (both EA staff and municipal staff) to finalize the concept note for approval by USAID.

Working Sessions / Meetings

Several significant working sessions have been held with the mayor and municipal officials of Pul-i-Alam. In a September meeting with the Mayor, RAMP UP East staff discussed two projects—the construction of the car parking lot and the peace park project, both of which will be implemented in Pul-i-

Alam city. In addition, the Municipal Team Leader and the RAMP UP East Engineering team held detailed discussions for detailed project planning. They agreed that the construction of the park will follow on the heels of the car parking lot, since the planned park location is centrally located and high profile for citizens living in the city.

The Municipal Team leader also held meetings with municipal public works department, who are responsible for solid waste collection. The head of public works department requested additional assistance from RAMP UP. He added the

current project has faced numerous challenges, such as inadequate numbers of laborers and trucks to move the solid waste out of the city in an efficient and effective manner. The Municipal Team leader also conducted a meeting with Mayor to discuss the internal survey, and to set schedules for the Kabul survey teams to conduct the surveys.



Figure 2 - Internal survey team briefing Pul-i-Alam Municipal staff and Mayor on Internal Survey Methodology

Internal Survey

On September 20th the internal survey team visited Pul-i-Alam Municipality, where they met the mayor and heads of each department of the municipality. After a briefing on the significance and the methodology of the internal survey, the survey team proceeded to conduct the four sections of the internal survey (General, Public Finance, Economic Development and Public Revenue). The survey continued on the 21st and 22nd for collection of documents and other materials. All responses and hard copies were forwarded to Kabul on the 23rd of September.

MAIDAN SHAHAR

Province: Wardak

Embedded Advisors

RAMP UP East Embedded Advisors in Maidan Shahar municipality have been placed and are already engaged in day-to-day coordination of activities with counterpart municipal staff. RAMP UP EAs have provided orientation sessions to provide the mayor with more detailed information about the specific interventions of the project.

- Municipal office: Municipal office is established; Mayor has allocated 3 rooms for EAs
- Total EAs Budgeted = 8
- EAs currently recruited and staffed = 7

Service Delivery projects

RAMP UP East project planning in Maidan Shahar has benefitted from a substantial amount of pre-planning that has taken place by local councils, citizens, and other stakeholders who had previously provided input into development priorities within the municipality. The Mayor, in turn, provided prioritized lists of projects to the PRT as well as other stakeholders during the Provincial Development Council meetings. The Mayor of Maidan Shahar proposed the below list of projects to RAMP UP EAST for immediate, quick response service delivery. The Mayor has indicated that these projects are in accordance to the city master plan and represent urgent needs for the citizens.

The below 3 projects are included in Maidan Shahar's immediate RAMP UP EAST pipeline:

- Construction of 1100 m ditch and culverts
- 25 Mobile Trash bins
- Solid waste collection project



Figure 3 - Ditch Drainage project (proposed site) in Maidan Shahar

The following is a list of proposed projects vetted in consultation with citizens:

- Public Park rehabilitation
- Construction of paths and sidewalks
- Boundary wall construction for Maidan Shaar Municipality Stadium
- Public Latrine construction
- Median construction project
- Ditch Drainage project

Meetings

RAMP UP EAST provincial team met Mr. Noor Muhammad Sakhi, the newly assigned Administrative Head of the municipality, who was simultaneously assigned as the acting Mayor of Maidan Shaar. During the meeting he was briefed on RAMP UP EAST objectives and provided specific details on terms of reference (TORs) for the embedded advisors that will work with each respective head of departments within the municipality. He committed his full support and cooperation with RAMP UP EAST in Wardak.

On the 21st of September, RAMP UP EAST held a meeting at the PRT with the USAID Field Program Officer (FPO), Mr. Douglas Blanton. The meeting was scheduled by the Area Support Director for RAMP UP East. The meeting took place at PRT and participants of the meeting included the FPO, the deputy Field Program Officer (DFPO) Mr. Abdul Qadir, the Kabul Area Support Director and the Maidan Shahar Municipal Team Leader. During the meeting the Area Director briefed the FPO and DFPO on RAMP UP objectives, goals and expectations.

The municipal officials of Maidan Shahar were also briefed by Municipal Team Leader, who spoke in detail about specific operational and technical aspects of RAMP UP, including the establishment of an embedded office in the municipality, and the specific TORs of the embedded advisors that work with each of the municipal officials. They also discussed in detail planned projects for Maidan Shahar, as well as the scope, nature, and timing of the internal and external surveys. The FPO and DFPO promised full support to RAMP UP EAST in the province, and both suggested that all projects should be coordinated with other organizations and agencies working in Maidan Shahar city. The projects, they noted, should be in accordance with the master plan of the city.



Figure 4 - Internal Survey team briefing the acting Mayor of Maidan Shahar

The Municipal Team Leader also participated in a coordination meeting with Central Asian Development Group (CADG) in LGCD offices on the 26th of September, 2010. RAMP UP EAST provided an overview of the program, and the CADG regional manager explained CADG's field activities, which were primarily focused on irrigation projects and some municipally-oriented projects such as sidewalk construction, and graveling of roads. The Municipal team Leader suggested that CADG focus more exclusively on irrigation, leaving services falling under the municipal mandate to RAMP UP EAST assistance in order to avoid duplication. While the DFPO and CADG representative understood the intent of the suggestion, several projects are already underway or previously planned, and cannot be modified at present time. To avoid duplication, participants of the meeting emphasized on closed coordination and regular meetings among the respective Engineers of CADG and RAMP UP. A draft list of the project made by the municipal team of RAMP UP EAST was also shared with the participants.

Internal Survey

Based on the internal survey roll-out plan, the Maidan Shahar internal survey team traveled to Wardak on September 19th, 2010. The Acting Mayor, together with his heads of departments, responded to all four sections of the internal survey, which was completed in one day.

AREA SUPPORT OFFICE: CHARIKAR

AREA OVERVIEW: CHARIKAR, PANJSHIR, MAHMUDI RAQI

CHARIKAR

Province: Parwan

In initiating RAMP UP EAST activities in Charikar municipality, RAMP UP EAST municipal embedded advisors, as well as the Charikar Area Director, conducted citizen consultations with local elders, citizen representatives, youth organization, municipal staff, the Charikar Mayor and several provincial line departments. In a September meeting with the Mayor and his staff, RAMP UP EAST informed them of the objectives and goals of the program, and indicated that all service delivery projects are designed to be directly useful, practical, and representative of citizen priorities within the city. The mayor acknowledged his appreciation of the RAMP UP-supported methodology, which includes a strong focus on citizen consultation, and noted his appreciation for the work that will be continued from the USAID-funded Afghanistan Municipal Strengthening Program (AMSP) with capacity building, service delivery projects and economic development. The mayor and local representatives promised strong cooperation, contribution and support.

Embedded Advisors

RAMP UP EAST Embedded Advisors in Charikar municipality have been placed and are already engaged in day-to-day coordination of activities with counterpart municipal staff. Training of municipal staff has begun, and all advisors have been engaged in discussing their specific capacity-building scopes of work with their counterparts in each of the municipal departments.

- Municipal office: Municipal office is established; Mayor has allocated 4 rooms for EAs
- RAMP UP East staff: 4 EAs, Team Leader, Admin Finance Specialist, Procurement Specialist

Meetings with relevant stakeholders

RAMP UP EAST staff conducted the following consultation sessions in Charikar in support of RAMP UP EAST objectives:

- Meeting with local elders to solicit ideas and input on RAMP UP EAST service delivery projects
- Meeting with municipal staff and department of administration to engage directly with EAs in preparing proposals for quick impact service delivery projects
- Held a consultation with the governor of Parwan to discuss the security of the province
- Meetings with representatives of trash collection staff to discuss cash for work rates
- Introductory meeting with mayor and Charikar embedded advisors
- Meeting with USAID representatives to inform them on the projects RAMP UP EAST has undertaken in Charikar, as well as to discuss specific question on activities engaging youth and women

- Meeting with a mission from Kabul (COP and CSG Manager) to discuss preparation of the projects

Status of trash collection, road cleaning and ditch cleaning activities

In September trash collection continues apace with the current equipment, materials, and facilities available. Several significant notes related to the municipal service activities follow:

- Chairkar city, 14 distinct city divisions, currently covered with two trucks and 34 staff, conducting 3 cycles per week for door-to-door trash collection.
- The communities, mayor and authorities have requested an expansion of the program.



Figure 5 - Charikar Trash Collection



Figure 6 - Charikar Ditch Cleaning



Figure 7 - Charikar trash truck at work.



Figure 8 - Dumping at landfill site.

Anticipated Action Plan for October-Charikar

Anticipated activities for the month of October are as follows:

- Continued supervision and expansion of trash and ditch cleaning activities, including increases in trash collection staff and trucks.

- Attendance of project management meetings to finalize the decisions related to citizen and municipal official's requests, particularly related to trash collection, landfills, and youth education.
- Finalization of recruitment of staff for area and embedded offices.
- Computerizing and systemizing the financial affairs of municipalities through embedded advisors.
- Autocad training for municipal engineers.
- Additional investments in the municipal improvement planning process.
- Maintaining contact with PRT and USAID FPO.
- Representation of RAMP UP EAST at PDC meetings.

BAZARAK

Province: Panjshir

Activities in Panjshir during the month of September have included a variety of evaluation, participatory planning, consultation and strategic planning activities. The external survey team finished data collection in Panjshir during the first week of September, with questionnaires sent back to Kabul for data entry. Additional meetings were held with local elders, municipal officials, and representatives from the PRT/USAID, and other donor implementing partners providing technical assistance in

Embedded Advisors

RAMP UP EAST Embedded Advisors in Panjshir municipality have been placed and have begun project development and prioritization hand-in-hand with municipal officials. Training of municipal staff has also begun, and all advisors have been engaged in discussing their specific capacity-building scopes of work with their counterparts in each of the municipal departments.

- Municipal office: Municipal office is established; Mayor has allocated 2 rooms for EAs
- RAMP UP East staff: 5 EAs, Team Leader, Admin Finance Assistant

Meetings with relevant stakeholders

RAMP UP EAST staff conducted the following consultation sessions in Panjshir in support of RAMP UP EAST objectives:

- On September 6, 2010, RAMP UP's Panjshir team participated in the internal survey training workshop at the RAMP UP Kabul Support Office.
- On Wednesday September 14, RAMP UP EAST held a meeting with the Panjshir Council and Panjshir PRT in relation to the development and prioritization of urban service delivery programs.
- On September 20, 2010 RAMP UP EAST Team Leader and embedded advisors conducted a meeting with the Panjshir PRT, the USAID/SWSS program, and the related line directorate related to a planned potable drinking water project for Panjshir citizens.
- On September 27, 2010 RAMP UP EAST held an orientation meeting with the Panjshir commission—led by the Governor, and including Mayor, and other GIRoA officials—to describe the role that RAMP UP EAST will play in supporting Panjshir Municipality with the cooperation of urban stakeholders and the advocacy of the provincial governor.

Achievement during the current month

During the month of September, the Panjshir RAMP UP East Team, in partnership with municipal officials, has completed the following project survey, design and concept developments, as well as other activities:

- Construction of secondary roads*
- Construction and refurbishment of ditches and culverts*
- Construction footpaths and walkways *
- Construction of governance compound subroads and asphaltting*
- Three completed project proposals have been submitted to the regional Office for finalization and approval.
- RAMP UP EAST EAs have begun work with the municipal revenue department for creation of a tax survey, and have begun distribution of surveys to citizens.
- The external public opinion/experiences survey has been completed by 6 surveyor (3 male and 3 female) with 300 households responding.
- From September 7-23, the RAMP UP EAST team completed data collection for the internal survey

* All project proposals have been prepared following citizen consultation sessions and discussions with relevant municipal officials.

Municipal Waste Management Activities

- The temporary landfill project proposal documents have been submitted to the RAMP UP EAST regional office for further development.
- RAMP UP EAST has assisted the Municipality of Panjshir to manage the solid waste with 10 labors and 5 supervisors: laborers are supported by PRT donations.
- 84M³ of solid waste has been taken from markets to the landfill by the municipal waste collection team.

Additional Activities

- Technical assistance (TA) related to community renovation of canals, springs and roads for Bazzarak/Kho-e-Manjour and Deh-e-manjour , Rokha and Center CDCs
- RAMP UP, in partnership with municipality, conducted maintenance of urban greenspaces (parks).
- Continued donor coordination through monthly meetings with the provincial government leadership, PRT, UN,UNAMA, CDCs, DDC, Urban Development Council, and others stakeholders
- Coordination meeting with Panjshir PRT and CDC's concerning projects selection and prioritization
- Cooperation with Health directorate concerning to the city sanitation issues.

Challenges and Actions Taken

During the reporting period the main challenge for RAMP UP's Panjshir team was how to quickly but effectively establish project activities while maintaining accurate systems needed to ensure accountability, transparency, and sustainability. In addition, RAMP UP EAST had to ensure all activities involved the community stakeholders in the decision making process. As a result, RAMP UP EAST has been engaging the CDCs directly in ensuring program development objectives are aligned with community needs.

The other challenge was determining how to ensure revenue payments (taxes) for the municipal waste management, and to obtain the agreement of beneficiary contributions in advance.

During September, as a result of a meeting between the Municipality, RAMP-UP east Team, and the Panjshir Governor, a commission has been established with membership of diverse urban stakeholders, under the leadership of the Governor. The objective of this commission is to ensure the Municipality continues to receive support from different city stakeholders and to maintain the advocacy and interest of the Provincial Governor.

Anticipated Action Plan for October

- Continued follow up and activation of the 4 proposed (new) projects, including ditches, culverts, pathways and asphaltting.
- Follow up of the Panjshir municipal waste management system project cycle
- Develop a receipt distribution and collection system for municipal waste management payments by citizen beneficiaries.
- Initiate the municipal staff development training program.
- Delivering technical assistant to the Bacharach, Parakh, Rokha, Bazarak, Talakan and Dadakhail CDCs related to project implementation.
- Set up a participatory monitoring system with each related set of stakeholders

MAHMUDI RAQI

Province: Kapisa

Embedded Advisors

RAMP UP EAST Embedded Advisors in Mahmudi Raqi municipality have been placed

- Municipal office: Municipal office is established; Mayor has allocated 2 rooms for EAs
- RAMP UP East staff: 3 EAs, Team Leader, Admin Finance Specialist, Procurement Specialist

Meetings with relevant stakeholders

The RAMP UP EAST Mahmudi Raqi team held meetings with the Mayor of Mahmud Raqi, and, during series of meeting, explained the full objectives of the RAMP UP EAST program and its intended results. The Mayor and the Governor both cordially welcomed to the team and appreciated the assistance of USAID and IDLG in supporting the municipalities. The Acting Provincial Governor of Kapisa stated,

“our municipality really needs the support to provide services to the citizens. Right now the municipalities don’t have the capacity to provide these services.” He noted that the most important part of the program is the capacity building of the staff, to ensure the municipality is able to develop their own strategic development plans and sustain them. The Mayor and Governor were interested and they promised to support the program.

Consultation on projects

Numerous Mahmudi Raqi Service Delivery Projects were identified in consultation with the Mayors, Municipal staff, PDC members and local citizens during site surveys. The most important point during the selection of the projects was a focus on the projects which will have a potential to generate revenue for the Municipalities.

The following projects identified for Mahmudi Raqi as potential projects:

- Solid waste collection project for Mahmud Raqi city
- Construction of 240m side ditch with footpath and culverts.
- Construction of Mahmud Raqi Municipality’s Administration Building
- Construction of Municipality’s Guest House and Hotel
- Reconstruction of Mahmud Raqi City Park
- Construction of Warm Bath and Public latrine in different place of the city
- Construction of 8km streets with its side ditches & culverts in new master plan of Mahmud Raqi city

External & Internal Survey

Both the external survey and internal survey have been successfully completed in Mahmud Raqi city. All questionnaires were submitted to the Area Support Office.

AREA SUPPORT OFFICE: JALALABAD

AREA OVERVIEW: JALALABAD, MEHTERLAM, ASADABAD, PARUN

JALALABAD

Province: Nangarhar

Operational Activities

In Jalalabad, the RAMP UP EAST Municipal Team has occupied the office space previously provided by USAID/AMSP. The RAMP UP EAST team's initial focus of operations activities centered around ensuring previously procured office equipment was checked and evaluated, and gaps in equipment were documented for future procurements. Additional purchase orders were submitted to fill the gap for any unworkable or broken office equipments left over from AMSP. In addition, RAMP UP EAST added additional equipment to the order for the departments receiving RAMP UP EAST support that required upgrading to their facilities. A new office filing system was established for the project, and all staff were provided with computers, access to the internet, tables, chairs, stationary and other essential items

Embedded Advisors

RAMP UP EAST Embedded Advisors in Jalalabad municipality have been placed and are already engaged in day-to-day coordination of activities with counterpart municipal staff. Recruitment data is as follows

- Municipal office: Municipal office is established; Mayor has allocated 5 rooms for EAs
- RAMP UP East staff: 5 EAs, Team Leader, Admin Finance Specialist, Procurement Specialist

Surveys

Both the external survey and internal survey have been successfully completed in Jalalabad city. All questionnaires were submitted to the Area Support Office.

Meetings with Relevant Stakeholders

RAMP UP EAST Jalalabad Team held an introductory orientation meeting with the Mayor and municipal officials for Jalalabad, in which all Embedded Staff were presented to the Mayor, and the team highlighted the main tasks, objectives and anticipated outcomes of the project.



Figure 9 – Public Consultative Session in Jalalabad

Programmatic Activities

- Conducted the internal survey questionnaire/assessment with municipality authorities.
- Conducted Public Consultative Meeting with 40 community council leaders and directors of the municipality's Planning, Administration, Finance, Revenue, and Engineering departments, as well as the six district managers, for the selection of RAMP UP EAST projects. The consultative

session included a discussion on priority citizen needs in Jalalabad city, and provided an indication of such priorities for forthcoming projects.

- Conducted targeted Meeting with Deputy Mayor for the prioritization of project selection.
- Conducted a set of public interviews with concerned citizens in relation to the common benefits of projects under consideration.

Service Delivery projects

The Sidewalk Improvement and Rehabilitation Project is currently underway in Jalalabad. The following activities have taken place during the month of September:

- Site preparation (excavation & ground preparation)
- Gravelling
- Shuttering for construction of curb wall
- Construction of curb wall
- Installation and cementing of tiles
- Finishing



Tasks, Milestones, Outcomes: Sidewalk Improvement and Rehabilitation Project	
<i>Tasks</i>	<i>Comments</i>
Site preparation	Completed
Gravelling	Completed 55%
Shuttering	Completed 66 %
Construction of curb wall	Completed 49 %
Bottom PCC for path ways	Completed 47 %
Installation of tiles	Completed 22.5 %
Installation of tiles kerb	Completed 35 %
Completion percentage	65%

Figure 10 – Sidewalk Improvement Project, Jalalabad

Temporary Labor Data is included below:

Labor Classification	Total Staff	Total Man-Days
Foreman	1	4
Skilled labor	15	105
Unskilled labor	40	280

MEHTERLAM

Province: Laghman

Embedded Advisors

RAMP UP EAST Embedded Advisors in Mehterlam municipality have been placed and are already engaged in day-to-day on-the-job-training with counterpart municipal staff. Recruitment data is as follows

- Municipal office: Municipal office is established; Mayor has allocated 3 rooms for EAs
- RAMP UP East staff: 5 EAs, Team Leader, Admin Finance Specialist, Procurement Specialist

Surveys

Both the external survey and internal survey have been successfully completed in Mehterlam. All questionnaires were submitted to the Area Support Office.

Meetings with Relevant Stakeholders

During the month of September, the RAMP UP EAST Mehterlam Team held numerous meetings with community elders and the staff of the municipality. In addition, the RAMP UP EAST team held a public consultation meeting for prioritizing a list of year 1 projects to take place in the municipality. The purpose of the meeting was to directly engage citizens in the selection of projects, in the presence of the Deputy Mayor and USAID DFPO. In general, all community members, business people, elders, and member of the shura, indicated their appreciation of the program and showed their willingness and commitment to provide any requested assistance during project implementation.

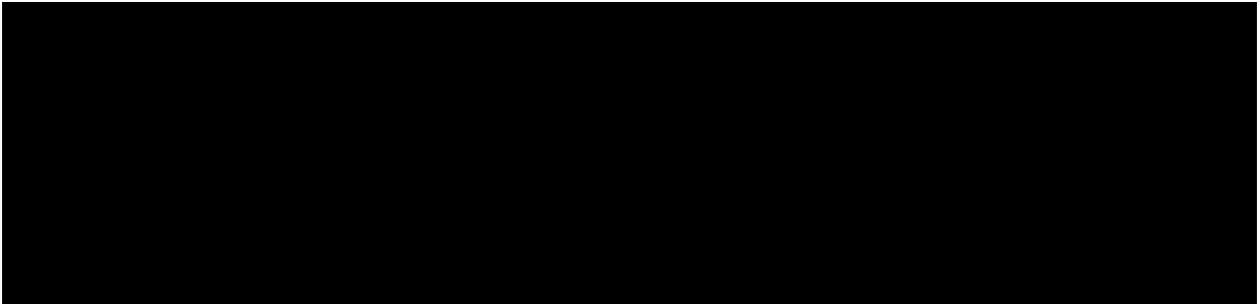


Figure 11 – public meeting with community members in Mehterlam

Programmatic Activities

No quick impact projects are currently underway in Mehterlam city; however, a project concept for roadside drainage has been developed with community consultation and submitted to the Area Office for approval.

ASADABAD

Province: Kunar

Embedded Advisors

RAMP UP EAST Embedded Advisors in Asadabad municipality have been placed and are already engaged in day-to-day coordination of activities with counterpart municipal staff. Recruitment data is as follows

- Municipal office: Municipal office is established; Mayor has allocated 2 rooms for EAs
- RAMP UP East staff: 5 EAs, Team Leader, Admin Finance Specialist, Procurement Specialist

Surveys

Both the external survey and internal survey have been successfully completed in Asadabad. All questionnaires were submitted to the Area Support Office.

Meetings with Relevant Stakeholders

During the month of September, the RAMP UP EAST Asadabad Team sent a delegation from the RAMP UP EAST main office and Area Office—including the Area Director, Public Works Director, Area Engineer and Area Procurement Specialist--visited Asadabad, holding meetings with the deputy FPO, Asadabad Mayor and the Provincial Governor.

In addition, RAMP UP EAST and the municipality held a meeting on the 26th of September with community members, elders, shura representatives and municipal officials to develop a consolidated list of priority projects for Asadabad municipality. The Acting Area Director provided an overview of the RAMP UP East project, detailing its objectives and providing an explanation of the activities supported by the municipality with RAMP UP EAST support.



Figure 12 - Presentation of RAMP UP in Asadabad

Additionally RAMP UP EAST EAs in partnership with the Asadabad municipal officials conducted the following consultations and assessments:

- Survey, estimation and design for the construction of Asadabad Mosque Main Bridge and retaining wall
- Survey, estimation and design for the rehabilitation of the municipal business market, which will be funded by Asadabad Municipality
- Survey, estimation and design for the construction of Afghan United Bank, through Asadabad Municipality.
- Survey, estimation and design for the rehabilitation of 200m secondary roads for Karamar residences
- Survey for the construction of a footpath project for Asadabad Health Department

Service Delivery projects

The Drainage Ditch Construction Project is currently underway in Asadabad. The following activities have taken place during the month of September:

Tasks, Milestones, Outcomes: Drainage Ditch Construction Project	
<i>Tasks, Milestones, Outcomes</i>	<i>Percentage Complete</i>
Site Preparation	80 %
Excavation	45 %
River stone patching (Boulders)	40 %
PCC for drain bed and side wall	30 %
Forming for PCC	35 %
Back filling of drain walls	30 %

Temporary Labor Data is included below:

Staff On-Site		
Labour Classification	Total Staff	Total Man-Days
Fore Man	01	6
Skilled Labour	04	24
Unskilled Labour	24	140



Figure 13 - Drainage Ditch Construction Project, Asadabad

PARUN

Province: Nuristan

No project activities in Parun have taken place as of September, 2010.

AREA SUPPORT OFFICE: GARDEZ

AREA OVERVIEW: GARDEZ, GHAZNI, SHARANA, KHOST

GARDEZ

Province: Paktya

Operational Activities

The Gardez office has been operational since August, 2010, with renovation and expansion to the municipal office under discussion with the Gardez Mayor. RAMP UP EAST has discussed the need for additional space for embedded staff, to ensure they can work on site.

Embedded Advisors

RAMP UP EAST Embedded Advisors in Gardez municipality have been placed and are already engaged in day-to-day coordination of activities with counterpart municipal staff. Recruitment data is as follows

- Municipal office: Municipal office is established; Mayor has allocated 2 rooms for EAs
- RAMP UP East staff: 6 EAs, Team Leader, Admin Finance Specialist

Service Delivery projects

The Solid Waste Management Project for Gardez city has been operational since August, 2010, with 27 municipal laborers hired, and RAMP UP EAST providing support for the fuel and maintenance of trucks. Based on the current needs of the municipality, the number of laborers is insufficient, and the mayor has requested an expansion of the project throughout Gardez City.



Figure 14 – Gardiz City Ditch cleaning project.

GHAZNI

Province: Ghazni

Operational Activities

The Ghazni office has been established. The mayor provided 3 rooms for RAMP UP EAST staff, including a bathroom and a separate kitchen, but the space will require some refurbishments.

Embedded Advisors

RAMP UP EAST Embedded Advisors in Ghazni municipality have been placed and are already engaged in day-to-day coordination of activities with counterpart municipal staff. Recruitment data is as follows

- Municipal office: Municipal office is established; Mayor has allocated 3 rooms for EAs
- RAMP UP East staff: 5 EAs, Team Leader, Admin Finance Specialist, Procurement Specialist

Service Delivery Projects

The Ada Kandahar Road Median Project in Ghazni is underway. The municipality's comprehensive redevelopment plan for the center city area includes the re-construction of the existing median along Ada Kandahar Road. The wall construction has been completed, as has the planting of trees. Green park cultivation and the installation of steel fencing is still in progress but will finish in October.



Figure 15 - Ada Kandahar Road Median Project, Ghazni

SHARANA

Province: Paktika

Operational Activities

The RAMP UP EAST Sharana office was launched in 2010, with an official transfer from the USAID/AMSP embedded office. The embedded municipal office space has been committed by Mayor; several minor changes, maintenance and renovation are required and will be finalized in September and October. For initial project activities, the Sharana team is using AMSP equipment temporarily while the RAMP UP EAST procurements are installed. Transportation, internet services and electricity have all been secured.



Figure 16 - Consultation with Sharana Officials

Meetings with Relevant Stakeholders

During the month of September, the RAMP UP EAST Sharana Team held a meeting with the mayor, the Governor of Paktika, and the provincial council. RAMP UP EAST introduced the program's objectives, the structure of the support to be provided, and the job responsibilities of the embedded advisors.

Embedded Advisors

The majority of RAMP UP EAST Embedded Advisors in Sharana municipality have not yet been placed, except for the Economic Development/Revenue Enhancement specialist, who has been introduced to both the USAID FPO as well as the municipal and gubernatorial counterparts.

- Municipal office: Municipal office is established, Mayor has allocated 5 rooms for EAs,
- RAMP UP East staff: 5 EAs, Team Leader, Admin Finance Specialist, Procurement Specialist



Figure 17, The Solid Waste Management project is expected to reduce garbage-borne diseases

Service Delivery Projects



Figure 18, The Sharana Ditch Construction project was jointly prioritized by citizens and municipal officials

Since August, two projects have been initiated in Sharana: the Solid Waste Management Project and the Ditch Construction Project for 1000 Sq Meters of city road. The latter project was requested specifically as a priority project by the mayor, provincial council, and the governor. Citizens have expressed repeated satisfaction for the ditch construction, and have requested an additional 5 KM of ditches. The solid waste project continues apace, however, additional laborers are required to meet the demands of the city.

KHOST

Province: Khost

Operational Activities

The Khost office was established in August, 2010, following a handover from USAID/AMSP to RAMP UP. The office space has been provided by the Mayor at the offices of the municipality. Some minor modifications, maintenance and renovations are required. For initial activities, the Khost team is using AMSP equipment temporarily while the RAMP UP EAST procurements are installed. Transportation, internet services and electricity have all been secured. Lodging facilities for embedded staff have been arranged in the central parts of Khost city with a satisfactorily secured location.

Meetings with Relevant Stakeholders

The RAMP UP EAST Khost Team has held numerous meetings with the mayor, the Governor of Paktika, the provincial council, as well as the USAID FPO for Khost.

Embedded Advisors

All RAMP UP EAST Embedded Advisors in Khost municipality have been placed, and are currently providing direct assistance to Khost municipal officials as of September, 2010.

- Municipal office: Municipal office is established, Mayor has allocated 4 rooms for EAs,
- RAMP UP East staff: 5 EAs, Team Leader, Admin Finance Specialist, Procurement Specialis



Figure 19, Municipal discussion between Khost Mayor, citizens and RAMP UP Area director



Figure 20, RAMP UP East Provincial Officers in meeting with Khost Governor