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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

MONTHLY REPORT: JUNE 2011

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC NORTH

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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
APPF	Afghan Public Protection Force
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 NORTH

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 four provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North 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 North, 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 Programming by CLIN Objective

RAMP UP North provides assistance to the Government of the Islamic Republic of Afghanistan under three primary objectives, or components, each of which is 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 North 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 North 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 North 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 North'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, REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS (RAMP UP) – RC NORTH
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provision of material support, and direct service delivery projects delivered to municipal communities and governments in-kind (provided through the RAMP UP North *Implementation Fund*).

Technical assistance, training, and on-the-job mentoring are also an essential element of RAMP UP North support to municipal administrations; a majority of the hands-on work provided by RAMP UP North is in the form of embedded technical advisors (called Embedded Advisors, or EAs), who, in partnership with the technical experts based in Mazar-e-Sharif (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 North Implementing Principles

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

- *Afghan Ownership*: RAMP UP North will be seen as an extension of the GIRoA, not as increased foreign presence and must work within Afghan structures.
- *Afghan First*: RAMP UP North 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 North 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 North 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 North 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 North 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 North Counterparts

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 (e.g. DoWA)

USAID Program Partners and Other Donor Partners

- Other RAMP UP Implementing Partners for RCs East, West, and South
- USAID Afghan Civil Service Support Project (ACSS)
- USAID Afghan Social Outreach Program (ASOP)
- USAID Performance Based Governors Fund (PBGF)
- 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 North Target Municipalities

The following provincial capitals are the primary Year 1 targeted municipalities **RU-N Target Municipalities**

• Province	Municipality
• Badakshan	Faizabad
• Baghlan	Pul-e-Khumri
• Balkh	Mazar-e-Sharif
• Faryab	Maymana
• Jawzjan	Sheberghan
• Kunduz	Kunduz
• Samangan	Aybak
• Sar-e-Pul	Sar-e-Pul
• Takhar	Taloqan

EXECUTIVE SUMMARY

The Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RU-N) was established with the purpose of creating effective, responsive, democratic, transparent, accountable municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North. The RAMP UP North (RU-N) contract was awarded on February 8th, 2011. However, due to the issuance of Presidential Decree 62 (Dissolution of Private Security Companies), and the resulting uncertainty of the operating environment for international development organizations, in-country mobilization was initially put on hold.

On February 22, 2011, at the request of USAID/ Afghanistan, DAI submitted an Interim Mobilization Plan (IMP) for RAMP UP North with the objective to identify those tasks which can begin immediately and that were: 1) feasible within the operating environment for USAID implementing partners at the time; 2) in accordance with the terms and conditions of the contract; 3) in compliance with USAID rules and regulations; and 4) in compliance with DAI corporate policies and procedures.

In response to USAID's feedback on the plan, DAI submitted a revised IMP on March 11, 2011. This was accepted by USAID and mobilization for RAMP UP North began on March 18, 2011. Initial site visits to the region began in April. Key program staff were mobilized in May. Program office and residential compounds were identified and leases were secured. Key contractual deliverables were prepared for submittal on June 1.

During the June, 2011 reporting period, start-up activities continued, while a transition to program activities began. Recruitment and hiring for expat and afghan staff continued in earnest. Facilities renovations were started and fully underway by month's end. Introductory meetings with Mayors and key regional leaders were initiated and initial expeditious projects were being identified. Internal reporting systems were established.

START UP STATUS

Staffing and Recruiting

During the reporting period, organizational charts and position control documents were refined. DAI and subcontractor partner, ICMA, initiated intensive recruitment, interview, and hiring campaigns for the local staff. Two ICMA start-up coordinators, Brit Nanna and Laura Hagg, as well as Program Manager Shraddha Kharel-Pandey, provided additional support in ramping up the start up efforts. Roughly 80% of all key senior afghan technical and operations staff were identified and hired, including key finance, procurement, operations and program positions.

In addition, two additional long-term expatriates mobilized during this month: Van James, Municipal Governance Advisor and Hasina Rasuli, gender specialist. The external survey advisor, Todd Swanson arrived in country on June xx and

Facilities

During the reporting period, leased residential and office properties developed plans for significant refurbishment. Electrical systems were upgraded to accommodate air conditioning and computer systems. Generator load capacity needs were assessed. The project NXP plan was submitted. Surplus properties from other closing USAID projects were identified and acquired. Office property renovations were completed during June. A delay in NXP approvals delayed the office from becoming fully operational until early July.

PROGRAMMING

INTRODUCTORY MEETING WITH MAYORS IN PROGRAM MUNICIPALITIES.

During the final two weeks of June, the COP traveled with key program staff to meet the mayors in Mazar, Aybak, Sheberghan, Sar-i-Pul to introduce to the project.

Municipalities	Activity	Date
Mazar	Collect initial municipal data	29-Jun
Aybak	Introduce team leader, collect initial municipal data and data for renovation of park	28-Jun
Sheberghan	Collect municipal initial data	29-Jun
Saripul	Introduce team leader, collect initial municipal data	30-Jun

The purpose of the meetings was to introduce the project, set expectations, and gather information for deployment and program implementation. Overall, the mayors have showed great enthusiasm for the project and looked forward to working together in partnership.

EXPEDITIOUS PROJECTS

RAMP-UP North seeks to develop small to medium, rapidly-deployable service improvement projects in host municipalities. Two projects were identified:

Aybak – Municipal Park Renovation The municipality has prepared a formal request, our engineers offered an initial set of questions regarding project scope. Proposal development for a sub-contract based project is underway. *NOTE: The Governor has publicly praised USAID in the media for its support.*

Sheberghan – Improved Municipal Trash Removal The mayor sought assistance for modest improvements that will increase trash pickup efficiency – and sought to combine service delivery

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improvements with a strategic communications campaign, thus linking improved services with the need for local revenues.

INTERNAL SURVEY

During the reporting period a team of expat and Afghan staff worked to make final revisions to an exhaustive Internal Municipal Staff Capacity Survey. Training of embedded staff was scheduled for early July, with staff deployment and project commencement immediately thereafter. RU-N expects to have all data collection complete by the second week of August

EXTERNAL SURVEY

DAI partner NRC has deployed a short term technical advisor to assist in preparation of a large citizen satisfaction survey. While the project is slated to implemented by an Afghan polling firm, RU-N monitoring and evaluation staff will play an active role in monitoring and quality assurance.

MUNICIPAL MEETINGS / CONFERENCES

During the later half of June, RAMP UP North had a meetings with the Mazar Mayor seeking his assistance and joint sponsorship for a regional kick-off event with the Governor of Balhk Province. The event is tentatively set for the second week of July, and will bring together the mayors of the project's municipalities as well as representation from IDLG/Kabul.

CONTRACTUAL DELIVERABLES

After various discussions and modification, RAMP UP North received COTR Approval for the Annual Work Plan on June 18, 2011.