



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

ANNUAL REPORT: 9 JUNE 2011 – 8 JUNE 2012



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Acronyms

AO	Assistance Objective
ANDS	Afghanistan National Development Strategy
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DSF	District Stabilization Framework
DoWA	Department of Woman's Affairs
FAF	Foreign Assistance Framework
FPO	Field Program Officer (USAID officer within the PRT)
GDMA	General Department of Municipal Affairs (Office within IDLG)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IR	Intermediate Result
IDLG	Independent Directorate of Local Governance
ISAF	International Security Assistance Force
IT	Information Technology
M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
MOUD	Ministry of Urban Development
NGO	Non-Governmental Organization
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PRT	Provincial Reconstruction Team
PPP	Public Private Partnerships
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RC	ISAF Regional Command
TAMIS	Technical Assistance Management Information System (DAI)
USAID	United States Agency for International Development
USG	United States Government

Introduction

This annual report presents an overview of RAMP UP East's Option Year 1 progress towards the program objective of creating effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance. RAMP UP East employs a three pronged approach - increase capacity of municipal officials, improve municipal service delivery to citizens, and assist municipalities to foster economic growth and increase revenues. Success in these three areas will increase the level of public confidence in the GIRoA and enable transition to a more stable state that has the recognition and support of its citizens.

The report contains a review of the Performance Management Plan (PMP) indicators and the progress towards the targets set for Option Year 1. The report starts with a summary of the main accomplishments and highlights. This is followed by a summary table of all indicators and the performance against the targets. A detailed analysis is provided of each of the indicators grouped by type: *Project Objective Indicators* (Impact Indicators); *Intermediate Result Indicators* for Capacity Building, Service Delivery, and Economic Development and Revenue Generation; and *Reporting Indicators*. The report concludes with a discussion of major challenges and their mitigation.

Public opinion surveys are an important tool for measuring the impact of RAMP UP East's success in improving municipal governance. In the fall of 2010 RAMP UP East undertook a survey that provided a baseline for public opinion and service delivery priorities and helped shape initial program activities. That survey was again administered in the fall of 2011 to measure changes in public opinion which in turn has helped RAMP UP East to improve its municipal support activities. Some results in the follow-up public opinion survey lead to changes in the target setting, allocation of resources and project activities in the second year of the project (Option Year 1) as was discussed and agreed with USAID. In the fall of 2012 the annual public survey will be conducted once again to measure RAMP UP East's continued progress and identify any necessary adjustments in Option Year 2.

RAMP UP East Option Year 1 Key Achievements

Capacity Building of Municipal Officials

In Option Year 1 of the RAMP UP East program, 399 municipal officials from 13 municipalities received classroom and on-the-job training in the areas of municipal finance, public administration, revenue enhancement, business registration, public relations and outreach, construction management, public works maintenance, and anti-corruption. After the Base Year focus on intensively guided capacity building, in Option Year 1 municipal staff were better equipped to take the lead and use the skills they had learned through the on-the-job mentoring by embedded advisors. In the area of public finance, municipal finance staff continued to improve their skills working with the spreadsheet based forms and reports. The budget preparation and approval process was a prime on-the-job training opportunity for municipal finance staff to test their improving skills and utilize the embedded public finance advisors as mentors. In areas such as public administration and public relations and outreach, municipal staff took the lead on activities such as researching, designing, and publishing newsletters, as well as organizing roundtable interviews and forums, with assistance from RAMP UP East embedded staff. In public works and engineering, municipal staff continued to be actively involved in the planning and implementation of service delivery and infrastructure projects while brainstorming and troubleshooting with embedded RAMP UP East advisors. Through the formal and on-the-job training approach, the municipal staff is demonstrating a greater sense of ownership as their governing capacity increases and more efficient, revenue-generating systems are put in place that will increase the ability of the municipalities to provide sustainable services to the citizens.

Methodology for Developing Standard Operating Procedures (SOP)

Standard Operating Procedures (SOPs) are guidelines for how municipal functions should be carried out. The emphasis for SOPs is simplicity and clarity. RAMP UP East focuses on SOPs for the four core municipal functions: municipal finance, public works, revenue generation, and economic development.

RAMP UP East has developed a process to standardize the development and documentation of SOPs at both the general and municipal level. In close collaboration with GDMA, the RAMP UP East Capacity Building team will develop the SOP documentation that will be housed within the Training Library at GDMA. This library will consist of hard copy materials but could also be included in an online repository funded and managed by GDMA.

In Option Year 1 a development plan for SOPs was formulated and approved by GDMA. Two basic approaches for the preparation of SOPs were adopted, namely:

- Adaptation of existing SOPs, which involves the modification of SOPs previously endorsed by GDMA to suit the specific requirements of RAMP UP East target municipalities;
- Development of new procedures for municipal core functions for which no SOPs existed yet. This SOP formulation process is based on the analysis of deficiencies in existing functions and systems and on the lessons learned from incremental improvements already introduced by RAMP UP East. Therefore, SOPs developed in this way have already been field-tested before they are documented.

In addition to this plan and development approach, a common SOP format was introduced to ensure clarity and simplicity and to give all SOPs the same standard appearance. The SOPs identified in the plan and the status of each of these is presented in the following table.

No	SOP Title	Status
1	Solid Waste Management (SWM)	The draft SOP manual has been completed, focusing on the core elements of SWM in smaller municipalities: primary collection, secondary collection, and final disposal. Training of embedded advisors and municipal counterparts in the application of the SOP was conducted toward the end of Option Year 1.
2	Revenue Improvement Action Planning (RIAP)	The SOP has been applied in all municipalities and the resulting RIAP-based revenue projections have been integrated in the proposed municipal budgets for 1391. The SOP manual has to be revised to conform to the agreed common format.
3	Business Licensing and Fee Collection	The SOP has been implemented in all RAMP UP East municipalities. The SOP manual has been approved and endorsed by GDMA for use by municipalities nationwide. The manual has also been revised to conform to the common format.
4	Property Registration and <i>Safayi</i> Tax Administration	The SOP has been successfully piloted in Jalalabad and Ghazni. The draft SOP manual has been completed together with a supplementary training manual consisting of 3 modules that are pre-requisites for SOP implementation in any municipality.
5	Budget Preparation	The SOP has been applied in the preparation of the 1391 proposed municipal budgets. A draft SOP manual has been produced in collaboration with RAMP UP North: this draft requires further improvement to include the principles, process, and procedures for performance-based budgeting. GDMA recently developed a Budget Manual that details the budget preparation process. RAMP UP East is translating this document into English to provide additional feedback to GDMA. GDMA and RAMP UP East have agreed to work together to improve the manual which will serve as the Budget Preparation SOP and be distributed to all municipalities by GDMA.

6	Municipal Procurement	The final draft SOP manual has been completed. Embedded Advisors and their municipal counterparts were trained on its application at the end of Option Year 1.
7	Budget Execution, Monitoring and Evaluation	As described above, the procedures for municipal procurement have been documented in a separate manual, and the accounting portion is now being implemented. The SOP manual has not yet been prepared. GDMA has produced a Budget Manual focused on budget preparation. They would like to expand this manual to include Accounting or Budget Execution. RAMP UP East will work with GDMA to develop the Budget Execution manual that will serve as the Budget Execution SOP. This manual will be distributed by GDMA to all municipalities.

Service Delivery Improvements

In Option Year 1 of the program, 53 key infrastructure and service delivery projects were initiated or completed, including construction of sidewalks, rehabilitation of roads and drainage ditches, building of car parking lots, and collection and disposal of solid waste. The involvement of municipal officials in projects planning, implementation, monitoring and evaluation increased considerably in Option Year 1. Several trainings specifically focused on building the capacity of municipal engineers were conducted by RAMP UP East. Municipal staff participated in training courses on project management, engineering standards, surveying and estimating, CAD, and environmental management. The municipal officials are now better equipped to be involved in such activities as site selection, engineering design and construction supervision. The list of completed and ongoing service delivery and infrastructure improvement projects is included in **Annex 1**.

Solid Waste Management

The strategic plans for solid waste management (SWM) that were completed in seven municipalities during the base year were updated. The reviews found that most trash collection schedules were outdated and limited services were being provided to new residential areas. Formal and informal dumpsites were identified and mapped with the use of GPS: this helped municipal staff to better understand the waste disposal behavior of residents.



Street cleaning in the Municipality of Sharana

Staffing, equipment and scheduling recommendations were developed for each municipality based on an effective and affordable standard of service, reasonable crew productivity and the capacity of municipalities to operate and maintain vehicles and equipment. RAMP UP East worked to provide assistance through mentoring municipal public works officials in the creation of collection schedules, collection routes, staffing and equipment assessments.

RAMP UP East also funded the implementation of solid waste management activities in six municipalities: Maidan Shar, Bamyar, Charikar, Bazarak, Pul-i-Alam and Sharana. Gardez initially also received assistance for its SWM program but the municipality is now funding this service on its own. In February, a number of SWM projects were approved for implementation by USAID, including solid waste collection support (Asadabad, Bamyar,

Khost), the supply of solid waste bins (Asadabad, Bazarak, Khost), the procurement of dump trucks for solid waste collection (Asadabad, Maidan Shar), and the provision of other SWM equipment (Asadabad, Bamyan, Bazarak). All solid waste collection support projects concluded at the end of Option Year 1. The below table outlines the total waste collected by the municipalities with RAMP UP East support in Option Year 1.

Municipality	Start Date	Amount Collected in m3 in OY1
Asadabad	May 1, 2012	727
Bamyan	August 25, 2011	2,062
Charikar	June 26, 2011	12,960
Gardez	July 1, 2011	708
Khost	Mar 1, 2012	1,178
Mahmud Raqi	April 1, 2011	842
Maidan Shar	July 1, 2011	1,321
Mehterlam	May 12, 2012	210
Bazarak	Aug 1, 2011	2,505
Pul-i-Alam	Aug 1, 2011	3,000
Sharana	Aug 1, 2011	1,630
TOTAL		27,143

Economic Development and Revenue Generation

After the ground work during the Base Year to enhance municipal revenue generation capacity, the municipalities were ready to start several important revenue generating activities in Option Year 1. Municipal economic development staff worked closely with RAMP UP East to gather information as an input to the drafting of a Local Economic Development Plan (LEDP) for their municipality. At the close of Option Year 1, a template was completed and shared with GDMA for review and approval before dissemination to the municipalities.

Thirteen municipalities have completed the Revenue Improvement Action Planning (RIAP) process, with only the Asadabad RIAP still in the translation process. All RIAPs were initially completed in the local language and were translated into English for further review and editing as part of the LEDP preparation process.

During Option Year 1, all local businesses in 13 target municipalities have registered with the local government. To support the issuing of licenses, the RAMP UP East team installed IT equipment in the municipal revenue departments of these 13 municipalities. The incorporation of new rates for business licenses towards the end of Option Year 1 created some delays in the process. The mayors of Charikar, Bamyan, and Bazarak misinterpreted a letter sent by IDLG that was meant to simply inform them that the Department of Finance was working on new business license rates. The mayors took this to mean that they could not proceed with issuing the new licenses until the new rates were determined. The old rates, which dated back to the Taliban era, were revised and the new rates have now been incorporated into the computerized database.

Another revenue generating opportunity that was identified in Option Year 1 is the property cleaning tax, or *Safayi* tax. The municipalities have been using an antiquated, manual system that was time consuming and often inaccurate. The new property registration system designed by RAMP UP East (based on earlier work by UN-Habitat) involves measuring all properties using the parameters required to create a database registry. The pilot program

began in Jalalabad, Khost, Ghazni and Charikar during the Option Year and the survey work is projected to be completed by December 2012. Just as the business registration program has created a sustainable source of revenue, the property registration will increase revenue from property taxation (*Safayi* tax) and enhance the ability of the municipalities to provide basic services and support local economic development.

Citizen Participation and Public Outreach

Citizen forums, municipal newsletters, infrastructure project opening and closing ceremonies, media interviews and public awareness activities continued in Option Year 1 as key means to increase community participation. The municipalities convened 100 forums drawing 298 female participants during the year as a way for the mayors to interact with the public, increase transparency, and improve mutual understanding of roles and responsibilities of the municipal government and citizens. Radio and TV interviews were also used as an alternative means for increasing communication, especially with women, whose participation in public meetings has many barriers. Municipal public administration managers arranged 61 interviews with the media throughout the year. Municipal officials also gained skills in news writing, media relations and advertising. A total of 49 newsletters was produced during Option Year 1 with funding from local advertisers and the municipal budgets. Citizens' rights to access information remain a prime concern for improving municipal accountability.

Gender Empowerment and Youth Participation

Between August 2011 and June 2012, the second phase of the gender training was conducted in 13 target municipalities for the same group of participants from the municipalities and RAMP UP East. Participants also included the mayors of Mahmud Raqi, Khost, Charikar, and Gardez. The expected outcome of the training was to build the capacity of RAMP UP East and municipal staff to recognize the importance of women's participation in municipal consultations and decision making. Although it is hard to determine the impact of the training on, for example, women's participation in citizen forums, RAMP UP East's internal assessment shows that while women's participation in the monthly municipal citizen forums in December 2010 was 7.5%, in March 2012 it had increased to 17%. Also, in 2010, none of the 13 target municipalities had female employees, while in 2012 the municipalities of Ghazni, Charikar and Maidan Shar had recruited seven women. This is in addition to hosting 12 young female participants of fellowship and internship programs supported by RAMP UP East.

Between November 2010 and January 2011, RAMP UP East gender mainstreaming team conducted consultation meetings with mayors and other municipal officials in Jalalabad, Bamyán, Charikar, Mahmud Raqi, Puli-Alam, Gardez, Mehterlam, Asadabad, and Bazarak to discuss women's participation in citizen forums. After the completion of the consultation with municipal officials, RAMP UP East developed a gender responsive governance small grants program to address the mayors' concern. A fellowship program was designed to provide an opportunity for recent graduates of universities, colleges and high schools to be coached and mentored in both a non-governmental organization and a government organization (preferably the municipality) to gain basic office work experience. Currently, 52 young men and women have been enrolled in this program in 13 target municipalities (except Sharana).

Public participation in governance is another component of the grants programs that provides training to men and women in each of the 14 target municipalities in effective communication, public speaking, advocacy, and roles and responsibilities of citizens and municipalities. During Option Year 1, 302 women participated in these interventions.

Capacity building of women entrepreneurs is the third component of the gender grants program through which 390 women entrepreneurs receive training in business set up, customer service, public private partnership and fundraising. To encourage public private partnership, the trainees take part in four exhibitions per municipalities during the life of the grants program. Through these exhibitions women have established links and working relationships with municipalities, private sector and the public. In places such as Puli-Alam, Sharana, and Parun the mayors and government authorities have stated that for the first time in the history of those provinces women had publicly displayed their food and handicraft products.

Also in Option Year 1, youth participation activities were successfully implemented in the RAMP UP East municipalities. In addition to the internship program mentioned above, computer classes and sports tournaments encouraged both young men and women to get involved in municipal activities, with the expectation that their participation at a young age will increase the likelihood of their continued participation and investment in their communities as they grow up. These activities also reached 343 young females throughout the RAMP UP East supported municipalities.

Program and Municipal Highlights

USAID Mission Director Ken Yamashita visits RAMP UP East

On October 5, Mission Director Ken Yamashita visited the RAMP UP East office in Kabul to meet the staff and learn about the progress of the project. He was briefed by the Afghan technical staff from the public finance, economic development, public works, public outreach and gender and youth teams on both the successes and challenges of the project. On this occasion, Director Yamashita expressed the desire to visit one of the municipalities, and towards the end of November he visited Bamyan to hand over a sidewalk project to the municipality.



USAID Mission Director Ken Yamashita meets the municipal staff of Bamyan and RAMP UP East field team during his visit to the municipality.

Ghazni women play volleyball for the first time through Youth Participation Program

Women played volleyball for the first time in Ghazni in December 2011. Through the youth participation program, these young women were given a chance to display their skills in a popular sport and get involved in an event organized in close cooperation with the municipality.



Ambassador hands over solid waste management program to Municipality of Sharana

On January 17, 2012, US Assistant Ambassador Richard Olson handed over the RAMP UP East supported solid waste management project to the municipality of Sharana. The integrated solid waste management project includes the provision of dump trucks, hiring of cleaning crews, construction and installation of 70 trash bins across the municipality and the purchase of equipment for the landfill.

Sharana acting mayor Mohammad Asif Safi said that the project goes beyond mere collection of garbage around the city. "It also represents a new way of serving the community by involving the citizens in the cleanup of their own neighborhoods," he added. The mayor acknowledged other benefits provided by USAID to the municipality, such as building the capacity of municipal employees, and construction of drainage canals and public latrines.



US Assistant Ambassador Richard Olson (second from right, seated) interacts with RAMP UP East staff as he was briefed on USAID activities in Sharana. Ambassador Olson handed over the solid waste management program to the municipality during his visit.

Bamyan organizes voluntary city cleaning day

On May 4, 1,460 adolescents from eight schools in Bamyan participated in the voluntary *Hashar* day to clean the city. The activity was organized by the municipality with technical support from RAMP UP East. It aimed to motivate the citizens and especially the youth of Bamyan to maintain a clean environment and be responsible for the protection of their historic city. [REDACTED] a student from the 8th grade, said: "A clean environment is good for our health and we are thankful to the municipality for creating this opportunity to clean the city, and we enjoy helping the municipality in keeping the city clean". The event was aired by various media organization including *8 Sobh*, *Sada-e-Azadi*, *Radio Paiwand* and *Radio Duetsche Welle*.



Communal city cleaning day in Bamyan, May 4.



Female students from the Haidar Abad school taking part in the city cleaning day.

RAMP UP East intern promoted to Director of Women’s Affairs in Maidan Shar

Ms. Wahida Wahidi, an intern with the RAMP UP East youth program, was appointed as the Director of Women’s Affairs in Maidan Shar. Ms. Wahidi is a graduate of the Faculty of Literature at Kabul University who was one of the three female interns selected in a competitive process in December 2011 for the internship program. Ms. Wahidi received both in-class and on-the-job training and mentorship during her internship. After a two month in-class training by RAMP UP East grantee AREP she was introduced to the Swedish Committee for Afghanistan (SWA) to gain practical experience where she worked as a Program Assistant. In a conversation with RAMP UP East she said: “It was because of the [internship] program that I learned the necessary management and leadership skills after which I felt confident to apply for a high level job.”

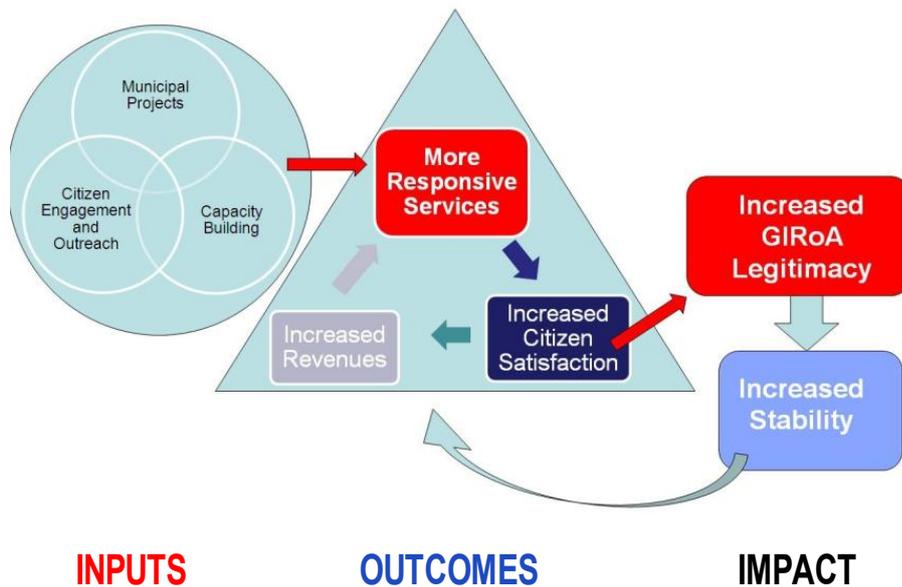


Ms. Wahida, the newly appointed Director of Women’s Affairs, in a meeting with Governor Fedai of Wardak.

Performance Management Plan Indicators – Rationale

The stability and governance paradigm of RAMP UP East is based on the premise that national stability and improved governance comes from government legitimacy which in turn is rooted in citizen satisfaction. That satisfaction is expressed in the PMP as three Impact Indicators and measured by an annual survey conducted in September. The inputs of Capacity Building (CLIN 1), Service Delivery Improvements (CLIN 2) and Increased Revenue (CLIN 3) will all – if strategically and effectively applied – support the desired outcome of increased citizen satisfaction and trust in the municipal government.

RAMP UP East stability paradigm



Overview of Option Year 1 performance

The following section presents an overview of the RAMP UP East performance indicators, including baseline figures, and summarizes progress against these indicators in Option Year 1.

PMP Indicator	PERFORMANCE INDICATOR	Baseline (Sep 2011)	Target	Actual (Sep 2012)	% Change	
	Indicator					
IMPACT INDICATORS						
PO.1	% increase in citizen satisfaction with municipal government	72%	78% (20% of 28% = +6% increase)			
PO.2	% increase in citizen perception that local government officials are working to serve their needs	59%	67% (20 of 41% = +8% increase)			
PO.3	% increase of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city	50%	60% (20% of 50% = +10% increase)			
IR 2.4	% of citizens who believe that their access to municipally-provided services has increased	58%	66% (20% of 42% = +8% increase)			
IR 3.4	% increase in revenue generated	Asadabad (Kunar)	24,047,000	20% increase in 7 municipalities	40,984,463	70%
		Bamyan (Bamyan)	31,793,000		24,158,189	-24%
		Charikar (Parwan)	61,056,000		32,254,690	-47%
		Gardez (Paktya)	33,832,000		44,268,965	31%
		Ghazni (Ghazni)	37,279,000		62,204,680	67%
		Jalalabad (Nangarhar)	217,339,000		220,822,875	2%
		Khost (Khost)	114,412,000		80,151,192	-30%
		Mahmud-i-Raqi (Kapisa)	7,129,000		15,522,170	118%
		Maidan Shar (Wardak)	21,788,000		36,150,734	66%
		Mehtarlam (Laghman)	40,154,000		104,049,424	159%
		Panjshir (Panjshir)	17,249,000		33,342,770	93%
		Pul i Alam (Logar)	40,712,000		32,419,251	-20%
Sharana (Pakt ka)	9,294,000	46,363,738	399%			

Note: figures for IR 3.4 are based on Afghan Fiscal Year end of March 20, 2011 and 2012.

PMP Ind	PERFORMANCE INDICATOR	Baseline (June 2011)	Target Option Year 1	ACTUAL				PROJECT TOTALS	
	Indicator			Q4 FY 2011:	Q1 FY 2012:	Q2 FY 2012:	Q3 FY 2012:	Project to date	%
				(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)		
IR.1 INDICATORS									
IR.1.1	<i># of municipalities with functioning performance budgeting systems</i>	0	10	0	0	1	6	7	70%
IR.1.2	<i># of municipalities with functioning accounting systems</i>	0	10	0	1	1	8	10	100%
IR.1.3	<i># of participatory citizen engagement mechanisms implemented by municipal officials</i>	0	5 mechanisms in each municipality (5x14 = 70)	28	10	6	6	52	74%
IR.2 INDICATORS									
IR.2.1	<i># of sub-national government entities receiving RAMP UP-East assistance to improve their performance</i>	0	14	14	14	14	14	14	100%
IR.2.2	<i># of municipal service delivery projects implemented</i>	0	8	7	0	0	4	11	138%
IR.2.3	<i>% of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation</i>	0%	100%	100%	100%	100%	100%	100%	100%
IR.3 INDICATORS									
IR.3.1	<i># of public private partnerships</i>	0	10 in different municipalities	0	0	0	1	1	10%
IR.3.2	<i># of person-days of labor</i>	0	86,000 man-days	26,287	41,933	22,112	22,235	112,567	131%
IR.3.3	<i># of sub-national institutions receiving RAMP UP-East assistance to increase their annual own-source revenue</i>	0	14	13	13	13	13	13	93%

PMP Ind	PERFORMANCE INDICATOR	Baseline (June 2011)	Target Option Year 1	ACTUAL				PROJECT TOTALS	
	Indicator			Q4 FY 2011:	Q1 FY 2012:	Q2 FY 2012:	Q3 FY 2012:	Project to date	%
				(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)		

REPORTING INDICATORS

R1	<i># of individuals who received RAMP UP East assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization</i>	0	117 persons	39	45	84	53	221	189%
R2	<i># of government officials receiving USG-supported anti-corruption training</i>	0	76 persons	13	9	0	156	178	234%
R3	<i># of mechanisms for external oversight of public resource use supported</i>	0	28 mechanisms	0	0	4	5	9	32%
R4	<i># of key-infrastructure rehabilitated or improved</i>	0	68	2	8	5	13	28	41%
R5	<i># of interventions resulting in increased participation of women in government and civil society</i>	0	14 interventions	0	10	2	1	13	93%
R6	<i># of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries</i>	0	28 Interventions	0	14	11	2	27	96%
R7	<i># of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.</i>	0	42 interventions	0	30	9	3	42	100%

RAMP UP East accomplishments per component

This section presents the accomplishments of RAMP UP East in Option Year 1 compared with the targets set in the Performance Monitoring Plan (PMP). Accomplishments are presented for each performance indicator in the same sequence as the indicators in the PMP.

The annual public opinion survey, which is carried out in September of each year and assesses citizen satisfaction with municipal governance indicators, forms the baseline for the USAID Objective Indicators (or Impact Indicators). At the time of publication of this report the 2012 survey has not yet been conducted. For all other indicators the baseline is the status at start of Option Year 1 (June 2011).

Project Objective Indicators

Project Objective Indicators, also called Impact Indicators, measure citizen satisfaction, trust, and perception about local government performance in reference to their access to services provided by the municipality. These indicators are measured annually. The Base Year survey was implemented in September 2010 and the Option Year 1 survey one year later in September 2011. The survey will be repeated in September 2012. In these surveys, households from the target municipalities are asked the same set of questions to enable year-on-year comparisons. The municipality of Parun in the province of Nuristan was not included in the surveys in 2010 and 2011 due to the local security conditions.

PO 1 Citizen satisfaction with the municipal government

Indicator PO 1: Percentage change in citizen satisfaction with the municipal government			
Year	Baseline (Sept 2011)	Target (Sept 2012)	Actual (Sept 2012)
Option Year 1	72%	78% (20% of 28% = +6% increase)	
<i>Percentage who said their municipal government was doing a very good or a somewhat good job.</i>			

In the 2011 survey, 72 percent of respondents, across 13 municipalities, expressed satisfaction with the municipal government as compared to 64 percent in 2010, an 8 percent increase over the baseline. In the next annual survey that will occur in September 2012, RAMP UP East targets a 20 percent reduction in the number of respondents who were not yet satisfied with the performance of their municipal government, or a net result 78 percent.

PO 2 Citizen perception that local government officials are working for their needs

Indicator PO 2: Percentage change in citizen perception that local government officials are working to serve their needs			
Year	Baseline (Sept 2011)	Target (Sept 2012)	Actual (Sept 2012)
Option Year 1	59%	67% (20 of 41% = +8% increase)	
<i>Percentage who said municipal government was always or sometimes working to serve people like you (respondent)</i>			

In the 13 target municipalities, the result of the survey in September 2011 showed that 59 percent of the respondents felt that local government officials were working to meet the

needs of constituents as compared to 55 percent in 2010, a 4 percent increase over the baseline. For the next annual survey, the target is a 20 percent reduction in the number of respondents who did not agree that the local government is working to serve citizens' needs, which will bring this number to 67 percent.

PO 3 Citizens indicating they trust their municipal officials to conduct activities to benefit the people

Indicator PO 3: Percentage change of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city			
Year	Baseline (Sept. 2011)	Target (Sept 2012)	Actual (Sept 2012)
Option Year 1	50%	60% (20% of 50% = +10% increase)	
<i>Percent who said they had a great deal of trust or some trust in the Municipal Government to conduct its activities to the benefit of people in their city</i>			

The 2011 survey results showed that 50 percent of the respondents across 13 municipalities said that their local officials were working for the benefit of the general public, as compared to 49 percent in 2010, a 1 percent increase over the baseline. In the next annual survey (September 2012) the target is a 20 percent reduction in the number of respondents who did not have a great deal or some trust in the municipal government to work to benefit the people, or an increase in the positive perception to 60 percent.

IR 2.4 Citizens who believe that their access to municipality-provided services has increased

Indicator IR 2.4: Percentage of citizens who believe that their access to municipally-provided services has increased			
Year	Baseline (Sept. 2011)	Target (Sept 2012)	(Actual Sept 2012)
Option Year 1	58%	66% (20% of 42% = +8% increase)	
<i>Percentage of municipal services NOT rated as poor or unavailable (trash, drainage / ditches, roads and parks).</i>			

The 2011 survey showed that an average of 58 percent of the respondents in 13 municipalities believed that their access to services provided by the municipality had increased, as compared to 47 percent in 2010, an 11 percent improvement over the baseline. In the next annual survey in September 2012, RAMP UP East targets to reduce the number of respondents who did not believe that access to municipal services has improved by 20%, or a net gain of 8% to 66 percent.

Intermediate result Indicators

RAMP UP East's 3 main components – Capacity Building, Service Delivery, and Revenue Generation/Economic Development, match the Intermediate Results (IR) defined in the Project Management Plan (PMP).

IR 1 Increased Capacity of GIRoA Municipal Institutions

All activities under IR 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. This component has three indicators, namely: IR 1.1 number of municipalities with functioning performance budgeting systems; IR 1.2 number of municipalities with functioning accounting systems; and IR 1.3 number of participatory citizen engagement mechanisms implemented by municipal officials.

Municipal Accounting and Budgeting

Measuring improvement in accounting and budget practices in public finance

Quarterly surveys are conducted by the public finance advisors in each of the municipalities to measure the level of best practices implemented in the areas of accounting and budgeting. During Option Year 1, RAMP UP East conducted surveys in three areas: general accounting, revenue management, and budget processing.

The survey for each topic included ten best practices in that particular area. The embedded advisors actively worked toward increasing the level of best practices implemented by the municipalities. In Option Year 1, municipalities qualified as having a functional accounting system (Indicator 1.2) if they implemented 70% or more of the general accounting best practices. Municipalities which implemented 70% or more of both the revenue management and budgeting best practices were be considered to have a functioning performance budgeting system in place (Indicator 1.1).

IR 1.1 Number of municipalities with functioning performance budgeting systems

Indicator 1.1: # of municipalities with functioning performance budgeting systems					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct-Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
Option Year 1	10	0	0	1	6

Developing performance based budgeting within the municipal budget process will enable the local government to measure progress towards delivering the public services that are most important to the citizens. Performance based budgeting is not required by law for the municipalities. GDMA has stated that it intends to require program budgeting in the next 5 to 7 years. To prepare the municipalities for the future requirement of program and performance based budgeting, the RAMP UP East economic development advisors are attempting to implement best practices in revenue planning and the public finance advisors are attempting to introduce best practices in budget preparation and execution. RAMP UP East developed surveys for both of these topic areas, each containing ten best practices that the municipal accounting and revenue departments must implement to ensure they will be prepared to embark on performance based budgeting in the future.

The table below shows the results of the Revenue Management survey conducted at the end of each quarter of Option Year 1. The survey includes ten best practices in revenue management and the color coding indicates in which quarter each municipality was able to implement the best practice.

Performance Based Budgeting Revenue Management Best Practices		Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shar	Metherlam	Bazarak	Puli-Alam	Sharana
1	Revenue Policy Management: organized file of guiding policy, and any rate/fee tables	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Revenue Profile: a listing of all municipal revenue sources, 3 year history of actual earnings and forecast variances	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Revenue Forecast Table: 5 year revenue forecast for all revenue types that includes forecast assumptions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Capacity Assessment: assessment of the capability of the municipality to achieve revenue improvements	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Budget Revenue Forecast: Revenue forecast table is used as the basis for 1391 budget forecast	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	Revenue Improvement Action Plan (RIAP): future action plan for all major sources of revenue	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	RIAP Approval: RIAP is reviewed by Economic Development Advisory Committee (EDAC) and approved, and also approved by the Mayor	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	Identify Monitoring Metrics: identify metrics for each revenue type													
9	Revenue Monitoring Plan: monitoring the implementation of the RIAP													
10	Budget Expenditure Allocation: Budget includes expense allocations for the RIAP													
Revenue Forecasting Total Score (%)		70	70	70	70	70	70							

 - 1st Quarter Survey
 - 2nd Quarter Survey
 - 3rd Quarter Survey
 - 4th Quarter Survey

Budget Preparation

RAMP UP East will introduce program and performance based budgeting in the municipalities in Option Year 2. The experience with budget preparation in 1390 (the RAMP UP East Base Year) revealed that the municipalities had not formed budget committees, lacked basic planning skills, were not familiar with the proper use of the budget forms, and often did not receive budget approval before the end of the first quarter, making it hard to implement development projects and thus limiting the share of the development budget that the municipality was able to expend during the year. The budget survey includes ten best practices of municipal budgeting and measures the municipality's progress in implementing these practices. Implementing good budget practices is critical before moving to the next step of developing program and performance budgeting.

In Option Year 1, seven municipalities were able to achieve 70% or more of the budgeting best practices and two reached to 60%. Bamyan's poor performance was due in part to the absence of an embedded public finance advisor during the budget preparation process, combined with resistance from municipal staff to share financial information. The poor performance of Bazarak is a result of the lack of transparency in procurement and revenue reporting procedures in the municipality.

Performance Based Budgeting Budget Process Best Practices		Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shar	Metherlam	Bazarak	Puli-Alam	Sharana
1	Budget Committee: formed in the municipality prior to developing 1391 budget	√		√	√	√	√	√	√	√	√	√	√	√
2	Budget Calendar: internal calendar for budget preparation, including tasks and dates			√	√		√	√	√	√	√		√	
3	MOF Standard Forms: quarterly reports and budget uses standard forms	√	√	√	√	√	√	√	√	√	√	√	√	√
4	Budget Deadline: submit 1391 budget to Governor by Saur 16 (May 5)	√	√	√	√	√	√	√	√	√	√		√	√
5	Approval Deadline: received approval by end of 1391 first quarter	√	√	√	√	√	√	√	√	√	√		√	√
6	Present Budget to Citizens: present budget proposal in print/presentation				√	√	√				√		√	
7	Quarterly Reporting: completed quarterly revenue/expenditure report for 1 st Qtr	√	√	√	√	√		√	√	√	√	√	√	√
8	Expenditure Forecasting: prepare O&M forecast for at least 1 service program			√	√			√	√	√	√	√	√	
9	Development Project Forecast: development project cash flow for 10 years													
10	Program Budgeting: develop program budget for 1 service delivery program													
Budget Process Total Score (%)		50	40	70	80	70	60	60	70	70	80	40	80	50

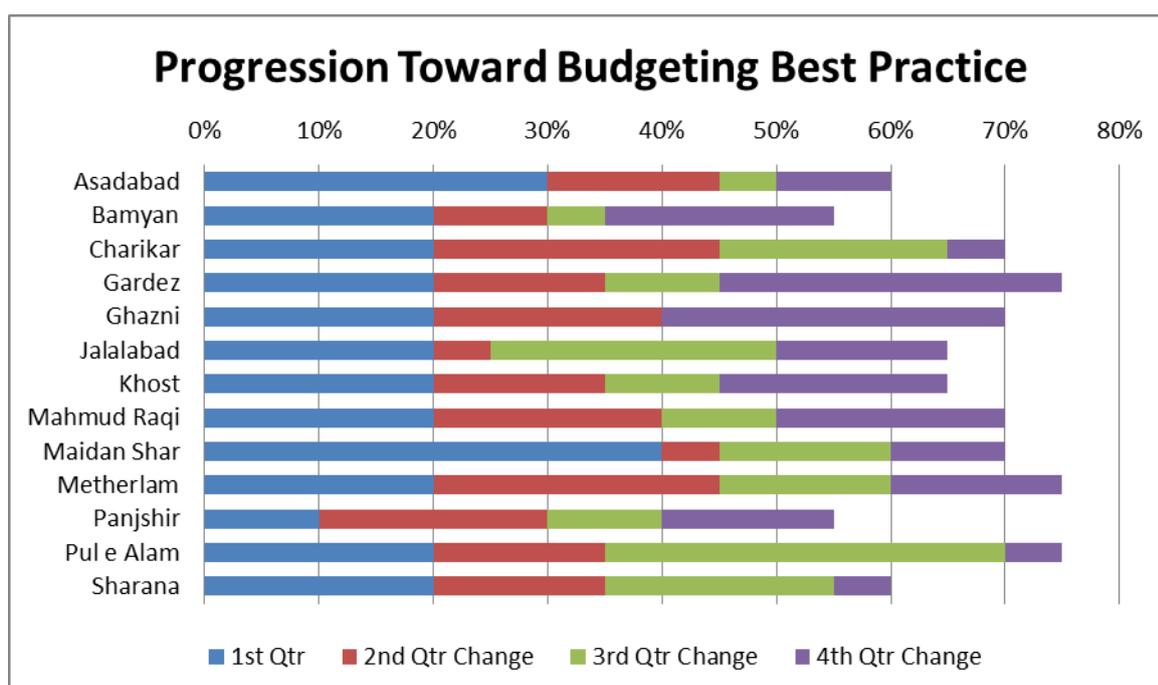
√ - 1st Quarter Survey √ - 2nd Quarter Survey √ - 3rd Quarter Survey √ - 4th Quarter Survey

Overall Budgeting Results

As mentioned previously, municipalities that implement at least 70% of the revenue management and budgeting best practices are considered to meet the criteria for the implementation of performance based budgeting. The score for each municipality is determined as the average percentage calculated from the results for both surveys. The table below shows the Option Year 1 results of averaging both surveys.

Percentage of Best Practices Implemented	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shar	Metherlam	Bazarak	Puli-Alam	Sharana
Revenue Forecasting (%)	70	70	70	70	70	70	70	70	70	70	70	70	70
Budget Preparation (%)	50	40	70	80	70	60	60	70	70	80	40	80	50
Average Score (%)	60	55	70	75	70	65	65	70	70	75	55	75	60

When the survey scores are averaged, seven municipalities achieved the goal of implementing 70% or more of best practices in both revenue management and budget preparation. Two municipalities came close by achieving 65% of best practices. Again, Bamyan and Bazarak showed poor performance due to ongoing reluctance to share municipal financial data with RAMP UP East staff.



To improve the ability of the municipalities to execute their budgets in a timelier fashion, RAMP UP East focused on improving the accuracy of the 1391 budget, anticipating that as a result the approval process would also occur faster. While most of the budgets were prepared within 15 days of the close of the 1390 year, approval by the governors, MOF and GDMA often took more than 2 months and most of the budgets were approved after the end of the first quarter of 1391. Because 1391 will be a 9 month fiscal year, the municipalities will only have six months to execute their budgets. The table below summarizes the results of the 1391 budget approval process.

Municipality	Date 1391 Budget Completed	Date Submitted to GDMA	Date Approved GDMA	Date 1390 Budget Completed	1390 Date Approved by GDMA
Ghazni	03/27/12	04/10/12	06/20/12	04/09/11	05/29/11
Charikar	04/07/12	5/12/12	06/02/12	04/26/11	07/18/11
MahmudRaqi	04/22/12	04/24/12	6/24/12	04/12/11	05/29/11
Sharana	03/25/12	04/07/12	05/05/12	03/06/11	04/23/11
Maidan Shar	04/01/12	04/09/12	06/03/12	04/03/11	06/20/11
Gardez	04/14/12	04/16/12	05/22/12	04/18/11	06/11/11
Puli-Alam	04/18/12	04/21/12	06/03/12	04/25/11	06/04/11
Bazarak	06/09/12	07/01/12	-	07/08/11	08/16/11
Bamyan	04/14/12	04/17/12	05/29/12	04/23/11	06/08/11
Mehterlam	04/26/12	05/09/12	06/12/12	05/01/11	06/05/11
Jalalabad	04/30/12	05/29/12	06/24/12	-	-
Khost	05/06/12	05/07/12	06/07/12	04/10/11	06/20/11
Asadabad	04/04/12	04/01/12	5/26/12	4/21/11	6/11/11

IR 1.2 Number of municipalities with functioning accounting systems

Indicator 1.2: # of municipalities with functioning accounting systems					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct-Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
Option Year 1	10	0	1	1	8

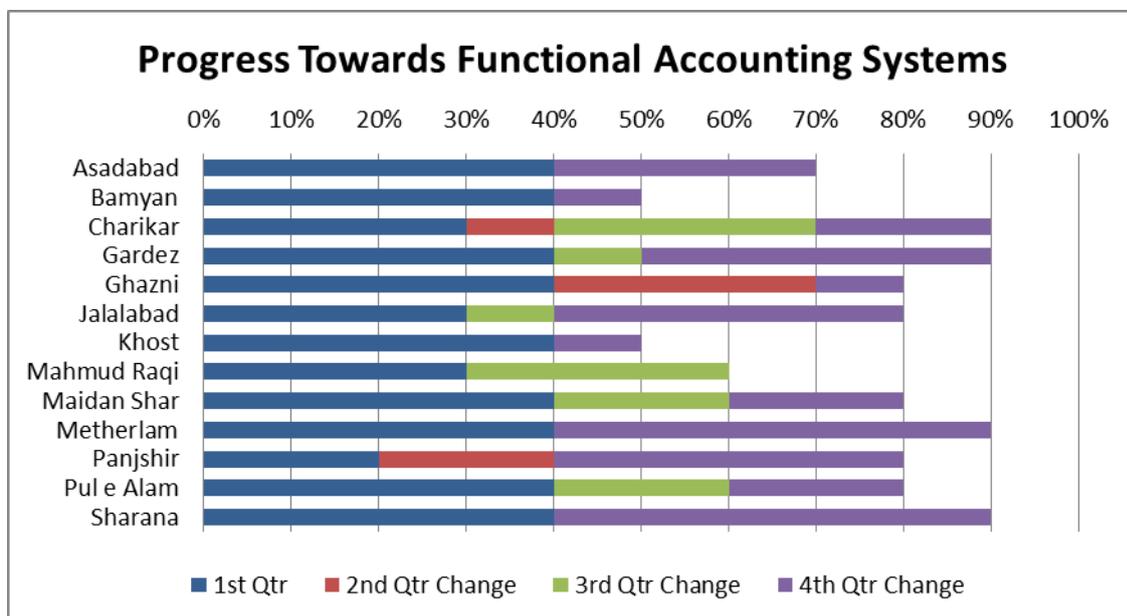
Functioning accounting systems are determined by the percentage of best practices that municipalities implement in order to produce more accurate, efficient and transparent financial records. As described previously, surveys are conducted quarterly by the RAMP UP East team in each municipality to assess the level of best practices that have been implemented by the municipal accounting and revenue departments.

The following table shows the results of the accounting survey conducted at the end of each of the quarters of Option Year 1. The survey includes ten accounting best practices and the color coding indicates in which quarter each municipality was able to adopt the practice.

As noted in the table, by the end of Option Year 1, ten municipalities reached the goal of implementing at least 70% of accounting best practices.

Functional Accounting System General Accounting Best Practices		Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shar	Metherlam	Bazarak	Puli-Alam	Sharana
1	Post Revenue Receipt to Ledger account when cash deposit is received at bank	√	√	√	√	√	√	√	√	√	√	√	√	√
2	Post Expenditure Payment to Ledger account when cash is withdrawn	√	√	√	√	√	√	√	√	√	√	√	√	√
3	Reconcile Bank Statement to Revenue Ledger accounts at least quarterly	√	√	√	√	√	√	√	√	√	√	√	√	√
4	Reconcile Bank Statement to Expenditure ledger accounts at least quarterly	√	√	√	√	√	√	√	√	√	√	√	√	√
5	Post Revenue Receipts to Revenue and Cash Ledger when cash deposit is received			√	√	√	√		√	√	√	√		√
6	Post Expenditure Payments to both Expense and Cash Ledger when cash is withdrawn	√		√	√	√	√	√	√	√	√	√	√	√
7	Reconcile Bank Statement to Cash Ledger Account at least quarterly	√		√	√	√	√			√	√	√	√	√
8	Used Automated Payroll for at Least 3 months	√	√	√	√	√	√			√	√	√	√	√
9	Reconcile Bank Statement to Cash Ledger Account monthly			√	√					√			√	√
10	Post transactions from General Journal to sub-ledgers													
General Accounting Total Score (%)		70	50	90	90	80	80	50	60	80	90	80	80	90

√ - 1st Quarter Survey
 √ - 2nd Quarter Survey
 √ - 3rd Quarter Survey
 √ - 4th Quarter Survey



One of the activities which the embedded public finance advisors implemented with their municipal counterparts in Option Year 1 was automation of the payroll process. The staff listing and salary calculation was changed from a manual process to an computer-based template. The implementation of this template greatly reduced the time required to prepare the monthly payroll and increased its accuracy. The table below shows the time savings for each of the municipalities.

Municipality	Month Started	Number Payrolls Produced	Number of Employees	Preparation Time without Template	Time to Prepare with Template	Time Savings
Ghazni	08/2011	10	185	4 hours	10-20 min	3.5 hours
Charikar	12/2011	6	72	4 days	2 hours	3 days
Mahmud Raqi	12/2011	6	26	2 days	1 hour	1.75 days
Sharana	11/2011	7	34	2 days	3 hours	1.5 days
Maidan Shar	10/2011	8	60	1 day	1 hour	7 hours
Gardez	11/2011	7	60	2 days	2 hours	1.75 days
Puli-Alam	12/2011	6	71	2 days	1-2 hours	1.75 days
Bazarak	10/2011	8	29	3-4 hrs	< 1 hour	3 hours
Bamyan	03/2012	3	35	4 hours	45 minutes	3 hours
Mehterlam	11/2011	7	63	6 hours	1 hour	5 hours
Jalalabad	11/2011	7	522	10 days	2-3 days	7 days
Khost	09/2011	9	213	10 days	3 days	7 days
Assadabad	11/2011	7	55	1 day	1 hour	7 hours

IR 1.3 Number of participatory citizen engagement mechanisms implemented

Indicator IR 1.3: # of participatory citizen engagement mechanisms implemented by municipal officials					
Year	Target	Q1: (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	At least 5 in each municipality (5x14 = 70)	28	10	8	6

For Option Year 1, RAMP UP East set an annual target of 70 counts of participatory mechanisms related to community engagement. The project identified five mechanisms that are implemented in all 14 target municipalities, namely citizen forums, municipal newsletters, outreach activities for opening and closing ceremonies of municipal projects, outreach training for municipal staff, and media outreach such as interviews and radio programs. Each city was targeted to conduct all five mechanisms during the year, thus bringing the total to 70. The accomplishments in each municipality are calculated by counting the number of mechanisms implemented regardless of how many times a particular mechanism was used. For example, if a municipality undertakes 12 citizen forums during the year, this is counted as one accomplishment.

The annual target was reduced from 70 to 52 for two reasons. First, the number of municipalities that RAMP UP East was able to implement citizen engagement mechanisms in was only 13. The security situation in Parun remained an obstacle for the implementation of many program activities. Secondly, the planned outreach training for municipal staff was postponed to get more guidance and support from GDMA on the training content.

During the reporting period the municipalities employed various community outreach activities bringing the total to 52 public outreach mechanisms undertaken during the year, as summarized in the following table.

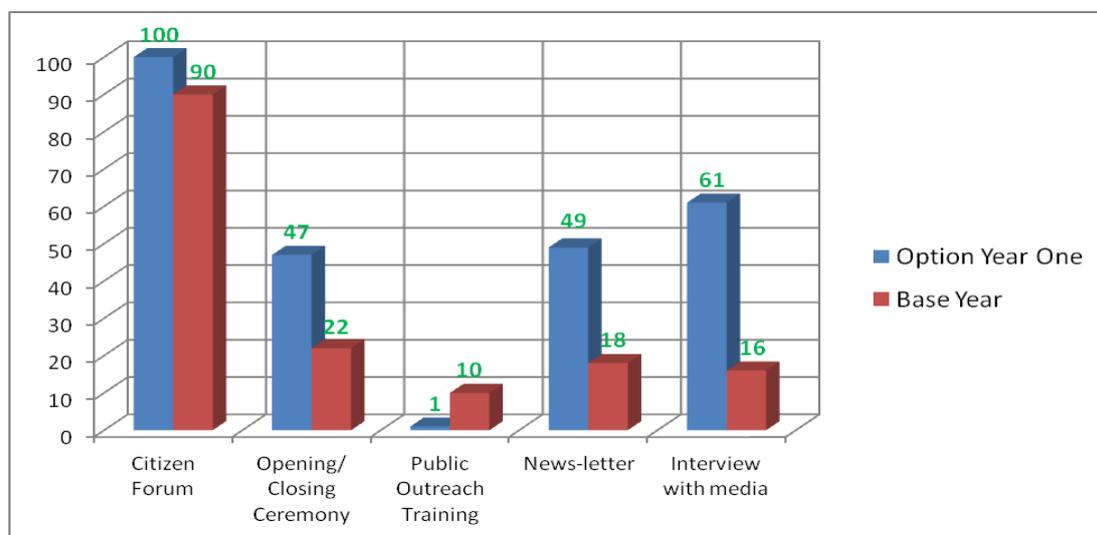
Citizen Engagement Mechanisms implemented (Option Year 1)																					
Municipality	Citizen Forum				Opening/Closing Ceremony				Public Outreach Training				Newsletter				Media Outreach				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Asadabad	1	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	3
Bamyan	1	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	4
Bazarak	1	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	1	4
Charikar	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	4
Ghazni	1	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	1	0	0	0	4
Gardez	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	4
Jalalabad	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	4
Khost	1	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	1	0	0	0	4
Maidan Shar	1	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	1	0	0	0	4
Mahmud Raqi	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	4
Mehterlam	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	1	1	0	0	0	5
Parun	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Puli-Alam	0	1	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	1	0	4
Sharana	1	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	1	0	4
Total	12	1	0	0	4	6	2	1	1	0	0	0	7	1	2	3	5	2	4	1	52

The table below summarizes the frequency of community engagement activities conducted by the municipalities during the reporting period. In total 100 citizen forums were convened, 47 opening or closing ceremonies were organized, 49 issues of community newsletters were printed and 61 radio programs or media interviews were aired.

All target municipalities (except Parun) held regular citizen forums, organized opening or closing ceremonies for municipal service delivery projects, and published municipal newsletters. All mayors (except in Parun and Asadabad) engaged in other media outreach initiatives such as radio and television interviews.

Frequency of Community Engagement Activities per Municipality (Option Year 1)						
Municipality	Citizen Forum	Opening/ Closing Ceremony	Public Outreach Training	News-letter	Interview with media	TOTAL
Asadabad	8	5	0	8	0	21
Bamyan	8	4	0	5	8	25
Bazarak	5	3	0	0	4	12
Charikar	8	3	0	2	4	17
Ghazni	12	2	0	4	6	24
Gardez	2	3	0	1	1	7
Jalalabad	9	1	0	3	4	17
Khost	10	3	0	5	4	22
Maidan Shar	7	4	0	3	5	19
Mahmud Raqi	11	4	0	4	4	23
Mehterlam	7	2	1	1	5	16
Parun	0	0	0	0	0	0
Puli-Alam	5	8	0	9	5	27
Sharana	8	5	0	4	11	28
TOTAL	100	47	1	49	61	258

The frequency of citizen participation activities increased in Option Year 1 compared with Base Year results, as illustrated in the following graph.



Across the 13 municipalities, the citizen forums attracted a total of 3,023 participants (2,725 males and 298 females) including government officials, community elders, representatives from the business sector, women and youth, and the general public.

With the support of RAMP UP East citizen forums were initiated in all municipalities early on during the project. These citizen forums (and similar initiatives replicated by the RAMP UP

programs in other regions) have evolved as an effective mechanism to engage the municipality and its citizens in a regular dialogue about the accomplishments and plans of the local government, the concerns and priorities of the citizens, and other municipal issues. GDMA has requested RAMP UP East to convert the forums into Municipal Advisory Boards. These boards are mandated by the new municipal law that is under review by the government. In Option Year 2, RAMP UP East will work closely with GDMA and the target municipalities to organize these Municipal Boards.

Participants in Community Forums (Option Year 1)				
No	Municipality	Total participants	Male	Female
1	Asadabad	146	144	2
2	Bamyan	220	196	24
3	Bazarak	100	97	3
4	Charikar	278	241	37
5	Ghazni	302	282	20
6	Gardez	44	44	0
7	Jalalabad	360	350	10
8	Khost	248	200	48
9	Maidan Shar	376	361	15
10	Mahmud Raqi	345	221	124
11	Mehterlam	251	237	14
12	Puli-Alam	118	118	0
13	Sharana	235	234	1
Total		3,023	2,725	298

The number of participants increased in Option Year 1 compared with the Base Year. The graph below shows the difference between public participation in community forums in the Base Year and Option Year by gender.



In Option Year 1 RAMP UP East organized drawing contests for children to raise awareness about environmental concerns in the municipalities of Charikar and Bamyan. From October 3-8, 2011 a children's drawing contest was conducted in Charikar with the theme "Let's Take Care of Our City" among public school students from grades 3 to 8. Spearheaded by the municipality, the contest aimed to provide opportunities for adolescents and children to become more aware of their environment through art. The children were given five days to make their drawings and to involve their family in coming up with a concept, thereby expanding the reach of the environmental campaign to household members of the contestants. At the end of the contest, 967 entries were submitted and 41 drawings that best conveyed the theme were selected winners by a jury composed of representatives from the municipality, the provincial Department of Education, USAID, and RAMP UP East.



Parents and teachers were briefed about the upcoming children's drawing contest in Charikar

On May 4, 1,460 adolescents from eight schools in Bamyan participated in the voluntary *Hashar* day to clean the city prior to starting the drawing contest. It aimed to motivate the citizens and especially the youth of Bamyan to maintain a clean environment and be responsible for the protection of their historic city.



Voluntary city cleaning day (Hashar) in Bamyan

The drawing contest in Bamyan included 8 schools, the municipality and the Department of Education. The drawing contest took place from April 29 to May 8 with the theme "Let's Take Care of Our Ancient City." A total of 1,011 entries were submitted by 743 students (422 girls and 321 boys). The students worked very hard and the artwork that was submitted reflected the talent and enthusiasm of the participants. The judges selected 27 drawings that were considered the most outstanding, and the winners were awarded a school backpack, stationary and art kits.



Students and parents attending an art exhibition in Bamyan on May 9, 2012

RAMP UP East also supported municipalities in raising awareness among citizens by printing and distributing 7,800 posters. The posters addressed three themes: sanitation and hygiene; municipal taxation and the sustainability of services; duties of the municipality. In addition, 7,000 copies of a calendar with local governance messages were printed.

IR 2 Delivery of Municipal Services to Citizens in targeted Municipalities improved

RAMP UP East assists municipal governments in delivering basic services to citizens in order to improve the confidence and faith of the people that local government officials are working in the public interest. This component has four indicators, namely: IR 2.1 number of sub-national government entities receiving RAMP UP East assistance to improve their performance; IR 2.2 number of municipal service delivery projects implemented; IR 2.3 percentage of activities involving government officials in project planning, implementation, and/or evaluation; and IR 2.4 percentage of citizens who believe that their access to municipally-provided services has increased.

IR 2.1 Number of sub-national government entities receiving RAMP UP East assistance to improve their performance

Indicator IR 2.1: # of sub-national government entities receiving RAMP UP East assistance to improve their performance					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	14	14	14	14	14

RAMP UP East has a life-of-project target of assisting 14 municipal governments in improving the delivery of public services to their constituents. All municipalities have been receiving assistance from the project, including in the province of Nuristan, where access is restricted due to the security conditions. This quarter the project has continued to engage counterparts in this province through the implementation of gender and youth focused activities. RAMP UP East has also engaged with the recently appointed Mayor of Parun and is in discussions with GDMA and the Mayor to start up additional program activities in the municipality in Option Year 2.

IR 2.2 Number of Municipal Service Delivery Projects implemented

Indicator IR 2.2: # of municipal service delivery projects implemented					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	8	7	0	0	4

Activities under this indicator include the implementation of solid waste management (SWM) projects supported by RAMP UP East. For the citizens, aside from the primary function of cleaning public areas in the municipality and collecting and disposing garbage from households and businesses in an environmentally proper manner, solid waste management provides cash-for-work opportunities. For the municipality, solid waste management projects serve to improve the visibility of the local government and provide on-the-job learning opportunities for municipal officials.

During Option Year 1, eleven municipalities were assisted in implementing an integrated solid waste management program with financial and technical support from RAMP UP East.

RAMP UP East organized training for municipal counterparts in 13 target municipalities on solid waste management standard operating procedures (SOPs) and SWM planning. The training aimed to ensure that municipalities are able to sustain and improve the solid waste management program initiated by RAMP UP East.

During this reporting period USAID approved the purchase of solid waste collection vehicles and landfill equipment for 9 municipalities: Bazarak, Charikar, Gardez, Khost, Mahmud Raqi, Maidan Shar, Mehterlam, Puli-Alam, and Sharana. The vehicles and equipment are currently in the process of international competitive bidding and are expected to be delivered towards the end of 2012.

Amount of solid waste collected per municipality	
Municipality (Province)	Amount collected (in m ²)
Asadabad (Kunar)	727
Bamyan (Bamyan)	2,062
Charikar (Parwan)	12,960
Gardez (Paktya)	708
Khost (Khost)	1,178
Mahmud Raqi (Kapisa)	842
Maidan Shar (Wardak)	1,321
Mehtarlam (Laghman)	210
Bazarak (Panjshir)	2,505
Pul-i-Alam (Logar)	3,000
Sharana (Paktika)	1,630
TOTAL	27,143

IR 2.3 Percentage of RAMP UP East activities involving government officials

The involvement of government officials is a critical factor of RAMP UP East's work. The project collaborates with the municipalities on service delivery and infrastructure projects, economic development planning, public outreach, and youth and gender activities, in an effort to bring about good governance and engender confidence among the citizens in their local officials' ability to provide services and respond to their needs. The local chief executives and officials of the target municipalities have taken ownership of many of the activities undertaken with RAMP UP East support, with most of them leading in the implementation and supervision of program activities and in advocating with citizens.

Indicator IR 2.3: % of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	100%	100%	100%	100%	100%

In all RAMP UP East target municipalities mayors take the leadership in managing the implementation of projects. Municipal staff, in particular the engineering and public works managers, have hands-on involvement in project implementation, starting with planning, implementation and day-to-day project management. The staff is motivated to be more involved in project implementation because they learn from working with the embedded advisors.

The table below shows the number completed infrastructure and service delivery projects during the year that involved the municipal officials in preparation and implementation.

Completed activities involving government officials by municipality			
Municipality	Total number of activities completed	Total number of completed activities with government involvement	Percentage with government involvement
Asadabad	5	5	100%
Bamyan	2	2	100%
Charikar	4	4	100%
Gardez	3	3	100%
Khost	5	5	100%
Mehterlam	2	2	100%
Mahmud Raqi	3	3	100%
Maidan Shar	1	1	100%
Bazarak	5	5	100%
Puli-Alam	3	3	100%
Jalalabad	2	2	100%
Sharana	4	4	100%
TOTAL	39	39	100%

IR 3 Increased Municipal Capacity to enable, support and sustain Economic Growth

Activities implemented under this component support the growth of local economic development and strengthen revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. This component will be measured by the following indicators: IR 3.1 number of public private partnerships established; IR 3.2 number of person-days of employment generated; IR 3.3 number of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenues; and IR 3.4 percentage increase in revenue generated.

IR 3.1 Number of public-private partnerships established

Indicator IR 3.1: # of public private partnerships established					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	10 in 5 different municipalities	0	0	0	1

During Option Year 1, the RAMP UP East economic development team pursued a number of projects that had potential for development as public-private participation contracts. However, only one of those (the first public car park in Puli-Alam) was completed and tendered to the private sector by the end of Option Year 1. The municipal government leased the car park to a private sector operator at the end of April, immediately following the formal handover of the site to the municipality by RAMP UP East.

The second car park, which was completed in the middle of June, will also be leased to a private operator after the formal hand over is completed. It is expected that this car park will be tendered by the end of July.

The public car park in Jalalabad will be completed in August. RAMP UP East is supporting the municipal government with the preparations for a public tender. RAMP UP East has targeted seven other potential PPP projects (besides the car parks mentioned above), but all of the projects are still under construction. These include:

- Public latrine projects;
- Renovation of a sports stadium;
- Public bath house;
- Fruit and vegetables markets; and
- A women’s park and canteen.



The first public car park in Puli-Alam, constructed with RAMP UP East support, is a source of revenue for the municipality

The RAMP UP East team is reviewing recent sales (or leases) of municipal assets that meet the criteria for a PPP arrangement but have not been formalized as commercial PPP contracts tendered in a transparent way. Once identified, the RAMP UP East team will offer assistance to the municipalities to draft formal, publicly posted agreements between the municipal government and the private sector parties involved in accordance with the existing procurement law.

RAMP UP East is also part of a multi-donor working group that is assisting GDMA in the preparation of a national PPP guideline for municipal governments. GDMA plans to complete a first draft of this guideline ready by the end of August. The RAMP UP East team has been asked to complete the chapter on the preparation of feasibility studies.

IR 3.2 Number of person-days of employment generated

By increasing economic opportunities and the availability of employment, RAMP UP East seeks to develop a more stable and secure environment in the municipal areas. Increased opportunities for employment are measured by the number of paid labor days worked on infrastructure and service delivery projects. This Year RAMP UP East implemented a total of 56 projects of which 38 were completed and 15 are continuing. These projects generated a total of 112,564 labor days.

Indicator IR 3.2: # of person-days of labor					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	86,000 man days of Labor	26,287	41,933	22,112	22,235

The table below shows the number of labor days disaggregated by municipality. It is worth noting that all laborers are male: in Afghanistan no females are employed as laborers on infrastructure construction projects or service delivery.

Number of Labor Days per Municipality (Option Year 1)		
1	Asadabad (Kunar)	21,625
2	Bamyan (Bamyan)	6,758
3	Charikar (Parwan)	11,218
4	Gardez (Paktya)	2,687
5	Ghazni (Ghazni)	1,573
6	Jalalabad (Nangarhar)	23,673
7	Khost (Khost)	5,196
8	Mahmud Raqi (Kapisa)	2,540
9	Maidan Shar (Wardak)	7,660
10	Mehterlam (Laghman)	13,440
11	Baxarak (Panjshir)	5,989
12	Parun (Nuristan)	0
13	Puli-Alam (Logar)	5,244
14	Sharana (Paktika)	4,961
Total		112,564

IR 3.3 Number of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenue

In Option Year 1 revenue enhancement activities focused on the development and implementation of an automated business licensing system in 13 target municipalities, and the design and piloting of a property registration and *Safayi* tax collection system in four municipalities.

As a result of formal requests from other municipalities, RAMP UP East will roll out the property registration and *Safayi* tax collection system in all other target municipalities (except Parun) in Option Year 2.

Indicator IR 3.3: # of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenue					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	14	13	13	13	13

Business registration

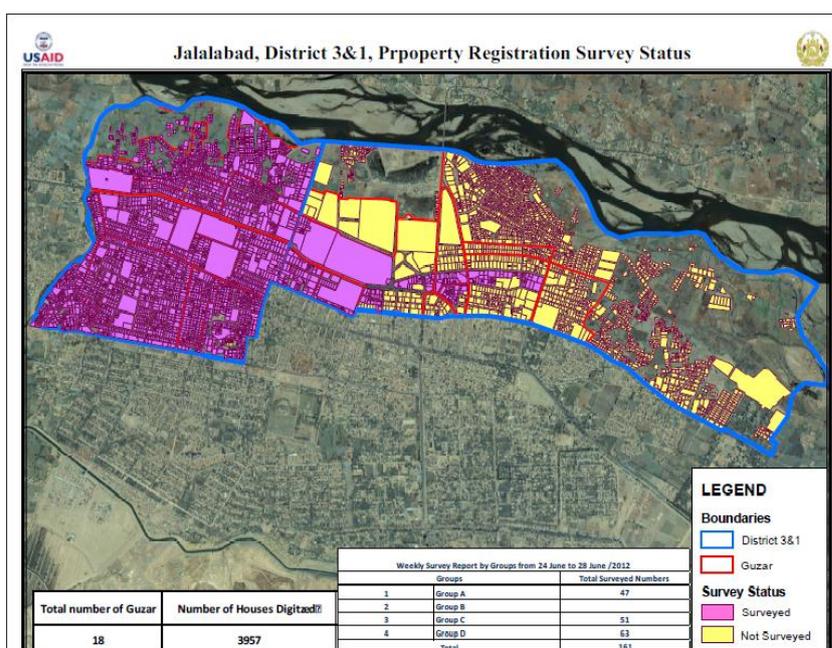
Based upon the successful piloting of the business registration system in Charikar and Mahmud Raqi in the Base Year of the project, RAMP UP East and GDMA agreed to roll out the system in 11 other target municipalities. The registration of all local businesses (the first stage of the licensing process) has been completed in 13 RAMP UP East municipalities. To support the issuing of licenses, RAMP UP East also installed IT equipment in the municipal revenue departments. By the end of the Option Year the business license fee rates were reviewed and revised by GDMA and MOF. The previous rate was set during the Taliban era and was too low to even cover the operational costs of the business registration and licensing system. The new rate has been incorporated into the database.

The table below shows the results achieved by 13 municipalities since the introduction of the new business licensing system.

Municipality	Number of businesses registered	Number of <i>Tarifa</i> delivered	Number of licenses delivered	Amount deposited in AFs
Asadabad	1,588	8	8	1,850
Bamyan	868	0	0	0
Charikar	2,607	100		1,120
Gardiz	2,124	65	65	31,500
Ghazni	6,803	0	0	0
Jalalabad	5,500	179	75	26,180
Mahmud Raqi	960	21	21	11,000
Khost	5,480	705	688	318,650
Mehterlam	3,600	195	137	3,950
Puli-Alam	1,500	254	218	282,551
Maidan Shar	288	16	14	4,000
Bazarak	595	0	0	0
Sharana	1,140	330	214	32,521
TOTAL	33,053	1,873	1,440	713,322

Property registration

In addition to business licensing fees, another sustainable source of revenue for municipalities is the city cleaning, or *Safayi* tax. Municipalities have been using an antiquated manual system that is not only cumbersome to manage and vulnerable to human error, but that has also been used to collect revenue from only a small portion of the properties in the municipality. Most municipalities expressed interest in updating their old system, especially those with large numbers of properties that have not yet been registered. The first step in updating and computerizing the existing system is to survey every property. Four municipalities were selected as pilots to test the new property registration system in Option Year 1: Jalalabad, Khost, Ghazni and Charikar.



Map of the property registration survey in the 1st and 3rd municipal district of Jalalabad city

Jalalabad was the first municipality to start the property registration surveys with technical assistance from RAMP UP East in the 3rd municipal district of the city. By the first week of June, the survey teams had expanded their activities to the fourth municipal district. This

process will be continued from district to district until all the municipal districts are covered by the property registration scheme.

To support the property registration activity, RAMP UP East recruited male and female surveyors to measure residential and commercial properties. Each survey team is led by a municipal official. The *wakil gozar* is also involved in the process by informing the community about the property registration drive and by facilitating access for the survey team to properties for measurement. The geographic coordinates of each surveyed property are recorded in a digital database, which is the main responsibility of the GIS technician recruited by RAMP UP East.

The table below shows the progress of property registration activities to date.

Municipality	Number of surveyors		Municipal district	Number of properties registered	Number of forms entered into the database	Number of properties digitized in GIS map
	M	F				
Ghazni	12	0	2 nd	2,534	2,534	2,534
Jalalabad	10	5	3 rd	3,957	3,957	3,957
Charikar	6	3	1 st	1,819	628	1,819
Khost	10	2	1 st -2 nd -3 rd	1,474	722	1,431

IR 3.4 Percentage increase in revenue generated

The target for this indicator was a 20% increase in municipal revenue in 7 municipalities. The figures in the table below show that this target was met or exceeded in 8 of the RAMP Up East target municipalities. The figures are based on the Afghan Fiscal Year end of March 20, 2011 and 2012.

Indicator IR 3.4 % increase in revenue generated					
Year	Municipality	Baseline	Target	Actual	% Change
Option Year 1	Asadabad (Kunar)	24,047,000 AFs	20% increase in 7 municipalities	40,984,463 AFs	70%
	Bamyan (Bamyan)	31,793,000 AFs		24,158,189 AFs	-24%
	Charikar (Parwan)	61,056,000 AFs		32,254,690 AFs	-47%
	Gardez (Paktya)	33,832,000 AFs		44,268,965 AFs	31%
	Ghazni (Ghazni)	37,279,000 AFs		62,204,680 AFs	67%
	Jalalabad (Nangarhar)	217,339,000 AFs		220,822,875 AFs	2%
	Khost (Khost)	114,412,000 AFs		80,151,192 AFs	-30%
	Mahmud Raqi (Kapisa)	7,129,000 AFs		15,522,170 AFs	118%
	Maidan Shar (Wardak)	21,788,000 AFs		36,150,734 AFs	66%
	Mehterlam (Laghman)	40,154,000 AFs		104,049,424 AFs	159%
	Bazarak (Panjshir)	17,249,000 AFs		33,342,770 AFs	93%
	Puli-Alam (Logar)	40,712,000 AFs		32,419,251 AFs	-20%
	Sharana (Paktika)	9,294,000 AFs		46,363,738 AFs	399%

Reporting Indicators

RAMP UP East is tracking the following 7 cross-cutting Reporting Indicators:

- R.1: Number of individuals who received RAMP UP East-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization.
- R.2: Number of government officials receiving RAMP UP East-supported anti-corruption training.
- R.3: Number of mechanisms for external oversight of public resource use supported.
- R.4: Number of key-infrastructure rehabilitated or improved.
- R.5: Number of interventions resulting in increased participation of women in government and civil society.
- R.6: Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries.
- R.7: Number of youth support interventions resulting in increased participation of youth in municipal affairs and community development.

R.1 Number of individuals who received RAMP UP East-assisted training

RAMP UP East targeted a total of 117 municipal officials to be trained in various competencies, skills and tools during the first Option Year.

This target was exceeded: in Option Year 1, a total of 221 municipal officials (218 male and 3 female) attended training courses that included engineering (AutoCAD software, detailed engineering surveys, environmental procedures), gender equity and equality, planning and budgeting, solid waste management, business registration, property registration, revenue forecasting, financial planning, developing maintenance procedures, municipal procurement SOP formulation, and implementation of business licensing and fee collection system.

<i>Indicator R.1: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization</i>					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	117	39	45	84	53

In addition, 28 female engineers from Kabul University were trained on construction quality management, a program that is certified by the US Army Corps of Engineers.

Individuals trained by municipality and gender (Option Year 1)			
Municipality	Total	Male	Female
Asadabad	12	12	0
Bamyan	10	10	0
Charikar	19	19	0
Gardez	10	10	0
Ghazni	23	23	0
Jalalabad	20	20	0
Mahmud Raqi	19	18	1
Kabul	1	1	0
Khost	21	21	0
Maidan Shar	21	19	2
Mehterlam	10	10	0
Parun	2	2	0
Puli-Alam	21	21	0
Bazarak	18	18	0
Sharana	14	14	0
Total	221	218	3

All training designs and materials (trainer's guides, slide presentations, handouts and exercises, and pre- and post-tests) have been documented in English and the national languages. These materials were subsequently submitted to GDMA for review and dissemination to other projects working with municipalities. A training library is also being maintained.

R.2 Number of individuals who received RAMP UP East-supported anti-corruption training

For Option Year 1, RAMP UP East set a target of training 76 municipal public officials on anti-corruption topics. This target was exceeded as can be seen in the following table.

Indicator R.2: # of government officials receiving RAMP UP East-supported anti-corruption training					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	76	13	9	0	156

During the Year, 178 municipal officials attended anti-corruption training provided by RAMP UP East as summarized in following table.

Individuals trained by municipality and gender (Option Year 1)			
Municipality	Total	Male	Female
Asadabad	14	14	0
Bamyan	13	13	0
Charikar	19	19	0
Ghazni	2	2	0
Jalalabad	62	62	0
Mahmud Raqi	12	12	0
Maidan Shar	4	2	2
Khost	20	20	0
Mehterlam	15	15	0
Puli-Alam	8	8	0
Bazarak	9	9	0
Total	178	176	2

The anti-fraud training was delivered in partnership with municipal government officials. First, a training-of-trainers course was conducted in Kabul attended by RAMP UP East Public Administration embedded advisors and their counterpart from the municipal administration department. The trainers returned to their municipality to deliver the training. The participation of municipal administration department heads boosted the acceptability of the course to other municipal government officials, including mayors and deputy mayors.

Based on the positive responses to the training, a follow-up course will be implemented in Option Year 2. This course will provide a more in-depth analysis of fraud detection and prevention, including case studies designed to elicit commitments from participants to actively prevent and pursue fraud.

R.3 Number of mechanisms for external oversight or public resource use support

This indicator is a cross-cutting metric that seeks to reduce opportunities for corruption by instituting external oversight of the use of public resources. Public resources include the tax revenue that the municipality collects from its citizens, donor funds used for municipal infrastructure and service delivery projects, and fees or leases generated by municipal assets. These resources should be accounted for accurately and transparently to the citizens. External oversight may come from broader governmental institutions, policies, and also from the municipal citizens themselves.

Indicator R.3: # of mechanisms for external oversight of public resource use supported					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	28	0	0	4	5
Present at least 2 municipal finance reporting mechanisms per municipality					

During the Base Year of the project, RAMP UP East focused on increasing the accuracy of financial accounting and effectiveness of municipal asset management. This was done

through the activities performed by the embedded advisors in the financial, administrative and public works departments. A methodology for measuring this indicator was not established until February 2012 when the revised PMP was approved. RAMP UP East subsequently modified the budgeting survey to capture data related to the presentation of the 1390 year end actual results and 1391 budget forecast in the citizen forum and/or municipal newsletter.

Mechanisms for External Oversight of Public Resources	Asadabad	Bamyayn	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shar	Metherlam	Bazarak	Puli-Alam	Sharana
1390 Actual Results presented in citizen forum				√	√	√							
1390 Actual Results presented in municipal newsletter												√	
1391 Budget presented in the citizen forum				√	√	√						√	
1391 Budget presenting in the municipal newsletter					√								
Total				2	3	2						2	

The municipalities closed their accounting records in early April and begun preparing the new budget. At that time, three municipalities presented the results of fiscal year 1390 in the public forum (Gardez, Ghazni, and Jalalabad) and one (Puli-Alam) printed the results in the municipal newsletter.

Most of the municipalities received final budget approval from the government in late June. The municipalities were not able to present the 1391 proposed budget before it was approved and by the end of the reporting period only four municipalities (Gardez, Ghazni, Jalalabad, and Pul-i-Alam) had presented their proposed budget in a public forum. One municipality (Ghazni) had also printed the proposed budget in the municipal newsletter.

Other municipalities have prepared presentations and drafted newsletters, but these activities are scheduled to occur in July and will be reported in the next quarterly report.

R.4 Number of key-infrastructure rehabilitated or improved

RAMP UP East targeted the completion of 68 key infrastructure projects during Option Year 1. However, due to budget constraints and implementation delays this target was not met.

Indicator R.4: # of key-infrastructure rehabilitated or improved					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	68	2	8	5	13

During the Option Year 28 infrastructure projects in 11 municipalities were completed and 14 ongoing projects were carried over to Option Year 2. The following table summarizes the projects completed in Option Year 1.

Completed infrastructure projects (Option Year 1)				
No	Municipality	Province	Activity	Specification
1	Asadabad	Kunar	Retaining wall construction	Construction of 300m retaining wall
2	Asadabad	Kunar	Gravel road, culvert Installation & retaining wall construction	Construction of 2 km gravel road, installation of 18 culverts and 6 segments of retaining wall totaling 660m along the Peach River.
3	Asadabad	Kunar	Retaining wall construction	Construction of 3 sections retaining wall along Dam Kelay Stream with a total cumulative length of 300m
4	Asadabad	Kunar	Solid waste collection and trash bin/enclosures project	Collection of solid waste, construction of 80 solid waste bins/enclosures, and landfill operations
5	Bamyan	Bamyan	Public latrines construction	Construction of a 6 space public latrine within the major built up and market areas of Bamyan municipality.
6	Charikar	Parwan	Landfill expansion project	7 km to the east of the city center, adjacent to the existing improvised solid waste disposal site.
7	Charikar	Parwan	Drainage ditch construction & street rough grading	Construction of 7km of drainage ditches and rough grading of 5km of streets
8	Charikar	Parwan	Street improvements project	Construction of 8 km internal roads in District 1, to include road expansion, grading, gravelling and drainage ditch improvements.
9	Gardez	Paktia	Sidewalk rehabilitation project	Construction of 4,200 m ² of mosaic sidewalk, repairing of existing fence along the avenue from the Governor's office to Khost national highway
10	Gardez	Paktya	Construction of solid waste bins/enclosures project	Construction/supply of 84 solid waste bins/enclosures throughout the municipality
11	Jalalabad	Jalalabad	4m culvert construction	Construction of 2 4-meter long culverts at Rokhan Mena (District 4)
12	Jalalabad	Jalalabad	Culvert installation project	Installation of 50 culverts in 5 districts of the city
13	Khost	Khost	Drainage ditch rehabilitation	Rehabilitation of existing drainage ditches through the leveling and installation of metal grate covers; repair of masonry side walls and covering of ditches with culverts.
14	Khost	Khost	Women's park renovation	Provision of irrigation, lighting, and landscaping
15	Khost	Khost	Road and drainage ditch reconstruction project	Reconstruction and asphaltting of a 700m stretch of road in downtown Khost and repair of stone masonry drainage ditches on both sides
16	Khost	Khost	Solid waste collection and bin supply project	65 trash bins/enclosures. Support for landfill operation through the supply of labor and fuel for equipment

No	Municipality	Province	Activity	Specification
17	Mahmud-Raqi	Kapisa	Street asphaltting & drainage ditch construction	Road improvements in the central city to include asphaltting, drainage ditch, median & culvert construction
18	Mahmud-Raqi	Kapisa	Drainage ditch, sidewalk & culvert construction project	Construction of a total of 140m each of drainage ditches, concrete tile sidewalk and concrete sidewalk/shoulder along Rig-i-Rawan Road in Da Baba Ali
19	Mehterlam	Laghman	Drainage ditch & sidewalk construction project	Construction of 4,000m of roadside drainage ditches and sidewalks along the streets in the central commercial district (bazaar area).
20	Bazarak	Panjshir	Drainage ditch & sidewalk construction project	Construction of 1,000 linear meters of drainage ditch, culverts and 2,816 square meters of sidewalk located along 4 streets.
21	Bazarak	Panjsher	Construction of temporary solid waste disposal site	Construction of a 50m x 50m x 1.5m excavated site to include perimeter fencing/gate and monitoring test well
22	Bazarak	Panjsher	Street asphaltting project	Asphaltting of 4 parallel streets totaling 1000m
23	Bazarak	Panjsher	Solid waste bin/enclosure construction project	Construction of 32 bins/enclosures to be placed throughout the municipality
24	Pul-i-Alam	Logar	Automobile parking facility 1	Construction of a 1,598 m ² parking facility, including a guard house and public toilet
25	Pul-i-Alam	Logar	Automobile parking facility 2	Construction of a 3,117 m ² parking facility in the city center, including a boundary wall, fence and guard house
26	Sharana	Paktika	Solid waste disposal enclosures	Construction of 70 reinforced concrete enclosures for solid waste disposal.
27	Sharana	Paktika	Public latrine 1 construction	10 compartments
28	Sharana	Paktika	Public latrine 2 construction	10 compartments



Completed Mosaic Sidewalk Project in Gardez.



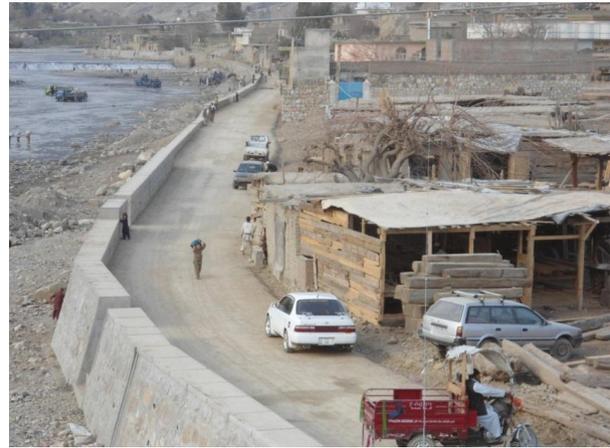
Completed Public Latrine Project in Bamyan

Before and after pictures of a sample of infrastructure projects funded by RAMP UP East

Asadabad 2 KM Gravel Road, Culvert Installation and Retaining Wall Construction Project



Before



After

The 660-meter long retaining wall is part of the 2-kilometer gravel road project in Kerala that was completed on March 12, 2012. Before the road was constructed, vehicles could not pass by this strategic road that connects Asadabad to Nuristan Province. Travel by foot was also difficult. On March 25, Asadabad Mayor Abdul Ghani Abbasi received the project on behalf of the citizens. In his speech he said, “This project is one of the biggest achievements of the Asadabad municipality. With support from RAMP UP East we addressed the needs of our people, we provided employment opportunities to the local residents, and we built a relationship based on trust with our fellow citizens here in Asadabad.”

Khost Drainage Ditch and Culvert Rehabilitation Project



Before



After

Prior to the start of this project, the condition of the drainage ditches in the central area of the Khost municipality were in a state of disrepair. The ditches were being used for depositing refuse and the area surrounding the ditches was uneven so the ditches did not provide proper drainage. With the deposit of waste in the ditches and the stagnant water that failed to drain, a significant health hazard was created with sometimes strong odors.

The drainage ditch improvement project has provided covers for the ditches, preventing the accumulation of solid waste in the ditches and has eliminated the need to continuously clean the ditches.

R.5 Number of interventions resulting in increased participation of women in government and civil society

Indicator R.5: Number of interventions resulting in increased participation of women in government and civil society					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	14 (One in each municipality)	0	10	2	1

Women and youth make up two-thirds of the population, yet their participation in the decisions that affect them has historically been very limited in Afghanistan. The conservative nature of Afghan society places severe restrictions on women's mobility, education and opportunities for self-determination. As a result they are often indifferent to the work of governing bodies such as municipalities. They lack knowledge about civic affairs, skills to advocate and organize, gateways to employment within the municipal bureaucracy, and business skills to make their business competitive. RAMP UP East's gender-responsive governance program was designed based on consultations with mayors, municipal officials, the Department of Women's Affairs, and civil society groups. The gender-responsive small grants program, which is being implemented in all 14 municipalities over a period of one year, has the following components:

1. **Fellowship program:** Aims to empower young women and men who are interested in working with municipalities in order to promote gender and youth integration and participate in public awareness activities focused on the roles and responsibilities of citizens in conjunction with their municipalities: for 56 young men and women.
2. **Public participation in governance:** A series of workshops in 1) communication, specifically public speaking and advocacy, 2) gender, civic education and governance, and 3) management and leadership: for 4,200 men and women.
3. **Capacity building for women entrepreneurs:** A series of initiatives, including training for women entrepreneurs and business owners in each target municipality. Focus areas include business planning and marketing, customer service, management and private-public partnerships for 420 women.

Component 2 of the gender responsive governance program is reported in this section (R.5) while component 1 and 3 of the same grant program are reported in the succeeding section (R.6).

Activities

The small grants for gender-responsive governance were introduced during Option Year 1. RAMP UP East aimed to implement one gender activity in each municipality, for a total of 14 interventions. Four local organizations were selected through public competitive bidding to implement the gender-responsive governance grants. These organizations are Bureau for Reconstruction and Development (BRD) for Bamyan, Ghazni and Maidan Shar; Afghanistan Relief and Rehabilitation Organization (ARARO) for Jalalabad, Asadabad, Mehterlam, Parun,



15 women during training in Mehtarlam, June 24

Khost and Sharana; and Afghan Amputee Bicyclists for Rehabilitation and Recreation (AABRAR) for Charikar, Mahmud Raqi, Bazarak, Puli-Alam and Gardez.

During Option Year 1, 13 out of 14 municipalities implemented Component 2: public participation in local governance. In Sharana, the in-class training was replaced by programs aimed at raising awareness through radio programs because of security concerns and lack of support by the mayor. A total of 2,491 participants (1,302 females and 1,189 males) received in-class training in all thirteen municipalities.

Participants in the municipalities received training in leadership, advocacy, communication, governance, gender mainstreaming, conflict management and roles and responsibilities of the municipalities and citizens.

Gender Component 2 Training conducted (09 June 2011 - 08 June 2012)						
No	Municipality	Intervention Implemented	Public participation in Local Governance		Total	Topics
			Male	Female		
1	Bamyan	1	90	108	198	Leadership, advocacy, communication, governance conflict management and roles and responsibilities of the municipalities and citizens
2	Ghazni	1	88	110	198	
3	Maidan Shar	1	120	111	231	
4	Jalalabad	1	90	90	180	Gender mainstreaming, communication, governance, advocacy, leadership/management and roles and responsibilities of the municipalities and citizens
5	Asadabad	1	105	105	210	
6	Mehterlam	1	105	105	210	
7	Parun	1	105	105	210	
8	Charikar	1	151	149	300	Gender in governance and leadership, advocacy, effective communication and roles and responsibilities of the municipalities and citizens
9	Bazarak	1	93	151	244	
10	Mahmud Raqi	1	137	103	240	
11	Gardez	1	30	30	60	Gender in governance and leadership, advocacy, effective communication and roles and responsibilities of the municipalities and citizens
12	Khost	1	30	30	60	
13	Puli-Alam	1	45	105	150	
14	Sharana	0	0	0	0	
Totals			1,189	1,302	2,491	

R.6 Number of interventions leading to increased employment and economic opportunities for women

Indicator R.6: Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries.					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	28 (2 in each municipality)	0	14	11	2

Two gender activities are measured by this indicator: Components 1: fellowship program and Component 3: capacity building for women entrepreneurs.

Fellowship program

The fellowship program aims to empower young women and men who are interested in working with municipalities in order to promote gender and youth integration and participate in public awareness of the roles and responsibilities of citizens in conjunction with their municipalities.

In Option Year one, 52 participants (4 from each municipality) joined the fellowship programs in two phases. The fellows have been working in the municipal offices and the grantee's offices to be oriented on office work and procedures.

Capacity building for women entrepreneurs

The capacity building for women entrepreneurs' component consists of a series of activities that include training for women entrepreneurs and business owners. The topics included business planning and marketing, management, public-private partnerships, bookkeeping, networking, customer service and business sustainability. Additionally, one or more events to promote women businesses will be undertaken and four product exhibitions will be organized in each province.



Training for 30 women entrepreneurs in Ghazni, May 14

During the Option Year, a total of 390 female entrepreneurs attended the training. The training covered economic activities, profitability, advantages and disadvantages of small businesses, public private partnerships, communication, business planning and development, marketing and accounting. The training was conducted in Asadabad, Mehtarlam, Parun, Bamyān, Ghazni, Maidan Shar, Jalalabad, Gardez and Puli-Alam.

In addition, 25 exhibitions took place in these same municipalities and in Charikar, Mahmud Raqi and Bazarak.

Gender Component 3 Training conducted (Option Year 1)				
No	Municipality	Intervention Implemented	Women's Participation in Service Delivery	Training Topics
			Female	
1	Bamyan	1	30	Business management, economics; profitability, advantages and disadvantages of small businesses
2	Ghazni	1	30	
3	Maidan Shar	1	30	
4	Jalalabad	1	30	Advertising, business networking and marketing, public private partnerships, communication
5	Asadabad	1	30	
6	Mehterlam	1	30	
7	Parun	1	30	
8	Charikar	1	30	Management, book keeping, business development, business planning and marketing skills, business planning, business development, marketing and accounting
9	Bazarak	1	30	
10	Mahmud Raqi	1	30	
11	Gardez	1	30	Business set up, organizational management, business planning, business development, marketing and accounting
12	Khost	0	0	
13	Puli-Alam	1	30	
14	Sharana	1	30	
Total		13	390	

R.7 Number of youth support interventions resulting in increased participation of youth in municipality affairs and community development

Indicator R.7: Number of youth support interventions resulting in increased participation of youth in municipality affairs and community development					
Year	Target	Q1 (Jul-Sep)	Q2 (Oct – Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)
Option Year 1	42 (3 in each municipality)	0	30	9	3

The purpose of the RAMP UP East-supported youth participation program is to expand the participation of female and male youth in municipal activities, specifically greenery and environmental cleanliness. This program aims to achieve the following: 1) strengthen the partnership between civil society/NGOs and the municipality; 2) improve public communication and the confidence of citizens in their municipal

Women from different districts in Kapisa brought their products to Mahmud-i-Raqi for the women's small business exhibition held on January 28.



authorities through youth outreach activities; and 3) promote public engagement and citizen participation through municipal campaigns and other structured undertakings. Activities under this small grants program are mainly designed for youth who have graduated from high school but who are unemployed or lack practical working experience and skills, and are not currently enrolled in tertiary education. In other words, these are the job seekers who do not know how and where to start looking for work. This activity is therefore designed for and focused on youth capacity development.

The Youth Participation Program has three components:

- 1) **Internship program** for 6 youth per municipality in all 14 municipalities consisting of 3 females and 3 males;
- 2) **Computer training program** for 40 youth per municipality: 20 females and 20 males;
- 3) **Sports activities** (volleyball, football, taekwondo, cricket) in 14 municipalities covered by RAMP UP East.



Volleyball tournament in Sharana

The small grants for youth programs were awarded to four local NGOs who were tasked to implement the three components in all fourteen target municipalities. The program was awarded to Afghan Mobile Reconstruction Association (AMRAN), Afghanistan Rehabilitation and Education Program (AREP), Reconstruction and Social Service for Afghanistan Organization (RSSAO) and Education and Training Center for Poor Women and Girls (also known as Education Center for Women ECW).

During the Option Year, 5,177 male and 343 females for a total of 5,520 youth were engaged in some or all three components of the youth participation small grants program.

Youth Participation Activities (Option Year 1)									
No	Municipality	Internship		Computer Class		Sports		Total	
		Male	Female	Male	Female	Male	Female	Male	Female
1	Bamyan	3	3	20	20	312	12	335	35
2	Asadabad	3	3	20	20	472	0	495	23
3	Charikar	3	3	20	20	48	0	71	23
4	Gardez	3	3	20	20	472	0	495	23
5	Ghazni	3	3	20	20	372	44	395	67
6	Jalalabad	3	3	20	20	472	0	495	23
7	Khost	3	3	20	20	520	0	543	23
8	Mahmud Raqi	3	3	20	20	176	0	199	23
9	Maidan Shar	3	3	40	0	368	0	411	3
10	Mehterlam	3	3	20	20	472	0	495	23
11	Nurgaram	1	1	10	10	216	0	227	11
12	Bazarak	3	3	20	20	48	0	71	23
13	Pul-i-Alam	3	3	20	20	376	0	399	23
14	Sharana	6	0	20	20	520	0	546	20
Total		43	37	290	250	4,844	56	5,177	343



The cricket team of Sharana poses for a picture with the deputy mayor before the start of the tournament.



A taekwondo tournament named "City cleaning tournament" was held in Khost on March 4, 2012

Annex 1 Completed and Ongoing Infrastructure Projects

Completed and ongoing infrastructure projects (since start of RAMP UP East)					
No	Municipality	Province	Activity	Specification	Current Status
1	Asadabad	Kunar	Drainage Ditch	1,300 M	Completed
2	Asadabad	Kunar	Drainage Ditch, City Market	600 M	Completed
3	Asadabad	Kunar	Construction Retaining Walls along Dam Kelay Stream	320 M	Completed
4	Asadabad	Kunar	Gravel Road, Culvert Installation & Retaining Wall Construction		Completed
			Gravel Road	10,000 sq M	
			Culverts	18 Each	
			Retaining Walls	460 M	
5	Asadabad	Kunar	Solid Waste Collection and Trash Bin/Enclosures Project	80 Enclosures	Completed
6	Bamyan	Bamyan	Waste Disposal Enclosure Construction	15 Each	Completed
7	Bamyan	Bamyan	Construction of Mosaic Sidewalk	5,500 sq M	Completed
8	Bamyan	Bamyan	Construction of a public latrine	6 Stalls	Completed
9	Bamyan	Bamyan	Reconstruction and Asphalt Paving of Streets & Drainage Ditch Construction		Ongoing
			Asphalt Paving	7,110 sq M	
			Ditch	1,405 M	
10	Charikar	Parwan	Street Grading (District 2) and Ditches		Completed
			Street Grading	40,000 sq M	
			Drainage Ditches	7,000 M	
11	Charikar	Parwan	Cinema Demolition	1,167 sq M	Completed
12	Charikar	Parwan	Street Grading (District 1)	96,300 sq M	Completed
13	Charikar	Parwan	Landfill Expansion Construction Project	7,000 m	Completed
14	Charikar	Parwan	Drainage Ditch Construction & Street Rough Grading (District 2)		Completed
			Construction of 7 Km of Drainage Ditches	7000 M	
			Rough Grading of 5 Km of Streets	5000 M	
15	Gardez	Paktya	Construction of Sidewalk and Fence		Completed
			Sidewalk	4,200 sq M	
			Fence	1,050 M	
16	Gardez	Paktya	Landfill construction project, Construction of an improved unlined landfill with 3 individual cells and labor for landfill operations		Ongoing
17	Gardez	Paktya	Construction of Solid Waste Bins/Enclosures Project	84 Enclosures	Ongoing
18	Ghazni	Ghazni	Ada Kandahar Road Median/Parkway Improvement Project	1,125 sq M	Completed
19	Ghazni	Ghazni	Shah Mir Asphalt Subroad #1 & Drainage Ditch Reconstruction Project	1.332 km sub-roads	Ongoing
				2076 M ditch	
20	Ghazni	Ghazni	Subroad Asphalt Paving Project	1,500 M road	Ongoing
21	Ghazni	Ghazni	Bazazy Side-Walk Construction Project	2930 LM	Ongoing
22	Jalalabad	Nangarhar	Sidewalk	5,574 sq M	Completed
23	Jalalabad	Nangarhar	Construction of culverts	2 Each	Completed
24	Jalalabad	Nangarhar	Construction of 50 culverts	50 Each	Completed
25	Jalalabad	Nangarhar	Dosaraka Fabreka Rd, Ditch, median, Retaining Wall		Ongoing
26	Jalalabad	Nangarhar	Parking Lot RCC	7,000 sq M	Ongoing
			Culverts	3 Each	
			Retaining Walls	145 M	
			Median	1,200 sq M	
			Ditch	2,400 M	
27	Khost	Khost	Road and Drainage Ditch Reconstruction Project	700 M	Completed

Completed and ongoing infrastructure projects (since start of RAMP UP East)					
No	Municipality	Province	Activity	Specification	Current Status
28	Khost	Khost	Drainage Ditch Improvements	1,296 M	Completed
29	Khost	Khost	Woman's Park Renovation		Completed
			Park Rehabilitation Area	4,716 sq M	
			New Canteen	96 sq M	
			Mosque Rehabilitation	50 sq M	
30	Mahmud Raqi	Kapisa	Drainage Ditch, Sidewalk & Culvert Construction		Completed
			Ditch	240 M	
			Culverts	4 Each	
			Sidewalk	68 sq M	
31	Mahmud Raqi	Kapisa	Street Paving, Ditch and Median and Parking Lot		Completed
			Asphalt Paving	4,200 sq M	
			Culverts	2 Each	
			Retaining Walls	800 M	
			Paving of Parking Lot	2,040 sq M	
Median	480 sq M				
32	Mahmud Raqi	Kapisa	Construction of 2 Public Latrines	20 Stalls	Ongoing
33	Mahmud Raqi	Kapisa	Construction of Solid Waste Disposal Site	6,000 M	Ongoing
			Supply of Waste Receptacles	31 Enclosures	
34	Maiden Shar	Wardak	Drainage Ditch & Culvert Project		Completed
			Ditch	1,100 M	
			Culverts	6 Each	
35	Maiden Shar	Wardak	Solid Waste Receptacles	25 Each	Completed
36	Maiden Shar	Wardak	Sport Stadium Renovation & Construction Project		Ongoing
37	Maiden Shar	Wardak	Women & Children's Park Construction Project	8152 M	Ongoing
38	Maiden Shar	Wardak	Sidewalk Construction		Ongoing
			Construction of a 360M/1080 M2 of mosaic sidewalk on a reinforced concrete base	360 M 1,080 M2	
39	Mehterlam	Laghman	Construction of Drainage Ditch in Shahar-e-Naw	7,750 M	Completed
40	Mehterlam	Laghman	Construction of Drainage Ditch and Sidewalk in the Bazaar		completed
			Ditch	4,000 M	
			Sidewalk	1,200 sq M	
41	Bazarak	Panjshir	Ditch, Sidewalks and Culverts		Completed
			Ditch	1,000 M	
			Culverts	4 Each	
			Sidewalk	5,000 sq M	
			Median	400 M	
42	Bazarak	Panjshir	Paving of 4 Streets	5,800 sq M	Completed
43	Bazarak	Panjshir	Solid Waste Bin/Enclosure Construction	32 Enclosure	Completed
44	Bazarak	Panjshir	Construction of Temporary Solid Waste Disposal Site	3750 cu. M	Completed
45	Pul I Alam	Logar	Reinforced Concrete Parking Lot 1	1,598 sq M	Completed
46	Pul I Alam	Logar	Solid Waste Receptacles	55 Each	Completed
47	Pul I Alam	Logar	Reinforced Concrete Parking Lot 2	3,117 sq M	Completed
48	Sharana	Paktika	Ditch Project	1,000 M	Completed
49	Sharana	Paktika	Public Latrine	10 Stalls	Completed
50	Sharana	Paktika	Public Latrine	10 Stalls	Completed
51	Sharana	Paktika	70 RCC Solid Waste Enclosures	70 Each	Completed
52	Sharana	Paktika	Road Median Construction Project	400 M	Ongoing

