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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

QUARTERLY REPORT: APRIL - JUNE 2011



**APRIL- JUNE 2011**

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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC NORTH

**QUARTERLY REPORT: APRIL- JUNE 2011**

**Program Title:** Regional Afghan Municipalities Program for Urban Populations –  
Regional Command North (RAMP UP North)

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## COMMON 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
DMA	Department of Municipal Affairs (Office within IDLG)
DSF	District Stabilization Framework
DoWA	Department of Woman's Affairs
FAF	Foreign Assistance Framework
FPO	Field Program Officer (USAID officer within the PRT)
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
USAID	United States Agency for International Development
USG	United States Government

## **RAMP-UP NORTH IN APRIL - JUNE 2011**

Although the Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP North) project was awarded on January 27, 2011, project mobilization was not authorized until March 17, 2011, due to President Karzai's Private Security Company (PSC) Decree. The project's Chief of Party (COP) arrived in-country in mid-May, and devoted primarily the remainder of the reporting period (Q3) to the following start-up activities:

- Negotiating and finalizing office and residential/guest house lease arrangements and related life-support and security issues.
- Recruiting and deploying key international technical and operations staff, who began arriving in-country during June.
- Recruiting and employing key CCN staff, including director-level subject matter experts (SMEs) and embedded municipal team leaders.

The aforementioned delay in project mobilization, exacerbated by a subsequent delay in the obligation of project funding, prevented the project from initiating and completing the collection of baseline assessment data during Q3, as contemplated in the project's PMP. Consequently, the project was unable to begin program activities related to RAMP UP North's Intermediate and Performance Indicators during this reporting period.

## **MUNICIPAL PROGRESS HIGHLIGHTS**

As explained above, essentially all of RAMP UP North's program activities during Q3 were by necessity start-up related. However, during the latter part of the quarter, the COP and available technical staff moved aggressively to engage local municipal officials and introduce them to the program, as evidenced by the following meetings:

- *June 7:* Meeting with the Mayor of Mazar-e-Sharif and key department heads to introduce the project and its key objectives and activities.
- *June 7:* Meeting with the Governor of Samangan Province and the Mayor of Aybak to introduce the project and its key objectives and activities. During the course of this meeting, the Governor and Mayor suggested that the renovation of the Aybak Central Park be given consideration as a potential expeditious project.
- *June 22:* Meeting with the Mayor of Sheberghan and key department heads to introduce the project and its key objectives and activities. During the course of this meeting, the Mayor identified solid waste collection improvements, drainage improvements, and street lighting as priority needs in the municipality.
- *June 26:* Meeting with the Mayor of Mazar-e-Sharif to discuss the project's kick-off event, the engagement of civil society, gender inclusion, and capacity building activities.
- *June 28:* Meeting with the Deputy Mayor of Mazar-e-Sharif to introduce the project and to discuss service delivery needs.
- *June 29:* Meeting with the Mayor of Aybak to introduce him to the Municipal Team Leader for his municipality.

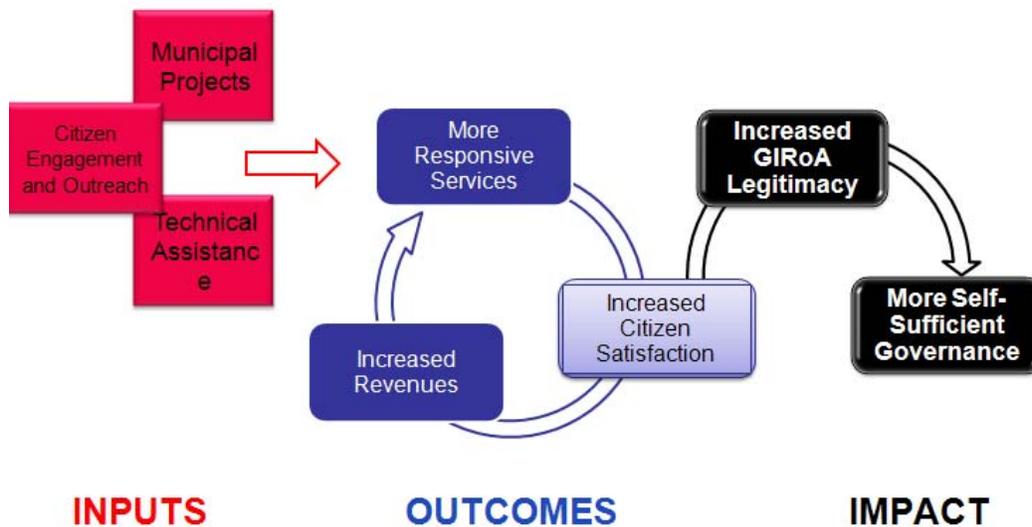
- *June 29:* Meeting with the Governor of Samangan and the Mayor of Aybak to introduce the Municipal Team Leader for Aybak to the Governor and to engage in follow-up discussions regarding the renovation of the Aybak Central Park.
- *June 30:* Meeting with the Deputy Mayor of Sheberghan to introduce him to the Municipal Team Leader for his municipality.

## RAMP-UP NORTH PERFORMANCE INDICATORS – AN OVERVIEW

RAMP UP North’s primary Assistance Objective (AO) is “improved performance and accountability of governance.” The program will accomplish this objective by: (a) Increasing the capacity of GIROA municipal officials; (b) Markedly improving the delivery of municipal services to citizens in target municipalities; and (c) increasing municipal capacity to enable, support, and sustain economic growth.

The RAMP UP North’s development proposition is that, as a result of achieving these three objectives, Afghan citizens will see local governance structures as legitimate. The perception of legitimacy is tied to receiving better services, understanding the responsibilities of municipal leaders, and playing an active role in municipal decision making. Delivery of essential services to citizens and businesses will foster a stronger revenue base more likely to comply with taxation requirements, generating greater revenues that enable a government to progressively expand and improve services. The Performance Management Plan (PMP) specifies how RAMP UP North measures the outputs and outcomes of its activities.

**FIGURE 1 RAMP UP North’s Development Proposition**

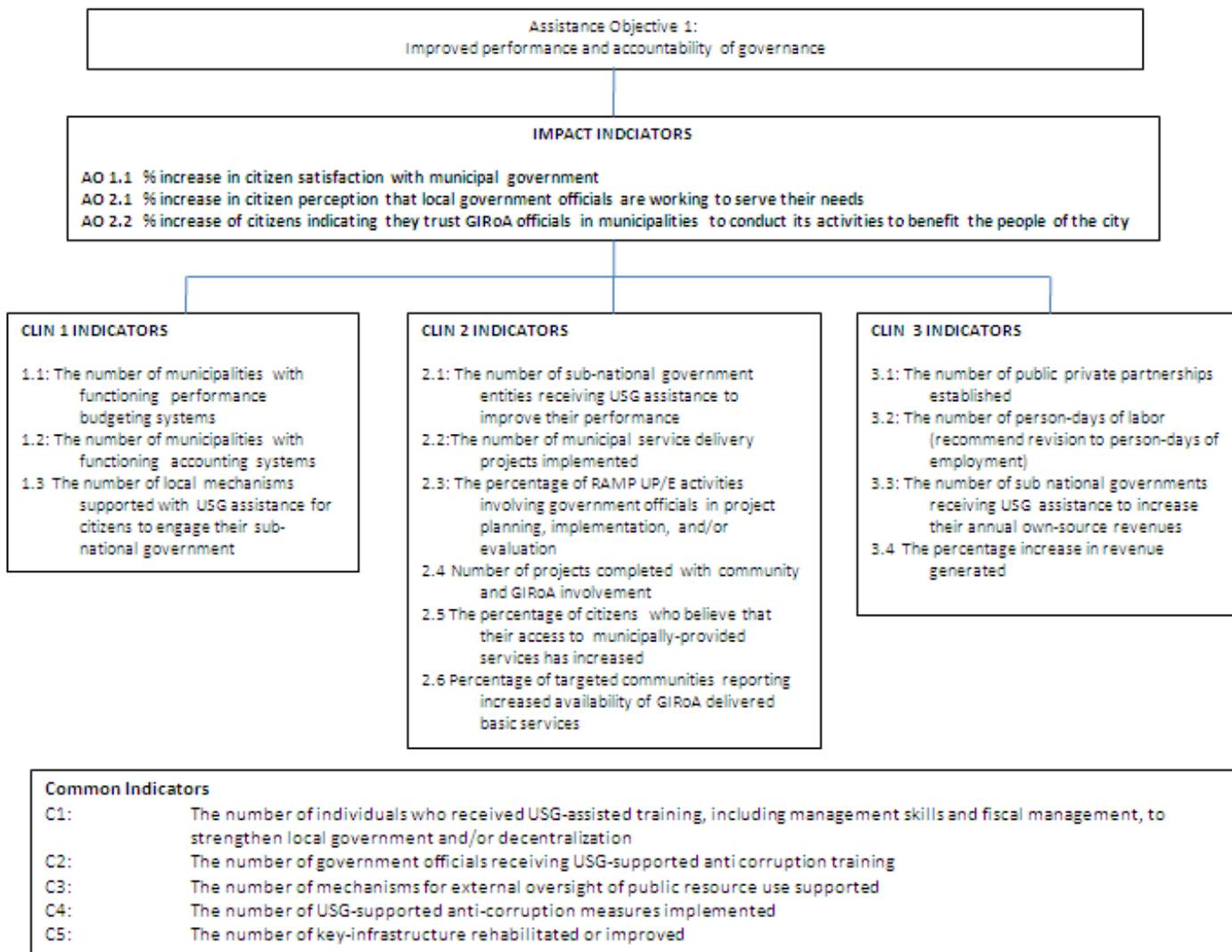


### Measuring RAMP UP North Intermediate Results (IRs)

RAMP UP North’s IR and CLIN structure can be understood as three overlapping means of measuring how effective RAMP UP North is in partnering with various municipal government and community stakeholders to contribute to increased legitimacy of GIROA partners.

As RAMP UP North’s impact measurements will be tabulated on an annual basis, the RAMP UP North PMP adopts 13 complimentary indicators, which are used to more regularly measure the ongoing progress of RAMP UP North’s activities, and support the impact measurements noted above.

# USAID-RAMP UP NORTH PERFORMANCE MANAGEMENT PLAN: INDICATORS AT A GLANCE



## RAMP UP NORTH DISAGGREGATED INDICATORS

The following section presents a detailed review of each RAMP UP North indicator, disaggregated as per the performance management plan, and illustrates progress against program indicators during the reporting period.

Baseline assessment activities for the following indicator will be conducted in the next quarter (Q4).

Indicator A.O. 1.1: % increase in citizen satisfaction with municipal government				
Year	Baseline (Q4 Jul – Sep '11)	Target	Q3: (Apr-Jun)	Notes:
FY 2011	TBD Q4	20% Increase	0	<i>Percent who said municipal government was doing a very good or somewhat good job</i>

Indicator A.O. 2.1: % increase in citizen perception that local government officials are working to serve their needs				
Year	Baseline (Q4 Jul-Sep'11)	Target	Q3: (Apr-Jun)	Notes:
FY 2011	TBD Q4	20% Increase	0	<i>Percent who said Municipal Government was always or sometimes working to serve people like you</i>

Indicator A.O. 2.2: % increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city				
Year	Baseline (Q4 Jul-Sep'11)	Target	Q3: (Apr-Jun)	Notes:
FY 2011	TBD Q4	20% Increase	0	<i>Percent who said they had a great deal or some trust in the Municipal Government to conduct its activities to the benefit of people in their city</i>

**PROGRESS TOWARDS CLIN 1: CAPACITY BUILDING OF THE GIROA OFFICIALS AT THE MUNICIPAL LEVEL**

**Indicator 1.1:** Functioning Performance Based Budgeting System means a municipality with set goals and objectives, developed performance measurement tools, and sound reporting on budget and expenditures. “Functioning,” in this case, means there is such a system in place.

Baseline assessment activities during Q4 will determine whether such a system exists in any of the RAMP UP North supported municipalities and inform the project’s capacity building activities in this regard.

Indicator 1.1: # of municipalities with functioning performance budgeting systems						
Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	3	0				Baseline assessment and program implementation activities will be conducted during Q4.

**Indicator 1.2:** A functioning accounting system is a method of transparently, consistently and verifiably recording the collection and use or disposition of financial resources (i.e. cash, revenues, expenditures, or physical assets.) “Functioning,” in this case, again means there is such a system in place.

Baseline assessment activities during Q4 will determine whether such a system exists in any of the RAMP UP North supported municipalities and inform the project’s capacity building activities in this regard.

Indicator 1.2: # of municipalities with functioning accounting systems						
Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	3	0				Baseline assessment and program implementation activities will be conducted during Q4.

**Indicator 1.3:** Measuring the number of local mechanisms supported with USG assistance for citizens to engage their sub-national government will indicate whether the number of participatory citizen engagement mechanisms increases as a result of RAMP UP North’s capacity building activities. Increasing the number of such mechanisms will create more responsive, effective,

transparent, accountable, and gender sensitive municipal governance and, thereby, increase the level of good governance in RAMP UP North supported municipalities.

Indicator 1.3: # of participatory citizen engagement mechanisms implemented by municipal officials						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY 2011	TBD Q4	0				Baseline assessment and program implementation activities will be conducted during Q4.

**PROGRESS MADE TOWARDS CLIN 2: SUPPORT TO THE GIROA TO PROVIDE RESPONSIVE, EFFECTIVE, AND VISIBLE MUNICIPAL SERVICE DELIVERY PROGRAMS**

Indicator 2.1: # of sub-national government entities receiving USG assistance to improve their performance						
Year	Target	Q3: (April-June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	9	0				Program implementation activities will begin in Q4.

Indicator 2.2: # of municipal service delivery projects implemented						
Year	Target	Q3: (April-June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	9	0				Program implementation activities will begin in Q4.

Indicator 2.3: % of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation						
Year	Target	Q3: (April-June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	75%	0				Program implementation activities will begin in Q4.

Indicator 2.4: <i>Number of projects completed with community and GIROA involvement</i>						
Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	TBD Q4	0				Program implementation activities will begin in Q4.

Indicator 2.5: <i>% of citizens who believe that their access to municipally-provided services has increased</i>				
Year	Baseline (Q4 Jul – Sep '11)	Target	Q3: (Apr-Jun)	Notes:
FY 2011	TBD Q4	20% Increase	0	• Baseline assessment and program implementation activities will begin in Q4.

Indicator 2.6: <i>% of targeted communities reporting increased availability of GIROA delivered basic services</i>				
Year	Baseline (Q4 Jul – Sep '11)	Target	Q3: (Apr-Jun)	Notes:
FY 2011	TBD Q4	TBD	0	• Baseline assessment and program implementation activities will begin in Q4.

### **PROGRESS TOWARDS CLIN3: SUPPORT TO THE GIROA TO IMPROVE ECONOMIC DEVELOPMENT AND REVENUE GENERATION AT THE MUNICIPAL LEVEL**

Indicator 3.1: <i># of public private partnerships established</i>						
Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan- Feb)	Notes:
FY 2011	3 in different municipalities	0				Program implementation activities will begin in Q4

Indicator 3.2: <i># of person-days of labor</i>						
Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan- Feb)	Notes:
FY 2011	120,000	0				Program implementation activities will begin in Q4.

Indicator 3.3: # of sub-national institutions receiving USG assistance to increase their annual own-source revenue						
Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	9	0				Program implementation activities will begin in Q4.

Indicator 3.4: % increase in revenue generated						
Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan- Feb)	Notes:
FY 2011	20% in 3 municipalities	0				Baseline assessment and program implementation activities will begin in Q4.

## PROGRESS TOWARDS CROSS-CUTTING (COMMON) ACTIVITIES

Indicator C1: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization						
Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	TBD Q4	0				Program implementation activities will begin in Q4.

Indicator C2: # of government officials receiving USG-supported anti-corruption training						
Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	45	0				Program implementation activities will begin in Q4.

Indicator C3: # of mechanisms for external oversight of public resource use supported						
Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY2011	TBD Q4	0				Program implementation activities will begin in Q4.

**Indicator C4: # of USG-supported anti-corruption measures implemented**

Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	TBD Q4	0				Program implementation activities will begin in Q4.

**Indicator C5: # of key-infrastructure rehabilitated or improved project**

Year	Target	Q3: (April- June)	Q4: (July – Sep)	Q1: (Oct-Dec)	Q2: (Jan-Feb)	Notes:
FY 2011	TBD Q4	0				Program implementation activities will begin in Q4.

**PROGRAM CHALLENGES**

For the most part, the challenges faced by RAMP UP North during Q3 were those that would typically be expected in conjunction with any start-up program. These “typical” challenges, however, were compounded by a subsequent and unanticipated delay in the obligation of project funding; which, in turn, delayed the recruitment and deployment of key international staff, as well as the employment of key CCN staff. This “snowball” effect ultimately prevented RAMP UP North from initiating the collection of baseline data and beginning program implementation activities during Q3. Consequently, these activities will be initiated during the first month of Q4 (July).

Additionally, the new budget reality required a re-examination of RAMP UP North activities and targets from prioritizing program activities included in the original contract to staffing structures and proposed expenditures that will allow RAMP UP North to achieve substantial gains through the program’s base year ending on February 7, 2012.

**LESSONS LEARNED**

Nothing significant to report during this period