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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

FINAL REPORT: 09 JUNE 2010 – 31 MARCH 2014



JUNE 2014

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS (RAMP UP) – RC EAST FINAL Report – 9 June 2010-31 March 2014

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

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Common Acronyms

AO	Assistance Objective
ANDS	Afghanistan National Development Strategy
ASGP	Afghanistan Subnational Governance Program
BOT	Build-Operate-Transfer
BOO	Build-Operate-Own
BRLA	Business Registration and Licensing Application
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
COR	Contracting Officer's Representative
DSF	District Stabilization Framework
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
EDAC	Economic Development Advisory Committee
FAF	Foreign Assistance Framework
FPO	Field Program Officer (USAID officer within the PRT)
GDMA	General Directorate of Municipal Affairs
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IEC	Information, Education, Communication
IEE	Initial Environmental Examination
IFMS	Integrated Financial Management System
IFRS	International Financial Reporting Standards
IR	Intermediate Result
IDLG	Independent Directorate of Local Governance
IFRS	International Financial Reporting Standards
IPSAS	International Public Sector Accounting Standards
ISAF	International Security Assistance Force
RIAP	Revenue Improvement Action Planning
IT	Information Technology
LARA	Land Reform in Afghanistan
LEDP	Local Economic Development Plan
MAB	Municipal Advisory Board
M&E	Monitoring and Evaluation
MIF	Municipal Incentive Funds
MIP	Municipal Improvement Plan
MIS	Management Information System
MOU	Memorandum of Understanding
MOUD	Ministry of Urban Development
MoWA	Ministry of Women's Affairs
NEPA	National Environmental Protection Agency
NGO	Non-Governmental Organization
OP	Option Period

OY	Option Year
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
SOP	Standard Operating Procedures
SFBCS	Safay'i Fee Billing and Collection System
SWM	Solid Waste Management
TAMIS	Technical Assistance Management Information System (DAI)
TAR	Technical Assistance Report
TWG	Technical Working Group
USAID	United States Agency for International Development
USG	United States Government

INTRODUCTION

PROGRAMMATIC THRUST AND CONTENT

Goal and Objectives

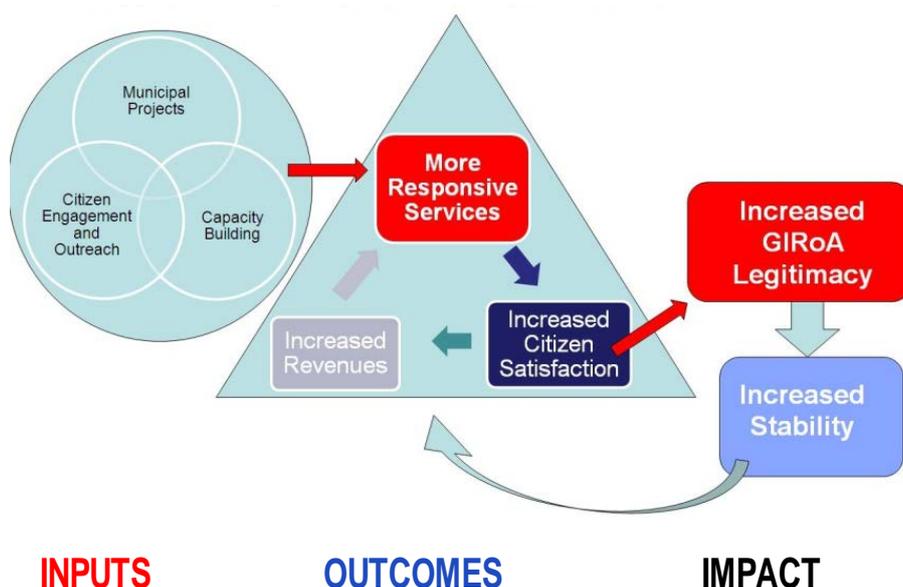
The Regional Afghan Municipalities Program for Urban Populations (RAMP-UP) contributed to the accomplishment of USAID’s Strategic Objective 6-A: Democratic Government with broad citizen participation. More specifically, the purpose of RAMP-UP East was to create effective, responsive, democratic, transparent, and accountable municipal governance in the municipal capitals of the fourteen provinces that comprise the International Security Assistance Force’s (ISAF’s) Regional Command East.

RAMP-UP East’s core mandate aimed at the following outcomes:

1. Increase the capacity of the Government of the Islamic Republic of Afghanistan’s (GIROA) municipal officials;
2. Improve markedly the delivery of municipal services to citizens in target municipalities; and
3. Increase municipal capacity to enable, support, and sustain economic growth.

As a result of the RAMP-UP East program, Afghan citizens received better services, better understood the responsibilities of municipal leaders, actively participated in the municipal decision-making process, and viewed local governance structures as legitimate.

Figure 1: RAMP-UP EAST Stability Paradigm



Geographical Coverage

As mentioned, RAMP-UP East covered the municipal capitals of the 14 provinces that comprise ISAF’s Regional Command East. The table below presents updated estimates of the populations of the beneficiary municipalities as reported by municipal officials in November 2013.

Population of RAMP-UP East Supported Municipalities			
No.	Municipality (Province)	Population	Mayor
1	Asadabad (Kunar)	107,250	Eng. Abdul Ghani Abassi
2	Bamyan (Bamyan)	78,300	Khadam Husain Fetrat
3	Bazarak (Panjshir)	15,593	Mohammad Sana Pana
4	Charikar (Parwan)	105,000	Khwaja Rohullah Sediqi
5	Gardez (Paktya)	234,858	Agha Mohammad Sayedee
6	Ghazni (Ghazni)	154,618	Faridoon Ahmadi
7	Jalalabad (Nangarhar)	600,000	Lal Agha Kakar
8	Khost (Khost)	270,000	Mohammad Rasool Rasooly
9	Mahmud Raqi (Kapisa)	60,400	Sayed Azizullah Hashimi
10	Maidan Shahr (Wardak)	40,050	Mahmud Amiri
11	Mehterlam (Laghman)	112,856	Abdul Moqem Niaza
12	Parun (Nuristan)	13,000	Eng. Delawar Eisa
13	Pul-e-Alam (Logar)	99,300	Mohammad Ahmad Ulfat
14	Sharana (Paktika)	54,416	Sayed Obaidullah Sadat

RAMP-UP East Programming

RAMP-UP East provided assistance to the GIRoA under three primary objectives or components, as follows:

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

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

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

RAMP-UP East's approach entailed the provision of comprehensive programming that addressed each of the three component objectives through a combination of technical assistance, training, provision of material support, and improvements in infrastructure and services delivered to municipal communities and governments.

An informal fourth component included cross-cutting activities that supported the three components described above and promoted good local governance. These activities included, among others, public outreach, empowerment of youth and women, and gender mainstreaming.

The bulk of the hands-on support of RAMP-UP East was provided by teams of technical advisors embedded in the municipalities. In partnership with the technical experts based in Kabul (with specializations in areas such as engineering and construction management, urban planning, financial management, economic development, public outreach, youth and gender, fraud prevention, communications, and performance monitoring), the embedded advisory teams designed capacity development activities that were tailored to the unique conditions in each municipality.

CONTRACTUAL BASIS

The RAMP-UP East project was initiated with the award of a contract by USAID to Development Alternatives, Inc. that included a base period of one year and two 1-year option years. The ceiling of the contract was \$147,011,369 for all three years.

On 21 April 2013, the scope of the project was revised and the duration of Option Year 2 was extended by an additional nine months, increasing the duration of the option from 12 months to 21 months. Consequently, "Option Year 2" was renamed "Option Period 2" and the end date of the contract was shifted from 9 June 2013 to 31 March 2014. As a result of this modification, the overall contract ceiling was reduced by \$52,011,369, resulting in a final contract ceiling of \$95,000,000.

RAMP-UP EAST ACTIVITY SUMMARY

CAPACITY-BUILDING

Overview

Capacity-building was designated as Contract Line Item Number (CLIN) 1 of the project that was distinct from the other CLINs, however, capacity-building supported all of the components. Capacity-building during the Base Year of the project was mainly focused on enabling municipal governments to correctly perform their basic tasks, such as the proper completion of budget forms and the timely submission of annual budget proposals. Computerized templates were prepared to eliminate common errors committed in manual computation, which entailed training in basic computer applications. It was also a time for preparing RAMP-UP East advisors, both those based in Kabul and those embedded in municipalities, for their roles as trainers/mentors and, in effect, as capacity builders. Based on the truism that “one cannot impart what he/she does not possess,” the first year of the program was therefore also devoted to the training/mentoring of national advisors by expatriate advisors on approaches and methodologies as well as outputs and outcomes expected from the project.

The initial capacity deficit of the municipalities afforded the RAMP-UP East advisors wide latitude for identifying and implementing capacity-building interventions. At the same time, however, this also caused a tendency for capacity-building to be ad hoc, responding to whatever was pressing at the given moment or to the needs expressed by beneficiary municipalities. Option Year 1, which constituted the project’s second year of implementation, applied a more systematic capacity-building approach singularly focused on enabling municipal governments to perform their core functions. The Baseline External Opinion and Internal Capacity Surveys conducted during the Base Year were particularly instrumental in defining, and providing inputs to, the said approach.

For a unified and integrated focus, most capacity-building interventions, including trainings and workshops, were directed toward enabling municipalities to prepare and submit better-quality annual budget proposals in a timely manner, and properly execute them once approved. The basic rationale was that budgets are an encapsulation of government policies, plans, and programs, and are therefore one of the most important, if not the most important, instruments of governance.

At the end of each fiscal year, it was common for a significant portion of the development budget in each municipality to remain undisbursed. While the financial implication of underspending the budget in a given year is limited to the rollover of the surplus funds to the following year, it does have other effects that can be considered even more important. If funds are not spent on public services as projected, it means that citizens do not receive the full benefits they would have received had the budget been spent. It likely also contributes to the observed inertia in revenue generation – municipalities not having the drive to optimally exploit additional revenue sources as their bank balances are enough to cover the following year’s expenditure budgets.

Municipalities face constraints in budget execution apart from those they encounter during budget preparation. One example is the lack of engineering skills, with some municipalities not even having an engineer on their payroll. This deprives municipalities of the capacity to assess technical feasibility, prepare designs, implement infrastructure and service-delivery projects, and effectively evaluate those projects.

RAMP-UP East implemented its capacity-building approach based on the underlying belief that remedying those deficiencies would render municipalities more functional and, to a large extent, self-sustaining at least in the performance of their basic functions and in responding to the principal needs of their constituents. The capacity-building approach was therefore at the same time a means of ensuring continued success after the close of the program.

The preparation of the annual budget and its subsequent execution is a process that involves the entire municipal government bureaucracy. RAMP-UP East's capacity-building, therefore, focused on key government personnel from all municipal departments and required the inputs from all of the RAMP-UP East embedded advisors. Interventions introduced to achieve this objective invariably consisted of formal training courses followed by guided application provided through structured on-site mentoring sessions that required concerned municipal government officials to produce the desired budget-related outputs. The intensive involvement of RAMP-UP East advisors working side by side with municipal officials framed the introduction of appropriate capacity-building interventions.

Training

All RAMP-UP East training materials used the same standard structure for the training module content. This included: a training plan, made up of both a trainer's guide and training agenda; training evaluation, with pre-tests for core skills trainings to evaluate initial knowledge of participants and post-tests to evaluate the training's effectiveness; presentation materials; and participant handouts/manuals.

Throughout the life of the project, RAMP-UP East conducted a total of 154 training courses or workshops, an average of between three to four courses per month. There were a total of 2,916 participants, composed primarily of municipal counterparts, as well as RAMP-UP East embedded advisors, civil society organizations, youths, and community elders/leaders.

A detailed list of all training courses conducted by RAMP-UP East is provided in **Annex 1**, while a summary by topical coverage and number of participants is provided below.

Summary of RAMP-UP East Training/Workshops

No.	General Topical Coverage	No. of Sessions	No. of Trainees
1	Planning	2	32
2	Internal Program Management	9	176
3	Public Outreach and Cross-cutting	67	1,181
4	Public Service Delivery	14	321
5	Local Economic Development and Revenue Enhancement	19	379
6	Engineering/Infrastructure Development	8	232
7	Public Financial Management	24	373
8	Anti-Fraud Awareness	11	222
Total		154	2,916

The Baseline Public Opinion Survey and Municipal Internal Assessment conducted in September 2010 found the general accounting and internal control practices of the municipalities to be extremely weak. All offices were using single entry bookkeeping though

only posting to revenue and expense ledger accounts without any offsetting entry to cash. Bank reconciliation was rarely accomplished because without a cash ledger account, it requires reconciling all the individual bank entries with all the ledger accounts. The budget practices were also found to be significantly underdeveloped. The annual budgets for all municipalities were hand written and lacked any analysis or information regarding assumptions.

The results of this survey were used by the RAMP-UP East team to identify the priority areas in which to focus training.

Base Year

RAMP-UP East implemented a total of 25 unique courses, 47 sessions total, for the period June 2010-June 2011. The project provided 262 municipal officials from 13 municipalities with 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. In the area of municipal finance, development of many of the forms and reports in excel increased the efficiency and accuracy of the accounting and budgeting process. On-the-job training provided municipal officials with practical applications of the theoretical knowledge acquired in the classroom. A key strategy used by the RAMP-UP East Team was to assist municipal officials to take on greater responsibilities in the planning and management of activities such as public infrastructure construction, facilitation of public forums and managing pilot revenue generation projects such as business registration. These activities served to strengthen Afghan ownership of the municipal capacity-building process - a key ingredient in achieving sustainable municipal services and improving public satisfaction.

Option Year 1

Thirty-two different courses were implemented during Option Year 1, with 68 sessions being held. A total of 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. During this time, the Public Finance Team focused on moving the municipal accounting functions closer to a double entry accounting system that included recording all transactions to cash receipt and cash disbursement sub-ledger accounts. The first phase of this process was the development and implementation of a spreadsheet-based M20 expenditure sub-ledger that mirrored the manual process prescribed by Afghan law. The second phase was the development and implementation of a cash disbursement sub-ledger in which each expenditure transaction recorded in the M20 was also recorded, as a double entry, to the cash disbursement ledger. The third phase was the development of a spreadsheet-based bank reconciliation form that allowed the municipal finance department to reconcile all cash disbursements in the sub-ledger to the municipal bank statement. The close of the 3rd quarter of Option Year 1 coincided with the end of the 1390 solar year. By this time all municipalities had entered all 1390 cash disbursements into the M20 and cash disbursement sub-ledgers and reconciled the cash disbursement sub-ledger with the bank statements.

In Option Year 1, RAMP-UP East developed a computerized template that automated the monthly payroll attendance sheets and salary calculations as the previous manual-entry system was fraught with errors. The revenue journal was developed as a computer spreadsheet in a manner similar to the M20 sub-ledger to allow for recording of revenue to specific revenue sources.

During the 3rd quarter of Option Year 1, the embedded advisors assisted the municipal finance officers in completing the 1390 budget using a computer-based template, which mirrored the manual process. All of the municipalities, except Bazarak (Panjshir), were able to complete their budget and submit it to GDMA within 45 days of the closing of the 1390 solar year.

Option Period 2

In Option Period 2, 20 unique trainings and workshops were conducted, with 39 sessions held in total. A total of 336 municipal government officials and staff participated in formal training courses along with all 65 RAMP-UP East embedded advisors. The last year of RAMP-UP East was devoted primarily to ensuring the institutional anchoring of past achievements and gradually handing over responsibilities to municipal authorities. These two facets of the project's strategy were mutually reinforcing as the more the municipal governments observe the workability of RAMP-UP East-initiated interventions, the more they gain the necessary confidence to perform functions and tasks with little or no assistance from advisors. Activities during the period thus consisted of more on-site monitoring and mentoring than in previous periods. Many of the courses conducted during this period were enhancements of courses implemented previously, and were aimed mainly at inducing the internalization and sustained application of the underlying concepts and practices in good municipal governance. Some of these courses were repeated trainings of municipal budgeting, revenue enhancement, and the application of the Safay'i and business license billing and fee collection systems.

The unified and integrated focus on budget preparation and execution was kicked off by a three-day training held on 11-14 November 2012 on a methodology for arriving at more realistic revenue forecasts through a systematic calculation of the revenue base (or total potential yield) of a revenue source. It also focused on a municipality's capacity to achieve certain levels of collection coverage and efficiency. Through revenue improvement action planning (RIAP), measures were identified to increase yields from existing revenue sources and exploit new ones. For the fiscal year 1392 annual budgeting cycle, revenue forecasts were, for the first time, prepared ahead of, and provided the framework for, the expenditure budgets. The past practice was to prepare revenue forecasts after, so as to serve as justification for, the expenditure budgets.

Performance-oriented budgeting was introduced to arrive at expenditure forecasts that are based on clear and measurable performance targets in terms of outcomes, outputs, processes, and inputs. Additional rigor was applied in arriving at development budget estimates through the updating of the Municipal Improvement Plans (MIPs). For each municipality, the MIP contained an annual investment program consisting of projects, identified and prioritized through a series of consultations with citizens, to be financed from the municipal development budget. Each project was then subjected to an assessment process, documented in a Technical Assessment Report (TAR), to determine its viability and to establish a more realistic cost estimate. The revised cost estimates resulting from the technical assessment then served as the basis for formulating the annual development budget.

Other important training programs developed during Option Period 2 include a training curriculum spanning the entire infrastructure project lifecycle, training sessions on municipal procurement, and a training/workshop on 3R (waste reduction, re-use, and recycling) strategy and program formulation.

The process of internalization and routine application was enhanced in no small measure by the mentoring program for district municipalities, which will be discussed in more detail in a later section of this report. Implemented in two segments, the program provided municipal officials with the opportunity to develop complete mastery of concepts and practices introduced by RAMP-UP East and then demonstrate what they learned in their mentorship of district municipalities.

Standard Operating Procedures (SOPs)

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

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

- Adaptation of existing SOPs, which involved the modification of SOPs previously endorsed by GDMA to suit the specific requirements of RAMP-UP East target municipalities. The modification process involved the project's embedded advisors who were already well acquainted with local conditions and the current state of performance of core municipal functions targeted by each SOP;
- Development of new procedures for municipal core functions for which no SOPs existed at the time. This process for formulating SOPs was also based on the embedded advisors' assessment of deficiencies in existing functions and systems and on the incremental improvements that they had been able to successfully introduce. SOPs developed in this way had already been field-tested before they were analyzed and documented.

Along with this plan and development approach, a common format for the SOPs 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)	<p>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.</p> <p>The manual was submitted to GDMA in Option Period 2 in both English and Dari for endorsement to other municipalities. GDMA informed RAMP-UP East that the SOP will form part of the inputs for a common SWM manual it will prescribe for municipalities.</p> <p>The status of the GDMA SWM SOP was unclear at the time of closedown of RAMP-UP East.</p>
2	Revenue Improvement Action Planning (RIAP)	<p>The SOP was applied in all RAMP-UP East municipalities and the resulting RIAP-based revenue projections have been integrated in the proposed municipal budgets for 1391.</p> <p>GDMA accepted the SOP as part of the inputs for the Budget Preparation SOP that it was developing.</p>

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	Safay'i (Cleaning) Tax Administration	The SOP was successfully applied in eight municipalities. 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 particular municipality. The SOP Manual as well as the training modules was submitted to GDMA for review and endorsement by other municipalities.
5	Budget Preparation	The SOP was applied in the preparation of the 1391 proposed municipal budgets. A draft SOP Manual has been produced in collaboration with RAMP-UP North. GDMA developed a Budget Manual that details the budget preparation process which integrates RAMP-UP East's Budget Preparation SOP Manual.
6	Municipal Procurement	The final draft SOP Manual has been completed. Toward the end of Option Year 1, Embedded Advisors and their municipal counterparts were trained on its application. The SOP Manual was submitted to GDMA in both English and Dari versions. GDMA accepted this as inputs to the Budget Preparation SOP that it was developing.
7	Budget Execution, Monitoring and Evaluation	RAMP-UP East developed a SOP consisting of three modules: <ul style="list-style-type: none"> • Monthly Budget Monitoring, including Variance Analysis • Asset Listing/Inventory and Valuation • Preparation of Annual Financial Statement (Income and Expenditure, Cash Flow, and Balance Sheet) All of the modules were translated to Dari and Pashto and submitted to GDMA. By the end of the second quarter of 2013, all 13 RAMP-UP East municipalities had been able to apply all the three modules as evidenced by their monthly and quarterly budget monitoring reports, production of asset lists with corresponding values based on the prescribed valuation guidelines, and the preparation of annual financial statements. In a meeting on November 11, 2013 RAMP-UP East's Public Finance Advisor explained to GDMA's Head of Fiscal and Assets Management the manuals for the aforementioned modules. GDMA acknowledged their usefulness and recognized the observed capability of RAMP-UP East municipalities to apply them. It then committed to endorse and disseminate the manuals for application in other municipalities. Consequently, at its request, the manuals in three languages (English, Pashto and Dari) were resubmitted to GDMA.

Starting in Option Year 1, one of the recurrent issues discussed in the Technical Working Group (TWG) meetings hosted by GDMA was whether to prescribe common SOPs or grant municipalities the flexibility to develop their own SOPs; especially those SOPs that do not have to comply with central government laws and regulations. To resolve this issue, GDMA decided in the early part of Option Period 2 to take over the responsibility for preparing the SOPs with all of the implementing partners providing inputs. From then on, all SOPs developed and submitted by RAMP-UP East took on the status of being inputs to the SOPs being developed by GDMA. GDMA then organized a technical committee, with membership from all implementing partners, to be responsible for developing a particular SOP.

Mentoring of District Municipalities

Original Program

This activity was a new addition to RAMP-UP East's revised scope of work for Option Period 2. The main idea was to spread the benefits of the RAMP-UP program and at the same time sustain and strengthen the mentoring relationships that already existed between provincial

and district municipalities using the new competencies of provincial municipalities acquired through the RAMP-UP program. In consultation with USAID and GDMA, ten district municipalities were selected for the program:

Province	Provincial Municipality	District Municipality	
Ghazni	Ghazni	1	Moqor
		2	Jaghuri
		3	Qarabagh
Laghman	Mehterlam	4	Qarghaee
Logar	Pul-e-Alam	5	Barakibarak
Wardak	Maidan Shahr	6	Jalriz*
		7	Sayedabad
Nangarhar	Jalalabad	8	Rodat
		9	Surkh Rod*
Parwan	Charikar	10	Bagram

*The inclusion of Jalriz and Surkh Rod was confirmed by GDMA in mid-April 2013, while approval for the other municipalities was received in early January 2013.

The preparatory activities started off with a needs assessment in each district municipality conducted by a joint team of RAMP-UP East embedded advisors, provincial municipal officials, and representatives of the target district municipalities. Based on the results of the assessment, proposals for the mentoring program and in-kind support were prepared jointly by the host provincial municipalities and the beneficiary district municipalities with the guidance of RAMP-UP East embedded advisors.

Program activities were simple and straightforward. Officials from the district municipalities were invited to attend activities in the provincial municipalities, including training and workshops, meetings, and monthly citizens' forums. During these visits, officials from the district municipalities also observed and received instruction on how core municipal functions are performed by the staff of the provincial municipality.

The mentoring program generally covered four areas of RAMP-UP East technical assistance: municipal government administration and public financial management; service delivery and infrastructure development; local economic development and revenue enhancement; and public outreach and other cross-cutting themes. The in-kind support was limited to office furniture and fixtures, simple office equipment, and office supplies.

An example of the mentoring and in-kind support provided to one of the district municipalities is presented in Annex 2.

Expansion Program

USAID extended the period of performance of the district mentoring activity until the end of January 2014 in RAMP-UP East's Option Period 2 Work Plan. With this development, it was also decided to expand the program coverage and refocus its emphasis on the preparation of the municipal budgets for 1393 (2014-2015). This entailed training district municipalities in the application of methodologies and templates developed by RAMP-UP East, including those for revenue forecasting, the conduct of public consultations in identifying and selecting

projects to be funded by the municipal development budgets, the preparation of TARs as inputs to development budgeting, and budget execution and monitoring.

In early September 2013, a total of 30 municipalities in 11 provinces, including the 10 that participated in the earlier program, expressed their interest to enroll in the program. Excluded were Nuristan, where RAMP-UP East has no embedded advisory team, as well as Panjshir and Kunar, where district municipalities have yet to be established. Thus, the expansion program was comprised of the following district municipalities:

Province	Provincial Municipality	No.	District Municipality
Bamyan	Bamyan	1	Panjab
		2	Yakawlang
		3	Waras
		4	Kehmard
Parwan	Charikar	5	Bagram
		6	Sayed Khail
		7	Jabal Saraj
		8	Sayagerd Ghorband
Paktia	Gardez	9	Zurmat
		10	Chamkani
		11	Sayed Karam
Ghazni	Ghazni	12	Mogor
		13	Jaghuri
		14	Qarabagh
Nangarhar	Jalalabad	15	Rodat
		16	Surkh Rod
		17	Bati Kot
		18	Kama
Khost	Khost	19	Ali Shir
		20	Yaqubai
		21	Dwamanda*
Kapisa	Mahmud Raqi	22	Tagab
		23	Hesa Awal
		24	Hesa Dowom
Wardak	Maidan Shahr	25	Jalriz
Laghman	Mehterlam	26	Sayedabad
Logar	Pul-e-Alam	27	Qarghaee
		28	Barakibarak
Paktika	Sharana	29	Mohammad Agha
		30	Khair Kut
		31	Orgun

Note:

Participant in the original round of the mentoring program

** The request of Dwamanda to be included in the program was subsequently approved by RAMP-UP East management, increasing the program participants from 30 to 31 municipalities*

The first iteration of the program allowed the host provincial municipalities, with guidance from embedded advisors, to formulate the mentoring program content and detailed implementation schedule based on a needs assessment. In contrast, the expansion program prescribed a common program and activity schedule for all participants. This was premised on the idea that the required competencies and timelines that need to be observed for the budget preparation, approval, and execution processes are common to all municipalities.

The activity schedule that outlines the mentoring program content is presented in Annex 3.

Program implementation started during the first week of October 2013 with the host provincial municipalities briefing the district municipal officials on the program. Thereafter, the mentoring advanced to the next stage, focusing on revenue enhancement and forecasting. In November 2013, after completing revenue forecasting and the preparation of draft revenue budgets, participating municipalities embarked on the next major stage of the program: estimating their expenditure budgets. For this purpose, mentoring sessions

focused on the following topics: Performance-oriented expenditure budgeting; Citizens' involvement in development budgeting; and Technical assessment and preparation of TARs on development projects selected for implementation. In between the formal mentoring sessions, participants were given the opportunity to go back to their respective municipalities and apply what they learned.

December 2013 was devoted to the preparation of the annual budget proposals using government-prescribed forms. This was followed by the calculation of the routine/ordinary/operating budget. The end of the fiscal year 1392 was devoted to the closing of the municipalities' books of accounts and the verification of bank balances. Thereafter, the mentoring sessions focused on the consolidation of the annual budget proposals.

Participating district municipalities as well as their host provincial municipalities were required to adhere to a set of implementation guidelines, including perfect attendance and timely submission of outputs. Failure to meet either requirement resulted in automatic exclusion from the program. The unstable security situation in some areas of the country proved to be a major constraint to the successful completion of the program for all municipalities. Officials of Qarabagh in Ghazni and Seyagerd Ghorband in Parwan were not able to attend most of the mentoring sessions in October as roads leading to the provincial municipalities were declared unsafe for travel. Sayagerd Ghorband resumed its participation in early November and the embedded advisory team in Charikar had to implement a 'crash' program to help the district municipality catch up on the content they had missed. Qarabagh, Ghazni was eventually excluded from the program due to security concerns that prevented the district municipal officials from travelling to Ghazni to attend the mentoring sessions.

Annual Budgeting for Selected District Municipalities

A request was received from the Head of GDMA's Fiscal and Assets Management department in the third week of October 2013 to include five more district municipalities from Nangarhar in the mentoring program: Achin, Chaparhar, Khogiyani, Ghanikhail, and Torkham. Given the constraints on the capacity of RAMP-UP East's embedded advisory team in Jalalabad, however, this request could not be accommodated. Instead, RAMP-UP East conducted an intensive training in budget preparation for these municipalities. GDMA accepted the course of action and committed to taking responsibility for the review and refinement of the annual budgets for these district municipalities.

Regional (East) Municipal Conferences

RAMP-UP East facilitated five municipal conferences during the life of the project. The first was held in August 2010 to launch the RAMP-UP East project. The second and the third were held on 6-7 April 2011 and 28-29 June 2011, respectively, focusing on the Municipal Improvement Plans, with each MIP consisting of a list of projects/activities to be funded and implemented through RAMP-UP East. The fourth conference was held on 21-22 January 2013 with municipality presenting its achievements, challenges, and ways forward for RAMP-UP East in its last option period. The event focused on evaluating the progress of, and identifying the challenges in, the implementation of the RAMP-UP East program. It also emphasized issues related to the transition and handover of responsibilities to municipal authorities.

The fifth and final Regional (East) Municipal Conference was held on 28-29 January 2014, and focused on reviewing the achievements of municipalities through the RAMP-UP East program and through their own initiatives. It also provided a forum for the exchange of ideas

and best practices among municipalities, and served as a platform for GDMA to discuss and gather inputs for its post-RAMP-UP policies, plans, and programs.

Public Finance

Public Finance-Specific Training

The Public Finance team conducted group trainings, coaching and mentoring on the various aspects of accounting, budgeting, procurement, and revenue forecasting and improvement. In addition, to replace original manual systems, embedded advisors collaborated with their counterparts to computerize accounting records.

The features of RAMP-UP East public finance-specific training courses are summarized as follows:

1. Progressive transition of the municipal accounting functions to a more standard and transparent process through continued focus on ways to modify and improve the existing municipal accounting system by producing set templates
2. Production of practitioner's guides and manuals based on best practices
3. Consultative approach to achieve agreement on practices
4. Encouragement of professional communities of practice
5. Emphasis on compliance with Afghan legislation especially the Law on Public Financial Management and Expenditure of 2004 and related GDMA manuals
6. Adherence to International Financial Reporting Standards (IFRS) as required by Afghan law
7. Provision of training to advisors in International Public Sector Accounting Standards (IPSAS)

Initially, emphasis was placed on basic accounting, procurement and budgeting. As the project matured, more sophisticated capacity-building on annual financial statements, accruals, and the Integrated Financial Management System was gradually introduced.

Sustainable Capacity-building Survey

Eight municipalities were chosen for a municipal sustainable capacity-building review to ensure that RAMP-UP East capacity-building achievements were sustainable. The survey was conducted in selected municipalities surrounding the former RAMP-UP East area offices due to time and resource constraints.

Municipal counterparts were asked to partake in two independent surveys. The first was an opinion survey that they had to fill in themselves, with no prompting, over a restrictive period (30 minutes). The second was a factual survey whereby municipal staff demonstrated to the Public Finance Director their direct knowledge. The purpose of the surveys was to determine whether there was any relationship between perceived capabilities and those demonstrated factually.

The results must be seen in the context of variations between municipalities, however significant municipal variations were more pronounced in the opinion surveys than the factual surveys. The survey findings can be summarized as follows:

1. There was a 'totem effect' for old capacity-building activities, meaning that real ability exceeded perceived ability. In other words, municipal counterparts were dependent on the advisors' presence rather than their input for old issues, such as budget compilation.

2. For newer tasks, the reverse was found to be true. Municipal counterparts believed their abilities were greater than their actual abilities. Therefore, advisor input was effectively restricted where it was most needed.

It was also found that the new knowledge management approach of interactive templates and manuals was effective in retaining capacity and encouraging learning.

Our conclusions were threefold:

1. The use of learning manuals and templates needs to be increased thus continuing the practice of developing practitioner's guides to supplement GDMA manuals.
2. Advisors should help produce strategies to ensure continued implementation of older items such as bank reconciliations, budgets, payroll and M20s but should primarily concentrate on new activities such as asset listings and balance sheets.
3. The capacity-building of district municipalities should be left to officials of provincial municipalities.

Integrated Financial Management System (IFMS)

The IFMS developed by RAMP-UP South consists of six modules: Budget Preparation; Payroll; Accounting; Parcel (Property) Registration; Business Registration; and Revenue Generation. The system was installed and orientation and training was provided in 13 municipalities in RC East. The installation was managed using a project management system that ensured that outputs were delivered on time and on budget to required quality. Data transfer was delayed while the municipalities closed their 1392 books to provide accurate base data for 1393. Additional delays in obtaining the revised software resulted in a slow start installing the system.

Budget Preparation

The state of budgeting capacity we see today was the end result of a steady and planned approach to building municipal capability over the life of the program. This approach is outlined in detail in the table on page 54 and included templates, manuals, surveys and reports that were phased in over time. These activities increased overall budget capacity scores.

In RAMP-UP East municipalities, the budget process for 1393 began in November 2013 with the production of annual financial statements. Expenditure and revenue forecasting were informed by 1391 actual results as well as by forecasting methodologies. In this way the principles of full financial cycle management became embedded in municipalities.

The 1393 budget cycle included Medium Term Financial planning and achieved the seven objectives set by RAMP-UP East:

- 1) Compliance with GIRA requirements for an approved budget
- 2) Strengthened oversight by senior management and improved performance by officials
- 3) Readability of, and linkages within, the budget material
- 4) Satisfaction of stakeholders' informational needs
- 5) Facilitation of comparability between municipalities
- 6) Increased budget credibility
- 7) Gender mainstreaming

SERVICE DELIVERY AND INFRASTRUCTURE PROJECTS

The service delivery projects implemented throughout the life of RAMP-UP East were an integral component of the overall program. Only through the integration of capacity-building, service delivery project implementation, and economic development & revenue generation efforts could the overall effectiveness of the municipalities be improved. These projects served as a means to demonstrate municipal capacity to deliver services to citizens and also as a test bed from which capacity of the municipal staff could be enhanced in areas of public works, engineering and project management.

Over the life of the RAMP-UP East program, a total of 114 service delivery projects were implemented in support of project objectives. Of these, 73 of the projects were infrastructure while the remaining 41 projects were related to solid waste collection. Twenty-nine of the service delivery projects were directly related to solid waste collection. Five of these also had an infrastructure component, which included the construction of solid waste enclosures or trash bins throughout the respective municipalities. The remaining 12 service delivery projects were related to RAMP-UP East's overall solid waste management program in the municipalities through the procurement of trucks and skid loaders to assist the municipalities in sustaining the collection and management of solid waste programs after the conclusion of RAMP-UP East.

Solid Waste Management

Solid Waste Collection

As part of RAMP-UP East's overall implementation strategy, solid waste management was positioned as an 'anchor service' and thus an entry point for the introduction of other governance reforms. It served as a model for other infrastructure sectors not only in service delivery itself but also in the improvement of organizational arrangements and the improvement of the enabling regulatory framework. It also served as a platform for closer government and citizen engagement, thus supporting the achievement of the ultimate program objective of creating transparent, accountable, and effective municipal governments.

During the Base Year, RAMP-UP East prepared a sustainable SWM plan for each municipality based on an analysis of the existing conditions. The plans identified the need for drop-off sites (bins or enclosures), collection crews and equipment, and temporary or permanent landfill sites. They also included an estimate of the required resources.

The project reached a total of 11 municipalities, providing support for solid waste collection in nine municipalities, constructing or supplying bins in 10 municipalities, and funding the development of temporary landfill sites in six municipalities. In Option Year 1, support for solid waste collection was expanded to 11 municipalities and funding was provided for equipment rental, fuel, labor, and supplies.

With RAMP-UP East assistance, municipalities were able to implement a weekly collection cycle and achieve a collection rate of nearly 100%: all the waste generated during the week was collected and transported to a final disposal site. Of more significance was the fact that the activity was a joint undertaking between RAMP-UP East and the municipalities. Municipalities made in-kind contributions, such as man hours of personnel and existing equipment, and also direct financial outlays for fuel and daily wages for contractual workers. All of this bodes well for the future sustainability of the solid waste management program

beyond the lifetime of RAMP-UP East. The contributions of municipalities and RAMP-UP East to the program are shown in the following table:

Municipality	Program Requirement									Provided by Municipality						Provided by RAMP-UP East					
	Trucks	Exca- vator	Labor	F'man	Driver	Fuel (Liters)			Trucks	Exca- vator	Labor	F'man	Driver	Fuel	Trucks	Exca- vator	Labor	F'man	Driver	Fuel	
						Gross Req.	w/ Rental	Net Req.													
Maidan Shahr	2	1	18	1	2	55	27	28	1		6		1	28	1	1	12	1	1		
Bamyan	2	1	18	1	2	55	27	28	1		6		1	28	1	1	12	1	1		
Charikar	6		36	1	6	141	47	94	4		21		2	40	2		15	1	4	54	
Panjshir	2		11	1	2	50		50	2				2	10			11	1		40	
Gardez	6		29	1	6	55	27	27	3		19		3	27	3		10	1		3	
Pul-e-Alam	2		24	1	2	55		55	2		8		2	20			16	1		35	
Sharana	2	1	14	1	2	55	27	27	1		6		1	10	1	1	8	1	1	17	
Khost	3		24	1	3	82	27	55	2		8			55	1		16	1		3	
Mahmud Raqi	2		15	1	2	55	27	27	1		7		1	15	1		8	1	1	12	
Asadabad	3		31	2	3	82		82	3		16		3	15			15	2		67	
Meherlam	3		19	1	3	55	36	18	1		8		1	15	2		11	1	2	3	

Along with financial support, technical assistance was provided to 13 RAMP-UP East municipalities in the management and supervision of solid waste collection, transportation, and final waste disposal activities. The project developed parallel projects for the construction of landfills and the purchase of collection trucks and skid loaders. The SWM vehicles procured for the municipalities were delivered in March 2013.

RAMP-UP East's support for solid waste collection during Option Year 1 ended as of 10 June 2012. Approvals for the extension of support during the ensuing period took time. The service was however sustained in all municipalities, albeit at a greatly reduced level. Collection performance deteriorated drastically, with most municipalities only able to collect on average 50% of the volume of waste that was being generated. The RAMP-UP East-supported program, in contrast, provided a one-a-week collection at all identified formal and informal drop-off sites resulting in the collection of all waste generated each week.

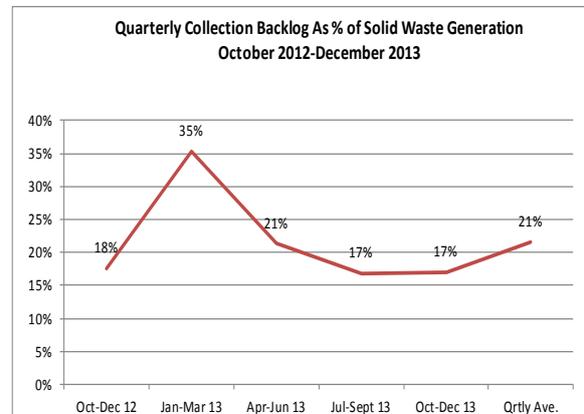
A number of municipalities made noteworthy efforts to maintain cleanliness during this period of suspended service, despite the reduced resources at their disposal. In Charikar, the municipal government, with technical guidance from RAMP-UP East, successfully introduced composting to reduce the volume of waste. Charikar and Jalalabad invested in the installation of additional trash bins to encourage residents to improve their waste management habits. Mahmud Raqi held a public clean-up day with the participation of school children to maintain the cleanliness of the city, paying particular attention to the municipality's central commercial area. Ghazni took definitive steps to privatize solid waste collection, including a public campaign in mosques after Friday prayers spearheaded by the mayor himself.

USAID approvals for the extension of RAMP-UP East financial assistance for the municipal solid waste collection projects were granted at the end of August 2012. As anticipated, solid waste collection quickly improved once assistance was restored. Services and collection volumes increased to levels far exceeding those achieved previously as municipalities tried to catch up with the collection backlogs that had accumulated while the RAMP-UP East assistance was suspended.

Instruction was received from the COR to terminate financial assistance by mid-December 2012 in line with the expectation that municipalities would fill in the resulting financial deficiency for solid waste collection in their 1392 budgets. The budget preparation and consequent approval processes was delayed, however, as municipalities had to comply with a GDMA directive for them to provide reserves in anticipation of the application of the government's pay and grading system. Municipalities were therefore left with no means to fill

the gap in resources for solid waste collection after RAMP-UP East financial support was terminated. The level of service delivery again went down by half.

As shown in the included chart, the municipalities' worst collection performance was in the first quarter of 2013. The underlying reason is the USAID-requested cessation of RAMP-UP East financial assistance for the activity on 15 December 2012, which was supposed to last until mid-March 2013. The month of March 2013 showed an increase in collection that in part can be attributed to the beginning of the spring season as well as to an increase in the number of municipal budgets that had received final approval. Also, during the month, most of the solid waste vehicles and equipment donated by USAID were delivered to the municipalities, as follows:



- Bamyan: 1 dump truck and 1 steer skid loader
- Maidan Shahr: 1 dump truck and 1 steer skid loader
- Charikar: 2 dump trucks and 1 steer skid loader
- Mahmud Raqi: 1 dump truck and 1 steer skid loader
- Asadabad: 1 dump truck and 1 steer skid loader
- Mehterlam: 1 dump truck and 1 steer skid loader
- Gardez: 2 dump trucks and 1 steer skid loader
- Pul-e-Alam: 2 dump trucks and 1 steer skid loader
- Sharana: 2 dump trucks and 1 steer skid loader
- Bazarak: 1 steer skid loader,
- Khost: 2 dump trucks, 1 steer skid loader, and 2 vacuum suction septic tankers

3R (Reduction, Re-Use, Recycling) Strategy and Program Formulation

At the end of September 2013, a short-term international consultant was mobilized to facilitate the formulation of comprehensive strategies and programs for promoting and up-scaling 3R practices to augment to collection efforts of RAMP-UP East municipalities. At the start of October 2013, preparations commenced on the PowerPoint presentations for the planned training-of-trainers (ToT) workshop. This workshop was intended to serve the purpose of allowing municipal representatives to understand their 3R options prior to establishing their priorities and preferences for local 3R implementation. The presentation categories were selected as below:

- Waste minimization and waste processing
- Waste segregation
- Waste containers and collection options
- Waste reuse
- Waste recycling
- Composting
- Waste disposal systems and their operation
- IEC (information, education, communication) implementation and resources
- Issues related to institutional setups and enabling environment
- Privatization options

Data-gathering visits were undertaken in Bazarak and Charikar to observe the on-ground waste management situation and the collection systems in use, recycling activities and junk shops as well as the general state of littering and fly dumping. The final disposal sites were also inspected. A waste audit procedure was prepared so the solid waste characteristics could be determined in selected representative municipalities, as the actual waste composition impacts 3R opportunities. This detailed audit procedure was then shared with each of the five municipalities to be covered (Jalalabad, Maidan Shahr, Mahmud Raqi, Charikar, and Bazarak) as background information, including a request to hire local laborers for the audits.

The month of November 2013 was devoted to organizing and undertaking solid waste audits. The detailed procedure and results for this audit can be found in **Annex 4**.

Some of the insights that may be derived from the results of the audits are as follows:

- Recycling plastic bags would not be viable, given that the large majority of the plastic bags are dirty and would require significant cleaning. Municipalities are also a significant distance from the possible recycling market in Kabul.
- There are few recycling options for food waste apart from feeding domestic animals, using it for fish food in commercial ponds, and composting at household, community and central levels.
- Household composting is strongly supported, community level has some guarded support, and centralized composting has many hurdles to overcome for it to be economically sustainable.
- Because the soil is mixed with other waste, it cannot be easily separated and used as cover material without mechanical equipment, such as rotating trommels or screens. The soil should therefore be disposed of with the other waste material.

Training on Solid Waste 3R Strategy and Program Formulation was held on 8-11 December 2013. At the various workshops that formed part of the training, participants succeeded in formulating action plans for the implementation of 3R in their respective municipalities. Organized efforts to implement a comprehensive 3R program in each RAMP-UP East municipality ensued once training participants were back in their respective municipalities.

Almost all the municipalities conducted the 3R program introduction in their respective municipalities through Municipal Advisory Boards (MABs), Citizen Forums, and other local community settings or community level groups.

Septic Tank Servicing - Khost

RAMP-UP East delivered two septic tankers to Khost in March 2013 to establish a sewage collection service for residents. The recruitment and subsequent training of the collection crew was completed the first week of May 2013 and service delivery then commenced with RAMP-UP East subsidizing fuel and labor costs. As planned, the provision of the septic tank emptying service was handed over to the municipal government in its entirety on 9 November 2013. Prior to the handover, municipal authorities were trained by RAMP-UP East embedded advisors in formulating and implementing a transition plan. The plan included a projection of monthly routine operation and maintenance expenses, the accumulation of reserves for major repairs, and the corresponding revenue targets that the municipality must reach to cover such expenses. Other elements of the plan were the periodic maintenance of the septic tankers based on pre-established schedule and a sustained public information campaign to generate more patronage for the service especially by paying residential and commercial customers.

The continuation of the service after the cessation of RAMP-UP East assistance provided strong evidence of the desire and capacity of the municipality to sustain service delivery over the long term.

Infrastructure Projects

Throughout the duration of the RAMP-UP East project, a total of 73 infrastructure projects were implemented in all 14 target municipalities in conjunction with the municipality staff. The details of the service delivery projects implemented by RAMP-UP East are reflected in **Annex 5**. Details related to the 20 Municipal Incentive Fund projects are included on **Annex 6**.

The initial projects were implemented solely with RAMP-UP East/USAID funds with varying degrees by participation of the municipalities. The initial goal was to begin implementation of “shovel ready” service delivery projects in the target municipalities to ensure immediate service delivery improvements. This goal targeted implementation of two shovel ready projects in each of the 14 municipalities in the first 60 days of the project. Given the quick start up and nature of the initial “shovel ready” projects, there was initially limited municipal participation in the implementation process. These projects were generally incubators for capacity-building efforts in project management and engineering, which are necessary in order for the municipality to effectively provide services to its citizens.

As the project progressed, more and more direct participation by the municipalities in the implementation process occurred. A total of 73 infrastructure projects were implemented by RAMP-UP East and the target municipalities over the life of the project. One-hundred percent of the project funding for the initial 53 infrastructure projects was provided by RAMP-UP East/USAID. The final 20 infrastructure projects that were part of the MIF program were jointly funded and implemented by RAMP-UP East/USAID and the respective municipalities. This level of progression in both technical participation and funding of projects demonstrated the effectiveness of the RAMP-UP East capacity-building efforts in engineering, project management, public finance and budgeting.

Municipal Incentive Fund (MIF)

In April 2013, USAID approved the implementation of the Municipal Incentive Fund as a means for encouraging municipalities to prepare well-designed project proposals that respond to the priority needs of their citizens. The MIF Concept Note was also approved with the following implementation strategies:

- **Cost share:** All projects financed by the MIF will require cost sharing by the municipality aiming at 30% municipal share.
- **Competitive access:** Access to the fund will depend on the quality and merits of the project proposal submitted by each municipality and its fulfillment of the selection criteria.
- **Complementary implementation:** RAMP-UP East and the municipality will each commit to the implementation of specific and clearly defined components of a project based on agreed upon timelines, quantities, and quality standards.
- **RAMP-UP East technical support:** In addition to RAMP-UP East’s scope outlined under the complementary implementation section above, RAMP-UP East will provide technical assistance to the municipalities in the implementation of their portion of the scope of work.
- **Municipal government leadership:** MIF projects will be implemented under the visible leadership of the municipal authorities.

The MIF was formally launched on 13 May 2013. Thirteen of the 14 RAMP-UP East municipalities responded to the invitation to submit proposals for MIF funding. By 6 June 2013 a total of 39 proposals were submitted. Following the MIF Evaluation Plan, the proposals were evaluated by a joint team of GDMA officials and RAMP-UP East advisors. Based on the results of the evaluation, the team recommended the funding of 22 projects proposed by 13 municipalities. The aggregate estimated cost of the selected projects amounted to \$1,460,558 with RAMP-UP East's share totaling \$1,000,832, or 68.5% of the total, and the municipalities contributing \$459,733 or 31.5%.

In each of the RAMP-UP East project periods, the total number of infrastructure projects initiated and completed, progressively increased. In the Base Year a total of 22 infrastructure projects were initiated and eight completed. In Option Year 1, 23 projects were initiated and 23 were completed. In Option Period 2, a total of 28 infrastructure projects were initiated and 42 were completed.

Shovel Ready Projects

In the initial quarter of the project, RAMP-UP East began implementation of eight service delivery projects in seven of the 14 municipalities. Of these eight projects, four were solid waste collection projects and the remaining four were infrastructure projects.

The infrastructure projects that were initiated in the first quarter of the project are reflected in the table below and explained in greater detail in **Annex 7**:

Key-infrastructure rehabilitated or improved in the first quarter of the program (Shovel Ready Projects)				
#	Municipality	Province	Project Number	Project Title
1	Jalalabad	Nangarhar	RUE-JBD-0001	Sidewalk Rehabilitation
2	Asadabad	Kunar	RUE-ASD-0001	Drainage Ditch Construction
3	Sharana	Paktika	RUE-SHA-0002	Drainage Ditch Construction
4	Ghazni	Ghazni	RUE-GHZ-0001	Median Construction

Design and Build Infrastructure Projects

Below is a summary of the infrastructure projects implemented by RAMP-UP East between January 2011 and March 2014 broken down by municipality. Greater detail on the individual projects can be found in **Annex 8**.

Asadabad Infrastructure Projects

A total of eight service delivery projects were implemented in Asadabad over the life of the project, of which five were infrastructure projects. One project was a shovel ready project and the remaining four were design and build projects.

#	Year	Project Number	Project Title	Start Date	Completion Date
2	BY	RUE-ASD-0003	Drainage Ditch Construction	19-Feb-11	9-May-11
3	BY	RUE-ASD-0005	Retaining Wall Construction	18-Apr-11	15-Apr-12
4	OY1	RUE-ASD-0004	2km Gravel Road, Culverts Installation & Retaining Wall Construction Project	25-Jul-11	8-Mar-12
5	OP2	RUE-ASD-0019	Solar Street Lighting Construction Project (MIF)	3-Dec-13	21-Jan-13

Bamyan Infrastructure Projects

A total of eight service delivery projects were implemented in Bamyan over the life of the project, of which four were infrastructure projects.

#	Year	Project Number	Project Title	Start Date	Completion Date
1	BY	RUE-BAM-0002	Sidewalk Construction	11-Apr-11	5-Oct-11
2	OY1	RUE-BAM-0003	Reconstruction & Asphalt Paving of Streets & Drainage Ditch Construction	14-Sep-11	4-Jul-13
3	OY1	RUE-BAM-0005	Public Latrine Construction	8-Aug-11	26-May-12
4	OP2	RUE-BAM-0016	Children's Playground & Park Construction Project	10-Aug-13	1-Jan-14

Bazarak Infrastructure Projects

A total of 11 service delivery projects were implemented in the Bazarak municipality over the life of the project, of which seven were infrastructure projects.

#	Year	Project Number	Project Title	Start Date	Completion Date
1	BY	RUE-PJS-0003	Drainage Ditch, Culvert & Sidewalk Construction Project	25-May-11	6-Sep-12
2	OY1	RUE-PJS-0002	Construction of Temporary Solid Waste Disposal Site	25-Oct-11	1-Jun-12
3	OY1	RUE-PJS-0004	Street Asphalt Paving	3-Oct-11	25-May-12
4	OY1	RUE-PJS-0005	Solid Waste Receptacle and Equipment Supply Project	1-Apr-12	30-May-12
5	OP2	RUE-PJS-0010	Public Latrine Construction Project	17-Sep-13	25-Dec-13
6	OP2	RUE-PJS-0017	Trash Bins Construction Project	1-Aug-13	12-Dec-13
7	OP2	RUE-PJS-0018	Solar Energy Project	11-Dec-13	12-Jan-14

Charikar Infrastructure Projects

A total of 11 service delivery projects were implemented in Charikar over the life of the project, of which seven were infrastructure projects.

#	Year	Project Number	Project Title	Start Date	Completion Date
1	BY	RUE-CHA-0004	Cinema Demolition	16-Apr-11	2-Jun-11
2	OY1	RUE-CHA-0002	Landfill Expansion Construction Project	24-Oct-11	25-Feb-12
3	OY1	RUE-CHA-0003	Drainage Ditch Construction & Street Rough Grading (District 2)	5-Sep-11	30-Apr-12
4	OY1	RUE-CHA-0005	Street Improvements (District 1)	11-Sep-11	25-Apr-12
5	OP2	RUE-CHA-0017	Reservoir Rehabilitation/Construction Project (MIF)	14-Aug-13	8-Jan-14
6	OP2	RUE-CHA-0018	Public Park Construction Project (MIF)	3-Sep-13	10-Feb-14
7	OP2	RUE-CHA-0019	Rehabilitation of Gul Ghondi Park Project (MIF)	20-Nov-13	15-Feb-14

Ghazni Infrastructure Projects

A total of five service delivery projects were implemented in Ghazni over the life of the project, all of which were infrastructure projects. One shovel ready project was implemented and the remaining projects were design and build construction.

#	Year	Project Number	Project Title	Start Date	Completion Date
2	OY1	RUE-GHZ-0005	Bazazy Side-Walk Construction Project	1-Apr-12	2-Aug-12
3	OP2	RUE-GHZ-0003	Shah Mir Asphalt Subroad #1 & Drainage Ditch Reconstruction Project (MIF)	19-Jun-12	30-Jun-13
4	OP2	RUE-GHZ-0004	Subroad Asphalt Paving Project (MIF)	18-Jun-12	10-Aug-13
5	OP2	RUE-GHZ-0010	Sidewalk Construction Project (MIF)	8-Sep-13	11-Dec-13

Gardez Infrastructure Projects

A total of nine service delivery projects were implemented in Gardez over the life of the project, of which five were infrastructure projects.

#	Year	Project Number	Project Title	Start Date	Completion Date
1	BY	RUE-GRZ-0002	Sidewalk Rehabilitation	22-May-11	11-Dec-11
2	BY	RUE-GRZ-0008	Construction of Solid Waste Bins/Enclosures Project	1-Apr-11	30-Jun-12
3	OP2	RUE-GRZ-0003	Landfill Construction Project	25-Nov-12	1-May-13
4	OP2	RUE-GRZ-0016	Solar Street Lighting Construction Project (MIF)	1-Aug-13	20-Feb-14
5	OP2	RUE-GRZ-0017	Solid Waste Enclosure Construction Project (MIF)	1-Aug-13	17-Dec-13

Jalalabad Infrastructure Projects

A total of six service delivery projects were implemented in Jalalabad over the life of the project, all of which were infrastructure projects. One project was implemented as a shovel ready project and the remaining were design and build activities.

#	Year	Project Number	Project Title	Start Date	Completion Date
2	BY	RUE-JBD-0003	4M Culvert Construction	1-Jun-11	31-Oct-11
3	BY	RUE-JBD-0004	50 Culvert Construction	2-Jun-11	31-Oct-11
4	OY1	RUE-JBD-0002	Automobile Parking Lot	15-Aug-11	23-Sep-12
5	OY1	RUE-JBD-0007	Dosaraka - Fabreka Road Improvements Construction Project	1-Sep-11	31-Jan-13
6	OP2	RUE-JBD-0015	Electric Street Lighting Construction Project (MIF)	15-Aug-13	3-Feb-14

Khost Infrastructure Projects

A total of eight service delivery projects were implemented in Khost municipality over the life of the project, of which four were infrastructure projects.

#	Year	Project Number	Project Title	Start Date	Completion Date
1	BY	RUE-KHO-0001	Drainage Ditch Rehabilitation Project	21-Feb-11	21-Feb-12
2	OY1	RUE-KHO-0002	Women's Park Renovation	14-Oct-11	14-Jun-12
3	OY1	RUE-KHO-0004	Road and Drainage Ditch Reconstruction Project	15-Dec-11	14-Jun-12
4	OP2	RUE-KHO-0018	Road Repair & Asphalting Project (MIF)	25-Dec-13	10-Feb-14

Mehterlam Infrastructure Projects

A total of eight service delivery projects were implemented in Mehterlam over the life of the project, of which five were infrastructure projects.

#	Year	Project Number	Project Title	Start Date	Completion Date
1	BY	RUE-MHT-0001	Drainage Ditch Construction	13-Apr-11	29-Mar-12
2	BY	RUE-MHT-0002	Drainage Ditch & Sidewalk Construction	30-Mar-11	15-Mar-12
3	OP2	RUE-MHT-0005	Solid Waste Landfill Construction Project	3-Jul-12	30-Oct-12
4	OP2	RUE-MHT-0004	Electric Street Lighting Construction Project (MIF)	1-Aug-13	18-Feb-14
5	OP2	RUE-MHT-0012	Solid Waste Enclosures Construction Project (MIF)	1-Aug-13	22-Dec-13

Mahmud Raqi Infrastructure Projects

A total of 10 service delivery projects were implemented in Mahmud Raqi municipality over the life of the project, of which seven were infrastructure projects.

#	Year	Project Number	Project Title	Start Date	Completion Date
1	BY	RUE-MIR-0001	Drainage Ditch, Sidewalk & Culverts	27-Mar-11	23-May-11
2	OY1	RUE-MIR-0004	Street Asphaltting & Drainage Ditch Construction	26-Jan-12	17-May-12
3	OY1	RUE-MIR-0005	Construction of Solid Waste Disposal Site & Supply of Waste Receptacles	29-Mar-12	2-Aug-12
4	OY1	RUE-MIR-0008	Construction of Public Latrines	31-Jul-11	10-Sep-12
5	OY1	RUE-MIR-0012	Drainage Ditch, Sidewalk & Culvert Construction Project	8-Feb-12	3-Jun-12
6	OP2	RUE-MIR-0021	Municipal Office Boundary Wall & Sidewalk Construction Project	1-Dec-12	15-Aug-13
7	OP2	RUE-MIR-0022	Children's Park Rehabilitation Project (MIF)	10-Oct-13	26-Dec-13

Maidan Shahr Infrastructure Projects

A total of nine service delivery projects were implemented in Maidan Shahr over the life of the project, of which five were infrastructure projects.

#	Year	Project Number	Project Title	Start Date	Completion Date
1	BY	RUE-MSH-0001	Drainage Ditch & Culvert Construction	26-Oct-10	27-Apr-11
2	OY1	RUE-MSH-0004	Sports Stadium Renovation & Construction Project	1-Oct-11	30-Jun-13
3	OY1	RUE-MSH-0005	Women & Children's Park Construction Project	5-Mar-12	10-Nov-12
4	OY1	RUE-MSH-0008	Sidewalk Construction Project	27-Mar-12	2-Aug-12
5	OP2	RUE-MSH-0016	Solar Street Lighting Construction Project (MIF)	1-Aug-13	5-Feb-14

Parun Infrastructure Projects

Only one infrastructure project was implemented in the Parun municipality over the life of the project. While the sub-contract for this project was completed, there remains portions of the project that will be continued by USAID under another mechanism, most likely in summer 2014.

#	Year	Project Number	Project Title	Start Date	Completion Date
1	OP2	RUE-PRN-0001	Road Gravelling and Lighting Construction Project	5-Jun-13	31-Dec-13

Pul-e-Alam Infrastructure Projects

A total of eight service delivery projects were implemented in Pul-e-Alam over the life of the project, of which four were infrastructure projects.

#	Year	Project Number	Project Title	Start Date	Completion Date
1	BY	RUE-PEA-0001	Automobile Parking Lot #1	12-Feb-11	13-Sep-11
2	OY1	RUE-PEA-0003	Automobile Parking Facility	23-Apr-12	30-Apr-12
3	OP2	RUE-PEA-0010	Fruit & Vegetable Market Construction Project	23-Sep-12	1-Aug-13
4	OP2	RUE-PEA-0018	Mosaic Sidewalk Construction Project (MIF)	1-Aug-13	31-Dec-13

Sharana Infrastructure Projects

A total of 12 service delivery projects were implemented in Sharana over the life of the project, of which eight were infrastructure projects. One project was a shovel ready project and the remaining were design and build activities.

#	Year	Project Number	Project Title	Start Date	Completion Date
2	BY	RUE-SHA-0003	Solid Waste Disposal Enclosures	1-Apr-11	28-Oct-11
3	BY	RUE-SHA-0005	Public Latrine Construction	1-Apr-11	30-Nov-11
4	BY	RUE-SHA-0006	Public Latrine Construction	1-Apr-11	30-Nov-11
5	OY1	RUE-SHA-0008	Road Median Construction Project	8-Apr-12	29-Jun-12
6	OP2	RUE-SHA-0017	Fruit & Vegetable Market Construction Project	11-Oct-12	28-Oct-13
7	OP2	RUE-SHA-0023	Culvert Rehabilitation & Construction Project (MIF)	1-Aug-13	9-Dec-13
8	OP2	RUE-SHA-0024	Public Park Rehabilitation Project (MIF)	1-Aug-13	15-Dec-13

Service Delivery & Infrastructure Project Environmental Compliance

On the basis of the approved Initial Environmental Examination (IEE) for the project, RAMP-UP East developed four Framework Environmental Mitigation and Monitoring Plan documents for various small scale service delivery and infrastructure projects that were to be undertaken over the life of the project. The Framework Environmental Mitigation and Monitoring Plan (FEMMP) documents were:

- Municipal Solid Waste Management
- Sanitation & Latrines
- Small Scale Infrastructure
- Small Scale Road Activities

Throughout the course of implementation of the RAMP-UP East projects, RAMP-UP East regularly screened proposed sub-projects in accordance with the applicable environmental criteria to determine what, if any mitigation plans or initiatives would need to be in place to ensure environmental compliance.

All 114 RAMP-UP East projects were screened using the established criteria and are represented in **Annex 9**.

Projects Funded by Municipal Budgets

The updating of the MIPs for 13 RAMP-UP East municipalities discussed earlier yielded a total of 72 core investment projects and 33 supporting activities. The aggregate investment cost of these projects and supporting activities amounted to AFN 736.7 million. In December 2012, the preparation of a Technical Assessment Report for each proposed project in the MIPs was initiated by municipal engineers with assistance from RAMP-UP East embedded advisors and additional engineers deployed from Kabul.

RAMP-UP East advisors provided technical assistance to, and mentored, municipal officials and staff until the completion of those projects. This particular activity served to increase the availability of additional infrastructure services to citizens and increase the competence and confidence of municipal authorities to implement infrastructure projects funded by their own budgets.

The precedents of citizen participation in the identification, prioritization and selection of projects and the timely disbursement of development budgets are expected to carry beyond the life of RAMP-UP East.

ECONOMIC DEVELOPMENT AND REVENUE GENERATION

Overview

To achieve its objective of supporting sustainable local economic development and revenue generation, RAMP-UP East's technical team, in consultation with the municipal senior management, first selected revenue sources that had potential for sustainability and future increases. The identified revenue sources were further scrutinized for their compliance with existing Afghan laws and regulations. On this basis, the business license and Safay'i fee revenues were selected for enhancement.

The project developed computerized applications that covered the entire cycle of revenue object recognition: registration, billing, collection, collection performance, and internal and external reporting. The applications ensured equitable and transparent rate determination, stringent revenue tracking, and better arrears management. Both applications required fees to be deposited directly in the municipalities' bank accounts rather than handed over to municipal personnel.

The business registration and license fee billing and collection system was implemented in 13 of 14 RAMP-UP East municipalities (all except for Parun). The property registration and Safay'i fee billing and collection system, on the other hand, was adopted by 8 municipalities, all besides Bamyan, Bazarak, Gardez, Pul-e-Alam, Sharana and Parun. Both applications were reviewed and subsequently endorsed by GDMA for adoption by all Afghan municipalities.

In addition, technical assistance was provided in other related activities to support revenue enhancement, as follows and outlined in greater detail in subsequent sections:

1. Nahia (district) boundaries of 12 out of 14 municipalities were delineated for proper revenue management and revenue forecasting.
2. Each municipality was assisted in formulating a three-year strategic plan for sustainable revenue management as a roadmap for future revenue enhancement.

RAMP-UP East's economic development activities focused on (i) engagement of private sector in the municipal affairs for better service delivery, (ii) community engagement in the municipal planning process to reduce the gaps created between the municipal government

and local community, and (iii) creation of small advisory structures within the municipality for economic development and revenue enhancement.

RAMP-UP East engaged the private sector and assisted municipalities in establishing public-private partnerships for better service delivery. A five-year Local Economic Development Plan was developed in each municipality through a participatory planning process. Economic Development Advisory Committees (EDACs) were created within the municipal structures to advise municipal senior management in economic development and revenue generation.

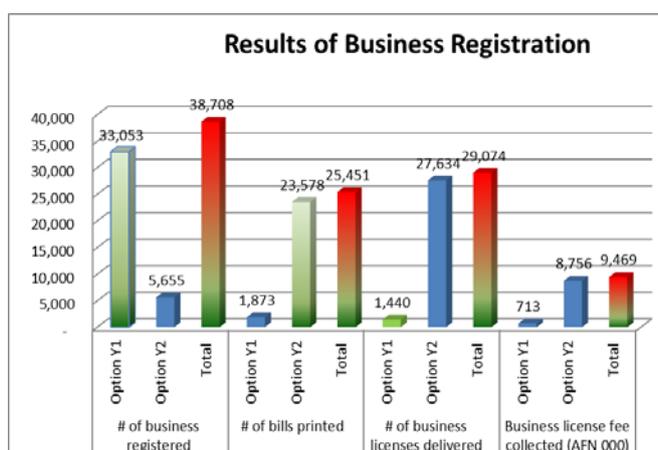
Development and Institutionalization of Business Registration and Licensing Application

During its Base Year, RAMP-UP East started surveying in partner municipalities to identify recurring sources of revenue that were either not being collected or whose collection coverage and efficiency, and thus the yields, were unreasonably low. One of the main findings was that business licensing had the potential to become the biggest recurring and reliable source of revenue for Afghan municipalities. Thereafter, partner municipalities recommended business registration and licensing as a priority project during the drafting of the first Municipal Improvement Plans.

The technical team also found that business licensing and fee collection was done manually, using ledgers and booklets. The system was very old and was not able to track businesses operating within the municipal boundary. Uncollected fees were high. Furthermore, the municipalities were not able to regulate and provide protection to businesses through legitimate recognition, which created problems for business owners as they had to deal with unethical practices.

RAMP-UP East, in consultation with GDMA, and with UN Habitat and UNDP/ASGP as collaborators, started working on an application that would be responsive to the needs of Afghan municipalities by eliminating the observed deficiencies of the previous business licensing system. The collaboration resulted in the Business Registration and Licensing Application (BRLA). The application consisted of several modules: field survey leading to identification revenue-object identification and registration, database development and maintenance, fee collection and issuance of business licenses, collection monitoring and evaluation, and internal and external reporting.

As part of the development process, the application was piloted in Charikar from December 2010 to June 2011, generating very positive results and a high level of municipal user acceptance. A second pilot test was then conducted in Mahmud Raqi to validate the results obtained in Charikar and to serve as a quality assurance check on the functionality of the application. The success of the second pilot test provided the level of confidence needed to finalize the design of the application and submit it for GDMA's final review. The final vote of confidence for the application was received when GDMA approved it and endorsed it for adoption by all Afghan municipalities nationwide. The same endorsement served as the basis for the expansion of the implementation of the system to 11 more municipalities, thus to all RAMP-UP East municipalities except Parun.



Aside from the sustained technical assistance in all phases of the implementation of the application, RAMP-UP East also provided material support to partner municipalities consisting of desktop computers, UPS, dot-matrix printer, licensed MS Office package, licensed anti-virus package, stationary, external hard drives for backing up the application and its database, and user's manuals in Dari and Pashto.

During Option Year 1, RAMP-UP East's business registration efforts covered all businesses existing at that time in all 13 municipalities. The registration process is designed to be a yearly activity in order to capture businesses established since the previous registration period. The process was thus repeated in all municipalities during Option Period 2.

Development and institutionalization of Property Registration and Safay'i Fee Collection System

As was the case for business licensing, municipalities were using an antiquated manual system for the collection of Safay'i (a municipal cleaning fee). The system was cumbersome to manage and vulnerable to human error. Collection coverage and efficiency was low, as were the rates; some municipalities did not even collect the fee because of its negative yield (i.e., the cost of collection was higher than the collection itself). Municipalities, especially those with large numbers of properties that had not been registered yet, expressed very strong interest in upgrading the system.

The computerized Safay'i Fee Billing and Collection System (SFBCS) was designed and developed with the help of RAMP-UP East to address the deficiencies. A major part of the system is a set of procedures and a template for conducting property surveys and determining the Safay'i fee of a property (land and improvements) based on property values set by the municipality according to existing laws and regulations. The system then progresses to the collection of fees and the printing of Safay'i notebooks, monitoring and evaluation of collection, and internal and external reporting.

The system is directly connected with the GIS map through Arc-GIS software. When needed, municipalities can print out ad-hoc GIS mapping reports of property registration and fee collection. The system was presented to GDMA for comments and modifications. With its comments and suggestions incorporated in the system, GDMA approved it for nationwide application.

As part of the development of the SFBCS, a pilot program was implemented in Jalalabad, Ghazni, Khost, and Charikar from March 2012 to June 2012. Later, the coverage was expanded to Mahmud Raqi, Mehterlam, Maidan Shahr, and Asadabad. All eight of these municipalities fully institutionalized the system before the end of the RAMP-UP.

Due to budget constraints, RAMP-UP East was not able to roll out the system in Pul-e-Alam, Gardez, Bamyán, and Bazarak. UN Habitat supported Bamyán in registering properties and UNDP/ASGP had previously registered properties in Bazarak.

Other significant accomplishments in the implementation of SFBCS are as follows:

- In Option Year 1, 9,787 properties were registered. In Option Period 2, an additional 41,858 properties were registered. Data of the properties have been entered into the system's database and all the properties are Geo-coded into the GIS map.
- Safay'i fee collection was approximately AFN 4.5 million in Option Period 2 as compared to zero in Option Year 1.
- New Safay'i fee rates had been approved by the special valuation committee to replace the Taliban era rates, which were deemed impractical by RAMP-UP East partner municipalities.

Local Economic Development Planning (LEDP)

The preparation of a five-year Local Economic Development Plan for each provincial municipality was a priority for GDMA. Aside from having a roadmap for spurring local economic development and improving the welfare of local citizens, the LEDP preparation process itself was intended to give the people a bigger say and stake in the affairs of municipal governments. The process was also intended to strengthen the coordination between municipal authorities and government agencies at the provincial and national levels.

For these reasons, RAMP-UP East conceived a five-step process, as follows:

1. Production and enrichment of a comprehensive municipal economic profile focusing on human, physical, financial, natural, and social resources
2. Stakeholder-led SWOT (strengths, weaknesses, opportunities, threats) analysis to identify critical factors that drive or impede local economic development
3. Stakeholder-led formulation of a five-year vision, development goals and objectives, strategies, and investment programs/projects
4. Conduct of facilitated municipal senior management internal meetings to discuss and approve implementation methodologies of projects/activities
5. LEDP marketing workshops for private investors, donors, and higher level government agencies

In the Technical Working Group meeting held in December 2012, GDMA instructed all implementing partners to support municipalities in drafting their LEDPs using RAMP-UP East's process and format.

RAMP-UP East supported 13 municipalities in the formulation of LEDPs (all except Parun).

Municipal Economic Development Advisory Committee (EDAC)

RAMP-UP East assisted in establishing an Economic Development Advisory Committee in each of the 13 partner municipalities, all except Parun, with the objective of strengthening municipal governance by providing advisory services to municipal authorities, supporting municipal revenue enhancement and economic development, and contributing toward better service delivery.

The EDAC was a separate and distinct structure from the Citizen Forum (to be discussed in a later section of this report), which is intended to be a larger, broadly based organization, representing diverse community interests and giving voice to citizens in different areas of municipal policy. The EDAC focuses exclusively on economic development issues. In smaller municipalities, it relies on the existing Citizen Forum, but in some cases it has a different membership, especially from the private sector.

The EDAC is composed two senior officials of the municipality, a representative of the Provincial Development Committee (PDC), the head of the sectoral department of the provincial governor's office, and up to five representatives of the local business community, including leaders from existing business organizations such as the Chamber of Commerce. The EDAC members vote to elect a chairperson and alternate chairperson.

In RAMP-UP East municipalities, EDAC committees constituted the core groups that spearheaded the formulation of recommendations that were considered in the Revenue Improvement Action Plan and its annual update as part of the annual budgeting cycle. The committees likewise served as the primary partner of the municipalities in the preparation and marketing of the LEDPs. Following the creation of Municipal Advisory Boards, some of the EDACs were merged with the MABs.

Delineation of Municipal and District Boundaries

In 2013, GDMA instructed all municipalities to draw up their municipal and Nahia (district) boundaries. RAMP-UP East municipalities immediately requested technical assistance to help them accomplish the task. The main objectives were:

1. To improve service delivery and decision making based on statistical data.
2. To properly forecast revenue at the Nahia and municipal level, especially Safay'i fee from existing properties.

RAMP-UP East was able to specify Nahia and municipal boundaries in all municipalities, except in Gardez and Khost. The RAMP-UP East technical team, in consultation with municipal officials, invited representatives of line departments, including the Directorate of Urban Development, Directorate of Public Works and other relevant entities to draw the boundaries. The maps were printed and delivered to each municipality and the soft copies of the satellite imageries were burned on DVDs and handed over to the municipalities with copies submitted to GDMA.

Strategic Planning for Sustainable Revenue Management

In Afghanistan, municipalities are the only sub-national government units with the power to generate own-source revenues and use these "to provide for the general welfare of their citizens" (Law on Municipalities). With hardly any inter-governmental transfers to municipalities, it is important that municipalities become financially self-reliant. While generating annual revenue to match expenditures is a constant concern, the capacity to manage sustainable revenues is necessary for municipalities to bring about long term social and economic development.

To address this issue, RAMP-UP East introduced sustainable revenue management in the form of a four-day training in Strategic Planning for Sustainable Revenue Management. The training aimed to transform the mindset of municipal authorities from mere revenue collection to revenue management in order to attain financial sustainability. Municipal counterparts were also assisted in formulating three-year revenue generation and enhancement strategic plans. As part of the preparation of these plans, the municipal senior management, with the assistance of RAMP-UP East advisors, assessed the potential of selected revenue sources. They then developed a practical three-year action plan with verifiable outcome indicators aimed at enhancing municipal revenue performance and eventually contributing to financial sustainability.

Municipality-Owned Public Private Partnership (PPP) projects

Building municipal capacity means exposing decision makers to various ways of providing municipal services. In municipalities with limited sustainable resources, partnerships with the private sector can create opportunities to provide or increase the level of municipal services. RAMP-UP East provided technical support and capacity-building to municipalities to foster PPPs. A presentation on PPPs and its potential for municipal revenue generation was conducted for municipal officials. As a result, a number of RAMP-UP East municipalities started to aggressively pursue PPP projects. The central government was also driving this trend by applying pressure to municipalities to increase their own-source revenues by including this as one of the evaluation criteria they used to assess the performance of mayors.

Although not all of these projects were initiated or developed with direct assistance from RAMP-UP East advisors, they are evidence that many municipalities are quite advanced in pursuing low levels PPPs. **Annex 10** presents a complete list of all the PPPs developed in RAMP-UP East municipalities.

CROSS-CUTTING THEMES

Citizen Participation and Public Outreach

One objective of RAMP-UP East was to improve legitimacy of municipal governments by strengthening accountability, transparency, and coordination with other GIROA actors and increasing citizen engagement. To achieve this, RAMP-UP East developed the public relations and outreach strategy, which communicated municipal information through traditional and non-traditional means. It also reached out to citizens by facilitating participation by both municipalities and local communities.

Improving the legitimacy of municipal governments was achieved through five strategic activities: monthly citizen forums, municipal newsletters, infrastructure project opening and closing ceremonies, media interviews, and public awareness campaigns. RAMP-UP East conducted field training sessions on public outreach in 13 municipalities. From October 2010 to September 2013, municipalities were assisted in convening monthly citizen forums, wherein municipal authorities interacted with the general public, which contributed to improved and mutual understanding of roles and responsibilities of the municipal government and citizens. Radio and TV interviews were used as one alternative means for better communication, especially with women, whose participation in public meetings has many barriers. Municipal officials gained skills in news writing, media relations, and advertising. During Option Period 2, thirteen municipalities produced monthly newsletters with funding from local advertisers and municipal budgets.

No.	Municipality	No. of Newsletters Published	No. of Notice Boards Installed	No. of Suggestion Boxes Installed
1	Asadabad	19	2	1
2	Bamyan	14	3	1
3	Bazarak	1	2	0
4	Charikar	7	5	5
5	Ghazni	7	4	1
6	Gardez	4	0	1
7	Jalalabad	11	2	6
8	Khost	14	3	3
9	Maidan Shahr	9	3	2
10	Mahmud Raqi	10	4	4
11	Mehterlam	1	3	3
12	Pul-e-Alam	31	2	0
13	Sharana	2	4	4
14	Parun	0	0	0
Total		130	37	31

The program faced many challenges and resistance from the mayors of various municipalities, particularly in convening citizen forums and publishing newsletters. These mayors stated that it was culturally inappropriate to include women in municipal affairs and many feared their personal security would be put at risk and they would face backlash from

religious groups if they were to invite women to participate. Some mayors went as far as having their staff physically block the entrance for women participants and turned them away.

During Option Period 2, RAMP-UP East's Public Outreach team continued to work with mayors and municipal officials to develop the tools, skills, and systems to effectively communicate with their citizens. At the request of GDMA, RAMP-UP East stimulated municipalities to place notice boards in different parts of the city to share municipality related information with citizens. By the end of 2013, 37 notice boards were installed in 12 municipalities, all except Parun and Gardez. The information displayed on the notice boards was updated twice a month.

In mid-2013, GDMA finalized the scope of work for Municipality Advisory Boards, which implementing partners were asked to help establish. With the exception of Bamyan, Gardez, Sharana, and Parun, Municipal Advisory Boards were launched in all RAMP-UP East municipalities. RAMP-UP East public administration advisors assisted in the election of the MAB board members. Thereafter, they provided training to municipal officials and municipal advisory board members about their duties and responsibilities, and technical support for election of the members.

Municipal Advisory Board Members Composition

#	Municipality	Establishment Date	Date Members Introduced to Public	# Members	# of Female Members	# of Committees
1	Asadabad	4 November 2013	4 November 2013	16	3	6
2	Bamyan	8 December 2013	Not introduced	17	2	Not established
3	Bazarak	6 November 2013	6 November 2013	18	3	3
4	Charikar	19 March 2013	19 March 2013	24	3	0
5	Ghazni	21 November 2013	21 November 2013	18	2	5
6	Gardez	4 December 2013	Not introduced	15	2	Not established
7	Jalalabad	11 June 2013	11 June 2013	21	4	5
8	Khost	23 October 2013	5 November 2013	18	4	6
9	Maidan Shahr	4 November 2013	4 November 2013	15	3	3
10	Mahmud Raqi	31 October 2013	31 October 2013	13	2	3
11	Mehterlam	5 November 2013	5 November 2013	14	2	3
12	Pul-e-Alam	4 November 2013	4 November 2013	17	4	5
13	Sharana					
14	Parun					
Total				206	34	

In addition to the above citizen engagement and outreach activities, RAMP-UP East advisors assisted the municipalities in organizing 70 Hashar/city cleaning days across 13 municipalities. Aside from people's voluntary participation in city cleaning, the activities provided an opportunity for different stakeholders and government entities to communicate and coordinate with one another.

Gender Empowerment and Youth Participation

Gender Mainstreaming

RAMP-UP East's gender mainstreaming objectives included: 1) encouragement and help to increase women's participation in municipal public forums; 2) provision of training and dialogue with RAMP-UP East and municipal staff about the importance of gender mainstreaming; and 3) to mainstream gender into RAMP-UP East municipal projects and activities.

Gender Mainstreaming, Equity and Equality Training

During the Base Year the gender mainstreaming team, after consultations with mayors, civil society groups, and RAMP-UP East staff, developed a training manual on gender mainstreaming. The manual included modules explaining gender concepts, such as gender versus sex, social relations of gender, gender sensitivity, stereotypes, and mainstreaming in leadership and governance. Thirteen training events were conducted for municipal and RAMP-UP East staff. The purpose of the training was to ensure participants understood the difference between gender and women's rights. Gender as a concept is relatively new in Afghanistan and is often viewed as imposing western value on Afghans.

During Option Period 2, RAMP-UP East's gender team developed a training manual on gender equity/equality and analysis, and conducted training workshops for municipal officials and RAMP-UP East staff in 13 municipalities. The trainings also focused on governance and principles of good governance highlighting women's participation in municipal decisions.

Gender Mainstreaming Guideline

During Option Period 2, the RAMP-UP East gender team worked closely with national women's rights and advocacy organizations, in addition to provincial organizations, to develop and monitor the implementation of strategies for including women in municipal decision making. Based on this experience, RAMP-UP East drafted the "Gender Mainstreaming Guideline," which was finalized and endorsed by GDMA and shared with all 33 provincial municipalities for implementation.

RAMP-UP East advisors worked with municipal officials to develop action plans for the implementation of the guideline. Several meetings were held with the mayors and other officials to explain the guideline and the specific instructions to municipalities that are outlined in the guideline. With the exception of Parun, all RAMP-UP East partner municipalities have developed action plans to support the implementation of the guideline.

Gender-responsive governance

Women and youth make up two-thirds of the population, yet their participation in the decisions that affect them has, historically, been very limited. The conservative nature of Afghan society places severe restrictions on women's mobility, education, and opportunity 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 businesses competitive.

To encourage municipalities to recruit women and involve them in decision making, RAMP-UP East conducted numerous meetings with mayors and other officials. Some mayors and other local counterparts demonstrated little interest in encouraging women to participate in

municipal events and governance. Female employment in municipalities increased from zero in 2010 to 21 at the end of 2013. During Option Period 2, the municipalities of Bamyan, Charikar, Ghazni, Mahmud Raqi, and Mehterlam recruited women at support, entry, and mid-level positions. Ghazni had selected seven women in August 2013; however the appointment was still waiting for the Independent Administrative Reform and Civil Service Commission's approval at the end of January 2014. Although the participation of women in public events remained low, their numbers have increased over time in most municipalities. This is a culturally sensitive issue that will require sustained low-key efforts over a period of many years.

In Option Year 1, RAMP-UP East's gender-responsive grants program was designed after consultations with mayors, municipal officials, the Department of Women's Affairs (DoWA), and civil society groups. At the request of municipal officials and in consultation with DoWA, RAMP-UP East initiated a small grants gender-responsive program that was implemented in all 14 municipalities with the objective of fostering and improving Gender Responsive Governance through the facilitation of a range of activities to promote the participation of young men and women in building a civilized and democratic society. The aim of the project was multi-faceted; to bridge the distance between municipality and communities at large, increase men and women's motivation, enhance their capacity to avail employment opportunities, and showcase the potency carried in by the Afghan women in each of the municipalities. The program had the following components:

- Fellowship (for 56 young men and women);
- Public participation in governance (for 4,200 men and women);
- Building the capacity of women entrepreneurs (for 420 women).

Gender Grants

In Option Period 2, new small grant concepts were developed and implemented in all 14 municipalities. The focus of the activities was on community engagement in solid waste management and vocational training for women in Parun.

1) Strengthening Neighborhood Support for Municipalities

The Strengthening Neighborhood Support for Municipalities small grants program was implemented in Bazarak, Charikar, Sharana, Khost, and Mehterlam. The objective of the program was to train senior citizens to serve as advocates in neighborhood watch groups to oversee the disposal of solid waste in designated areas. This not only assisted the municipality and the Wakil e Guzars in keeping the cities clean, but also engaged unemployed seniors and enabled them to gain status in their communities. The senior citizens were trained on the roles and responsibilities of municipalities and citizens, gender sensitivity, governance, proper waste management procedures, and organizing effective neighborhood watch groups. By the end of the program, 265 senior citizens (including 113 women) trained by RAMP-UP East's grantees had reached 7,624 men and 6,140 women throughout the five municipalities.

2) The Embroidery/Zardoozi by Machine and Tailoring and Dress Design

The Embroidery/Zardoozi by Machine and Tailoring and Dress Design small grants program was implemented by a RAMP-UP East grantee in Parun. Twenty Nuristani women were selected by DoWA and the Parun municipality to participate in this program. The project taught these women skills in advanced embroidery using hand and zig-zag stitch machine techniques. They also learned how to promote and sell their products in the market allowing

women an opportunity to earn income through their own efforts, thereby increasing their status both at home and in their communities. The participants were also oriented on the roles and responsibilities of the municipalities and its citizens (e.g., payment of business license and Safay'i fee), gender sensitivity, and governance.

3) Support to Women Entrepreneurs in Bamyan

The purpose of the Support to Women Entrepreneurs program was to allow women to set up business and sell their own products in a non-threatening environment and allow women consumers to browse and purchase personal items in a private space. Twelve female entrepreneurs identified in consultation with Bamyan municipality, DoWA, and civil society groups received training in basic business start-up. The Bamyan municipality allocated space in the Peace Park to set up the mobile market (tent, chairs, tables and cabinets). In addition, participants were given training in management, gender sensitivity, and governance. Two exhibitions took place, however, due to cold weather the exhibitions were halted and the mobile market was shifted to the weekly Thursday Bazaar as agreed to by the by the Department of Commerce and the entrepreneurs. The market has now become a regular feature of Bamyan community life starting at the onset of spring.

4) Women Participation in Environmental Sanitation

In late September 2013, RAMP-UP East awarded a small grant project to Women Vocational Training and Agricultural Service Organization (WVTASO) to promote and support 3R (waste reduction, re-use, recycling) with emphasis on composting at the household level. The project's coverage area was limited to the municipalities of Charikar, Bazarak, and Mahmud Raqi because of their accessibility from Kabul and because of the 3R initiatives had already been introduced by RAMP-UP East embedded advisors in these areas.

The grantee identified trench composting as the most appropriate method for promotion among households for being technically simple and virtually cost-free. With RAMP-UP East's approval of the method, WVTASO started its campaign and the training of members of local households who expressed interest in the practice. The training consisted of environmentally sound waste handling principles, waste separation at source, and the theoretical and practical aspects of trench composting, including an actual demonstration of the method.

As of the end of November 2013, the training had reached a total of 276 citizens. The majority of the 179 participants were women, an indication that 3R practices, particularly waste separation at source and composting, will be established in households in the aforementioned municipalities.

Aside from the training, the grantee also published brochures explaining various composting methods to promote the practice among a wider audience. Banners were installed to urge citizens to help in maintaining a clean environment.

Youth Participation

A large segment of Afghanistan's youth population lacks adequate educational, recreational, and employment opportunities. The high unemployment rate among educated youth is considered to be a major problem and is believed to exist due to a lack of practical work experience and unfamiliarity with contemporary technology, such as basic computer skills. The inability to find employment creates a sense of inferiority among young people that, in turn, leads to increased crime, mental health problems, violence, conflict, and addiction.

Youth Participation Grants

RAMP-UP East developed and started implementing youth participation grants in all 14 target municipalities in Option Year 1. The youth participation grants consisted of the following three components:

- Internship program for 84 male and female youth
- Computer training for 560 youth
- Sports tournament for 5,488 youth

In Option Period 2, RAMP-UP East worked with participants and beneficiaries of the youth program, formal and informal youth groups and associations, and the Department of Youth, Culture and Information to organize city cleaning campaigns in selected target municipalities. The program also worked with those groups to organize children's drawing contests and door-to-door campaigns by volunteer youth.

Also in Option Period 2, new small grants concepts were developed and implemented in Parun municipality. The auto-repair and carpentry activities focused on economic development and youth participation in local governance.

(1) Auto Repair Training Apprenticeship

During Option Period 2, RAMP-UP East provided two small grants to a Nuristan-based NGO to implement the Auto Repairing and Carpentry training for young people in Parun. The grantee, in consultation with the municipality and department of labor and social affairs, identified ten literate youth who expressed the intention of establishing their own livelihoods in their community to receive advanced auto repairing training for four months. Participants were taught the necessary skills to provide mechanic services, including how to diagnose mechanical faults, repair and replace defective parts, replace brakes and suspensions, and service auto engines. They also gained knowledge in marketing to enable them to promote their services to customers. The project allowed otherwise unemployed young men to earn sustainable incomes.

The participants were also oriented on the roles and responsibilities of the municipalities and its citizens (e.g., payment of business license and Safay'i fees), and gender sensitivity.

(2) Carpentry (Furniture-Making) Apprenticeship

The apprenticeship program provided advanced carpentry training to 10 young men in Parun. The participants learned the necessary skills to make and sell their own furniture, including doors, chairs, desks, tables, and shelves. They gained knowledge in marketing to enable them to promote and sell their products successfully in the marketplace. This allowed otherwise unemployed youth to earn sustainable incomes. At the same time, the participants were also oriented on the roles and responsibilities of the municipalities and its citizens (e.g., payment of business license and Safay'i fees) and gender sensitivity.

Drawing Contests

The RAMP-UP East drawing contest was an initiative designed to encourage girls and boys to get more involved and interested in their local environment by cultivating a sense of pride and ownership in their communities with the goal of keeping their neighborhood clean, safe, and livable. The drawing contests were a competition between boys and girls schools in Charikar, Bamyan, Mahmud Raqi, Khost, Jalalabad, and Pul-e-Alam, with the artwork focusing on heightening awareness and appreciation of city greenery, cleanliness, and beauty. As part of the drawing contests, 1,636 girls and 1,565 boys from 39 schools submitted 4,977 drawings. In consultation with the department of education, cleanup

activities were simultaneously organized to give children the experience of keeping their environment clean.

Door-to-Door Campaign

During Option Period 2, RAMP-UP East, in consultation with municipalities and representatives of youth organizations, identified the need for mobilizing the public to take an active role as responsible citizens in activities and decisions that affect their lives. The aim of the door-to-door campaign was to educate the public about their roles and responsibilities as citizens and to encourage youth to be educators in raising awareness and building the relationship between municipalities and citizens. During the campaign that lasted for three months, 396 youth (including 120 females) visited 4,717 households and distributed 20,000 educational materials.

Coordination

Early in the project, RAMP-UP East recognized the need to coordinate across projects providing technical assistance to the municipalities. Coordination was necessary to avoid duplicating efforts in the development and implementation of activities, as well as to expedite the dissemination of best practices and innovations among implementing partners and the municipalities.

For this purpose, RAMP-UP East conceptualized the Technical Working Group (TWG) as a GDMA instrument for coordinating the different implementing partners under its supervision. RAMP-UP East likewise assisted in drafting the protocols for the operation of the group, which was divided into four sub-groups corresponding to the RAMP-UP program's components: capacity-building, infrastructure development and service delivery, local economic development and revenue enhancement, and cross-cutting themes.

The idea was for each implementing partner to be represented in each sub-group. These implementing partners included the four RAMP-UP projects (North, South, East, and West), UN Habitat's municipal assistance program, UNDP/ASGP, and the USAID-funded Land Reform in Afghanistan (LARA). The TWG met once a month, with each meeting starting with a brief presentation by each implementing partner on activities undertaken during the past month, achievements, and implementation issues/and problems. This was followed by an open discussion on topics of common interest and ended with an action plan for the coming month.

During its earlier stages, RAMP-UP East played a very active role in the operation of the TWG. Full responsibility over the TWG was assumed by GDMA at the start of Option Period 2. By then, the working mechanisms of the platform had been institutionalized that it continued to function throughout the duration of the RAMP-UP program.

PROGRAM CHALLENGES AND MITIGATING ACTIONS

There are a number of constraints that prevent more effective and efficient municipal operations, including the absence of a well-defined municipal government organizational structure, functional descriptions of units comprising the municipal government structure, and job descriptions and qualification requirements for the various positions in the *tashkiel*. Municipalities are facing difficulties in recruiting qualified personnel given the present low salaries they are allowed to pay. Municipalities' inability to recruit qualified engineers hinders the ability to implement many infrastructure improvement projects included in their development budgets without outside support.

In addition to the municipal constraints outlined above, RAMP-UP East faced a range of its own challenges including security threats and uncertainties; difficulty recruiting qualified expatriate personnel willing to mobilize to Afghanistan; initial and continued reluctance from the municipalities to provide full access to their staff and records; weak municipal service delivery capacity and a relatively young central government counterpart that is still developing its role and capabilities to support sub-national governance. RAMP-UP East responded to these challenges and tried to mitigate any negative impact on program implementation. Particular challenges and responses are described below.

Learning and Knowledge Sharing – For capacity-building to be effective it needs to be demand driven. However, a number of municipal counterpart staff members did not demonstrate a strong interest in learning new professional skills. Some officials requested a financial incentive to attend training workshops. Others complained that their low salary did not motivate them to improve their performance. RAMP-UP East enhanced communications with mayors and explained the benefits of capacity-building activities for their staff. Subsequently mayors tasked their staff members to attend the in-house seminars but some municipal workers continued to choose not to attend.

Mayoral Appointments and Delegated Authorities – In a number of municipalities, acting mayors were appointed but were generally unable to exercise the full authority of their office. The frequent change of mayors in some municipalities and the appointment of acting mayors for long periods of time negatively affected the program activities. The influence of provincial governors over (acting) mayors was another area of concern. Although the mayor and governor are working together well in most municipalities, the autonomous position of the municipality is an important element of the Afghan sub-national government structure. RAMP-UP East positioned itself as the in-house advisor and mentor of the municipal staff and the mayor, and supported the mayor in taking the lead in working with the province. IDLG/GDMA also played a critical role in developing this partnership between the mayor and the governor.

Public Communications and Access to Information – The program initially faced challenges in convincing some mayors of the value of citizen participation, particularly women, and improved public communications. Mayors were reluctant to meet with citizens and share information, particularly about municipal budgets and revenues. RAMP-UP East invested a considerable amount of time and effort in building a relationship of mutual respect and trust with the mayor and his municipal staff. Over time, mayors became more confident and willing to meet with citizens and participate in radio and television roundtables and other public events.

Land Disputes – Some of the municipal service delivery projects selected by the public and municipalities were delayed because of land disputes. Accurate land data are often unavailable and title deeds were lost during Afghanistan’s turbulent recent history. Land ownership may therefore be contested. Some project site allocations and designs had to be revised several times because of disputes over land rights. Mayors in certain municipalities were slow to mitigate such land disputes and RAMP-UP East had to encourage the mayor to intervene with the disputing parties to resolve the conflicts. Examples of this were in Bamyan where local landowners disputed the municipality’s right of way for the sub-road project and again in Gardez where certain residents objected to the location of the proposed landfill. In these cases, the mayors were successful in mitigating the issues and while the problems were major impediments to implementation of the infrastructure projects, they did serve as opportunities to demonstrate good governance.

Corruption – Municipal infrastructure and service delivery improvement projects present the potential for corruption in, for example, the procurement of materials or labor. RAMP-UP East developed reporting procedures to ensure materials purchased and labor hired was utilized for the intended project. The possibility of corruption in the procurement process was an issue we combated through training and internal procedures. While there has been a significant insistence from the municipalities, IDLG/GDMA and USAID to make the RAMP-UP East procurement process more “transparent”, such transparency is not consistent with international procurement practice and presents a high degree of vulnerability in fostering corruption over a much wider group than typical. Early on in the program, RAMP-UP East took the approach of compartmentalizing the procurement process and contractual information on a “need to know” basis in an attempt to limit the exposure to corruption (as is the standard in international procurement practice). At the continued request of the municipalities, IDLG/GDMA and USAID, RAMP-UP East revised its procurement practices such that municipal officials directly participated in the evaluation and selection process for the award of contracts. RAMP-UP East also provided full disclosure of all contractual pricing to not only the RAMP-UP East staff but to the municipal officials as well. An internal fraud investigation mechanism was developed to respond to any allegations or suspicion of corruption.

Program Orientation – Throughout the three years of the program, RAMP-UP East faced challenges in explaining its purpose and scope. Mayors and governors – and even IDLG – had high expectations and framed RAMP-UP East for their constituents as a large reconstruction support program. The concept of on-the-job learning through small size construction projects and the slow process of project development and implementation were questioned by some mayors. Three high profile Mayors’ Conferences held in Kabul helped to clearly establish RAMP-UP East’s parameters, but still the perception that RAMP-UP East was an infrastructure support project persisted. During Option Period 2, new mayors of Khost, Ghazni, Sharana, Mahmud Raqi, and Pul-e-Alam were appointed. RAMP-UP East facilitated several one-on-one meetings with each of the new mayors to orient them to the purpose and intent of the RAMP-UP East program.

Women’s Participation – Some mayors and other local counterparts demonstrated little interest in encouraging women to participate in municipal events and governance. The attendance of women in community forums reinforced that observation. Other mayors refused to invite women to participate in municipal affairs, citing security risks and the Afghan culture where it is inappropriate for women to participate in public affairs. The RAMP-

UP East gender team made countless requests to the mayors and GDMA to include women in municipal decision-making or citizen forums, but had little success. RAMP-UP East organized gender sensitivity training in the municipalities and supported radio discussions between women's groups and mayors. Although the participation of women in public events remains low, their numbers have increased overall. This is a culturally sensitive issue that will require sustained low-key efforts over a period of many years and will require the support of GDMA.

USAID Implementing Partners Coordination – RAMP-UP East continued to face challenges with regards to access to training materials produced by USAID implementing partners such as UNDP/ASGP. Development of terms of collaboration through technical working group organized with GDMA and regular COP meetings were key steps for improved coordination.

Subproject Implementation Challenges – The implementation of infrastructure and service delivery projects in the municipalities encountered a variety of challenges that caused the projects to be delayed and, in some cases, incur additional costs. Examples of these challenges are:

- On a number of occasions, RAMP-UP East vendors and subcontractors were interfered with by mayors and/or governors to such an extent that the vendors/subcontractors chose to terminate their contracts. In such cases, re-procurement exercises to select and award an alternative contract was time consuming and costly to the project.
- In some cases, once infrastructure projects were successfully initiated, mayors and other municipal staff members would make changes in the scope of the projects.
- The imposition of the USAID vendor/subcontractor vetting procedures in May 2011 (and subsequently revised in January 2013) had a negative effect on RAMP-UP East's ability to implement projects in a timely manner. In May 2011, at the time of initiation of the vetting process/procedures, it was asserted that the procedures would not be cumbersome and would only take a few days to accomplish. For RAMP-UP East, the process of obtaining Notice of Eligibility for selected vendors/subcontractors ranged between two and four months to accomplish. The failure to process vetting requests in a timely fashion, and as advertised, caused delays to the implementation of RAMP-UP East service delivery projects, and in some cases projects had to be cancelled as a result. At the start of 2013, the vetting threshold was reduced from \$150,000 to \$25,000. In addition to the reduction of the vetting threshold, the procedures requiring vetting of any award to a vendor or subcontractor with a cumulative total of all awards greater than the vetting threshold resulted in the need for a high number of procurement actions requiring vetting. The processing time for vetting requests seemed to improve in the February – March 2013 timeframe, however the cycle time again degraded in April, May and June 2013. The impact of these procedures had an adverse effect on RAMP-UP East's implementation of the Municipal Incentive Fund (MIF) projects implemented during the summer and fall of 2013.

Prime Contract Challenges – It is well documented that funding of RAMP-UP East in the base year and Option Year 1 was insufficient to enable implementation of the project in accordance with the Description/Specifications/Statement of Objectives (Section C) of the prime contract. Receipt of funding was slow and the level of funding did not support the work

that was required under the prime contract. These funding issues impacted the implementation of RAMP-UP East to such an extent that such that a formal process of re-scoping the project requirements and re-aligning the cost basis of the contract was required. The project had already been operating under an informal reduced scope mandated by the limited obligations it was receiving, but the formal de-scoping took months to formalize and the uncertainty surrounding the final period of performance and value of the contract negatively impacted implementation and planning.

In addition to the funding issues that resulted in a de-scoping of the project, the modality of the prime contract presented impacts to implementation given that the contract was structured with a one year base and two option years (periods). The nature of these option years, and uncertainty as to whether they would or would not be exercised, caused inefficiencies in the implementation of the project. The project could not make plans for activities further than one year in advance as they were not guaranteed the next contract year would be awarded. Not only did this impede the team's ability to do future planning, it also negatively impacted the relationships between the projects and municipal counterparts.

Security – Overall, security in the target RAMP-UP East municipalities proved to be a significant challenge to program implementation. In Option Period 2 alone, specific threats were received against the municipalities in Maidan Shahr, Pul-e-Alam, Ghazni, Khost, Asadabad and Mehterlam. In addition to general threats in these municipalities, there were active terrorist incidents in each of these municipalities that impeded work being performed by the RAMP-UP East embedded advisors and in some cases caused damage to RAMP-UP East facilities which required the expenditure of additional resources to repair and resulted in working conditions that further impeded progress.

Master plans are prepared by the Ministry of Urban Development Affairs (MUDA) in cooperation with the municipalities and serve as the development plans for a particular city/province as well as the basis for municipalities to acquire and sell land. Municipalities faced many challenges related to the master plans, even those that had already received approval from higher level government authorities. One of the biggest challenges was the strong resistance from private property owners. In some cases, the personal safety of municipal authorities was threatened when they insisted on implementing the master plans, demolishing structures in areas where development is not allowed.

Regulatory Frameworks – It was widely acknowledged that private sector participation in local economic development and in the provision of essential public services was desirable and necessary. However, the growth of private sector involvement is hampered by the lack of a national legal framework. The framework is necessary to provide procedural guidance to municipalities, fairly allocate costs and benefits, and provide reasonable protection for both the municipal governments and the private sector. In addition, national government restrictions, such as the ones on the rental of residential flats, constrain the municipalities' abilities to raise more revenues from municipal assets.

LESSONS LEARNED AND SUGGESTIONS FOR FUTURE PROGRAMMING

As mentioned above in the Prime Contract Challenges section, the most important changes USAID could make to positively impact future programming would be to introduce longer contract periods and make funding obligations in line with the project's scope of work and work plan. Promises and commitments made by USAID to the municipalities, such as the commitment to spend \$1,000,000 on subprojects in each municipality, were left unfulfilled due to funding constraints. This negatively impacted the relationships between the project and municipal counterparts and also seriously damaged the trust that the team had worked so hard to establish with the municipalities at the beginning of the program.

Future programming should consider focusing more attention on building the professional skills of municipal staff with the goal of establishing a cadre of municipal government professionals who can maintain continuity of service despite changes in mayoral administrations. At the start of RAMP-UP East, the professional capacity of many municipal staff was quite low; they often lacked basic computer literacy, and accounting and project management skills. In the interest of expediency, mayors often looked to RAMP-UP East embedded team members for capacity substitution, rather than capacity-building services to fill these gaps in competencies.

For their part, mayors also had gaps in their skill sets, especially in the areas of management, leadership, and public outreach; in some cases, mayors were unaware of what their areas of responsibility included, or how municipalities fit into the overall governance structure of Afghanistan. Future programming should consider spending more time at the beginning of the project to establish a baseline understanding of the unique capacity needs of each municipality (for both municipal staff and the mayor) and tailor capacity-building programs to meet those needs. This approach requires that USAID, GDMA and the implementing partner(s) all have a long term vision and are patient in the early stages until capacity-building training takes hold.

This long view approach should also apply to any construction projects implemented through future programming. During RAMP-UP East, there was a tension between a desire to quickly implement projects so as to demonstrate to citizens that their government was at work; and the goal of using projects as laboratories, whereby RAMP-UP East staff worked side by side with municipal staff and mayors to build their capacity as projects were implemented.

Coordination between municipalities, GIRoA line ministries, provincial governors and district governors was not always smooth during the RAMP-UP East project. Many project activities crossed jurisdictional and/or sectoral boundaries and disruptions in coordination between political entities negatively impacted both the quality and timeliness of project implementation. Future programming should consider placing greater emphasis on coordination among political entities at both the municipal and national level.

To achieve the above goals, it is important that GDMA and the municipalities fully understand and buy-in to the program approach. Ideally, GDMA would establish performance benchmarks based on the program design and use them to hold municipal staff accountable. RAMP-UP East had success in establishing technical working groups to address these issues and coordinate our work with GDMA and other GIRoA agencies. GDMA should be encouraged to fully embrace and own the technical working groups as a component of any future program.

Future programming should also put greater emphasis on effective outreach and communication between municipalities and the public. In some RAMP-UP East

municipalities, mayors and their staff viewed public outreach activities with suspicion and sometimes even outright hostility. Greater efforts must be made to fully integrate public outreach into the responsibilities of municipal staff. In RAMP-UP East's experience, municipalities with robust public communication campaigns had higher levels of citizen satisfaction. Public information campaigns have a number of benefits that ultimately contribute to the legitimacy of municipal governments: they create transparency; they contribute to a better informed citizenry who understand what services to expect from their municipal government, and perhaps as importantly, what services municipal governments do not provide; and they provide municipal governments with a better understanding of what the public sees as their priorities. Future programming might consider including a robust communication component in its design.

Municipal government offers the most visible representation of government in Afghanistan and it is at the municipal level where most Afghans interact regularly with their government. The average Afghan is not concerned about ministerial turf issues that prevent the provision of government services. Rather, he or she is concerned about how government can provide services that improve his or her quality of life. While it is important that GDMA hold municipal governments accountable in the near future, ultimately it is the public, through regular elections, that can truly hold municipal officials accountable. Therefore, the Municipal Law, when passed, should provide for the direct election of mayors and establish elected municipal councils to replace the current Municipal Advisory Board model. If the Municipal Law is not passed this year, any follow on program should consider making the re-introduction and passage of the law in the next parliamentary session a high priority.

RAMP-UP EAST OBJECTIVES AND RESULTS

OVERVIEW

This section presents the achievements made by RAMP-UP East over the life of the project. Project achievements are presented as results of performance indicators against targets across three time periods:

- Base Year: 10 June 2010 to 9 June 2011
- Option Year 1: 10 June 2011 to 9 June 2012
- Option Period 2: 10 June 2012 to 31 March 2014

The indicators are presented in the same sequence as in the RAMP-UP East approved Performance Management Plan (PMP) for Option Period 2. Additional indicators have been incorporated in the final report to demonstrate more clearly the accomplishment of expected outcomes defined in the RAMP-UP East Scope of Work (SOW). The additional indicators are as follows:

- IR 1.3sub: Number of municipal activities with female participation, and number of female participants
- IR 2.5: Increase in the number of services being provided, maintained or sustained by the municipality
- IR 2.6: Number of Municipal Improvement Plans prepared, updated and approved
- IR 3.7: Number of Local Economic Development Plans prepared and approved by municipalities
- IR 3.8: Number of Municipal Revenue Improvement Action Plans prepared and approved by municipalities
- IR 3.9: Amount of municipal funds and private capital invested in public-private partnerships and other projects
- R 8: Number of Afghan engineering and construction companies trained to improve professional performance
- R 9: Number of service delivery projects that are visible in target municipalities, with GIRoA taking credit for these activities

PERFORMANCE DATA QUALITY

A final internal data quality assessment (DQA) for indicators defined in the RAMP-UP East PMP was conducted in February 2014. The DQA used the USAID standard checklist to assess the validity, reliability, timeliness, precision, and integrity along 15 characteristics. The results confirmed that 98% of the characteristics assessed across all indicators had positive outcomes. The results can be found in **Annex 11**.

RECONCILIATION: SCOPE OF WORK AND PERFORMANCE MANAGEMENT PLAN

Background

During the quarter July-September 2013, RAMP-UP East received the approval for the Option Period 2 PMP, covering the period from 10 June 2012 to 31 March 2014. In preparation for the final report it became apparent that over the life of the project, dependences have led to some divergence between the indicators and targets defined in the RAMP-UP East SOW and those defined in the RAMP-UP East PMP. As both the SOW and

the PMP represent USAID approved documents, the RAMP-UP East final report reconciles the documents with each other.

Reconciliation Strategies

The reconciliation aimed at fully accommodating both the RAMP-UP East SOW and the PMP by gathering supporting information.

The SOW served as basis for the examination of potential divergences between the two documents. Information from the SOW was matched with corresponding information in the PMP, if available, and potential divergences examined. Based on this examination, reconciliation strategies were defined. The following general strategies were applied in the final report:

Identical information: No reconciliation strategy was applied, as the SOW and PMP are aligned.

Missing information: Cases of missing information arose from indicators defined in the SOW without defining respective targets in the PMP, and vice versa. The following reconciliation strategies were applied:

- a) If the PMP provided information missing in the SOW, the information in the PMP was used to fill in gaps in the SOW.
- b) If the PMP did not provide information missing in the SOW, definitions were found and incorporated into the final report.

Conflicting information: Cases of conflicting information between the SOW and PMP arose from:

- a) *Differing wording of indicators:* Notably, these were the only cases in which the SOW was not necessarily given precedence:
 - o As long as the meaning of corresponding indicators in the SOW and the PMP was consistent, meaning the data collected is valid for both indicators, the PMP indicator wording was used to maintain consistency across RAMP-UP East reporting documents.
 - o In some cases, the meaning slightly diverged or the indicator defined in the SOW was split into two indicators in the PMP. In these cases, the PMP definitions were used. All such minor divergences referred to cases in which the indicator was improved over the life of the project to better reflect the RAMP-UP East progress. Hence, to preserve these improvements, the PMP definition was incorporated into the final report. In cases in which the indicator defined in the SOW was split into two indicators in the PMP, the combined results can easily be compiled from the separate indicators.

- b) *Differing definitions of targets:* In all these cases, precedence was given to the SOW.

Additional information: Cases of additional information refer to additional indicators and targets defined in the PMP. Such indicators and targets provided additional information for management purposes. Therefore, the respective results were incorporated into the final report, in accordance with the PMP.

Annex 12 outlines the detailed examination for divergences between the SOW and PMP for each indicator, and the respective reconciliation strategies applied. The matrix presents indicator and target definitions in the SOW, and matches these with corresponding indicator

and target definitions in the PMP. Indicators and targets that are only defined in the PMP are not listed in the matrix.

RAMP-UP EAST ECONOMIC ANALYSIS

A financial input analysis was conducted to contextualize the information on results achieved by the program. The chart below displays the cumulative quarterly funding made available by USAID for RAMP-UP East activities and RAMP-UP East spending over the life of the project. In addition, the projected cumulative funding and spending for two ceiling values (USD 147 million and USD 95 million) are displayed, assuming an equal quarterly distribution across the life of the project.

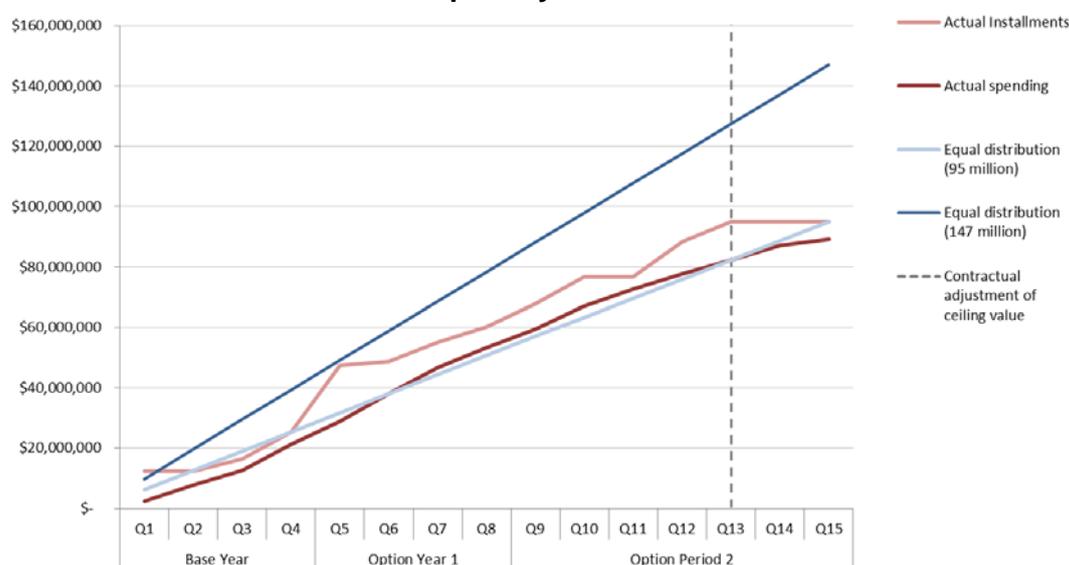
The original cumulative contractual ceiling value for the three RAMP-UP East project periods amounted to a total of USD 147,011,396, based on the following ceilings for each period:

- Base Year: USD 52,222,676
- Option Year 1: USD 47,911,597
- Option Period 2: USD 46,876,096

The chart below shows that with the exception of Q5, the actual available funding was continuously below an equal distribution across project life quarters of the total ceiling value of USD 147 million. Toward the end of Option Year 1, it became apparent that the original ceiling value would not be reached. Consequently, a contractual adjustment was made in Q13 lowering the ceiling value to USD 95 million.

Thus, while the targets for the Base Year and Option Year 1 were established assuming the original ceiling values corresponding to these project periods, the targets for Option Period 2 were set based on the reduced ceiling value.

Figure 2: RAMP-UP East Financial Inputs by Quarter



The table below further details the cumulative available funding and RAMP-UP East actual spending for the project periods. It also shows the percentages of the available funding and project spending in comparison to the budget ceiling at the end of each period, and the average percentage of achievement of targets across the RAMP-UP East performance indicators. At the end of the Base Year, the available funding and spending amounted to 49% and 41% of the ceiling, respectively. At the end of Option Year 1, the available funding and spending amounted to 60% and 53% of the ceiling. With the contractual adjustment of

the ceiling, the available funding equaled the ceiling value in Option Period 2, while actual spending was 94% of the ceiling.

	Ceiling	Actual Installments		Actual spending		Average % results targets
	USD (million)	USD (million)	% ceiling	USD (million)	% ceiling	
Base Year	\$ 52.2	\$ 25.4	49%	\$ 21.4	41%	51%
Option Year 1	\$ 100.1	\$ 60.1	60%	\$ 53.4	53%	85%
Option Period 2	\$ 95.0	\$ 95.0	100%	\$ 89.1	94%	88%

The shortage of funding at key points in the Base Year and each subsequent option year created inefficiencies in decision-making in that plans could not be initiated and activities implemented until the funding was provided. RAMP-UP activities were meant to transform the financial inputs into results. Hence, the significant shortage of available funding in the Base Year and Option Year 1, with respect to the ceiling value, must be considered when interpreting the RAMP-UP East achievements against targets in these periods. The targets were established assuming that available funding would be equal to the ceiling. Nevertheless, it can be noted that the average percentage of target achievement was consistently higher than the percentage of available funding with respect to the ceiling value.

PROJECT OBJECTIVE INDICATORS

Project objective indicators measure citizen satisfaction, trust, and perception about local government performance with reference to their access to services provided by the municipality. These indicators are measured annually. A baseline survey was carried out in September 2010. The surveys to measure the results of the Base Year, Option Year 1, and Option Period 2 were conducted in September 2011, 2012, and 2013, respectively. The 2010 and 2011 surveys did not include Parun Municipality in Nuristan, due to the adverse security situation in the province. The September 2012 survey included Parun for the first time and the results served as the baseline for the municipality. Therefore, the survey carried out by RAMP-UP East in September 2013 allowed for the first time the measurement of impact against baseline benchmarks established in the prior year (Option Year 1) in all 14 RAMP-UP East municipalities.

Sample sizes for each city were chosen to ensure a 5% margin of error. For larger population centers (>7,000 households), the desired margin of error of 5%, given a 95% confidence interval, required that 350 households be interviewed. For smaller cities, the margin of error varied by the estimated number of households. In each survey, over 3,000 municipal citizens were interviewed. Non-disaggregated indicator results, for which targets were determined, achieved a precision rate of <+/-2 percentage points, which was smaller than all targets.

The table below provides an overview of the project objective indicator results across three RAMP-UP East project life periods.

Figure 3: Performance Indicator Results Overview - Project Objective Indicators

PMP Ind	PERFORMANCE INDICATOR	Base Year			Option Period 1			Option Period 2		
		Jul 2010 - Jun 2011			Jul 2011 - Jun 2012			Jul 2012 - Mar 2013		
		Actual	Target	% target achievement	Actual	Target	% target achievement	Actual	Target	% target achievement
IMPACT INDICATORS										
PO 1	% increase in citizen satisfaction with municipal government	+8%	+7%	114%	+2%	+6%	33%	-8%	+5%	0%
PO 2	% increase in citizen perception that local government officials are working to serve their needs	+5%	+9%	56%	-1%	+8%	0%	+13%	+8%	163%
PO 3	% increase of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city	+2%	+10%	20%	+11%	+10%	110%	-6%	+8%	0%
IR 2.4	% of citizens who believe that their access to municipally-provided services has increased	+11%	+11%	100%	+2%	+8%	25%	-3%	+8%	0%

Annex 13 provides a sex and municipal disaggregated overview of the results of the project objective indicators across all citizen perception surveys conducted by RAMP-UP East.

PO 1 Citizen Satisfaction with the Municipal Government

Citizens' satisfaction with their municipal governments represents a key program objective of RAMP-UP East. In order to strengthen stability, GIROA must not only be an active participant in development activities, but must also be perceived by target municipal citizens as key to the delivery of RAMP-UP East activities. If residents perceive that GIROA provides better services after RAMP-UP East activities are completed, it indicates that they feel their government is legitimate and functional. This perception, in turn, creates support for the government.

The indicator is linked to the survey question: “Overall, do you think the municipal government is doing a very good job, somewhat good job, somewhat bad job or very bad job providing the services you think they should provide?”

Indicator PO 1: Percentage Increase in Citizen Satisfaction with the Municipal Government					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
71% (+7%)*	72% (+8% / 114%)**	77% (+6%)*	74% (+2% / 33%)**	79% (+5%)*	65% (-8% / 0%)**
<i>*Targeted percentage point increase</i> <i>**Actual percentage point increase / percent target achievement</i> <i>Note: Rounding errors may occur, as calculations were performed with higher precision than the targets and results in this table.</i>					

See **Annex 13** for data disaggregated by year and sex.

RAMP-UP East examined a number of factors that influence citizen satisfaction as part of the analysis of survey data. The first set of influence factors refers to municipal services that RAMP-UP East actively contributed to establish, enhance and sustain, namely: trash collection, drainage, roads, parks, and markets. Moreover, the influence of the citizens’ trust in their municipal government on their satisfaction was explored. It is important to note that the trust index used for this analysis is different from the indicator PO 3, which will be discussed later. The results of the analysis show that citizens’ perception of all municipal services investigated explains around 20% (of the variance) of their satisfaction with their municipal government. Trash collection and drainage services have the strongest influence, but are closely correlated. The citizens’ perception of trash services alone can explain almost 15% of their satisfaction with municipal government. Thus, the significant decrease in perceived trash services in 2013 is highly important to note and to keep in mind when discussing the related RAMP-UP East indicator IR 2.2. In short, while technical support to municipalities for solid waste management continued, financial support ceased in December 2012 based on USAID instruction.

Trust and the investigated services represent the factors that RAMP-UP East activities were meant to positively influence to facilitate citizens’ satisfaction with their municipal government. As explained earlier, trust and the services investigated can explain around 20% of citizens’ satisfaction. This indicates that around 80% of citizens’ satisfaction must be attributed to factors that are external to the direct control of the program. For example, throughout the annual citizens’ perception surveys the supply of clean drinking water and electricity were prioritized by most of the respondents as services they need most. These two services, however, have so far not yet been decentralized and continue to be the responsibilities of the national government and, by extension, the line departments at the provincial level; municipalities have very limited control over them. Another factor that very likely influences citizens’ satisfaction, but is beyond the direct control of RAMP-UP East, is the security situation.

PO 2 Citizen Perception that Local Government Officials Are Working for Their Needs

Another tenet of the development proposition is to help citizens see local governance structures as legitimate. Legitimacy has the potential to reduce citizen support for insurgent

groups. The citizen perception that their local government officials are working to serve the people represent a key part of citizens' buy-in and support for municipal governance.

This indicator is linked to Question #32 in the RAMP-UP East External Survey: "How often do you think local government officials are working to serve people like you?" with the following response options: "Almost always, sometimes, rarely or never".

The targets for this indicator were established annually on the bases of the results from the prior survey, aiming for a 20% reduction in the number of respondents that still feel the local government is rarely or never working to serve citizens' needs. In the baseline survey in 2010, 54% of respondents reported that their local government officials are almost always or sometimes working to serve their needs. This translates into a targeted increase in the number of respondent who do think their government officials almost always or sometimes work to serve the people to 63% (equivalent to a 9 percentage points increase ((100%-54%)*20%).

Indicator PO 2: Percentage Increase in Citizen Perception that Local Government Officials Are Working to Serve the People					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
63% (+9%)*	59% (+5% / 56%)**	67% (+8%)*	58% (-1% / 0%)**	67% (+8%)*	71% (+13% / 163%)**
<p>*Targeted percentage point increase **Actual percentage point increase / percent target achievement Note: Rounding errors may occur, as calculations were performed with higher precision than the targets and results in this table.</p>					

See **Annex 13** for data disaggregated by year and sex.

The program did not meet its targets for PO 2 in either the Base Year, or in Option Year 1. There are a number of factors that may have impacted this indicator, including events external to the RAMP UP East project such as inconsistent service provision from line ministries and continued security concerns.

It is also likely that disruptions to RAMP UP East funding played a role in the project not meeting the targets in BY and OY1. As part of the program's original design, each municipality was to receive \$1m for project activities. Not surprisingly, mayors announced the award of these funds and in many instances began publicly planning how they would be used in the municipalities. In 2011, and again in 2012, this line item was drastically reduced in the program's budget as part of RAMP UP East's overall budget reduction. Given that the initial funding was announced with great fanfare, it is likely that the subsequent cuts had the unintended consequence of undercutting the legitimacy of the municipal government and creating the false impression with some elements of the public that the \$1m was dispersed to the municipalities, but the funds were misused or stolen as the projects never materialized.

One of the most important lessons learned from this sequence of events is that donors and implementers of governance programs must always strive to under-promise and over-deliver. It is far better for the legitimacy of a government if the constituency is pleasantly surprised by improvements to government service, rather than bitterly disappointed by broken promises. Nevertheless, the program and municipalities were able to rebound from the disruptions of 2011 and 2012 to exceed the targets for OY 2.

PO 3 Citizens Indicating They Trust Their Municipal Officials to Conduct Activities to Benefit the People

This project objective indicator is a continuation of the legitimacy tenet. Decisions and actions by local government officials are perceived as more legitimate and acceptable if citizens trust that officials are acting in the best interest of the citizens.

This indicator is linked to the RAMP-UP East External Survey question: “To what extent do you trust each of the following to conduct its activities to benefit the people in your city? Do you have a great deal of trust; some trust; little trust; or no trust for the municipal government?”

Indicator PO 3: Percentage Increase in Citizens Indicating They Trust Their Municipal Officials to Conduct Activities to Benefit the People					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
58% (+10%)*	50% (+2% / 20%)**	60% (+10%)*	61% (+11% / 110%)**	69% (+8%)*	56% (-6% / 0%)**
<p>*Targeted percentage point increase **Actual percentage point increase / percent target achievement Note: Rounding errors may occur, as calculations were performed with higher precision than the targets and results in this table.</p>					

The targets for this indicator were established annually based on the results from the prior year’s survey, aiming for a 20% reduction in the number of respondents who did not yet have a great deal or some trust in the municipal government to work to benefit the people. In the baseline survey in 2010, 48% of respondents reported that they have a great deal or some trust in their local government officials to conduct activities to benefit the people. Hence, for the Base Year the target was an increase in the percentage of citizen that have a great deal of or some trust in their municipal official to conduct activities to benefit the people to 58% or an increase of 10 percentage points ((100%-48%)*20%).

Over the life of the project a significantly positive trend is displayed even though the percentage of male and female citizens that reported to have great deal or some trust in municipal officials decreased in 2013, after increasing in the Base Year and Option Year 1, but remained significantly over the baseline results in 2010.

A number of factors likely impacted these results. In addition to disruptions to project funding discussed under PO 2 that made planning and implementation challenging, the fact is that municipal governments are limited in what activities they can conduct to benefit their constituents. While municipal governments are the most visible face of government for many Afghans, a number of services such as the provision of water and electricity are the responsibility of line ministries that report back to the national government in Kabul. The average Afghan is unlikely to understand the nuanced division of responsibilities between municipal, provincial and national government entities.

See **Annex 13** for data disaggregated by year and sex.

IR 2.4 Citizens Who Believe That Their Access to Municipality-Provided Services Has Increased

The primary objective of RAMP-UP East is to contribute to citizens' satisfaction with the municipal government by helping to deliver effective, responsive, democratic, transparent, accountable, and gender-sensitive municipal governance. The premise is that when citizens have increased access to basic and essential services provided by their municipality, they are more likely to express increased satisfaction with the municipal government.

The indicator represents an index created by averaging the index ratings for four services: trash, drainage/ditches, roads, and parks. Each service is assessed through several questions about different characteristics of the respective service.

Particularly as this indicator measures the citizens' *perception* about increased access to municipal services, it represents a project objective indicator. Therefore, even though the PMP lists the indicator as an intermediate results indicator, it is discussed here.

Indicator IR 2.4: Percentage Increase in Citizens Who Believe That Their Access to Municipality-Provided Services Has Increased					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
58% (+11%)*	58% (+11% / 100%)**	66% (+8%)*	60% (+2% / 25%)**	68% (+8%)*	57% (-3% / 0%)**
<p>*Targeted percentage point increase **Actual percentage point increase / percent target achievement Note: Rounding errors may occur, as calculations were performed with higher precision than the targets and results in this table.</p>					

The targets for this indicator were established annually based on the results from the prior year's survey, aiming for a 20% reduction in the percentage of respondents who did not believe that their access to services provided by their municipal government had increased. In the baseline survey in 2010, 47% of respondents reported that they believed their access to such services had increased. Hence, for the Base Year the target was an 11 percentage point increase from the baseline level, or an end-of-the-period target of 57% of citizens saying that their access to municipality-provided services has increased $((100\%-47\%)*20\%)$.

Although there was a slight decrease in Option Period 2 in the percentage of respondents that believed their access to municipality-provided services increased, a significantly positive trend is displayed over the life of the project for this indicator. Some possible factors that might have contributed to this decline was the decision by USAID in December 2012 to cease funding support for solid waste collection, which resulted in a decrease in municipalities' ability to maintain collection rates. Another potential factor was the decision by GIRoA to shift collection of municipal entrance fees from the municipalities to Ministry of Finance. This resulted in the loss of an important funding stream, forcing service cuts for many municipalities (the issue has since been resolved, and municipalities now collect the entrance fees). It is also possible that constituents' expectations changed over the life of the project, holding government to a higher standard.

See **Annex 13** for data disaggregated by year and sex.

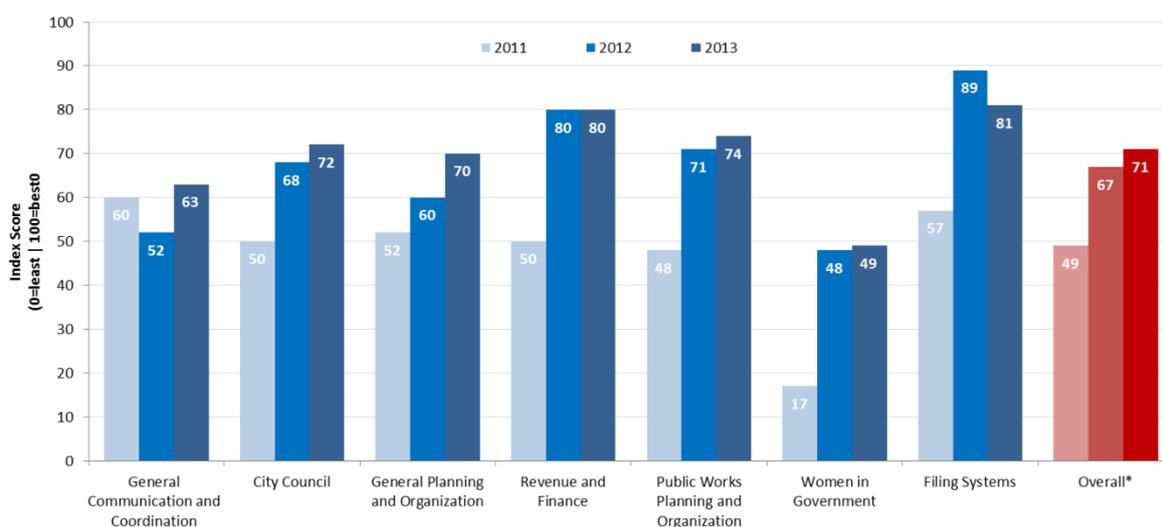
INTERMEDIATE RESULT INDICATORS

RAMP-UP East's three 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 directly contributed to enhancing the capacity of municipal officials, managers, and technicians to perform their core municipal management responsibilities. The RAMP-UP East PMP defines four indicators for this component, namely: IR 1.1 Number of Municipalities with Functioning Performance Budgeting Systems; IR 1.2 Number of Municipalities with Functioning Accounting Systems; IR 1.3 Number of participatory citizen engagement mechanisms implemented by municipal officials; and IR 1.4 Number of SOPs approved by GDMA for adoption. In addition, the indicator IR 1.3sub Number of municipal activities with female participation, and number of female participants was incorporated into the report.

Figure 4: Municipal Internal Capacity Indices by Year



**Note: The overall capacity index includes the municipal service provision capacity index, which will be discussed later in this report under the CLIN 2 indicator IR 2.5: Increase in the number of services being provided, maintained or sustained by the municipality.*

The annual internal survey provides information on municipal capacity-building performance, in addition to the RAMP-UP East Performance Management Plan Indicators. The survey was conducted with municipal officials in all RAMP-UP East municipalities, excluding Parun, as respondents to assess the municipalities' capacity across different areas. In 2010 the survey was conducted for the first time, albeit at a smaller scale. For this reason, the chart above only displays results for 2011, 2012, and 2013. As the results show, in all municipal capacity areas that were assessed, the capacity increased above the results of 2011. As a consequence, the average overall capacity index increased continuously and significantly over the three survey years from 49 in 2011 to 71 in 2013.

The *RAMP-UP East 2013 Municipal Internal Capacity and External Satisfaction Surveys. REPORT OF RESULTS: Comparison of Cities* provides further information on the results and the methodology behind the survey and index compilation.

The table below provides an overview of the intermediate results indicators across three RAMP-UP East project life periods for the project component Capacity-building of GIROA Officials at the Municipal Level.

Figure 11: Performance Indicator Results Overview – Intermediate Results Indicator for Capacity-building of GIROA Officials at the Municipal Level

PMP Ind	PERFORMANCE INDICATOR Indicator	Base Year			Option Period 1			Option Period 2		
		Jul 2010 - Jun 2011			Jul 2011 - Jun 2012			Jul 2012 - Mar 2013		
		Actual	Target	% target achievement	Actual	Target	% target achievement	Actual	Target	% target achievement
INTERMEDIATE RESULTS INDICATORS: CLIN 1 - Capacity Buildg of GIROA Officials at the Municipal Level										
IR.1.1	<i># of municipalities with functioning performance budgeting systems</i>	0	10	0%	7	10	70%	10	14	71%
IR.1.2	<i># of municipalities with functioning accounting systems</i>	0	10	0%	10	10	100%	11	14	79%
IR.1.3	<i># of participatory citizen engagement mechanisms implemented by municipal officials</i>	42	70	60%	50	70	71%	73	70	104%
IR.1.3sub	<i># of municipal activities with female participation, and number of female participants</i>	38	42	90%	48	56	86%	84	112	75%
IR. 1.4	<i># of SOPs approved by GDMA for adoption.</i>	n/a	n/a	n/a	2	2	100%	2	6	33%

Introduction: Municipal Accounting and Budgeting (IR 1.1 & IR 1.2)

Quarterly surveys were conducted by the embedded RAMP-UP East team in each of the municipalities to measure the level of best practices implemented in the areas of accounting and budgeting. The survey for each topic over the three years of the project included ten best practices and was supplemented by an eleventh question in the Accounting Functions Survey to reflect the necessity of producing asset lists to be able to produce valid Balance Sheets. The definition of fully functioning accounting systems was expanded to include the production of limited Annual Financial Statements: Balance Sheet, Consolidated Income and Expenditure Account, and Cash Flow. This met the requirements of the Public Financial and Expenditure Management Act, which requires Afghan public entities to comply with International Financial Reporting Standards (IFRS) as expressed in International Public Sector Accounting Standards (IPSAS) supported by the International Federation of Accountants. For them to provide professionally sound assistance to municipalities, RAMP-UP East Public Finance Advisors underwent an internationally recognized qualification training in IPSAS.

The public finance advisors worked with their municipal counterparts to increase the number of best practices adopted by the municipalities. In Option Year 1, for municipalities to qualify as having a functional accounting system (Indicator 1.2) they must have implemented seven out of 10 (70%) general accounting practices identified in the survey. Municipalities that achieved 70% on the combined surveys for budgeting practices (revenue forecasting and budget process) were considered to have functioning performance-oriented budgeting systems in place (Indicator 1.1).

In Option Period 2, municipalities must implement all of the best practices (100%) to qualify as achieving best practices for functional accounting and performance budgeting. At the end of technical activities of the project, an average rating of 98% across 13 municipalities, except Parun, was achieved. The reason for the 2% deficiency was the failure of the bank to provide bank statements in Mahmud Raqi and to implement expenditure and revenue monitoring in Jalalabad. These two municipalities also did not present their budgets to the citizens' forums, despite having prepared the presentations, due to mayoral interventions.

As part of our lessons learned, 100% of the target indicators were shown to be vulnerable to random unforeseen events beyond the direct control of the project.

As part of the closedown process for the RAMP-UP East technical activities, a sustainability strategy was developed with the following legacy statement: *“The key Public Finance stakeholders in RAMP-UP East municipalities are empowered and committed to ensuring that the Public Finance implementation program is embedded in the municipalities’ agenda through effective internal policies, structure, project management, and behaviors being in place.”*

To achieve the foregoing legacy, RAMP-UP East’s Public Finance team took a planned and a steady approach in the roll out of a number of knowledge management tools it developed. These tools took the form of self-teaching templates, manuals, and briefing notes, as shown in the following table.

Area	Tool	Date Developed	Description
Budgeting Best Practices	Budget Monitoring Template	Apr-May 2013	Automatically produces budget variance analysis, computes for ratios, and identifies any need for explanation
	Budget Monitoring Manual	Apr-May 2013	Explains budget monitoring principles and explores performance based budgeting
	Medium Term Financial Planning manual	Oct-Dec 2013	Details methodologies for extrapolating budgets into future years to enhance budget sustainability and credibility
	Option Appraisal manual	Oct-Dec 2013	Discusses the best practices for cost benefit analyses for determining optimum options for the achievement of municipal objectives
	Gender-Based Budgeting Manual	Jul-Sep 2013	Explains different methods to produce effective gender-based budgets
	Solid waste Management Annual Budgeting Template	Jul-Sep 2012	Allows the definition of performance indicators and targets as basis for budget allocations
	Budget Management Quarterly Survey	Jan-Mar 2011	Determines based on ten characteristics whether budget best practices have been demonstrably achieved
	Expenditure Quarterly survey Template	Jan-Mar 2011	Involves ten questions to determine the expenditures of the municipality
	Quarterly Expenditure Report	Jan-Mar 2011	Accomplished by municipalities monthly, the report shows the % spent by expenditure category of any given municipality
Revenue Planning and forecasting	Revenue Forecasting Templates	Oct-Dec 2012	Identifies revenue sources; determines base levels, coverage, collection rates, tariff setting; and forecasts for 5 future years
	Revenue Improvement Action Plan	Oct-Dec 2012	A standard template that identifies the actions as well as their costs and benefits, for increasing revenue intakes from particular revenue sources
	Revenue Quarterly survey Template	Jan-Mar 2011	A standard template that involves ten questions to determine the revenue generation capacity of a municipality
	Quarterly Revenue Report	Jan-Mar 2011	Accomplished by municipalities monthly, shows the % growth by revenue item of a municipality
	Cash Receipt Template	Jan-mar 2012	Allows recording of daily cash receipts to provide a proper and complete record
Accounting Best Practices	Annual Financial Statements Manual	Jul-Sep 2013	Explains how to prepare the three main financial statements and the proper practices relating to accruals and reserves

Area	Tool	Date Developed	Description
	Annual Financial Statements Standard Template	Jul-Sep 2013	Self-teaching template that automatically produces and reconciles main statements from an automated input sheet
	Asset Management Manual	Apr-Jun 2013	Details processes for the appropriate recognition, valuation, and recording of fixed (non-current) assets
	Briefing Note 1 – Public Private Partnership	Apr-Jun 2013	Provides further guidance on the accounting treatment of Public Private Partnerships
	Briefing Note 2 – Fair Value of Property Plant and Equipment	Apr-Jun 2013	Provides further guidance on the assessment of asset values using the fair value method
	Briefing Note 3 – Employee Benefits	Apr-Jun 2013	Provides further guidance on the accounting treatment of specific employee benefits
	Bank Reconciliation Manual	Jan March 2013	Provides instructions on the concepts and methodologies applicable to effective bank reconciliation
	Bank Reconciliation Template	Jan March 2013	Practical template that automatically completes and identifies that the municipal bank account agrees with the municipal accounting records
	M20 Expenditure Ledger	Oct-Dec 2010	Computerized template that records daily expenditure transactions

It was part of the RAMP-UP East, knowledge management strategy to combine training, manual, self-learning templates and project management methods to ensure that capacities were retained and developed after the project. See the *Sustainable Capacity Building Survey* section above for detail on the survey conducted to test the sustainability of RAMP-UP East's capacity-building efforts.

IR 1.1 Number of Municipalities with Functioning Performance Budgeting Systems

Indicator IR 1.1: Number of Municipalities with Functioning Performance Budgeting Systems					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
10* (100%)	0 (0%)	10** (100%)	7 (70%)	14*** (100%)	10 (71%)
40%	0%	70%	67%	100%	98%
<p>*10 municipalities practicing 40% of budgeting best practices **10 municipalities practicing 70% of budgeting best practices ***All 14 RAMP-UP East municipalities practicing 100% of budgeting best practices; this includes Parun Municipality in which no embedded advisors could be placed, due to the security situation. Note: The second results row in grey presents the average percentage of standard operating procedures implemented across RAMP-UP East municipalities; excluding Parun.</p>					

The Introduction of performance-based budgeting enabled the local governments to measure progress in delivering public services that were most important to the citizens. Measuring municipal service delivery performance was dependent on a consistent and accurate budgetary process. To implement best budgetary practices that support the municipality to move toward performance-oriented budgeting, RAMP-UP East concentrated on two areas: revenue forecasting and budget preparation. Budget preparation included best

practices for expenditure forecasting, meeting budget approval deadlines, and providing budgetary information to the public. The process of budget compilation for 1393 was finalized in all municipalities and for this year RAMP-UP East introduced the concept of Medium-Term Financial Planning, linking Annual Financial Statements and projections into future years as part of the budget process. This innovation added credibility and long-term sustainability factors into the present regime of annual balanced budgets. An additional five municipalities met the standard as RAMP-UP East promoted citizen consultation and quarterly reporting, with the total reaching 10.

Revenue Planning and Forecasting

During the last quarter of 2012, a new system of revenue forecasting and planning was implemented by RAMP-UP East in all municipalities. This process was more deeply embedded with a 100% score for all municipalities in at least one activity for 1392. This review was approved by all mayors. The process was supplemented by improved monitoring metrics and revenue planning designed into the new budget monitoring template. This template was in common use in all but one municipality. As well as identifying significant financial variances, the template highlights a number of ratios that measure financial stability and resilience. These ratios set the scene for the latest Medium-Term Financial Planning manual that emphasized links with previous financial results, outputs required, and the external economic environment.

The revenue managers were also encouraged to develop a revenue improvement plan for one to two revenue sources. The expenditure forecasting process was simplified and included in the 1393 budget preparation procedures.

During the quarter October to December 2013, 12 municipalities achieved the 100% rating and one (Jalalabad) achieved 80%.

Manuals and templates produced by RAMP-UP East as a 'practitioners guide' supporting the GDMA budget manual included the following chapters: budget disbursement accounting and reporting, budget monitoring, medium-term financial planning, and financial management ratio analysis. The chapters on revenue projection and revenue improvement planning were supplemented along with chapters on procurement and bank reconciliation.

The following table summarizes the accomplishments in the areas of performance-based budgeting and revenue planning and forecasting best practices.

Performance Based Budgeting Revenue Planning and Forecasting Best Practices		Asadabad	Bamyan	Bazarak	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shahr	Mehterlam	Pul e-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	Budget Revenue Forecast: Revenue forecast table is used as the basis for the 1392 budget forecast.	√	√	√	√	√	√	√	√	√	√	√	√	√
5	RIAP: RIAP developed for 1 source of revenue for 1392	√	√	√	√	√	√	√	√	√	√	√	√	√
6	RIAP Approval: RIAP approved by Mayor	√	√	√	√	√	√	√	√	√	√	√	√	√
7	Budget Expenditure Allocation: 1392 budget includes expense allocations for the RIAP	√	√	√	√	√	√	√	√	√	√	√	√	√
8	Revenue Reporting: revenue manager presents monthly/quarterly collection results to Mayor and/or EDAC –	√	√*	√*	√	√	√*	√	√	√	√	√	√	√
9	Identify Monitoring Metrics : identify metrics for each revenue type	√	√	√	√	√	√	√	√	√	√	√	√	√
10	Revenue Monitoring Plan: establish metrics and monitoring procedure for 1392 revenues	√	√	√	√	√	√	√	√	√	√	√	√	√
Option Period 2 Q6 Revenue Forecasting Total Score		100%	100%	100%	100%	100%	100%	80%	100%	100%	100%	100%	100%	100%
Option Period 2 Q5 Revenue Forecasting Total Score		100%	90%	90%	100%	100%	90%	80%	100%	90%	80%	100%	100%	100%

√ - 5th Quarter Survey Results √ - 6th Quarter Survey Changes
√* effectively through use of monitoring template presented to Mayor

Budget Preparation

GDMA issued the Budget Circular to all municipalities on 20 December 2013 for 1393. The table below shows the budget status of the municipalities on Dalwa 16, 1392 (5 February 2014).

Municipality	Budget Complete	Signed by Mayor	Approved by Province	Dispatched to GDMA
Asadabad	√	√	√	√
Bamyan	√	√	√	
Bazarak	√			
Charikar	√			
Gardez	√			

Ghazni	✓	✓	✓	
Jalalabad	✓			
Khost	✓	✓	✓	✓
Maidan Shahr	✓	✓	✓	
Mahmud Raqi	✓	✓	✓	✓
Mehterlam	✓			
Pul-e-Alam	✓	✓	✓	✓
Sharana	✓	✓	✓	

✓ Budget progress 1392

✓ Budget progress 1393

At the same point in time the previous year (1392/2013), only two budgets (Pul-e Alam and Maidan Shahr) had been submitted to GDMA, only four (Khost, Mahmud Raqi, Charikar and Ghazni) were at the provincial approval stage, two were at Mayoral approval stage (Gardez and Sharana), and five had yet to be completed (Mehterlam, Jalalabad, Bazarak, Bamyan and Asadabad). The achievement during the 1393 budget round represents a considerable improvement.

The results for the last quarter's survey of year 2013 showed that there were 10 municipalities at 100% (last quarter 10) and three municipalities at 90% (last quarter two). The results would have shown 12 at 100% if the mayors had permitted the draft budgets to be presented in citizen forums.

With the production of annual financial statements, the budget process for 1393 began in November 2013. Expenditure and revenue forecasting for the 1393 budgets benefited from the 1391 actual results as well as from forecasting methodologies. In this way, the principles of full financial cycle management became embedded in partner municipalities.

The 1393 budget cycle achieved RAMP-UP East's seven objectives for the municipal budgets of 1393, as follows:

- 8) Compliance with GIRoA requirements for an approved budget
- 9) Strengthened oversight by senior management and improved performance by officials
- 10) Readability of and linkages within the budget material.
- 11) Satisfaction of stakeholders informational needs.
- 12) Facilitation of comparability between municipalities
- 13) Increased budget credibility
- 14) Gender mainstreaming

Overall Budgeting Results

As mentioned previously, municipalities that adopted 100% of the revenue forecasting and budgeting best practices were deemed as ready to implement performance-oriented budgeting. The score for each municipality was determined as the average percentage calculated from the results of both surveys. The table below shows the results after averaging both surveys. For the last quarter of year 2013, the average increase was three percentage points (last quarter seven percentage points), giving an overall average score of 98% (last quarter 95%). This increase was due to the further development of revenue monitoring metrics, which increased municipal financial management capacity.

The table below summarizes the accomplishments in the implementation of performance-based budgeting.

Percentage of Best Practices Implemented to Prepare for Performance Based Budgeting	Asadabad	Bamyan	Bazarak	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shahr	Mehterlam	Pul-e-Alam	Sharana
Revenue Forecasting	100%	100%	100%	100%	100%	100%	80%	100%	100%	100%	100%	100%	100%
Budget Preparation	100%	100%	100%	90%	90%	100%	90%	100%	100%	100%	100%	100%	100%
Q6 Option Period 2 Average Score	100%	100%	100%	95%	95%	100%	85%	100%	100%	100%	100%	100%	100%
Q5 Option Period 2 Average Score	100%	95%	95%	95%	95%	95%	80%	100%	95%	90%	100%	100%	100%

IR 1.2 Number of Municipalities with Functioning Accounting Systems

Indicator IR 1.2: Number of Municipalities with Functioning Accounting Systems					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
10*	0 (0%)	10**	10 (100%)	14***	11 (79%)
40%	0%	70%	76%	100%	99%

*10 municipalities practicing 40% of Accounting best practices
 **10 municipalities practicing 70% of Accounting best practices
 ***All 14 municipalities practicing 100% of Accounting best practices; this includes Parun Municipality in which no embedded advisors could be placed, due to the security situation.
 Note: The second results row in grey presents the average percentage of standard operating procedures implemented across RAMP-UP East municipalities; excluding Parun.

Functioning accounting systems were determined by the percentage of best practices that municipalities had chosen to adopt that produce more accurate, efficient, and transparent financial record keeping. As described above, surveys were conducted quarterly by the RAMP-UP East team in each municipality to assess the level of best practices that had been implemented by the municipal accounting and revenue departments.

The first surveys were developed at the close of the Base Year and implemented in the first quarter of Option Year 1. At that time, the accounting function in municipalities was manual single entry and lacked cash accounting and reconciliation, procurement management, periodic monitoring reports or procedures. The survey questions were designed to represent best practices that could reasonably be accomplished by the municipalities over a three-year horizon. The original best practices included transitioning from a manual to automated bank reconciliation, and advancing from manual single entry to spreadsheet based double-entry accounting. As the municipalities progressed, some original “best practices” were modified or replaced with more advanced activities, such as implementing monitoring plans and producing annual procurement plans.

A new activity – budget monitoring – was added in place of quarterly bank reconciliations and was initiated through a workshop. As of the end of the project’s programmatic activities, 12 municipalities succeeded in fully implementing budget-monitoring practices coupled with

financial ratios. The monitoring template in use also allowed year-end transactions to be processed through a 'year-end' column. The application of principles of accruals and matching resulted in improved recording of actual results against budget and provided the basis of accounts closure.

Functional Accounting System General Accounting Standard Operating Procedures		Asadabad	Bamyān	Panjshir	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shahr	Mehterlam	Pul-e-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 is received	√	√	√	√	√	√	√	√	√	√	√	√	√
6	Post Expenditure Payments to both Expense and Cash Ledger when paid	√	√	√	√	√	√	√	√	√	√	√	√	√
7	Reconcile Bank Statement to Cash Ledger Account monthly.	√	√	√	√	√	√	√	√	*	√	√	√	√
8	Used Automated Payroll	√	√	√	√	√	√	√	√	√	√	√	√	√
9	Draft Annual Procurement Plan	√	√	√	√	√	√	√	√	√	√	√	√	√
10	Implement Expenditure Monitoring	√	√	√	√	√	√		√	√	√	√	√	√
11	Produce Asset Listing	√	√	√	√	√	√	√	√	√	√	√	√	√
Q6 Option Period 2 General Accounting Total Score		100%	100%	100%	100%	100%	100%	91%	100%	91%	100%	100%	100%	100%
Q5 Option Period 2 General Accounting Total Score		100%	100%	100%	100%	100%	100%	91%	100%	91%	91%	100%	100%	100%

√ - 3rd Quarter Survey Result √ - 4th Quarter Survey Changes

*Bank not providing bank statements

In Option Period 2, 11 municipalities have achieved 100% of best practices in accounting. This is against the backdrop of an additional indicator for asset listing on top of the original 10. These municipalities have therefore overachieved against the original indicators which makes the achievement all the more impressive. The remaining two municipalities of Jalalabad and Mahmud Raqi scored 91%, with Parun excluded for security reasons. In Jalalabad, the team failed to implement expenditure monitoring, and in Mahmud Raqi, the bank failed to provide bank statements and the team therefore failed to reconcile its bank statements to the cash ledger account on a monthly basis.

IR 1.3 Number of Participatory Citizen Engagement Mechanisms Implemented

Indicator IR 1.3: Number of Participatory Citizen Engagement Mechanisms Implemented By Municipal Officials					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
70*	42 (60%)*	70	50 (71%)*	70	73 (104%)*
*Percent target achievement					

The indicator records mechanisms facilitating transparency and openness in local governance. The project identified five such mechanisms that were implemented in all 14 target municipalities: (i) citizen forums/municipal advisory boards, (ii) municipal newsletters, (iii) outreach activities for opening and closing ceremonies of municipal projects, (iv) media outreach, such as interviews and radio programs, and (v) the installation of public notice boards. In addition, citizen guidebooks was introduced as a mechanism and implemented from January to March 2013. In former reports public outreach trainings were also accounted for by this indicator, but have been excluded in this report as they don't represent a mechanism.

Each city was targeted to implement at least five mechanisms in each project life period or a total of 70 for all the RAMP-UP East municipalities. The accomplishments of each municipality were calculated by counting the number of mechanisms implemented in each project life period; regardless of how many times a particular mechanism was used. For example, if a municipality held twelve citizen forums during Option Period 2, it was counted only as one mechanism.

The targets for the Base Year and Option Year 1 were missed for a number of 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 until the team received additional guidance and support from GDMA on the training content. It took time to get mayors on board with the idea of engaging their citizenry and some still were against the idea in Option Period 2 after great efforts of the RAMP-UP East Team to change their minds. The impact of the RAMP-UP East Team's efforts to gain mayoral buy-in took time and was further delayed into Option Period 2 in locations where there was a change in mayor over the course of the program.

Annex 15 provides municipal disaggregated overview of the citizen engagement mechanisms implemented by the RAMP-UP partner municipalities.

IR 1.3sub Number of Municipal Activities with Female Participation, and Number of Female Participants

Indicator IR 1.3sub: Number of Municipal Activities with Female Participation					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
42	38 (90%)*	56	48 (86%)*	84	112 (133%)*
*Percent target achievement					

Male and female have equal rights to participate in political processes. Particularly in Afghanistan, the integration and participation of women in development processes is so far a largely unrealized great potential. The equitable integration and participation of women in political processes is essential to create and sustain good governance, and can function as a catalyst for general development. Citizen forums and advisory boards are a key municipal activity that can facilitate the integration and participation of women.

The indicator represents a sub-indicator to IR 1.3 that provides details on the frequency of, and female participation in, municipal citizen forums and advisory boards. The RAMP-UP East Scope of Work defines the respective target as: increased women’s participation in municipal decision-making in all targeted municipalities. The target was operationalized through the municipal citizen forums and advisory boards.

RAMP-UP East aimed to facilitate the implementation of citizen forums and municipal advisory boards at least once a month in all 14 RAMP-UP East municipalities. In the Base Year, one-fourth of these were targeted to have women’s participation. During the Option Year 1, the target was to have female participation in at least one-third of citizen forums or advisory board meetings convened during the period. The target was increased to one-half during Option Period 2. The RAMP-UP East team encountered a number of mayors who refused to include women in municipal affairs, citing perceived risks to their personal security and the inappropriateness of doing so in Afghan culture. It took time for the RAMP-UP East team to combat these perceptions and get mayors to agree to include women in municipal activities.

IR 1.4 Number of Standard Operating Procedures (SOPs) Approved by GDMA for Adoption

Indicator IR 1.4: Number of Standard Operating Procedures (SOP) Approved by GDMA for Adoption					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
n/a*	n/a*	2**	2 (+2 / 100%)***	6**	2 (+0 / 33%)***
<p>*The preparation and updating of SOPs was not part of the RAMP-UP East Scope of Work in the Base Year. **Targets for this indicator were defined and are presented as cumulative targets (at least 2 SOPs by Option Year 1 and at least 6 SOPs by Option Period 2). ***The figures in brackets represent the increase for the respective project period, and the target achievement of the cumulative target for the respective project period.</p>					

Standard Operating Procedures serve as reference for municipal officials and employees in properly performing their tasks and can therefore be used as benchmarks for evaluating and improving organizational and individual performance. They can serve as the bases and supplement for training design and implementation. Finally, they serve to ensure continuity and sustainability of skills and knowledge transfer, providing the induction points for employees who are new to their positions. This indicator measures the number of SOPs developed in collaboration with, and approved by, GDMA.

As explained on page 8 of this report, RAMP-UP East developed a total of seven SOPs over the course of the program. Not all of them had been approved by GDMA at the end of the project, however.

IR 2 Delivery of Municipal Services to Citizens in Targeted Municipalities Improved

RAMP-UP East assisted 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. The RAMP-UP East PMP defines four indicators for this component, 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. In addition, two new indicators were incorporated into this report: IR 2.5 Increase in the number of services being provided, maintained or sustained by the municipalities and IR 2.6 number of MIPs prepared, updated and approved.

The table below provides an overview of the intermediate results across three RAMP-UP East project life periods for the project component CLIN2: Support the GIRoA to Provide Responsive, Effective, and Visible Municipal Service Delivery Programs.

Performance Indicator Results Overview – Intermediate Results Indicator Target and Results for CLIN2

PMP Ind	PERFORMANCE INDICATOR Indicator	Base Year			Option Period 1			Option Period 2		
		Jul 2010 - Jun 2011			Jul 2011 - Jun 2012			Jul 2012 - Mar 2013		
		Actual	Target	% target achievement	Actual	Target	% target achievement	Actual	Target	% target achievement
INTERMEDIATE RESULTS INDICATORS: CLIN 2 - Support the GfRoA to Provide Responsive, Effective, and Visible Municipal Service Delivery Programs										
IR.2.1	# of sub-national government entities receiving RAMP UP-East assistance to improve their performance	13	14	93%	14	14	100%	14	14	100%
IR.2.2	# of municipal service delivery projects implemented	7	17	41%	11	8	138%	23	11	209%
IR.2.3	% of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation	100%	80%	125%	100%	100%	100%	96%	100%	96%
IR.2.5	Increase in the number of services being provided, maintained or sustained by the municipality.	+9%	n/a	n/a	+12%	+8%	150%	+5%	+6%	83%
IR.2.6	# of MIPs prepared, updated and approved	13	14	93%	13	14	93%	13	14	93%

IR 2.1 Number of Sub-national Government Entities Receiving RAMP-UP East Assistance to Improve Their Performance

Indicator IR 2.1: Number of Sub-national Government Entities Receiving RAMP-UP East Assistance to Improve Their Performance					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
14	13 (93%)*	14	14 (100%)*	14	14 (100%)*
*Percent target achievement					

RAMP-UP East had a life-of-project target of assisting 14 municipal governments in improving the delivery of public services to their constituents. Due to the adverse security situation, RAMP-UP East was not able to provide assistance to Parun Municipality in the Base Year. From Option Year 1 onward, however, all municipalities received assistance from the project, including Parun, where access remained restricted due to the security conditions.

IR 2.2 Number of Municipal Service Delivery Projects Implemented

Indicator IR 2.2: Number of Municipal Service Delivery Project Implemented with RAMP-UP East funding					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
17	7 (41%)*	8	11 (138%)**	11*	23 (209%)*
*Percent target achievement					

For management purposes RAMP-UP East service delivery projects are accounted for by this indicator and the indicator R 4, which collects information on infrastructure projects, provides an overview over all RAMP-UP projects. Activities under this indicator include financial support from RAMP-UP East for solid waste collection. In contrast to prior reports the RAMP-UP East procurement projects are accounted for under this indicator. The change

was made, as the supply of solid waste collection and septic tank vehicles represent in-kind support to municipalities directly supporting municipal waste management.

Solid waste collection represents a demanded service and is highly visible to citizens. This is underlined by the results of the annual citizens' perception survey in which waste services was shown to have the greatest influence on citizens' satisfaction among the municipal services targeted by RAMP-East (indicator PO 1). Meanwhile, effective municipal solid waste management has great potential for municipal revenue enhancement through services fees and the 3R (reduce, reuse, recycle), which has the potential to become income generating.

IR 2.3 Percentage of RAMP-UP East Activities Involving Government Officials

Indicator IR 2.3: Percentage of RAMP-UP East Activities Involving Government Officials in Project Planning, Implementation, and/or Evaluation					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
80%	100% (125%)*	100%	100%	100%	96%
*Percent target achievement					

The involvement of government officials is a critical factor in RAMP-UP East's work. RAMP-UP East collaborated with the municipalities on service delivery and infrastructure projects in an effort to bring about good governance and bolster 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 took ownership of the activities under RAMP-UP East, with most of them leading in the implementation and supervision of program activities and in advocating with citizens.

In all RAMP-UP East target municipalities, mayors took the lead in managing the implementation of projects. Municipal staff, in particular the engineering and public works managers, had hands-on involvement in the project lifecycle, starting with project identification and selection, design, day-to-day construction supervision, and operation and maintenance. The municipal staff members, for their part, were motivated to be more involved in project implementation because they learned from working with the embedded advisors.

The government involvement reported under this indicator only includes the official "auditable" visits of municipal officials together with RAMP-UP East staff to the projects that were reported in the project's M&E system. Projects are reported to have had government involvement if at least one visit was made. For each visit, a reporting template (government involvement form) was completed that includes the signatures of the participants. Other visits, such as regular monitoring and supervision visits of the municipal engineers, were not recorded.

Out of the 114 RAMP-UP East service delivery and infrastructure projects only two were recorded to have had no government involvement. For the Road Graveling and Lighting Construction Project in Parun Municipality (RUE-PRN-0001), a visit as described could not be conducted, as RAMP-UP East staff was not able to travel to Parun due to the adverse security situation. For the Rehabilitation of Gul Ghundi Park Project in Charikar Municipality (RUE-CHA-0019), no government involvement form was obtained.

IR 2.4 Percentage of Citizens Who Believe That Their Access to Municipality-Provided Services Has Increased

Indicator IR 2.4: Percentage Increase in Citizens Who Believe That Their Access to Municipality-Provided Services Has Increased					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
58% (+11%)*	58% (+11% / 100%)**	66% (+8%)*	60% (+2% / 25%)**	68% (+8%)*	57% (-3% / 0%)**
<i>*Targeted percentage point increase</i> <i>**Actual percentage point increase / percent target achievement</i> <i>Note: Rounding errors may occur, as calculations were performed with higher precision than the targets and results in this table.</i>					

This indicator represents a program objective indicator. Therefore, it is discussed in the respective indicator section, see page 52.

IR 2.5 Number of Services Being Provided, Maintained or Sustained by the Municipality

Indicator IR 2.5: Increase in the Number of Services Being Provided, Maintained or Sustained by the Municipality					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
50	59 (+9)	67 (+8)	71 (+12 / 150%)*	76 (+6)	75 (+5 / 83%)*
<i>*Increase / percent target achievement</i> <i>Note: Rounding errors may occur, as calculations were performed with higher precision than the targets and results in this table.</i>					

Services provided by the municipalities to their citizens are visible outputs of local governance directly benefiting the people. Thus, services are crucial to create legitimate local governments.

This indicator is measured as part of the annual internal survey among municipal officials. The measurement represents an index ranging from 0 (=least) to 100 (=best). The index is based on the average across the assessment of six services using the same index scale. The six services include:

- Wastewater collection and disposal
- Sanitation
- Road maintenance
- Public park maintenance
- Latrine maintenance
- Provision of a designated dumpsite

The internal survey was a smaller effort in 2010 and expanded substantially in 2011 to provide a more detailed assessment. Thus, the target for the Base Year was not determined based on the survey in 2010 but was set to be half of the maximum score, based on theoretical assumptions. For each subsequent RAMP-UP East project period, it was targeted

to reduce the gap to the maximum index score by 20%. Since an embedded advisory team could not be mobilized in Parun because of the adverse security situation, the internal survey was not conducted in the municipality.

IR 2.6 MIPs prepared, updated and approved

Indicator IR 2.6: Number of Municipal Improvement Plans (MIP) prepared, updated and approved					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
14	13 (93%)*	14	13 (93%)*	14	13 (93%)*

*Percent target achievement

The Municipal Improvement Plan is a tool to build municipal planning and budgeting skills and to engage citizens in municipal decision-making. The MIP for each municipality was derived from the results of both the external and internal surveys, thus ensuring that they were grounded in empirical data. MIPs were continuously vetted with municipal staff and the community to ensure their relevance and local buy in.

The MIP covered priority activities identified by the municipality based on surveys, internal assessments, and community consultations. It served as a performance management and accountability tool prepared and implemented by the municipality that reflects citizens' service delivery priorities. It served to strengthen the capacity of municipal managers and service providers and improve citizens' participation in local governance. The MIP specified activities in four interrelated areas:

- **Municipal Capacity-building.** This consisted of technical assistance, workshops, and on-the-job training of municipal staff to enhance their capacity to perform their municipal management responsibilities. The activities included training in basic civil service and public administration skills, and functional skills training covering financial management, planning and budgeting, design and engineering, public works, and operation and maintenance.
- **Municipal Service Delivery Improvements.** These activities supported the municipality in delivering tangible improvements in basic infrastructure and services for its citizens. The MIP focused on improving the delivery and management of public services that fall under the responsibility of the municipality, including roads and drainage, solid waste collection, public markets, parking lots, and parks.
- **Revenue Generation and Economic Development.** Local economic development and revenue enhancement was supported through technical assistance and training, thereby strengthening the municipality's ability to finance improved service delivery and operating costs and stimulate business growth and job creation.
- **Municipal Public Relations and Outreach.** Citizens' forums, gender mainstreaming and youth activities, and other initiatives targeting local stakeholders were pursued to increase citizens' awareness and participation in municipal governance.

RAMP-UP East targeted to support the preparation and updating of MIPs for all partner municipalities and to facilitate their approval in each period of the life of the project. Thus, the indicators measure the number of MIPs that were prepared or updated and approved for each project period. No MIPs could be prepared for Parun, due to the adverse security situation, which is why the project missed its target in each of the project periods.

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 strengthen the municipality's ability to finance its service offerings and operating costs. This component will be measured by the following four indicators: IR 3.1 Number of public-private partnerships established with private sector participation, including PPPs, concessions, privatization, and other similar arrangements; IR 3.2 Number of person-days of labor; IR 3.3 Number of sub-national institutions receiving RAMP-UP East assistance to increase their annual own-source revenue; IR 3.4 Percentage increase in revenue generated; IR 3.5: Number of municipalities using the business registration and licensing system and IR 3.6: Number of municipalities using the property registration and Safay'i Fee Collection System. In addition, three new indicators were incorporated into this report: IR 3.7 Number of Local Economic Development Plans prepared and approved by municipalities, IR 3.8 Number of municipal Revenue Improvement Revenue Improvement Action Plans prepared and approved by municipalities and IR 3.9 Amount of municipal funds and private capital invested in public-private partnerships (PPPs) and other projects.

IR 3.1 Number of Public-Private Partnerships (PPPs) Established

Indicator IR 3.1: Number of Public-Private Partnerships (PPPs) Established					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
5*	0 (+0 / 0%)**	9*	1 (+1 / 11%)**	13*	4 (+3 / 31%)**
<p>*Targets for this indicator were defined and are presented as cumulative targets (at least in one-third, at least two-thirds and in all municipalities by the Base Year, Option Year 1 and Option Period 2, respectively).</p> <p>**The figures in brackets represent the increase for the respective project period, and the target achievement of the cumulative target for the respective project period.</p>					

Activities implemented under this component supported local economic development and revenue enhancement, and thereby strengthen the municipality's ability to finance its service offerings and operating costs. Building municipal capacity meant exposing decision makers to various ways of providing municipal services. Particularly in case of limited or not necessarily sustainable resources, partnerships with the private sector can create opportunities or may even be the only way to provide or to increase the level of municipal services.

The indicator accounts for PPPs established based on RAMP-UP East projects. These four projects served as models for the RAMP-UP East partner municipalities. In a RAMP-UP East Regional Conference, however, participating mayors raised the absence of national laws, regulations, and guidelines as a major stumbling block for aggressively pursuing PPPs. Even so, a number of municipalities showed strong desire to involve the private sector in local development, including the delivery of essential public services. RAMP-UP East provided technical support and capacity-building to municipalities to foster these municipal PPPs. A list of the 21 municipal PPP projects that can be found in Annex 10.

IR 3.2 Number of Person-Days of Employment Generated

Indicator IR 3.2: Number of Person-Days of Employment Generated					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
186,667	47,577 (25%)*	86,000	97,556 (113%)*	100,000	67,628 (68%)*
*Percent target achievement					

By increasing economic opportunities and the availability of employment, RAMP-UP East supported the development of a more stable and secure environment in the municipal areas. The increase in opportunities for employment was measured by the number of paid labor days worked on infrastructure and service delivery projects.

RAMP-UP East delivered below the targets, except in Option Year 1 when the target was exceeded. The under-performance can be largely attributed to the less-than-expected funding allocation received from USAID. The initial targets were set with the understanding that one million dollars would be spent in subprojects in each municipality. RAMP-UP East never received the funding to complete a large portion of those projects and therefore could not meet the target for employment days that was a part of those projects. Another cause was delays in project selection and preparation. A few projects in Option Period 2 had to be canceled or de-scoped due to delays in receipt of project approval or vetting approval from USAID which impacted the person-days of employment generated.

In Option Period 2, RAMP-UP East implemented projects under the Municipal Incentive Fund (MIF). These projects were all a cost-and-work share between RAMP-UP East and its partner municipalities. In some cases the standard labor attendance sheets for labor days produced under the scope of work and coordination of the municipalities could not be obtained.

Annex 17 provides disaggregated information on the number of person-days of employment generated by RAMP-UP East projects for skilled and unskilled labor.

IR 3.3 Number of Sub-National Institutions Receiving RAMP-UP East Assistance to Increase Their Annual Own-Source Revenue

Almost all Afghan municipalities do not receive any financial support from the national government. Hence, municipalities rely on annual own-source revenues to fund not only operating and maintenance costs, but also all municipal services and development projects.

Indicator IR 3.3: Number of Sub-National Institutions Receiving RAMP-UP East Assistance to Increase Their Annual Own-Source Revenue					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
14	13 (93%)*	14	13 (93%)*	14	13 (93%)*
*Percent target achievement					

RAMP-UP East's revenue enhancement activities focused on:

1. Revenue Improvement Action Planning
2. Strategic Planning for Sustainable Revenue Management
3. Sustainability of the Safay'i Fee Billing and Collection System, and on
4. Sustainability of Business Registration and Licensing System.

Significant levels of effort were expended to build the capacity of the municipal officials that operate the two applications that RAMP-UP East designed and operationalized. (See Indicator IR 3.5 and IR 3.6 for a detailed report on business registration and property registration.)

Throughout the life of the project assistance was provided to all RAMP-UP East municipalities, except Parun, although the incumbent mayor of this municipality was given an intensive orientation on revenue enhancement measures, revenue forecasting, and revenue budgeting upon his appointment by GDMA.

IR 3.4 Percentage Increase in Revenue Generated

Indicator IR 3.4: Percentage Increase in Recurring Revenue Generated					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
5*	n.a.**	9*	7 (+7 / 78%***)	14**	10 (+1 / 71%***)

**Targets for this indicator were defined and are presented as cumulative targets (at least in one-third, at least two-thirds and in all municipalities by the Base Year, Option Year 1 and Option Period 2, respectively).*
***Due to a lack of reliable municipal budgets in the fiscal year 1389, no appropriate increase in recurring revenue generated can be indicated for the base year.*
****The figures in brackets represent the increase for the respective project period, and the target achievement of the cumulative target for the respective project period.*
Note: The target for Option Period 2 includes Parun Municipality in which no embedded advisors could be placed, due to the adverse security situation.

Improvements in income are dependent on the degree of control that can be exercised by a municipality over its revenue sources. Not all of these revenue sources are directly within the control of a municipality. The capacity-building delivered through the training in Medium-Term Financial Planning conducted in November 2013, especially on the recognition of revenue intakes, equipped the municipalities with the tools to assess income policies within the context of municipal financial strategies.

Previous quarterly reports emphasized the role of adjusting figures into controllable and non-controllable elements that more fully determine the municipalities' success in revenue generation and enhancement.

There are a number of factors that make direct comparisons between the incomes of different years problematical. Moreover, while RAMP-UP East succeeded in increasing municipal capacity in revenue generation, this capacity was however only one of the factors that drove income generation. The other factors can be summarized as:

- a) **Land Sales** - Recorded as non-recurring, this revenue stream is dependent on land inventory, legal processes, and delays in payments. Consequently, some significant changes in revenue can occur across years based on the intensity of land sales in a particular year. Thus, although an important part of overall revenue, the SOW indicator accepts that land sales should not be included in comparisons.

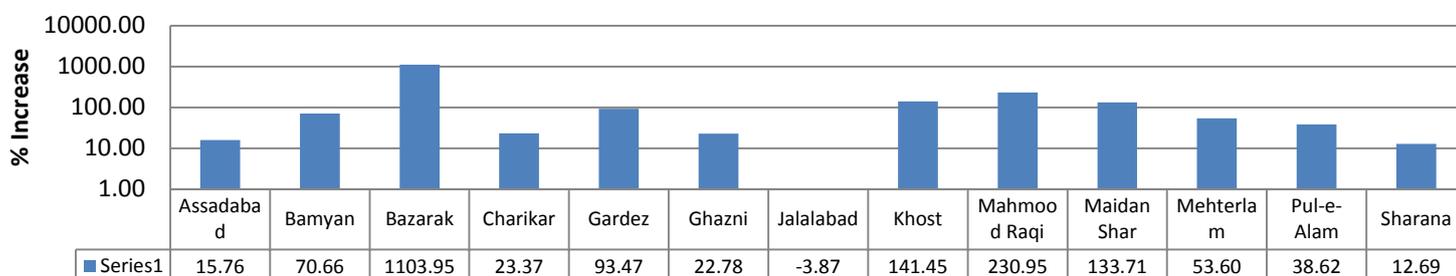
- b) **City Entrance Fee** – For the 1392 budget year, GIRoA made a decision to transfer City Entrance Fee from municipal to provincial control. This decision was later reversed and from the second quarter of 1392 this income was returned to the municipality. However, this meant that municipal income was compromised in 1392 due to the absence of this income in the first quarter. Including the City Entrance Fee in the yearly comparisons would therefore result in an inaccurate picture of the capacity built in municipalities
- c) **Reimbursement Returned Amounts** – Constituting between 5-15% of municipal income in any one year, this item reflects revenue received that relates to prior years. Obviously this distorts figures year on year, for example a land sale made in 1391 for AFN 100 million may not be paid for until a future year and its realization would inflate the future year's revenue and downgrade the year's income in which the sale occurred. The inclusion of this item distorts comparisons as the cash income in any year could contain income streams that relate to prior years.
- d) **Miscellaneous Issues** – There are other items in non-recurring incomes that are driven by factors other than municipal capacity, such as:
 - a. Certain types of one off windfall items normally defined as miscellaneous. For example, Bazarak had the use of some security vehicles for one year only. These vehicles were then hired out. This additional income was taken as an opportunity, but making it a part of year-on-year comparisons would distort the figures.
 - b. Late payment of government contract sums, for example, the payment for lease of government land in 1390 may be made in 1391.
 - c. Known accounting errors defined by municipalities, for example, in the report for the quarter October to December 2013, Gardez made an accounting error of AFN 6 million in its response to the quarterly survey.
- e) **Nine-Month Year** –The Afghan government changed its fiscal year from 23 March-22 March to 20 December-19 December, with the change to take effect starting fiscal year 1392. For this purpose, fiscal year 1391 had to be reduced to a nine-month year. For comparing 1391 with 1392, 1391 had to be annualized to a 12-month year.
- f) **Base Year Choices** – The first year of the project began in the second half of 2010 (1389). However, the first budget influenced by RAMP-UP East was the one for 1390, which is then taken as the base year for the following reasons:
 - a. There are concerns regarding the accuracy of the 1389 budgets.
 - b. Not every municipality had a budget in 1389.
 - c. RUE was not involved in the compilation of 1389 budgets or the internal methods of accounting.

In terms of reporting, a disclaimer was declared on these 1389 budgets as being deficient in terms of accuracy, consistency, and inclusivity and that the use of these budgets, where they exist, would introduce bias, duplication and omission in the comparisons.

The principle employed was that of 'substance over form' as enshrined in International Financial Reporting Standards, meaning that the economic substance of transactions and events must be used in financial comparisons rather than just their legal form. Essentially, the SOW created a form regarding a base year, which would not reflect the economic substance.

In measuring income increases due to capacity-building, therefore, the most appropriate method is to use recurring (fixed) income, less City Entrance Fees. Non-fixed or non-recurring income can be excluded because of the issues discussed above. The results are shown graphically below:

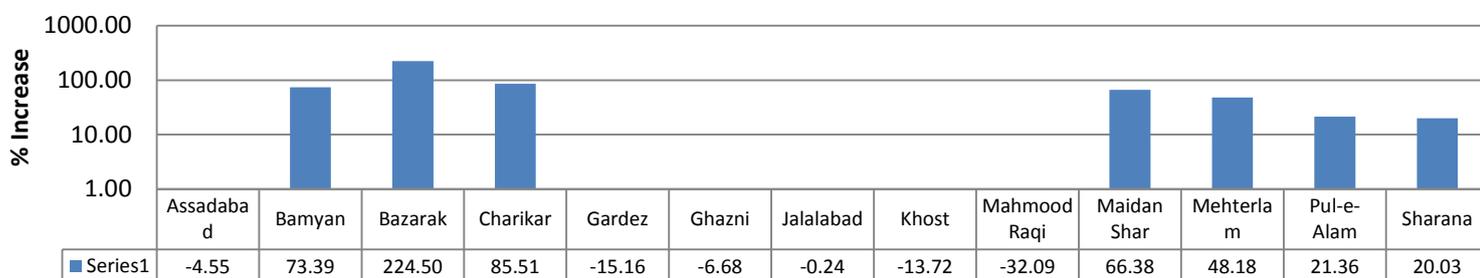
Increase in Controllable Recurring Income 1390 - 1392



The graph shows that 10 municipalities achieved over 20% increase in 'controllable' revenues between 1390 and 1392. A further two achieved increases between 10 and 20%. Only one, Jalalabad, shows a recession in income generated. The average increase was 149%.

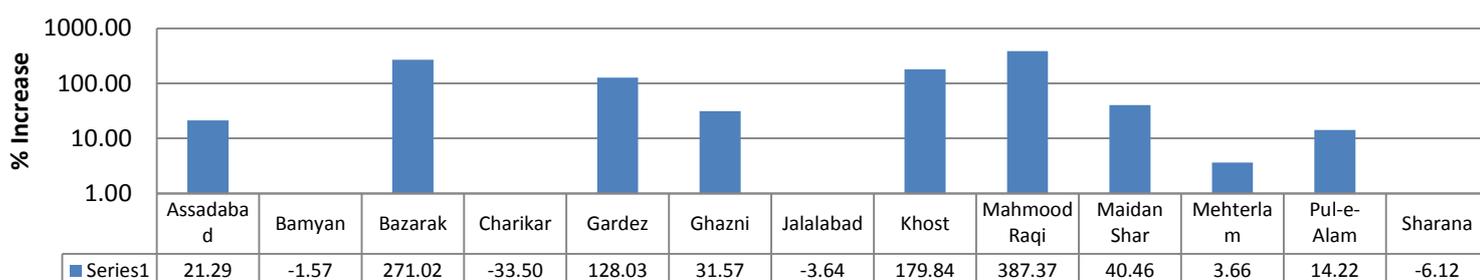
This overall growth pattern was more pronounced in 1392 than in 1391. The graph below shows that between 1390 and 1391, only seven municipalities showed positive growth while the remaining six showed declines. **Annex 18** presents the relative proportions of income types across this Period.

Increase in Controllable Recurring Income 1390 - 1391



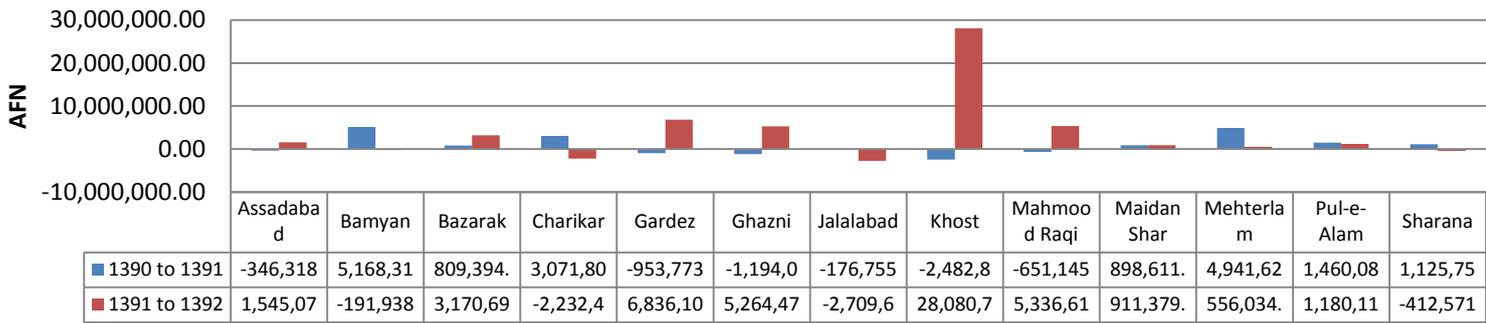
Compared with 1391, fiscal year 1392 shows definite improvements in overall municipal performance with nine municipalities achieving revenue increases.

Increase in Controllable Recurring Income 1391 - 1392



The overall pattern, expressed in monetary terms, can be seen in the below chart for all municipalities across both years.

Controllable Recurring Income by Municipality

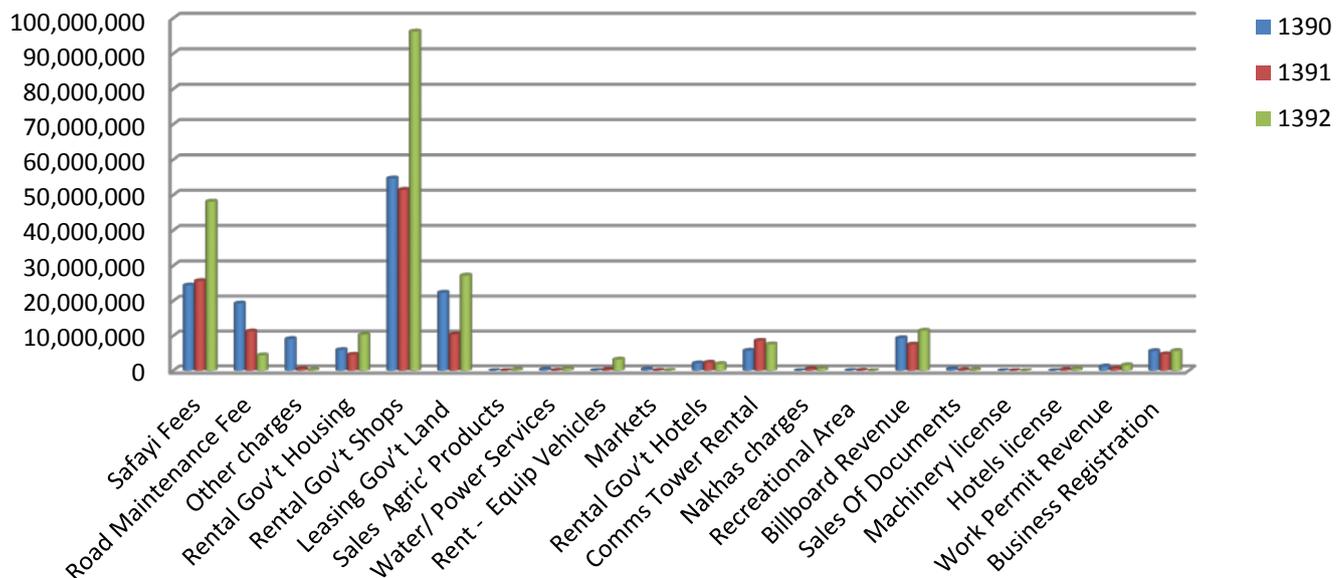


Most municipalities achieved growth across the combined years. The exception was Jalalabad, which consistently exhibited capacity weaknesses in most indicators perhaps for the following reasons:

- a) The internal surveys found that Jalalabad has no IT facilities or computers.
- b) The failure to implement the new pay and grading system may have resulted in staff demotivation
- c) The internal staff survey also found that Jalalabad finance staff members represented only 1.8% of total staff compared to the municipal average of 3.15%. Because of relative understaffing, the finance department had trouble finding the time to adequately engage with RAMP-UP East.

Essentially RAMP-UP East concentrated on the enhancement of controllable income by increasing existing streams and creating new ones. The graph below analyses the growth in each type of the controllable revenue sources over three years from 1390 to 1392.

Controllable Income



The largest growth items of controllable revenue were:

- a) Safay'i fees: The increase was due to RAMP-UP East capacity-building work on property registration, revenue improvement action planning, and budget monitoring processes.
- b) Income from other state organs: Significant inroads were made in obtaining income from other organs of state for rental of government housing, shops, and land. **Annex 18** shows the increasing importance of this revenue source from 1390 to 1392.
- c) Billboard revenue is a new source which is being increasingly exploited by municipalities with support from RAMP-UP East

<i>Indicator IR 3.4 % increase in controllable recurring revenue generated from 1390 to 1392 disaggregated</i>					
Year	Municipality	Baseline 1390 AFN	Target	Adjusted Actual 1392 AFN	% Change
Option Period 2	Asadabad (Kunar)	7,605,137	20% increase in 14 municipalities	8,803,893	+16%
	Bamyan (Bamyan)	7,042,380		12,018,754	+71%
	Charikar (Parwan)	3,592,408		4,431,782	+23%
	Gardez (Paktya)	6,293,387		12,175,721	+93%
	Ghazni (Ghazni)	17,871,365		21,941,799	+23%
	Jalalabad (Nangarhar)	74,674,752		71,788,331	-4%
	Khost (Khost)	18,097,263		43,695,168	+141%
	Mahmud Raqi (Kapisa)	2,028,812		6,714,279	+231%
	Maidan Shahr (Wardak)	1,353,698		3,163,689	+134%
	Mehterlam (Laghman)	10,257,431		15,755,090	+54%
	Bazarak (Panjshir)	360,530		4,340,618	+1104%
	Pul-e-Alam (Logar)	6,836,561		9,476,760	+39%
	Sharana (Paktika)	5,620,742		6,333,925	+13%
Total*		161,634,466		220,639,809	+37%

*Excludes Parun

The table above shows that 10 municipalities achieved income increases of over 20% year-on-year (1391 to 1392) after the adjustments explained above. Three showed increases between 0.1% and 19.9%, and two showed reductions. This table includes 1392 for the first time, the previous quarterly report compared 1390 with 1391.

IR 3.5 Number of Municipalities Using the Business Registration and Licensing System

Indicator IR 3.5: Number of Municipalities Using the Business Registration and Licensing System.					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
n/a*	n/a*	11**	13 (+13 / 118%)***	13**	13 (+0 / 100%)***
<p>*The indicator was established in the Option Year 1, in which the implementation started.</p> <p>**Targets for this indicator were defined and are presented as cumulative targets (eleven municipalities and all municipalities (except Parun) in the Option Year 1 and Option Period 2, respectively).</p> <p>***The figures in brackets represent the increase for the respective project period, and the target achievement of the cumulative target for the respective project period.</p>					

Business registration and licensing was identified at the beginning of RAMP-UP East as a reliable and potential source of recurring revenue for municipalities. For this reason, municipalities officially asked for technical assistance from RAMP-UP East to develop a system that would retain permanent records of business establishment and would make it easier to issue business licenses and collect fees. As discussed in an earlier section of this report, RAMP-UP East then developed the computerized Business Registration and Licensing Application (BRLA), subsequently piloted it and gained GDMA approval and endorsement for it for use in all Afghan municipalities.

IR 3.6 Number of Municipalities Using the Property Registration and Safay'i Fee Collection System

Indicator IR 3.6: Number of Municipalities Using the Property Registration and Safay'i Tax Collection System					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
n/a*	n/a*	4**	2 (+2 / 50%)***	7**	8 (+6 / 114%)***
<p>*The indicator was established in the Option Year 1, in which the implementation started.</p> <p>**Targets for this indicator were defined and are presented as cumulative targets (at least in four municipalities and at least in seven municipalities in the Option Year 1 and Option Period 2, respectively).</p> <p>***The figures in brackets represent the increase for the respective project period, and the target achievement of the cumulative target for the respective project period.</p>					

The Safay'i Fee Billing and Collection System was designed in Option Year 1. It was then piloted in Jalalabad, Charikar and Ghazni. In the early part of Option Period 2, the coverage was expanded to also include Khost and Charikar and then to Mahmud Raqi, Mehterlam, Maidan Shahr, and Asadabad. As of the end of the project, a total of eight municipalities were using the system. Due to budget constraints, RAMP-UP East was not able to roll out the property registration system to Pul-e-Alam, Gardez, Bamyán, Sharana, and Bazarak. Also, UN-Habitat and UNDP/ASGP previously provided similar assistance to Bamyán and Bazarak respectively.

During Option Year 1 and Option Period 2, a total of 51,642 properties were registered, entered into the SFBCS and geo-coded on the GIS map.

IR 3.7 Number of Local Economic Development Plans Prepared and Approved by Municipalities

Indicator IR 3.7: Number of Municipal Economic Development Plans Prepared and Approved by the Municipalities					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
n/a*	n/a*	n/a*	n/a*	14	12 (86%)**
*Indicator was established with the launch of related activities in Option Period 2.					
**Percent target achievement					

The preparation of a five-year Local Economic Development Plan for each RAMP-UP East municipality was grouped together with revenue enhancement under CLIN 3. The rationale was that these two activities are mutually reinforcing, with a more robust economic growth enabling citizens to pay more taxes and fees which, in turn, provides the local governments with more resources to provide facilities and services that spur further economic development. Toward this end, RAMP-UP East developed a methodology for formulating LEDPs consisting of the following steps: economic profiling, SWOT analysis, visioning and strategizing, medium-term investment programming, and advocacy/marketing. The entire process was started with the training of embedded advisors for them to facilitate and ensure that the entire process was inclusive under the leadership of municipal authorities.

RAMP-UP East supported 13 municipalities in the development of Local Economic Development Plans in each steps. This preparation of these plans takes longer than anticipated. RAMP-UP East completed these participatory workshops together with municipal counterparts for drafting LEDPs. Consequently, the five-year LEDPs drafted as strategic plan for municipalities to achieve a five year mission for supporting the local economy. The local economic development plans supported municipalities in identifying and using internal and external resources to implement municipal development projects and activities that support economic growth and job creation. The process started toward the end of Option Year 1 and continued until the first two quarters of Option Period 2. At the end of the process, 12 out of the 14 municipalities succeeded in preparing their own LEDPs, which were subsequently approved by municipal authorities. The acceptance expressed the subsequent marketing/advocacy workshops confirmed widespread buy-in from both internal/local and external stakeholders, such as higher level government agencies, the donor community, and potential private investors. Like in many of the project activities, Parun was excluded security reasons. Jalalabad argued that since there already was a Provincial Development Plan (PDP) that encompassed the municipal territory, an LEDP was redundant and unnecessary. An LEDP was therefore not prepared in either of those two municipalities.

IR 3.8 Number of Municipal Revenue Improvement Action Plans Prepared and Approved by Municipalities

Indicator IR 3.8: Number of Municipal Revenue Improvement Action Plans Prepared and Approved by Municipalities					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
n/a*	n/a*	n/a*	n/a*	14	13 (93%)**
*Indicator was established with the launch of related activities in Option Period 2.					
**Percent target achievement					

The preparation of a Revenue Improvement Action Plan was one of the earliest interventions pushed by GDMA to improve municipal governance based on a methodology developed by an earlier municipal governance project. The underlying concept was to prod municipal governments to think of ways to increase their revenues before they embark on the next annual budgeting cycle. RIAP formulation was thus considered a prelude and, in some municipalities, part and parcel of the annual budget preparation. The idea was to evaluate and update the RIAPs developed in earlier years and develop new ones.

This methodology was later on modified by RAMP-UP East as part of its SOP development plan described earlier in this report. The modification basically focused on four areas of intervention: tariff rates, collection coverage, collection efficiency, and arrears administration. In a workshop during the last quarter of 2012, this modified methodology was introduced. From then on, embedded advisors were tasked to guide municipalities in formulating RIAPs as part of the 1392 annual budget preparation. A RIAP was not prepared in Parun due to security concerns.

IR 3.9 Amount of Municipal Funds and Private Capital Invested in PPPs and other Projects

Indicator IR 3.9: Amount of Municipal Funds and Private Capital Invested in PPPs and other Projects					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
USD 17,300	USD 0	USD 31,140	USD 5,155 (17%)*	USD 425,566	USD 377,662 (95%)*
*Percent target achievement					

To facilitate sustainable municipal services for citizens it is crucial that municipalities also increasingly take financial ownership of service delivery project or mobilize private sector funds for this purpose.

This indicator provides information on the amount of funds that the municipalities and the private sector have contributed to RAMP-UP East service delivery projects. The private sector funds are measured by the annual contract amount of PPP, as accounted for by the indicator IR 3.1. Municipal funds are measured by the amount of the committed cost-share of the RAMP-UP partner municipalities to completed Municipal Incentive Fund projects, see **Annex 6**.

RAMP-UP East targeted to establish five PPPs in the Base Year, nine in the Option Year 1 and 13 in the Option Period 2. An average annual contract amount of AFN 200,000 for PPPs

was assumed to calculate the targeted private sector contributions for each project period. The MIF was established in the Option Period 2 and USD 888,034 allocated. Municipalities were expected to contribute a 30% cost-share to MIF projects. Hence, the targeted municipal contributions were USD 380,586. In total municipal and private sector funds invested in RAMP-UP East projects were targeted to amount to USD 17,300, USD 31,140 and 425,566 in the Base Year, Option Year 1 and Option Period 2.

As noted in IR 3.1, RAMP-UP East fell short of its target for the number of PPPs established. The municipalities' overall cost share percentage of 28.94% in the Municipal Incentive Fund programs was also slightly under the original goal of thirty percent. As the targeted amount of funds invested in PPPs and other projects was based on these two sources, this indicator also fell short in all three contract periods.

REPORTING INDICATORS

RAMP-UP East tracked the following nine 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 as number of beneficiaries.
- R.7: Number of youth support interventions resulting in increased participation of youth in municipal affairs and community development.
- R 8: Number of Afghan engineering companies trained to improve professional performance
- R 9: Service delivery projects are visible in target municipalities. With GIROA taking credit for these activities

The table below provides an overview of the cross-cutting indicator results across three RAMP-UP East project life periods.

Figure 5: Performance Indicator Results Overview – Reporting Indicators

PMP Ind	PERFORMANCE INDICATOR Indicator	Base Year			Option Period 1			Option Period 2		
		Jul 2010 - Jun 2011			Jul 2011 - Jun 2012			Jul 2012 - Mar 2013		
		Actual	Target	% target achievement	Actual	Target	% target achievement	Actual	Target	% target achievement
REPORTING INDICATORS: Cross-cutting										
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>	262	300	87%	221	116	191%	336	300	112%
R2	<i># of government officials receiving USG-supported anti-corruption training</i>	34	300	11%	178	76	234%	207	170	122%
R3	<i># of mechanisms for external oversight of public resource use supported</i>	n/a	n/a	n/a	9	26	35%	29	26	112%
R4	<i># of key-infrastructure rehabilitated or improved</i>	8	83	10%	26	68	38%	39	49	80%
R5	<i># of interventions resulting in increased participation of women in government and civil society</i>	n/a	n/a	n/a	13	14	93%	25	28	89%
R6	<i># of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries</i>	n/a	n/a	n/a	27	28	96%	21	32	66%
R7	<i># of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.</i>	n/a	n/a	n/a	42	42	100%	61	60	102%
R8	<i># of Afghan engineering and construction companies trained to improve professional performance.</i>	0	21	0%	4	17	24%	21	12	175%
R9	<i>Service delivery projects are visible in target municipalities, with GIROA taking credit for these activities</i>	60%	100%	60%	86%	100%	86%	97%	100%	97%

R 1 Number of Municipal Officials Who Received RAMP-UP East-Assisted Training

Indicator R1: Number of Individuals who received RAMP-UP East-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
300	262 (87%)*	116	221 (191%)*	300	336 (112%)*
*Percent target achievement					

Capacity-building of municipal official is key to strengthen local governance and for municipalities to provide better services.

This indicator captures municipal capacity-building inputs from a number of different programs that include formal trainings of municipal officials in different areas such as management skills and fiscal management to strengthen local governance. The participation of municipal officials in the trainings was captured through standardized attendance sheets.

R 2 Number of Individuals Who Received RAMP-UP East-Supported Anti-Corruption Training

Indicator R2: Number of Government Officials Receiving RAMP-UP East-Supported Anti-Corruption Training					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
300	34 (11%)*	76	178 (234%)*	170	207 (122%)*
*Percent target achievement					

This indicator represents a standard indicator for the USAID Foreign Assistance Framework program element Anti-Corruption Reforms, within the program area Good Governance. Anti-corruption measures are crucial for creating legitimate governance.

This indicator captures the work of a number of anti-corruption programs. More highly trained officials are essential to anti-corruption strategies. The participation of municipal officials in respective trainings was captured through standardized attendance sheets.

R 3 Number of Mechanisms for External Oversight or Public Resource Use Support

Indicator IR 3.4: Number of Mechanisms for External Oversight of Public Resource Use Supported					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
n/a*	n/a*	26**	9 (35%)**	28***	29 (104%)**
*The indicator was established in Option Year 1.					
**Percent target achievement					

This indicator is a cross-cutting metric that seeks to reduce the 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, and fees or leases generated by municipal assets. These resources should be accounted for accurately and transparently to the municipal citizens.

A methodology for measuring this indicator was not established until February 2012 when the revised PMP was approved. RAMP-UP East then modified the budgeting survey to capture data related to the presentation of the financial year end actual results and budget forecast in the citizen forum and/or municipal newsletter. During the RAMP-UP East Option Period 2, the survey was expanded to include the presentation of the Municipal Improvement Plan to the citizen forum. External oversight, in this sense, may come from broader governmental institutions, policies, and also from the municipal citizens themselves.

R 4 Number of Key Infrastructure Rehabilitated or Improved

Indicator R4: Number of Key Infrastructure Rehabilitated or Improved*					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
83	8 (10%)	68	26 (38%)	49	39 (80%)
*Solid waste infrastructure provided as part of solid waste management projects are counted under IR 2.2.					

The creation and maintenance of functioning infrastructure is a crucial service of municipalities to their citizens. Infrastructure enables, and functions as a catalyst for, development. Among other benefits, infrastructure underpins economic activities through roads and water irrigation facilities or health benefits through functioning drainage and sanitation systems. Meanwhile, presenting highly visible municipal services, directly benefiting citizens, infrastructure facilitates the creation of public support for and the building of legitimacy of local governments.

This indicator accounts for all solely infrastructure projects. Infrastructure facilities that were rehabilitated or improved as part of municipal solid waste management were counted as service delivery projects (see indicator IR 2.2).

The main reason for the underperformance in the first two project periods was a shortage of funding. The lack of planned funding, which has been described for the overall project as

part of the financial analysis, particularly affected service delivery and infrastructure projects. RAMP-UP East started assuming a budget of about one million USD for such projects in each municipality in each project year. However, only about one-third of this funding amount became available over the life of the project. While this reduction in funding was already apparent when the target for the Option Period 2 was established, this was not the case when the targets for the Base Year and Option Year 1 were established. Hence, the results for the Base Year and Option Year 1 must be reflected against this background. RAMP-UP East encountered a number of delays in receiving USAID project approval and vetting approval, which caused a number of planned projects to be canceled.

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					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
n/a*	n/a*	14**	13 (93%)***	28**	25 (89%)***
<p>*The indicator was established in Option Year 1, with the launch of the small grants program. **One intervention in each municipality and two interventions in each municipality in the Option Year 1 and Option Period 2, respectively. ***Percent target achievement</p>					

Women and youth make up two-thirds of the population, yet their participation in the decisions that affect them has, historically, been very limited. The conservative nature of Afghan society places severe restrictions on women's mobility, education, and opportunity 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 businesses competitive.

RAMP-UP East's gender-responsive small grants program was designed after consultations with mayors, municipal officials, the Department of Women's Affairs, and civil society groups. The gender-responsive governance program, which was implemented in all 14 target municipalities in 2011 and 2012, had the following components:

- Fellowship Program:** The program aimed to empower young women and men 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 relation to their municipalities. Fifty-six young men and women directly benefited from this program that concluded sometime during Option Period 2.
- Public Participation in Governance:** This component included a series of workshops in (1) communication, specifically public speaking and advocacy, (2) gender, civic education and governance, and (3) management and leadership. A total of 4,200 men and women participated in the program in Option Period 2.
- Capacity-building for Women Entrepreneurs:** Under this component, a series of initiatives, including training for women entrepreneurs and business owners in each target municipality, was conducted. Focus areas included business planning and

marketing, customer service, management, and private-public partnerships. A total of 420 women participated in the program.

The following three components were included as part of gender mainstreaming program in the last two quarters of Option Period 2.

1. **Gender Mainstreaming in Municipalities** through the Implementation of the National Action Plan for Women of Afghanistan (NAPWA)
2. **Female Employment:** RAMP-UP East worked with 5 municipalities to recruit and maintain female staff (Part of NAPWA implementation).
3. **Support to Local Economic Development Initiatives:** These initiatives included (i) Strengthening Neighborhood Support to Municipalities, (ii) Support to Women Entrepreneurs, (iii) Embroidery/Zardoozi training, and (iv) Tailoring and Design in six municipalities.

Initiative i of the small grants is reported in this section. Initiatives ii, iii, and iv are reported under R.6 section.

RAMP-UP East encountered a number of mayors in Option Period 2 that refused to engage women in municipal activities, stating it would pose a threat to their personal security and would be inappropriate in Afghan culture. The project spent a great deal of time combating this notion and also engaged GDMA and USAID in attempts to persuade these mayors to allow the proposed interventions that would increase female participation in government and civil society.

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					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
n/a*	n/a*	28**	27 (96%)***	32	21 (66%)***
<p>*The indicator was established in Option Year 1, with the launch of the small grants program. **Two interventions in each municipality ***Percent target achievement</p>					

Four small grants initiatives/components were measured by this indicator: (i) fellowship program, (ii) support to women entrepreneurs, (iv) embroidery/zardoozi training, and (iv) tailoring and design.

In the first quarter of Option Period 2, component 1 (fellowship program) and phase one of component 2 (support to women entrepreneurs) were concluded in all 14 RAMP-UP East municipalities.

In Option Period 2, RAMP-UP East missed its target primarily because it issued fewer grants than were initially planned. USAID rejected one of the largest grant concepts submitted during this period because it included a component to pay for air time for public service announcements, which the client felt should be provided free of charge by the broadcaster. While it is common practice in many countries to provide free air time for public service

messages, it is not common in Afghanistan. After lengthy discussions regarding the grant concepts, it was ultimately cancelled.

R 7 Number of Youth Support Interventions Resulting in Increased Participation of Youth in Municipal Affairs and Community Development

Indicator R 7: Number of Youth Supports Interventions Resulting in Increased Participation of Youth in Municipality Affairs and Community Development					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
n/a*	n/a*	42**	42 (100%)***	60	61 (102%)***
<p>*The indicator was established in Option Year 1, with the launch of the small grants program. **Three interventions in each municipality ***Percent target achievement</p>					

The purpose of the RAMP-UP-East supported Youth Participation Program was to expand the participation of female and male youth in municipal activities, including environmental awareness, sports, and local governance. This program aimed 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 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 were mainly designed for youths who have graduated from high school but were unemployed or lacked practical working experience and skills, and were not enrolled in tertiary education. In other words, these were the job seekers who did not know how and where to start looking for work. This activity was therefore designed for and focused on youth capacity development.

The Youth Participation Program has six components, namely:

- 1) An **Internship Program** for six youths per municipality in all 14 target municipalities consisting of three females and three males. This intervention closed in all 14 target municipalities at the end of December 2012.
- 2) A **Computer Training Program** for 40 youth per municipality: 20 females and 20 males. This intervention closed in all 14 RAMP-UP East municipalities at the end of December 2012.
- 3) **Sports Activities** (Volleyball, Football, Taekwondo and Cricket) in the 13 municipalities, excluding Parun, covered by RAMP-UP East. This intervention was completed at the end of December 2012.
- 4) **Drawing contests** were completed during the quarter July-September 2013.
- 5) **Door-to-door campaigns** in 14 target municipalities covered by RAMP-UP East was completed in July 20113
- 6) **Apprenticeship initiatives** (auto repair and carpentry) were completed in Parun in January 2014.

The small grants programs for youth were awarded to four local NGOs to implement the three components in all 14 municipalities: 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 (ECW). These small grants were completed in Option Year 1.

Indicator R 8: Number of Afghan engineering and construction companies trained to improve professional performance					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
21	0 (0%)*	17	4 (24%)*	12	21 (175%)*
*Percent target achievement					

No engineering and construction companies were trained in the Base Year. In Option Year 1 and Option Period 2 four and 21 companies were trained, representing a target achievement of 24% and 175%, respectively. During the Base Year of the contract, the project was primarily focused on implementing “shovel ready” projects to demonstrate quick impact. There was less emphasis spent on capacity building of Afghan engineering and construction companies at that time. The project also encountered a number of companies that were not interested in receiving the training since their participation would not guarantee that they would be selected for future awards. Lastly, as the project was never funded to its original ceiling, it did not engage as many engineering and construction firms as originally anticipated.

Annex 20 provides further disaggregated information on the involvement of construction and engineering companies in RAMP-UP East projects.

R 9 Number of Service Delivery Projects That Carry Visible Branding With GIRoA Taking Credit for the Activities*

Creating visibility for the services delivered by the municipalities is crucial for building their legitimacy among citizens. Therefore, RAMP-UP East projects received visible branding, indicating the GIRoA’s contributions to their selection and implementation.

Indicator R 9: Percentage of Service Delivery Projects That Carry Visible Branding With GIRoA Taking Credit for the Activities*					
Base Year (Jun 2010- Jun 2011)		Option Year 1 (Jun 2011-Jun 2012)		Option Period 2 (Jun 2012-Mar 2014)	
Target	Actual	Target	Actual	Target	Actual
100%	60%	100%	86%	100%	97%

Although the indicator was not part of the RAMP-UP East Performance Management Plan, the relevant information had been continuously tracked throughout the life of the project. The information collected for this indicator represents the number of completed RAMP-UP East projects that were branded with marble sign boards or metal plates indicating GIRoA and USAID involvement. The indicator results represent the percentage of service delivery (see indicator IR 2.2) and infrastructure projects (see indicator R 4) for which branding was installed. Some projects had to be excluded from the calculation of results, as they did not allow for the installation of branding for political or practical reasons.

These projects include:

- Solid waste collection, which did not include the provision of infrastructure
- Vehicle and equipment supply without infrastructure component
- The Road Graveling and Lighting Construction Project in Parun

Though RAMP-UP East had completed its scope of work, the project in Parun will be finalized by USAID follow-up projects, which will be responsible for installing the branding once the project is finalized.



Marble sign board for Khost Women's Park Renovation Project

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No	Trainings	Duration /Date	Municipality	Participants	Department	No of Trainees	Gender Breakdown	
							Male	Female
1	Municipal Improvement Plan	10/03/2010- 10/03/2010	Kabul	RAMP-UP East Advisors	Capacity Building	8	8	
2	TAMIS Training	11/10/2010- 10/11/2010	Kabul	RAMP-UP East Staff	IT	58	41	17
3	M&E Training	11/11/2010- 11/11/2010	Kabul	RAMP-UP East Staff	M&E	6	3	3
4	Economic Development	11/21/2010 - 11/23/2010	Kabul	RAMP-UP East Staff	Revenue and Economic Development	13	10	3
5	Public Finance	11/28/2010 - 12/02/2010	Kabul	RAMP-UP East Staff	Public Finance	12	12	
6	Public Relations and Outreach	12/06/2010 - 12/08/2010	Kabul	RAMP-UP East Staff	Cross-cutting	29	22	7
7	MIP Completion and Finalization	12/26/2010 - 12/28/2010	Kabul	RAMP-UP East Staff	Capacity Building	24	24	
8	Introduction to Gender Concept	02/02/2011-02/02/2011	Kabul	RAMP-UP East Staff	Cross-cutting	7	4	3
9	Revenue Enhancement/ Forecasting	02/20/2011-02/21/2011	Kabul	RAMP-UP East Staff	Revenue and Economic Development	20	20	
10	Project Kick-off	02/21/2011-02/24/2011	13 municipalities	RAMP-UP East Staff	Engineering	36	36	
11	Public Works Function: Public Works Activity, Solid Waste, Solid Waste Analysis Phase	02/28/2011-03/02/2011	Kabul	RAMP-UP East Engineering and Public Works Advisors	Public Works	11	11	

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12	Business Registration Process and Lessons Learned from Charikar Practices	03/14/2011-03/14/2011	13 municipalities	RAMP-UP East Economic Development and Revenue Advisors	Revenue and Economic Development	28	28	
13	In House Public Relations and Outreach	03/19/2011-03/19/2011	Mahmud Raqi	Heads of Municipal Public Relations Departments and RAMP-UP East Public Administration Advisors	Cross-cutting	15	13	2
14	In House Public Relations and Outreach	03/23/2011-03/23/2011	Pul-e-Alam	Heads of Municipal Public Relations Departments and RAMP-UP East Public Administration Advisors	Cross-cutting	15	12	3
15	Gender Mainstreaming	04/10/2011-04/10/2011	Jalalabad	Heads of Municipal Public Relations Departments and RAMP-UP East Public Administration Advisors	Cross-cutting	19	15	4
16	Gender Mainstreaming	04/11/2011-04/11/2011	Jalalabad	Heads of Municipal Public Relations Departments and RAMP-UP East Public Administration Advisors	Cross-cutting	24	16	8
17	Fraud Awareness	04/12/2011-04/12/2011	Charikar	Key municipal government officials	Sub-Contracts and Compliance	19	17	2
18	Gender Mainstreaming	04/12/2011-04/12/2011	Kabul	RAMP-UP-East Staff	Cross-cutting	18	11	7
19	Assets Registration for Revenue Generation	04/17/2011-04/18/2011	Jalalabad, Asadabad, Bamyar, Charikar	Heads of Municipal Revenue Departments and Economic Development and Revenue Advisors	Revenue and Economic Development	26	26	
20	Fraud Awareness	04/17/2011-04/17/2011	Gardez	Key municipal government officials	Sub-Contracts and Compliance	8	8	

List of Completed RAMP-UP East Training as of 31 March 2014

21	Solid Waste Analysis Phase I; Parks Maintenance Checklists	04/19/2011-04/21/2011	13 municipalities	Heads of Municipal Cleaning and Greening Departments and RAMP-UP East Public Works Advisors	Public Works	25	25	
22	Public Works Function, Public Works Activities, Solid Waste Analysis Phase	04/21/2011-04/21/2011	13 municipalities	Heads of Municipal Cleaning and Greening Departments and RAMP-UP East Public Works Advisors	Public Works	30	30	
23	Public Finance Training	04/22/2011-04/22/2011	13 municipalities	Heads of Municipal Finance/Accounting and Revenue Departments and RAMP-UP East Public Finance and Local Economic Development Advisors	Public Finance	25	25	
24	Public Finance Training	04/24/2011-04/25/2011	13 municipalities	Heads of Municipal Finance/Accounting and Revenue Departments and RAMP-UP East Public Finance and Local Economic Development Advisors	Public Finance	20	20	
25	Gender Mainstreaming	05/01/2011-05/01/2011	Maidan Shahr	Heads of Municipal Administration Departments and RAMP-UP East Public Administration Advisors	Cross-cutting	11	8	3
26	Fraud Awareness	05/02/2011-05/02/2011	13 municipalities	Key municipal government officials and RAMP-UP East embedded advisors	Sub-Contracts and Compliance	21	21	

List of Completed RAMP-UP East Training as of 31 March 2014

27	Gender Mainstreaming	05/03/2011-05/03/2011	Pul-e-Alam	Heads of Municipal Administration Departments and RAMP-UP East Public Administration Advisors	Cross-cutting	13	12	1
28	Assets Registration for Revenue Generation	05/09/2011-05/10/2011	13 municipalities	Heads of Municipal Revenue Departments and Economic Development and Revenue Advisors	Revenue and Economic Development	23	23	
29	Gender Mainstreaming	05/09/2011-05/09/2011	5 municipalities	Heads of Municipal Administration Departments and RAMP-UP East Public Administration Advisors	Cross-cutting	11	10	1
30	Assets Registration Process	05/10/2011-05/10/2011	13 municipalities	Heads of Municipal Revenue Departments and Economic Development and Revenue Advisors	Revenue and Economic Development	23	23	
31	Gender Mainstreaming	05/10/2011-05/10/2011	Bazarak	Heads of Municipal Administration Departments and RAMP-UP East Public Administration Advisors	Cross-cutting and Public Outreach	11	9	2
32	Solid Waste Analysis Phase II, Building Maintenance Checklist	05/17/2011-05/17/2011	Mahmud Raqi	Heads of Municipal Cleaning and Greening Departments, RAMP-UP East Public Works Advisors and community representatives	Public Service Delivery	25	25	
33	Civic Education Campaigns Management	05/18/2011-05/19/2011	Gardez	Heads of municipal departments and community representatives	Cross-cutting	16	16	

List of Completed RAMP-UP East Training as of 31 March 2014

34	Solid Waste Analysis Phase II; Building Maintenance Checklists	05/18/2011-05/18/2011	Asadabad, Gardez, Jalalabad, Mehterlam	RAMP-UP East Public Works Embedded Advisors	Public Works	12	12	
35	Fraud, Waste, Abuse Awareness	05/22/2011-05/22/2011	Gardez	Key municipal government officials and RAMP-UP East embedded advisors	Sub-Contracts and Compliance	18	18	
36	Civic Education Campaigns Management	05/24/2011-05/26/2011	13 municipalities	Heads of municipal departments and community representatives	Cross-cutting	24	22	2
37	Gender Mainstreaming	05/25/2011-05/25/2011	Gardez	Heads of municipal departments and community representatives	Cross-cutting	26	22	4
38	Public Administration Workshop	05/28/2011-05/29/2011	13 municipalities	RAMP-UP East embedded advisors	Cross-cutting	24	24	
39	Fraud, Waste & Abuse Awareness	06/01/2011-06/01/2011	Jalalabad	Key municipal government officials and RAMP-UP East embedded advisors	Sub-Contracts and Compliance	18	18	
40	Fraud, Waste & Abuse Awareness	06/01/2011-06/01/2011	Jalalabad	Key municipal government officials and RAMP-UP East embedded advisors	Sub-Contracts and Compliance	22	22	
41	In House Public Outreach	06/01/2011-06/01/2011	Jalalabad	Key municipal government officials and RAMP-UP East embedded advisors	Cross-cutting	25	23	2
42	Anti-Harassment Training	06/05/2011-06/05/2011	Mahmud Raqi, Khost	RAMP-UP East embedded advisors	Human Resources	12	6	6
43	Gender Mainstreaming	06/05/2011-06/05/2011	Charikar, Gardez, Jalalabad	RAMP-UP-East Staff	Cross-cutting	15	9	6

List of Completed RAMP-UP East Training as of 31 March 2014

44	General Bookkeeping	06/07/2011-06/08/2011	Bamyan	Key municipal government officials and RAMP-UP East embedded advisors	Public Finance	14	14	
45	In House Public Relations and Outreach	06/07/2011-06/07/2011	13 municipalities	Key municipal government officials and RAMP-UP East embedded advisors	Cross-cutting	16	14	2
46	Street, Drainage Ditch, Vehicle, and Public Latrine Maintenance Schedule and Procedure	06/07/2011-06/07/2011	Mehterlam	Municipal government personnel and RAMP-UP East embedded advisors	Public Works	14	14	
47	In House Public Relations and Outreach	06/08/2011-06/08/2011	Asadabad	Heads of municipal departments and RAMP-UP East embedded advisors	Cross-cutting	24	22	2
48	Performance Management Session	06/12/2011-06/12/2011	13 municipalities	RAMP-UP-East Staff	Human Resources	24	14	10
49	Lotus Notes Training	06/13/2011-06/13/2011	13 municipalities	RAMP-UP-East Staff	Human Resources	26	14	12
50	RUE Financial Policies Training	06/14/2011-06/14/2011	13 municipalities	RAMP-UP-East Staff	Finance	12	12	
51	Fraud, Waste, Abuse Awareness	06/21/2011-06/21/2011	Charikar	Key municipal government officials and RAMP-UP East embedded advisors	Sub-Contracts and Compliance	12	11	1
52	Gender Mainstreaming	07/07/ 2011- 07/ 07/ 2011	Ghazni	Heads of municipal departments and community representatives	Cross-cutting	16	16	
53	Service Delivery Projects Maintenance Check List Part 2	07/25/2011-07/27/2011	13 municipalities	Personnel of municipal engineering and public works departments	Public Works	24	24	

List of Completed RAMP-UP East Training as of 31 March 2014

54	Revenue Forecasting Training	07/26/2011-07/27/2011	13 municipalities	Heads of Municipal Revenue Departments and Economic Development and Revenue Advisors	Public Finance	27	27	
55	Business Registration Survey and Database Operation Training	08/07/2011-08/11/2011	13 municipalities	Heads of Municipal Revenue Departments and Economic Development and Revenue Advisors	Revenue and Economic Development	44	44	
56	Gender Mainstreaming Training	09/07/2011-09/07/2011	13 municipalities	Heads of municipal departments and community representatives	Cross-cutting	27	25	2
57	Public Opinion Survey Training	09/07/2011-09/07/2011	13 municipalities	Part-time surveyors and RAMP-UP East staff	Cross-cutting	15	10	5
58	Gender Mainstreaming Training	09/12/2011-09/12/2011	13 municipalities	Heads of municipal departments and community representatives	Cross-cutting	23	20	3
59	Brainstorming and Participatory Planning on Public Finance Tasks	09/20/2011-09/21/2011	13 municipalities	RAMP-UP East Public Finance Advisors	Public Finance	12	12	
60	Women Engineer Training	09/25/2011-10/13/2011	Kabul	Women engineers from Kabul Polytechnique Institute	Capacity Building	21		21
61	Gender Mainstreaming	09/27/2011-09/27/2011	13 municipalities	Heads of municipal departments and community representatives	Cross-cutting	25	18	7
62	Gender Sensitization Mainstreaming	10/25/2011-10/25/2011	13 municipalities	Heads of municipal departments and community representatives	Cross-cutting	16	10	6
63	Gender Equity and equality	10/29/2011-10/31/2011	Jalalabad	Heads of municipal departments and community representatives	Cross-cutting	26	19	7

List of Completed RAMP-UP East Training as of 31 March 2014

64	Fraud, Waste, Abuse Awareness	10/30/2011-10/30/2011	Bamyan, Ghazni, Maidan Shahr, Pul-e-Alam	Key municipal government officials and RAMP-UP East embedded advisors	Sub-Contracts and Compliance	13	11	2
65	Gender Equity and Equality	10/30/2011-10/30/2011	Jalalabad	Heads of municipal departments and community representatives	Cross-cutting	25	20	5
66	Gender Equity and Equality	10/31/2011-10/31/2011	Jalalabad	Heads of municipal departments and community representatives	Cross-cutting	26	21	5
67	Financial Policies Training for Grantees	11/01/2011-11/01/2011	Kabul	Implementers of small-grants projects	Finance	15		15
68	SWM Budget Forecasting	11/04/2012-11/04/2012	Sharana	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	6	6	
69	SWM Budget Forecasting	11/05/2012-11/06/2012	Bazarak	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	13	13	
70	SWM Budget Forecasting	11/07/2012-11/07/2012	Khost	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	22	22	
71	SWM Budget Forecasting	11/07/2012-11/08/2012	Maidan Shahr	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	13	13	

List of Completed RAMP-UP East Training as of 31 March 2014

72	SWM Budget Forecasting	11/08/2012-11/08/2012	Bamyan	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	11	11	
73	SWM Budget Forecasting	11/11/2012-11/11/2012	Asadabad	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	12	12	
74	SWM Budget Forecasting	11/19/2012-11/19/2012	Charikar	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	10	10	
75	SWM Budget Forecasting	11/20/2012-11/20/2012	Ghazni	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	11	11	
76	SWM Budget Forecasting	11/27/2012-11/27/2012	Jalalabad	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	14	14	
77	SWM Budget Forecasting	10/22/2012- 10/22/2012	Pul-e-Alam	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	14	14	
78	SWM Budget Forecasting	10/22/2012- 10/23/2012	Gardez	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	22	22	

List of Completed RAMP-UP East Training as of 31 March 2014

79	SWM Budget Forecasting	10/22/2012- 10/23/2013	Mehterlam	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	13	13	
80	SWM Budget Forecasting	10/21/2012- 10/22/2014	Mahmud Raqi	Municipal personnel involved in service delivery, finance/accounting, and revenue administration	Public Finance	21	21	
81	Revenue Forecasting Refresher Training	11/13/2011-11/13/2011	Kabul	Public Finance Advisors	Public Finance	5	5	
82	Revenue Forecasting Refresher Training	11/23/2011-11/23/2011	Jalalabad	Public Finance Advisors	Public Finance	7	7	
83	Fraud Awareness Training	11/27/2011-11/27/2011	13 municipalities	Heads of Municipal Revenue Departments and RAMP-UP East embedded advisors	Sub-Contracts and Compliance	31	25	6
84	Updated Business Registration and Licensing System	11/27/2011-11/28/2011	13 municipalities	RAMP-UP East Local Economic Development Advisors	Revenue and Economic Development	11	11	
85	Revenue Forecasting Refresher	11/30/2011-11/30/2011	Charikar, Mahmud Raqi, Maidan Shar, Bamyan, Pul-e-Alam	RAMP-UP East Local Economic Development Advisors	Public Finance	9	9	
86	Project Scheduling For Women Engineers	12/04/2011-12/11/2011	Kabul	Women Engineers	Capacity Building	21		21
87	Gender mainstreaming/ Sensitization	12/13/2011-12/13/2011	Ghazni	Key municipal government officials and community representatives	Cross-cutting	23	20	3

List of Completed RAMP-UP East Training as of 31 March 2014

88	Gender Equality and Equity	12/14/2011-12/14/2011	Ghazni	Key municipal government officials and community representatives	Cross-cutting	22	20	2
89	Property Registration Workshop	12/20/2011-12/21/2011	Ghazni, Jalalabad	RAMP-UP East Local Economic Development Advisors	Revenue and Economic Development	4	4	
90	Design/Planning Workshop for SWM SOP	12/26/2011-12/28/2011	Charikar, Jalalabad, Kabul, Mahmud Raqi, Maidan Shahr	RAMP-UP East Public Works Embedded Advisors	Capacity Building	13	13	
91	Revenue Improvement Action Planning	12/28/2011-12/29/2011	Bamyan, Charikar, Jalalabad, Khost	RAMP-UP East Local Economic Development Advisors	Revenue and Economic Development	14	14	
92	Implementation of Business Licensing and Fee Collection System	01/03/2012-01/05/2012	Charikar	Key personnel of Municipal Revenue Department	Revenue and Economic Development	14	14	
93	Budget Process	01/08/2012-01/09/2012	Jalalabad	RAMP-UP East Public Finance Advisors	Public Finance	12	12	
94	Gender Mainstreaming/ Sensitization	01/08/2012-01/09/2012	Sharana	Municipal officials and community representatives	Cross-cutting	15	13	2
95	Revenue Improvement Action Planning (RIAP)	01/10/2012-01/10/2012	Charikar, Gardez, Pul-e-Alam, Ghazni	Personnel of Municipal Revenue Departments	Revenue and Economic Development	14	14	
96	Budget Process	01/11/2012-01/12/2012	Bamyan, Gardez	Personnel of Municipal Finance/ Accounting Departments	Public Finance	16	16	

List of Completed RAMP-UP East Training as of 31 March 2014

97	Business Licensing and Fee Collection System	01/14/2012-01/16/2012	Bamyan, Mahmud Raqi, Bazarak, Sharana	Personnel of Municipal Revenue Departments	Revenue and Economic Development	18	18	
98	Business Licensing and Fee Collection System	01/14/2012-01/16/2012	Mahmud Raqi, Bazarak, Sharana	Personnel of Municipal Revenue Departments	Public Finance	11	11	
99	Engineering Training	01/16/2012-01/19/2012	13 municipalities	Heads of Municipal Engineering/Public Works Departments and RAMP-UP East Engineering and Public Works Advisors	Engineering	40	30	10
100	Gender Equality and Equity	01/25/2012-01/25/2012	Pul-e-Alam	Key municipal government officials and community representatives	Cross-cutting	20	18	2
101	Gender Equality and Equity	04/19/2012 - 04/19/2012	Sharana	Key municipal government officials and community representatives	Cross-cutting	18	17	1
102	Gender Equality and Equity	04/19/2012 - 04/19/2012	Bazarak	Key municipal government officials and community representatives	Cross-cutting	28	25	3
103	Gender Equality and Equity	03/14/2012 - 03/14/2012	Khost	Key municipal government officials and community representatives	Cross-cutting	13	12	1
104	Gender Equality and Equity	03/14/2012 - 03/14/2012	Gardez	Key municipal government officials and community representatives	Cross-cutting	14	14	2

List of Completed RAMP-UP East Training as of 31 March 2014

105	Gender Mainstreaming/ Sensitization	03/28/2012 - 03/28/2012	Gardez	Key municipal government officials and community representatives	Cross-cutting	14	13	1
106	Gender Equality and Equity	05/06/2012 - 05/06/2012	Mahmud Raqi	Key municipal government officials and community representatives	Cross-cutting	20	18	2
107	Gender Equality and Equity	08/06/2012 - 08/06/2012	Bamyan	Key municipal government officials and community representatives	Cross-cutting	13	12	1
108	Gender Mainstreaming/ Sensitization	06/004/2012 - 06/04/2012	Khost	Key municipal government officials and community representatives	Cross-cutting	15	13	2
109	Designing Budgeting SOP Workshop	01/22/2012-01/24/2012	Bamyan, Khost, Mahmud Raqi, Maidan Shahr	Finance advisors of different projects dealing with municipal governance (RAMP-UPs, ASGP, UN Habitat, LARA)	Capacity Building	13	13	
110	Procurement SOP Formulation Workshop	02/21/2012-02/22/2012	Bamyan, Khost, Mahmud Raqi, Maidan Shahr	Municipal procurement officers and RAMP-UP East Public Finance Advisors	Capacity Building	11	11	
111	Property Registration and Safay'i Tax	03/06/2012-03/07/2012	13 municipalities	Heads of Municipal Revenue Departments and RAMP-UP East Local Economic Development Advisors	Revenue and Economic Development	15	15	
112	Detailed Engineering Survey	03/25/2012-03/28/2012	13 municipalities	Heads of Municipal Engineering/Public Works Departments and RAMP-UP East Engineering and Public Works Advisors	Engineering	26	21	5

List of Completed RAMP-UP East Training as of 31 March 2014

113	Detailed Engineering Survey	04/01/2012-04/04/2012	13 municipalities	Heads of Municipal Engineering/Public Works Departments and RAMP-UP East Engineering and Public Works Advisors	Engineering	23	18	5
114	Economic Development Planning Training	04/01/2012-04/02/2012	Asadabad, Bamyan, Khost, Mahmud Raqi, Mehterlam, Pul-e-Alam	RAMP-UP East Team Leaders and Local Economic Development Advisors	Revenue and Economic Development	27	27	
115	Anti-Fraud	04/15/2012-04/17/2012	Pul-e-Alam	Key municipal government officials	Cross-cutting	12	12	
116	Anti-Fraud	04/22/2012-04/22/2012	Mahmud Raqi, Charikar, Bazarak	Key municipal government officials	Cross-cutting	19	19	
117	Anti-Fraud	04/22/2012-04/22/2012	Bamyan	Key municipal government officials	Cross-cutting	26	24	2
118	Anti-Fraud	04/22/2012-04/22/2012	Khost	Key municipal government officials	Cross-cutting	10	10	
119	Anti-Fraud	04/22/2012-04/22/2012	Jalalabad	Key municipal government officials	Cross-cutting	16	16	
120	Anti-Fraud	04/22/2012-04/22/2012	Charikar, Maidan Shahr, Pul-e-Alam	Key municipal government officials	Cross-cutting	28	28	
121	Procurement SOP Review	04/22/2012-04/23/2012	Jalalabad	Municipal procurement officers and RAMP-UP East Public Finance Advisors	Cross-cutting	18	18	
122	Anti-Fraud	04/23/2012-04/23/2012	Mehterlam	Key municipal government officials	Public Outreach	30	30	

List of Completed RAMP-UP East Training as of 31 March 2014

123	Anti-Fraud	04/30/2012-04/30/2012	13 municipalities	Key municipal government officials	Public Outreach	26	26	
124	Service Delivery Planning and Budgeting	05/06/2012-05/09/2012	Charikar, Kabul, Maidan Shahr	Heads of Municipal Cleaning and Greening Departments and RAMP-UP East Public Works Advisors	Public Works	25	25	
125	Auto CAD Software	05/14/2012-05/17/2012	13 municipalities	Heads of Municipal Engineering/Public Works Departments and RAMP-UP East Engineering and Public Works Advisors	Engineering	35	30	5
126	Program Budgeting SOP Workshop	05/17/2012-05/17/2012	Charikar, Khost , Maidan Shahr	Selected RAMP-UP East Public Finance Advisors	Public Finance	5	5	
127	Auto CAD Software	05/21/2012-05/24/2012	13 municipalities	Heads of Municipal Engineering/Public Works Departments and RAMP-UP East Engineering and Public Works Advisors	Engineering	30	25	5
128	Solid Waste Management Standard Operating Procedure and SWM Planning	06/03/2012-06/06/2012	13 municipalities	Heads of Municipal Cleaning and Greening Departments and RAMP-UP East Public Works Advisors	Public Works	26	26	
129	Procurement SOP	06/06/2012-06/10/2012	13 municipalities	Heads of Municipal Finance/Accounting Departments, procurement officers and RAMP-UP East Public Finance Advisors	Public Finance	24	24	
130	Public Finance Advisor Workshop	07/30/2012-07/31/2012	13 municipalities	RAMP-UP East Public Finance Advisors	Public Finance	12	12	

List of Completed RAMP-UP East Training as of 31 March 2014

131	Anti-Fraud Training ToT	08/26/2012-08/26/2012	13 municipalities	RAMP-UP East Public Administration Advisors	Sub-Contracts and Compliance	13	13	
132	Anti-Fraud Training	08/26/2012-08/26/2012	13 municipalities	Representatives of civil society organizations	Sub-Contracts and Compliance	47	30	17
133	Internal Survey	08/27/2012-08/27/2012	Asadabad, Charikar, Maidan Shahr, Mehterlam, Bazarak, Pul-e-Alam	RAMP-UP East embedded advisors	M&E	13	13	
134	Public Opinion Survey	08/29/2012-08/30/2012	13 municipalities	RAMP-UP East embedded advisors and part-time surveyors	M&E	8	5	3
135	Cross-Cutting Training for Public Administration Embedded Advisors	09/23/2012-09/23/2012	13 municipalities	RAMP-UP East Public Administration Advisors	Cross-cutting	7	7	
136	Solid Waste Management Annual Budget Preparation Training	09/24/2012-09/27/2012	Charikar, Maidan Shahr, Pul-e-Alam, Mehterlam	RAMP-UP East embedded advisors	Public Works	34	34	
137	Cross-Cutting Training for Public Administration Embedded Advisors	09/30/2012-09/30/2012	Sharana, Asadabad, Mahmud Raqi, Jalalabad, Bamyan, Mehterlam, Ghazni	RAMP-UP East Public Administration Advisors	Cross-cutting	6	6	
138	Solid Waste Management Annual Budget Preparation	10/01/2012-10/04/2012	13 municipalities	RAMP-UP East embedded advisors	Capacity Building	32	32	

List of Completed RAMP-UP East Training as of 31 March 2014

139	Safay'i Tax Billing and Collection System	10/08/2012-10/10/2012	Charikar, Khost , Maidan Shahr, Ghazni	Personnel of Municipal Revenue Departments	Revenue and Economic Development	15	15	
140	MIP Briefing and RIAP Process	10/16/2012-10/17/2012	13 municipalities	RAMP-UP East Team Leaders and embedded advisors	Capacity Building	30	30	
141	Revenue Forecasting and Revenue Improvement	11/12/2012-11/14/2012	13 municipalities	Heads of Municipal Revenue Departments and RAMP-UP East Public Finance and Local Economic Development Advisors	Public Finance	36	36	
142	Budget Preparation Workshop	12/19/2012-12/19/2012	Asadabad, Mahmud Raqi, Khost, Bazarak	Heads of Municipal Finance/Accounting and Revenue Departments and RAMP-UP East Public Finance and Local Economic Development Advisors	Public Finance	25	25	
143	Public Finance Annual Work Planning	01/29/2013 - 01/29/2013	13 municipalities	RAMP-UP East Public Finance and Local Economic Development Advisors	Public Finance	14	14	
144	Public Finance Annual Work Planning	01/29/2013 - 01/29/2013	13 municipalities	RAMP-UP East Public Finance and Local Economic Development Advisors	Public Finance	14	14	
145	Public Finance Annual Work Planning	01/29/2013 - 01/29/2013	13 municipalities	RAMP-UP East Public Finance and Local Economic Development Advisors	Public Finance	14	14	
146	Anti-Fraud Awareness Training II	07/03/2013	Mehterlam	Municipal officials and key staff and RAMP-UP East advisors	Sub-Contracts and Compliance	21	21	

List of Completed RAMP-UP East Training as of 31 March 2014

147	Anti-Fraud Awareness Training II	07/03/2013	Gardez	Municipal officials and key staff and RAMP-UP East advisors	Sub-Contracts and Compliance	10	10	
148	Public Opinion Survey	07/26-27/2013	Kabul	Part-time external surveyors and selected RAMP-UP East advisors	M&E	17	17	
149	Preparation of Annual Financial Statements	08/26-29/2013	13 municipalities	Public Finance Advisors	Public Finance	13	13	
150	Establishment and Facilitation of Municipal Advisory Boards (MABs)	09/22-23/2013	11 municipalities	Public Administration Advisors	Cross-cutting and Public Outreach	11	11	
151	Annual Budgeting for Selected District Municipalities	11/11-13/2013	Jalalabad, Parun, Achin, Chaparhar, Khogyani, Ganikhail, Torkham	Municipal revenue and finance managers/officers	Public Finance	15	15	
152	Strategic Planning for Sustainable Revenue Management	12/02-05/2013	13 municipalities	Municipal official and key staff and RAMP-UP East advisors	Local Economic Development and Revenue Enhancement	24	24	
153	Solid Waste Management 3Rs (Reduction, Re-use, Recycling) Strategy and Program Formulation	12/08-11/2013	13 municipalities	Municipal official and key staff and RAMP-UP East advisors	Public Works	44	42	2

List of Completed RAMP-UP East Training as of 31 March 2014

154	Property Registration Refresher Course	12/15-18/2013	8 municipalities	Municipal revenue and Nahia managers	Local Economic Development and Revenue Enhancement	16	16	
	Total					2,916	2,624	294

**Sample Mentoring Program and In-Kind Support to a District Municipality
(Bagram District Municipality, Parwan Province)**

Introduction

This Mentoring Program for Municipalities was conceived to capitalize on the achievements of RAMP-UP East in selected provincial capital cities and build on the existing relationship between provincial and district municipalities. It adopts the ultimate objective of RAMP-UP East strengthening the credibility and legitimacy of the municipal governments to their constituents through the achievement of the following specific objectives:

- District municipalities learn about basic administrative functions, primarily in the area of public financial management, (including budget preparation and execution, and revenue generation), public administration, public works and engineering;
- District municipalities gain an understanding of the principles and practices of government accountability to citizens;
- District municipalities gain basic skills to improve the delivery of essential public services;
- Provincial municipalities get the chance to share their knowledge and experience, showcase their accomplishments, and improve the relationship with neighboring district municipalities and the province.

The program is based on a simple approach. Officials from the district municipalities will be invited to attend activities in the provincial municipalities, including training and workshops, meetings, and monthly citizens' forums. During these visits, officials from the district municipalities may also observe and be given orientations on how core municipal functions are performed by the staff of the provincial municipality. The program is limited to training and capacity building with. RAMP-UP East will facilitate the mentoring program with funding to support training, including travel costs and operational expenses. A limited amount of funding will be available for in-kind support particularly for the office needs of the participating district municipalities.¹

Both the mentoring program and the in-kind support are to be elaborated through an assessment of needs of each participating district municipality.

The needs assessment of Bagram District Municipality was conducted on February 20 by a team led by Charikar's Revenue Director assisted by RAMP-UP East's Public Administration and Public Finance Embedded Advisors.

This document presents the results of the needs assessment conducted on Bagram District Municipality and the proposed mentoring program. The in-kind support is submitted in a separate document.

Municipal Profile

¹ The in-kind support for district municipalities, with an approximate monetary value between \$2,500 and \$5,000 per municipality, will be funded by RAMP-UP East or other donor sources such as SERF funding.

Established in 1383 (2004), Bagram Municipality is in a strategic location about 60 km north of Kabul bordering Parwan's provincial capital of Charikar and the province of Kapisa. The municipality has a total land area of 30 sq. km, over 90% of which is flat and suitable for agriculture and other economic activities.

Bagram hosts the strategic Bagram Airfield from which most US air activity in Afghanistan takes place. The runway was built in 1976 and the facility served as a Soviet air base from 1979 to 1989. There is also a Provincial Reconstruction Team (PRT) led by the US.

The municipal population is estimated at 200,000 divided into 70% Tajik, 28% Pashton, and 2% Hazara. Dari is the municipality's official language.

The municipality boasts of 15 primary, 20 secondary, and 18 high schools. UN HABITAT and Solidarity Afghanistan Belgium (SAB) are sponsoring vocational training courses, such as tailoring and handicraft. There are 11 clinics providing primary health care. In addition, the Korean and American PRTs had established a modern and fully equipped hospital near Bagram airfield.

Almost 85% of the population is engaged in agriculture and livestock. About 2% of the women are employed mainly as teachers.

About 30 km of road linking the municipality with Kabul, Charikar, Kapisa and other northern cities of Afghanistan, can be used under all weather conditions. Roads connecting villages within the municipality are however in poor condition. The municipality has managed to construct 1,000 m of lined drainage in its commercial center. Local transportation services are provided by the private sector.

The municipality has no piped water supply system. Most of the local population depends on shallow wells with water drawn by hand pumps. Solid waste collection is done daily using a municipality-owned dump truck. The daily waste collection volume is estimated at 12 cubic meters with the collected waste deposited in a temporary site about five km from the center of the municipality.

An estimated 1,200 shops operate in the commercial area from which the municipality derives most of its recurrent revenue.

The municipal government administration is divided into four departments: administration, finance/accounting, revenue, and property. It has eleven employees, four of which are permanent. In fiscal year 1391, the municipality had an approved budget of AFN 3,919,567 of which AFN 798,750 was for recurrent/ordinary expenses. The total disbursement at the end of the fiscal year was over 59%, which makes the municipality one of the better performers compared to other Afghan municipalities (the average disbursement of all RAMP-UP East municipalities, excluding Parun, was 46% in 1391).

Needs Assessment

Opportunities

The following opportunities have been identified as supportive of the proposed mentoring program:

The municipality has a well-defined organization structure indicating a reasonable degree of delineation of functions among units and presenting various areas for capacity building.

- The municipality has experience in performing core municipal functions and have developed basic competencies on which further capacity enhancement can be built upon.
- The municipality has been delivering basic public service and has the revenue base to support its future sustainability and expansion. Public service delivery is thus another area in which mentoring can occur.
- There is a sizeable personnel complement that can be targeted for mentoring.
- Charikar, the provincial municipality, is easily accessible. Travel between the two municipalities for purposes of the mentoring program is therefore not a problem.

Challenges

Following are the challenges that had been identified:

- The municipality has no building of its own. Municipal employees now hold separate offices in buildings owned by the district and the police.
- Office furnishings are sub-standard. The municipality does not even have the basic equipment, such as drawers and filing cabinets.
- The present personnel force is deemed inadequate both in terms of number and qualifications.
- The security situation in many parts of the municipality is unstable, preventing economic activities of citizens and service delivery by the municipal government.

Proposed Mentoring Activities:

The following were identified as the priority areas for municipal capacity building:

Public Administration

- Basic office administration
- Filing system
- Communication and report writing
- Planning
- Organizational structure
- Preparation of job descriptions (TORs)

Public Financial Management

- Annual budget preparation and approval process
- Bank reconciliation
- Recording of financial transactions (revenue and expenditure) in the M20
- Financial calculations
- Monthly, quarterly, and annual revenue and expenditure reporting system

Service Delivery

- Solid waste analysis and solid waste management (SWM) planning (data gathering, analysis and interpretation of data, technical survey, taking of GPS points of all dump sites, and submission of data to Public Works Department)
- Public works asset and submission of Inventory list to Public Works Department
- Roles, responsibilities, and functions of Public Works Department
- Familiarization with service delivery and infrastructure projects
- Development of O&M checklists and O&M planning for public parks, latrines, municipal building, roads, drainage, sidewalk, municipal vehicles

Local Economic Development

- Safay'i fee billing and collection system
- Business licensing and fee collection
- Local economic development planning

Public Outreach

- Citizens participation (citizens' forum)
- Public relations (media and communication)

Proposed In-Kind Support

Based on the needs assessment, the following in-kind support was proposed:

No	Description/ Specification	Qty	Est. Unit Cost (USD)	Est. Total Cost (USD)
Office Furniture				
1	Office Desk	4	100.00	400.00
2	Tea Table	4	60.00	240.00
3	Rolling Chairs	4	50.00	200.00
4	Chairs	10	30.00	300.00
Sub-Total				1,140.00
Office Equipment				
1	Cabinet	3	80.00	240.00
2	Puncher	6	1.00	6.00
3	File Boxes	50	1.40	70.00
4	Stapler	6	2.00	12.00
5	Calculator	6	3.00	18.00
6	Pen/Pencils	15 dozens	2.00	30.00
7	Tray	6	4.00	24.00
8	A4 Paper	5	20.00	100.00
Sub-Total				500.00
Office Supplies				
1	Carpet	100	6.00	600.00
2	Rug (12 sq. m)	1	120.00	120.00
Sub-Total				720.00
TOTAL COST				2,360.00

Indicative Implementation Schedule

No.	Activities	Person Responsible	Implementation Schedule													
			March				April				May					
Public Administration and Public Outreach																
1	Basic Administration Management and Planning	Rahmatullah Awab	■	■	■	■							■	■	■	■
2	Communication, Report Writing, Project Management	Rahmatullah Awab			■	■			■	■	■	■				
3	Filing System and Record Keeping	Rahmatullah Awab	■	■									■	■		
5	Organizational structure and Preparation of Job description (TOR)	Rahmatullah Awab						■	■	■	■					
6	Citizen Participation (Formulation of Citizen Forum)	Rahmatullah Awab	■	■	■					■	■				■	■
7	Public relation (Media and communications)	Rahmatullah Awab				■	■	■								
8	Women empowerment, gender mainstreaming, and youth participation in local governance	Rahmatullah Awab				■	■						■	■	■	■
Public Finance																
1	Introduction to public financial management systems and procedure	Abdul Nasir	■	■	■	■										
2	Accounting, budgeting, and procurement	Abdul Nasir			■	■										
3	Annual budgeting	Abdul Nasir							■	■	■	■				
4	Bank Reconciliation	Abdul Nasir							■	■	■	■				
5	Financial reporting (M20).	Abdul Nasir							■	■	■	■				
6	Financial calculations.	Abdul Nasir											■	■	■	■
7	Monthly, quarterly, and annual revenue and expenditure reporting system	Abdul Nasir											■	■	■	■
8	Budget preparation	Abdul Nasir											■	■	■	■
Local Economic Development																
1	Safay'i fee billing collection	Arif Rafi	■	■	■	■										
2	Business licensing and fee collection	Arif Rafi							■	■	■	■				
3	Local economic development planning	Arif Rafi											■	■	■	■
Public Works/Engineering																
1	Solid waste analysis and solid waste management (SWM)	Abdul Hakim	■	■	■	■										

No.	Activities	Person Responsible	Implementation Schedule												
			March			April				May					
	planning (data gathering, analysis and interpretation of data, technical survey, taking of GPS points of all dump sites, and submission of data to Public Works Department)	Rahmaty	■	■	■										
2	List of municipality service delivery and infrastructure projects	Abdul Hakim Rahmaty		■	■	■									
3	O&M checklist for parks, latrines, municipal building, roads, drainage, sidewalk, and municipal vehicles	Abdul Hakim Rahmaty					■	■	■	■					
4	O&M planning for parks, latrines, municipal building, roads, drainage, sidewalk, and municipal vehicles	Abdul Hakim Rahmaty	■	■	■	■	■								
5	Project selection, design, and estimation	Abdul Hakim Rahmaty						■	■	■	■	■	■	■	■
6	Project implementation	Abdul Hakim Rahmaty											■	■	■

**CONTENT AND IMPLEMENTATION SCHEDULE
OF THE DISTRICT MENTORING EXPANSION PROGRAM**

No.	Activity	Person Responsible	Participants	Schedule																Number of Days	Participants Per Mun.	Mentoring Man Days	
				Oct. 2013				Nov. 2013				Dec. 2013				Jan. 2014							
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
1	Introduction: Orient mayors and key district municipal government officials on the follow-up mentoring program	Team Leader	Mayor and one key official from each district municipality	■																	1.0	2	2.0
2	Revenue Forecasting and Budgeting																						
2.1	Conduct orientation on revenue forecasting and revenue improvement action planning	LED and Revenue Enhancement Advisor	Municipal revenue managers/ officers	■																	1.0	2	2.0
2.2	Provide practical exercises in fixed and non-fixed revenue forecasting	LED and Revenue Enhancement Advisor	Municipal revenue managers/ officers	■																	1.0	2	2.0
2.3	<i>Field application (participants go back to their respective district municipalities and prepare actual revenue forecasts/budgets)</i>		Municipal revenue managers/ officers		■																-		
2.4	Review and refine fixed and non-fixed revenue forecasts and fill in Budget Form B1 (Revenue Budget)	LED and Revenue Enhancement and Public Finance Advisors	Municipal revenue managers/ officers			■															2.0	2	4.0
3	Performance-Oriented Budgeting																						
3.1	Conduct orientation on performance-oriented budgeting	Public Finance Advisor	Municipal finance/accounting managers/officers		■																1.0	2	2.0
3.2	Provide practical exercises in performance-oriented budgeting for municipal services and core functions	Public Finance Advisor	Municipal finance/accounting managers/officers		■																1.0	2	2.0
4	Citizens' Involvement in Development Budgeting																						

No.	Activity	Person Responsible	Participants	Schedule																Number of Days	Participants Per Mun.	Mentoring Man Days
				Oct. 2013				Nov. 2013				Dec. 2013				Jan. 2014						
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
4.1	Conduct orientation on how to organize citizens' forums for development project identification and selection	Team Leader and Public Administration Advisor	Mayors, public administration managers, municipal engineers/ technical officers			■														1.0	2	2.0
4.2	Assist district municipalities in the preparation for the conduct of citizens' forums	Team Leader and Public Administration Advisor	Mayors, public administration managers, municipal engineers/ technical officers			■														1.0	2	2.0
4.3	<i>Field application (participants go back to their respective district municipalities and conduct citizens forums and prepare list of prioritized development projects)</i>						■	■														
4.4	Review and refine lists of development projects	Engineer and Public Works Advisor	Municipal engineers/ technical officers						■											1.0	2	2.0
5	Development Budgeting																					
5.1	Conduct orientation on technical assessment and the preparation of a technical assessment report (TAR)	Engineer and Public Works Advisor	Municipal engineers/ technical officers						■											1.0	2	2.0
5.2	<i>Field application (participants go back to their respective district municipalities and conduct technical assessment and prepare TARs)</i>								■	■												
5.3	Review and refine the technical assessment reports	Engineer and Public Works Advisor	Municipal engineers/ technical officers								■									1.0	2	2.0

No.	Activity	Person Responsible	Participants	Schedule																Number of Days	Participants Per Mun.	Mentoring Man Days
				Oct. 2013				Nov. 2013				Dec. 2013				Jan. 2014						
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
5.4	Conduct orientation on the preparation of the development budget and filling out of Form B6 Code 25 (Development Budget)	Public Finance Advisor, Engineer and Public Works Advisor	Finance/accounting managers and municipal engineers/technical officers																	1.0	2	2.0
5.5	Assist district municipalities in the preparation of draft development budgets, including the accomplishment of Form B6 Code 25	Public Finance Advisor, Engineer and Public Works Advisor	Finance/accounting managers and municipal engineers/technical officers																	2.0	2	4.0
6	Routine/Operations Budgeting																					
6.1	Conduct orientation on the preparation of Personnel Budget and the filling out of Form B6 Code 21 (Personnel Budget)	Public Finance Advisor	Finance/accounting and administration managers																	0.5	2	1.0
6.2	Conduct orientation on the preparation of routine/operating budget other than personnel and the filling out of Form B6 Code 22	Public Finance Advisor	Finance/accounting and administration managers																	0.5	2	1.0
6.3	Assist municipalities in preparing draft routine/operating budgets, including the accomplishment of Form B6 Codes 21 and 22	Public Finance Advisor	Finance/accounting and administration managers																	1.0	2	2.0
6.4	Assist district municipalities in refining their routine/operating budgets	Public Finance Advisor	Finance/accounting and administration managers																	1.0	2	2.0
7	Closing of Books of Accounts																					
7.1	Conduct orientation on the closing of books of accounts at the end of the fiscal year, including the preparation of list of assets	Public Finance Advisor	Finance/accounting managers																	1.0	2	2.0

No.	Activity	Person Responsible	Participants	Schedule																Number of Days	Participants Per Mun.	Mentoring Man Days
				Oct. 2013				Nov. 2013				Dec. 2013				Jan. 2014						
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
7.2	<i>Field application (participants go back to their respective district municipalities and close their books of accounts and prepare list of assets)</i>																					
8	Budget Consolidation and Submission																					
8.1	Conduct orientation on the consolidation of the budget proposals, including the accomplishment of Form B10 (Budget Justification)	Public Finance Advisor	Finance/accounting managers																	1.0	2	2.0
8.2	Assist district municipalities in consolidating their budget proposals, including the preparation of Form B10	Public Finance Advisor	Finance/accounting managers																	1.0	2	2.0
9	Preparation for Budget Execution																				-	-
9.1	Conduct orientation on municipal procurement and the preparation of annual procurement plan	Public Finance Advisor	Finance/accounting managers																	1.0	2	2.0
9.2	Conduct orientation on scoping, tendering and management of design contracts	Engineer and Public Works Advisor	Municipal engineers/technical officers																	1.0	2	2.0
9.3	Conduct orientation on budget monitoring and reporting	Public Finance Advisor	Finance/accounting managers																	1.0	2	2.0
Total																				24.0		48.0

Solid Waste 3R Audit Summary

Equipment and consumables were purchased by RAMP-UP East and the municipalities sourced local laborers for the audits. Each audit lasted for two days. On day one, waste trucks were diverted to the agreed-upon location for smaller municipalities or samples were taken from the trucks in the case of Charikar and Jalalabad. The waste piles from the various loads were then mixed. On day two, waste was taken from the mixed waste pile and audited by completely separating the mixed waste into 12 components for weighing. The components included: paper/cardboard, glass, plastic bags, other plastic, aluminum, other metal, food waste, green/garden waste, construction/demolition waste, soil and dirt, hazardous waste, and miscellaneous.



Separation of waste into piles for subsequent weighing



Mixing of selected waste pile

Between 800 kg to 1,700 kg of waste was hand-separated and weighed in each audit. This was a large sample of the total waste stream and provided confidence that the results were representative and that the sample included household domestic waste, commercial waste, market waste, and waste from drain cleaning operations.

Initial comparisons indicated nothing unusual or unexpected in the waste composition. Very little of the higher value recyclable material such as metals, glass, and paper and plastic containers was present by the time waste was delivered to the dumpsite. For example, more than 80% of the paper and cardboard remaining was old tissues, paper wipes and dirty/wet cardboard, with very little recycling potential. From the 1,500kg of waste audited in Jalalabad, only six drink cans were retrieved, confirming that a relatively efficient informal recycling activity was already occurring.

The results of the audits are summarized in the table below.

Waste Type	Weight as % of Total				
	Bazarak	Charikar	Jalalabad	Mahmud Raqi	Maidan Shahr
Paper/cardboard	1.7	7.8	1.2	6.5	3.5
Glass	2.4	3.3	0.6	3.3	2.8
Plastic bags	11.6	11.2	10.0	8.8	12.3

Other Plastic	3.1	1.8	0.1	2.1	1.4
Aluminum	0.26	0.4	0.007	0.04	0.3
Other Metal	0.69	0.0	0.013	0.2	0.5
Food waste	21.0 *	15.6	16.5	22.5 **	13.3
Green/Garden waste	11.3	19.0	10.4	15.1	21.1
Builders/Demolition Waste	0.3	2.5	3.9	4.8	4.7
Soil and dirt	38.1	28.4	52.6	34.5	33.8
Household Hazardous Waste	0.0	0.0	0.0	0.0	0.0
Miscellaneous	9.6	10.0	4.6	2.2	6.5

*The elevated food waste content was partially due to a large amount of kitchen waste from the local university being included. The food waste was mainly rice, which is not a good material to compost as the wrong types of bacteria and higher forms of organisms tend to grow.

**The elevated food waste content was partially because the service area included the wet markets and only a small number of households. The dwellings are mainly peri-urban and not serviced, so the waste content is biased toward market waste.

OVERVIEW: RAMP-UP East Completed Municipal Incentive Fund Projects

NO.	Project No.	MUNICIPALITY	PROJECT TITLE	TOTAL EST. COST (USD)	COST SHARE				
					RAMP UP East			Municipality	
					USD	%	Paid	USD	%
1	ASD-0019	Assadabad	Solar Lights Installation	\$127,241	\$97,290	76.5%	\$ 90,419	\$29,951	23.5%
2	BAM-0016	Bamyan	Children's Playground & Park Construction	\$67,392	\$40,280	59.8%	\$ 8,260	\$27,112	40.2%
3	PJS-0017	Bazarak	Trash Bins Construction	\$7,831	\$5,520	70.5%	\$ 7,267	\$2,311	29.5%
4	PJS-0018	Bazarak	Solar Energy Project	\$4,818	\$3,370	69.9%	\$ 5,653	\$1,448	30.1%
5	PJS-0010	Bazarak	Public Latrine Construction	\$35,407	\$25,237	71.3%	\$ 21,524	\$10,170	28.7%
6	CHA-0017	Charikar	Renovation of Water Reservoir	\$23,818	\$17,068	71.7%	\$ 19,545	\$6,750	28.3%
7	CHA-0018	Charikar	Renovation of Public Park	\$43,423	\$32,150	74.0%	\$ 38,375	\$11,273	26.0%
8	CHA-0019	Charikar	Rehabilitation of Gul Ghundi Park	\$58,767	\$41,275	70.2%	\$ 45,083	\$17,492	29.8%
9	GHZ-0010	Ghazni	Concrete Sidewalk Construction Project	\$55,523	\$39,840	71.8%	\$ 41,706	\$15,683	28.2%
10	GRZ-0017	Gardez	Solid Waste Enclosures	\$57,784	\$44,819	77.6%	\$ 41,142	\$12,965	22.4%
11	GRZ-0016	Gardez	Solar Street Lights	\$171,199	\$129,176	75.5%	\$ 127,151	\$42,023	24.5%
12	JBD-0015	Jalalabad	Electric Lights Installation	\$88,116	\$60,663	68.8%	\$ 73,513	\$27,453	31.2%
13	KHO-0018	Khost	Road Repair and Asphaltting	\$96,120	\$66,602	69.3%	\$ 103,482	\$29,518	30.7%
14	MSH-0016	Maidan Shar	Solar Street Lights	\$113,056	\$79,400	70.2%	\$ 63,113	\$33,656	29.8%
15	MIR-0022	Mahmud-i-Raqi	Children's Park Project	\$46,811	\$33,449	71.5%	\$ 43,509	\$13,362	28.5%
16	MHT-0012	Mehterlam	Solid Waste Enclosures	\$17,031	\$11,769	69.1%	\$ 14,268	\$5,262	30.9%
17	MHT-0004	Mehterlam	Electric Street Light Installation	\$119,858	\$80,084	66.8%	\$ 86,129	\$39,774	33.2%
18	SHA-0024	Sharana	Park Construction	\$40,732	\$28,566	70.1%	\$ 28,156	\$12,166	29.9%
19	SHA-0023	Sharana	Culvert Rehabilitation & Consruction	\$16,546	\$11,747	71.0%	\$ 11,332	\$4,799	29.0%
20	PEA-0018	Pul-i-Alam	Sidewalk Construction	\$52,206	\$35,427	67.9%	\$ 53,740	\$16,779	32.1%
Total				\$1,243,679	\$883,732	71.06%	\$923,367	\$359,947	28.94%

Shovel Ready Projects in Detail

In the initial quarter of the project, RAMP-UP East began implementation of eight service delivery projects in seven of the fourteen municipalities. Of these eight projects, four were solid waste collection projects and the remaining four were infrastructure projects.

Key-infrastructure rehabilitated or improved in the first quarter of the program			
No.	Type of Activity	Municipality	Province
1	Sidewalk Rehabilitation	Jalalabad	Nangarhar
2	Drainage Ditch Construction	Asadabad	Kunar
3	Drainage Ditch Construction	Sharana	Paktika
4	Median Construction	Ghazni	Ghazni

Asadabad Drainage Ditch Construction Project

In September 2010, RAMP-UP East began construction of the Asadabad drainage ditch along the Asadabad road. The 600m drainage ditch now ensures the road remains passable at all times by preventing floods caused by surface water run-off and snow-melt during the wet winter seasons.



The drainage ditch project created temporary job opportunities in Asadabad.

The start of construction involved site design and spot allocation undertaken in consultation with Asadabad municipality. The municipal team, with the support of RAMP-UP East, was able to mobilize the required number of laborers to start construction works on-site, including demarcation, excavation, and collection of river stone to construct the drainage ditch walls.

Jalalabad Mosaic Sidewalk Construction Project



The mosaic sidewalk in Jalalabad was fully completed during the last quarter of 2010.

At the time of implementation, the existing walkways in and around the Nangarhar High School, the Nangarhar Traffic Department Building, and the Nangarhar Information and Culture Department building were dilapidated and presented difficulties for pedestrians to access these facilities. In response to this issue, RAMP-UP East initiated the project to rehabilitate and construct approximately 1,381m of mosaic sidewalk adjacent to the affected facilities.

The project will required the demolition of the existing current passageways, excavation and leveling of the area followed by placement of compacted gravel to an appropriate depth to support the tile sidewalk.

Sharana Drainage Ditch Construction Project

In August 2010, RAMP-UP East initiated the Ditch Construction Project which included the construction of ditches along 1000m² of city road. The project was specifically requested, by the mayor, provincial council, and the governor. Citizens expressed repeated satisfaction for the ditch construction, and have requested an additional 5km of ditches.



Sharana drainage ditch construction project

Ghazni Median Project

The median along Ada Kandahar Road in Ghazni was in a state of disrepair. The municipality's comprehensive redevelopment plan for the center city area included the re-construction of the existing median along Ada Kandahar Road to improve the esthetic environment. Therefore, RAMP-UP East and the Ghazni municipality agreed to begin implementation of the project where the 225m x 5m median along Ada Kandahar Road (between the Kabul-Kandahar Road and Abrasani Road) was rehabilitated to provide a park-like atmosphere with proper lighting and pedestrian sidewalks to improve the environment and safety for both auto traffic and pedestrians.



Subsequent to the initiation of the first eight service delivery and infrastructure projects in the first six months of the project, there was a steady increase in implementation and completion of infrastructure projects for the remaining forty months of the project implementation.

Design and Build Projects in Detail

Below is a summary of the infrastructure projects implemented by RAMP-UP East between January 2011 and March 2014 broken down by municipality.

Asadabad Infrastructure Projects

A total of eight service delivery projects were implemented in Asadabad over the life of the project, of which five were infrastructure projects.

Base Year

In addition to the infrastructure project that was initiated in the first six months of the project (discussed above), there were another two infrastructure projects initiated in the Base Year.

	Project Number	Project Title	Start Date	Completion Date
2	RUE-ASD-0003	Drainage Ditch Construction	19-Feb-11	9-May-11
3	RUE-ASD-0005	Retaining Wall Construction	18-Apr-11	15-Apr-12

Asadabad Drainage Ditch Construction Project

As a follow on to the drainage ditch construction project that was initiated at the outset of the project, a second drainage ditch construction project was recommended by the community and endorsed by the municipality that involved construction of approximately 600m of drainage ditches through the city market area along the main Asadabad Road.



Asadabad drainage ditch after completion

Asadabad Dam Kely Stream Retaining Wall Construction Project

In September 2010, 42 people from the local community met to prioritize and select projects that were of importance to the Asadabad community. During this meeting, the project to construct the remaining segments of retaining wall along the Dam Kely Stream in Nahia 1 was prioritized in order to reduce the effects of flooding, mudslides and bank erosion during the rainy season.

The project included the construction of three sections of retaining wall, with a total cumulative length of 300m. The three new sections of retaining wall were integrated with the existing sections to provide for a continuous length of retaining wall along the Dam Kely stream.



Asadabad Dam Kely project after construction

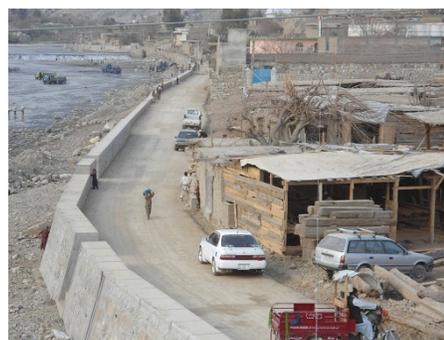
Option Year 1

In Option Year 1 of the project, RAMP-UP East implemented one infrastructure project in the Asadabad municipality.

	Project Number	Project Title	Start Date	Completion Date
4	RUE-ASD-0004	2km Gravel Road, Culverts Installation & Retaining Wall Construction Project	25-Jul-11	8-Mar-12

Asadabad 2km Road Gravelling, Culvert & Retaining Wall Construction Project

The area along the river bed of the Pech River was nothing more than a mud trail that was not conducive to either trade or transportation in the area. Residents were restricted by the lack of a proper roadway in the area and commuters from other areas outside the municipality were forced to travel long distances around the municipality to get to the center and market areas. This condition did not foster economic development nor was it responsive to the needs of the citizens.



Asadabad 2km Road Gravelling, Culvert & Retaining Wall Construction Project

The municipality endorsed the implementation of the road improvement project where a proper roadbed would be constructed that would include a drainage system and retaining walls to protect residents from occasional floods in the spring and rainy seasons.

The project included the construction of a gravel road along the banks of the Pech River beginning at the Kerhala main bridge located at the center of municipality and ending at the Pech main road. Due the slope of the land on which the gravel road was constructed, it was necessary to level the road bed and install a total of 18 culverts at various points to provide for drainage of water.

At various points, the area between the road and the river was severely eroded and required the construction of various lengths of retaining wall to ensure that the roadway would not deteriorate in the future, making it unusable. The new sections of retaining wall complement existing sections of retaining wall and provide for a continuous retaining wall the full length of the 2km road.

Option Period 2

In Option Period 2 of the project, RAMP-UP East initiated one infrastructure project in the Asadabad municipality as part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
5	RUE-ASD-0019	Solar Street Lighting Construction Project	3-Dec-13	21-Jan-13

Asadabad Solar Street Lighting Construction Project

The solar street lighting construction project in Asadabad was proposed by the Asadabad municipality under the RAMP-UP East Municipal Incentive Fund. The project was implemented jointly between RAMP-UP East and the Asadabad municipality whereby RAMP-UP East performed a segment of the scope of the project that was roughly 70% of the total cost of the project and the municipality performed a segment of the scope of the project that was roughly 30% of the total estimated cost.



Asadabad Solar Lighting project after completion or work

The project consisted of the procurement and installation of 90 light poles, solar fixtures/panels and reinforced concrete (RCC) foundations along the streets in Asadabad's first, second, and third districts. RAMP-UP East furnished, erected and commissioned the solar light poles, light fixtures, solar panels and other related accessories onto reinforced concrete foundations that were constructed by the municipality.

Bamyan Infrastructure Projects

A total of eight service delivery projects were implemented in Bamyan over the life of the project, of which four were infrastructure projects.

Base Year

One project was initiated in the Base Year of the project as reflected in the table below:

	Project Number	Project Title	Start Date	Completion Date
1	RUE-BAM-0002	Sidewalk Construction	11-Apr-11	5-Oct-11

Bamyan Mosaic Sidewalk Construction Project

The sidewalks in the main market and shop area of Bamyan were old and in very poor condition. When it rained, the sidewalk would become very muddy and force pedestrians to walk in the street.

A public outreach meeting was held on 20 October 2010 at the Bamyan Municipal building to discuss possible RAMP-UP East projects. A total of 20 people attended this meeting including municipal officials, members of the provincial council, shopkeeper's representatives and a woman representative. The of provincial traders, market owners, market shopkeepers complained about the condition of the market walkways and strongly recommended construction of new sidewalks in the market area.



Bamyan sidewalk after completion of work

In response, RAMP-UP East and the municipality initiated the mosaic sidewalk reconstruction project that included demolition of the existing walkway and construction of a replacement mosaic sidewalk on both sides of the main road through the Bamyan municipality. The total length of sidewalk on both sides of the street is 2,946 linear meters or 7,365 m².

Bamyan has been attempting to market itself as a national and international heritage and tourism area. Reconstruction of the market sidewalks has greatly improved the appearance of the market, an important consideration for tourists, as well as improving pedestrian access to the market area which fosters an improved business environment and enhancement of the potential for economic development in the area.

Option Year 1

In Option Year 1 of the project, RAMP-UP East implemented a total of two infrastructure projects in the Bamyan municipality.

	Project Number	Project Title	Start Date	Completion Date
2	RUE-BAM-0003	Reconstruction & Asphalt Paving of Streets & Drainage Ditch Construction	14-Sep-11	4-Jul-13
3	RUE-BAM-0005	Public Latrine Construction	8-Aug-11	26-May-12

Bamyan Reconstruction & Asphalt Paving of Streets and Drainage Ditch Project

On 20 October 2010, the needs of the Bamyan municipality were discussed with participants at a citizen forum that included youth, women and civil society organizations. A total of the 38 participants attended (including 13 women). The participants universally agreed that the neighborhood roads/sub roads were in very poor condition and the dirt roads needed to be repaired or replaced with new asphalt roads and proper drainage. This project was recommended as a companion project to the Bamyan Market Sidewalk Project, as a mean of improving the market environment and business climate of the area.



Bamyan Reconstruction & Asphalt Paving of Streets and Drainage Ditch Project after completion of work

Accordingly, RAMP-UP East and the Bamyan municipality proceeded to reconstruct and asphalt a total of 29 existing sub-roads on the north and south side of the Bamyan main road and re-construct the stone masonry drainage ditches along the sides of each sub-road. The reconstruction and asphalt paving of the affected sub-roads provide all weather access to various homes and shops located in the area.

The cumulative length of the 29 individually reconstructed sub-roads totaled 1,024 linear meters in length and a total area of 7,109m².

In some cases a stone masonry drainage ditch were constructed on both sides of the sub-road and in other cases a stone masonry drainage ditch was constructed on only one side of the sub-road. The total cumulative length of the stone masonry drainage ditches along the reconstructed sub-roads is approximately 1,405 linear meters.

During the implementation of this project, there were contractual issues encountered with the RAMP-UP East subcontractor and disputes between the subcontractor and local residents/workers. RAMP-UP East dismissed the subcontractor and completed the project by direct implementation. All issues were resolved by RAMP-UP East to the satisfaction of the residents.

This project, in conjunction with the mosaic sidewalk construction project, vastly improved the esthetic environment of the Bamyan market area, which has had an effect on business development of the area.

Bamyan Public Latrine Construction Project

The Bamyan market center includes approximately 800 shops attracting several thousand people to the market area each day. The available public latrines in the area were in extremely poor condition. Due to serious structural and hygiene problems of the existing latrines, the municipality sought to construct new latrines rather repair the existing structures.

On 27 December 2010, a community outreach forum was held at the Bamyan Municipal Building to discuss the need of citizens and the municipality. A total of 44 residents attended this meeting, including two female participants. The construction of a new public latrine in the market area was discussed with several meeting participants speaking in favor of the project. None of the attendees opposed the project.



Bamyan Public Latrine Project after completion of work

RAMP-UP East and the municipality proceeded to construct the new public latrine in the market area. The latrine is a round structure with a diameter of 7.75m, a circumference of 24.3m and has a capacity of six stalls (four for men and two for women). Nine sinks (washbasins) and a separate structure for facility servicing were installed in addition to a generator to provide water pressure and lighting to the latrine.

Two of the six stalls (one male and one female) are handicap equipped and the latrine has a ramp for handicap access.

Option Period 2

In Option Period 2 of the project, RAMP-UP East initiated one infrastructure project in the Bamyan municipality as part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
4	RUE-BAM-0016	Children's Playground & Park Construction Project	10-Aug-13	1-Jan-14

Bamyan Children’s Playground & Park Construction Project

This project was proposed by the municipality under the RAMP-UP East Municipal Incentive Fund. The scope of this project was divided between RAMP-UP East and the municipality whereby RAMP-UP East performed a segment of the scope of the project that was roughly 70% of the total cost and the municipality performed a segment of the scope that was estimated to be roughly 30% of the total estimated cost of the project.



Bamyan drilling of water well

The project included the construction of a park, which included a boundary wall, a pool for the collection of water for irrigation, supply and installation of children’s playground equipment, drilling of a water well, and construction of sidewalks.

RAMP-UP East was to provide the required construction materials, playground equipment and drill the well. The Bamyan municipality was to be responsible to supply certain materials and labor for the implementation of the project.

The vendor selected by RAMP-UP East for the supply of the construction materials and playground equipment was submitted to the USAID vetting unit for a determination of eligibility on 13 August 2013 but no response was received

before weather in Bamyan prevented construction from beginning.

RAMP-UP East did construct the water well under a subcontract that did not require USAID vetting clearance; however the remainder of the project had to be de-scoped.

Bazarak Infrastructure Projects

A total of eleven service delivery projects were implemented in the Bazarak municipality over the life of the project, of which seven were infrastructure projects.

Base Year

One project was initiated in the base year of the project as reflected in the table below:

	Project Number	Project Title	Start Date	Completion Date
1	RUE-PJS-0003	Drainage Ditch, Culvert & Sidewalk Construction Project	25-May-11	6-Sep-12

Bazarak Drainage Ditch, Culvert & Sidewalk Construction Project

The basic infrastructure of the Parakh area of the Bazarak municipality was determined to not adequately support the area as it has become the administrative and business center where most of the governmental buildings, banks and other public buildings are located. The access

roads to the facilities in this area were unimproved dirt roads with improvised culvert crossings that are were failing and could not support long term vehicular traffic.

To improve the Parakh area and support future development of the area, the Governor and Mayor recommended at a forum on 18 August 2010 that citizens consider a proposed project to asphalt roads, and construct sidewalks and culverts in the area. The project was favorably viewed and recommended for implementation by the participants of the forum. The attendees included 40 persons from the municipal and Provincial government senior staff, the head of a woman association, representatives of youth, media representatives (local Radio, newsletter and TV), and representatives of the Provincial Reconstruction Team (PRT) and other donor organizations.



Bazarak drainage ditch construction

RAMP-UP East and the Bazarak municipality implemented the project, which included the construction of approximately 1,000 linear meters of drainage ditches and mosaic sidewalks along four sub-roads in the Parakh area of the municipality. Three of the sub-roads are undivided roads with a seven meter wide road surface. One of the sub-roads is a divided roadway with a landscaped median and two, seven meter wide driving lanes.



Bazarak sub-road after construction

Drainage ditches and sidewalks were constructed on both sides of the driving surface on all four sub-roads. Drainage ditches for the three single width roads tied into existing improved drainage ditches on the west side of the main Panjshir highway. A drainage system for the divided sub-roads was provided by extending existing improved drainage ditches across the Panjshir highway. These additions tie into an existing improved drainage ditch on the east side of the highway.

Option Year 1

In Option Year 1 of the project, RAMP-UP East implemented a total of three infrastructure projects in the Bazarak municipality.

	Project Number	Project Title	Start Date	Completion Date
2	RUE-PJS-0002	Construction of Temporary Solid Waste Disposal Site	25-Oct-11	1-Jun-12
3	RUE-PJS-0004	Street Asphaltting	3-Oct-11	25-May-12
4	RUE-PJS-0005	Solid Waste Receptacle and Equipment Supply Project	1-Apr-12	30-May-12

Bazarak Solid Waste Disposal Site Construction Project

Solid waste collection in the Bazarak municipality was hampered by the lack of a landfill to dispose of solid waste that was collected. Waste had been dumped at a wide variety of locations around the municipality and into the river for lack of an organized collection and disposal program. At the citizen forum conducted on 18 August 2010 the mayor recommended to citizens that a landfill be implemented to augment its solid waste collection program.

RAMP-UP East and the Bazarak municipality implemented the project to construct an improvised landfill adjacent to a previous excavation site in the Kulalan valley of Anaba district that was used for the acquisition of masonry stone and gravel. Access roads to the site already existed and no improvements were necessary.

The expansion of the existing excavation site encompassed an area of approximately 30m x 20m to a depth of 1.5m, and totaled 900m³ of excavated material. It also included the drilling of a test well, construction of a masonry boundary wall, and an additional perimeter fence with a gate to control access to the site.



Bazarak landfill after construction

Bazarak Street Asphaltting Project

This project was a companion project to the drainage ditch and sidewalk construction project for the four sub-roads of the Parakh area of the Bazarak municipality.

The project consisted of the reconstruction and asphaltting of the four separate existing sub-roads providing access to various government agencies and banks located in the area of the provincial government center.

Three of the four roads reconstructed were single lane roadways while the fourth road was a divided road consisting of two roadways, each with a 5m road surface. The fourth divided road included a median that was minimally landscaped.



Bazarak street asphaltting & median after construction

The four reconstructed sub-roads total 1,000 linear meters and the median that divides street four is 2m wide.

Bazarak Solid Waste Receptacle and Equipment Supply Project

The municipality, with assistance from RUE staff, developed a comprehensive solid waste plan based the results of a systematic analysis of community's solid waste needs and service delivery capacity. The systematic analysis identified the need to deploy community solid waste bins to various locations throughout the municipality to encourage residents to bring their waste to central collection points.

The provision of the bins/enclosures reduced illegal dumping, reduced trash dispersal at existing informal drop off sites, improved solid waste collection efficiency and increased government accountability by improving residents' ability to monitor municipal solid waste collection activities and schedules.

The project procured and installed 32 solid waste bins/enclosures throughout the municipality. Specific sites for bins were selected by identifying and marking current formal and informal community solid waste drop off locations. Twenty double barrel bins and twelve single barrel bins, all 60cm in diameter by 80cm high, were mounted on reinforced concrete foundations constructed by the project.

Option Period 2

	Project Number	Project Title	Start Date	Completion Date
5	RUE-PJS-0010	Public Latrine Construction Project	17-Sep-13	25-Dec-13
6	RUE-PJS-0017	Trash Bins Construction Project	1-Aug-13	12-Dec-13
7	RUE-PJS-0018	Solar Energy Project	11-Dec-13	12-Jan-14

Bazarak Public Latrine Construction Project

This project was proposed by the municipality under the RAMP-UP East Municipal Incentive Fund. RAMP-UP East and the Bazarak municipality implemented this project jointly both in regard to scope and financial commitment. The project consisted of constructing a public latrine immediately adjacent to the structure built by the PRT. The structure built by the PRT consists of 20 cubicles, 14 of which are fitted and used as shower rooms. Four other cubicles house the water heating system. Only the last two cubicles are fitted as toilets, but they have now been reserved for the use of workers operating and maintaining the entire facility. Therefore, there were no latrine facilities available for the general public.

As a result, RAMP-UP East and the Bazarak municipality constructed a public latrine that was partitioned to provide separate designated areas for women and men. The men's section has six stalls and two sinks and the women's section has four stalls and two sinks. One stall in each of the men's and women's sections is handicapped equipped. A separate room was constructed for facility servicing. The construction of the latrine included the structure, a reinforced concrete septic tank, plumbing, electrical wiring, supply & installation of fixtures and accessories that ensure that the latrine was functional.



Bazarak Public Latrine

Bazarak Trash Bins Construction Project

The municipality, with assistance from RAMP-UP East, developed a comprehensive solid waste plan based on the results of a systematic analysis of the community's solid waste needs and service delivery capacity. The results of this analysis suggested the need to deploy solid waste bins at various locations throughout the municipality to encourage residents to bring their waste to central collection points, which will assist in reducing illegal dumping, and improve solid waste collection efficiency.



Bazarak Trash Bins Construction Project

This project was proposed by the municipality under the RAMP-UP East Municipal Incentive Fund. This project included the supply and installation of 30 metallic dual drum trash bins and construction of reinforced concrete foundations for mounting the trash bins. Each concrete pad included two drums made of 16 gauge steel and mounted on three "A frame" bases. The drums that form the trash bins were mounted on pivots to permit easy unloading by the solid waste collection crews.

Bazarak Solar Energy Project

There is no city power or power grid in the Bazarak municipality. The municipality has constructed a guest house to serve as a means to generate revenue. Without electricity, the municipality has had to rely on generators where the fuel costs offset the economic benefits that the guesthouse revenue might produce for the municipality. Therefore, to reduce operating costs to the municipality for the operation of the guesthouse and enhance its profitability, the municipality proposed the installation of a solar power system to replace the generator power provided previously.

This project was proposed by the municipality under the RAMP-UP East Municipal Incentive Fund. As part of the joint implementation involved in MIF projects, RAMP-UP East supplied 6 solar panels, batteries and frames for the panels and the municipality provided for the installation and commissioning of the solar system.

Charikar Infrastructure Projects

A total of eleven service delivery projects were implemented in Charikar over the life of the project, of which seven were infrastructure projects.

Base Year

One project was initiated in the base year of the project as reflected in the table below:

	Project Number	Project Title	Start Date	Completion Date
1	RUE-CHA-0004	Cinema Demolition	16-Apr-11	2-Jun-11

Charikar Cinema Demolition Project

The Charikar cinema was a very old and dilapidated building which was damaged during the civil war and was determined not to be habitable or safe. This building is located adjacent to the municipal compound in the city center, which is an important commercial area.

The Charikar municipality had planned to demolish the building to make way for the construction of a commercial center.

In a citizen forum meeting held on 20 November 2010, municipal officials and citizen representatives such as traders, elderly, shopkeepers, and businessmen discussed the demolition of the cinema and recommended the project for implementation.



Charikar Cinema Demolition Project

RAMP-UP East and the municipality proceeded with the demolition of the Charikar cinema. This project included demolition of the building that was approximately 40m long x 30m wide x 5m high, installation of temporary fencing around the demolition site to prevent entry by casual passersby and to secure a safe work site, removal and disposal of all debris produced as a result of the demolition, and grating/leveling of the area where the cinema once stood.

Option Year 1

In Option Year 1 of the project, RAMP-UP East implemented a total of three infrastructure projects in the Charikar municipality.

	Project Number	Project Title	Start Date	Completion Date
2	RUE-CHA-0002	Landfill Expansion Construction Project	24-Oct-11	25-Feb-12
3	RUE-CHA-0003	Drainage Ditch Construction & Street Rough Grading (District 2)	5-Sep-11	30-Apr-12
4	RUE-CHA-0005	Street Improvements (District 1)	11-Sep-11	25-Apr-12

Charikar Landfill Expansion Construction Project

The Charikar municipality did not have a formal landfill and used an improvised landfill for the disposal of solid waste collected from all areas of the municipality. The site that had been in use was full and overflowing with solid waste and had been causing odors and possible health hazards to nearby residents. Since the capacity of the site



Charikar Landfill Expansion Construction Project

has been exceeded, there were large piles of solid waste left uncovered.

To resolve the conditions at the disposal site, the municipality requested that RAMP-UP East assist the municipality in expanding the site to accommodate the waste that was piled adjacent to the site and to enable increased capacity for solid waste disposal in the near term.

RAMP-UP East and the municipality therefore expanded the site by approximately 7,500m² through the construction of three separate but adjacent holes, each being approximately 2,500 m² in area and requiring approximately 7,500 m³ of excavation.

Charikar Drainage Ditch Construction & Rough Street Grading Project



Charikar Drainage Ditch Construction & Rough Street Grading Project

Citizens of the 2nd district of the Charikar municipality were experiencing adverse conditions with the quality of streets and drainage in the district. The streets were overly rough causing vehicle damage and congestion and proper drainage for streets was not available in many areas. The conditions caused road blockages, pollution, and pooling of water in the area especially during periods of rain and snow. The conditions made it difficult for the movement of pedestrians and vehicles, and stagnant water presents an unhealthy environment.

Meetings were held between municipal officials and local representatives to discuss these circumstances. During one of the consultation meetings, this project was determined to be a priority for the municipality to pursue.

RAMP-UP East and the municipality proceeded with the construction of a total of 7,000m of drainage ditches and rough grade of approximately 5,000m of streets in an area south of the center of the Charikar municipality, generally considered to be District 2.

Rough grading of each street was accompanied by the construction of drainage ditches on each side of the street where no existing drainage ditch was located at the time of construction.

Charikar District 1 Street Improvements Project

As in District 2, the streets in District 1 were in a state of disrepair and citizens were experiencing adverse conditions with the quality of streets and drainage in the district. The streets were overly rough causing vehicle damage and congestion and proper drainage for streets was not available in many areas.

A series of citizen forum meetings were held regarding this project, first on 1 September 2010, where 48 participants representing local communities and government offices (Community Council Leaders, Wakil e Guzars, Nahia Heads, Municipality Administration,



Charikar District 1 Street Improvements Project

Finance, Revenue, Engineering, and district managers) were present. A second forum was conducted on 20 November 2010, which was chaired by the Mayor and attended by 70 participants. It was at this second citizen forum that this project was prioritized for implementation and included in the MIP.

RAMP-UP East and the municipality proceeded with implementation of the project that included a total of 7km of street improvements on 63 streets in District 1. The improvements included the excavation of the existing roadbed surface, construction of a sub-base for the streets and improvement of any existing ditches along the improved roads.

Option Period 2

In Option Period 2 of the project, RAMP-UP East initiated a total of three infrastructure projects in the Charikar municipality as part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
5	RUE-CHA-0017	Reservoir Rehabilitation/Construction Project	14-Aug-13	8-Jan-14
6	RUE-CHA-0018	Public Park Construction Project	3-Sep-13	10-Feb-14
7	RUE-CHA-0019	Rehabilitation of Gul Ghondi Park Project	20-Nov-13	15-Feb-14

Charikar Water Reservoir Rehabilitation Project

This project was proposed by the municipality under the RAMP-UP East Municipal Incentive Fund. RAMP-UP East assumed roughly 71% of the total cost of the project and the municipality assumed approximately 29% of the total estimated cost of the project.

RAMP-UP East and the Charikar municipality proceeded with the implementation of the project that included the demolition of the existing reservoir structure in District 2 of the municipality, and the construction of a new water reservoir approximately 11m x 11m x 3.0m in size.



Charikar Water Reservoir Rehabilitation Project

Charikar Public Park Construction Project



Charikar Public Park Construction Project

RAMP-UP East and the Charikar municipality jointly initiated this MIF project to rehabilitate an existing park. The project included the demolition and removal of the existing boundary wall and other solid waste, construction of a new park boundary wall, construction of sidewalks, construction of a fountain, installation of an entrance gate, and provision of greenery/plants.

Charikar Gul Ghondi Public Park Rehabilitation Project

This MIF project was implemented in the 4th Nahia Gul Ghondi Greenery Area and included the rehabilitation of the existing Gul Ghondi park swimming pool for youth and the construction of a new swimming pool for children. Additionally, the project included the supply and construction of playground equipment, the construction of a perimeter boundary fence, and the construction of shower and toilets with separate male and female sections. The project also included landscaping of about 5,600 square meters of municipal land.

Ghazni Infrastructure Projects

A total of five service delivery projects were implemented in Ghazni over the life of the project, all of which were infrastructure projects.

Base Year

No infrastructure projects were initiated in the Base Year other than the Ghazni Median Rehabilitation Project that was initiated in the first six months of the project (discussed above).

Option Year 1

In Option Year 1 of the project, RAMP-UP East implemented one infrastructure project in the Ghazni municipality.

	Project Number	Project Title	Start Date	Completion Date
2	RUE-GHZ-0005	Bazazy Side-Walk Construction Project	1-Apr-12	2-Aug-12

Ghazni Sidewalk Construction Project

This project was deemed as a priority by the municipality, given that there was no existing sidewalk providing access to either the municipal or commercial markets.

RAMP-UP East and the Ghazni municipality initiated this project by excavating the area and constructing a stone sidewalk with a reinforced concrete base. The length of sidewalk along the roads is approximately 2930 linear meters.



Ghazni Sidewalk Construction project

The sidewalk construction increases access to facilities and increases pedestrian safety by providing an alternative to walking in the streets. This project also improved the aesthetic environment in this area of the city and permits better access to the facilities by handicapped citizens.

Option Period 2

In Option Period 2 of the project, RAMP-UP East initiated a total of three infrastructure projects in the Ghazni municipality, one of which was part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
3	RUE-GHZ-0003	Shah Mir Asphalt Subroad #1 & Drainage Ditch Reconstruction Project	19-Jun-12	30-Jun-13
4	RUE-GHZ-0004	Subroad Asphalt Paving Project	18-Jun-12	10-Aug-13
5	RUE-GHZ-0010	Sidewalk Construction Project	8-Sep-13	11-Dec-13

Ghazni Shah Mir Asphalt & Drainage Ditch Construction Project



Ghazni Shah Mir Asphalt & Drainage Ditch project after completion of work

During a citizen forum held on 27 September 2011 attended by 40 persons, the condition of the sub-roads in the Shah Mir district was discussed. Four sub-roads were considered to be substandard and required immediate attention as they were causing traffic congestion and pedestrian safety issues. The citizen forum included representatives of local community elders, the mayor, the governor's office representative, provincial council representative, Director of Local Women Affairs, local business associations, shopkeepers and the youth association.

RAMP-UP East and the Ghazni municipality asphalted four sub-roads, reconstructed existing drainage ditches and constructed new culverts in the Shah Mir area of the Ghazni municipality. The total asphalted work for the four sub-roads was 1,332m.

Ghazni Asphalt Sub-Roads Project

The dirt roads in Mandavy Qand were heavily rutted, causing traffic to be slow and creating difficult conditions during rainy periods. During the 27 September 2011 citizen forum, the condition of the main road and sub-roads in the Shah Mir district was discussed. In particular,



Ghazni sub-road asphalted after completion

the main road and six sub-roads in the Mandavy Qand area were considered to be substandard and required immediate attention.

Forty participants attended the citizen forum including representatives of local community elders, the mayor, the governor's office representative, provincial council representative, Director of Local Women Affairs, local business associations, shopkeepers and the youth association.

RAMP-UP East and the Ghazni municipality implemented the project to asphalt a portion of the main road and 6 sub-roads beginning at Mandavy Qand to ring road ending at Qala-e-Tahwilda. The total length of all six sub-roads was 1,500m.

Ghazni Concrete Sidewalk Construction Project

This project was proposed by the municipality under the RAMP-UP East Municipal Incentive Fund. For this project, RAMP-UP East assumed roughly 72% of the total cost of the project and the municipality assumed roughly 28% of the total estimated cost.

The project included construction of a concrete sidewalk and water gutter drain on the eastern side of the Kabul-Kandahar highway from the Ghazni Islamic Cultural Center and the Public Hospital Road in the Ghazni municipality.

The total length of the constructed concrete sidewalk was 1,247 linear meters and a width of 1.5m resulting in a total of 1870.5m² of sidewalk constructed and 311.75 m² of concrete water gutter to drain off storm water.



Ghazni Concrete Sidewalk Construction Project

Gardez Infrastructure Projects

A total of nine service delivery projects were implemented in Gardez over the life of the project, of which five were infrastructure projects.

Base Year

Two projects were initiated in the base year of the project as reflected in the table below:

	Project Number	Project Title	Start Date	Completion Date
1	RUE-GRZ-0002	Sidewalk Rehabilitation	22-May-11	11-Dec-11
2	RUE-GRZ-0008	Construction of Solid Waste Bins/Enclosures Project	1-Apr-11	30-Jun-12

Gardez Mosaic Sidewalk Construction Project

In Gardez, RAMP-UP East supported the municipality in rehabilitating the pedestrian walking area along both sides of a heavily traveled roadway that provides access from the Gardez-Khost road to a number of government agencies, banks and international organizations in the city. The sidewalk runs for a length of 525m on each side of the street and has a total area of 4,200m². The project also involved the replacement of the metal safety fence that separates a portion of the pathway from the roadway, and installation of a concrete block edging between the new sidewalk and the existing improved drainage



The completed mosaic sidewalk project in Gardez provides pedestrian access to the

ditches.

Gardez Solid Waste Bins/Enclosures Construction Project

RAMP-UP East and the Gardez municipality developed a comprehensive solid waste management program that included the collection of solid waste and the construction of waste collection locations. One component of this plan was to ensure that adequate trash bins and waste enclosures were in strategic locations throughout the municipality to facilitate a more effective collection and disposal system.



Gardez Solid Waste Enclosure Project

The systematic analysis by RAMP-UP East and the municipality of solid waste in the Gardez

municipality identified the need to deploy 84 community solid waste bins and/or enclosures at various locations throughout the municipality. The goal in providing the bins and enclosures was to encourage residents to bring their waste to central collection points, which will contribute to reducing illegal dumping, and improve solid waste collection.

RAMP-UP East and the Gardez municipality implemented a project that deployed 36 solid waste bins and constructed 48 reinforced concrete solid waste enclosures at specified locations throughout the Gardez Municipality.

The 36 waste bins are dual drum Steel bins fabricated of 16 gage galvanized steel with each of the two drums 60cm in diameter x 80cm in height and mounted on three "A frame" base. Thirty-one of the 48 solid waste enclosures were 2 cubic meters each and the remaining 17 were 3 cubic meters each.

Option Year 1

RAMP-UP East implemented no infrastructure projects in Gardez in Option Year 1.

Option Period 2

In Option Period 2, RAMP-UP East initiated a total of three infrastructure projects in the Gardez municipality of which two were part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
3	RUE-GRZ-0003	Landfill Construction Project	25-Nov-12	1-May-13
4	RUE-GRZ-0016	Solar Street Lighting Construction Project	1-Aug-13	20-Feb-14
5	RUE-GRZ-0017	Solid Waste Enclosure Construction Project	1-Aug-13	17-Dec-13



Gardez Solid Waste Bins Project

Gardez Landfill Construction Project

The municipality's comprehensive solid waste management program required an effective means for the disposal of waste in a proper manner. As the Gardez municipality did not have a landfill available for waste disposal, the citizens recommended implementation of the landfill construction project at a citizen forum on 18 May 2011.

RAMP-UP East and the Gardez municipality began implementation of the landfill construction project which included (i) the excavation of the solid waste landfill 50m x 50m x 4m; (ii) construction of a chain link mesh fence structure and gate around the landfill site; (iii) construction of a monitoring test well; (iv) supply and servicing of two portable toilets; and (v) the supply of a metal connex box outfitted as a guard house.

Soon after work was initiated, a protracted dispute between the municipality and local tribes erupted. The dispute was resolved by the municipality and all work was eventually completed, but the municipality was forced to change the location of the project.



Excavation work and the office unit at the site of the new landfill in Gardez.

Gardez Solar Street Lighting Construction Project

The Solar Street Light Construction Project in Gardez was proposed by the municipality under the RAMP-UP East Municipal Incentive Fund. RAMP-UP East performed a segment of the scope of the project that was roughly 70% of the total cost and the municipality performed a segment of the scope of the project that was roughly 30% of the total estimated cost.



Gardez Solar Street Lighting Project

The project called for the supply and erection of 137 solar light poles, fixtures, panels and other accessories on foundations constructed by the municipality. Due to weather conditions, however, work related to the concrete foundations was suspended in December. At the time of the suspension, a total of 81 foundations were completed and found to be in compliance with the project specifications. Another 48 foundations had been constructed but were found to be deficient and required re-

work by the municipality before the light poles could be erected. Another eight foundations had not yet been constructed by the municipality.

The RAMP-UP East subcontractor fully erected 81 solar light poles, fixtures, panels and other accessories on the foundations that were found to be in compliance with the project specifications. These 81 solar light poles have been commissioned and are working.

RAMP-UP East, the Gardez municipality and the RAMP-UP East subcontractor entered into an agreement whereby the subcontractor agreed to deliver the remaining 56 light poles, solar fixtures and other accessories to the municipality pending the municipality re-working the deficient foundations and constructing the remaining eight foundations. The RAMP-UP East subcontractor ultimately delivered all 56 poles, solar light fixtures, panels and other accessories to the municipality.

Gardez Solid Waste Enclosure Construction Project

This project was proposed by the municipality under the Municipal Incentive Fund. For this proposal, the scope of this project was divided between RAMP-UP East and the municipality whereby RAMP-UP East assumed 67.55% of the total cost of the project and the municipality covered 32.45% of the total estimated cost. RAMP-UP East and the Gardez municipality jointly implemented this project to construct 150 reinforced concrete solid waste enclosures and deploy them at various locations throughout the Gardez municipality.



Gardez Solid Waste Enclosure Project

Jalalabad Infrastructure Projects

A total of six service delivery projects were implemented in Jalalabad over the life of the project, all of which were infrastructure projects.

Base Year

In addition to the sidewalk rehabilitation infrastructure project that was initiated in the first six months of the project (discussed above), there were another two infrastructure projects initiated in the base year.

	Project Number	Project Title	Start Date	Completion Date
2	RUE-JBD-0003	4M Culvert Construction	1-Jun-11	31-Oct-11
3	RUE-JBD-0004	50 Culvert Construction	2-Jun-11	31-Oct-11

Jalalabad Rohan Mena 4M Culvert Construction Project

In the Rohan Mena district of Jalalabad, a drainage canal prevented both pedestrians and vehicles from crossing effectively. Those wishing to cross had to either climb through the often wet drainage ditch or walk or drive a significant distance until they could find a place to cross safely. To resolve this issue, the municipality proposed the construction of two 4m culverts in



Jalalabad Rohan Mena 4m Culvert Construction Project

the area. This proposal was approved during the planning session held on 23 September 2010 and attended by the Deputy Mayor Eng. Hakimmudin Omerkhail, 35 community representatives, Nahia managers, and several Wakil e Guzars. This project included the construction of two 4m long by 8m wide culverts in the Rohan Mena area (District No. 4) of Jalalabad municipality. The culverts span an existing drainage channel and allow pedestrians and vehicles to cross the drainage ditch safely and conveniently. The project also created two through-streets where none existed before. In addition to improving neighborhood traffic flow, the two new streets now serve as secondary routes to relieve peak traffic from nearby main roads.

The project provides safe and convenient access to facilities such as fuel stations and government offices.

Jalalabad 50 Culvert Construction Project

A large number of drainage channels/ditches throughout the municipality were in poor condition and had been causing blockages to traffic and pedestrian flow. To remedy the situation, RAMP-UP East and the municipality initiated a project to construct a total of fifty culverts at various locations in Nahias 1, 2, 3 and 5. The culverts were of various sizes based on the specific locations and connected existing roadways over the drainage canals and ditches. The intent of



Jalalabad 50 Culvert Construction Project

the culverts is to provide pedestrians and vehicles direct access from one side to the other.

Of the 50 culverts that were constructed, 35 were 10m x 1m and 15 culverts were 8m x 1m.

The culverts were constructed in Nahia 1, at the Beshood Bridge, Nahia 2 at Angor Bagh & Majborabad, Nahia 3 at Charahi Maraston, and Nahia 5 at Abdul Haq Mena.

The project created through streets at the specific locations, where none existed prior to project implementation. In addition to improving neighborhood traffic flow, the new through streets provide a secondary route to relieve peak traffic from nearby main roads.

Option Year 1

In Option Year 1 of the project, RAMP-UP East initiated a total of two infrastructure projects in the Jalalabad municipality.

	Project Number	Project Title	Start Date	Completion Date
4	RUE-JBD-0002	Automobile Parking Lot	15-Aug-11	23-Sep-12
5	RUE-JBD-0007	Dosaraka - Fabreka Road Improvements Construction Project	1-Sep-11	31-Jan-13

Jalalabad Parking Lot Construction Project

On 23 September 2010, 35 people from the local community attended a citizen forum to discuss the circumstances the municipality was experiencing with regard to available facilities to park cars of those having to do business in the municipality. Participants included Community Council Leaders, Wakil e Guzars, Nahia Heads, Municipality Planning Administration, Finance, Revenue, Engineering, and six district managers. It was decided that additional capacity would need to be constructed in order to avoid negative effects of improperly parked vehicles along the thoroughfares.



Jalalabad Parking Lot

RAMP-UP East and the municipality began implementation and construction of a parking facility approximately 4,500m² in size and able to accommodate approximately 200 vehicles. The parking lot was constructed of reinforced concrete and also includes a stone masonry boundary wall along the periphery of the north, south and west sides of the facility. It also includes a steel perimeter fence, a mosaic sidewalk on the south side of the facility, a drainage ditch and curb between the roadway and the newly constructed sidewalk, an access driveway and

gate at two ends of the parking lot facility on the south side of the facility, and a guard house/toll booth near the facility's entrance.

In addition to alleviating parking congestion in the area, the project also served as a basis for the municipality to generate revenue through operation of the parking lot as a public-private partnership. The municipality has successfully contracted the operations of the parking lot to a private entity.

Option Period 2

In Option Period 2 of the project, RAMP-UP East initiated one infrastructure project in the Jalalabad municipality that was part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
6	RUE-JBD-0015	Electric Street Lighting Construction Project	15-Aug-13	3-Feb-14

Jalalabad Electric Street Lighting Construction Project

The electric street lighting project was proposed by the municipality under the RAMP-UP East Municipal Incentive Fund. The scope of this project was divided between RAMP-UP East and the municipality whereby RAMP-UP East assumed roughly 69% of the total cost of the project and the municipality provided funding for 31% of the total estimated cost.

RAMP-UP East and the Jalalabad municipality jointly implemented this project which consisted of the installation of 57 galvanized electric light poles and lighting fixtures onto reinforced concrete foundations in Nahia 1.

RAMP-UP East furnished, erected and commissioned the light poles and lighting fixtures while the municipality constructed the reinforced concrete foundations and installed the electrical cabling for the project.

All 57 light poles and fixtures were commissioned and the residents and visitors of the area now enjoy improved evening lighting which provides a level of safety and security.



Jalalabad electric street lighting project

Khost Infrastructure Projects

A total of eight service delivery projects were implemented in Khost municipality over the life of the project, of which four were infrastructure projects.

Base Year

RAMP-UP East initiated one infrastructure project in the Base Year of the project.

	Project Number	Project Title	Start Date	Completion Date
1	RUE-KHO-0001	Drainage Ditch Rehabilitation Project	21-Feb-11	21-Feb-12

Khost Drainage Ditch Rehabilitation Project

The drainage ditches in the central area of the Khost municipality were in a significant state of disrepair where the ditches were uncovered and uneven and presented a safety hazard. They also did not provide proper drainage of liquid.

Therefore, RAMP-UP East and the Khost municipality initiated a project to rehabilitate the drainage ditches by repairing the ditch structures to provide a level surface and the installing metal grate covers over the drainage ditches.

For the affected ditches, RAMP-UP East removed any existing cap structures on the top of the ditches and replaced the caps with poured concrete to provide a



Khost Drainage Ditch Rehabilitation Project

level surface in order to accommodate the installation of a metal grate cover over the drainage ditch opening.

The result of this project is that the drainage ditches in the center of the municipality are now more structurally sound so as to provide more functionality and reduce the safety risks to pedestrians and vehicles frequenting the area. The steel grates placed over the drainage ditches ensure that vehicles do not fall into the ditches given the crowded conditions of the area.

Option Year 1

In Option Year 1 of the project, RAMP-UP East implemented a total of two infrastructure projects in the Khost municipality.

	Project Number	Project Title	Start Date	Completion Date
2	RUE-KHO-0002	Women's Park Renovation	14-Oct-11	14-Jun-12
3	RUE-KHO-0004	Road and Drainage Ditch Reconstruction Project	15-Dec-11	14-Jun-12

Khost Women's Park Rehabilitation Project

The women's park in Khost was originally constructed in 2007, but the park had since become run down and lacked specific facilities that would make it useful to women and children. For instance, the park had no public toilets for women's use or any building from which a food/drink vendor could operate. The park lacked landscaping and a functioning water supply. The children's playground equipment was in disrepair.



Khost Women's Park Rehabilitation Project

Given the condition of the park and the need expressed by residents, the municipality prioritized rehabilitation and enhancement of the park in their improvement plan.

As such, RAMP-UP East and the municipality undertook the project to rehabilitate the park and construct additional facilities that would enhance its utility and appeal to women and children.

The project included the construction of a new coffee

shop and women's latrine as well as the landscaping of the grounds and repair of the various pieces of playground equipment.

Khost Road & Drainage Ditch Construction Project

The segment of road between Sargardan Square in the center of the municipality to Spin Jomatre at the south of the municipality was in poor condition. Given that this section of road transited through the main commercial area of the municipality, the poor condition of the road caused severe traffic congestion and had negative



Khost street asphaltting in progress

consequences on economic development.

At a citizen forum on 19 October 2010, the municipality agreed the rehabilitation of the applicable section of road was a priority to ensure improvement of the economic condition of the municipality. The forum was attended by 56 people representing various elements of the local community, including Community Council Leaders, Wakil e Guzars, Nahia Heads, Municipality Administration, Finance, Revenue, Engineering, and District Managers.

RAMP-UP East and the Khost municipality implemented the project to rehabilitate the section of road Sargardan Square to Spin Jomat that included the repair/reconstruction of 1,630 linear meters of stone masonry drainage ditches (815 linear meters on each side) and reconstruction and asphaltting of 815m of roadway.

Option Period 2

In Option Period 2, RAMP-UP East initiated one infrastructure project in the Khost municipality.

	Project Number	Project Title	Start Date	Completion Date
4	RUE-KHO-0018	Road Repair & Asphaltting Project	25-Dec-13	10-Feb-14

Khost Road Repair & Asphaltting Project

This project was proposed by the municipality under the Municipal Incentive Fund. The scope of this project was divided between RAMP-UP East and the municipality whereby RAMP-UP East assumed roughly 70% of the total cost of the project and the municipality assumed roughly 30% of the total estimated cost.

The scope of the project included the repair and asphaltting a 350 meter length of road that extends from the Ghzani Babrak Khan Park at the Gardez-Khost highway and ends at the Khost mosque by the canal. The road is divided by a median and consists of two lanes, each 10m in width. The municipality's scope included a total of 1,900m² (96m x 20m) of roadwork in accordance with the project design drawings and technical specifications while the RAMP-UP East scope included a total of 5,080m² (254m x 20M) of roadwork.



Khost Road Repair & Asphaltting Project

Mehterlam Infrastructure Projects

A total of eight service delivery projects were implemented in Mehterlam over the life of the project, of which five were infrastructure projects.

Base Year

Two projects were initiated in the base year of the project as reflected in the table below:

	Project Number	Project Title	Start Date	Completion Date
1	RUE-MHT-0001	Drainage Ditch Construction	13-Apr-11	29-Mar-12
2	RUE-MHT-0002	Drainage Ditch & Sidewalk Construction	30-Mar-11	15-Mar-12

Mehterlam Drainage Ditch Construction Project

On 22 September 2010, a citizen forum was conducted that was attended by 30 people representing Community Council Leaders, Wakil e Guzars, Nahia Heads, Municipality Mayor, Deputy Mayor, Finance, Revenue, Engineering, and district managers. The condition of the drainage in Shahar-e-Naw was prioritized by participants.

RAMP-UP East and the Mehterlam municipality proceeded with the project to construct 7,750m of reinforced concrete drainage ditches in Shahar-e-Naw.



Mehterlam reinforced concrete drainage ditch project before and after

Mehterlam Drainage Ditch and Sidewalk Construction Project

The primary market area of the Mehterlam municipality did not have either drainage ditches or sidewalks along the main roads or sub-roads. This condition was considered to be a detriment to the economic development of the 521 shops of the main city market and their 1,200 daily patrons. It was therefore recommended by representatives of the citizen forum held on 22 September 2010 that construction of drainage ditches and sidewalks in these areas be a primary concern of the municipality.

The construction of new drainage ditches and sidewalks primarily occurred in the commercial area;



Sidewalk and drainage reinforced concrete drainage ditch in progress in Mehterlam

however, each street in the municipality now has a drainage ditch and sidewalk constructed where one did not previously exist.

Option Year 1

No infrastructure projects were initiated in Option Year 1 in the Mehterlam municipality.

Option Period 2

In Option Period 2 of the project, RAMP-UP East initiated a total of three infrastructure projects in the Mehterlam municipality, two of which were part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
3	RUE-MHT-0005	Solid Waste Landfill Construction Project	3-Jul-12	30-Oct-12
4	RUE-MHT-0004	Electric Street Lighting Construction Project	1-Aug-13	18-Feb-14
5	RUE-MHT-0012	Solid Waste Enclosures Construction Project	1-Aug-13	22-Dec-13

Mehterlam Solid Waste Landfill Construction Project

At the time of initiation of the solid waste collection program, the Mehterlam municipality did not have a landfill available to deposit any waste that was collected. Previously, the municipality and independent citizens simply dumped the waste in the uninhabited areas of the municipality.

Given the need and its integration into the overall solid waste management program that was being initiated, RAMP-UP East and the Mehterlam municipality embarked on a project to construct an improvised landfill within a reasonable distance of the municipal center where waste could be disposed of in a more environmentally sound way.



Mehterlam Solid Waste Landfill Project after construction

An improvised landfill was constructed with the capacity for three individual cells approximately 50m x 50m x 4m in size. The initial cell was constructed by the project and site improvements were made for the two remaining cells that will be constructed in the future once they are required. A fence and gate were constructed around the entire landfill site. In addition to the construction of the landfill, a monitoring test well was drilled and a connex guard house was provided to control access.



Mehterlam Electric Street Lighting Project during construction

Mehterlam Electric Street Lighting Construction Project

This project was proposed by the municipality under the Municipal Incentive Fund. The scope of this project was divided between RAMP-UP East and the municipality whereby RAMP-UP East assumed roughly 70% of the

total cost of the project and the municipality assumed roughly 30% of the total estimated cost.

RAMP-UP East and the Mehterlam municipality jointly implemented the project, which consisted of the installation of 73 galvanized light poles, electric light fixtures and construction of reinforced concrete foundations along the streets in the Mehterlam municipality's first district.

RAMP-UP East furnished, erected and commissioned the poles and electric light fixtures onto reinforced concrete foundations that were constructed by the municipality. The municipality also provided underground electric cabling and wiring of the foundations to support connection to the light poles.

Mehterlam Solid Waste Enclosure Construction Project

This project was proposed by the municipality under the Municipal Incentive Fund. The scope of this project was divided between RAMP-UP East and the municipality whereby RAMP-UP East performed a segment of the scope of the project that was roughly 70% of the total cost of the project and the municipality performed a segment of the scope that was roughly 30% of the total estimated cost.

The scope of this project consisted of the construction of 20 reinforced concrete enclosures for collection of solid waste. The enclosures were made of reinforced cast concrete and constructed in a central location before being distributed to the various locations designated by the municipality.



Mehterlam Solid Waste Enclosure Project

This project formed part of the overall solid waste management program of the municipality. The addition of these enclosures permits more centralized deposit of waste that improves the overall efficiency of collection throughout the municipality.

Mahmud Raqi Infrastructure Projects

A total of ten service delivery projects were implemented in Mahmud Raqi municipality over the life of the project, of which seven were infrastructure projects.

Base Year

One project was initiated in the Base Year of the project as reflected in the table below:

	Project Number	Project Title	Start Date	Completion Date
1	RUE-MIR-0001	Drainage Ditch, Sidewalk & Culverts	27-Mar-11	23-May-11

Mahmud Raqi Drainage Ditch Construction Project

Rain water was accumulating and not properly draining in the municipality, causing problems for pedestrian access and a potential risk to public health. In response, RAMP-UP East and the municipality constructed 240m of drainage ditch and 68m² of mosaic sidewalk.

Commenting on the project benefits, shopkeeper Shah Mohamad told RAMP-UP East: “This is a remarkable step by the Municipality which in the past never did anything for residents.” The drainage ditch construction project benefited 500 households by improving their pedestrian access to shops and public services and will reduce dirt in the city.



Mahmud Raqi drainage ditch excavation site

Option Year 1

In Option Period 1, RAMP-UP East initiated a total of four infrastructure projects in the Mahmud Raqi municipality.

	Project Number	Project Title	Start Date	Completion Date
2	RUE-MIR-0004	Street Asphaltting & Drainage Ditch Construction	26-Jan-12	17-May-12
3	RUE-MIR-0005	Construction of Solid Waste Disposal Site & Supply of Waste Receptacles	29-Mar-12	2-Aug-12
4	RUE-MIR-0008	Construction of Public Latrines	31-Jul-11	10-Sep-12
5	RUE-MIR-0012	Drainage Ditch, Sidewalk & Culvert Construction Project	8-Feb-12	3-Jun-12

Mahmud Raqi Street Asphaltting & Drainage Ditch Construction Project

The reconstruction and asphalt of the existing road extending north from Nejrab Main Road to the Square immediately adjacent to the provincial offices was part of the municipality’s master plan. Therefore, in the citizen forum meeting on 5 October 2010, this project was designated as a municipality priority for implementation. There were 42 participants at the forum including members of the Wakil e Guzar, CDCs, and the Provincial Council.



Mahmud Raqi Street Asphaltting & Drainage Ditch Construction Project before and after

RAMP-UP East and the Mahmud Raqi municipality proceeded with the implementation of the project that included the following elements:

1. Reconstruction and asphaltting of the road extending north from Nejrab Main Road to the Square. This reconstruction included excavation of the existing road, backfilling with suitable material, compaction, installation of a sufficient sub-base and application of an asphalt wearing surface.
2. Construction of a 1.6m median that divides the 15.6m road yielding two 7m roadways. The median is bordered by a concrete curb and minor landscaping.
3. Construction of stone masonry drainage ditches and retaining walls on each side of the roadway. Approximately 600m of drainage ditch was constructed.
4. Reconstruction of the existing parking lot immediately in front of the provincial offices, adjacent to the square and reconstructed roadway. The parking lot was excavated, backfilled, compacted with an installation of an adequate sub-base and asphalt wearing surface. The finished parking lot was painted to indicate parking spaces.
5. Construction of two culverts across the two perpendicular roads entering the square from the east and west.

Mahmud Raqi Solid Waste Disposal Site Construction & Supply of Waste Receptacles Project

The comprehensive solid waste management program developed by RAMP-UP East and the Mahmud Raqi municipality addressed needs relating to both collection and disposal of solid waste. Resources were required along with capacity development in the area of public works in order for an effective waste management system to be successful.

The resources required were labor, vehicles, fuel and tools for collection as well as a landfill in which to dispose of the collected waste. At the time of initiation of the solid waste collection program, the Mahmud Raqi municipality did not have a landfill available in which to deposit any waste that was collected. Previously, the municipality and independent citizens simply dumped the waste in the uninhabited areas of the municipality.



Mahmud Raqi Solid Waste Disposal Site

Given the need and its integration into the overall solid waste management program that was being initiated, RAMP-UP East and the Mahmud Raqi municipality embarked on a project to construct an improvised landfill within a reasonable distance of the municipal center where waste could be disposed of in a more environmentally sound way.

In addition to the construction of an improvised landfill, the project also deployed 31 mobile trash bins at various locations throughout the municipality. The purpose of the bins was to get residents to consolidate their trash and deposit it in central locations where it could be collected more effectively.

The improvised landfill was a pit approximately 50M x 50M with a depth of 3M. The landfill was encircled by a fence and an access gate was provided to control entry. In addition to the construction of the landfill a test well was drilled to provide samples for periodic tests of ground water quality.

Mahmud Raqi Public Latrines Construction Project

The municipality had a significant need for public latrines, particularly in the Sayaid Bazaar where there are approximately 700 shops that sell food items and industrial goods. The area is very crowded and facilities did not exist to accommodate the needs of the patrons to the market. In addition to the market area, a need was identified for a public latrine in at least two parks.

On the basis of the needs of the citizens of Mahmud Raqi, RAMP-UP East and the municipality implemented a project to construct two latrines; one in the Sayad Bazaar and another in Markaz Sharah park.



One of two public latrines constructed in Mahmud Raqi

The public latrines constructed include a separate area for women and men with a total of ten toilet stalls (six for men and four for women). The male and female sections of the latrines have separate access points and the individual toilet sections consist of separate toilet stalls with a commode. In addition, each latrine includes a caretaker room, a septic tank, a 3000 liter water tank, a 3 KW generator and a 2 inch submerged water pipe/pump.

RAMP-UP East and the municipality developed an operation and maintenance plan for the project where the municipality would take responsibility for (i) on-going services for cleaning and maintenance of the facility; (ii) fuel and maintenance for the generator, and; (iii) maintenance of the waterwell/pump.

Mahmud Raqi Drainage Ditch, Sidewalk & Culvert Construction Project

Rigrawan Street of Da Baba Ali required significant upgrade as sections did not include sidewalks or drainage ditches. At certain times of the year, rain and melting of snow pack presented problems with drainage from the roadway, which caused significant traffic congestion and pedestrian issues.

At the citizen forum held on 25 May 2011, the project to improve the drainage and sidewalks of a section of Rigrawan Street was prioritized for implementation. The forum was attended by 25 participants representing Shuras (Wakil e Guzars), youth groups, women's NGOs, as well as the Governor's Office.

RAMP-UP East and the municipality constructed a total of 140m of drainage ditch, 140m of mosaic tile sidewalk (with a reinforced concrete base), and three culverts.



Mahmud Raqi Drainage Ditch, Sidewalk & Culvert Construction Project

Option Period 2

In Option Period 2, RAMP-UP East initiated a total of two infrastructure projects in the Mahmud Raqi municipality, one of which was part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
6	RUE-MIR-0021	Municipal Office Boundary Wall & Sidewalk Construction Project	1-Dec-12	15-Aug-13
7	RUE-MIR-0022	Children’s Park Rehabilitation Project	10-Oct-13	26-Dec-13

Mahmud Raqi Municipal Office Boundary Wall & Sidewalk Construction Project

The Mahmud Raqi municipality had no centralized office to conduct municipal business. Various functionalities of the municipality were located across the municipality, significantly reducing the effectiveness of the municipality to meet the needs of its citizens.

From the outset of the RAMP-UP East project, the municipality had requested that a municipal office building be constructed. RAMP-UP East attempted to obtain approval from USAID to construct an office building but all requests were denied. However, the COR obtained approval to disposition two Conex units and other equipment from the Department of Defense that could be used to establish centralized offices for the municipality.



Mahmud Raqi Boundary Wall & Sidewalk Project

With the availability of the Conex office units, RAMP-UP East and the municipality initiated a project to construct infrastructure to support the positioning of the Conex units and create a functional office compound.

The project that was undertaken included construction of a boundary wall with two gates (one for pedestrian access and another for vehicle access). In addition to the boundary wall, the project also constructed a reinforced concrete parking lot at one end of the site and concrete sidewalks in the interior of the compound.

At the conclusion of the project, the various functions and departments of the municipal government were consolidated at the new location, providing a central point for citizens to address the municipality as well as the ability of the various departments to cross-train and integrate more effectively.



Erected fence as part of the rehabilitation of the children’s park in Mahmud Raqi

Mahmud Raqi Children’s Park Rehabilitation Project

This project was proposed by the municipality under the Municipal Incentive Fund. The scope of this

project was divided between RAMP-UP East and the municipality whereby RAMP-UP East assumed 71.5% of the total cost of the project and the municipality assumed 28.5% of the total estimated cost.

The project consisted of installation of a 2m high fence on top of the existing boundary wall, construction of reinforced columns at four separate locations to support gates, and the supply and installation of four access gates to the park.

Maidan Shahr Infrastructure Projects

A total of nine service delivery projects were implemented in Maidan Shahr over the life of the project, of which five were infrastructure projects.

Base Year

One project was initiated in the Base Year of the project as reflected in the table below:

	Project Number	Project Title	Start Date	Completion Date
1	RUE-MSH-0001	Drainage Ditch & Culvert Construction	26-Oct-10	27-Apr-11

Maidan Shahr Drainage Ditch and Culvert Construction Project

In a newly constructed market place in Maidan Shahr, proper drainage of water and other waste matter was considered when the market was constructed but the ditches were not included due to a lack of funds. The result was that the shops in the market were being negatively affected by water and other sewage that regularly flowed under the shop foundations and directly into the shops. This flow of water and contaminants was causing damage to shop merchandise and the shops themselves, and also made it difficult for potential patrons to access the individual shops. Additionally, the stagnation of water and effluent formed a breeding place for vermin, bacteria and potential health damaging diseases.



Maidan Shahr drainage ditch and culvert construction project

As a result of the current conditions, which were causing both economic damage and adverse health conditions to the citizens of the municipality, both municipal officials and RAMP-UP East representatives agreed to implement a project to construct drainage ditches and culverts along the access roadway to, and throughout the market to offset the negative effects that were being experienced by the pooling and flow of grey water in the area.

Option Year 1

In Option Period 1, RAMP-UP East initiated a total of three infrastructure projects in the Maidan Shahr municipality.

	Project Number	Project Title	Start Date	Completion Date
2	RUE-MSH-0004	Sports Stadium Renovation & Construction Project	1-Oct-11	30-Jun-13
3	RUE-MSH-0005	Women & Children's Park Construction Project	5-Mar-12	10-Nov-12
4	RUE-MSH-0008	Sidewalk Construction Project	27-Mar-12	2-Aug-12

Maidan Shahr Sports Stadium Renovation & Construction Project

The sport stadium of Maidan Shahr was constructed in 2007 by the Turkish PRT. After more than three years, the facilities had become worn and required repair and/or refurbishment due to heavy use of the complex.

On 23 October 2010, a citizen forum that included representatives of the community as well as the municipality identified the improvement and rehabilitation of the stadium complex as a priority for implementation.



Maidan Shahr Sports Stadium Renovation & Construction Project

This project included the construction of a 317m boundary wall, new locker/changing room, a running track, a ticket room for visitors and contestants, and park and stadium lighting. Renovation activities of existing facilities included the leveling and replanting of the football pitch and volleyball court, renovation of sidewalks, main entrance gate and the viewing stands/seating areas. The project also upgraded the water supply system and made minor repairs to the existing toilet/washrooms.

Maidan Shahr Women's & Children's Park Construction Project



Maidan Shahr Women's & Children's Park Reconstruction Project

Prior to the implementation of this project, there had been no suitable park for women and children in the Maidan Shahr municipality.

On 21 February 2011, a consultative meeting was held with community representatives, the Director of Public Health, the Director of Women Affairs and the Mayor and various community representatives. During this consultation, members of the community requested that the construction of a park dedicated for women and children be prioritized by the municipality. In particular, the community representatives requested that such a park be

constructed in the compound and adjacent to the public hospital in Maidan Shahr. It was expressed that such a park would provide a unique place within the municipality for women and children to experience recreation during times when they are either coming to the adjacent hospital for treatment or when visiting patients at the hospital.

RAMP-UP East and the Maidan Shahr municipality implemented the women & children’s park project which included the paving of parking, construction of a shade structure, retaining wall/bleacher seating and mosaic sidewalk, provision of metal benches and a stone masonry fountain, installation of an irrigation system, and planting various greenery.

Option Period 2

In Option Period 2, RAMP-UP East initiated one infrastructure project in the Maidan Shahr municipality, which was part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
5	RUE-MSH-0016	Solar Street Lighting Construction Project	1-Aug-13	5-Feb-14

Maidan Shahr Solar Street Lighting Construction Project

Prior to the implementation of this project, there was no street lighting in the Maidan Shahr municipality. The lack of lighting along the main roads presented both security and economic problems to the residents. The addition of lighting along these main thoroughfares was identified as a remedy to these conditions and could contribute to improvement of market conditions where people would be more like to shop later in the evening.

This project was proposed by the municipality under the Municipal Incentive Fund. The scope of this project was divided between RAMP-UP East and the municipality whereby RAMP-UP East assumed roughly 70% of the total scope/cost of the project and the municipality assumed roughly 30% of the total estimated scope/cost.



Maidan Shahr solar street lighting project

The scope of this project included the supply, erection and commissioning of 86 solar light poles, lighting fixtures, solar panels, batteries and related accessories onto reinforced concrete foundations constructed by the municipality. The solar street lighting was installed along two roadways with one beginning at the Ghazi Karim Khan Park and extending to the education directorate on Kabul-Kandahar highway. The second roadway began at the main square of Maidan Shahr and extended through Haji Janan oil pumping station, on the Kabul – Bamyan Highway.

The project was completed successfully with all light poles and fixtures functioning as intended.

Parun Infrastructure Projects

Only one infrastructure project was implemented in the Parun municipality over the life of the project.

	Project Number	Project Title	Start Date	Completion Date
1	RUE-PRN-0001	Road Gravelling and Lighting Construction Project	5-Jun-13	31-Dec-13

Parun Road Gravelling & Lighting Construction Project

Access to Parun was prohibitive for the vast majority of the RAMP-UP East project period of performance due to its remoteness, harsh weather conditions and security concerns. However, at the specific request of the newly appointed mayor and GDMA, RAMP-UP East undertook planning to implement an infrastructure project in the municipality.

The project was recommended by the community and included road improvements on a single segment of road through the center of the town extending for 1,000 linear meters with a width of 14m which provides for bi-directional traffic. The project included the construction of a stone masonry drainage ditch on both sides of the road, construction of culverts at variable intervals and down the center of the road, and a total of 30 solar light poles and fixtures erected/installed at roughly 30m intervals.

Due to the security conditions in the area of Nuristan province, access to Parun by the RAMP-UP East subcontractor was at times restricted. This resulted in delays in delivering materials, equipment and labor required to implement the project. Unfortunately, the security delays resulted in the project not being completed by the time the weather conditions in Parun prohibited further work from being completed.



Parun Street Solar Lighting after completion

At the end of December 2013, the municipality declared a moratorium on construction work in the municipality given that quality could be adversely affected by the winter weather conditions. At that time, certain aspects of the project scope had been completed such as roadbed leveling, drainage ditch construction, and solar light pole installation and commissioning. However, the gravelling work and culverts construction was not complete at the time of project suspension and could not be completed before RAMP-UP East ended. USAID hopes to complete the project subsequent to the conclusion of the RAMP-UP East project.

Pul-e-Alam Infrastructure Projects

A total of eight service delivery projects were implemented in Pul-e-Alam over the life of the project, of which four were infrastructure projects.

Base Year

One project was initiated in the base year of the project as reflected in the table below:

	Project Number	Project Title	Start Date	Completion Date
1	RUE-PEA-0001	Automobile Parking Lot #1	12-Feb-11	13-Sep-11

Pul-e-Alam Automobile Parking Lot Construction Project

Prior to the implementation of this project, there was no facility in the Pul-e-Alam municipality for residents and visitors to park their cars when visiting shops and or government offices. As a result, many patrons to the local shops parked their cars on the roads and in front of markets causing crowded conditions and impeding traffic.



Pul-e-Alam Automobile Parking Lot Project

To address the concerns of residents, the municipality traffic department developed a plan to rectify the parking problems in the city and initiated designs for a parking lot project. On October 1, 2010, a public forum was held where this project was designated as a priority for implementation. The forum was attended by 40 representatives of citizens, the business community and the Local Shopkeepers Union.

The project consisted of the construction of a reinforced concrete parking surface, a boundary wall and fencing, gates, mosaic tile sidewalks, the erection of a guard

house/toll booth and a public toilet.

This parking facility now provides for adequate accommodation of vehicles owned by patrons of the nearby market and the shops in the center of the municipality. In addition, this project was developed as a public-private partnership whereby a private enterprise was commissioned to manage the operation and maintenance of the parking facility and pay commissions to the municipality.

Option Year 1

In Option Period 1, RAMP-UP East initiated one infrastructure project in the Pul-e-Alam municipality.

	Project Number	Project Title	Start Date	Completion Date
2	RUE-PEA-0003	Automobile Parking Facility	23-Apr-12	30-Apr-12

Pul-e-Alam Automobile Parking Lot #2 Construction Project

This project is a companion project to the initial parking lot facility that was constructed in the Base Year. The location of this second parking lot facility is immediately south of the first project location and substantially larger than the first facility.



Pul-e-Alam Automobile Parking Lot #2

This parking lot facility is of reinforced concrete and 90.8m wide x 61.4m deep, that includes: (i) a stone masonry boundary wall along the periphery of the facility; (ii) a steel perimeter fence on top of the boundary wall; (iii) a green median between the boundary wall and the parking lot surface on east side of the parking lot; (iv) a mosaic sidewalk between the existing roadside drainage ditch and the newly constructed boundary wall on north and east sides of the parking lot; (v) an access gate on the east side of the parking lot facility; and (vi) the erection of a guard house/toll booth near the entrance/exit to the facility.

Like the first parking lot facility, this project formed the basis for a public-private partnership where a private entity was contracted by the municipality to provide for maintenance and operation of the project as well as contribute revenue to the municipality.

Option Period 2

In Option Period 2, RAMP-UP East initiated a total of two infrastructure projects in the Pul-e-Alam municipality, one of which was part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
3	RUE-PEA-0010	Fruit & Vegetable Market Construction Project	23-Sep-12	1-Aug-13
4	RUE-PEA-0018	Mosaic Sidewalk Construction Project	1-Aug-13	31-Dec-13

Pul-e-Alam Fruit & Vegetable Market Construction Project

The wholesale trade of fruit and vegetables in Pul-e-Alam lacked adequate infrastructure to support trade between provincial farmers and local shopkeepers and vendors.

Given the existing circumstances, residents of Pul-e-Alam participated in various citizen forums where the construction of a new wholesale market was prioritized. The municipality requested assistance with the design and construction of an effective market that would satisfy the needs of residents,



Pul-e-Alam Fruit & Vegetable Market Project after completion

facilitate the economic development of the community and provide a source for generation of revenue for the municipality.

Based on the need and economic viability of the project, RAMP-UP East and the municipality embarked on the joint implementation of the project to construct two market buildings.

The design and construction of the market was performed jointly between RAMP-UP East and the staff of the municipality. The municipality participated in the construction of the project by performing all site development civil works while RAMP-UP East constructed the structure. The process of joint construction provided an effective means for capacity development of the technical skills of the municipal staff.

Today the completed Pul-e-Alam Fruit and Vegetable Market stands as a symbol of citizen participation, local government responsiveness, and sustainable economic development. Not only has the need for a central market been met, but the municipality now has a new recurring revenue source. Revenue generated by leasing out space to vendors will help to create funding for other municipal services that meet the needs of the people.

Pul-e-Alam Mosaic Sidewalk Construction Project

The main Kabul-Gardez highway through the center of Pul-e-Alam had a rudimentary median with only dirt walkways. The median was an eyesore and presented difficulties to pedestrians attempting to cross the highway or walking along it. The municipality therefore sought to construct a mosaic sidewalk on either side of the median to make it easier for pedestrian travel.

This project was proposed by the municipality under the Municipal Incentive Fund. The scope of this project was divided between RAMP-UP East and the municipality whereby RAMP-UP East assumed roughly 70% of the total cost and scope of the project and the municipality assumed roughly 30% of the total scope and estimated cost.



Pul-e-Alam Sidewalk project after completion

A sidewalk was constructed along the median of the Gardez-Kabul highway, starting at the gateway of the municipality and extending for a total length of 660m. The project design included a mosaic tile surface for the sidewalks, but the municipality made changes to the specific design of the mosaic during implementation, which ultimately resulted in delays.

As of December 2013, the project was not yet complete. A total of 2200m² of sidewalk had been completed out of the total area of 3,300m² at the time when the municipality declared a moratorium on construction in the municipality due to adverse weather conditions. RAMP-UP East delivered all of the required construction materials that were included in the RAMP-UP East scope of work to the municipality. Those materials are sufficient for the municipality to complete the project when weather improves.

Sharana Infrastructure Projects

A total of 12 service delivery projects were implemented in Sharana over the life of the project, of which eight were infrastructure projects.

Base Year

Four projects were initiated in the base year of the project, three of which are reflected in the table below:

	Project Number	Project Title	Start Date	Completion Date
2	RUE-SHA-0003	Solid Waste Disposal Enclosures	1-Apr-11	28-Oct-11
3	RUE-SHA-0005	Public Latrine Construction	1-Apr-11	30-Nov-11
4	RUE-SHA-0006	Public Latrine Construction	1-Apr-11	30-Nov-11

Sharana Solid Waste Disposal Enclosure Construction Project

Due to the growth of commercial activities and population in Sharana and the lack of services and resources, the amount of solid waste has increased around the commercial and residential areas of the city. To improve the environmental conditions, the community selected the construction of solid waste enclosures as one of their priority projects. A total of 70 reinforced concrete solid waste enclosures were constructed at strategic locations around the city.



Sharana Solid Waste Disposal Enclosure

Sharana Public Latrine #1 & #2 Construction Project

The two public latrine projects were implemented by direct implementation. The latrines each measure 10.6m wide by 7.7m deep and have a capacity of ten stalls, two urinals, four sinks and a separate room for facility servicing. The public latrine projects are expected to reduce public environmental health risks in Sharana.

The cost for operations and maintenance for the public toilets will be offset by charging user fees. The Municipality will hire a caretaker to collect the fees and to ensure the toilets are maintained and cleaned on a regular basis. One of the public latrines is inside the city's mosque and the other is in front of the public hospital: four of the units were dedicated for women. The municipal Engineer made frequent site visits to supervise and monitor project implementation and to ensure quality control in accordance with the project design drawings.



Sharana Public Latrine

Option Year 1

In Option Year 1, RAMP-UP East initiated one infrastructure project in the Sharana municipality.

	Project Number	Project Title	Start Date	Completion Date
5	RUE-SHA-0008	Road Median Construction Project	8-Apr-12	29-Jun-12

Sharana Road Median Construction Project

This project was prioritized by the municipality as a result of two separate citizen forums; one on 25 September 2010 that was attended by 75 persons representing members of local community councils/shuras (Wakil Guzar), shopkeepers’ Shura; and a second in May 2011 that was attended by 19 Shura representatives.



Sharana Road Median Construction Project

RAMP-UP East and the Sharana municipality implemented the project which included construction of a median along the Sharana-Gardez road. The median was 400m long and was constructed by cutting the existing road asphalt and placing pre-cast concrete curbstones. The median was approximately 3m wide and topsoil was placed in the median to support the landscaping provided by the municipality.

Although the full length of the median is 400m, two turn lanes were constructed at separate points along the median to facilitate left turns by traffic.

Option Period 2

In Option Period 2 of the project, RAMP-UP East initiated a total of three infrastructure projects in the Sharana municipality, two of which were part of the Municipal Incentive Fund Program.

	Project Number	Project Title	Start Date	Completion Date
6	RUE-SHA-0017	Fruit & Vegetable Market Construction Project	11-Oct-12	28-Oct-13
7	RUE-SHA-0023	Culvert Rehabilitation & Construction Project	1-Aug-13	9-Dec-13
8	RUE-SHA-0024	Public Park Rehabilitation Project	1-Aug-13	15-Dec-13

Sharana Fruit & Vegetable Market Construction Project

The Sharana municipality was in need of a consolidated wholesale market for fruit & vegetable sellers coming from the provinces to sell their product to local merchants. Given that there was inadequate space in the bazaar to store the fruit and vegetables, shopkeepers were forced to



Sharana Fruit & Vegetable Market

accept reduced prices for the products at the time of sale.

This project was prioritized for implementation as a result of two citizen forums that were held in September 2010 and May 2011.

RAMP-UP East and the Sharana municipality implemented the construction of the fruit & vegetable market complex, which originally included two market buildings but was later revised to four buildings. Each market building consists of ten shops with below ground storage and direct access to a loading area.

Access to each of the buildings from the road is provided between the buildings and also includes a graveled parking area for each market building.

Drainage of the site is to the existing ditch on the main (Ghazni) road. Four reinforced concrete culvert covers were constructed with each culvert cover approximately 10m in length. These reinforced concrete culvert covers were placed at locations between each of the four market buildings to provide access to the parking/loading areas from the main road.

Sharana Culvert Rehabilitation and Construction Project

A lack of culverts on Urgan road and other locations within the municipality prevented reasonable access to areas adjacent to the roadways.

To alleviate those conditions, this project was proposed by the municipality under the Municipal Incentive Fund. The scope and cost of this project was divided between RAMP-UP East and the municipality whereby RAMP-UP East performed a portion of the project scope and assumed approximately 70% of the total cost of the project and the municipality performed a portion of the project scope and assumed roughly 30% of the total estimated cost.

RAMP-UP East and the Sharana municipality jointly implemented this project to rehabilitate 14 existing culverts and construct three new culverts. The work was performed in three different areas; 13 culverts at both sides of the road from Shahidan Square along with the Ghazni Urgan road, 2 culverts along with the Public Health Hospital and 2 culverts along with the Shahidan to Gardez Road in Sharana City.

Sharana Public Park Rehabilitation Project

The existing public park in Sharana required significant rehabilitation as the seating areas on the east side of the park had been destroyed. As a result, there was no suitable place for spectators to view any of the sporting events held in the park. The Sharana Municipality and citizens requested reconstruction of the park and surrounding boundary wall to provide an acceptable place for the youth of Sharana youth to participate in and view sporting events.



Sharana Public Park Rehabilitation Project

This project was proposed by the municipality under the Municipal Incentive Fund. The proposal submitted by the municipality was evaluated along with 39 other proposals submitted by 13 RAMP-UP East municipalities and was ranked number one overall. The scope of this project was divided between RAMP-UP East and the municipality whereby RAMP-UP East assumed roughly 70% of the total cost of the project and the municipality assumed roughly 30% of the total estimated cost.

RAMP-UP East and the Sharana municipality jointly implemented the project that included the demolition of 109.65m of existing collapsed boundary wall/sidewalk and construction of a spectators' viewing area, new concrete sidewalk, an access route, and a parapet wall above the spectators viewing area (stands) inside the municipal park.

Environmental Screening of RAMP-UP East Subprojects

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement
Bamyan							
1	BAM-0001	Waste Disposal Enclosure Construction and Solid Waste Collection Program	15 Bins	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
2	BAM-0002	Construction of Mosaic Sidewalk	7,365.50 m2 Sidewalk	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
3	BAM-0003	Reconstruction and Asphalt Paving of Streets & Drainage Ditch Construction (7109m2)	1.03 km Road, 1.25 km Drain, 7 Culverts	Completed	Subcontract	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
4	BAM-0005	Construction of Public Latrines	6 Latrines	Completed	Subcontract	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
5	BAM-0007	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
6	BAM-0009	Solid Waste Collection and Landfill Equipment Supply Project	1 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Completed	Direct Impl.	Negative Determination with Condition	X Not Required
							Prepared
							In Progress
							Completed
7	BAM-0014	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
8	BAM-0016	Children's Playground & Park Construction		Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
Maidan Shar							
1	MSH-0001	1100 m Drainage Ditch & Culvert Project	1.10 km Ditch, 7 Culvert	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
2	MSH-0002	Solid waste receptacle & collection Project	25 Bins	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement	
3	MSH-0004	Sport Stadium Renovation & Construction Project	1 Sport Stadium	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	MSH-0005	Women & Children Park	1 Park	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	MSH-0007	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	MSH-0008	Sidewalk Construction Project	1,080 m2 Sidewalk	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
7	MSH-0011	Solid waste Collection Vehicle Supply	1 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	MSH-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
9	MSH-0016	Solar Street Lights		On going	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Ghazni								
1	GHZ-0001	Ada Kandahar Road Median/Parkway Improvement Project	1,125 m2 Median	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	GHZ-0003	Shah Mir Asphalt Sub road and Drainage Ditch Construction project	1.33 km Road, 2.08 km Ditches	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	GHZ-0004	Sub-Road Asphalt Paving Project	1.33 km Road, 2.08 km Ditches	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	GHZ-0005	Bazazy Sidewalk Construction Project	2,893 m2 Sidewalk	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement	
5	GHZ-0010	Park Construction		Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Charikar								
1	CHA-0001	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	CHA-0002	Expansion of Existing Solid Waste Disposal Site	2,500 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	CHA-0003	Drainage Ditch Construction & Street Rough Grading (District)-2	7.00 km Ditch & Street Grading	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	CHA-0004	Cinema Demolition	1 Building	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	CHA-0005	Street Improvement (District 1)	4.53 km	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	CHA-0008	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
7	CHA-0010	Solid waste collection Vehicle Supply Project	2 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	CHA-0014	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
9	CHA-0017	Renovation of Water Reservoir		Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
10	CHA-0018	Renovation of Public Park		Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
11	CHA-0019	Rehabilitation of Gul Ghundi Park		On going	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement
Panjsher (Bazarak)							
1	PJS-0001	Solid Waste Collection Support	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
2	PJS-0002	Construction of Temp SW Disposal Site	600 m2	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
3	PJS-0003	Drainage Ditch,culvert & Sidewalk Construction Project	2.00 km	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
4	PJS-0004	Street Asphaltting & Median	1.00 km Road, 3 Culvert	Completed	Subk	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
5	PJS-0005	Trash Receptacle & Equipment Supply Project	32 Bins	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
6	PJS-0006	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
7	PJS-0010	Public Latrine Construction		Completed	SubK	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
8	PJS-0012	Solid Waste Equipment Supply Project	1 Skid Steer Loader (w/Compactor)	Completed	Procurement	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
9	PJS-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
10	PJS-0017	Trash Bins Construction		Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
11	PJS-0018	Solar Energy Project		Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement
Mahmud Raqi							
1	MIR-0001	240m Drainage Ditch, Sidewalk & Culvert Construction	0.24 km Drain, 68 m2 Sidewalk, 7 Culvert	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
2	MIR-0004	240m Drainage Ditch, Sidewalk & Culvert Construction	0.30 km Road, 320 m2 Median, 0.296 km Drain, 2 Culvert, 1 Parking Lot	Completed	SubK	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
3	MIR-0005	Construction of Solid Waste Disposal Site & Supply of Waste Receptacles	31 Waste Receptacles	Completed	SubK	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
4	MIR-0008	Construction of Public Latrines	10 Latrines	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
5	MIR-0012	Drainage Ditch, Sidewalk & Culverts Construction Project	670.5 m2 Sidewalk, 3 Culvert, 0.149km Drain	Completed	SubK	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
6	MIR-0016	Solid Waste Collection Vehicle and Landfill Equipment Supply	1 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Completed	Procurement	Negative Determination with Condition	X Not Required
							Prepared
							In Progress
							Completed
7	MIR-0017	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
8	MIR-0020	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
9	MIR-0021	Municipal Office Boundary Wall & Sidewalk Construction Project		Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
10	MIR-0022	Children's Park Project		Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
Jalalabad							
1	JBD-0001	Sidewalk Improvement and Rehabilitation Project	1,381m Sidewalk	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement	
2	JBD-0002	Automobile Parking Lot	4,500 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	JBD-0003	Rohan Mena 4M Culvert Construction	2 Culverts (4 m Span)	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	JBD-0004	Culvert installation	50 Culverts	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	JBD-0007	Dosaraka-Fabreka Road Improvement Construction Project	0.04 km Drain, 1,645.12 m2 Median	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	JBD-0015	Electric Lights Installation		On going	Subk	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Asadabad								
1	ASD-0001	Drainage Ditch Construction Project	13.00 km Drain	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	ASD-0003	600 m Drainage Ditch- City Market	0.60 km Drain	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	ASD-0004	2km Gravel Road, Culverts Installation and Retaining Wall Construction	2.00 km Road	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	ASD-0005	300m Retaining Wall Construction Dam Kelay	0.30 km Retaining Wall	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	ASD-0009	Solid Waste Collection and Trash Bin/Enclosure Project	70 Bins	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	ASD-0011	Solid Waste Collection Vehicle and Equipment Supply	1 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement	
7	ASD-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	ASD-0019	Solar Lights Installation		Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Mehterlam								
1	MHT-0001	Drainage Ditch Construction	7.75 km Drain	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	MHT-0002	Drainage Ditch & Sidewalk Construction	4.00 km Drain, 4,000 m2 Sidewalk	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	MHT-0003	Solid Waste Collection and Trash Bin/Enclosures Project	105 Bins	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	MHT-0004	Electric Street Light Installation		On goin	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	MHT-0005	Solid Waste Landfill Construction Project	2,500 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	MHT-0009	Solid Waste Collection Vehicle Supply Project		Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
7	MHT-0011	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	MHT-0012	Solid Waste Enclosures	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Gardez								
1	GRZ-0001	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement	
2	GRZ-0002	Sidewalk Demolition and Reconstruction	4,200m2 Sidewalk	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	GRZ-0003	Landfill Construction and Operation Project	2,500 m2 Site	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	GRZ-0007	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	GRZ-0008	Solid waste Bin Supply & RCC Encloser Construction project	84 Bins	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	GRZ-0012	Solid Waste and Landfill Vehicle Supply Project	1 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
7	GRZ-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	GRZ-0016	Solar Street Lights		Completed	Subk	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
9	GRZ-0017	Concrete Solid Waste Enclosure Construction Project		Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Pul-e-Alam								
1	PEA-0001	Automobile Parking lot No. 1	1,598 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	PEA-0002	Solid Waste Receptacle & Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
							X	In Progress
								Completed
3	PEA-0003	Automobile Parking Lot 2	4,530 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement	
4	PEA-0007	Solid Waste Collection	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	PEA-0008	Solid Waste Collection and Landfill Vehicle Supply Project	2 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
6	PEA-0010	Fruit & Vegetable Market		Completed	Subk	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
7	PEA-0016	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	PEA-0018	Sidewalk Construction		Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Sharana								
1	SHA-0001	Solid Waste Collection	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	SHA-0002	Drainage Ditch & Culvert Construction Project	1.00 km Drain	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	SHA-0003	Solid Waste Enclosure Construction	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	SHA-0005	Public Latrine Construction Project	10 Latrines	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	SHA-0006	Public Latrine Construction Project	11 Latrines	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	SHA-0008	Road Median Construction Project	1,050m2 Median	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement	
7	SHA-0009	Solid Waste Collection	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	SHA-0015	Solid Waste Collection Vehicle and Landfill Equipment Supply Project	2 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
9	SHA-0017	Fruit & Vegetable Market Construction Project	4 Market Buildings (each with 10 shops and parking area)	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
10	SHA-0021	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
11	SHA-0023	Culvert Rehabilitation & Construction	Culvert Rehabilitation	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
12	SHA-0024	Culvert Rehabilitation & Construction	Park Construction	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Khost								
1	KHO-0001	Drainage Ditch & Culvert Rehabilitation Project	1.90 km Ditch	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	KHO-0002	Renovation of Women's Park & Canteen Construction	2,100 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	KHO-0003	Septic Tank Vehicles & Servicing	2 Septic Tank	Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	KHO-0004	Road Reconstruction & Asphaltting Project	0.685Km Road	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	KHO-0008	Solid Waste Collection and Bin Supply Project	65 Bins	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed

Public Private Partnerships Developed in RAMP-UP East Municipalities

In Afghanistan municipalities, four types of PPPs commonly exist: 1) a service contract, where the municipality hires a private entity to perform services, such as solid waste disposal; 2) a management contract, where the municipality gives infrastructure or equipment to the private sector to manage and improve efficiency, including capacity-building of the municipal operators, such as management of hotels or guest houses; 3) lease agreements, where a municipality gives an asset to the private sector to operate, run or use for a fixed period in exchange for rent or fees; and 4) build-operate-transfer (BOT) or build-operate-own (BOO) agreements, where the private sector funds, builds and operates an asset for an agreed period of time and then transfers the asset to the municipality (BOT), or retains full ownership (BOO). The private sector operates the assets like a business, and accepts the risk of recovering its investment from the projects. An example is the construction and operation of a market by a private entity on land rented from the municipality.

Although not all of these projects were initiated or developed with direct assistance from RAMP-UP East advisors, the table below is a complete list of all the PPPs developed in RAMP-UP East municipalities.

No.	Name of the Project	Municipality	Contract Status	Contract Type/Amount
1	Public latrine constructed by RAMP-UP East	Mahmud Raqi	Contracted to the private sector	The latrine was tendered to a contractor for one year. The contractor will pay AFN10,000 to the municipality each year.
2	First Car Parking Lot constructed by RAMP-UP East	Pul-e-Alam	Contracted to the private sector	The car park has been retendered and contracted for the second year for AFN 298,000.
3	Second Car Parking Lot	Pul-e-Alam	Contracted to the private sector	The car park has been contracted for one year for an annual fee of AFN 380,000.
4	Car Parking Lot constructed by RAMP-UP East	Jalalabad	Contracted to the private sector	The parking lot was tendered to a contractor for one year for AFN 27,000.
5	Fruit and Vegetable Market constructed by RAMP-UP East	Pul-e-Alam	Project is completed and officially submitted to municipality	100 % of construction is completed. The project will be contracted to the private sector as a PPP in 1393.
6	Fruit and Vegetable Market constructed by RAMP-UP East	Sharana	Constructed	The project will be contracted to the private sector as a PPP.
7	Three shops constructed by private sector	Maidan Shahr	Contracted	The contractor will pay AFN 5,000 to the municipality per month.
8	Billboards	Maidan Shahr	Contracted	The contractor will pay AFN 500,000 each year to the municipality in monthly installments.
9	Bus Station	Maidan Shahr	Contracted	The contractor will pay AFN 120,000 each year to the municipality in monthly installments.
10	Ghazi Kareem Khan Tallar (Conference Hall)	Maidan Shahr	Tender process is ongoing	RFP and bidding process in ongoing. The hall has not yet been contracted to the private sector
11	3 Municipal Shops	Maidan Shahr	Contracted	The private sector has built 3 shops in the Gurabat restaurant area on municipal land. The private sector will pay AFN10,500 to the

No.	Name of the Project	Municipality	Contract Status	Contract Type/Amount
				municipality each month for three years.
12	Water System	Maidan Shahr	Contracted	The contractor will install water distribution pipes to all buildings in the concession area and will collect water fees for 15 years. Ten percent of the revenue will be paid to the municipality.
13	Two-story Market	Gardez	Contracted	A private investor built a market on municipal land. The building is being contracted to shop keepers for AFN 76,000 per month. The municipality receives 49% of this amount.
14	Four-Story Market	Gardez	Partially contracted	The construction work on the market is still ongoing, but 12 shops on the first floor have already been completed and rented. Each shop is rented for AFN 3,000 per month; the municipality receives 49% of this amount.
15	Cosmetics market	Pul-e-Alam	Contracted	The market was built by the municipality and was contracted to a private operator for three years. The operator pays AFN 270,000 to municipal account per year
16	Four-story Shopping Building near Kerala Bridge (24 Shops)	Asadabad	On-going	All Asadabad projects are contracted as Build-Operate-Transfers (BOTs). 51% of allocated rent will go to the municipal account and 49% will go to the private sector until the implementation cost is paid. After that, the building will be returned to municipal control.
17	Two-Story shopping building (Computer center+ 3 residential rooms)	Asadabad	Estimation is in process	
18	Two-story public bathroom and residential rooms	Asadabad	On-going	
19	Two story shopping building	Asadabad	On-going	
20	Shops Block A Bath house+ 2 residential rooms	Asadabad	On-going	
21	Bill boards- Nov 2013	Mahmud Raqi	Completed	

RAMP-UP East Internal Performance Data Quality Assessment Results

Performance Indicator	Standard Indicator (USAID FAF)	Data Quality Characteristics*		Comments	
		# assessed**	% assessed positive		
PROJECT OBJECTIVE INDICATORS					
PO 1	<i>% increase in citizen satisfaction with municipal government</i>	--	15	100%	Collected as part of the RAMP-UP East annual public opinion survey
PO 2	<i>% increase in citizen perception that local government officials are working to serve their needs</i>	--	15	100%	Collected as part of the RAMP-UP East annual public opinion survey
PO 3	<i>% increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city</i>	--	15	100%	Collected as part of the RAMP-UP East annual public opinion survey
IR 2.4	<i>% of citizens who believe that their access to municipally-provided services has increased</i>	--	15	100%	Collected as part of the RAMP-UP East annual public opinion survey
INTERMEDIATE RESULTS INDICATORS: CLIN 1 - Capacity Building of GIRoA Officials at the Municipal Level					
IR.1.1	<i># of municipalities with functioning performance budgeting systems</i>	--	13	92%	Data collected assessed budgeting best practices, but not all present performance-based budgeting practices.
IR.1.2	<i># of municipalities with functioning accounting systems</i>	--	13	100%	
IR.1.3	<i># of participatory citizen engagement mechanisms implemented by municipal officials</i>	--	13	92%	PMP & Reports insufficiently serve as written documentation; did not affect other characteristics***
IR. 1.4	<i># of SOPs approved by GDMA for adoption.</i>	--	13	100%	PMP & Reports serve as sufficient written documentation***

INTERMEDIATE RESULTS INDICATORS: CLIN 2 - Support the GfRoA to Provide Responsive, Effective, and Visible Municipal Service Delivery Programs

IR.2.1	<i># of sub-national government entities receiving RAMP-UP-East assistance to improve their performance</i>	GJD 2.2.3	13	92%	Assistance is insufficiently defined in project documentations; definition applied was consistent
IR.2.2	<i># of municipal service delivery projects implemented</i>	--	13	92%	Insufficiently defined in project documentations. Interviews reveal threats to validity: Counted was the # of municipalities with projects not the # project. However, data in final report is correct.
IR.2.3	<i>% of RAMP-UP East activities involving government officials in project planning, implementation, and/or evaluation</i>	--	13	100%	PMP & Reports serve as sufficient written documentation*** & Standard form

INTERMEDIATE RESULTS INDICATORS: CLIN 3 - Support the GfRoA to Increase Revenue at the Municipal Level

IR.3.1	<i># of municipal service-related projects established with private sector participation, including PPPs, concessions, privatization, and other similar arrangements</i>	--	13	100%	'PMP & Reports serve as sufficient written documentation***
IR.3.2	<i># of person-days of labor</i>	--	13	100%	PMP & Reports serve as sufficient written documentation*** & Standard form
IR.3.3	<i># of sub-national institutions receiving RAMP-UP-East assistance to increase their annual own-source revenue</i>	GJD 2.2.3	13	100%	
IR.3.4	<i>% increase in recurring revenue generated</i>	--	13	100%	
IR 3.5	<i># of municipalities using the Business Registration and Licensing System.</i>	--	13	100%	
IR 3.6	<i># of municipalities using the Property Registration and Safay'i Tax Collection System.</i>	--	13	100%	

REPORTING INDICATORS: Cross-cutting

R1	# of individuals who received RAMP-UP East assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization	GJD 2.2.3	13	100%	PMP & Reports serve as sufficient written documentation*** & Standard form
R2	# of government officials receiving USG-supported anti-corruption training	GJD 2.2.4	13	100%	PMP & Reports serve as sufficient written documentation*** & Standard form
R3	# of mechanisms for external oversight of public resource use supported	GJD 2.2.4	13	92%	PMP & Reports insufficiently serve as written documentation; did not affect other characteristics***
R4	# of key-infrastructure rehabilitated or improved	--	13	100%	PMP & Reports serve as sufficient written documentation***
R5	# of interventions resulting in increased participation of women in government and civil society	--	13	100%	PMP & Reports serve as sufficient written documentation***
R6	# of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries	--	13	100%	PMP & Reports serve as sufficient written documentation***
R7	# of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.	--	13	100%	PMP & Reports serve as sufficient written documentation***

*Data Quality Assessment Checklist used can be accessed under:
<http://usaidlearninglab.org/sites/default/files/resource/files/Data%20Quality%20Assessment%20Checklist.pdf>

**Characteristics were assessed as applicable

*** The RAMP-UP East performance management plan and quarterly reports serve as sufficient written documentation for data collection and analysis procedures.

RAMP-UP East Scope of Work and Performance Management Plan Reconciliation Strategies

SOW MOD 16				PMP OPTION PERIOD 2				Divergence	Reconciliation strategy
Indicator	Expected Outcomes/ Targets			Indicator	Targets				
	Base Year (BY)	Option Year 1 (OY1)	Option Period 2 (OP2)		Base Year (BY)	Option Year 1 (OY1)	Option Period 2 (OP2)		
CLIN 1: Capacity Building of GIROA Officials at the Municipal Level									
Number of SOPs developed and approved by GDMA for adoption	n/a	At least two (2) standard operating procedures have been approved by GDMA for adoption in the RAMP-UP East municipalities.	At least six (6) standard operating procedures have been approved by GDMA for adoption in the RAMP-UP East municipalities.	IR 1.4: Number of SOPs approved by GDMA for adoption.	n/a	2 (Business licensing and fee collection system & Safay'i tax billing and collection system	4 (municipal procurement, Revenue forecasting and revenue improvement action planning, Budget execution and M&E, Local economic development plan (LEDP) review and updating.	Targets are worded differently, but have the same meaning (SOW cumulative; PMP separately)	None needed
								Minimal divergence in wording. However, information collected for IR 1.4 complies with both wordings/meanings.	As meanings are identical and data collected is valid for this meaning, the PMP wording is used for matters of consistency across reporting documents.
Number of municipalities that have functioning performance budgeting and accounting systems.	At least 10 municipalities practice 40% of budgeting best practices identified by the Contractor that support performance budgeting.	At least 10 municipalities practice 70% of budgeting best practices that support performance budgeting.	All target municipalities practice 100% of budgeting best practices that support performance budgeting.	IR 1.1: # of municipalities with functioning performance budgeting systems	IR1.1: 5 municipalities	IR1.1: 10 municipalities	IR1.1: 13 municipalities	SOW indicator got divided into two. However, SOW targets are also specified for two separate indicators.	Separate indicators are used. Overall information follows from the separate indicator results.
								Target for BY and OP2 diverges between SOW and PMP.	SOW targets are used (all municipalities = 14)
	At least 10 municipalities practice 40% of accounting best practices identified by the Contractor that	At least 10 municipalities practice 70% of accounting best practices that increase transparency and reduce	All target municipalities practice 100% of accounting best practices that increase transparency and reduce	IR 1.2: # of municipalities with functioning accounting systems	IR1.2: 5 municipalities	IR1.2: 10 municipalities	IR 1.2: 13 municipalities	SOW indicator got divided into two. However, SOW targets are also specified for two separate indicators.	Separate indicators are used. Overall information follows from the separate indicator results.

	increase transparency and reduce opportunities for corruption.	opportunities for corruption.	opportunities for corruption.					Different wording regarding SOW target definition. However, all best practices tracked under IR1.2 create more transparency and reduce opportunities for corruption.	IR 1.2 wording as in PMP is used.
								Targets for BY and OP2 diverge between SOW and PMP.	SOW targets are used (all municipalities = 14)
				R 3: # of mechanisms for external oversight of public resources supported	TBD	26 (Present at least 2 municipal finance reporting mechanisms per municipality)	13 municipalities present their budget to citizen at least once	R 3: provides additional information	Is listed as separate indicator according to PMP. The target for BY is set n/a, as it was never determined and respective data was not collected in BY. Moreover, the target for OP2 was increased to 26 as a new mechanism was tracked, with respect to the presentation of MIP.
Number of municipal activities with female participation, and number of female participants.	Increased women's participation in municipal decision-making in at least one-third of municipalities.	Increased women's participation in municipal decision-making in at least two-thirds of municipalities.	Increased women's participation in municipal decision-making in all target municipalities.	IR 1.3: # of participatory citizen engagement mechanisms implemented by municipal officials.	5 in each municipality (5 x 14 = 70)	5 in each municipality (5 x 14 = 70)	5 in each municipality (5 x 14 = 70)	PMP indicator doesn't directly reflect SOW indicator.	Indicator will be included as defined by PMP. SOW indicator will be integrated as sub-indicator (IR 1.3sub): # of citizen forums held with female participation are used to reflect activities with female participation.
Number of municipal officials trained.	n/a	n/a	n/a	R 1: # of individuals who received RAMP-UP East assisted training, incl. management skills and fiscal management, to strengthen local	300	116	300	Different wording of indicator.	PMP indicator is used. As defined in PMP all individuals counted under this indicator are municipal officials.

				government and/or decentralization.					
				R 2: # of government official receiving USG-supported anti-corruption training.	300	76	170	No target defined in SOW.	PMP targets are used. Listed separately.
CLIN 2: Support the GIRoA to provide responsive, effective, and visible municipal service delivery programs									
Number of sub-national government entities receiving USG assistance to improve their performance (this is an Operational Plan Indicator).	n/a	n/a	n/a	IR 2.1: # of sub-national government entities receiving RAMP-UP East assistance to improve their performance	14	14	14	SOW indicator speaks of USG and PMP indicator of RAMP-UP East.	PMP indicator wording is used. (RAMP-UP East is a USG funded project; USG is likely a "left-over" from copying the respective USG standard indicator).
								SOW doesn't define targets.	PMP targets are used; representing municipalities.
Percentage increase in trust in municipal officials. Comparison base line survey, annual survey and end of program survey to be used as measurement tool.	Citizen satisfaction with and trust in target municipal bodies will increase: the proportion of citizens who are <u>not</u> satisfied with the performance of their municipal government will decrease by at least 20%.	Citizen satisfaction with and trust in target municipal bodies will increase: the proportion of citizens who are <u>not</u> satisfied with the performance of their municipal government will decrease by at least 20% (over BY results).	Citizen satisfaction with and trust in target municipal bodies will increase: the proportion of citizens who are <u>not</u> satisfied with the performance of their municipal government will decrease by at least 20% (over OY1 results).	PO 1: % increase in citizen satisfaction with municipal government	20% of 35% = 7% increase	20% of 28% = 5.6% increase	20% of 26% = 5.2% increase	Indicator defined in SOW is split in two in PMP; as the target in SOW also suggests. (Note: the target for PO1 in PMP represents the operationalization of the description in SOW, based on the respective baseline.)	Indicators as defined in PMP are used for the final report.

				PO 3: % increase of citizen indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the municipality.	20% of 51% = 10% increase	20% of 50% = 10% increase	20% 39% = 7.8%	No target is defined in SOW for "increase in trust".	PMP targets for PO 3 are used. These follow the same logic defined in SOW and PMP for PO 1.
Percentage increase in the number of citizens who believe that their access to municipality-provided essential services has increased, disaggregated by municipality.	Citizens in target municipalities believe that their access to essential municipal services has increased: the proportion of citizens who do not believe that access to municipal services has improved will decrease by at least 20%.	Citizens in target municipalities believe that their access to essential municipal services has increased: the proportion of citizens who do not believe that access to municipal services has improved will decrease by at least 20% (over the BY results).	Citizens in target municipalities believe that their access to essential municipal services has increased: the proportion of citizens who do not believe that access to municipal services has improved will decrease by at least 20% (over OY1 results).	IR 2.4: % of citizens who believe that their access to municipality-provided services has increased	20% of 52 = 11% increase	20% of 42 = 8.4% increase	20% of 40% = 8% increase	None. (Note: the target for PO1 in PMP represents the operationalization of the description in SOW, based on the respective baseline.)	Indicator as defined in PMP is used for final report.
Number of municipal service delivery projects implemented with RAMP-UP funding.	n/a	n/a	n/a	IR 2.2: # of service delivery projects implemented	17	8	11	Service delivery projects are tracked under two indicators in PMP. While under IR2.2 solid waste management projects are tracked, R4 tracks infrastructure. This split was create for management proposed. However, both project types represent municipal services.	Results for service delivery projects implemented by RAMP-UP East are presented in two indicators, as defined in PMP. The sum of both indicator results represents the total number of service delivery projects implemented by.

				R 4: # of key-infrastructure rehabilitated or improved	83	68 (40 BY ongoing projects & 28 additional OY1 projects)	49 projects (actually the indicator tracks projects not infrastructure)	No targets are defined in SOW.	Target for both PMP indicators are taken from PMP.
Increase in the number of services being provided, maintained or sustained by the municipality.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	The PMP does not define a corresponding indicator.	The indicator as defined in SOW is incorporated into final report, as IR 2.5. The respective data is collected through the service provision index in the annual internal survey.
								No targets are defined in SOW.	Target is set 50 for the BY (no empirical data available). In the OY1 and OP2 the target is determined as a 20% decrease in the gap to the maximum indicator result.
Number of Afghan engineering and construction companies trained to improve professional performance.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	The PMP does not define a corresponding indicator.	The indicator as stated in the SOW is incorporated into the final report, as R 8. Data collected under this indicator represents all sub-contractors across RAMP East projects. Subcontractors received on-the-job training and formal training through RAMP-UP East.
								No targets are defined in SOW.	Final report will present the annual change of engineering companies trained.
Number of MIPs prepared, updated, and approved	n/a	n/a	n/a	n/a	n/a	n/a	n/a	The PMP does not define a corresponding indicator.	The indicator as stated in the SOW is incorporated into the final report, as R 2.6.
								No targets are defined in SOW.	Target is defined as 14 for each project period; MIP for all RAMP-UP East municipalities.

n/a	Increased citizen buy-in and support for municipal governance in at least one-third of target municipalities.	Increased citizen buy-in and support for municipal governance in at least two-thirds of target municipalities.	Increased citizen buy-in and support for municipal governance in all target municipalities.	PO 2: % increase in citizen perception that local government officials are working to serve the people	20% of 45% = 9% increase	20% of 41% = 8% increase	20% of 42% = 8% increase	The SOW does not define an indicator for the outlined targets.	Indicator PO 2 is used in the final report. The indicator can sufficiently display if the targets defined by SOW have been accomplished.
								Targets are defined differently in PMP and SOW.	PMP and SOW targets are addressed for providing better precision of targets. (PMP targets are defined by the identical logic as PO1, PO2 and IR2.4: 20% decrease in the citizens who do not think...)
n/a	Service delivery projects are visible in target municipalities, with the GIRoA taking credit for these activities.	Service delivery projects are visible in target municipalities, with the GIRoA taking credit for these activities.	Service delivery projects are visible in target municipalities, with the GIRoA taking credit for these activities.	n/a	n/a	n/a	n/a	No indicator directly providing information in regard to the SOW targets is available in PMP nor SOW.	A new (reporting) indicator (R 9) is integrated into the final report: % of RAMP-UP East service delivery projects visible in target municipalities with GIRoA taking credit for these activities. Information compiled under this indicator represents RAMP-UP East supported service delivery project with GIRoA branding.
CLIN 3: Support the GIRoA to Increase Revenue at the Municipal Level									
Percentage increase in municipal revenue generated, disaggregated by municipality and revenue source	Increased revenue generation, excluding land sales, for at least one-third of partner municipalities, by at least 20%.	Increased revenue generation, excluding land sales, for at least two-thirds of partner municipalities, by at least 20%.	Increased revenue generation, excluding land sales, for all partner municipalities, by at least 20%.	IR 3.4: % increase in recurring revenue generated	20% increase over baseline, at least in 5 municipalities (baseline: 1388 municipal revenue for 13 municipalities)	20% increase over baseline, at least in 8 municipalities (baseline: 1389 municipal revenue for 13 municipalities)	20% increase over baseline, at least in 8 municipalities (baseline: 1390 municipal revenue for 13 municipalities)	SOW defines 20% in all municipalities, PMP only defines in 8 municipalities	SOW targets are used (1/3=5; 2/3=9; all=14).
								Wording: SOW speaks of "revenue" and PMP of recurring.	PMP definition is used, as the indicator was improved across life of the project to better reflect achievements.

Number of municipalities actively and routinely using the business registration and licensing system developed under RAMP-UP East.	n/a	Eleven (11) partner municipalities (except Parun) have implemented and are actively and routinely using the business registration and licensing system introduced by RAMP-UP East.	All partner municipalities (except Parun) have implemented and are actively and routinely using the business registration and licensing system introduced by RAMP-UP East.	IR 3.5: # of municipalities using business licensing system to issue business licenses.	0	13 municipalities	13 municipalities	Minor divergence in wording between indicators: PMP indicator drops "actively and routinely using".	PMP indicator is used, as information tracked under this indicator include active and routine use. This will be displayed by providing information in the increases in registration.
								Targets for BY and OY1 diverge between SOW and PMP.	SOW targets are use: BY=n/a; OY1=11. (BY needs to be n/a as indicator was not established, yet, in the BY)
Number of municipalities actively and routinely using the property registration and Safay'i fee system developed under RAMP-UP East.	n/a	A new property registration and Safay'i fee system is developed by RAMP-UP East and introduced in at least 4 pilot municipalities.	At least seven (7) municipalities are actively and routinely using the property registration and Safay'i fee system developed by RAMP-UP East.	IR 3.6: Number of municipalities using Safay'i fee collection system to register properties.	0	4 municipalities	7 municipalities	Minor divergence in wording between indicators: PMP indicator drops "actively and routinely using".	PMP indicator is used, as information tracked under this indicator include active and routine use. This will be displayed by providing information in the increases in registration.
								Targets for BY and OY1 diverge between SOW and PMP.	SOW targets are use: BY=n/a. (BY needs to be n/a as indicator was not established, yet, in the BY)
Number of public-private partnerships established through RAMP-UP East support, disaggregated by municipality.	At least one third of partner municipalities have initiated at least one public-private partnership.	At least two thirds of partner municipalities have initiated at least one public-private partnership over the course of RAMP-UP East.	All partner municipalities (except Parun) have initiated at least one public-private partnership over the course of the RAMP-UP East.	IR 3.1: # of municipal service-related projects established with private sector participation, including PPPs, concessions, privatization, and other similar arrangements	5 in different municipalities	5 in different municipalities	7 in different municipalities	Minor divergence in wording between indicators. However, meaning is identical.	PMP indicator is used, as information tracked under this indicator is valid for both wordings/meaning.
								Targets for OY1 and OP2 diverge between SOW and PMP.	SOW targets are used: OY1=2/3*14=9; OP2=13.
Amount of municipal funds and private capital invested in PPPs and other projects.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Non-existing in PMP.	The indicator as defined in SOW is incorporated into final report, as IR 3.9.

Number of: (1) Municipal Economic Development Plans, and (2) Revenue Improvement Action Plans prepared and approved by the municipalities.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Non-existing in PMP.	SOW indicator will be included in the final report as two indicators: a) IR 3.7: # of economic development plans and b) IR 3.8: # of revenue improvement action plans, The development of both plans was planned for OP2. Therefore, the target is only set for OP2 at 13 municipalities (all, excluding Parun)
Increase in employment opportunities by at least 40,000 man-days per municipality, in at least one third of partner municipalities.	n/a	n/a	n/a	IR3.2 # of person-days of employment	184800	86000	100000	SOW does not defined indicator for the target outlined.	PMP indicator is used in final report.
								SOW does not define targets for OY1 and OP2.	SOW target is used for BY in final report ($14/3 * 40,000 = 186,667$); PMP targets for OY1 and OP2.

OVERVIEW: Citizen Participation Survey Results by Project Objective Indicator

Indicator PO1: % change in citizen satisfaction with municipal government						
Years	Target	Q4 Jul-Sep 2010	Q4 Jul-Sep 2011	Q4 Jul-Sep 2012	Q4 Jul-Sep 2013	Notes:
2010-2013	20% increase to prior year (+20% of 1-p)	64% (baseline)	72% (+8%) (target: +7%)	74% (+2%) (target: +6%)	65% (-8%**) (target: +5%)	Percent who said Municipal Government was doing a very good or somewhat good job

Indicator PO1: % change in citizen satisfaction with municipal government															
Municipality (Province)	2010			2011			2012			2013			Difference (2013 -2010)*		
	All	Male	Female	All	Male	Female									
All cities	64%	60%	72%	72%	68%	78%	74%	74%	72%	65%	64%	68%	1%	4%	-5%
Asadabad	93%	99%	86%	95%	89%	100%	94%	98%	91%	77%	88%	45%	-15%	-11%	-41%
Bamyan	32%	32%	32%	76%	77%	74%	87%	82%	91%	69%	69%	69%	37%	37%	37%
Charikar	79%	68%	90%	85%	89%	82%	82%	72%	89%	90%	88%	92%	11%	19%	2%
Gardez	9%	8%	10%	31%	29%	44%	73%	78%	68%	58%	56%	60%	49%	47%	50%
Ghazni	87%	82%	93%	65%	40%	88%	67%	82%	51%	60%	46%	72%	-28%	-37%	-20%
Jalalabad	65%	60%	71%	67%	51%	87%	41%	37%	50%	40%	38%	43%	-26%	-21%	-28%
Khost	31%	31%	27%	64%	64%	67%	59%	87%	32%	59%	70%	25%	28%	39%	-2%
Mahmud Raqi	68%	68%	68%	71%	92%	50%	75%	69%	80%	83%	87%	79%	15%	19%	11%
Maidan Shahr	35%	38%	17%	89%	91%	73%	96%	96%	100%	64%	81%	47%	29%	43%	30%
Mehterlam	84%	85%	82%	60%	51%	79%	70%	57%	83%	49%	45%	52%	-36%	-40%	-30%
Bazarak	89%	90%	87%	70%	78%	62%	83%	88%	77%	77%	63%	91%	-12%	-27%	4%
Parun	NA	NA	NA	NA	NA	NA	32%	32%	NA	3%	3%	0%	NA	NA	NA
Pul-e-Alam	97%	97%	100%	88%	90%	67%	77%	77%	85%	87%	85%	90%	-10%	-12%	-10%
Sharana	62%	62%	NA	92%	92%	NA	74%	74%	NA	96%	96%	NA	34%	34%	NA

Note: Rounding errors may occur, as calculations were performed with higher precision than presented in the table above.

* Percentage indicates the cumulative increase or decrease in citizen perception and satisfaction level between 2010 and 2013. ANOVA tests of significance were applied to comparisons of 2010 to 2013 using a "p-value" of 0.05 or less to indicate significant differences. With this p-value there is a less than a 5% probability that differences observed between years are due to chance; or in other words, a greater than 95% probability that the differences observed represent "real" differences among those populations. Where differences between 2010 and 2013 are statistically significant, they have been marked with grey shading.

Indicator PO2: % change in citizen perception that local government officials are working to serve their needs						
Years	Target	Q4 Jul-Sep 2010	Q4 Jul-Sep 2011	Q4 Jul-Sep 2012	Q4 Jul-Sep 2013	Notes:
2010-2013	20% increase to prior year (+20% of 1-p)	54% (baseline)	59% (+5%) (target: +9%)	58% (-1%) (target: +8%)	71% (+13%) (target: +8%)	Percent who said Municipal Government was always or sometimes working to serve people like you

Indicator PO2: % change in citizen perception that local government officials are working to serve their needs															
Municipality (Province)	2010			2011			2012			2013			Difference (2013 -2010)*		
	All	Male	Female	All	Male	Female									
All cities	54%	55%	54%	59%	61%	56%	58%	59%	58%	71%	69%	75%	17%	14%	21%
Asadabad	82%	87%	76%	54%	60%	47%	98%	100%	96%	69%	76%	46%	-13%	-11%	-30%
Bamyan	46%	42%	49%	72%	83%	58%	60%	62%	59%	91%	88%	94%	45%	46%	44%
Charikar	51%	43%	60%	64%	67%	62%	46%	56%	37%	68%	82%	56%	16%	39%	-3%
Gardez	42%	45%	22%	60%	63%	48%	60%	55%	65%	66%	58%	75%	25%	12%	53%
Ghazni	46%	47%	46%	60%	50%	68%	56%	41%	71%	56%	51%	60%	9%	4%	15%
Jalalabad	49%	54%	44%	43%	33%	55%	23%	30%	9%	61%	48%	91%	12%	-6%	47%
Khost	65%	64%	91%	74%	75%	67%	32%	51%	14%	78%	84%	59%	13%	20%	-32%
Mahmud Raqi	60%	56%	64%	49%	59%	38%	93%	96%	89%	80%	87%	73%	20%	31%	9%
Maidan Shahr	49%	47%	73%	57%	59%	45%	71%	73%	42%	55%	53%	58%	6%	6%	-15%
Mehterlam	62%	57%	73%	52%	47%	62%	66%	64%	68%	92%	87%	96%	30%	30%	23%
Bazarak	59%	74%	43%	58%	66%	50%	88%	85%	91%	85%	80%	91%	26%	6%	48%
Parun	NA	NA	NA	NA	NA	NA	42%	42%	NA	30%	30%	50%	NA	NA	NA
Pul-e-Alam	58%	56%	100%	49%	49%	53%	71%	70%	77%	87%	84%	90%	29%	28%	-10%
Sharana	35%	35%	NA	82%	82%	NA	41%	41%	NA	75%	75%	NA	40%	40%	NA

Note: Rounding errors may occur, as calculations were performed with higher precision than presented in the table above.
 * Percentage indicates the cumulative increase or decrease in citizen perception and satisfaction level between 2010 and 2013. Shaded cells denote a statistically significant difference at the 0.05 level.

Indicator PO3: % change of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city						
Years	Target	Q4 Jul-Sep 2010	Q4 Jul-Sep 2011	Q4 Jul-Sep 2012	Q4 Jul-Sep 2013	Notes:
2010-2013	20% increase to prior year (+20% of 1-p)	48% (baseline)	50% (+2%) (target: +10%)	61% (+11%) (target: +10%)	56% (-6%) (target: +8%)	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

Indicator PO3: % change of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city															
Municipality (Province)	2010			2011			2012			2013			Difference (2013 -2010)*		
	All	Male	Female	All	Male	Female									
All cities	48%	46%	52%	50%	50%	50%	61%	58%	65%	56%	53%	59%	8%	7%	7%
Asadabad	67%	81%	53%	45%	42%	48%	95%	93%	97%	56%	67%	25%	-11%	-14%	-28%
Bamyan	51%	48%	53%	61%	64%	57%	66%	62%	69%	48%	48%	48%	-3%	-1%	-6%
Charikar	36%	28%	44%	53%	68%	40%	71%	88%	58%	44%	38%	49%	8%	10%	5%
Gardez	23%	23%	24%	23%	20%	36%	76%	84%	68%	78%	74%	81%	54%	51%	57%
Ghazni	39%	43%	34%	67%	51%	81%	57%	38%	77%	40%	37%	42%	1%	-6%	8%
Jalalabad	58%	45%	72%	49%	51%	47%	29%	24%	39%	30%	22%	48%	-29%	-24%	-24%
Khost	57%	56%	73%	78%	76%	89%	51%	40%	61%	56%	51%	70%	-1%	-5%	-3%
Mahmud Raqi	56%	74%	38%	48%	75%	26%	54%	80%	26%	59%	63%	56%	3%	-12%	18%
Maidan Shahr	31%	30%	35%	46%	48%	32%	56%	56%	58%	57%	39%	75%	26%	9%	40%
Mehterlam	69%	59%	95%	41%	40%	43%	80%	76%	85%	93%	95%	91%	24%	36%	-4%
Bazarak	50%	45%	55%	40%	38%	41%	62%	71%	54%	69%	76%	62%	19%	31%	7%
Parun	NA	NA	NA	NA	NA	NA	26%	26%	NA	9%	9%	0%	NA	NA	NA
Pul-e-Alam	55%	56%	33%	38%	39%	27%	85%	86%	77%	82%	81%	83%	27%	25%	50%
Sharana	33%	33%	NA	67%	67%	NA	25%	25%	NA	74%	74%	NA	41%	41%	NA

Note: Rounding errors may occur, as calculations were performed with higher precision than presented in the table above.

* Percentage indicates the cumulative increase or decrease in citizen perception and satisfaction level between 2010 and 2013. Shaded cells denote a statistically significant difference at the 0.05 level.

Indicator IR 2.4: % of citizens who believe that their access to municipally-provided services has increased						
Years	Target	Q4 Jul-Sep 2010	Q4 Jul-Sep 2011	Q4 Jul-Sep 2012	Q4 Jul-Sep 2013	Notes:
2010-2013	20% increase to prior year (+20% of 1-p)	47% (baseline)	58% (+11%) (target: +11%)	60% (+2%) (target: +8%)	57% (-3%) (target: +8%)	Percent of Municipal Services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks)**

Indicator IR 2.4: % of citizens who believe that their access to municipally-provided services has increased (by gender)															
Municipality (Province)	2010			2011			2012			2013			Difference (2013 -2010)*		
	All	Male	Female	All	Male	Female									
All cities	47%	42%	57%	58%	56%	61%	60%	58%	62%	57%	55%	59%	10%	14%	1%
Asadabad	69%	65%	73%	74%	66%	83%	82%	90%	75%	58%	60%	55%	-11%	-5%	-19%
Bamyan	26%	28%	25%	64%	63%	66%	59%	60%	58%	58%	57%	58%	32%	29%	34%
Charikar	56%	45%	67%	61%	57%	65%	52%	53%	52%	47%	40%	52%	-10%	-6%	-15%
Gardez	28%	28%	27%	37%	36%	40%	71%	75%	68%	58%	61%	56%	30%	32%	29%
Ghazni	79%	78%	80%	56%	52%	59%	63%	60%	65%	60%	51%	69%	-19%	-27%	-11%
Jalalabad	59%	49%	70%	57%	53%	63%	60%	58%	65%	67%	63%	78%	8%	14%	8%
Khost	19%	19%	13%	48%	49%	44%	57%	58%	57%	48%	51%	39%	29%	32%	26%
Mahmud Raqi	39%	45%	33%	52%	51%	53%	49%	51%	48%	53%	60%	46%	14%	15%	14%
Maidan Shahr	28%	28%	30%	71%	71%	68%	62%	62%	59%	56%	58%	54%	28%	31%	24%
Mehterlam	38%	38%	38%	48%	46%	51%	50%	44%	56%	44%	40%	48%	6%	2%	11%
Bazarak	56%	56%	56%	53%	58%	47%	64%	56%	71%	59%	59%	58%	2%	3%	2%
Parun	NA	NA	NA	NA	NA	NA	0%	0%	NA	3%	3%	0%	NA	NA	NA
Pul-e-Alam	43%	43%	56%	68%	67%	71%	78%	78%	83%	85%	85%	86%	42%	42%	30%
Sharana	40%	40%	NA	69%	69%	NA	59%	59%	NA	82%	82%	NA	42%	42%	NA

Note: Rounding errors may occur, as calculations were performed with higher precision than presented in the table above.

* Percentage indicates the cumulative increase or decrease in citizen perception and satisfaction level between 2010 and 2013. Shaded cells denote a statistically significant difference at the 0.05 level.

** To assess access to municipally provided services an overall service index rating was created by averaging the index ratings for four services (trash, drainage/ditches, roads and parks). Index ratings for each type of service were created by counting the number of characteristics of the service that were rated as poor (or unavailable) and then calculating the index as the proportion of characteristics that were not rated as poor (or unavailable). Trash services had 6 characteristics rated on a scale that included excellent, good, fair or poor, while drainage/ditches and roads each had 5 characteristics rated on this same scale. For parks, three types of parks were noted as being available or not available.

Citizens' Satisfaction In-Depth Analysis

Central to the analysis are linear regression models. To allow for these models a citizens' satisfaction index was compiled, with a minimum value of 0 (=least) and a maximum value 100 (=best). Citizens that responded that their government is doing a very good job, somewhat good, somewhat bad and very bad job received the rating 100, 66, 33 and 0, respectively. The same index calculation was used for other (independent) variables used in the regression models. Six additional indices were calculated. Five indices represent citizen perception indices for different services: (i) trash index, (ii) drainage index, (iii) road index, (iv) park index and (v) market index. The sixth index represents an index for the (vi) citizens' trust in their local government.

The first set of tables below displays the components used to calculate each index and key characteristics for the components and indices. The six indices represent the average across the respective index components. The indices were only calculated for respondents that had valid values for at least half of the respective index components.

The indices are assumed to be scale measures. To avoid misleading interpretations from this assumption, results are interpreted only in regard to the general indications they provide.

Municipal Service Perception Indices

Trash Index Components	Mean	n	Std. Dev.	Min.	Max.
How satisfied or dissatisfied are you with your current methods of trash disposal?	40	13161	37	0	100
Removal of illegal/improvised dumpsites	31	12972	34	0	100
Provision of legal dumpsites	29	12727	33	0	100
Provision of garbage bins in residential areas	30	12842	34	0	100
Provision of garbage bins in commercial areas	40	12714	31	0	100
Cleaning garbage from the streets	34	13010	34	0	100
Affordability of trash service	33	11727	30	0	100
Trash Index	33	13007	25	0	100

Drainage Index Components	Mean	n	Std. Dev.	Min.	Max.
The condition of drainage ditches near home	29	13084	30	0	100
The condition of larger drainage ditches throughout the city	39	13020	29	0	100
Ditch cleaning services	28	13094	29	0	100
Ditch repair services	27	13079	29	0	100
Ditch construction services	28	13069	29	0	100
Drainage index	30	13104	22	0	100

Road Index Components	Mean	n	Std. Dev.	Min.	Max.
The condition of neighborhood streets	31	13155	30	0	100
The condition of main city roads	48	13117	28	0	100
The condition of highways	48	13005	30	0	100
Street repair services	30	13119	29	0	100
Street construction services	30	13108	30	0	100
Road index	37	13143	21	0	100

Park Index Components	Mean	n	Std. Dev.	Min.	Max.
Teen/adult parks nearby	31	13174	35	0	100
Women's parks nearby	16	13172	26	0	100
Children's playgrounds nearby	25	13171	34	0	100
Park Index	24	13172	27	0	100

Market Index Components	Mean	n	Std. Dev.	Min.	Max.
The location of the market(s)	50	13091	28	0	100
The size and layout of the market(s)	47	13066	28	0	100
The amount of food available at your market(s)	53	13113	25	0	100
The variety of foods available at your market(s)	52	13112	26	0	100
The quality of food at your market(s)	47	13102	27	0	100
The availability of goods besides food at your market(s)	50	13088	28	0	100
Market index	50	13121	19	0	100

Trust in Municipal Perception Index

Trust Index Components	Mean	n	Std. Dev.	Min.	Max.
How often local government officials are working to serve the people.	55	13010	30	0	100
How much influence people can have over government decisions	57	13154	32	0	100
Trust in local government	51	13078	30	0	100
Trust index	54	13155	22	0	100

Interrelatedness of Indices

The table below displays the correlation results among the predictive indices and their statistical significance. In addition to the linear regression results, the correlation results were used to identify indices that can be eliminated from the linear regression model to increase model efficiency.

Correlations						
	Trash	Drainage	Road	Market	Park	Trust
Trash	1	.407**	.344**	.253**	.100**	.151**
Drainage	.407**	1	.608**	.282**	.062**	.172**
Road	.344**	.608**	1	.304**	.052**	.157**
Market	.253**	.282**	.304**	1	.166**	.174**
Park	.100**	.062**	.052**	.166**	1	.083**
Trust	.151**	.172**	.157**	.174**	.083**	1

** Correlation is significant at the 0.01 level (2-tailed).

Citizens' Service and Trust Perception Indices across Years by Municipalities

	Trash Index				Drainage Index				Road Index				Park Index				Market Index				Trust Index				Satisfaction Index						
	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012
Asadabad	40	71	71	36	47	43	48	30	46	45	48	35	24	37	25	14	51	50	51	39	66	49	86	62	68	72	74	60			
Bamyan	14	42	42	33	12	33	36	20	27	46	38	32	4	16	13	33	36	56	62	58	47	60	58	62	31	66	68	56			
Charikar	44	60	60	28	33	29	27	29	37	39	29	26	15	8	19	19	45	48	53	49	41	48	51	50	63	63	62	72			
Gardez	3	7	7	35	24	25	30	29	34	36	31	34	3	5	3	15	45	46	46	50	42	42	60	63	17	37	58	51			
Ghazni	58	24	24	38	43	24	36	41	47	37	48	36	37	34	13	13	57	47	49	53	43	55	49	43	67	52	55	55			
Jalalabad	32	24	24	33	27	21	27	33	36	34	41	42	57	53	46	39	51	58	54	54	58	51	39	48	55	55	41	46			
Khost	21	8	8	20	9	17	19	16	13	18	25	20	44	42	38	49	46	50	58	40	60	72	54	63	30	47	50	47			
Mahmood Raqi	13	23	23	31	29	17	27	34	38	40	35	58	15	5	0	5	34	40	50	61	48	43	58	60	54	61	56	70			
Maidan Shar	9	65	65	28	17	47	46	25	19	46	42	32	14	42	31	41	46	57	61	46	36	62	61	54	32	76	69	51			
Mehterlam	9	11	11	25	22	24	31	25	37	38	47	36	33	32	20	6	46	52	56	63	65	55	74	87	61	52	53	46			
Bazarak	33	32	32	45	33	37	38	39	46	49	48	54	6	6	9	3	43	38	48	43	47	44	57	64	67	55	66	59			
Parun	n/a	n/a	36	0	n/a	n/a	0	0	n/a	n/a	0	0	n/a	n/a	0	0	n/a	n/a	5	8	n/a	n/a	41	26	n/a	n/a	32	6			
Pul-e-Alam	10	36	85	66	49	32	42	52	50	44	53	61	21	34	39	56	72	55	56	62	51	45	62	70	88	70	59	68			
Sharana	10	85	36	65	19	25	23	53	32	45	26	47	26	16	48	65	47	68	59	64	45	71	43	63	54	68	62	69			
All cities	26	36	57	34	29	29	32	31	36	39	38	36	24	26	22	25	48	51	51	49	50	53	56	58	53	58	59	55			

Linear Regression Models: Citizens' Satisfaction with Municipal Government

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9
Adjusted R Square	0.014 *	0.016 *	0.198 *	0.202 *	0.053 *	0.066 *	0.221 *	0.197 *	0.203 *
Coefficients	unstandardized				standardized				
Constant (ref. 2010)	55.73 *	57.64 *							
2011	5.33 *	3.83 *	--	0.05 *	--	0.07 *	0.06 *	--	0.06 *
2012	5.65 *	1.94	--	0.00	--	0.01	-0.01	--	0.00
2013 (ref. female)	1.64 *	-0.38	--	-0.02	--	-0.04 *	-0.04 *	--	-0.05 *
sex	-4.46 *	-7.38 *	--	-0.04 *	--	-0.12 *	-0.03	--	-0.03 *
sex*2011	--	2.29	--	-0.03	--	0.00	-0.05 *	--	-0.06 *
sex*2012	--	6.08 *	--	0.01	--	0.07 *	0.01	--	0.00
sex*2013	--	3.10 *	--	0.00	--	0.05 *	0.00	--	0.01
Trash Index	--	--	0.25 *	0.25 *	--	--	0.24 *	0.28 *	0.28 *
Drainage Index	--	--	0.19 *	0.19 *	--	--	0.18 *	--	--
Road Index	--	--	0.06 *	0.06 *	--	--	0.05 *	0.15 *	0.14 *
Park Index	--	--	0.09 *	0.09 *	--	--	0.08 *	--	--
Market Index	--	--	0.01	0.01	--	--	0.00	0.09 *	0.09 *
Trust Index	--	--	--	--	0.23 *	0.229 *	0.14 *	0.15 *	0.15 *

*Indicate significant at least at the 0.05 level

Adjusted R square									
	Trash	Drainage	Road	Market	Park	Trust			
Model 1*	0.136 *	0.124 *	0.081 *	0.048 *	0.003 *	0.053 *			
Model 2*	0.142 *	0.133 *	0.090 *	0.063 *	0.019 *	0.066 *			

*Model 1 includes only the respective index

**Model 2 includes the respective index, years, sex and sex*year interaction terms

OVERVIEW – Citizen Engagement Mechanisms Implemented by RAMP-UP East Municipalities

Citizen Engagement Mechanisms Implemented																					
Municipality	Citizen Forum/ Advisory Board			Opening/Closing Ceremony			Newsletter			Media Outreach			Public Notice Boards			Citizen Guide Book			TOTAL		
	BY	OY1	OP2	BY	OY1	OP2	BY	OY1	OP2	BY	OY1	OP2	BY	OY1	OP2	BY	OY1	OP2	BY	OY1	OP2
Asadabad	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓			✓			✓	3	3	6
Bamyan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓			✓	4	4	6
Charikar	✓	✓	✓		✓	✓	✓			✓	✓	✓			✓			✓	3	3	5
Ghazni	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓			✓			✓	3	4	5
Gardez	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓						✓	3	4	5
Jalalabad	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓			✓			✓	2	4	6
Khost	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓			✓	4	4	6
Maidan Shahr	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						✓	4	4	5
Mahmud Raqi	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓			✓	4	4	6
Mehterlam	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓			✓			✓	3	4	5
Panjshir	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓			✓			✓	3	4	5
Parun			✓															✓	0	0	2
Pul-e-Alam	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓			✓	4	4	6
Sharana	✓	✓	✓	✓	✓	✓		✓			✓	✓			✓			✓	2	4	5
Total	13	13	14	11	13	12	9	12	9	9	12	13	0	0	11	0	0	14	42	50	73

Municipal Citizens' and Advisory Boards with Female Participation

Municipal Citizens Forums And Advisory Boards with Female Participation												
Municipality	Base Year				Option Year 1				Option Period 2			
	# forums	# forums with females	% forums with females	% female participants	# forums	# forums with females	% forums with females	% female participants	# forums	# forums with females	% forums with females	% female participants
Asadabad	8	3	38%	4%	8	1	13%	1%	7	3	43%	3%
Bamyan	7	4	57%	3%	8	5	63%	8%	15	14	93%	14%
Charikar	8	3	38%	7%	7	5	71%	17%	17	15	88%	9%
Ghazni	7	5	71%	9%	12	10	83%	8%	15	7	47%	6%
Gardez	6	0	0%	--	0	--	--	--	6	2	33%	--
Jalalabad	4	2	50%	5%	6	2	33%	3%	12	10	83%	15%
Khost	7	4	57%	13%	10	7	70%	19%	19	15	79%	16%
Maidan Shar	7	6	86%	18%	6	4	67%	4%	13	6	46%	4%
Mahmud Raqi	5	4	80%	11%	11	10	91%	41%	17	13	76%	27%
Mehterlam	7	4	57%	5%	6	3	50%	5%	18	6	33%	4%
Panjshir	5	1	20%	1%	3	1	33%	3%	19	9	47%	11%
Puli-Alam	6	1	17%	1%	4	0	--	--	16	11	69%	14%
Parun	0	--	--	--	0	--	--	--	2	0	--	--
Sharana	6	1	17%	1%	7	0	0%	--	8	1	13%	0%
Total	83	38	46%	6%	88	48	55%	11%	184	112	61%	12%

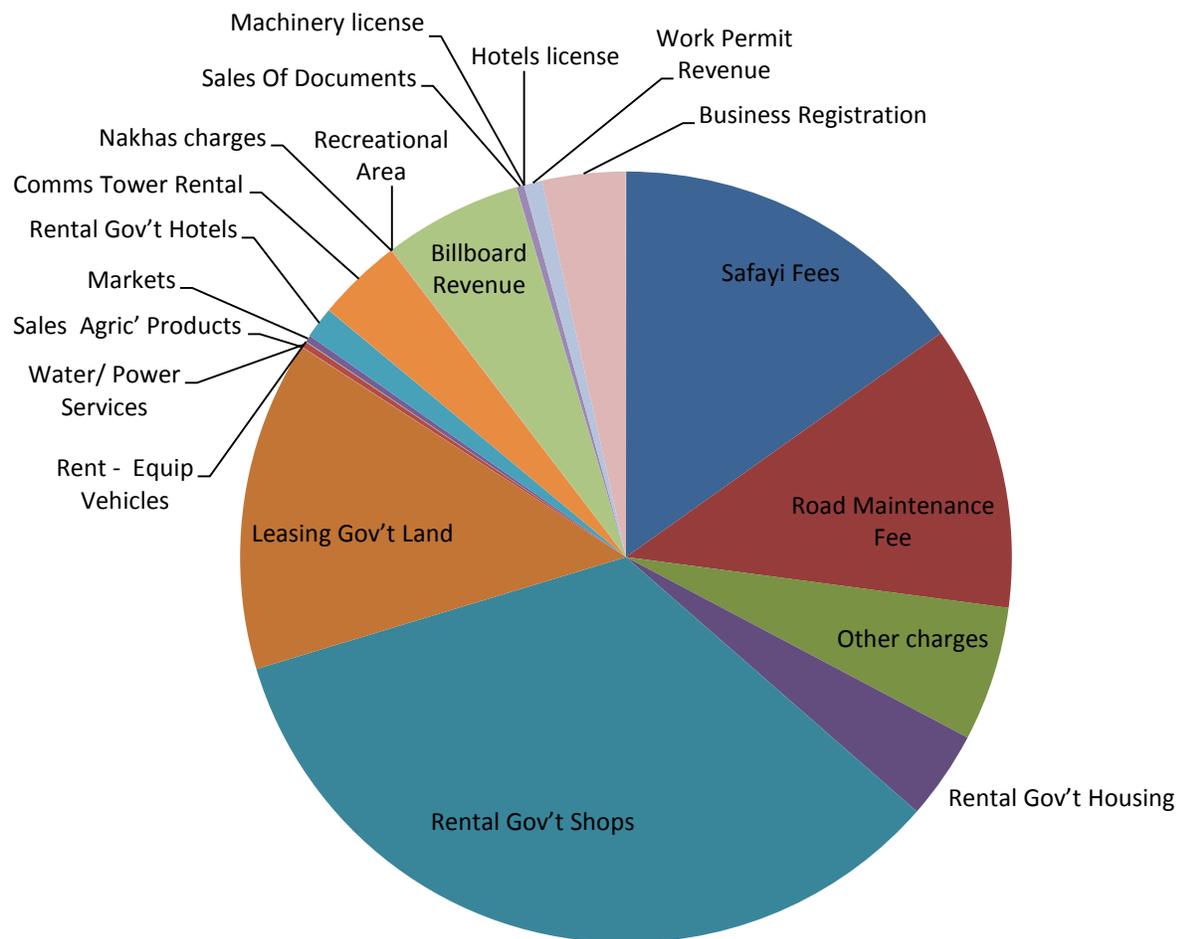
Number of Person-Days of Employment Generated by RAMP-UP East Projects

	Skilled Labor		Unskilled Labor		Total
Asadabad	6,436	24%	20,832	76%	27,268
Bamyan	3,722	25%	11,095	75%	14,817
Charikar	6827	29%	16563	71%	23390
Ghazni	4109	42%	5743	58%	9852
Gardez	1,791	16%	9,414	84%	11,205
Jalalabad	9,370	34%	18,574	66%	27,944
Khost	2,670	35%	4,905	65%	7,575
Mehtarlam	3,672	19%	16,172	81%	19,844
Mahmud Raqi	3,061	38%	4,951	62%	8,012
Maidan Shahr	3,429	23%	11,199	77%	14,628
Pul-e-Alam	3,085	25%	9,265	75%	12,350
Panjshir	3,420	42%	4,736	58%	8,156
Parun	1,980	17%	9,900	83%	11,880
Sharana	3078	20%	12237	80%	15315
Uncategorized*	121	23%	404	77%	525
TOTAL	56,771	27%	155,990	73%	212,761

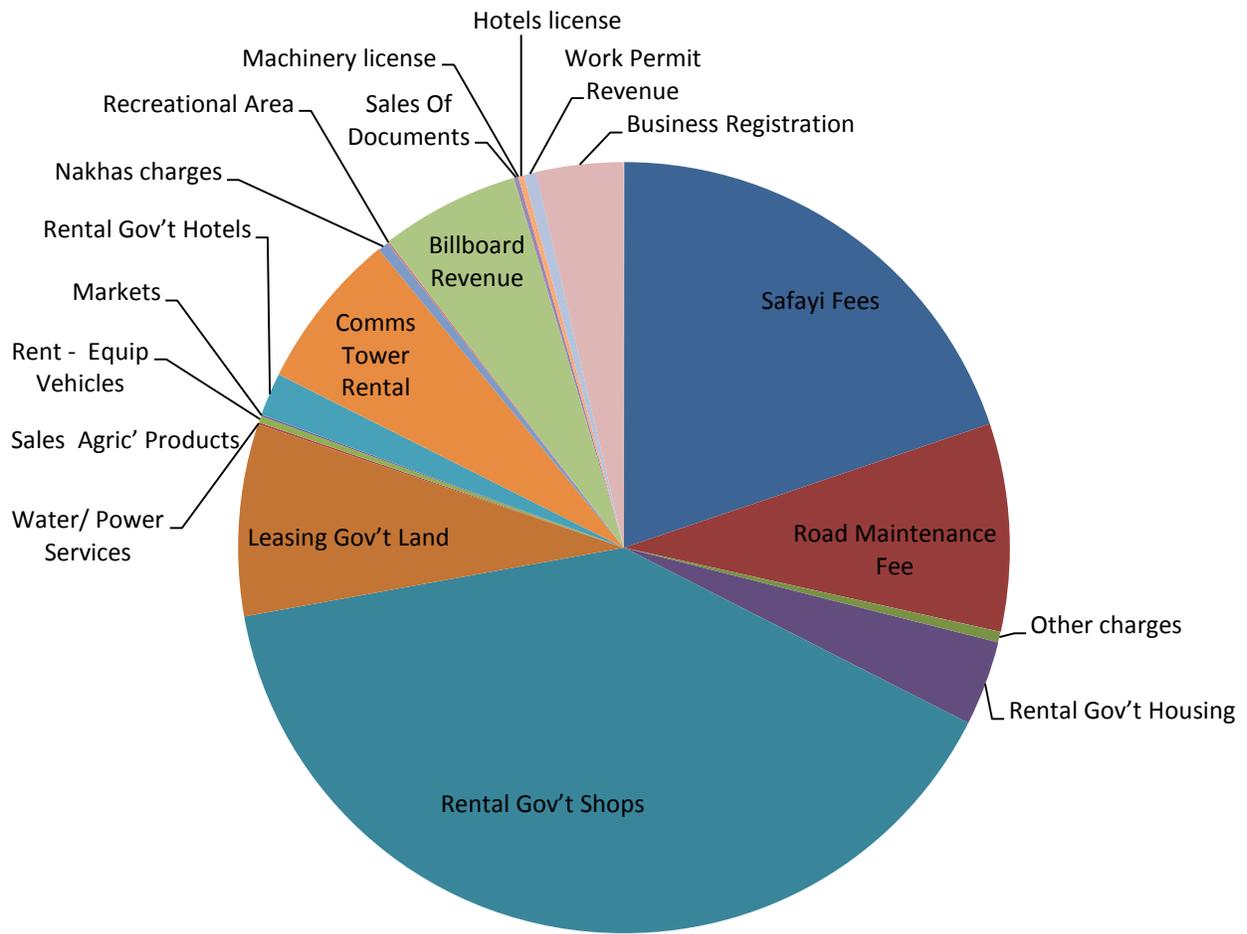
*Uncategorized refers to missing municipal information for the recorded person-days of employment (<0.5% of data).

Proportional Municipal Income Across Years

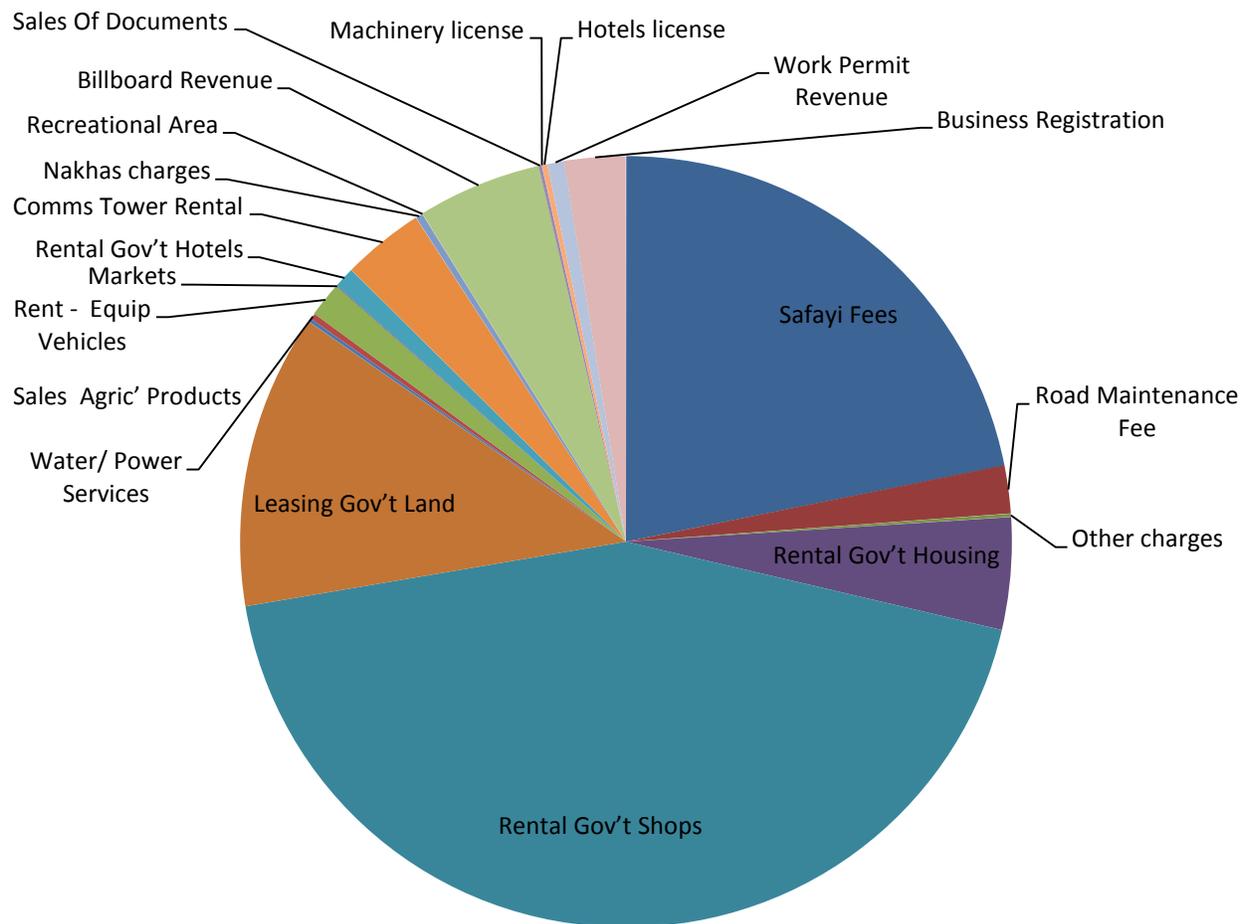
Mix of Municipal Controllable Revenue



Mix of Municipal Controllable Revenue 1390

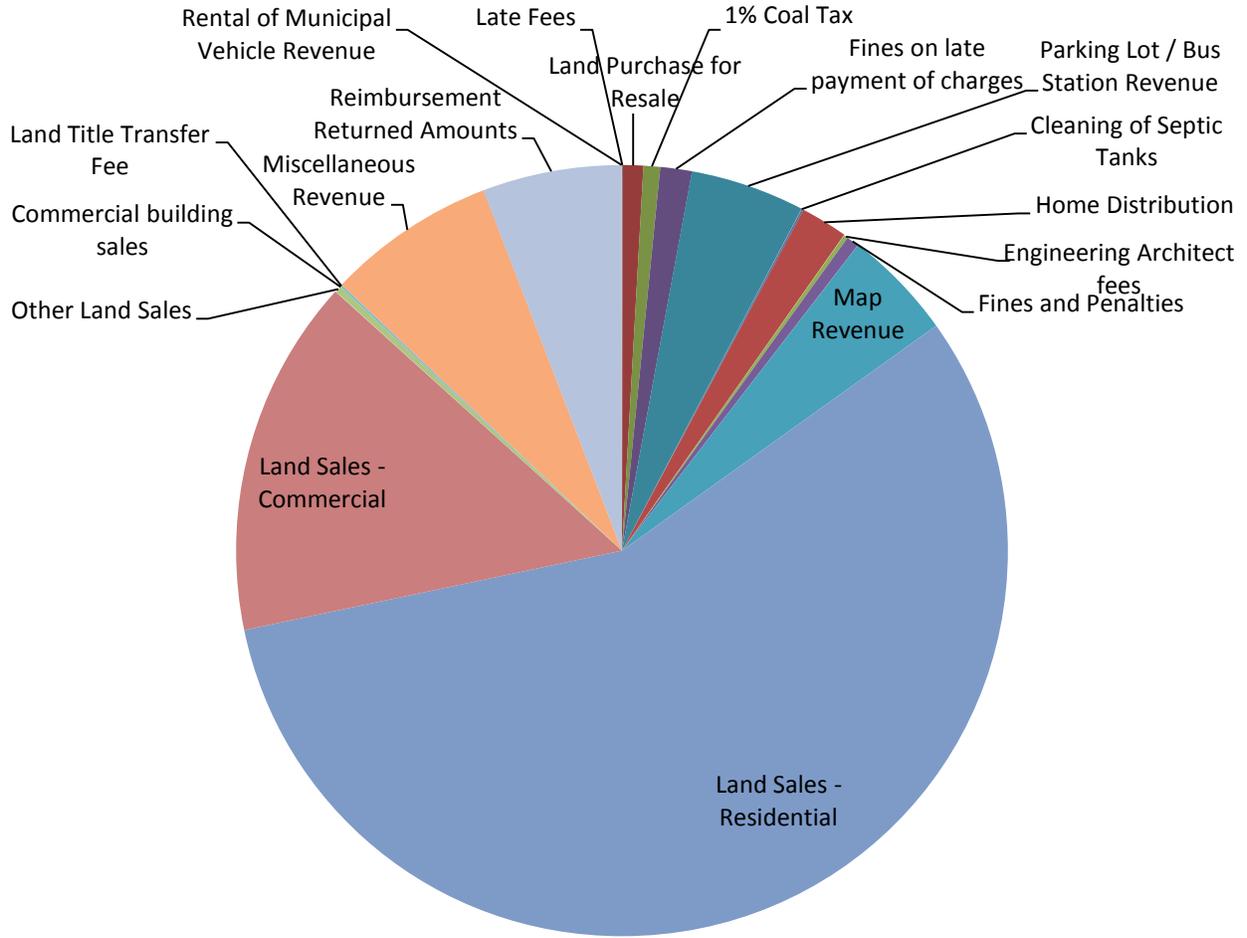


Mix of Municipal Controllable Revenue 1391

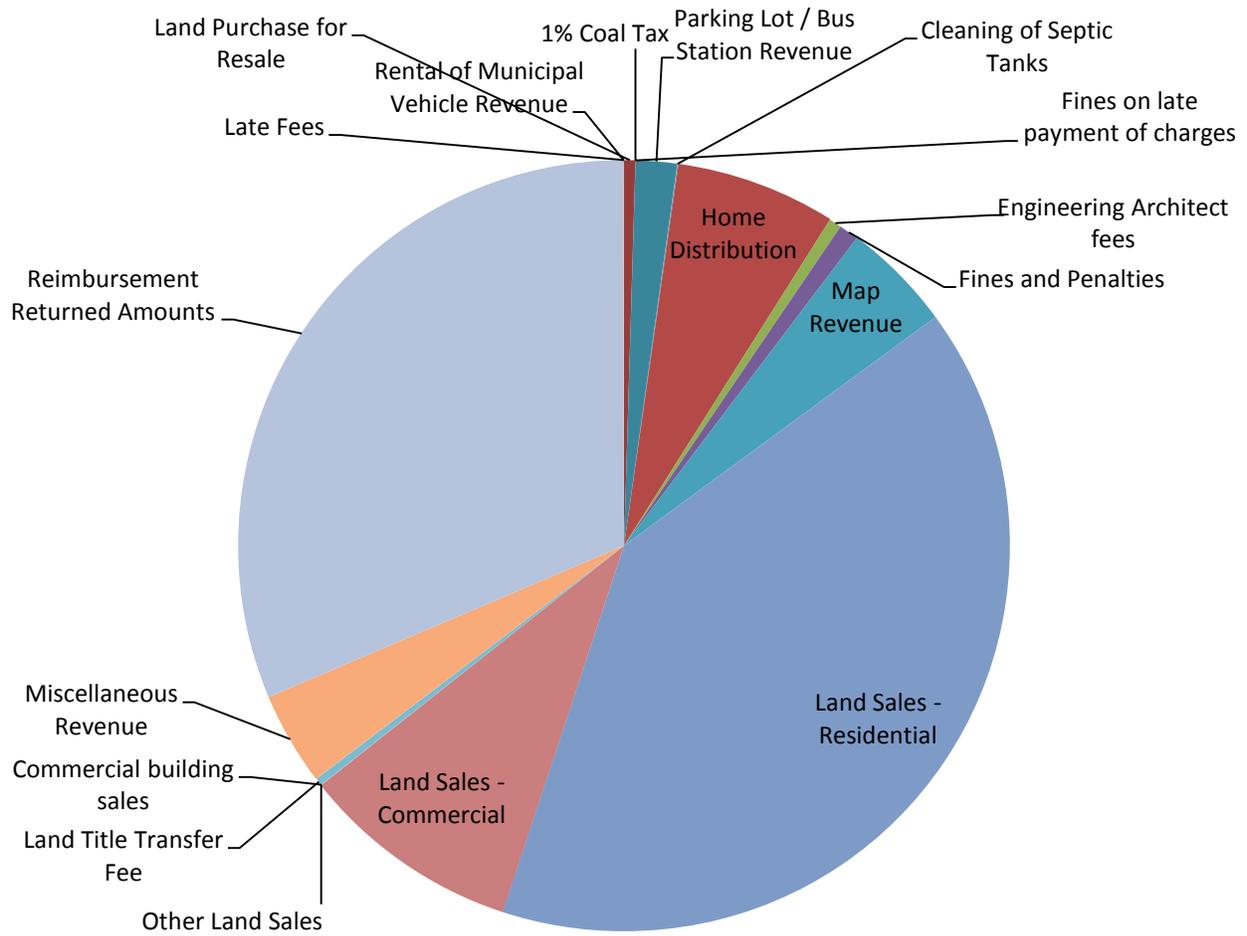


Mix of Municipal Controllable Revenue 1392

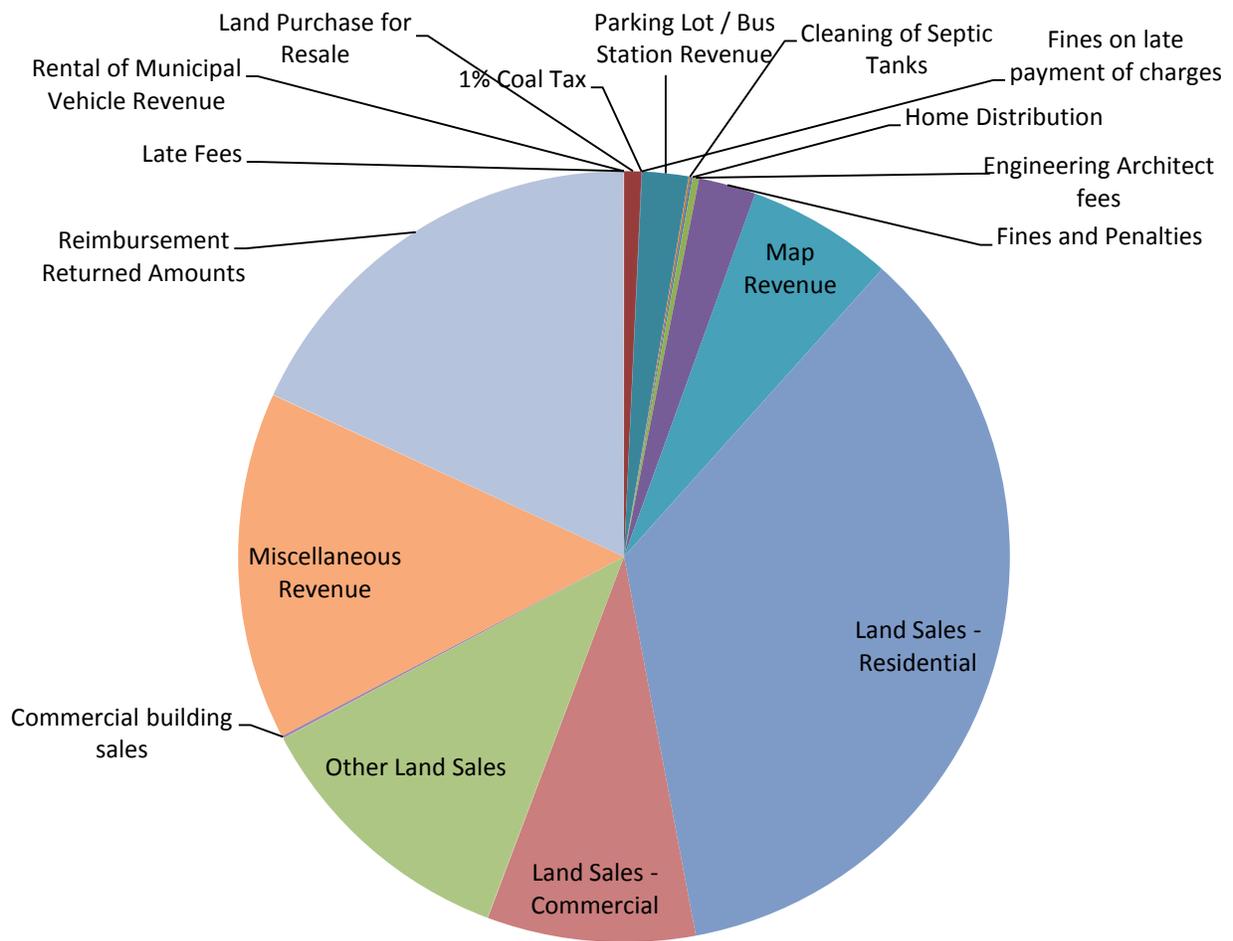
Mix of Municipal Non Recurring Revenue



Mix of Municipal Non Recurring Revenue 1390



Mix of Municipal Non Recurring Revenue 1391



Mix of Municipal Non Recurring Revenue 1392

Government Officials Trained by RAMP-UP East Municipality

	Base Year		Option Year 1		Option Period 2		TOTAL	
	# All	% Male	# All	% Male	# All	% Male	# All	% Male
Asadabad	18	100%	12	100%	20	0%	50	100%
Bamyan	11	100%	10	100%	16	94%	37	97%
Bazarak	16	100%	18	100%	24	100%	58	100%
Charikar	20	100%	19	100%	29	86%	68	94%
Gardez	31	100%	10	100%	25	100%	66	100%
Ghazni	9	100%	23	100%	26	100%	58	100%
Jalalabad	6	100%	20	100%	26	100%	52	100%
Khost	28	100%	21	100%	54	100%	103	100%
Kabul	0	--	1	100%	0	--	1	100%
Mahmud Raqi	32	94%	19	95%	27	100%	78	96%
Maidan Shahr	15	100%	21	90%	24	100%	60	97%
Mehterlam	23	100%	10	100%	26	100%	59	100%
Parun	2	100%	2	100%	0	--	4	100%
Pul-e-Alam	39	100%	21	100%	23	100%	83	100%
Sharana	12	100%	14	100%	16	100%	42	100%
TOTAL	262	99%	221	99%	336	99%	819	99%

Engineering and Construction Companies Trained by RAMP-UP East Sub-Project and Project Period

#	Sub-Project #	Subcontract #	Subcontractor Name	Project Period*
Maidan Shahr				
1	RUE-MSH-0005	RUE-CL2-SBK-MSH-0001	Country Grand Construction (CGC)	OP2
2	RUE-MSH-0016	RUE-CL2-SBK-MSH-0015	Samim Wafa Construction Company (SWCC)	OP2
Panjsher				
3	RUE-PJS-0004	RUE-CL2-SBK-PJS-0001	(HBCC, GDCC & AMAC JV)	OY1
4	RUE-PJS-0010	RUE-CL2-SBK-PJS-0002	Kapisa Kohnadi Construction Company (KKCC)	OP2
Ghazni				
5	RUE-GHZ-0003	RUE-CL2-SBK-GHZ-S-003	Sultan Kabir Construction Company (SKCC)	OP2
6	RUE-GHZ-0004	RUE-CL2-SUK-GHZ-S-0002	Ishaqzai Construction Company (ICC)	OP2
7	RUE-GHZ-0005	RUE-CL2-SBK-GHZ-0001	Omid Asia Construction Company (OACC)	OP2
Mehterlaam				
8	RUE-MHT-0004	RUE-CL2-S-MHT-010	Nabi Afghan Construction Company (NACC)	OP2
9	RUE-MHT-0005	RUE-CL2-MHT-S-009	(JV NMCC & 4-C's)	OP2
Gardez				
10	RUE-GRZ-0003	RUE-CL2-SBK-GRZ-0001	Shir Mohammad Naziri Construction Company (SNCC)	OP2
11	RUE-GRZ-0016	RUE-CL2-SBK-GRZ-0002	Green Place Construction and Engineering Co (GPCEC)	OP2
Jalalabad				
12	RUE-JLB-0015	RUE-CL2-SBK-JLB-0001	Zularistan Ltd (Z-Ltd)	OP2
Mahmud Raqi				
13	RUE-MIR-0004	RUE-CL2-SBK-MIR-0001	Engineering Construction & Highway Construction Company (ECHCO)	OP2
14	RUE-MIR-0005	RUE-CL2-SBK-MIR-0003	Niazmand Construction Company (NCC)	OP2
15	RUE-MIR-0012	RUE-CL2-SBK-MIR-0002	Kapisa Kohnadi Construction Company (KKCC)	OY1
16	RUE-MIR-0022	RUE-CL2-SBK-MIR-0004	Ibrahimkhail Rahimi Construction Company (IRCC)	OP2
Bamyan				
17	RUE-BAM-0003	RUE-CL2-SBK-BAM-0002	Milano Corp Company (MCC)	OP2
18	RUE-BAM-0003	RUE-CL2-SBK-BAM-0003	Umeer Star Road & Building Construction Company (USCC)	OP2
19	RUE-BAM-0005	RUE-CL2-SBK-BAM-0001	Wrono Construction Company (WCC)	OY1
20	RUE-BAM-0016	RUE-CL2-SBK-BAM-0004	Wrono Construction Company (WCC)	OY1**
Sharana				
21	RUE-SHA-0008	RUE-CL2-SBK-SHA-0001	Wrono Construction Company (WCC)	OP2
22	RUE-SHA-0017	RUE-CL2-SBK-SHA-0002	Wrono Construction Company (WCC)	OP2**
Khost				
23	RUE-KHO-0004	RUE-CL2-SBK-KHO-0001	Consolidated Builders Company (CBC)	OY1
24	RUE-KHO-0018	RUE-CL2-SBK-KHO-0002	Afghan Brilliant Construction Company (ABCS)	OP2
Pul-e-Alam				
25	RUE-PEA-0010	RUE-CL2-PEA-S-015	Jafargulzar Construction Company	OP2
Asadabad				
26	RUE-ASD-0019	RUE-CL2-SBK-ASD-0011	Zularistan Ltd (Z-Ltd)	OP2
Parun				
27	RUE-PRN-0001	RUE-CL2-SBK-PRN-0001	Zainak Construction Company (ZCC)	OP2

*BY = Base Year / OY1 = Option Year 1 / OP2 = Option Period 2

**Company was contracted for two projects in the same project period (counted as 1 for the indicator results in the respective project period)

INDEX OF ALL DELIVERABLES PRODUCED UNDER RAMP-UP EAST

Document Name	Quantity Produced
Branding and Marking Plan	1
Public Relations and Outreach Strategy	1
Annual Report	3
Performance Management Plan	3
Work Plan	3
Monthly Report	43
Quarterly Report	14
Quarterly Financial and Workdays Report	15
Demobilization Plan	3
Weekly Report	195
RAMP-UP Closeout Conference Report	1
2014 Municipal Conference Report	1
Baseline Survey Reports	13
2011 Public Opinion Survey Reports	15
2012 Public Opinion Survey Reports	15
2013 Public Opinion Survey Reports	15
Option Year 1 Solid Waste Management Plans	13
Municipal Improvement Plans (MIP)	13
Revenue Improvement Action Plans (RIAP)	13
Local Economic Development Plans (LEDP)	13
GIS Boundary Maps	11
Municipal Assets Map - Mahmud Raqi	1
Mentoring Program Reports	10
Framework Environmental Mitigation and Monitoring Plans (FEMMP)- Municipal Solid Waste Management	1
Framework Environmental Mitigation and Monitoring Plans (FEMMP)- Sanitation and Latrines	1
Framework Environmental Mitigation and Monitoring Plans (FEMMP)- Small Scale Infrastructure	1
Framework Environmental Mitigation and Monitoring Plans (FEMMP)- Small Scale Road Activities	1
RAMP UP East Environmental Monitoring and Management Plan	1
Solid Waste Management SOP	1
Revenue Improvement Action Planning SOP	1
Business Licensing and Fee Collection SOP	1
Safayi (Cleaning) Tax Administration SOP	1
Budget Preparation SOP	1
Municipal Procurement SOP	1
Budget Execution, Monitoring and Evaluation SOP	1
Business Registration and Licensing Application (BRLA) Computerized SOP	1
Safayi Fee Billing and Collection System (SFBCS) Computerized SOP	1
Business Licensing Manual	1
Safayi Billing and Collection System Manual	1
Training and Workshop Design Content Outlines and Guidelines	1
Gender Mainstreaming Guideline	1
Business Registration and Licensing System	1
TOTAL	434

