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# RAMP UP EAST

2013 Municipal Internal Capacity and External Satisfaction Surveys  
REPORT OF RESULTS: Comparison of Cities

**JANUARY 2014**

This publication was produced for review by the United States Agency for International Development. It was prepared by National Research Center, Inc. under sub contract to Development Alternatives International.

**Program Title:** Regional Afghan Municipalities Program for Urban Populations – Regional Command East

**Sponsoring USAID Office:** USAID/Afghanistan

**Contract Number:** 306-C-00-10-00526-00

**Contractor:** DAI

**Date of Publication:** January 2, 2014

**Author:** USAID/RAMP UP East



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## **DISCLAIMER**

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# ACRONYMS

AMSP	Afghan Municipal Strengthening Program
CADG	Central Asia Development Group
CDC	Community Development Council
COA	Ministry of Finance - Municipal Chart of Accounts
DAI	Development Alternatives International
IDLG	Independent Directorate of Local Governance
NRC	National Research Center, Inc.
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RUE	RAMP UP - Regional Command East
TAF	The Asia Foundation

# INTRODUCTION

Through the USAID funded Regional Afghan Municipalities Program for Urban Populations (RAMP UP), Development Alternatives International (DAI), the International City/County Management Association (ICMA) and National Research Center, Inc. (NRC) are working with 14 municipalities in Eastern Afghanistan to improve local governance by addressing infrastructure, service delivery, leadership and management capacity.

To evaluate a program so vast in scope, as is RAMP UP East (RUE), requires a clear intention of the kinds of achievements that are to be expected and measures of those achievements that can be monitored over time. Great care was taken to keep measurements of administrative activities and resident perceptions consistent across locales. Measures also attempt to target the areas of intervention undertaken by the DAI team of U.S., Afghan and other partners - to improve quality of life, general municipal capacity, public works capacity, financial management capacity, capacity to enhance revenues, governance and the role of women in society.

To assess the success of the programs in these municipalities an annual survey of residents of these cities was conducted in 2010, 2011, 2012 and 2013 to measure the change in citizen perspectives about governance and services. Additionally, RUE staff also conducted an annual survey of municipal employees in each year to assess the internal capacity of these local governments. This internal capacity survey was a smaller effort in 2010 and changed substantially in 2011 to implement a more detailed assessment. Some minor changes were also made in 2012, to clarify some survey items.

This report compares 2013 results of both surveys (internal and resident) by RUE city (with comparison to 2010, 2011 and 2012 results when available). Individual reports for each city are also available.

Parun is not included in this comparative report as it only conducted the resident survey in 2012 and 2013 and was not included in the internal capacity assessments for any of the survey years. In 2012, Parun was emerging from a period where prime concerns were about security and the municipal government was providing few services.

Several questions in the RUE survey were comparable to questions asked in The Asia Foundation (TAF) survey which was conducted annually from 2006 to 2013. Where TAF comparisons are possible, they are noted in this report.

# INTERNAL CAPACITY INDICES

RUE staff visited each of 13 RUE cities in September and October of 2011, 2012 and 2013 to take capacity inventories. An internal capacity survey was created in 2011 as a guide to assess the capacity of RUE municipalities to provide services and manage municipal processes and resources. In 2012 this survey instrument was modified slightly to clarify questions and better assess some service areas.

In each survey effort (2011, 2012 and 2013) Municipal staff were interviewed and planning and organizational documents were reviewed to determine how the government was functioning and where there were needs for additional resources or training. The inventory included an evaluation of physical capital and the adequacy of internal processes in the areas of general municipal government, public works, financial management and revenue enhancement. About 300 items were assessed, including what equipment was available and how it was maintained, how many hours electricity was available each work day, what type of filing systems were used, what computer software and hardware was in the offices, what types of planning documents were created, how frequently the municipality communicated with the IDLG, and what types and how revenues were collected.

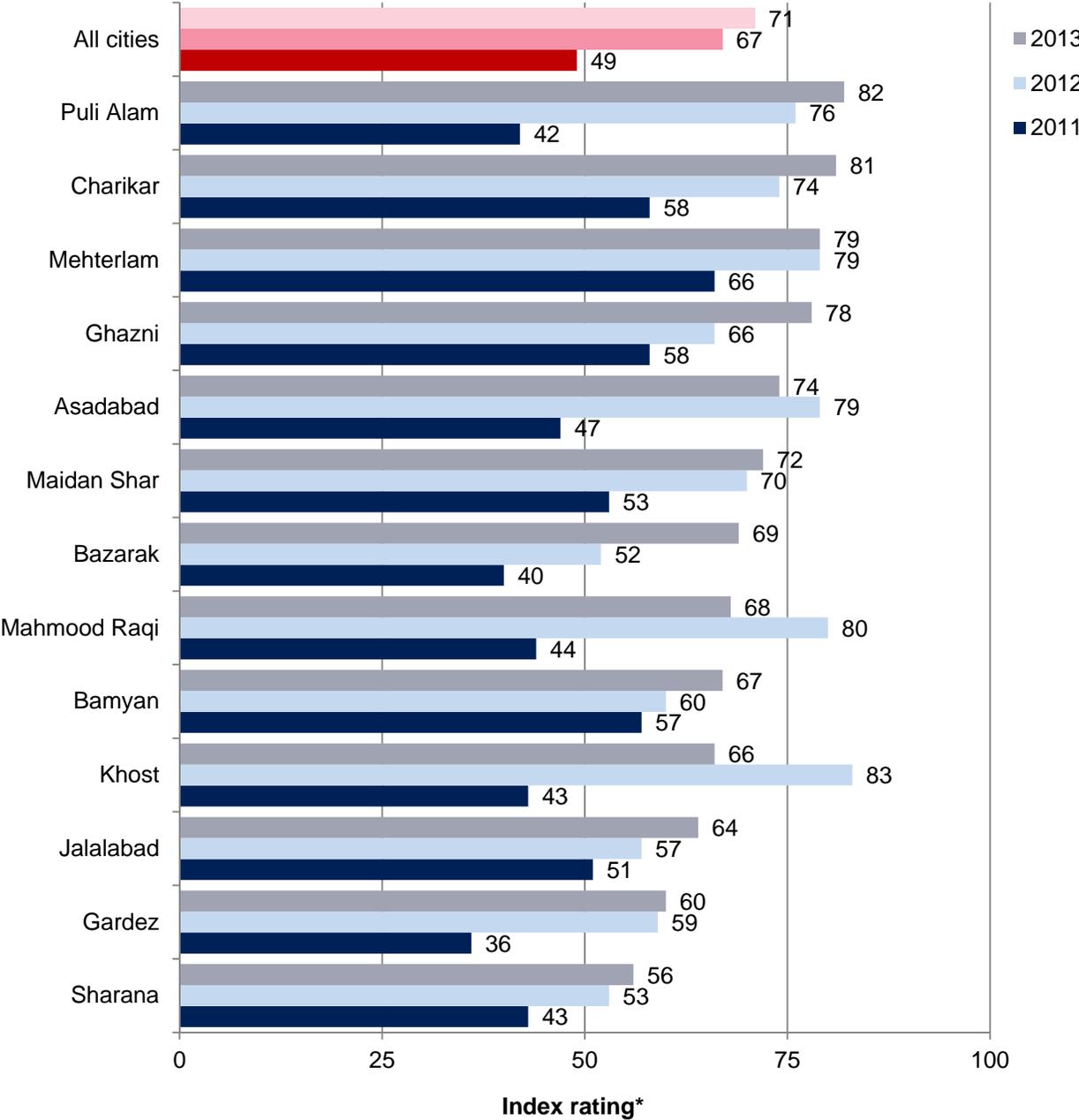
These inventories are discussed in greater detail in 13 individual city reports, and here are summarized by 8 indices for comparison of the 13 cities. An overall index was also created by averaging the 8 indices.

- General Planning and Organization
- Public Works Planning and Organization
- Revenue and Finance Planning and Organization
- General Communication and Coordination
- City Council
- Women in Government
- Service Provision
- Filing Systems

Each of the indices has a 100 point scale, with 100 being the highest possible score. Indices were calculated by taking all inventory items related to the index and converting their assessment to a 100 point scale (e.g., an item, like “Economic development plan” was assessed on a 5 point scale where 0=no plan, 1=has an economic profile, 2=profile has been analyzed with stakeholders, 3=creation of economic development committee, 4=economic development plan includes intervention strategies and potential projects; this was converted to a 100 point scale where 0=0, 1=25, 2=50, 3=75, 4=100 so that it could be combined with other items which used other scales, like “Municipal organizational chart” which was evaluated on a 3 point scale and scored 0=0, 1=50 and 2=100). The scores for each item related to the index were then averaged to create the overall index for that category. All 8 indices were then averaged to create the overall internal capacity index. *Appendix A: 2013 Internal Capacity Indices* provides details about which inventory items were used to create each index.

The overall internal capacity index rating across all 13 cities was 71 in 2013, similar to 2012 and up from 49 in 2011. While most cities remained stable between 2012 and 2013; improvements were noted for Bazarak, Jalalabad, Bamyan and Ghazni, while declines were seen for Khost and Mahmood Raqi. The RUE cities that faired best in the internal capacity evaluation were Puli Alam, Charikar, Mehterlam, Ghazni, Asadabad and Maidan Shar. Those with the lowest ratings were Sharana and Gardez.

**FIGURE 1: OVERALL INTERNAL CAPACITY INDEX COMPARED BY CITY**



*\*Index rating where 100=highest, 0=lowest*

Some internal index ratings (shown in Figure 2) varied more among cities (e.g., Public Works Planning and Organization) and others varied less (Revenue and Finance). Greater variation shows that cities are at different phases in their capacity building journey. A city with a higher index score may be used as a benchmark or provide an example to others.

Puli Alam had the highest overall internal capacity index rating in 2013, up from a ranking of 4<sup>th</sup> in 2012. Puli Alam had top marks for the amount of services the public works planning and organization, revenue and finance, service provision and filing systems. The city received good marks for general planning and organization and City Council. However the city received average marks for women in government and below average marks for general communication and coordination.

Charikar had the 2<sup>nd</sup> highest overall internal capacity index rating among the 13 RUE cities (5<sup>th</sup> in 2012). Charikar was much above the RUE city average for women in government and City Council, but below average for public works planning and organization.

Mehterlam was 3<sup>rd</sup> in overall internal capacity in 2013. Ratings were above the all city average for City Council, women in government and service provision. Mehterlam received below average ratings for general communication and coordination.

Ghazni received the 4<sup>th</sup> highest internal capacity index rating, up from 7<sup>th</sup> in the previous year. General communication and coordination was rated highest among all RUE cities, and City Council also received top marks. General planning and organization was below average in 2013, while most other ratings were similar to the all cities average. Asadabad was 5<sup>th</sup> in overall internal capacity in 2013. Asadabad received above average ratings for women in government but lower ratings for general planning and organization.

Maidan Shar ranked 6<sup>th</sup> among the 13 RUE cities in 2013, with ratings of public works planning and organization, general communication and coordination and service provision that were above the RUE city average; however, lower than average ratings were noted for women in government and filing systems.

Ranking 7<sup>th</sup> among RUE cities in 2013, Bazarak's ratings were above the average for RUE cities in the areas of general planning and organization, City Council and filing systems, but below average in service provision.

Mahmood Raqi ranked 8<sup>th</sup>, with higher ratings awarded to general planning and communication, public works planning and organization and revenue and finance. Lower ratings were given to City Council, while most other areas were similar to the RUE cities average. Bamyán followed in 9<sup>th</sup> place, with higher ratings of general communication and coordination and service provision and lower ratings of City Council. Next was Khost (10<sup>th</sup>), above average for public works planning and organization, general communication and coordination and service provision, but below average for general planning and organization, as well as City Council.

Jalalabad and Gardez were ranked 11<sup>th</sup> and 12<sup>th</sup> among the 13 cities. Both were below the average for RUE cities in the area of public works planning and organization, general communication and coordination and service provision. Gardez received above average marks for City Council.

The lowest internal capacity index rating was observed for Sharana (56 on a 100-point scale). The municipality received better than average ratings of general planning and organization and general communication and coordination. However, it received lower than average marks for filing systems, service provision, women in government, City Council and public works planning and organization.

All municipalities received index ratings that were well above their 2011 levels and generally similar to 2012.

**FIGURE 2: INTERNAL CAPACITY INDICIES COMPARED BY CITY, 2013**

	All cities	Puli Alam	Charikar	Mehterlam	Ghazni	Asadabad	Maidan Shar	Bazarak	Mahmood Raqi	Bamyan	Khost	Jalalabad	Gardez	Sharana
<b>Overall Ranking among RUE cities (2013)</b>	-	1	2	3	4	5	6	7	8	9	10	11	12	13
Overall Internal Capacity Index	71	82	81	79	78	74	72	69	68	67	66	64	60	56
General Planning and Organization	70	92	74	72	49	38	72	90	100	74	59	64	72	100
Public Works Planning and Organization	74	100	64	82	67	88	95	72	100	75	95	62	45	57
Revenue and Finance	80	100	79	79	79	79	86	86	93	79	79	71	71	86
General Communication and Coordination	63	48	61	53	94	60	87	53	64	79	88	39	40	80
City Council	72	80	100	100	100	100	80	100	0	0	0	80	100	0
Women in Government	49	33	100	67	67	67	0	NA	33	67	33	67	33	0
Service Provision	75	100	78	100	78	85	93	48	78	85	100	63	41	55
Filing Systems	81	100	89	78	89	78	67	100	78	78	78	67	78	67

*Appendix A: 2013 Internal Capacity Indices provides details about which inventory items were used to create each index.*

**FIGURE 3: INTERNAL CAPACITY INDICIES COMPARED BY CITY, 2012**

	All cities	Khost	Mahmood Raqi	Asadabad	Mehterlam	Puli Alam	Charikar	Maidan Shar	Ghazni	Jalalabad	Bamyan	Gardez	Sharana	Bazarak
<b>Overall Ranking among RUE cities (2012)</b>	-	1	2	3	3	4	5	6	7	8	9	9	10	11
Overall Internal Capacity Index	67	83	80	79	79	76	74	70	66	60	59	57	53	52
General Planning and Organization	60	67	92	49	72	92	74	72	56	51	41	49	67	44
Public Works Planning and Organization	71	95	73	93	77	95	64	83	65	75	45	62	57	58
Revenue and Finance	80	79	93	79	79	93	86	79	86	57	79	71	86	86
General Communication and Coordination	52	77	61	63	46	46	40	62	87	56	34	24	80	41
City Council	68	100	100	100	100	80	100	80	60	0	80	80	0	0
Women in Government	48	67	67	67	67	0	67	33	33	67	67	33	0	33
Service Provision	71	100	52	93	100	100	70	70	55	85	41	52	55	55
Filing Systems	89	78	100	89	89	100	89	78	89	89	89	89	78	100

*Appendix A: 2013 Internal Capacity Indices provides details about which inventory items were used to create each index.*

**FIGURE 4: INTERNAL CAPACITY INDICIES COMPARED BY CITY, 2011**

	All cities	Mehterlam	Ghazni	Charikar	Bamyan	Maidan Shar	Jalalabad	Asadabad	Mahmood Raqi	Sharana	Khost	Puli Alam	Bazarak	Gardez
<b>Overall Ranking among RUE cities (2011)</b>	-	1	2	2	3	4	5	6	7	8	9	10	11	12
Overall Internal Capacity Index	49	66	58	58	57	53	51	47	44	43	43	42	40	36
General Planning and Organization	52	56	56	67	67	56	56	41	67	41	51	41	46	41
Public Works Planning and Organization	48	77	75	57	45	38	50	64	20	38	38	38	45	20
Revenue and Finance	50	50	71	57	57	50	57	43	50	57	36	43	36	36
General Communication and Coordination	60	91	76	82	66	58	50	52	36	54	55	66	46	42
City Council	50	50	50	60	50	60	50	60	60	50	60	60	0	60
Women in Government	17	33	33	0	33	33	33	0	33	0	0	0	33	0
Service Provision	59	100	48	70	70	70	59	52	52	37	59	44	70	37
Filing Systems	57	67	55	67	67	56	56	67	33	67	44	44	44	56

*Appendix A: 2013 Internal Capacity Indices provides details about which inventory items were used to create each index.*

# RESIDENT OPINION COMPARISONS

Like the internal capacity survey, results from the survey of residents were combined and converted to indices to more easily compare the results across cities. Again, each of the indices is on a 100 point scale, with 100 being the highest possible score. Indices were calculated by taking all questions related to the index and converting the rating to a 100 point scale (e.g., an item, like “quality of life in the city” was assessed on a 4 point scale where 1=poor, 2=fair, 3=good, 4=excellent; this was converted to a 100 point scale where 1=0, 2=33, 3=67, 4=100). The scores for each question related to the index were then averaged to create the overall index for that category. Appendix B: 2013 Resident Survey Indices provides details about which questions were used to create each index.

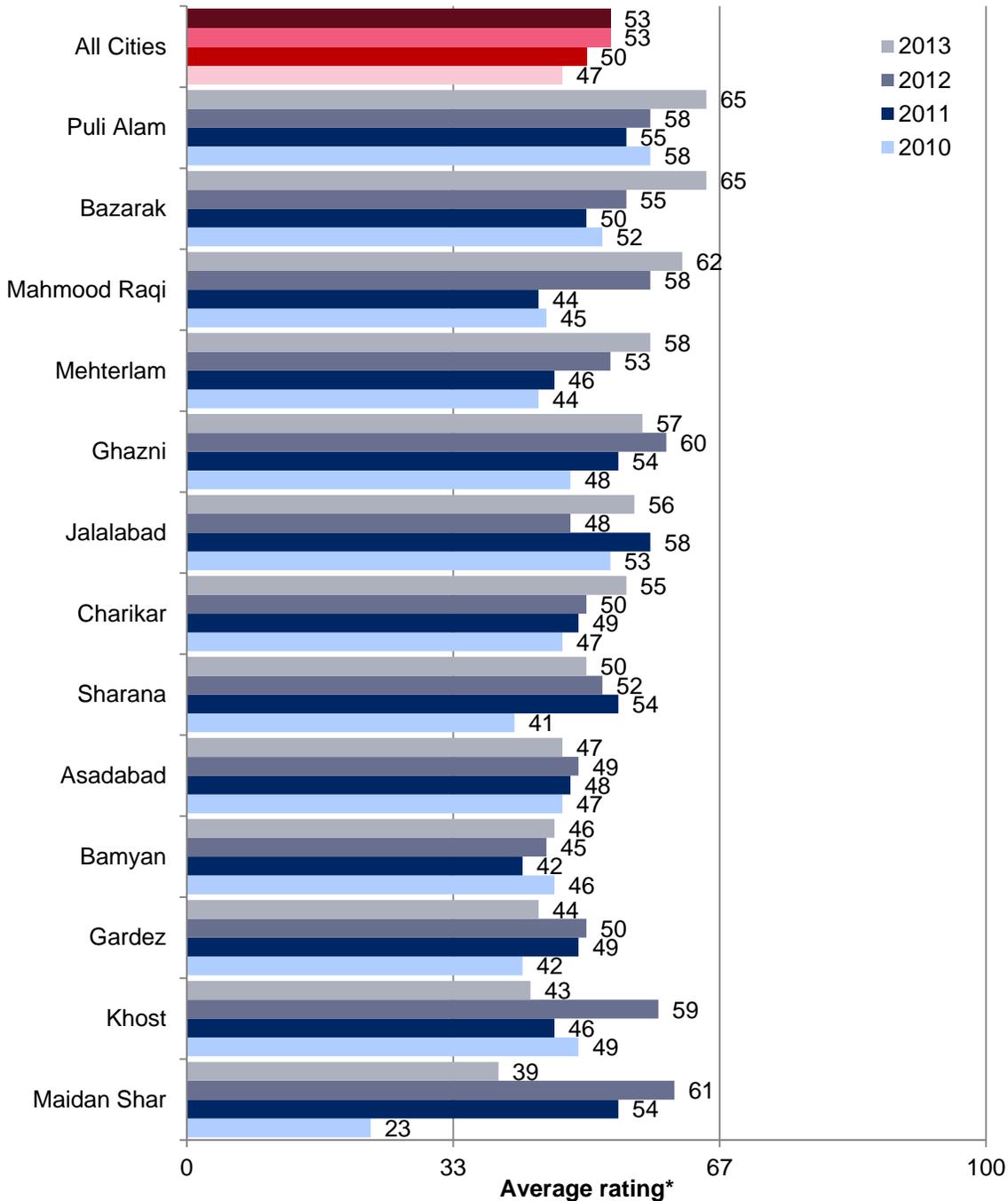
The following indices were created to help summarize the results of the resident opinion survey:

- Quality of Life
- Employment
- Trash
- Roads
- Drainage
- Market
- Awareness and Communication with Municipality
- Trust In Municipal Government
- Women in Society
- Water Services
- Electricity Services

# QUALITY OF LIFE

Overall, residents' ratings of their quality of life in RUE cities were similar in 2012 and 2013, sustaining the improvements made since 2010. Six cities saw improvements from 2012 to 2013, three cities had similar ratings between years and three cities (Maidan Shar, Khost and Gardez) had significantly lower ratings in 2013 than 2012. Ratings were highest in Puli Alam and Bazarak and lowest in Maidan Shar.

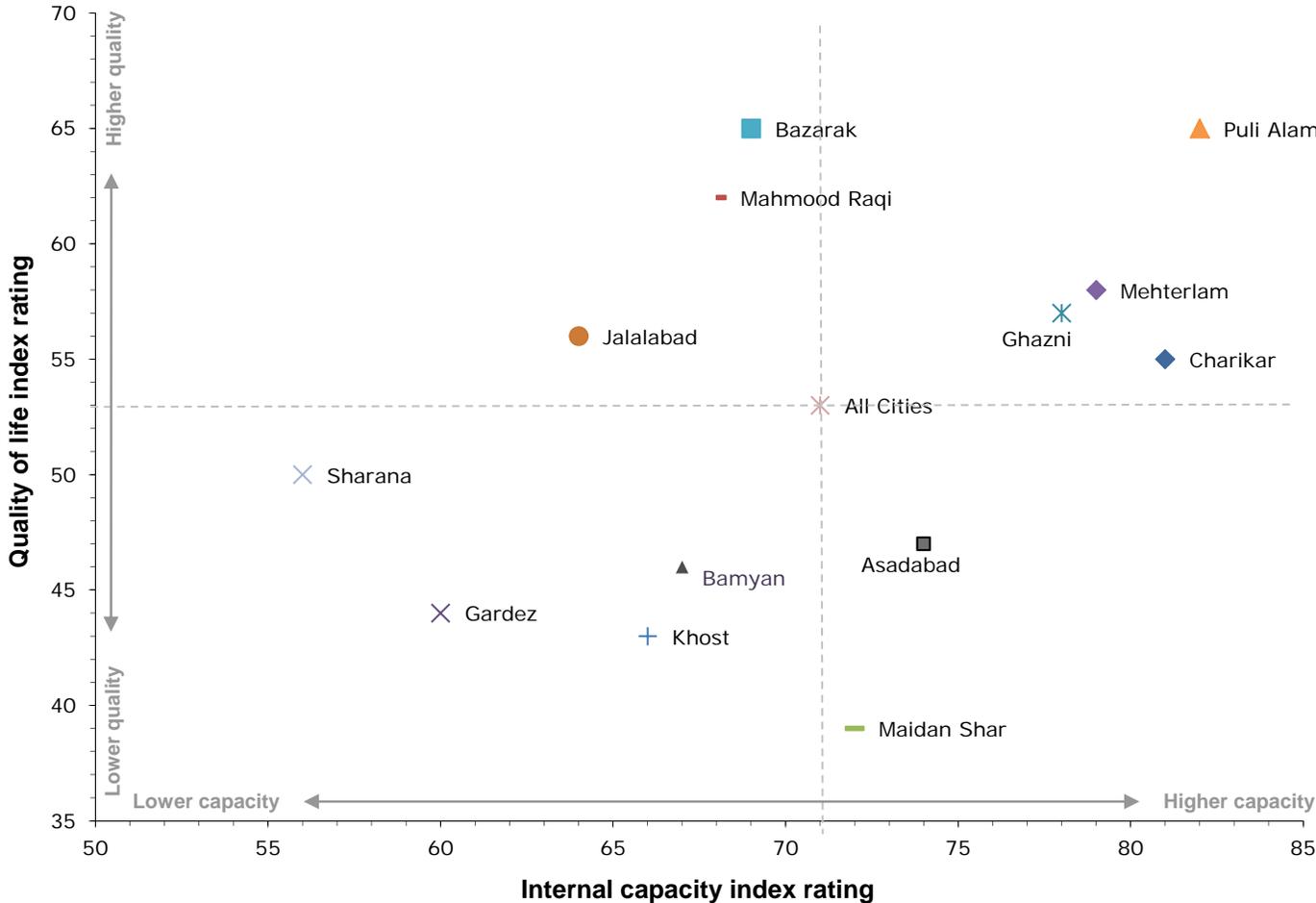
**FIGURE 5: RESIDENTS' QUALITY OF LIFE RATING COMPARED BY CITY AND YEAR**



\*Average index rating where 100=highest, 0=lowest

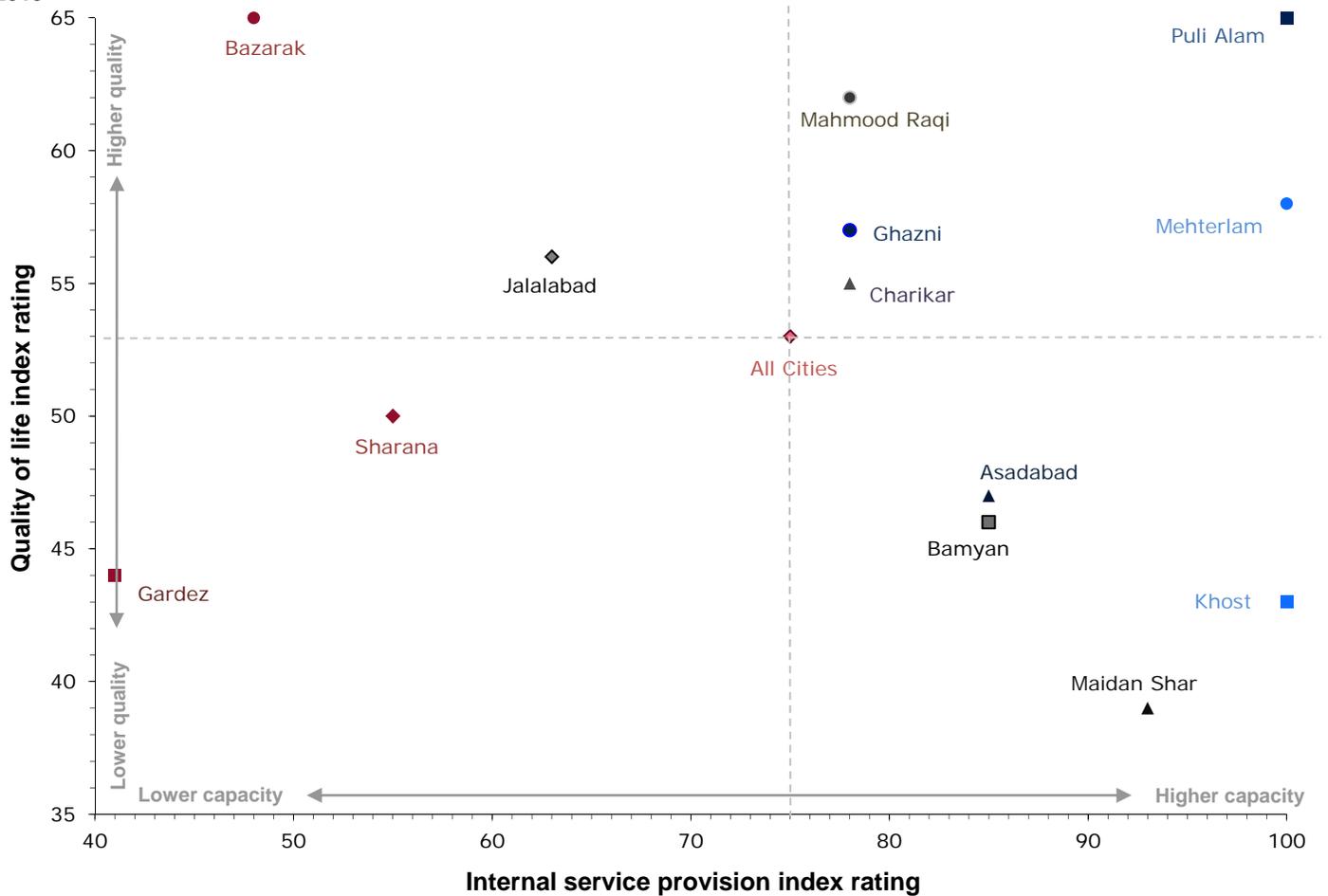
When comparing residents' ratings of their quality of life to the internal capacity index rating for their city, there was a somewhat positive relationship between quality of life and internal capacity. Four cities had higher internal capacity and higher quality of life (Puli Alam, Mehterlam, Ghazni and Charikar) and four had a lower capacity and lower quality of life (Sharana, Bamyan, Gardez and Khost). Two (Bazarak and Mahmood Raqi) had average internal capacity index ratings and higher quality of life ratings. Three cities had negative relationships between internal capacity and higher quality of life; Asadabad and Maidan Shar each had higher internal capacity ratings but lower quality of life ratings and Jalalabad had lower internal capacity ratings but higher quality of life ratings (compared to the RUE average).

**FIGURE 6: RESIDENTS' QUALITY OF LIFE RATING VERSUS INTERNAL CAPACITY INDEX BY CITY, 2013**



Municipalities provided a variety of services; the service provision internal capacity index captures how many services (waste water systems, sanitation systems, dump sites, landfills, regular road maintenance, regular public parks maintenance and regular latrine maintenance) the municipality provided by themselves or through partnerships. Khost, Puli Alam, Mehterlam and Maidan Shar were involved in the provision of the highest number of services, but varied in quality of life ratings. Puli Alam and Mehterlam had high quality of life ratings, whereas Khost and Maidan Shar had low quality of life ratings. Khost's quality of life was similar to Gardez, the municipality that provided the fewest services. In contrast, although Bazararak provided few services, residents reported a high quality of life. Higher number of services provided by a municipality did not show a correlation with higher quality of life scores by residents.

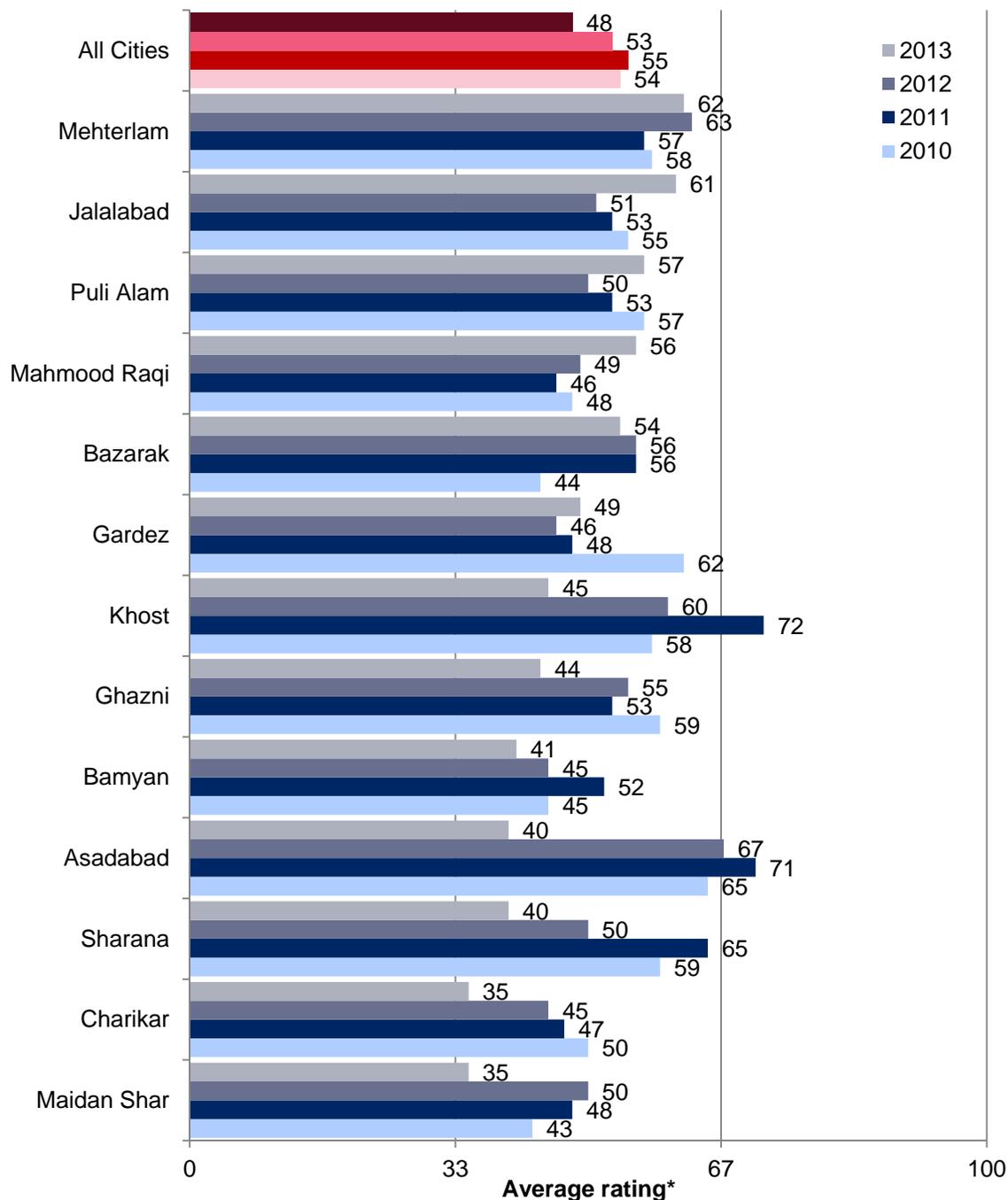
**FIGURE 7: RESIDENTS' QUALITY OF LIFE RATING VERSUS SERVICE PROVISION INTERNAL CAPACITY INDEX BY CITY, 2013**



# EMPLOYMENT

The residents' job opportunities index was formed from several questions that asked for resident opinion about the number of jobs and businesses in their city, whether their head of household was employed and if the number of jobs had increased, decreased or stayed the same in the prior year. Ratings of job opportunities in the city were highest in Mehterlam, Jalalabad, Puli Alam and Mahmood Raqi. The index level decreased overall from 2012 to 2013, but increased for Jalalabad, Puli Alam and Mahmood Raqi. The greatest concern about employment was in Charikar and Maidan Shar.

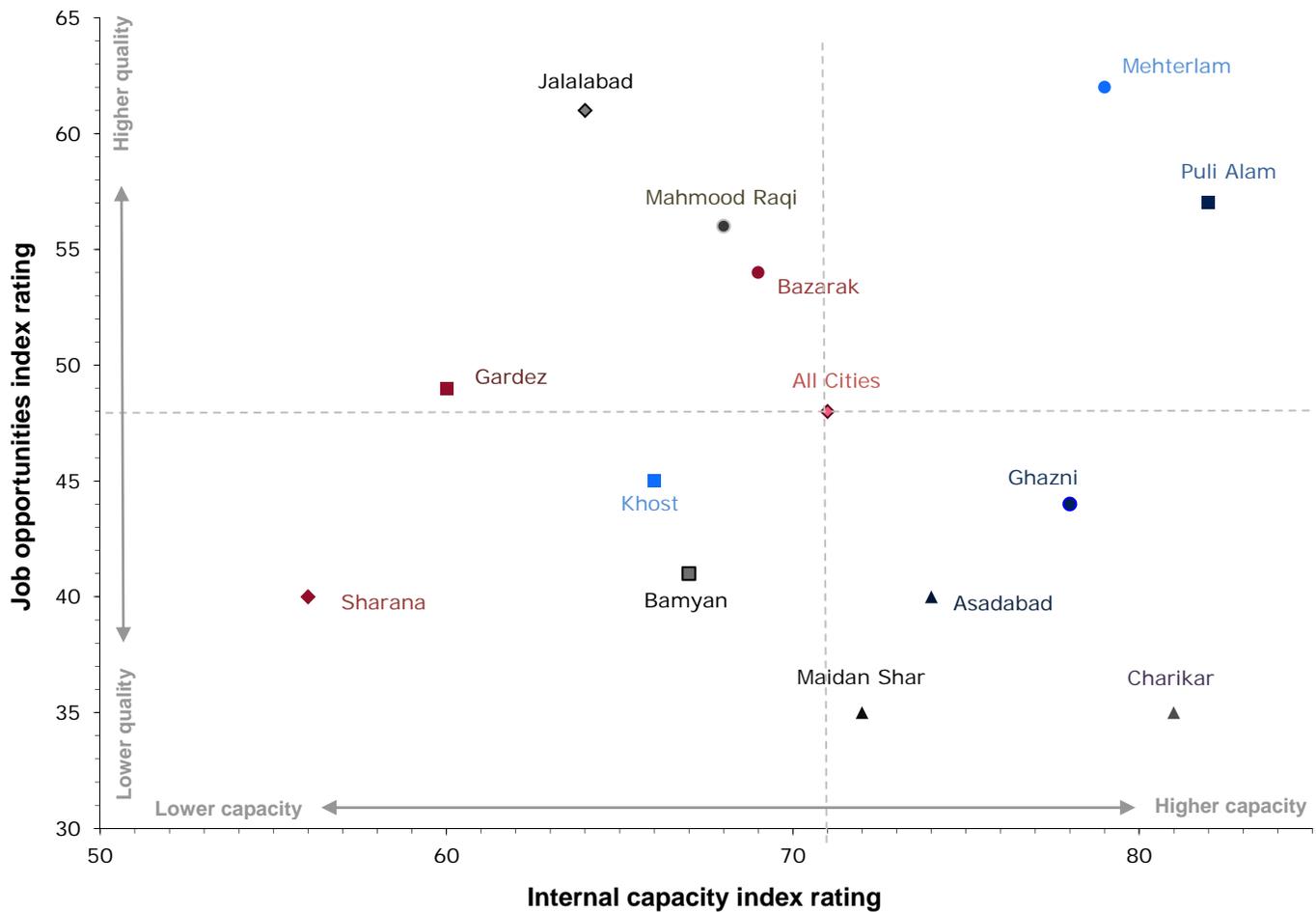
**FIGURE 8: RESIDENTS' JOB OPPORTUNITIES INDEX RATING COMPARED BY CITY AND YEAR**



\*Average index rating where 100=highest, 0=lowest

Overall, there was not a clear correlation between the job opportunity index and the internal municipal capacity index. Mehterlam residents were most optimistic about job opportunities, but this was followed closely by Jalalabad, which had below average ratings of internal capacity. In contrast, residents of Maidan Shar and Charikar were least optimistic about job opportunities, despite their municipalities' greater internal capacity.

**FIGURE 9: RESIDENTS' JOB OPPORTUNITIES INDEX RATING VERSUS INTERNAL CAPACITY INDEX BY CITY, 2013**



In 2013, about 4 in 10 residents surveyed rated the number of job opportunities in their city as excellent or good, while 6 in 10 said it was fair or poor. Residents of Parun, Jalalabad, Mahmood Raqi and Mehterlam were most optimistic about jobs in their cities, while Charikar and Maidan Shar residents were least optimistic. Ratings improved from 2012 to 2013 for Jalalabad but declined for Asadabad, Ghazni, Khost and Maidan Shar (see Figure 10).

**FIGURE 10: RESIDENTS' RATING OF THE NUMBER OF JOB OPPORTUNITIES IN THEIR CITY, 2013**

City	November 2013				Average rating*			
	Excellent	Good	Fair	Poor	2013	2012	2011	2010
All Cities	6%	31%	34%	29%	32	37	38	37
Parun	0%	0%	0%	0%	47	41	35	36
Jalalabad	1%	26%	38%	35%	42	28	31	30
Mahmood Raqi	1%	14%	19%	67%	42	34	16	34
Mehterlam	0%	23%	49%	28%	41	49	32	41
Asadabad	40%	29%	25%	5%	39	55	68	45
Bazarak	0%	49%	24%	27%	38	43	41	32
Gardez	0%	24%	40%	36%	32	29	29	43
Sharana	19%	76%	1%	4%	32	37	38	37
Ghazni	1%	24%	39%	37%	29	40	29	44
Khost	2%	48%	30%	19%	29	49	45	41
Bamyan	3%	26%	37%	34%	22	26	33	26
Puli Alam	2%	25%	49%	25%	21	26	70	45
Maidan Shar	9%	28%	29%	33%	16	38	38	17
Charikar	0%	25%	35%	40%	14	28	29	40

\*where 100=excellent, 67=good, 33=fair and 0= poor.

In 2013, 19% of RUE residents thought employment opportunities in their city had gotten better, compared to 25% in 2012 and 36% in 2011. Four in 10 thought the number of employment opportunities had stayed the same, and a similar proportion thought it had gotten worse (see Figure 11 below).

While ratings of the number of job opportunities in the city were highest in Parun, Jalalabad, Mahmood Raqi and Mehterlam, residents of Mehterlam, Gardez and Bazarak were more likely than those in most other cities to think the number of opportunities had increased in the year prior to the survey. Those in Sharana, Ghazni and Charikar were most likely to think that employment opportunities had decreased in the past year.

**FIGURE 11: RESIDENTS' RATING OF THE CHANGE IN EMPLOYMENT OPPORTUNITIES IN THE YEAR PRIOR TO THE SURVEY BY CITY, 2013**

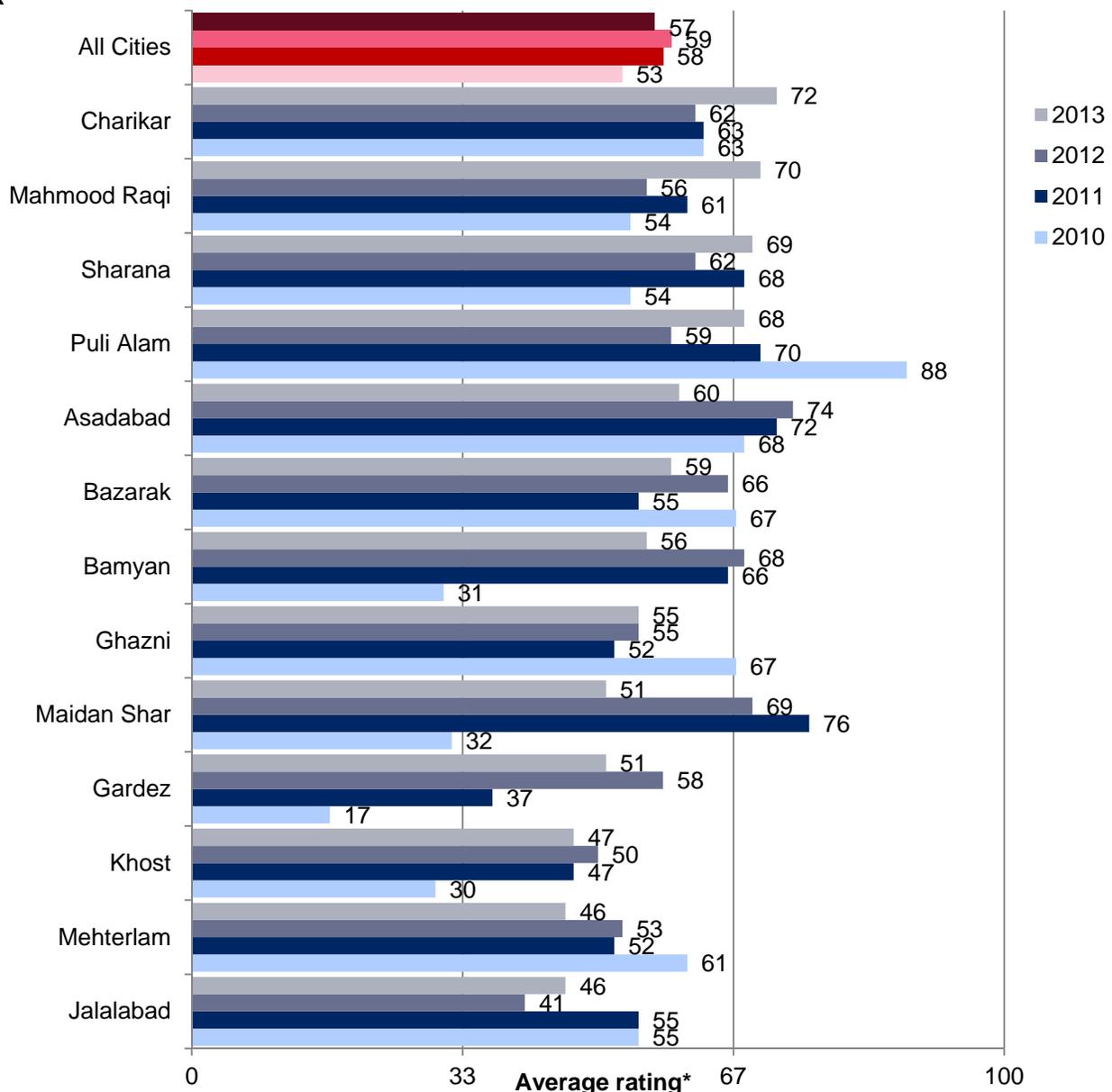
	<b>Employment opportunities increased</b>	<b>Employment opportunities stayed the same</b>	<b>Employment opportunities decreased</b>
All cities	19%	40%	42%
Mehterlam	57%	23%	20%
Gardez	30%	34%	37%
Bazarak	28%	50%	22%
Jalalabad	23%	66%	11%
Mahmood Raqi	20%	57%	23%
Asadabad	19%	56%	25%
Puli Alam	16%	32%	53%
Maidan Shar	14%	29%	57%
Khost	13%	50%	38%
Bamyan	9%	28%	62%
Charikar	7%	26%	68%
Ghazni	5%	27%	67%
Sharana	0%	27%	73%

# SERVICES

Afghan cities varied in the number and type of services they were able to provide their residents. The internal service provision index gives a rating of how many services are provided. The resident survey asked about several services that could be provided by the City, or another agency, and some that may not exist in the city at all. These included solid waste, roads, drainage, sanitation, green areas/parks and markets.

Before looking at individual services, residents were asked, “Overall, do you think the municipal government is doing a very good job, somewhat good job, somewhat bad job or a very bad job providing the services you think they should provide?” The chart below shows this overall rating. Residents in Charikar, Mahmood Raqi, Sharana and Puli Alam gave the highest ratings to the job their municipalities did providing services. Lowest ratings went to Jalalabad, Mehterlam and Khost. Maidan Shar, Bamyan and Asadabad saw a sharp drop in ratings from 2012 to 2013, while Charikar, Mahmood Raqi and Puli Alam saw increases.

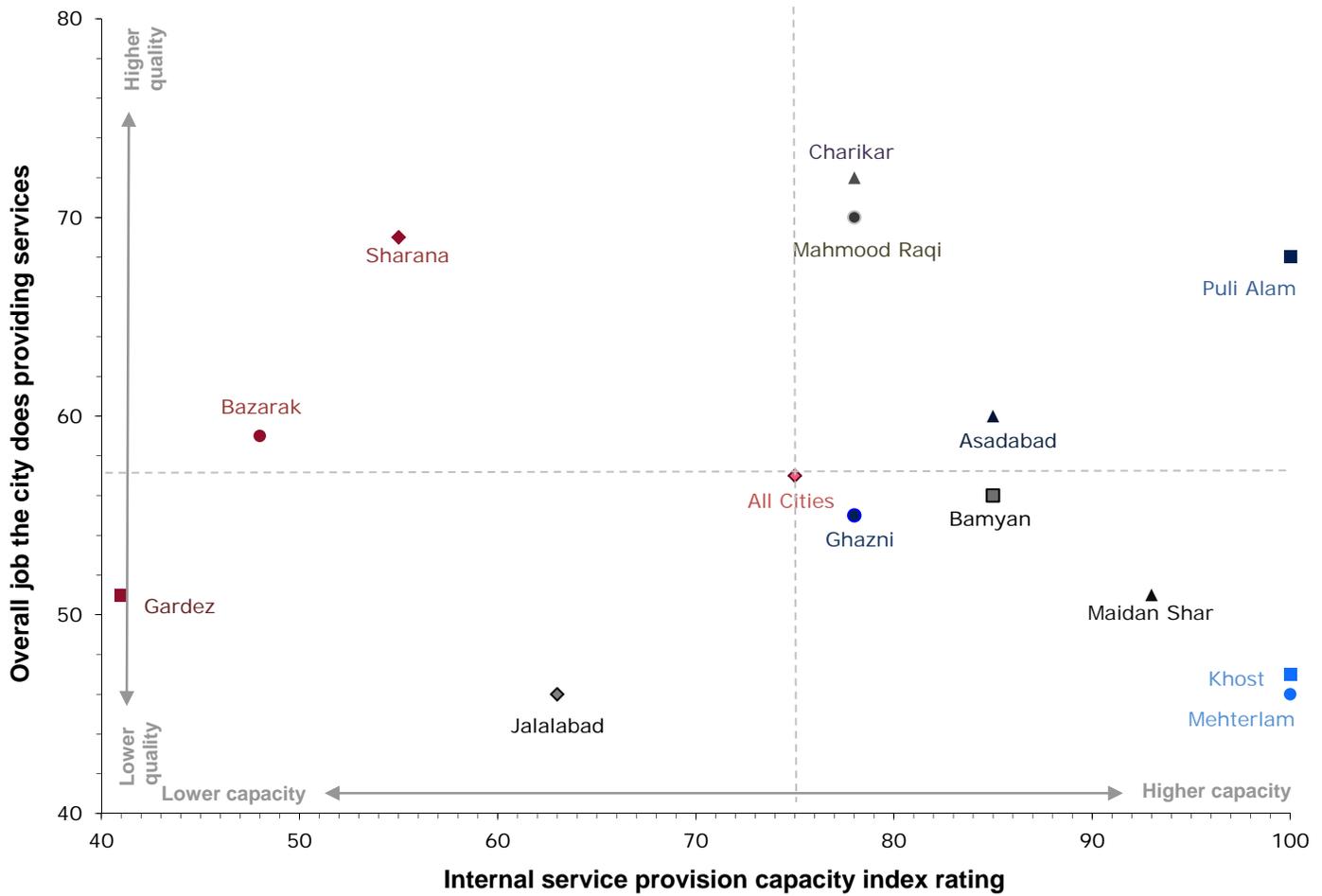
**FIGURE 12: RESIDENTS’ RATING OF THE OVERALL JOB THE CITY DOES PROVIDING SERVICES COMPARED BY CITY AND YEAR**



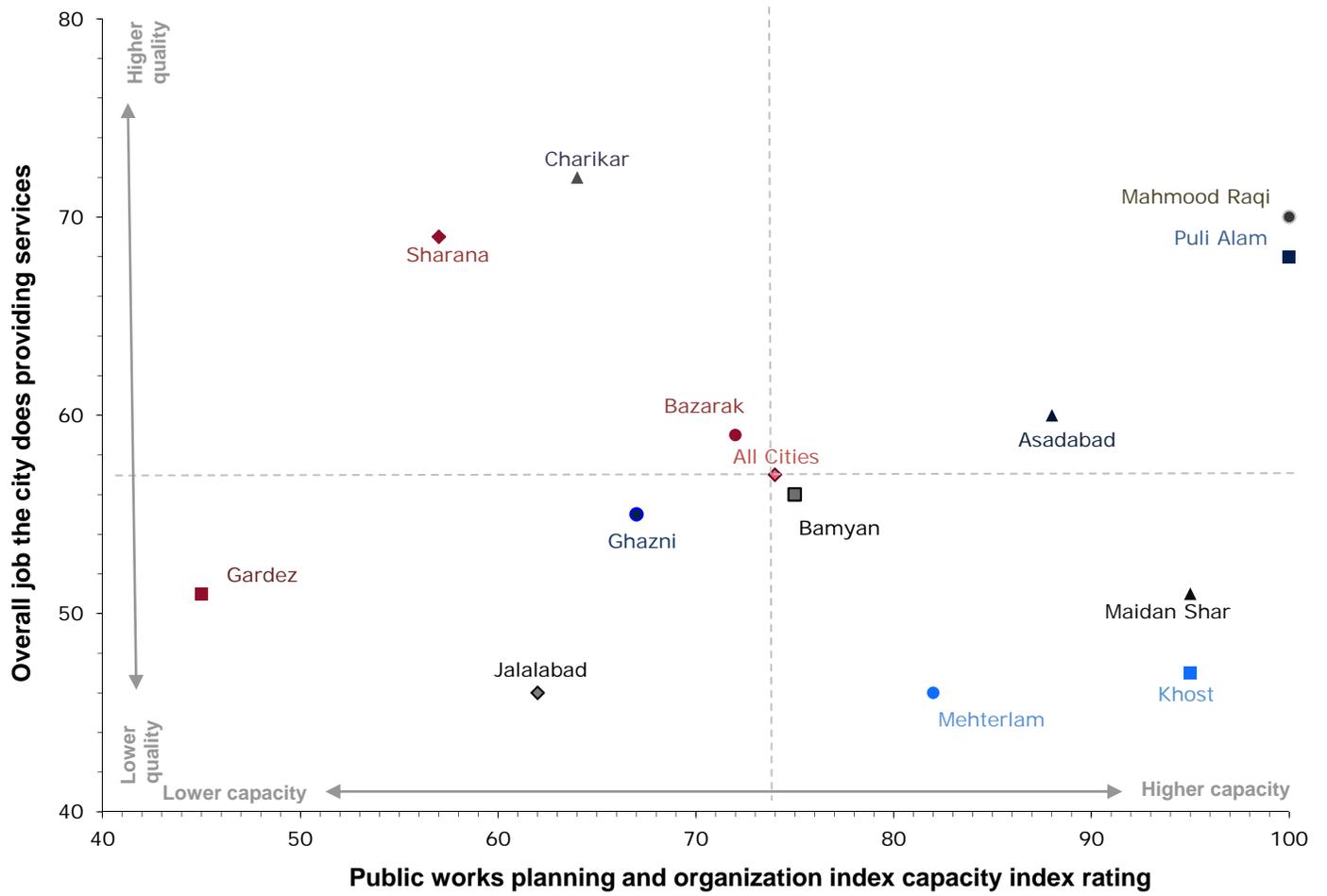
\*Average index rating where 100=very good job, 67=somewhat good job, 33=somewhat bad job, 0=very bad job

Jalalabad and Gardez had a lower than average rating for quality of overall service provision and also had lower than average ratings for its internal service provision index and public works planning and organization index. Puli Alam had both higher ratings for these internal indices and higher resident ratings for the overall job the City does providing services. There was no clear correlation between resident ratings of service provision and internal service provision capacity.

**FIGURE 13: RESIDENTS' RATING OF THE OVERALL JOB THE CITY DOES PROVIDING SERVICES VERSUS INTERNAL SERVICE PROVISION INDEX BY CITY, 2013**



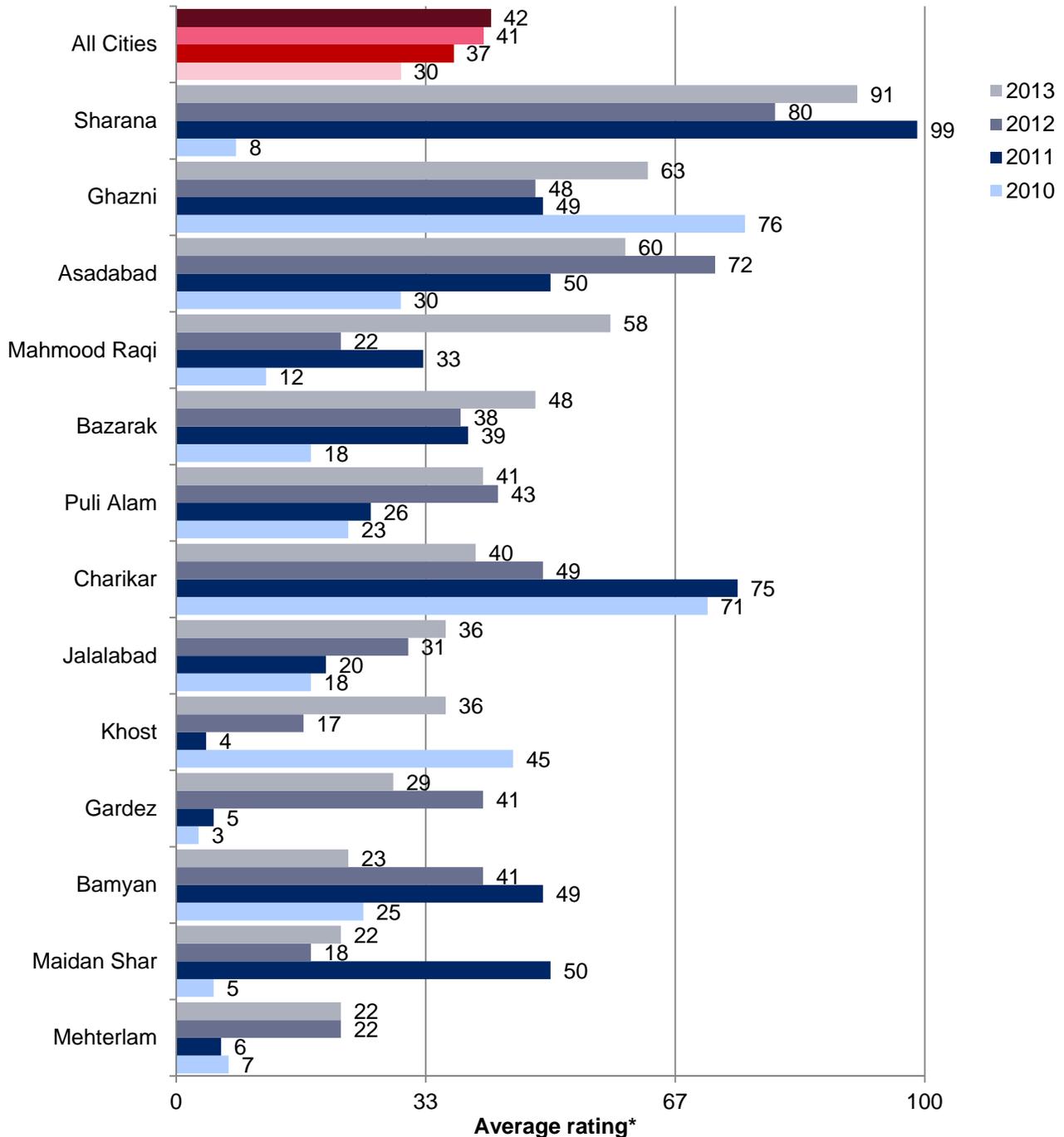
**FIGURE 14: RESIDENTS' RATING OF THE OVERALL JOB THE CITY DOES PROVIDING SERVICES VERSUS PUBLIC WORKS PLANNING AND ORGANIZATION INDEX BY CITY, 2013**



# TRASH

Residents across RUE were generally disappointed with the methods they used to dispose of trash, with the exception of those in Sharana, Ghazni, Asadabad and Mahmood Raqi, where most were satisfied. In Sharana, Asadabad and Ghazni most residents used public containers for trash disposal. Those in Bamyán, Maidan Shar and Mehterlam were least satisfied with trash disposal methods and most disposed of their trash at improvised dumpsites or in the streets. All but four cities (Ghazni, Charikar, Bamyán and Khost) saw increases in their trash disposal ratings from 2010 to 2013. Charikar trash disposal ratings dropped from 71 in 2010 to 40 in 2013, moving from 3<sup>rd</sup> to 7<sup>th</sup> among the 13 RUE cities. Sharana, Ghazni, Mahmood Raqi, Bazarak and Khost saw sharp increases in ratings from 2012 to 2013.

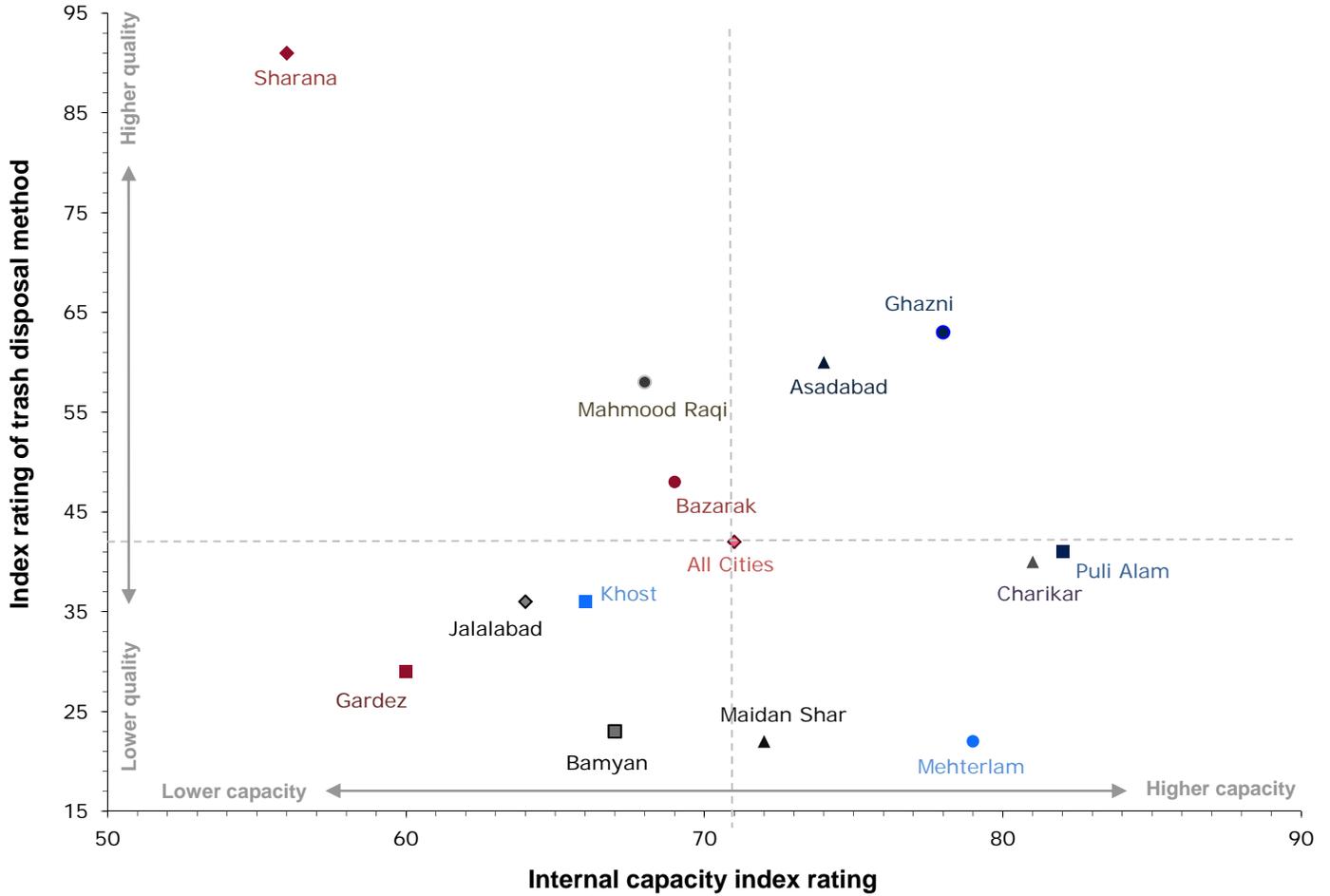
**FIGURE 15: RESIDENTS' RATING OF TRASH DISPOSAL METHOD COMPARED BY CITY AND YEAR**



\*Average index rating where 100=highest, 0=lowest

While Sharana had lower than average internal capacity index ratings, the municipality provided sufficient public trash bins such that residents did not dispose of trash in the streets and expressed greater satisfaction with their trash disposal method. While the municipality had higher internal capacity ratings in Maidan Shar and Mehterlam, satisfaction with trash disposal methods was low.

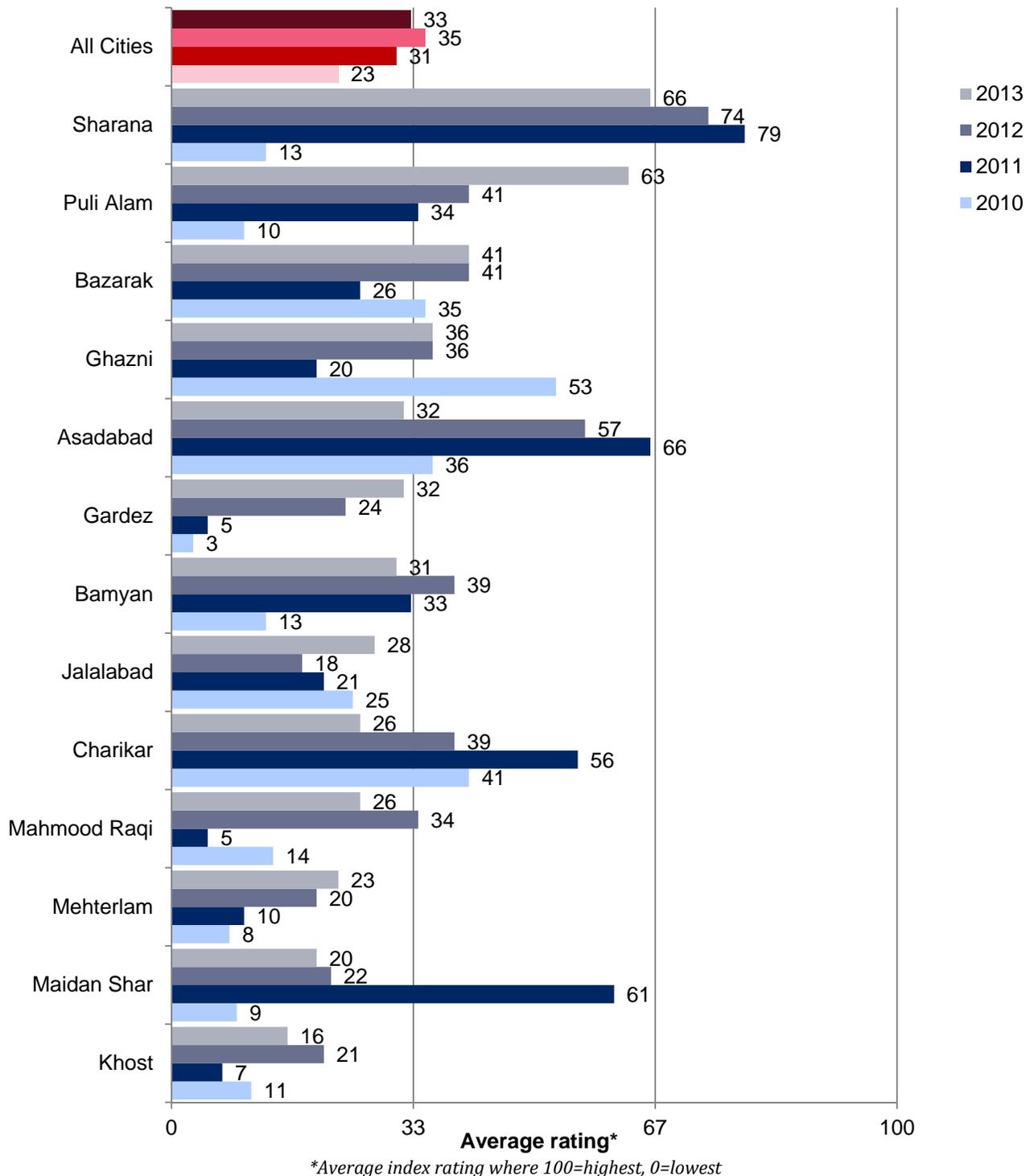
**FIGURE 16: RESIDENTS' INDEX RATING OF TRASH DISPOSAL METHOD VERSUS INTERNAL CAPACITY INDEX BY CITY, 2013**



Residents were also asked to rate their satisfaction with trash services provided by the municipality. Satisfaction with trash services ranged widely, but was on average low. Sharana residents again gave the highest ratings, with Puli Alam and Bazarak also receiving above average ratings.

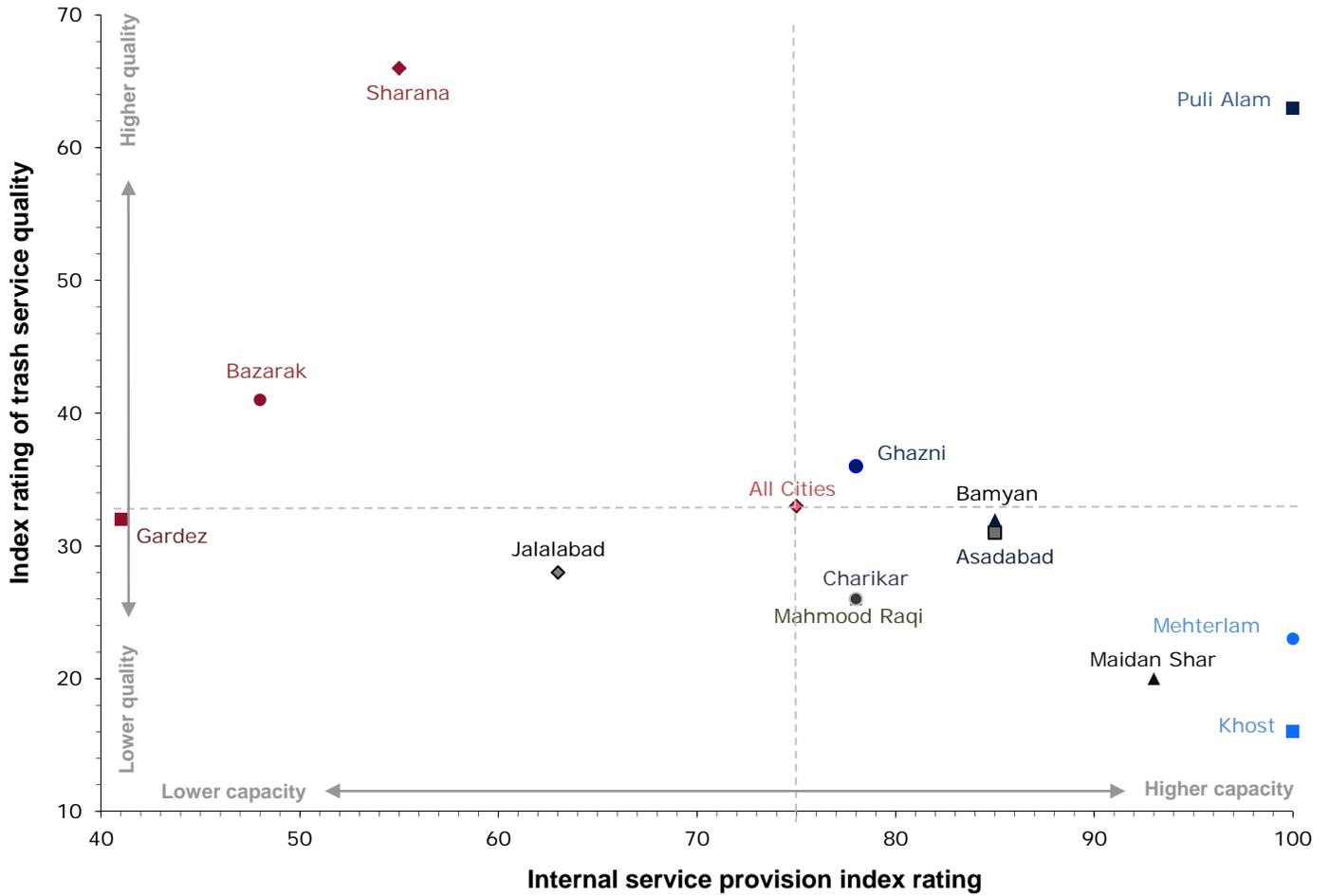
Khost, Maidan Shar and Mehterlam received the lowest resident ratings of municipal trash services. While most cities saw an improvement in ratings from 2010 to 2013, Jalalabad and Asadabad remained similar and Charikar and Ghazni saw decreases in satisfaction with trash services.

**FIGURE 17: RESIDENTS' RATING OF TRASH SERVICE QUALITY COMPARED BY CITY AND YEAR**



Of the three cities with resident ratings for trash service provision that were above the RUE city average, two had lower than average internal service provision index ratings (Sharana and Bazarak) and one had higher than average internal service provision index ratings (Puli Alam). Most cities with lower resident ratings for trash service provision had higher internal service provision ratings (e.g., Khost, Mehterlam, Maidan Shar).

**FIGURE 18: RESIDENTS' INDEX RATING OF TRASH SERVICE QUALITY VERSUS INTERNAL SERVICE PROVISION INDEX BY CITY, 2013**

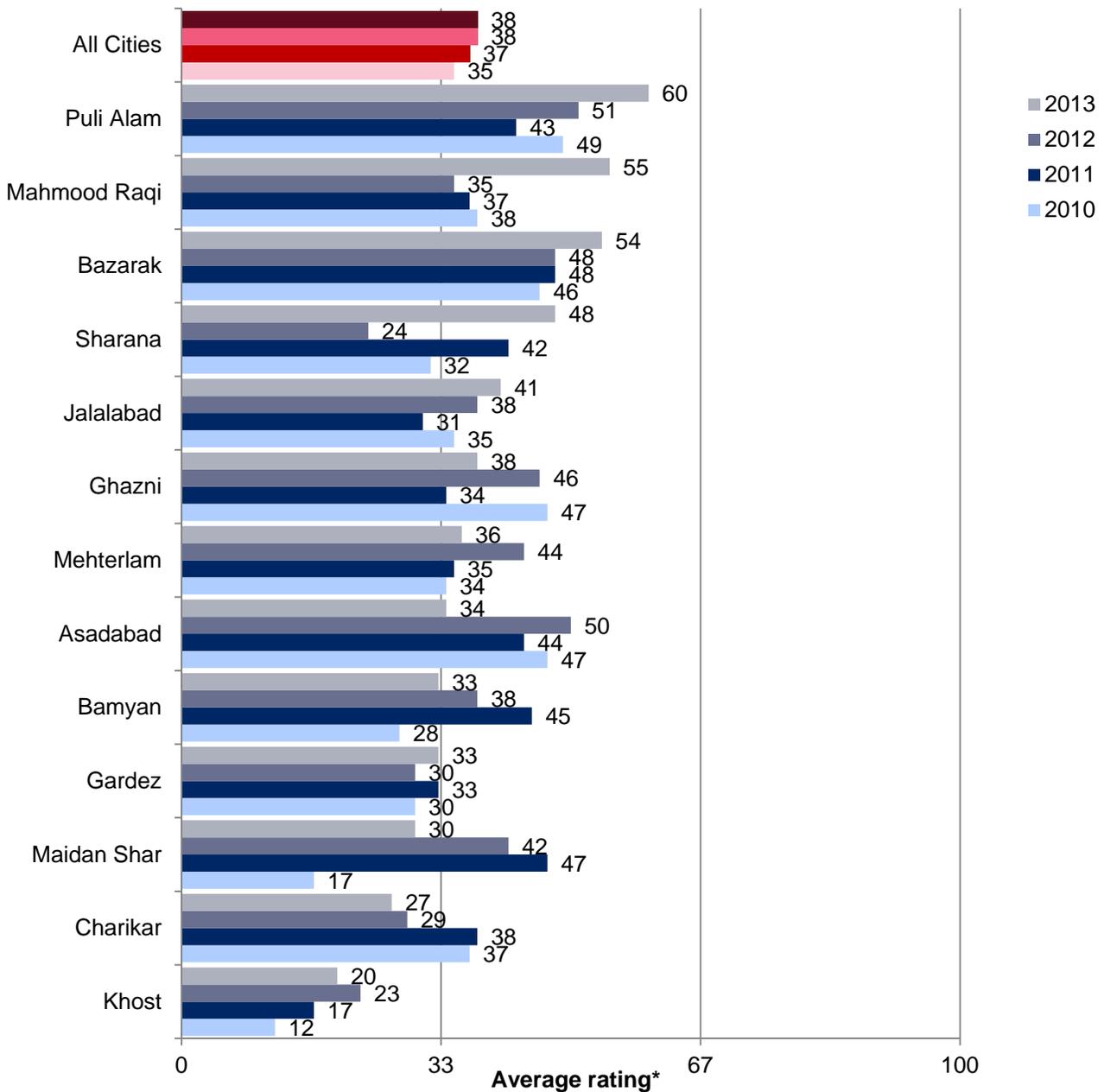


# ROADS

Residents evaluated the condition of local streets, main city streets and highways, as well as road construction and maintenance, and the average results from these questions are presented as an index score in the figure below. Ratings across all cities were low and ranged from only 20 to 60 on a 100-point scale. Puli Alam, Mahmood Raqi and Bazarak received the highest ratings of road conditions and service quality, while Khost and Charikar received the lowest. Overall, ratings remained similar across survey years.

While not directly comparable to the results of the RUE survey, the TAF Survey asked residents to rate the condition of “roads in your area” and in 2013 11% of Afghans said it was very good, 32% said it was quite good, 32% said it was quite bad and 25% said it was very bad (a rating of 43 on a 100 point scale).

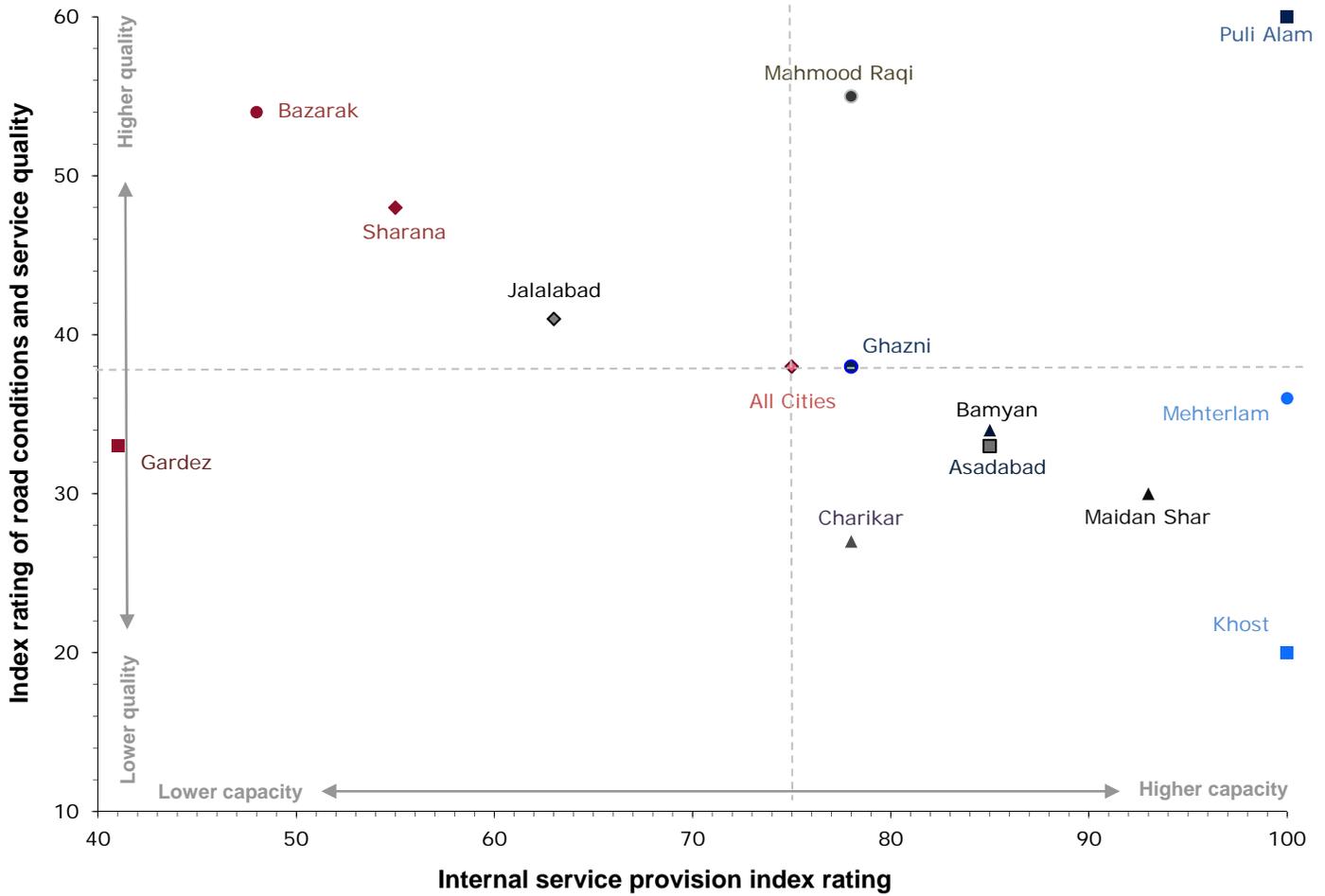
**FIGURE 19: RESIDENTS’ RATINGS OF ROAD CONDITIONS AND SERVICE QUALITY COMPARED BY CITY AND YEAR**



\*Average index rating where 100=highest, 0=lowest

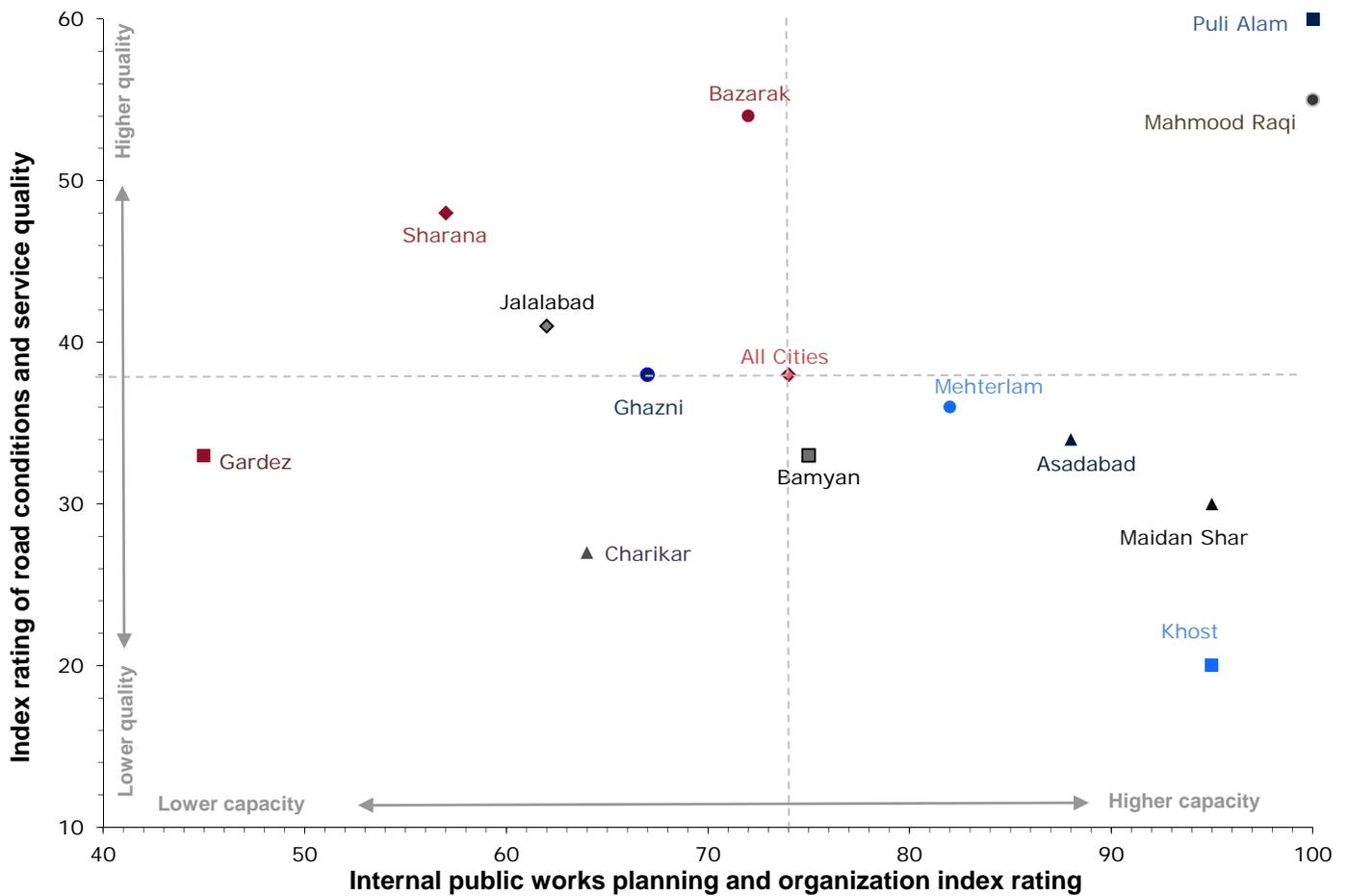
The two cities with the highest resident ratings for the condition of roads and road services also had high internal service provision index ratings (Puli Alam and Mahmood Raqi). However, Khost had the lowest resident ratings for the condition of roads and road service and a high internal service provision index rating. Gardez had low ratings for both indices.

**FIGURE 20: RESIDENTS' INDEX RATING OF ROAD CONDITIONS AND SERVICE QUALITY VERSUS INTERNAL SERVICE PROVISION INDEX BY CITY, 2013**



Puli Alam and Mahmood Raqi received high ratings for both road conditions and service quality and internal public works planning and organization. However, Khost received the lowest ratings for road conditions and service quality, despite its above average rating for public works planning and organization.

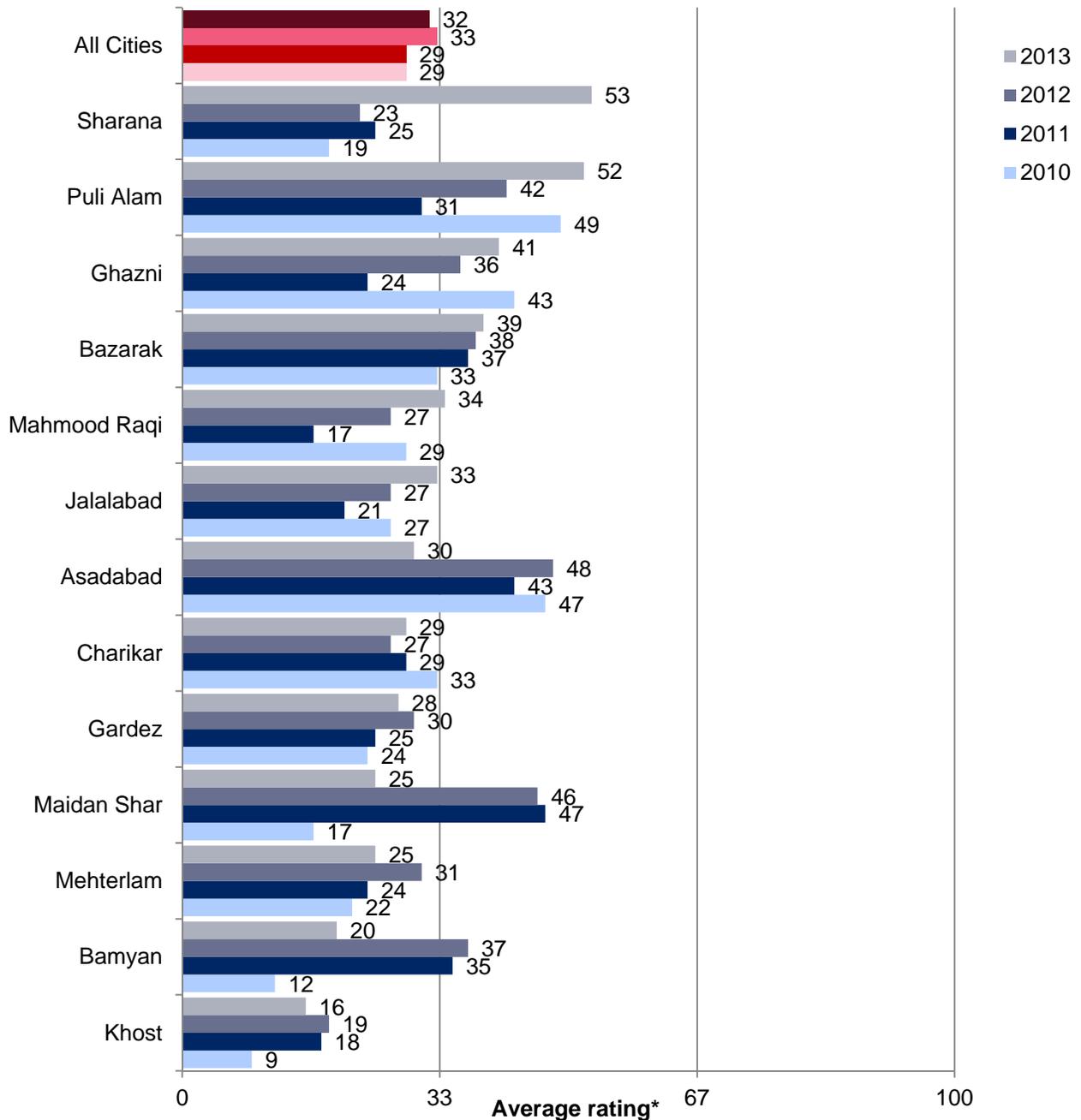
**FIGURE 21: RESIDENTS' INDEX RATING OF ROAD CONDITIONS AND SERVICE QUALITY VERSUS INTERNAL PUBLIC WORKS PLANNING AND ORGANIZATION INDEX BY CITY, 2013**



# DRAINAGE

The condition of local drainage and larger canals and related cleaning, construction and maintenance services were given low ratings by residents across the 13 RUE cities (an average of 32 on a 100 point scale), but had improved slightly from 2010. Residents in Sharana and Puli Alam gave the highest ratings, while those in Khost and Bamyan gave the lowest ratings. The highest ratings, however, were still just over 50 on a 100 point scale. Sharana, Bazarak, Maidan Shar, Bamyan and Knost all showed improvements from 2010 to 2013. Asadabad saw a decline in its drainage ratings from 2010 to 2013.

**FIGURE 22: RESIDENTS' RATING OF DRAINAGE CONDITIONS AND SERVICE QUALITY COMPARED BY CITY AND YEAR**

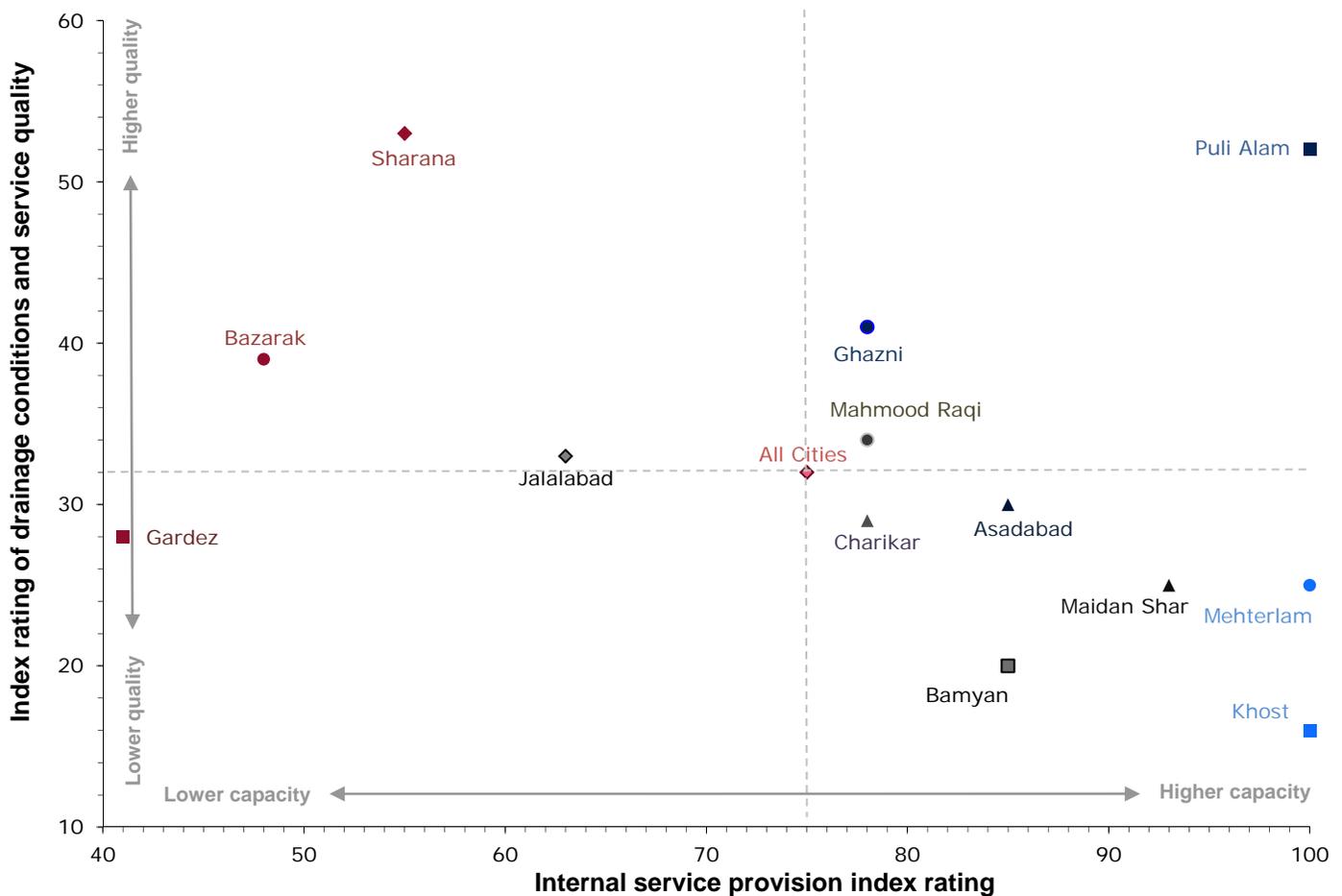


\*Average index rating where 100=highest, 0=lowest

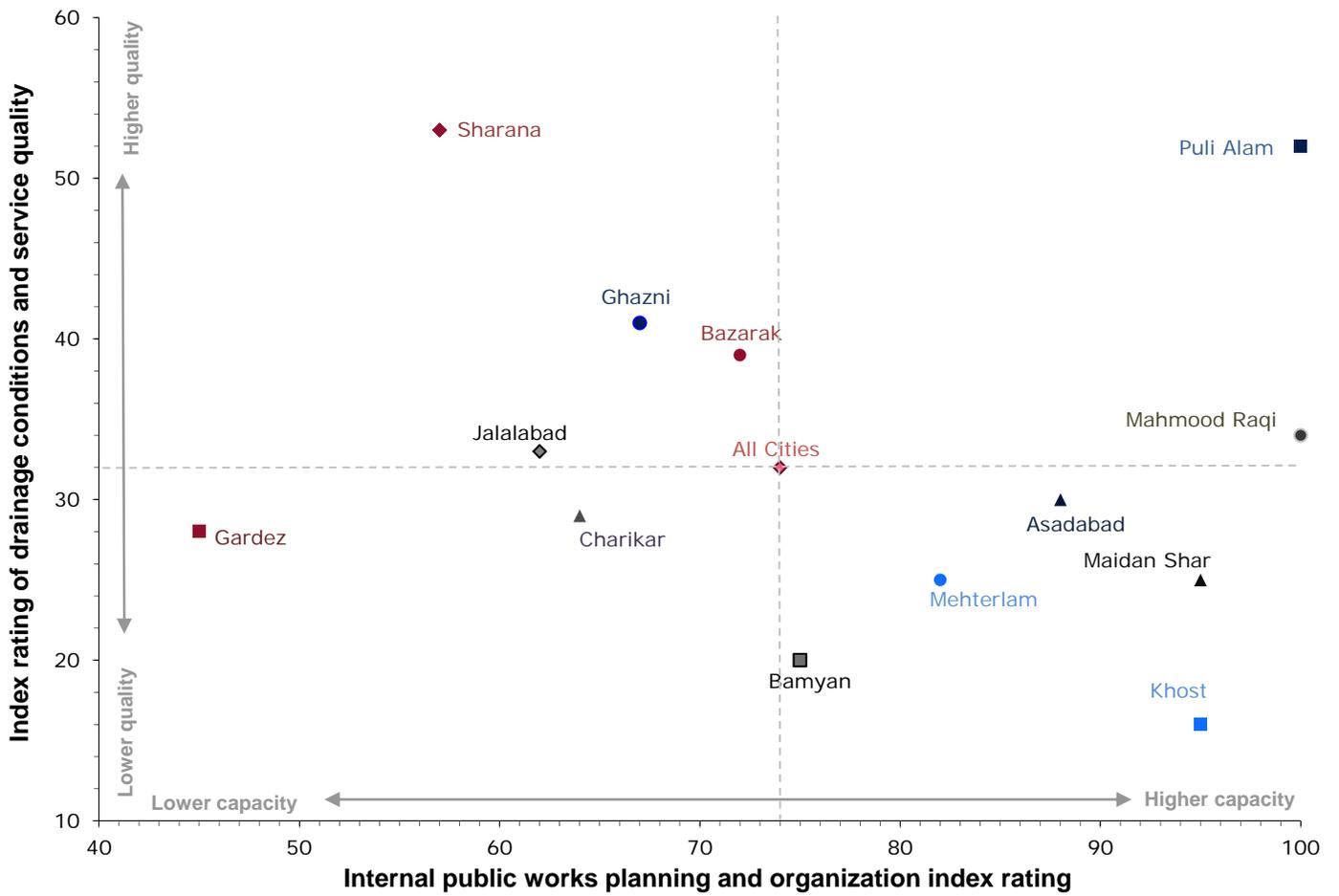
Puli Alam, Sharana, Bazarak and Ghazni were all rated above average for their drainage conditions and service quality, but only Puli Alam and Ghazni also received high ratings of internal service provision. Gardez had lower ratings for their internal service provision index, as well as the condition of drainage infrastructure and quality of drainage services. Many cities had higher internal service provision ratings but lower ratings of drainage conditions and services (e.g., Bamyan, Maidan Shar, Mehterlam, Khost).

The results were similar when comparing the internal public works planning and organization index to the resident ratings for the condition of drainage infrastructure and quality of drainage services (see Figure 24).

**FIGURE 23: RESIDENTS' INDEX RATING OF DRAINAGE CONDITIONS AND SERVICE QUALITY VERSUS INTERNAL SERVICE PROVISION INDEX BY CITY, 2013**



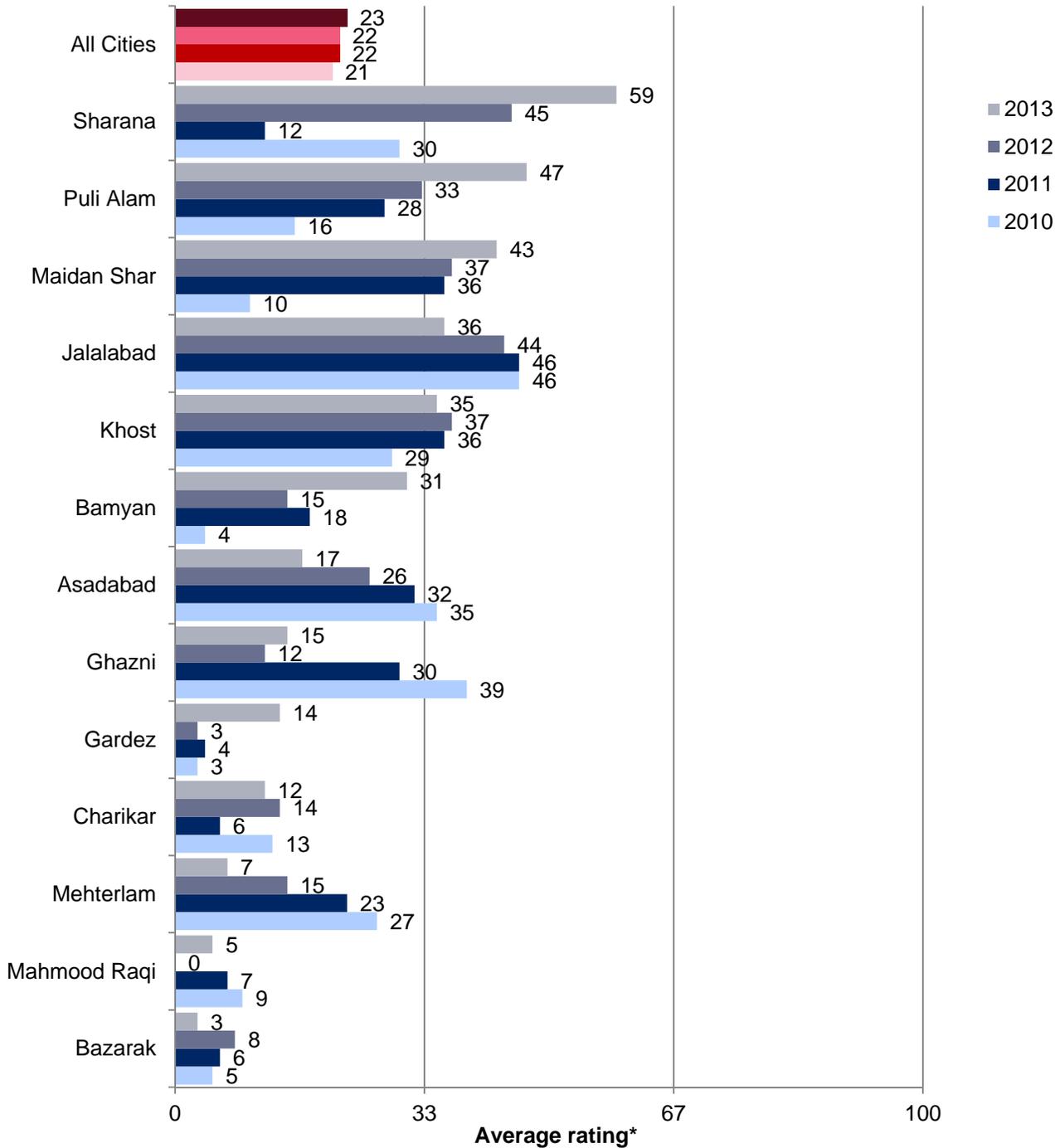
**FIGURE 24: RESIDENTS' INDEX RATING OF DRAINAGE CONDITIONS AND SERVICE QUALITY VERSUS INTERNAL PUBLIC WORKS PLANNING AND ORGANIZATION INDEX BY CITY, 2013**



# PARKS

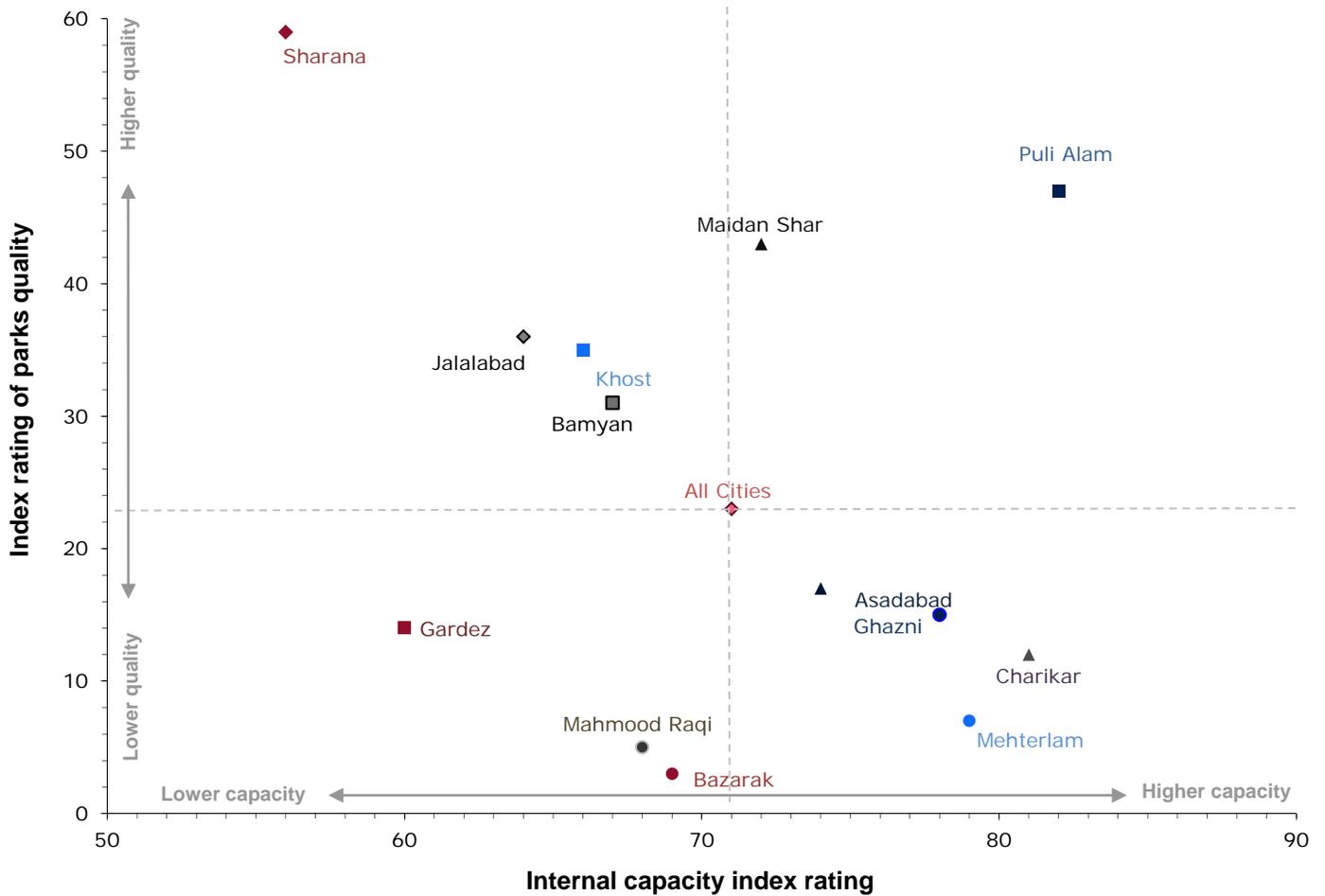
Parks received the lowest quality ratings among all city services. This was generally because there were few parks available for residents to use. The lowest resident ratings for parks were received by Bazarak, Mahmood Raqi and Mehterlam. The best ratings were received by Sharana and Puli Alam. Ratings in Sharana, Puli Alam, Maidan Shar, Khost, Bamyan and Gardez improved from 2010 to 2013, while ratings in Jalalabad, Asadabad, Ghazni and Mehterlam fell.

**FIGURE 25: RESIDENTS' RATING OF QUALITY OF PARKS COMPARED BY CITY AND YEAR**



Puli Alam and Maidan Shar received both higher internal capacity index ratings and higher resident ratings of parks quality. Gardez received lower than average ratings for each. Sharana received the highest resident ratings of parks but the lowest internal capacity index rating.

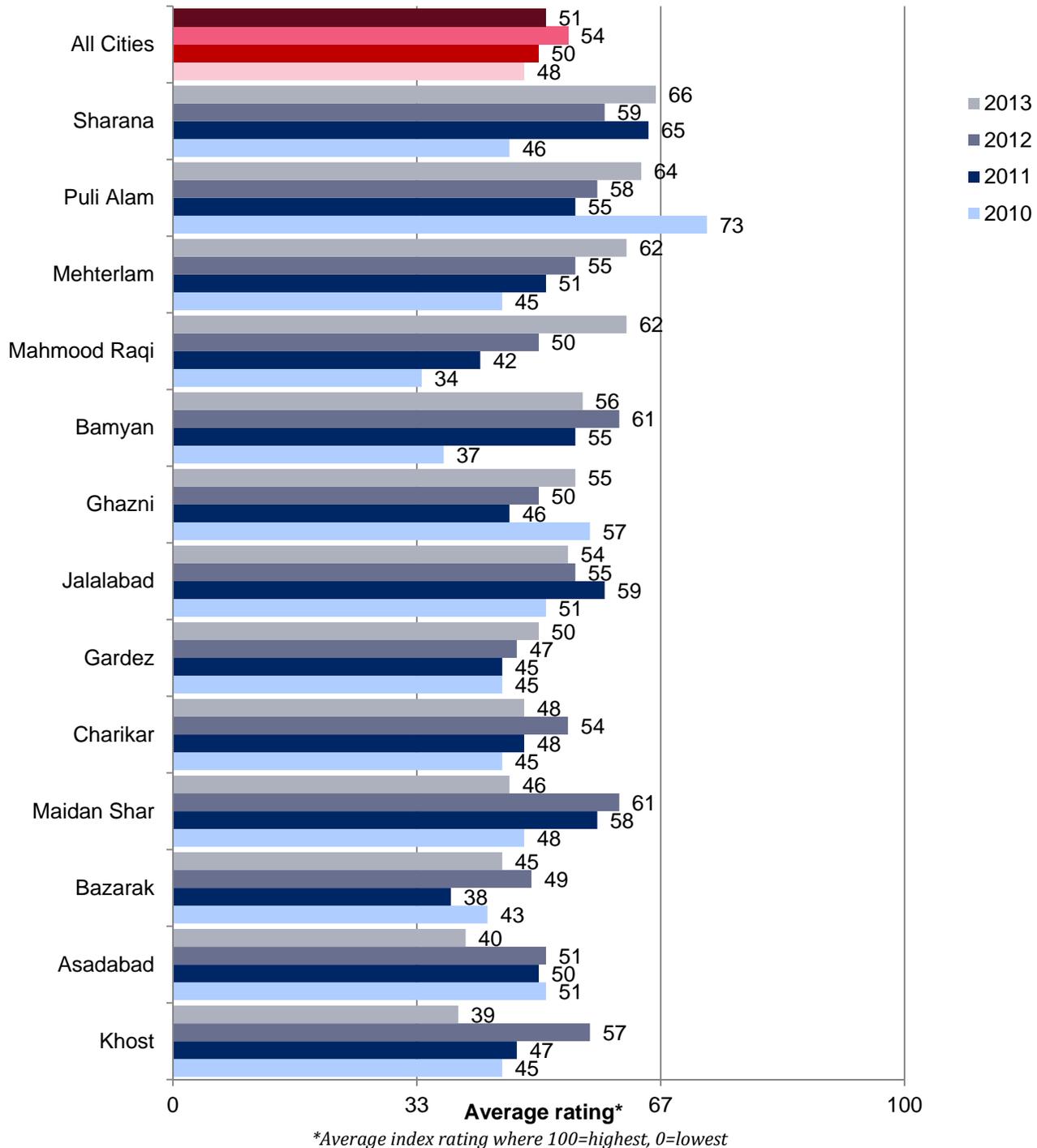
**FIGURE 26: RESIDENTS' INDEX RATING OF QUALITY OF PARKS VERSUS INTERNAL CAPACITY INDEX BY CITY, 2013**



# MARKET

In 2013, RUE residents gave their markets (location, size and quality, availability and price of food and goods) an average rating of 51 on a 100-point scale, similar to previous years. The lowest ratings were in Khost and Asadabad, while the highest were in Sharana and Puli Alam. Khost, Asadabad and Puli Alam saw declines in their ratings from 2010 to 2013, and Sharana, Mehterlam, Mahmood Raqi, Bamyán and Gardez saw improvements.

**FIGURE 27: RESIDENTS' RATING OF THE QUALITY OF MARKETS COMPARED BY CITY AND YEAR**



# WATER

Water is not a service that is provided by municipalities in Afghanistan, but it is a vital service to residents. Just over half of the residents in RUE cities got their drinking water from a well, one-third used a public standpipe or had water piped to their home, and 10% used an open source or other source. Those in Ghazni, Charikar and Jalalabad were most likely to use a public standpipe or have water piped to their home. In Bazarak and Charikar, those not using publicly supplied water did not have wells as alternatives but had to use an open source or purchase water.

Residents with well water or those using a public source were less likely to report that a family member had suffered from dysentery, cholera or severe diarrhea in the year prior to the survey. However, about one-third of them had experienced a waterborne illness.

**FIGURE 28: DRINKING WATER SOURCE BY CITY, 2013**

	Piped water or public standpipe	Well water	Other	All sources
All Cities	35%	54%	10%	100%
Ghazni	79%	20%	1%	100%
Charikar	70%	1%	29%	100%
Jalalabad	66%	34%	0%	100%
Bamyan	58%	25%	17%	100%
Bazarak	42%	14%	44%	100%
Gardez	25%	75%	0%	100%
Maidan Shar	15%	85%	0%	100%
Khost	7%	75%	18%	100%
Mehterlam	6%	93%	2%	100%
Asadabad	0%	99%	1%	100%
Mahmood Raqi	0%	98%	2%	100%
Puli Alam	0%	100%	0%	100%
Sharana	0%	99%	1%	100%

**FIGURE 29: DRINKING WATER SOURCE BY CITY, 2012**

	Piped water or public standpipe	Well water	Other	All sources
All Cities	32%	56%	12%	100%
Bazarak	73%	1%	26%	100%
Charikar	68%	1%	32%	100%
Jalalabad	50%	50%	0%	100%
Bamyan	49%	29%	22%	100%
Ghazni	37%	62%	1%	100%
Gardez	22%	78%	0%	100%
Sharana	16%	83%	1%	100%
Khost	15%	45%	39%	100%
Mahmood Raqi	13%	63%	24%	100%
Mehterlam	7%	91%	2%	100%
Maidan Shar	2%	98%	0%	100%
Puli Alam	2%	98%	1%	100%
Asadabad	0%	100%	0%	100%

**FIGURE 30: DRINKING WATER SOURCE BY CITY, 2011**

	<b>Piped water or public standpipe</b>	<b>Well water</b>	<b>Other</b>	<b>All sources</b>
All Cities	30%	52%	18%	100%
Bazarak	68%	2%	30%	100%
Charikar	79%	0%	21%	100%
Jalalabad	35%	65%	0%	100%
Bamyan	18%	32%	49%	100%
Ghazni	29%	66%	4%	100%
Gardez	65%	34%	1%	100%
Sharana	0%	99%	1%	100%
Khost	1%	18%	81%	100%
Mahmood Raqi	1%	75%	24%	100%
Mehterlam	9%	86%	5%	100%
Maidan Shar	3%	93%	4%	100%
Puli Alam	0%	98%	3%	100%
Asadabad	0%	99%	1%	100%

**FIGURE 31: FAMILY EXPERIENCED WATERBORNE ILLNESS BY DRINKING WATER SOURCE AND CITY, 2013**

	<b>Piped water or public standpipe</b>	<b>Well water</b>	<b>Other</b>	<b>All sources</b>
All Cities	33%	31%	50%	34%
Asadabad		24%	0%	24%
Bamyan	47%	42%	59%	48%
Charikar	32%	50%	58%	40%
Gardez	22%	12%	0%	14%
Ghazni	23%	15%	0%	21%
Jalalabad	33%	38%		35%
Khost	21%	29%	34%	29%
Mahmood Raqi		34%	50%	34%
Maidan Shar	45%	46%		46%
Mehterlam	64%	45%	0%	45%
Bazarak	36%	36%	50%	42%
Puli Alam		32%		32%
Sharana		39%	0%	39%

**FIGURE 32: FAMILY EXPERIENCED WATERBORNE ILLNESS BY DRINKING WATER SOURCE AND CITY, 2012**

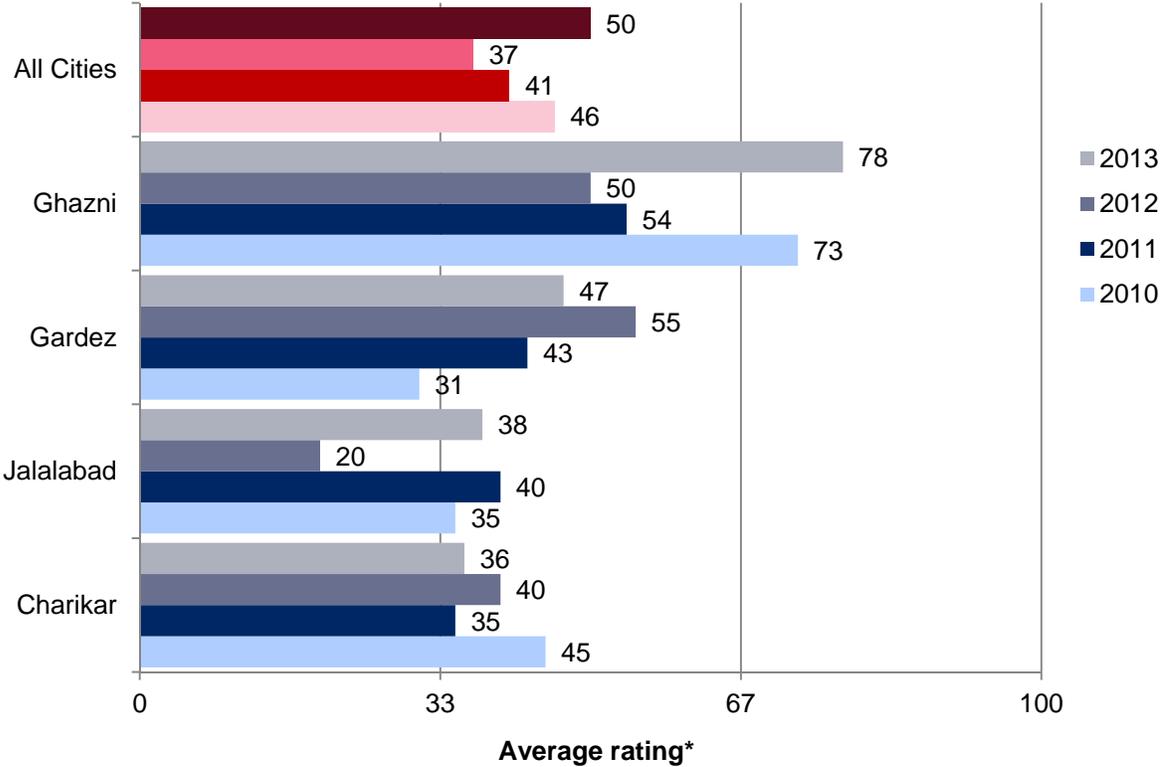
	<b>Piped water or public standpipe</b>	<b>Well water</b>	<b>Other</b>	<b>All sources</b>
All Cities	30%	31%	46%	33%
Asadabad		40%		40%
Bamyan	18%	17%	37%	22%
Charikar	23%		62%	35%
Gardez	13%	7%		8%
Ghazni	25%	27%		26%
Jalalabad	40%	21%		30%
Khost	38%	18%	36%	28%
Mahmood Raqi	100%	90%	67%	86%
Maidan Shar		47%		47%
Mehterlam	14%	28%		27%
Bazarak	44%		37%	42%
Puli Alam		49%		49%
Sharana	9%	32%		29%

**FIGURE 33: FAMILY EXPERIENCED WATERBORNE ILLNESS BY DRINKING WATER SOURCE AND CITY, 2011**

	<b>Piped water or public standpipe</b>	<b>Well water</b>	<b>Other</b>	<b>All sources</b>
All Cities	34%	26%	35%	30%
Asadabad		19%		19%
Bamyan	31%	22%	47%	36%
Charikar	19%		42%	24%
Gardez	40%	27%		36%
Ghazni	15%	20%		18%
Jalalabad	42%	41%		42%
Khost		8%	13%	13%
Mahmood Raqi		64%	78%	68%
Maidan Shar		43%		41%
Mehterlam	6%	34%	70%	34%
Bazarak	53%		53%	54%
Puli Alam		10%		10%
Sharana		6%		7%

Residents who received piped water at their home were asked to rate this service (the water quality and frequency and amount of supply). Only four cities had the service and in half of these cities (Ghazni and Gardez) ratings for the service improved from 2010 to 2013.

**FIGURE 34: RESIDENTS' RATING OF WATER SERVICE QUALITY, IF HAVE SERVICE, COMPARED BY CITY AND YEAR**



\*Average index rating where 100=highest, 0=lowest

# ELECTRICITY

Electricity is also not a service that was provided by municipalities in Afghanistan, but again, it is a vital service to residents. Just over half the residents in RUE cities had government supplied electricity. Few in Asadabad and no one in Bamyan, Bazarak or Sharana had government supplied electricity, while almost all residents in Ghazni, Charikar, Mehterlam and Jalalabad had government supplied electricity. Government service in Mahmood Raqi increased from 1% in 2012 to 81% in 2013 and from 42% to 69% in Maidan Shar.

**FIGURE 35: ELECTRICITY SOURCE BY CITY, 2013**

	<b>Government supplied</b>	<b>Other</b>	<b>None</b>	<b>All sources</b>
All Cities	56%	41%	3%	100%
Ghazni	95%	5%	0%	100%
Charikar	94%	0%	6%	100%
Mehterlam	94%	1%	6%	100%
Jalalabad	87%	13%	0%	100%
Mahmood Raqi	81%	18%	1%	100%
Puli Alam	81%	17%	3%	100%
Gardez	72%	27%	1%	100%
Maidan Shar	69%	26%	5%	100%
Khost	31%	69%	0%	100%
Asadabad	13%	80%	7%	100%
Bamyan	0%	100%	0%	100%
Bazarak	0%	93%	7%	100%
Sharana	0%	100%	0%	100%

**FIGURE 36: ELECTRICITY SOURCE BY CITY, 2012**

	<b>Government supplied</b>	<b>Other</b>	<b>None</b>	<b>All sources</b>
All Cities	52%	44%	4%	100%
Ghazni	98%	2%	0%	100%
Charikar	97%	1%	1%	100%
Jalalabad	69%	31%	1%	100%
Puli Alam	68%	25%	7%	100%
Asadabad	62%	36%	1%	100%
Gardez	59%	41%	0%	100%
Mehterlam	53%	38%	9%	100%
Khost	44%	55%	1%	100%
Maidan Shar	42%	41%	17%	100%
Sharana	5%	94%	1%	100%
Mahmood Raqi	1%	87%	12%	100%
Bamyan	0%	92%	8%	100%
Bazarak	0%	88%	12%	100%

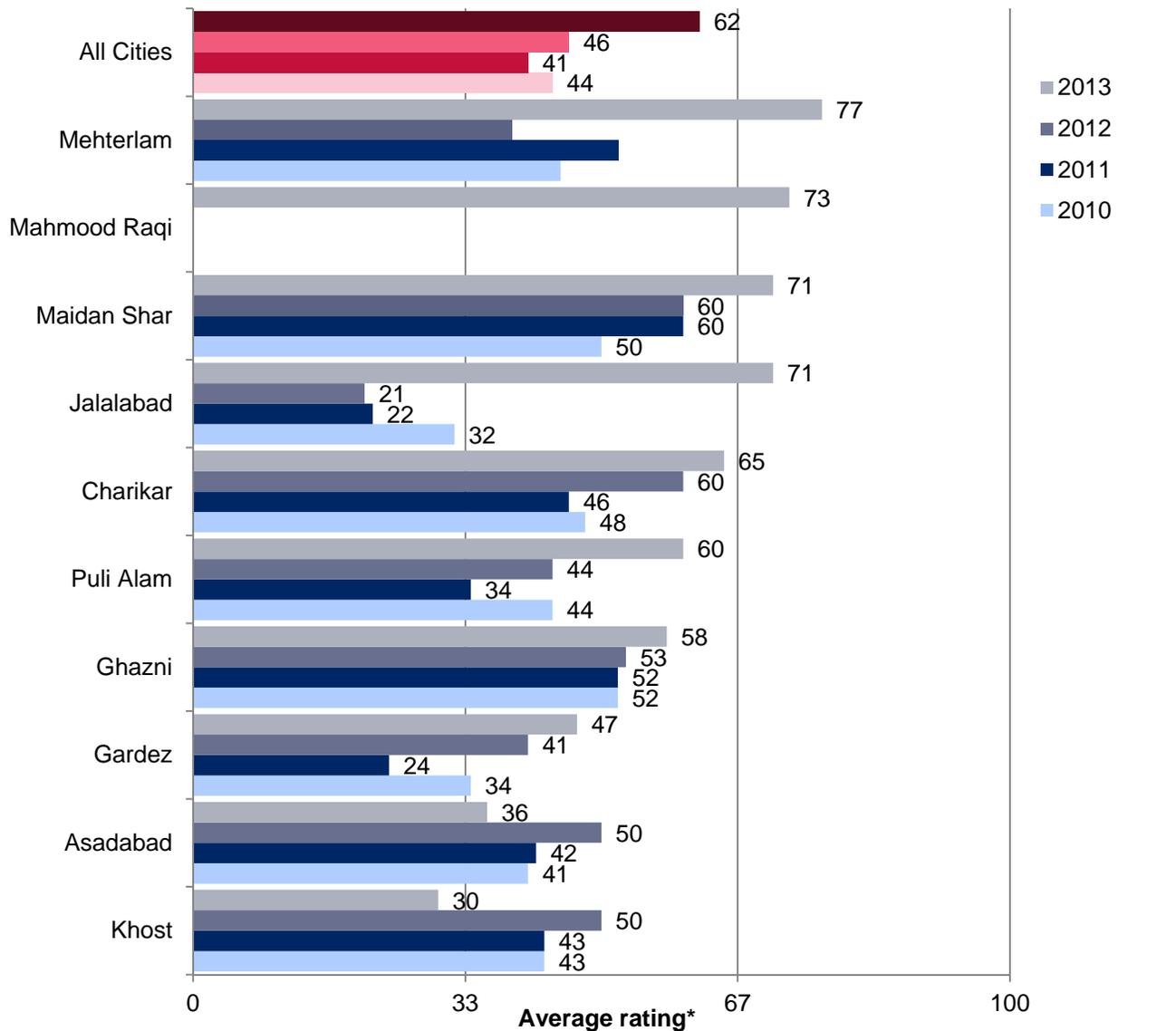
**FIGURE 37: ELECTRICITY SOURCE BY CITY, 2011**

	<b>Government supplied</b>	<b>Other</b>	<b>None</b>	<b>All sources</b>
All Cities	51%	42%	7%	100%
Charikar	95%	1%	4%	100%
Asadabad	88%	9%	2%	100%
Ghazni	87%	13%	0%	100%
Puli Alam	77%	8%	15%	100%
Gardez	75%	23%	2%	100%
Mehterlam	64%	22%	15%	100%
Maidan Shar	59%	23%	17%	100%
Jalalabad	37%	60%	3%	100%
Khost	19%	74%	8%	100%
Sharana	6%	94%	0%	100%
Mahmood Raqi	0%	76%	24%	100%
Bamyan	0%	89%	10%	100%
Bazarak	0%	89%	11%	100%

Those with government supplied electricity were asked to rate the service (for consistency, amount and timing). Ratings improved dramatically in 2013, with the average rating for all cities jumping from 46 in 2012 to 62 in 2013. The best ratings were given in Mehterlam and Mahmood Raqi and the worst in Khost and Asadabad.

While not directly comparable to the results of the RUE survey, The Asia Foundation (TAF) survey asked residents their opinion on the present availability of electricity and 18% of Afghans said it was very good, 23% said it was quite good, 22% said it was quite bad and 37% said it was very bad (a rating of 41 on a 100 point scale in 2013, up from 37 in 2012).

**FIGURE 38: RESIDENTS' RATING OF ELECTRICITY SERVICE QUALITY, IF HAVE SERVICE, COMPARED BY CITY AND YEAR**



\*Average index rating where 100=highest, 0=lowest

# SERVICE PRIORITIES

A service priority index was created by giving 3 points to categories that were rated as a first priority, 2 points for those rated second, 1 point for those rated third and 0 points for those not rated in the top three. These points were averaged and then normalized to a 100 point scale. In Figure 44, the top priority for each city is shaded black, the second priority is shaded dark grey and the third priority is shaded light grey.

Overall the top priority among all residents in 2013 was supplying clean drinking water, followed by providing electricity service. Clean drinking water was the top priority in Charikar and Maidan Shar, while electricity was the top priority in Asadabad, Bamyan and Sharana.

Provision of clean drinking water had also been the overall top priority in 2011, but was second in 2012 (trading places with electricity). In 2013, the lowest priorities were providing green areas/parks and providing a new area for a market, similar to previous years.

FIGURE 39: MUNICIPAL SERVICE PRIORITIES INDEX, 2013

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Supplying clean drinking water	15	20	24	27	6	6	4	21	6	28	20	14	7	13
Provide electricity service	14	35	32	3	12	15	7	19	1	11	4	11	8	24
Ditch cleaning, repair and construction	13	8	6	7	16	11	12	12	15	14	22	23	18	12
Street repair	13	6	22	21	11	18	4	13	7	17	17	11	16	5
A new dump site for trash	12	12	11	11	14	7	11	22	22	4	9	6	29	6
Public containers for trash in residential and commercial areas	10	7	1	11	17	3	13	4	26	13	7	14	12	14
Provide green areas/parks	8	3	2	8	8	14	18	7	6	6	11	7	3	6
Provide a new area for a market	3	5	1	5	3	2	1	1	6	1	2	3	1	8

FIGURE 40: MUNICIPAL SERVICE PRIORITIES INDEX, 2012

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Provide electricity service	24	34	35	2	23	3	38	22	43	21	25	32	21	38
Supplying clean drinking water	19	20	24	30	15	11	11	30	14	22	17	17	21	14
Street repair	14	6	22	15	12	15	10	18	30	14	7	13	23	3
A new dump site for trash	10	8	2	16	19	17	4	11	4	6	15	1	9	5
Ditch cleaning, repair and construction	10	4	3	13	11	24	15	8	4	11	12	6	10	3
Public containers for trash in residential and commercial areas	8	10	6	12	7	21	7	3	0	6	8	3	2	6
Provide green areas/parks	5	5	2	4	6	4	7	2	0	4	6	9	3	7
Provide a new area for a market	3	10	1	3	4	2	0	1	3	2	0	10	2	2

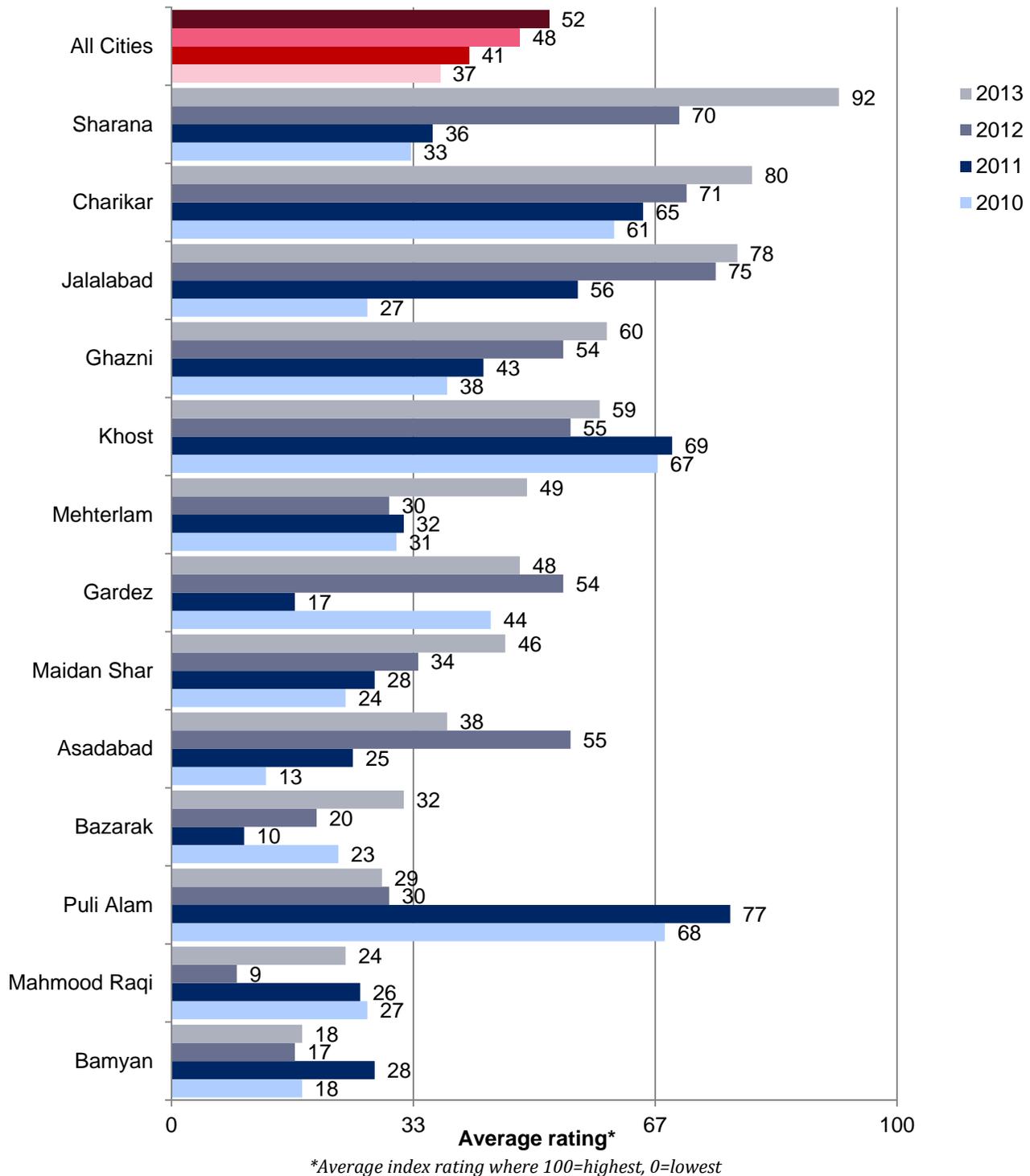
FIGURE 41: MUNICIPAL SERVICE PRIORITIES INDEX, 2011

	All cities	Asadabad	Bamyān	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Supplying clean drinking water	27	26	20	36	13	27	24	38	21	26	27	23	23	40
Provide electricity service	23	37	17	6	18	8	43	26	26	22	20	33	17	42
Street repair	12	8	17	12	9	19	7	11	15	27	7	2	15	0
Public containers for trash in residential and commercial areas	11	7	18	14	11	16	5	8	6	2	25	3	16	7
A new dump site for trash	11	10	14	14	23	13	7	7	6	5	4	7	7	7
Ditch cleaning, repair and construction	9	3	10	6	12	13	9	7	8	9	11	8	14	2
Provide a new area for a market	4	7	2	5	2	1	1	1	15	3	0	19	1	0
Provide green areas/parks	4	2	2	5	12	3	4	1	2	5	6	4	7	1

# AWARENESS AND CONTACT WITH CITY

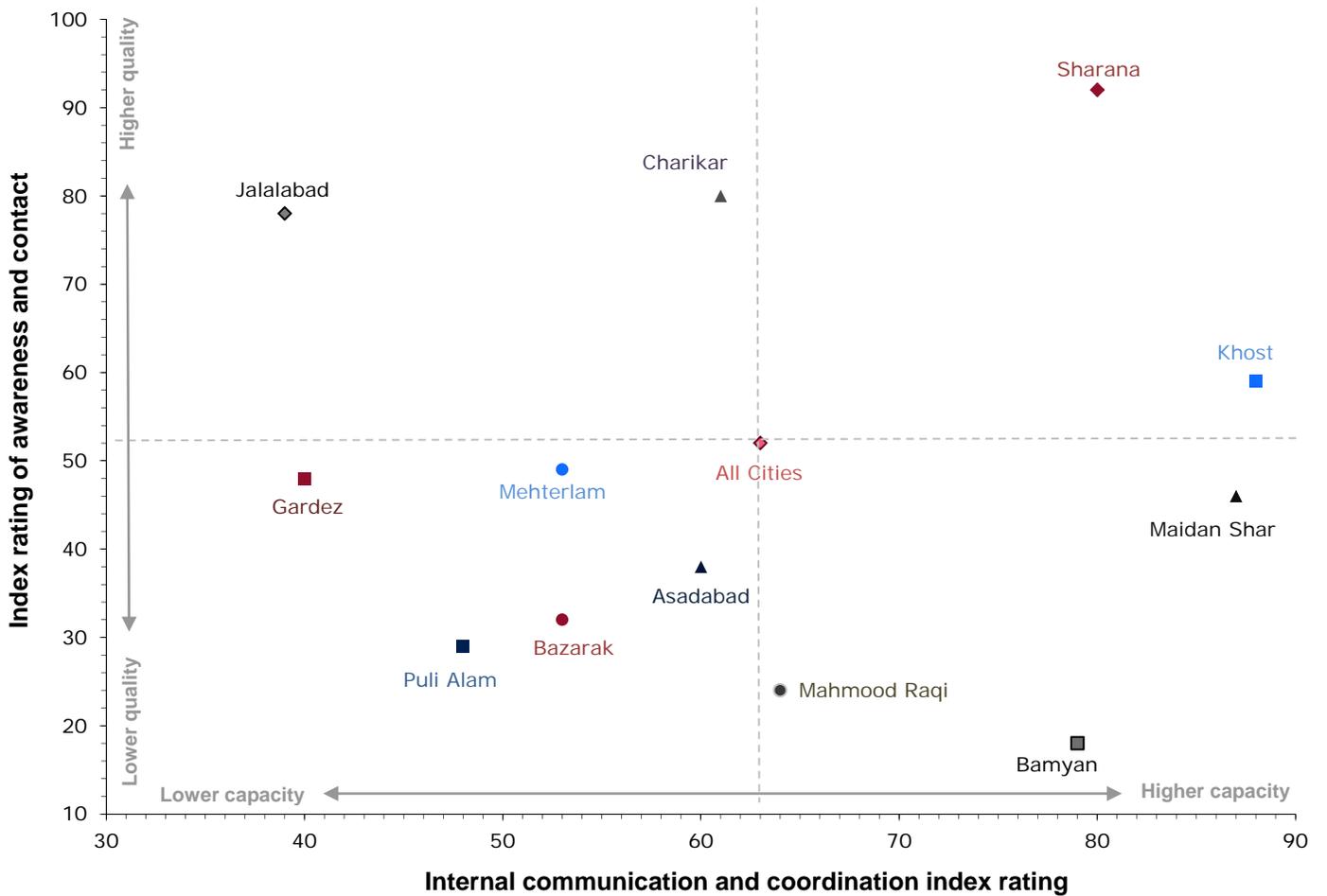
A set of survey questions asked whether residents knew their mayor and who they were mostly likely to contact to resolve a city-related issue. These questions were used to create the resident awareness and contact index. Most residents had little contact with their municipalities, but this rating increased from 2010 to 2013. Those in Jalalabad, Charikar and Sharana were most likely to know their mayor or contact the mayor or Wakil-e-Gozar to resolve a city-related issue. Those in Bamyán were least likely to do so.

**FIGURE 42: RESIDENTS' RATING OF AWARENESS AND CONTACT WITH CITY COMPARED BY CITY AND YEAR**



No clear pattern emerged when comparing the internal communication and coordination index to residents' awareness and contact with the City. Sharana received ratings much above the RUE cities average for both internal communication and coordination and resident awareness and contact.

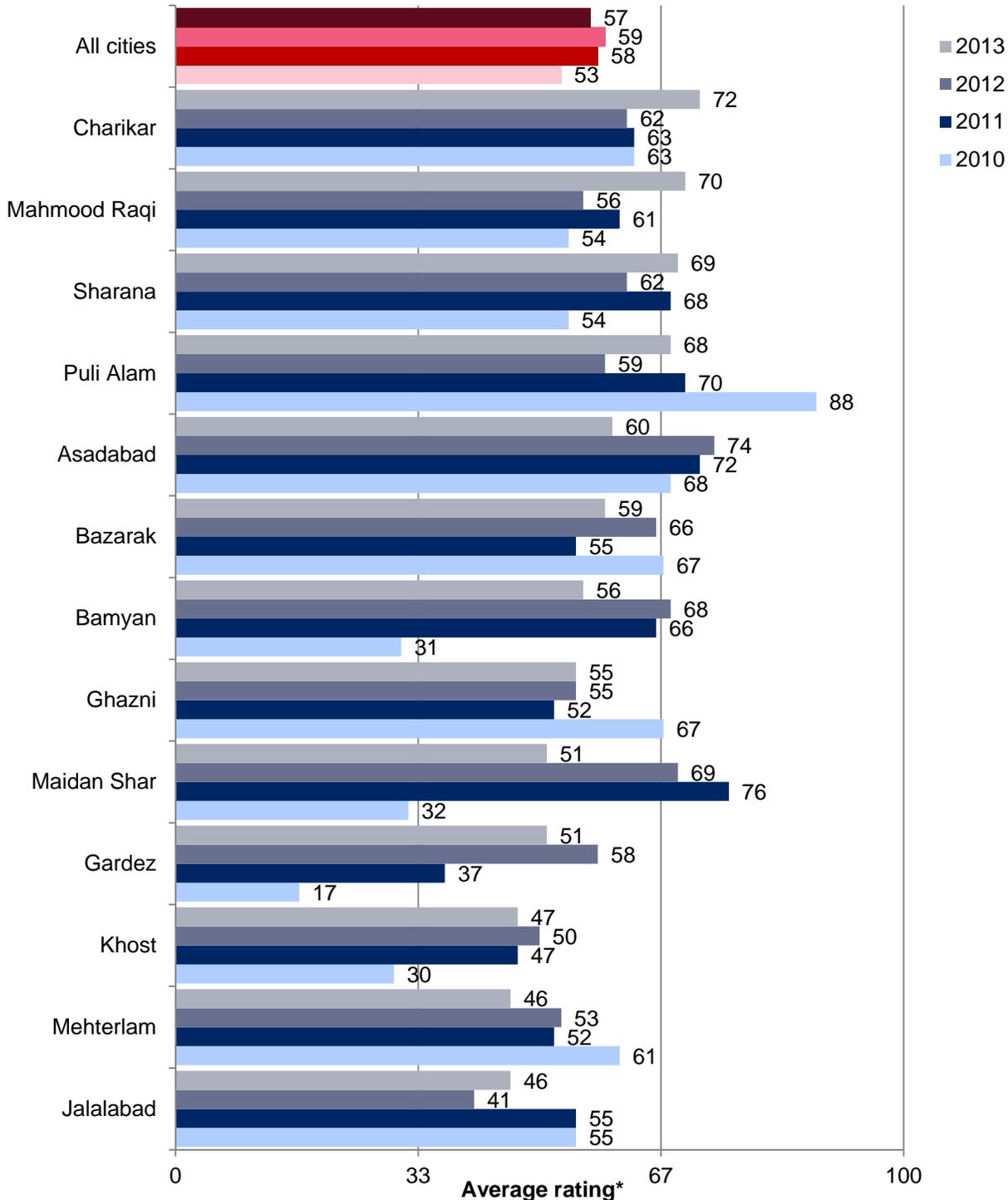
**FIGURE 43: RESIDENTS' INDEX RATING OF AWARENESS AND CONTACT WITH CITY VERSUS INTERNAL COMMUNICATION AND COORDINATION INDEX BY CITY, 2013**



# MUNICIPAL GOVERNMENT OVERALL

Residents were asked to rate the overall job the municipal government was doing. The RUE cities, overall, remained stable in this measure from 2010 (53 on a 100 point scale) to 2013 (57). Charikar and Mahmood Raqi received the highest ratings in 2013, while Jalalabad and Mehterlam received the lowest. Respondents to The Asia Foundation (TAF) 2013 survey gave a rating 53 on a 100 point scale to the job the municipal government was doing which was a drop from 2012 levels.

**FIGURE 44: RESIDENTS' RATING THE JOB THE MUNICIPAL GOVERNMENT IS DOING BY CITY AND YEAR**

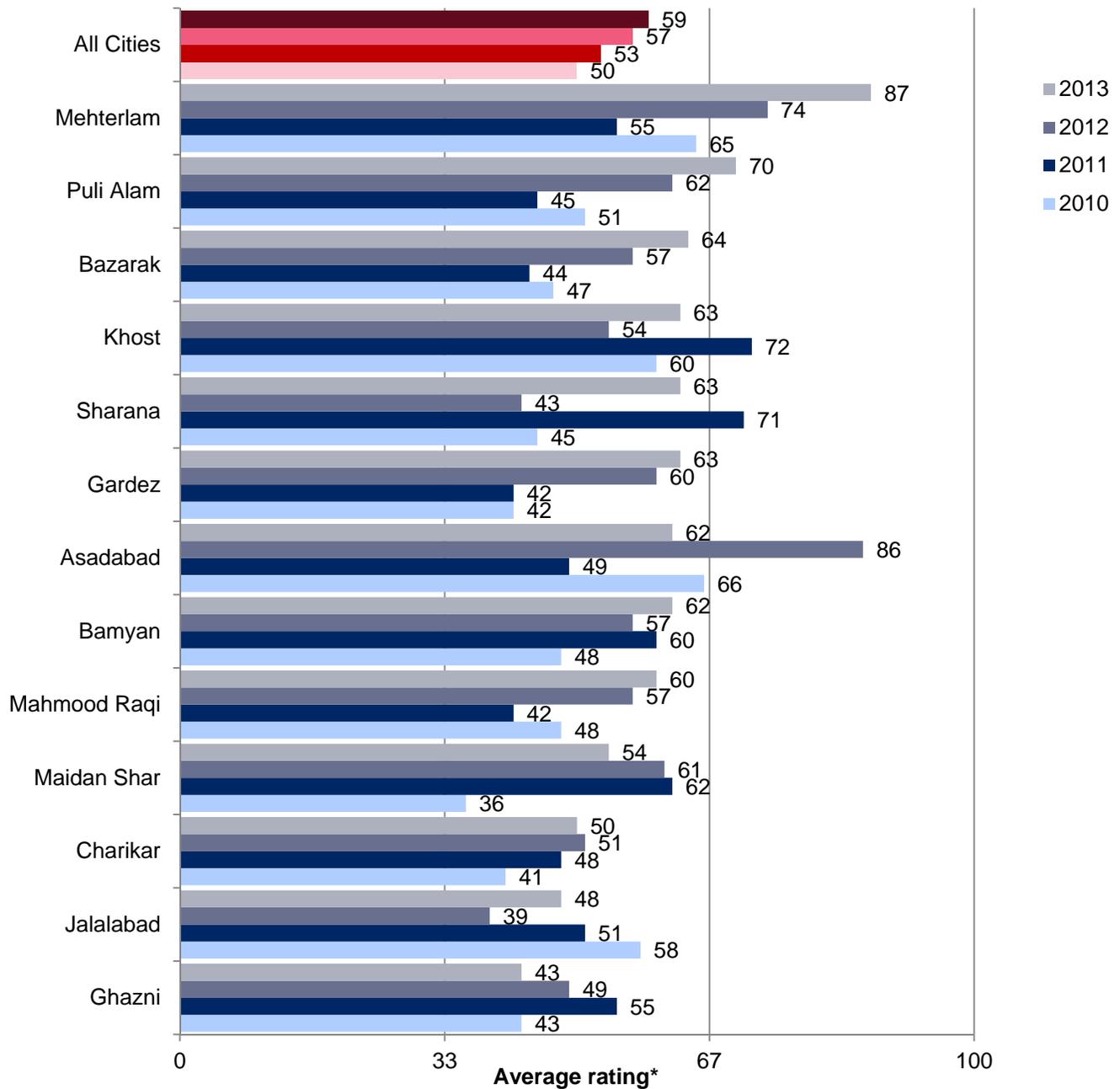


\*Average rating where 100=very good, 67=somewhat good, 33=somewhat bad and 0=very bad

# TRUST IN MUNICIPAL GOVERNMENT

The residents' index rating for trust in the municipal government across all RUE cities was 59 on a 100 point scale, up from 50 in 2010. This ranged from a high of 87 in Mehterlam to a low of 43 in Ghazni. Nine cities saw these ratings rise from 2010 to 2013. Jalalabad saw declines in the trust index and Ghazni, Asadabad and Khost were stable between 2010 and 2012.

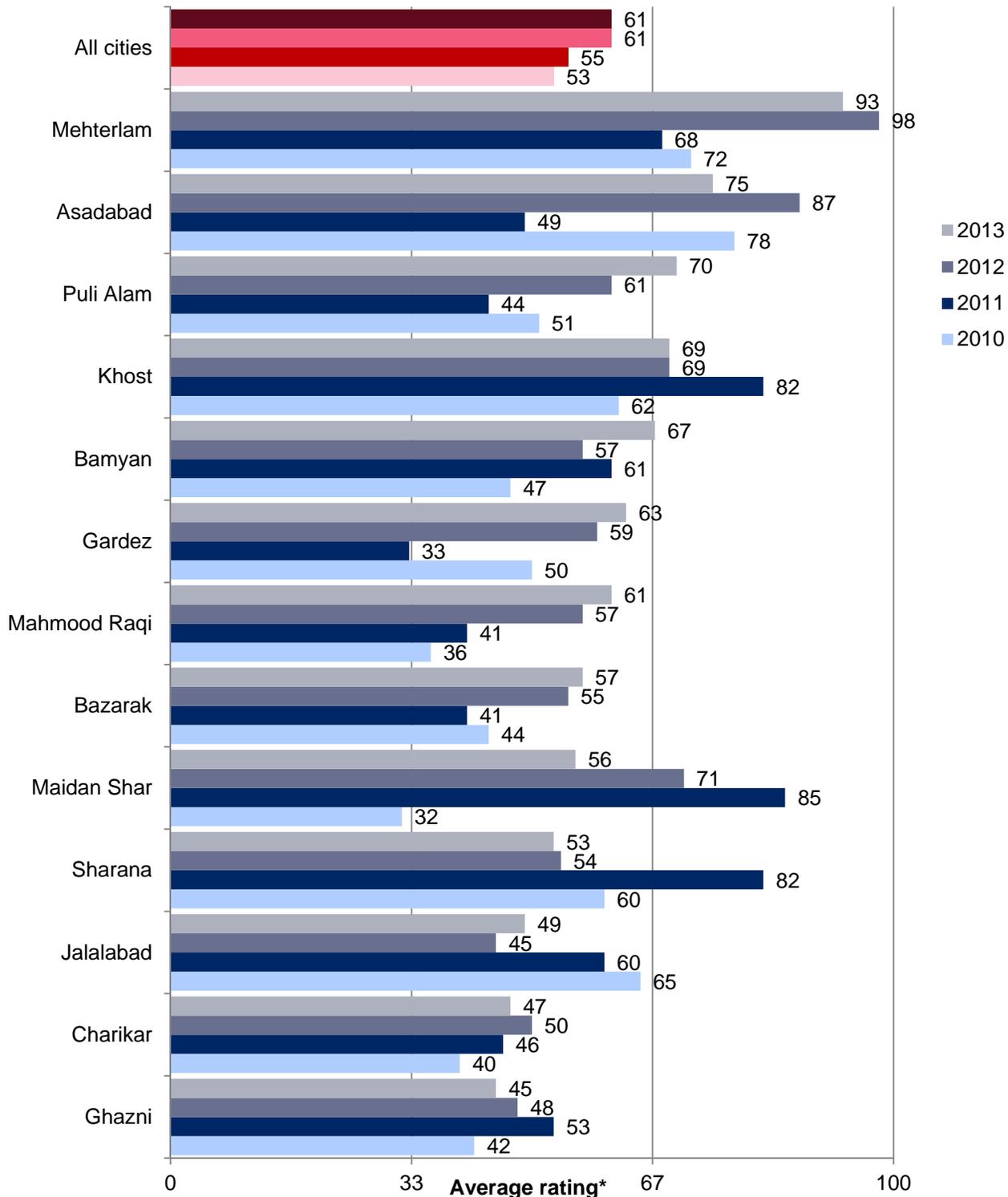
**FIGURE 45: RESIDENTS' RATING OF TRUST IN MUNICIPAL GOVERNMENT COMPARED BY CITY AND YEAR**



\*Average index rating where 100=highest, 0=lowest

Residents were asked the question, “How much influence do you think someone like you can have over government decisions?” The average rating in 2013 was 61 on a 100-point scale, up from 53 in 2010. Ratings for individual cities ranged from a high of 93 in Mehterlam to a low of 45 in Ghazni. Respondents to TAF 2013 survey gave a rating 45 on a 100 point scale for the amount of influence someone like them could have over local (district/provincial) government decisions. TAF reported that these ratings were highest in the east and lowest in the Central/Kabul region and that they showed a decline overall.

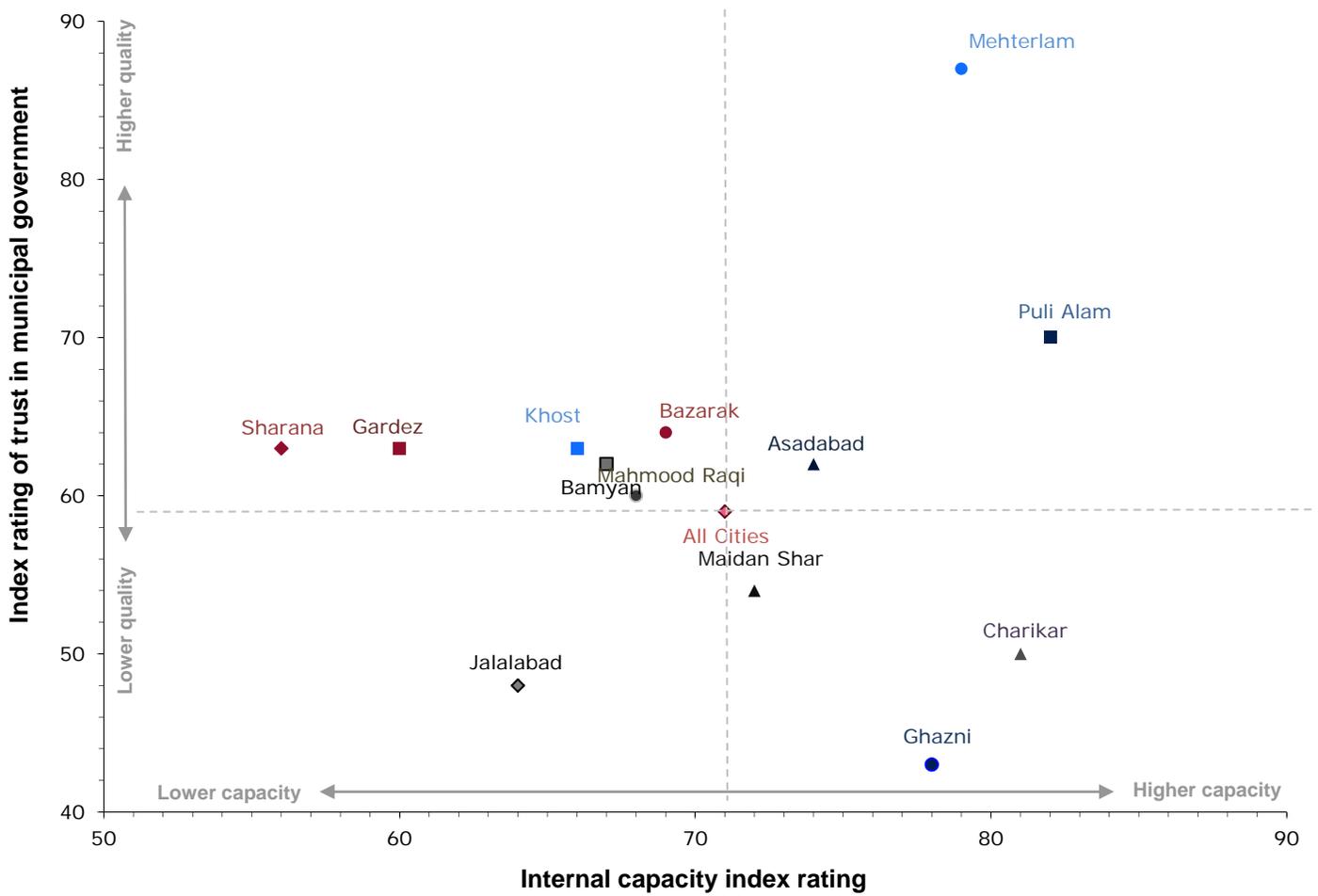
**FIGURE 46: RESIDENTS’ PERCEPTION OF THEIR INFLUENCE ON LOCAL GOVERNMENT COMPARED BY CITY AND YEAR**



\*Average index rating where 100=A lot 67= A little, 33=very little, 0=none at all

Mehterlam and Puli Alam received the highest ratings for both internal capacity and resident trust in municipal government. Jalalabad received lower than average ratings for each index.

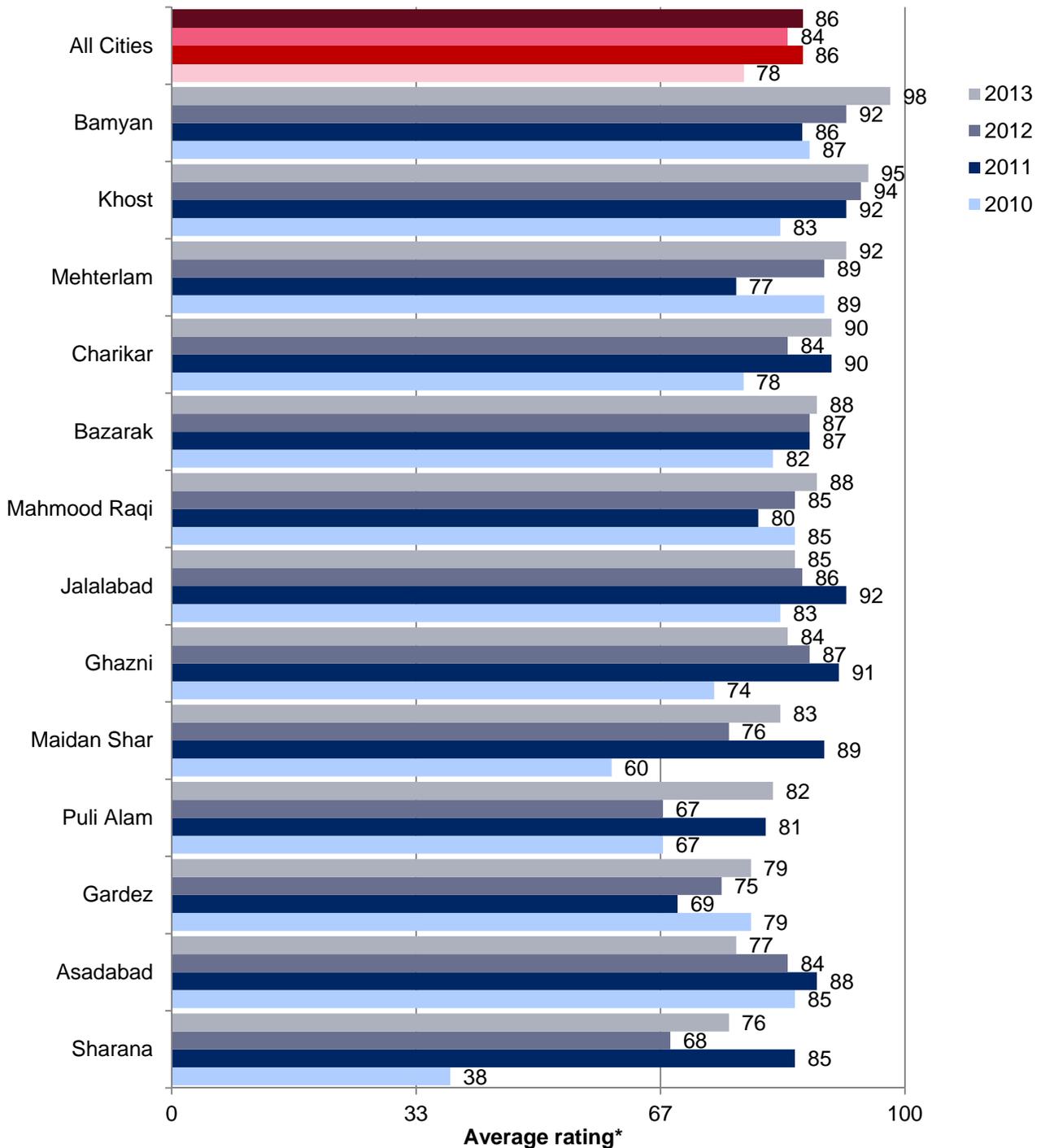
**FIGURE 47: RESIDENTS' INDEX RATING OF TRUST IN MUNICIPAL GOVERNMENT VERSUS INTERNAL CAPACITY INDEX BY CITY, 2013**



# WOMEN IN SOCIETY

Most residents were aware of the Ministry of Women’s Affairs and supported equal opportunities for women to participate in government and education. While still supported by a majority, the least support was found in Sharana and Asadabad. Support increased or stayed the same from 2010 to 2013 for all cities but Asadabad, where it eroded slightly.

**FIGURE 48: RESIDENTS’ INDEX RATING OF SUPPORT FOR WOMEN PARTICIPATING IN SOCIETY COMPARED BY CITY AND YEAR**



\*Average index rating where 100=highest, 0=lowest

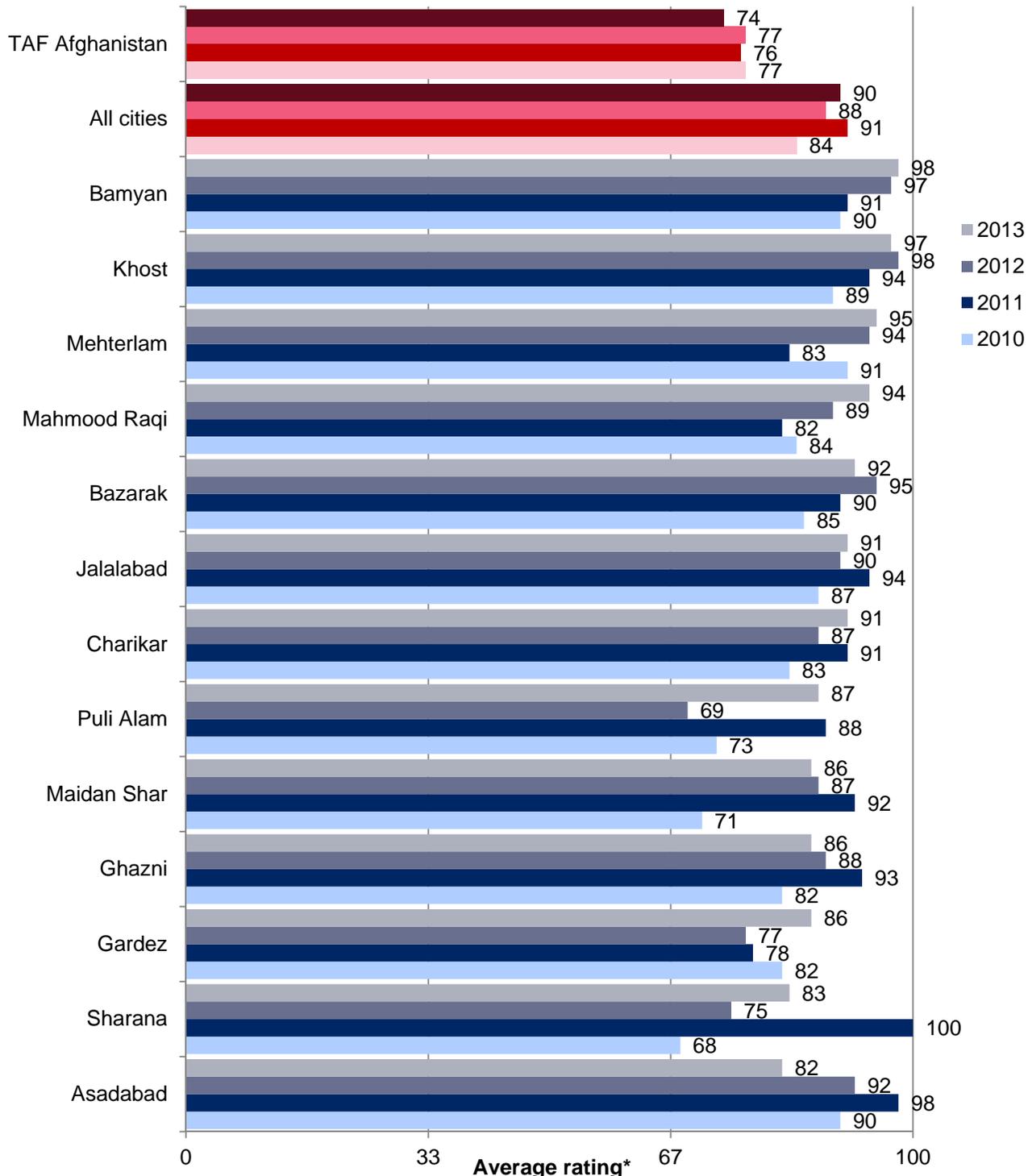
Support for women participating in society was not strongly correlated with the internal capacity index; however, the city with lowest support rating (Sharana) did not have women in government.

**FIGURE 49: SUPPORT FOR WOMEN IN SOCIETY BY CITY AND WOMEN CURRENTLY IN GOVERNMENT, 2013**

	<b>Support for Women in Society</b>
All Cities	86
<b>At least one female council member, member of Citizens' Forum or employee</b>	<b>87</b>
Bamyan	98
Khost	95
Mehterlam	92
Charikar	90
Mahmood Raqi	88
Jalalabad	85
Ghazni	84
Puli Alam	82
Gardez	79
Asadabad	77
<b>Cities with no women in government (or unknown)</b>	<b>84</b>
Bazarak (unknown)	88
Maidan Shar	83
Sharana	76

One component of the residents' support for women in society index was support for women in education. The 2013 RUE resident survey asked the question, "Some people say that women should have equal opportunities like men in education. Do you agree or disagree with this opinion?" The average agreement rating for this question was 90 on a 100-point scale in 2013, up from 84 in 2010. Nearly all residents in Bamyan, Khost, Mehterlam and Mahmood Raqi agreed that women should have equal opportunities in education. Support was stronger overall in RUE cities than from respondents to the TAF 2013 survey. TAF results showed that support was higher from women than men and higher from urban than rural dwellers.

**FIGURE 50: RESIDENTS' AGREEMENT THAT WOMEN SHOULD HAVE EQUAL OPPORTUNITIES IN EDUCATION BY CITY AND YEAR**



\*Average rating where 100=strongly agree, 67=somewhat agree, 33=somewhat disagree and 0=strongly disagree

# APPENDIX A: 2013 INTERNAL CAPACITY INDICES

Each of the indices has a 100 point scale, with 100 being the highest possible score. Indices were calculated by taking all inventory items related to the index and converting their assessment to a 100 point scale (e.g., an item, like “Economic development plan” was assessed on a 5 point scale where 0=no plan, 1=has an economic profile, 2=profile has been analyzed with stakeholders, 3=creation of economic development committee, 4=economic development plan includes intervention strategies and potential projects; this was converted to a 100 point scale where 0=0, 1=25, 2=50, 3=75, 4=100 so that it could be combined with other items which used other scales, like “Municipal organizational chart” which was evaluated on a 3 point scale and scored 0=0, 1=50 and 2=100).The scores for each item related to the index were then averaged to create the overall index for that category. Each table in the appendix shows the overall index score and the score for each component of the index on a 100 point scale.

**Internal Capacity Indices Compared by City**

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Overall Internal Capacity Index	71	74	67	81	60	78	64	66	68	72	79	69	82	56
General Planning and Organization Internal Capacity Index	70	38	74	74	72	49	64	59	100	72	72	90	92	100
Public Works Planning and Organization Internal Capacity Index	74	88	75	64	45	67	62	95	100	95	82	72	100	57
Revenue and Finance Internal Capacity Index	80	79	79	79	71	79	71	79	93	86	79	86	100	86
General Communication and Coordination Internal Capacity Index	63	60	79	61	40	94	39	88	64	87	53	53	48	80
City Council Internal Capacity Index	72	100	0	100	100	100	80	0	0	80	100	100	80	0
Women in Government Internal Capacity Index	49	67	67	100	33	67	67	33	33	0	67	NA	33	0
Service Provision Internal Capacity Index	75	85	85	78	41	78	63	100	78	93	100	48	100	55
Filing Systems Internal Capacity Index	81	78	78	89	78	89	67	78	78	67	78	100	100	67

### Components of Index Rating: General Planning and Organization

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
General Planning and Organization Internal Capacity Index	70	38	74	74	72	49	64	59	100	72	72	90	92	100
City Master Plan	60	100	67	67	33	33	33	67	100	33	33	67	100	100
Municipal organizational chart	25	25	25	25	25	25	25	25	25	25	25	25	25	25
Written job description for all municipal staff members	46	0	50	50	50	50	50	50	50	50	50	50	50	50
Economic development plan	56	0	50	50	75	0	50	50	100	75	75	100	75	100
Written statements of vision, mission, and goals for the municipality	42	0	50	50	50	50	50	0	50	50	50	50	50	50

### Components of Index Rating: Public Works Planning and Organization

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Public Works Planning and Organization Internal Capacity Index	74	88	75	64	45	67	62	95	100	95	82	72	100	57
Public Works Activity Planning Document	79	100	67	67	67	67	67	100	100	100	100	67	100	67
Public Works O&M Scheduling Document	66	75	75	50	25	100	75	75	100	75	75	25	100	50
Service delivery inspection report	72	100	67	67	33	33	67	100	100	100	67	100	100	33
Service delivery project maintenance document.	65	67	100	67	33	33	33	100	100	100	67	67	100	33
Trash collection plan	87	100	67	67	67	100	67	100	100	100	100	100	100	100

### Components of Index Rating: General Communication and Coordination

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
General Communication and Coordination Internal Capacity Index	63	60	79	61	40	94	39	88	64	87	53	53	48	80
Percent of Provincial Line Ministry Directorates city coordinates with	69	85	59	88	49	80	54	83	73	78	61	61	76	54
Mechanism to receive and handle complaints from citizens	84	100	67	100	67	100	33	100	100	100	100	100	67	100
List of donors that have assisted your municipality	33	25	50	25	25	50	50	25	50	25	25	25	25	25
Frequency of communication with IDLG/DMA?	35	0	100	0	0	100	0	100	0	100	0	0	0	100

### Components of Index Rating: City Council

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
City Council Internal Capacity Index	72	100	0	100	100	100	80	0	0	80	100	100	80	0
Functioning administrative municipal council	76	100	0	100	100	100	100	0	0	100	100	100	100	0
Frequency of municipal council meetings	35	50	.	50	50	50	0	.	.	0	50	50	0	.
Meeting minutes kept	76	100	0	100	100	100	100	0	0	100	100	100	100	0

### Components of Index Rating: Women in Government

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Women in Government Internal Capacity Index	49	67	67	100	33	67	67	33	33	0	67	0	33	0
any women employed	46	0	100	100	0	100	100	0	0	0	100	0	0	0
any women on citizen forum	82	100	100	100	100	100	100	100	100	0	100	NA	100	0
any women City Council members	19	100	0	100	0	0	0	0	0	0	0	NA	0	0

### Components of Index Rating: Service Provision

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Service Provision Internal Capacity Index	75	85	85	78	41	78	63	100	78	93	100	48	100	55
Is the municipality involved in providing waste water services?	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Is the municipality involved in providing sanitation services?	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Do you conduct regular road maintenance?	68	100	33	67	0	100	67	100	33	67	100	67	100	33
Do you conduct regular public parks maintenance?	63	67	100	67	0	100	33	100	67	100	100	0	100	33
Do you conduct regular latrine maintenance?	58	67	100	67	33	0	33	100	100	100	100	0	100	33
Do you have a designated dump site?	50	50	50	50	50	50	50	50	50	50	50	50	50	50

### Components of Index Rating: Revenue and Finance Internal Capacity Index

	All cities	Asadabad	Bamyān	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Revenue and Finance Internal Capacity Index	80	79	79	79	71	79	71	79	93	86	79	86	100	86
Budget for the current year 1392	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Use a General Ledger	75	75	50	75	75	75	75	75	100	75	75	75	100	75
Ministry of Finance - Municipal COA for expenditures	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Ministry of Finance - Municipal COA for revenue	55	50	75	50	25	50	25	50	75	75	50	75	100	75
Revenue system has computer component	50	50	50	50	50	50	50	50	50	50	50	50	50	50

### Components of Index Rating: Filing Systems

	All cities	Asadabad	Bamyān	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Filing Systems Internal Capacity Index	81	78	78	89	78	89	67	78	78	67	78	100	100	67
Public Works systematic filing system	94	100	100	100	67	100	100	100	100	67	100	100	100	67
Revenue Enhancement systematic filing system	67	67	67	67	67	67	33	67	33	67	67	100	100	67
Financial Management systematic filing system	83	67	67	100	100	100	67	67	100	67	67	100	100	67

# APPENDIX B: 2013 RESIDENT SURVEY INDICES

## Components of Index Rating: Job Opportunities

	All cities	Asadabad	Bamyān	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Job Opportunities (index)	48	40	41	35	49	44	61	45	56	35	62	54	57	40
The number of job opportunities in your city	32	39	22	14	32	29	42	29	42	16	41	38	47	21
The number of businesses in your city	37	32	39	20	33	36	47	39	49	28	45	34	57	44
Head of household employed	83	42	79	87	85	90	99	76	84	66	94	89	91	84
Change in the number of job opportunities	38	47	24	20	47	19	56	37	49	29	69	53	31	14

## Components of Index Rating: Quality of Trash Disposal Method

	All cities	Asadabad	Bamyān	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Quality of Trash Disposal Method	42	60	23	40	29	63	36	36	58	22	22	48	41	91
Uses official trash disposal method	42	66	18	40	41	66	32	44	68	21	24	32	30	99
How satisfied or dissatisfied are you with your current methods of trash disposal?	42	53	27	39	16	60	40	29	48	22	20	63	52	83

### Components of Index Rating: Quality of City Trash Service

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Quality of City Trash Service (index)	33	32	31	26	32	36	28	16	26	20	23	41	63	66
Removal of illegal/improvised dumpsites	31	36	24	12	40	37	33	13	21	15	25	36	70	49
Provision of legal dumpsites	29	34	26	20	38	35	3	15	21	16	24	38	75	54
Provision of garbage bins in residential areas	33	30	36	19	36	32	28	14	28	12	19	40	71	80
Provision of garbage bins in commercial areas	45	41	43	47	38	31	50	35	34	56	45	41	69	77
Cleaning garbage from the streets	36	26	42	34	38	35	32	14	36	15	20	51	68	75
Frequency City cleans trash from streets	22	22	16	25	4	48	19	2	17	7	8	37	25	59

### Components of Index Rating: Quality of City Drainage and Drainage Services

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Quality of City Drainage and Drainage Services (index)	32	30	20	29	28	41	33	16	34	25	25	39	52	53
The condition of drainage ditches near home	32	36	12	33	27	44	41	14	38	25	24	40	40	51
The condition of larger drainage ditches throughout the city	44	44	44	34	33	47	55	23	42	42	39	50	66	57
Ditch cleaning services	30	28	22	23	28	43	23	14	28	21	17	45	54	61
Ditch repair services	26	26	12	26	27	36	7	13	30	18	21	35	52	51
Ditch construction services	28	18	10	31	28	34	37	14	31	18	22	27	49	46

### Components of Index Rating: Quality of City Roads and Road Services

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Quality of City Roads and Road Services (index)	38	34	33	27	33	38	41	20	55	30	36	54	60	48
The condition of neighborhood streets	34	36	21	25	33	40	42	14	56	26	29	39	51	47
The condition of main city roads	50	50	41	34	41	48	63	29	62	51	48	70	75	48
The condition of highways	49	49	60	28	40	29	64	29	67	48	53	66	75	47
Street repair services	28	24	18	22	29	33	9	13	51	18	26	55	53	49
Street construction services	29	16	18	20	29	33	34	14	52	15	26	42	52	45
The cleanliness of city streets	37	29	38	35	29	48	34	18	43	19	34	54	56	51

### Components of Index Rating: Quality of Parks

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Quality of Parks (index)	23	17	31	12	14	15	36	35	5	43	7	3	47	59
Teen/adult parks nearby	35	41	30	19	16	29	55	62	6	61	10	0	56	97
Women's parks nearby	17	0	34	19	13	3	20	50	5	5	3	0	55	0
Children's playgrounds nearby	27	0	35	20	15	8	41	36	5	56	6	8	56	98
Teen/adult parks quality	40	43	38	14	68	36	43	21	50	50	52	.	46	57
Women's parks quality	31	.	51	10	70	52	29	20	33	11	28	.	42	0
Children's playgrounds quality	37	.	52	17	68	29	29	20	17	52	50	49	32	53

### Components of Index Rating: Quality of City Market

	All cities	Asadabad	Bamyán	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Quality of City Market (index)	51	40	56	48	50	55	54	39	62	46	62	45	64	66
The location of the market(s)	52	44	51	35	51	59	57	36	71	49	61	53	68	78
The size and layout of the market(s)	48	38	36	26	49	60	53	41	61	47	63	41	68	71
The amount of food available at your market(s)	55	42	68	57	50	56	60	43	61	46	63	46	64	62
The variety of foods available at your market(s)	54	41	71	60	50	51	59	43	58	44	64	41	60	60
The quality of food at your market(s)	49	36	52	61	50	48	44	31	58	41	61	43	59	60

### Drinking Water Source

	All Cities	Asadabad	Bamyán	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Piped water or public standpipe	35%	0%	58%	70%	25%	79%	66%	7%	0%	15%	6%	42%	0%	0%
Well water	54%	99%	25%	1%	75%	20%	34%	75%	98%	85%	93%	14%	100%	99%
Other	10%	1%	17%	29%	0%	1%	0%	18%	2%	0%	2%	44%	0%	1%

### Components of Index Rating: Quality of City Water Service

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Razi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Quality of Government Water Service (index)	50	.	.	36	47	78	38	.	.	.	.	.	.	.
Frequency of supply (times per week)	48	.	.	27	48	80	37	.	.	.	.	.	.	.
Amount supplied	44	.	.	26	45	77	30	.	.	.	.	.	.	.
Overall quality of water for drinking	59	.	.	54	49	78	47	.	.	.	.	.	.	.

### Family Illness

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Razi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Family Suffered Waterborne Illness	34%	24%	48%	40%	14%	21%	35%	29%	34%	46%	45%	42%	32%	39%

## Electricity Source

	All Cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Government supplied	56%	13%	0%	94%	72%	95%	87%	31%	81%	69%	94%	0%	81%	0%
Other	41%	80%	100%	0%	27%	5%	13%	69%	18%	26%	1%	93%	17%	100%
None	3%	7%	0%	6%	1%	0%	0%	0%	1%	5%	6%	7%	3%	0%

## Components of Index Rating: Quality of City Electricity Service

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Quality of Government Electricity Service (index)	62	36	.	65	47	58	71	30	73	71	77	.	60	.
Number of days per week supplied	71	38	.	83	50	73	73	37	78	81	75	.	73	.
Number of hours per day supplied	68	36	.	81	43	74	69	37	73	76	82	.	66	.
Quality of supply	65	37	.	64	51	69	75	39	70	73	78	.	57	.
Price for electric supply	44	30	.	34	43	17	67	7	70	52	72	.	43	.

### Components of Index Rating: Resident Awareness and Communication with City

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Resident Awareness and Communication with City (index)	52	38	18	80	48	60	78	59	24	46	49	32	29	92
Identified mayor	42	36	16	66	38	39	58	19	5	35	44	58	19	86
Would contact Mayor or Wakil-e-Gozar to address problem related to the city	63	41	21	95	57	81	99	99	42	57	54	6	41	97

### Components of Index Rating: Trust in Municipal Government

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Trust in Municipal Government (index)	59	62	62	50	63	43	48	63	60	54	87	64	70	63
How often local government officials are working to serve the people	63	61	68	58	65	41	53	65	64	54	89	72	71	66
How much influence people can have over government decisions	61	75	67	47	63	45	49	69	61	56	93	57	70	53
The local government	54	50	50	45	61	42	41	54	54	52	79	61	70	70

**Components of Index Rating: Support for Women in Society**

	All cities	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmood Raqi	Maidan Shar	Mehterlam	Bazarak	Puli Alam	Sharana
Support for Women in Society (index)	86	77	98	90	79	84	85	95	88	83	92	88	82	76
Some people say that women should have equal opportunities like men in education. Do you strongly agree, agree or disagree or strongly disagree with this opinion?	90	82	98	91	86	86	91	97	94	86	95	92	87	83
Some people say that women should have equal opportunities like men in participating in government. Do you strongly agree, agree or disagree or strongly disagree with this opinion?	82	72	98	89	73	81	79	93	82	80	90	84	76	70

# APPENDIX C: SURVEY METHODOLOGY

## INTERNAL CAPACITY SURVEY

In 2011 RUE staff, with guidance by NRC, substantially revamped the 2010 internal capacity inventory survey. RUE staff increased the list of items to be evaluated in each municipality and through an iterative testing process created evaluation scales specific to each individual inventory item. The internal survey team then went to one city to test the instrument and revise evaluation scales to ensure they were easily implemented, internally consistent (interpreted the same by all evaluation team members) and covered the potential range of responses. Team members completed surveys with the mayors of cities and heads of departments. The surveys were revised and finalized after implementation in several cities.

In September and October of 2011, the RUE internal capacity survey team visited each RUE city and completed the inventory. Data were entered and checked at RUE headquarters and then shared with NRC for evaluation.

In 2012, RUE staff reviewed and updated the 2011 internal capacity survey to clarify questions and eliminate some redundancies; the 2012 survey was implemented in 2013 with few changes. In September and October of 2013, the RUE internal capacity survey team visited each RUE city and completed the inventory. As in 2011 and 2012, data were entered and checked at RUE headquarters and then shared with NRC for evaluation.

## SURVEY OF RESIDENTS

A survey instrument was developed in June and July 2010 through collaboration between NRC, ICMA and DAI staff with the goal of assessing residents' opinion about the quality of infrastructure, services and governance in their cities. The survey was then translated into appropriate Afghan languages. The survey was implemented in August-September 2010, July-September 2011, August- October 2012 and August-October 2013. Minor changes and additions were made to the script before the 2011 iteration and no changes were made in 2012 or 2013.

This survey was intended to provide a baseline for assessing the effectiveness of projects and programs that will be implemented through the USAID funded Regional Afghan Municipalities Program for Urban Populations (RAMP UP). The survey was reviewed and approved by the Government of Afghanistan Independent Directorate of Local Governance (IDLG).

Along with the survey instrument, a sampling plan and interview training materials were developed to ensure consistency in implementation of the survey. 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 the following table, we show the number of interviews required in each city to attain a 5% margin of error, given the population estimate and using a finite population correction factor.

The same sampling plan was used for the 2010, 2011, 2012 and 2013 iterations.

Sample Sizes			
City	Approximate number of households <sup>1</sup>	Number of interviews planned	Number of interviews completed
Asadabad (Kunar)	1,800	275	275
Bamyan (Bamyan)	1,600	265	264
Charikar (Parwan)	7,200	352	352
Gardez (Paktia)	3,100	312	313
Ghazni (Ghazni)	7,500	350	295
Jalalabad (Nangarhar)	26,000	372	371
Khost (Khost)	1,500	264	264
Mahmood Raqi (Kapisa)	200	100	100
Maidan Shar (Wardak)	400	150	150
Mehterlam (Laghman)	700	200	200
Bazarak (Bazarak)	2,700	300	300
Parun (Nuristan)	350	140	-- <sup>2</sup>
Puli Alam (Logar)	700	200	200
Sharana (Paktika)	350	140	140

<sup>1</sup> The number of households in some cities was larger than the number shown in the table, this is because the interviews were conducted only in those sections of larger or geographically spread out cities where RAMP UP programs will be implemented.

<sup>2</sup> Due to safety concerns it was not possible to interview residents in Parun in 2010 and 2011

To randomly choose households in each city, random route sampling was applied. If the city was large, interviewers planned to visit an equal number of households in each district. For each city (or neighborhood/district) a starting address (or spot, like the south east corner of the market) was randomly selected and the interview team wound through the streets, selecting every Nth household. If streets had homes facing each other, the team went up one side and returned down the other. The skip factor was chosen by dividing the total number of households in the town by the number of interviews to be completed (e.g., for Asadabad, every 6<sup>th</sup> house was interviewed as 1,800 estimated households divided by 275 equals 6.5). Once at the home, enumerators were asked to conduct the interview with the most senior or educated household member available and to alternate between men and women as much as possible. While choosing a family member (whether they were at home at that time or not) at random would be optimal for sampling, it was not possible for practical and security reasons. Interviewing the most senior or educated household member available each year, will provide some consistency in sampling where true randomness is not possible.

Local people were recruited from each city to be enumerators for their city and each attended training before going into the field. Both male and female enumerators were recruited where it was possible to interview women. Interviewers were trained to understand the survey questions and the importance of conducting the survey in a consistent manner. Consistency in following the sampling plan and in reading the questions exactly as they were worded was emphasized. Interviewers also maintained interview disposition forms, in which they tracked whether anyone was home at the randomly selected household and whether they were willing to complete an interview.

Survey managers accompanied the survey teams in the field and reviewed interview sheets daily to correct any errors and retrain if methods were not followed. Completed survey forms were data entered by staff at the Kabul office using a structured Microsoft Access database. Open-ended questions were translated into English and the completed datasets were emailed to NRC staff for analysis and report writing.



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