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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

QUARTERLY REPORT: JANUARY - MARCH 2011



12th March 2011, Logar. Mayor of Puli Alam city inaugurated solid waste management project supported by RAMP UP East.

JANUARY- MARCH 2011

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC EAST

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COMMON ACRONYMS

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

RAMP-UP EAST IN JANUARY - MARCH 2011

This third quarterly report presents an overview of RAMP-UP East progress towards program impact indicators as detailed in the Performance Monitoring Plan, as well as the program challenges and lessons learned during the first quarter of 2011.

The activities undertaken in the first quarter of the year contributed towards the primary Assistance Objectives of the program. These objectives are to create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance. RAMP UP East's approach aims to establish the basis for achieving the Assistance Objectives through increased capacity of GIRoA municipal officials and improved municipal service delivery to citizens in target municipalities and assists municipalities to support economic growth.

Municipal Officials Capacity Building

In this quarter, program activities continued to focus on building capacity of municipal officials. A total of 61 officials received classroom training compared to twelve municipal officials in the previous quarter. Training was provided in the following subject areas: public relations and public outreach, business registration, public works maintenance, construction management and revenue enhancement. The classroom training was followed by practical on-the-job training, allowing the municipal officials to supplement the theoretical knowledge gained with practical experience. In addition, municipal officials were assisted to take on greater responsibilities in the planning and management of construction of infrastructure projects, arrangement of public forums and managing the activities of the pilot business registration project. All these capacity building activities served to strengthen Afghan municipal ownership of the program which is also a key principle that contributes towards achieving sustainable municipal services and improving public satisfaction through more responsive municipal government.



Bamyán, 27 February. Municipal officials discussed the sustainability of municipal newsletters and women's participation in the citizen forum

Service Improvement Delivery Projects

A total of nine key infrastructure projects were initiated in the first quarter of the year. These comprised of: construction of pedestrian sidewalks, drainage ditches and roads rehabilitation, car parking lots, and trash bins installations. The involvement of municipal officials in the planning and implementation of projects has improved and is estimated at 81% compared to 67% in the last quarter of 2010. The increased involvement of GIRoA officials in the service delivery projects is the result of learning-by-doing practical on the job learning.



Mehterlam, 30 March. Citizens will soon benefit from an improved sidewalk and drainage ditch

Economic Development and Revenue Generation

One of the program achievements during the reporting period was the launch of the pilot business registration project. This activity was designed to enhance the collection of business data that will potentially lead to increasing municipal tax revenues by increasing the number of registered tax payers. The municipalities of Charikar, Khost and Mahmud Raqi launched the pilot project this quarter.

Municipal officials were trained by RAMP UP East to prepare data collection templates, conduct field interviews with businesses, and to enter the data into a computer which enabled the analysis of trends and the identification of information gaps.

The results of the pilot business registration project will be assessed in the spring of 2011 and will enable the municipalities to approach additional businesses for municipal tax collection.



Charikar. RAMP-UP East supported the new business registration pilot project

During this quarter, about two thirds of the data for the preparation of municipal economic profiles was collected. The completion of this task was delayed due to challenges in obtaining accurate municipal data. It is anticipated the economic profiles will be completed in the next quarter. Municipal Economic Development plans will be developed based on the economic profiles. These plans will enable the municipalities to identify the strengths and weaknesses of the local economy, the needs and priorities of the local business community, and potential revenue generating public investments, for example, markets and public parks.

Citizens Participation and Public Outreach

More than 1,000 citizens took part in 37 citizen forums conducted in the 13 municipalities within RAMP UP East during the first quarter of 2011. RAMP UP East staff monitored the participation in the public forums and analyzed the constraints affecting the participation of women and youth in the meetings. These constraints were discussed with municipal officials during in-house training in selected cities to seek ways to increase participation. A booklet that was prepared that suggests ways to encourage women and the youth to participate in the citizen forums. These measures aim to improve citizen participation in municipal meetings and are ultimately intended to enable greater public participation, trust building, transparency and accountability between municipal authorities and the community.



Maidan Shar, 27 February . Women and men discussed the "tree planting day" plans with the Mayor.

The 3 municipalities of Bamyan, Asadabad and Gardez produced their first self-financed municipal affairs newsletters and Ghazni identified a sponsor from the private sector for the printing of its first newsletter in April. Newsletters are an important tool in improving communications between the municipality and its citizens. The publication is intended to raise public awareness on local issues and to keep citizens informed about the actions of municipality.

With the support of RAMP UP East, a total of 6 interviews were held with mayors during this quarter. It was noted that mayors demonstrated a greater willingness to participate in local media discussions, possibly indicating a greater level of confidence and cooperation between municipalities and the media as a result of RAMP UP East activities. For example, the Mayor of Bamyan held a radio and TV interview in March that focused on city sanitation and the launch of a sidewalk



Bamyan, 19 March. The city Mayor updated TV viewers on the municipal achievements and plans.

construction project that will help improve tourism infrastructure in the historic city. The use of the media is intended to improve citizens’ access to information, and to strengthen the public speaking skills of municipal officials. It has the added benefit of establishing greater municipal accountability by enabling public interactions with the mayor and empowering the local media as a public watch dog.

Gender Empowerment and Youth Participation

During this quarter, RAMP UP East finalized the "gender sensitivity/mainstreaming" training manual in 3 languages (Dari, Pashto and English). The manual includes the following four modules: (1) The concept of gender/social relations, (2) Gender sensitivity/stereotypes, (3) Gender mainstreaming/integration, and (4) Gender responsive leadership and governance. In total 16 training sessions on gender sensitivity/mainstreaming are planned in the field and in Kabul between April and September 2011.



Charikar, 23 February. Five women participated for the first time in a citizen forum supported by RAMP UP East

In addition, a draft concept paper for small grants for women’s organization was prepared and the proposal will be finalized in the next quarter. These small grants will help women benefit from local economic opportunities, increase women’s participation in municipal events and educate women on equal employment opportunities and their role in municipal governance. The mentioned activities will help to strengthen a gender sensitive approach in municipal governance that raises the profile of women and enable them to voice concerns and to become active partners in municipal activities.

MUNICIPAL PROGRESS HIGHLIGHTS

Maidan Shar Solid Waste Collection Project To Boost Citizens' trust in GIROA

More than 100 citizens, the Mayor and the Governor of Wardak participated in an inauguration ceremony on March 9 for the solid waste collection project in Maidan Shar. This project will support the installation of 25 steel trash bins and establishment of a trash collection service with waste disposal at the landfill site.

According to the baseline survey undertaken by RAMP UP East in the late summer of 2010, about 41% of Maidan Shar residents thought the Municipality was doing a very bad job in delivering public services to residents. The weak performance of the government resulted in mistrust between citizens and local government institutions. In response to public demands and to improve trust in GIROA, the Municipality requested RAMP UP East support for service delivery improvements.



Municipal workers in Maidan Shar received on-the-job training.

Commenting on the project, the Governor urged citizens to trust the government and to contribute towards the city's cleanliness. He was quoted as saying: "I understand that if the Municipality works hard the city is clean and if the city is not clean, that means the Municipality is doing nothing".

With regard to cash-for-work opportunities, this project will create 37 jobs for local residents who will be tasked with trash collection. The revenue generation aspect of the project is based on increasing citizen satisfaction with municipal services. Some 83% of Maidan Shar residents indicated that they would be willing to pay 400 to 600 Afghanis per year if the Municipality provided reasonable public services.

A total of 800 households in Maidan Shar will benefit directly from the improved service. The Municipality intends to expand the project to serve all citizens living within the municipal boundaries. With support from RAMP UP East, the municipal employees will be trained to systematically collect the trash and follow solid waste management safety standards to ensure a healthier and cleaner urban environment.

Municipal Officials To Prepare City Economic Development Plan For Charikar

The Revenue Generation Officer from Charikar was given on-the-job training and learned how to draft an economic development plan. This plan will help in identifying the economic development needs of the city and revenue generation projects for the Municipality.

The Revenue Generation Officer commented on the value of preparing an economic development plans: "In the past, the Municipality didn't have the ability to plan and implement projects with public participation but I'm sure that now the economic development plan will attract donors to help support the Municipality to achieve its economic plans."

During this period, the pilot business registration project progressed further. A total of 1,000 shops were surveyed in the first and second districts and all data entries were completed. Charikar is

expected to finish the data collection task in April and will then analyze the process and results that will lead to improved tax collection.

There are indications that public perception is changing in Charikar. For example, during a street interview with the RAMP UP East team, one of the shopkeepers commented on the business registration process. He said: “This process will enhance municipal revenues that will be used to improving municipal public services. Once businesses are registered, we will regularly pay our taxes and become responsible citizens.”

Asadabad Mayor Is Open To Share Bidding Documents With the Public

On 27 February, the Mayor of Asadabad reported on the previous year’s development expenditures to community representatives. A total of 31 citizens, including 13 youth, participated in the public meeting and were briefed on the municipal budget and plans. The Mayor explained that the municipal development budget for the previous year was the equivalent of approximately USD185,000. He went on to advise that all the planned projects in the budget were implemented.



Asadabad, 27 February. The citizen forum demonstrated greater transparency practices

In a step towards achieving greater transparency, the Mayor expressed his willingness to share project bidding documents with the public. The citizen forum participant [REDACTED] was quoted as saying: "We would appreciate it if one of the community representatives becomes involved in the bidding process to ensure transparency, accountability, and community ownership of public services." The Mayor accepted his suggestion and asked the elders to nominate a community representative to participate in the bidding process. This confirms that establishing the citizen forum supports transparent municipal governance practices through public accountability.

Khost Mayor discusses illegal building construction with women and youth

On 4 March, “Hello Caravan Radio” hosted a discussion between the Mayor and youths about illegal building construction in the city. The four participants - three young women and a young man - asked the Mayor to explain the basis for his decision to combat illegal construction.



Khost, 4 March. The Mayor discussed illegal construction in the city with youth representatives

Demonstrating the values of the monthly citizen forum, the Mayor explained that community representatives urged the Municipality to take this step and requested the formation of a committee to monitor illegal construction. The committee will make recommendations to the Mayor that he can act upon.

Discussion participant ██████ noted the construction of commercial buildings in the residential areas of Khost. ██████ asked the Mayor for an explanation why the Municipality allowed businesses to go ahead with illegal construction. The Mayor responded: “The current city master plan was designed for a district, not a city. Khost is growing everyday so the Municipality has to review the master plan and accommodate the on-going expansion.” Finally, the Mayor announced that the planned new master plan will include a women’s park, play ground and business center for women only.

Mahmud Raqi drainage ditch construction to provide cash-for-work opportunities

On-site work began in Mahmud Raqi for the construction of a 240m drainage ditch and sidewalk that had been inaugurated on 8 March. Currently, rain water accumulates and does not drain, which causes problems for pedestrian access and can lead to potential public health hazards.

Commenting on the project benefits, shopkeeper ██████ told RAMP UP East: “This is a remarkable step by the Municipality that never did anything for residents in the past”. The drainage ditch construction will benefit 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

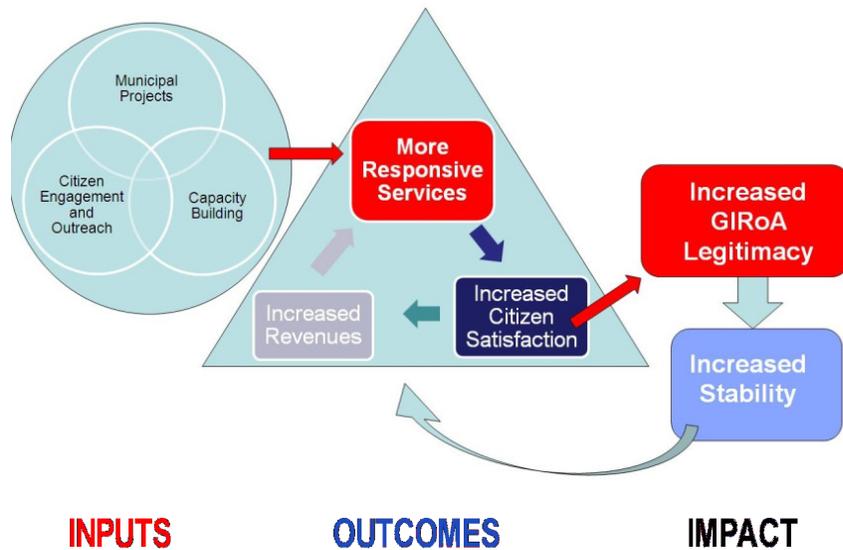
Municipal officials indicated in the baseline survey conducted by RAMP UP East that the project will change citizen attitudes towards paying municipal taxes. At the time of the survey, only 1% of Mahmud Raqi citizens agreed to pay municipal taxes.

RAMP UP East will work with the Municipality to improve its performance through a learning-by-doing approach to be applied to project management and operation and maintenance.

RAMP-UP EAST PERFORMANCE INDICATORS – AN OVERVIEW

The RAMP UP East’s stability paradigm (FIGURE 1) is based on the proposition that, as a result of achieving the program objectives, Afghan citizens will see local governance structures as legitimate based on receiving better services and engaging in the decision making process. To this end, RAMP UP East measures its outcomes in terms of: 1) An increasing percentage of citizens who trust municipal officials; 2) Increases in the percentage of municipal citizens with access to municipal services; and 3) Increases in the percentage of municipal revenues.

FIGURE 1 RAMP UP East’s stability paradigm



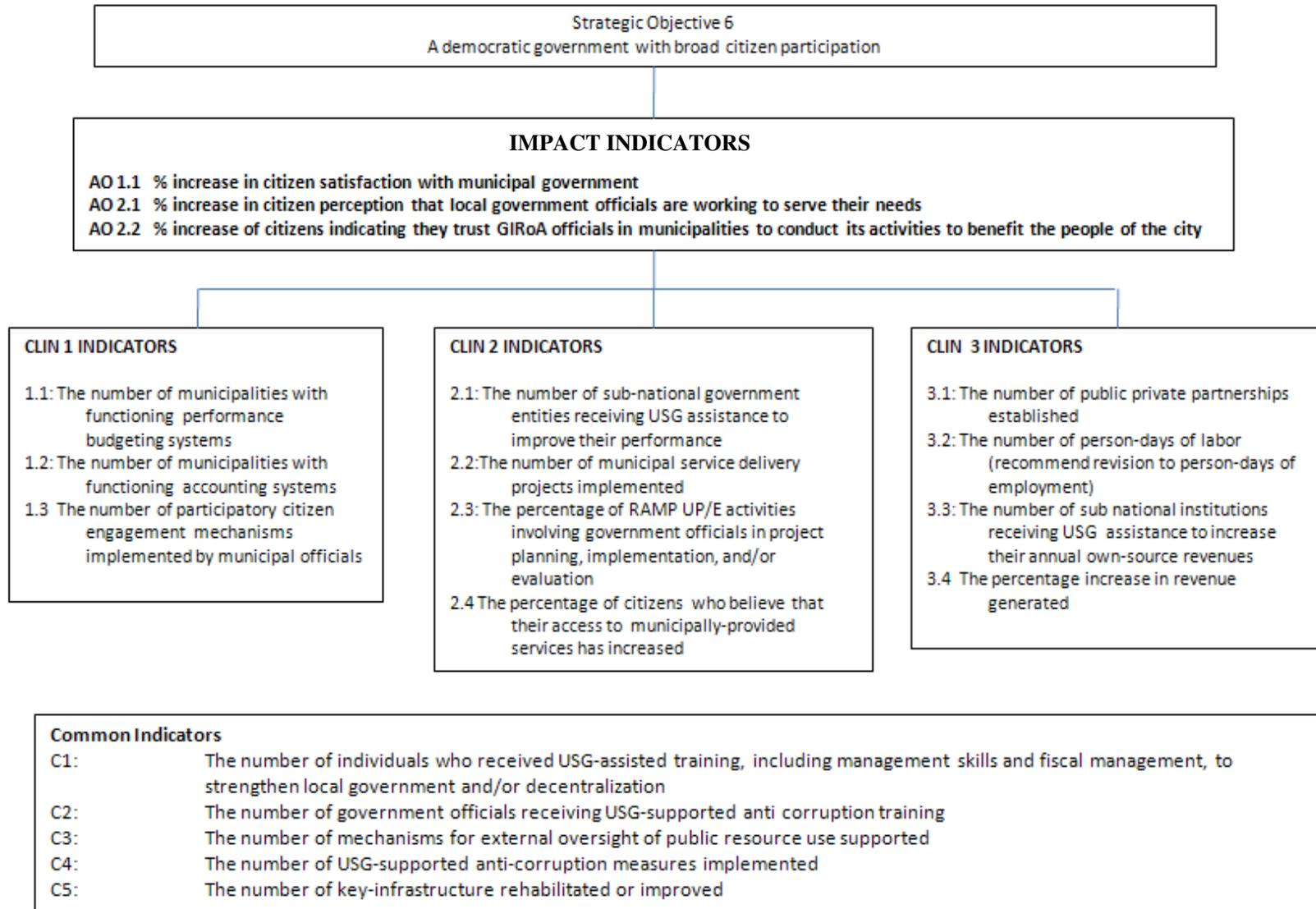
Measuring RAMP UP East’s Intermediate Results (IRs)

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

As RAMP UP East’s impact measurements will be tabulated on an annual basis, the project has adopted 11 indicators that are used to measure the ongoing progress of the program’s activities, and to support the impact measurements noted above. RAMP UP East will propose to USAID to add qualitative impact indicators to highlight activities related to youth, women’s support and capacity building of IDLG. The program also suggests a modification of the definition of capacity building training activities. If approved by USAID, some indicators will be removed to sharpen the focus of the monitoring and evaluation tools that will measure the progress of RAMP UP East in an effective manner specific to program objectives.

FIGURE 2

USAID RAMP UP EAST INDICATORS AT A GLANCE



The following section presents an overview of each RAMP UP East indicator, including baseline figures, and illustrates progress against these indicators during the reporting period.

PMP Ind	PERFORMANCE INDICATOR	Baseline (Q4 FY 2010)	Target	ACTUALS				PROJECT Totals	
	Indicator			Q4 FY 2010 : (Jul-Sep)	Q1 FY 2011: (Oct – Dec)	Q2 FY 2011: (Jan-Mar)	Q3 FY 2011: (Apr-Jun)	Project to date	%
IMPACT INDICATORS									
AO 1.1	% increase in citizen satisfaction with municipal government	65%	20%				-	0	0%
AO 2.1	% increase in citizen perception that local government officials are working to serve their needs	55%	20%				-	0	0%
AO 2.2	% increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city	49%	20%				-	0	0%
CLIN 1 INDICATORS									
1.1	# of municipalities with functioning performance budgeting systems	0	5	0	0	0	-	0	0%
1.2	# of municipalities with functioning accounting systems	0	5	0	0	0	-	0	0%
1.3	# of participatory citizen engagement mechanisms implemented by municipal officials	0	5 mechanisms in each municipality (5x14 = 70)	0	18	16	-	34	48%

PMP Ind	PERFORMANCE INDICATOR		Baseline (Q4 FY 2010)	Target	ACTUALS				PROJECT Totals	
	Indicator				Q4 FY 2010 :	Q1 FY 2011:	Q2 FY 2011:	Q3 FY 2011:	Project to date	%
					(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)		
CLIN 2 INDICATORS										
2.1	# of sub-national government entities receiving USG assistance to improve their performance		0	14	13	13	13	-	13	93%
2.2	# of municipal service delivery projects implemented		0	17	4	0	4	-	8	47%
2.3	% of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation		0%	80%	0	67%	81%	-	81%	81%
2.4	% of citizens who believe that their access to municipally-provided services has increased		48%	20%				-	0	0%
CLIN 3 INDICATORS										
3.1	# of public private partnerships		0	5 in different municipalities	0	0	0	-	0	0%
3.2	# of person-days of labor		0	184,800	6,486	13,201	6612	-	26,299	14%
3.3	# of sub-national institutions receiving USG assistance to increase their annual own-source revenue		0	14	13	13	13	-	13	93%
			AFS	USD						
3.4	% increase in revenue generated									
		Asadabad	10,016,741 AFs	\$200,334.00				-	0	0%
		Bamyan	18,882,945 AFs	\$377,659.00				-	0	0%
		Charikar	3,592,196 AFs	\$71,844.00				-	0	0%
		Gardez	36,810,000 AFs	\$736,200.00				-	0	0%
		Ghazni	36,631,987 AFs	\$732,639.00				-	0	0%
		Jalalabad	336,982,622 AFs	\$6,739,652.00				-	0	0%
		Khost	74,286,703 AFs	\$1,485,734.00				-	0	0%
		Mahmudi-i-Raqi	3,424,011 AFs	\$68,480.00	20% in 5 municipalities			-	0	0%
		Maidan Shar	20,887,404 AFs	\$417,748.00				-	0	0%
		Mehterlam	27,106,296 AFs	\$542,126.00				-	0	0%
		Panjshir	10,543,990 AFs	\$210,880.00				-	0	0%
	Paum						-	0	0%	
	Pul i Alam	22,534,545 AFs	\$450,691.00				-	0	0%	
	Sharana	1,949,035 AFs	\$38,980.00				-	0	0%	
								0	0%	

PMP Ind	PERFORMANCE INDICATOR	Baseline (Q4 FY 2010)	Target	ACTUALS				PROJECT Totals	
	Indicator			Q4 FY 2010 :	Q1 FY 2011:	Q2 FY 2011:	Q3 FY 2011:	Project to date	%
				(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)		
COMMON INDICATORS									
C1	<i># of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization</i>	0	300 person training	0	12	61	-	73	24%
C2	<i># of government officials receiving USG-supported anti-corruption training</i>	0	300	0	0	0	-	0	0%
C3	<i># of mechanisms for external oversight of public resource use supported</i>	0	TBD	-	-	-	-	0	0%
C4	<i># of USG-supported anti-corruption measures implemented</i>	0	TBD	-	-	-	-	0	0%
C5	<i># of key-infrastructure rehabilitated or improved</i>	0	83	4	1	12	-	17	21%

RAMP UP EAST DISAGGREGATED INDICATORS

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

Indicator 1.1: the listed indicators of citizen satisfaction, perceptions about local government performance and citizen trust were measured during the external survey undertaken in September 2010. RAMP UP East plans to undertake a second public opinion survey in September/October 2011. This survey will measure public perceptions, satisfaction levels and citizen trust in GIRoA. If the program supported municipal activities are successful and the municipal leadership is more visible, the citizens' satisfaction is expected to increase by up to 20%.

Indicator A.O. 1.1: % increase in citizen satisfaction with municipal government				
Year	Baseline (Q4 Jul-Sep'10)	Target	Q3: (Apr-Jun)	Notes:
FY2011	65%	20% increase		<i>Percent who said municipal government was doing a very good or somewhat good job</i>

Indicator A.O. 2.1: % increase in citizen perception that local government officials are working to serve their needs				
Year	Baseline (Q4 Jul-Sep'10)	Target	Q3: (Apr-Jun)	Notes:
FY2011	55%	20% increase		<i>Percent who said Municipal Government was always or sometimes working to serve people like you</i>

Indicator A.O. 2.2: % increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city				
Year	Baseline (Q4 Jul-Sep'10)	Target	Q3: (Apr-Jun)	Notes:
FY2011	49%	20% increase		<i>Percent who said they had a great deal or some trust in the Municipal Government to conduct its activities to the benefit of people in their city</i>

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

Indicator 1.1: Functioning Performance Based Budgeting System means a municipality with set goals and objectives, developed performance measurement tools and sound reporting on budget and expenditures. Note the Internal Survey indicated that currently no performance based budgets are being used in the RAMP UP East supported municipalities.

In the first quarter of 2011, the program began defining performance based budgeting according to three criteria: 1) Define the plans and goals of the budget; 2) Create performance measures to judge progress toward those goals; 3) Develop a year-end report on expectations and overall achievements.

The first phase (goal-setting) has been completed in 13 municipalities; in this process, seven municipalities contributed to achieving the first phase. Phase two (performance measures) has commenced and the performance based budget template has been developed and distributed to embedded advisors for discussion with municipal staff. However, it is expected that visible progress towards indicator 1.1 and 1.2 will not be seen until the end of the first year.

Indicator 1.1: # of municipalities with functioning performance budgeting systems						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	5	0	0	0		

Indicator 1.2: A functioning accounting system is a method of transparently, consistently and verifiably recording the collection and use or disposition of financial resources (i.e. cash, revenues, expenditures, or physical assets.)

To date, none of RAMP UP East municipalities has a functional accounting system but a set of primary steps for developing functional performance based budgeting system has been taken as follows:

- 1- Training-of-Trainers for all RAMP UP East Public Finance Advisors on Ministry of Finance chart of accounts, Ministry of Finance forms for budgeting and accounting, Afghan Procurement Law and Afghan Public Finance and Expenditure Management Law.
- 2- Payroll system and system for reporting expenses developed in 12 municipalities (Asadabd, Mehterlam, Jalalabad, Charikar, Panjshir, Mahmood-i-Raqi, Puli Alam, Maidan Shar, Bamyán, Gardiz, Khost and Ghazni) using Ministry of Finance standards forms.
- 3- In Charikar, Bamyán, Asadabad, Mehterlam, Panjshir, Khost, and Puli Alam a municipal revenue recording and reporting system is in place and utilized by the municipality.
- 4- In all 13 municipalities training on accounting for municipal officials is in progress.

Indicator 1.2: # of municipalities with functioning accounting systems						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:

FY2010/11	5	0	0	0		
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Indicator 1.3: Citizen public participation in municipal governance

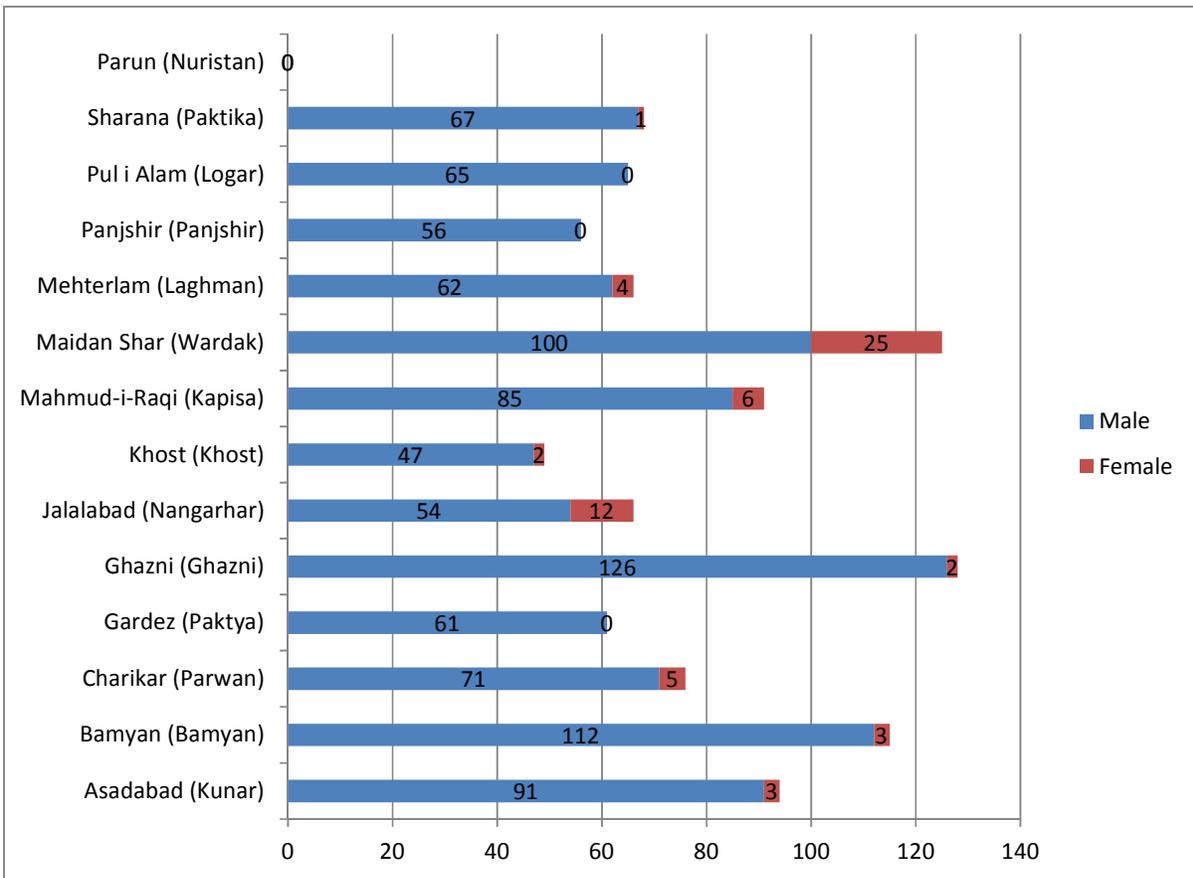
Monthly citizen forums, project opening and closing ceremonies and media interviews are public participation activities designed to improve citizen engagement and public participation in municipal affairs, thereby enhancing transparency and accountability in municipal decision making. They also support promoting GIRoA achievements and to increase public support and confidence in sub-national governance entities of the Afghan government. Compared to the last quarter of 2010, a slight decrease in public participation mechanisms was recorded. This decrease is caused by the cancelation of some citizen forums due to increased security threats in Puli Alam, Sharana and Kapisa. However, the political support and mayors' ownership of the citizen forum remain as key factor in determining the success or failure of these public forums.

Indicator 1.3: # of participatory citizen engagement mechanisms implemented by municipal officials						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	At least 5 in each municipality (5x14 = 70)	0	18	16		

Figures disaggregated by municipality, province and gender:

The table below indicates that women's participation was the highest in Maidan Shar and Bamyan. The lowest participation rates were recorded in Gardez, Panjsher and Puli Alam. Municipal officials in Puli Alam and Gardez attributed the low participation of women in public events to insecurity and social/cultural traditions. RAMP UP East produced a local guide with recommendations on how to encourage greater participation of women and other groups in the citizen forum. The booklet will be further discussed in the planned civic education training at the end of May 2011.

Indicator 1.3: # of participatory citizen engagement mechanisms implemented by municipal officials			
Municipality (Province)	Total participants	Male	Female
Asadabad (Kunar)	94	91	3
Bamyan (Bamyan)	115	112	3
Charikar (Parwan)	76	71	5
Gardez (Paktia)	61	61	0
Ghazni (Ghazni)	128	126	2
Jalalabad (Nangarhar)	66	54	12
Khost (Khost)	49	47	2
Mahmud-i-Raqi (Kapisa)	91	85	6
Maidan Shar (Wardak)	125	100	25
Mehtarlam (Laghman)	66	62	4
Panjshir (Panjshir)	56	56	0
Pul i Alam (Logar)	65	65	0
Sharana (Paktika)	68	67	1
Parun (Nuristan)	0	0	0



Municipality (Province)	Mechanism Implemented				
	Citizen Forum	Opening / closing ceremony	Public outreach training	Newsletter	Municipal officials interview with media
Asadabad (Kunar)	4	2	0	1	0
Bamyan (Bamyan)	3	2	0	1	1
Charikar (Parwan)	3	1	0	0	1
Gardez (Paktya)	3	0	0	1	0
Ghazni (Ghazni)	3	0	0	0	0
Jalalabad (Nangarhar)	1	1	1	0	0
Khost (Khost)	3	0	0	0	2
Mahmud-i-Raqi (Kapisa)	3	1	1	0	0
Maidan Shar (Wardak)	3	1	0	0	1
Mehtarlam (Laghman)	2	1	0	0	1
Panjshir (Panjshir)	4	0	0	0	0
Pul i Alam (Logar)	2	1	2	0	0
Sharana (Paktika)	3	1	0	0	0
Parun (Nuristan)	0	0	0	0	0
TOTAL	37	11	4	3	6

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

Indicator 2.1: # of sub-national government entities receiving USG assistance to improve their performance

Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr- Jun)	Notes:
FY2010/11	14	13	13	13		

Figures disaggregated by municipality, province:

Indicator 2.1: # of sub-national government entities receiving USG assistance to improve their performance

No.	Municipality	Province
1	Asadabad	Kunar
2	Bamyan	Bamyan
3	Charikar	Parwan
4	Gardez	Paktya
5	Ghazni	Ghazni
6	Jalalabad	Nangarhar
7	Khost	Khost
8	Mahmudi-i-Raqi	Kapisa
9	Maidan Shar	Wardak
10	Mehtarlam	Laghman
11	Panjshir	Panjshir
12	Pul i Alam	Logar
13	Sharana	Paktika

Indicator 2.2: # of municipal service delivery projects implemented						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	17	4	0	4		

Figures disaggregated by activity, municipality, and province:

Indicator 2.2: # of municipal service delivery projects implemented between July 2010 and March 2011			
No.	Activity	Municipality	Province
1	Solid Waste Collection	Charikar	Parwan
2	Solid Waste Collection	Gardez	Paktya
3	Solid Waste Collection	Sharana	Paktika
4	Solid waste enclosure	Sharana	Paktika
5	Solid Waste Collection	Panjshir	Panjshir
6	Masonry refuse enclosure & Solid waste collection	Bamyan	Bamyan
7	Solid waste receptacles & Collection	Pul-i-Alam	Logar
8	Solid waste receptacles & Collection	Maydan Shar	Wardak

Indicator 2.3: The involvement of government officials is a critical piece of RAMP UP East’s work and the program has been successful in engaging officials in program activities the work that we do across the board. This indicator captures only those activities that have been completed.

Indicator 2.3: % of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	80%	0	67%	81%		

Figures disaggregated by municipality and province:

Indicator 2.3: % of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation			
Municipality (Province)	Total number of activities completed/ongoing	Total number of activities with government involvement	Percentage
Asadabad (Kunar)	3	3	100%
Bamyan (Bamyan)	1	1	100%
Charikar (Parwan)	1	1	100%
Gardez (Paktya)	1	1	100%
Ghazni (Ghazni)	1	1	100%

Jalalabad (Nangarhar)	1	1	100%
Khost (Khost)	2	1	50%
Mahmud-i-Raqi (Kapisa)	3	1	33%
Maidan Shar (Wardak)	2	2	100%
Mehtarlam (Laghman)	2	2	100%
Panjshir (Panjshir)	2	0	0%
Pul i Alam (Logar)	3	2	66%
Sharana (Paktika)	3	3	100%
TOTAL	25	19	81%

Indicator 2.4: During September 2010, 48% of the surveyed citizens interviewed for the external survey did not rate municipal services such as trash, drainage/ditches, roads and parks, as poor or unavailable.

Indicator 2.4: % of citizens who believe that their access to municipally-provided services has increased				
Year	Baseline (Q4 Jul-Sep'10)	Target	Q3: (Apr-Jun)	Notes:
FY2011	48%	20% increase		.Percent of Municipal Services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks)

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

Indicator 3.1: Prior to being able to support the establishment of any Public Private Partnerships in RAMP UP East municipalities, the municipalities have to develop Municipal Economic Profiles and Municipal Economic Development Plans. The brief below explains the progress made during the quarter:

- RAMP UP East completed 70% of the initial drafts of the municipal economic profiles. The profiles will be completed in the following quarter.
- A template was developed for the Economic Development Plans. The next step will be to draft Municipal Economic Development Plans.
- Initial discussions were initiated with mayors about public private partnerships.

Indicator 3.1: # of public private partnerships						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	5 in different municipalities	0	0	0		

Indicator 3.2: RAMP-UP East supported service delivery projects have provided cash-for-work opportunities for citizens of the municipalities. During the reporting period, a total of 6,612 person-days of labor were created as a result of RAMP UP East's work. The decrease in the cash-for-work opportunities compared to the previous quarter is related to the completion of some infrastructure

projects. It is expected that cash-for-work opportunities will increase again over the next quarter upon the inauguration of new service improvement delivery projects that received the USAID approval.

Indicator 3.2: # of person-days of labor						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	184,800 days	6,486	13,201	6,612		

The following figures are disaggregated by municipality, province, gender, person hours and source:

Indicator 3.2: # of person-days of labor					
Municipality (Province)	Male	Female	Person hours	Source	Total person days
Asadabad (Kunar)	871	0	6,968	Public	871
Bamyan (Bamyan)	420	0	3,360	Public	420
Charikar (Parwan)	2485	0	19,880	Public	2485
Gardez (Paktya)	1485	0	11,880	Public	1485
Ghazni (Ghazni)	0	0	0	Public	0
Jalalabad (Nangarhar)	0	0	0	Public	0
Khost (Khost)	0	0	0	Public	0
Mahmud-i-Raqi (Kapisa)	302	0	2,416	Public	302
Maidan Shar (Wardak)	512	0	4,096	Public	512
Mehtarlam (Laghman)	0	0	0	Public	0
Panjshir (Panjshir)	0	0	0	Public	0
Pul i Alam (Logar)	27	0	216	Public	27
Sharana (Paktika)	510	0	4,080	Public	510
TOTAL	6,612	0	52,896		6,612

Indicator 3.3: 13 municipalities in ISAF’s RC East area benefiting from on-the-job training and technical assistance provided by RAMP UP East to increase annual revenue sources.

Indicator 3.3: # of sub-national institutions receiving USG assistance to increase their annual own-source revenue						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	14	13	13	13		

Figures disaggregated by municipality, province:

Indicator 3.3: # of sub-national institutions receiving USG assistance to increase their annual own-source revenue		
No.	Municipality	Province
1	Asadabad	Kunar

2	Bamyan	Bamyan
3	Charikar	Parwan
4	Gardez	Paktya
5	Ghazni	Ghazni
6	Jalalabad	Nangarhar
7	Khost	Khost
8	Mahmudi-i-Raqi	Kapisa
9	Maidan Shar	Wardak
10	Mehtarlam	Laghman
11	Panjshir	Panjshir
12	Pul i Alam	Logar
13	Sharana	Paktika

Indicator 3.4: This impact level indicator uses the external survey values collected in September 2010 as the baseline to measure further progress for revenue generation. The changes made by the program activities will be measured again in September 2011. It was not possible to measure the revenue generation enhancement during January-March 2011, as the program activities had only just begun and will need to be reviewed after implementation of this activity has progressed.

Indicator 3.4: % increase in revenue generated					
Year	Municipality (Province)	Baseline (Q4 Jul-Sep'10)	Target	Q3: (Apr-Jun)	Notes:
FY2011	Asadabad (Kunar)	10,016,741 AFs	20% in 5 municipalities		
FY2011	Bamyan (Bamyan)	18,882,945 AFs			
FY2011	Charikar (Parwan)	3,592,196 AFs			
FY2011	Gardez (Paktya)	36,810,000 AFs			
FY2011	Ghazni (Ghazni)	36,631,987 AFs			
FY2011	Jalalabad (Nangarhar)	336,982,622 AFs			
FY2011	Khost (Khost)	74,286,703 AFs			
FY2011	Mahmud-i-Raqi (Kapisa)	3,424,011 AFs			
FY2011	Maidan Shar (Wardak)	20,887,404 AFs			
FY2011	Mehtarlam (Laghman)	27,106,296 AFs			
FY2011	Panjshir (Panjshir)	10,543,990 AFs			
FY2011	Pul i Alam (Logar)	22,534,545 AFs			
FY2011	Sharana (Paktika)	1,949,035 AFs			

Progress towards Common Indicators

Indicator C1: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	300	0	12	61		

	person trainings					
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Municipality (Province)	Total	Male	Female
Asadabad (Kunar)	1	1	0
Bamyan (Bamyan)	1	1	0
Charikar (Parwan)	11	11	0
Gardez (Paktya)	1	1	0
Ghazni (Ghazni)	1	1	0
Jalalabad (Nangarhar)	1	1	0
Khost (Khost)		1	0
Mahmud-i-Raqi (Kapisa)	15	13	2
Maidan Shar (Wardak)	1	1	0
Mehtarlam (Laghman)	0	1	0
Panjshir (Panjshir)	5	5	0
Parun (Nooristan)	1	1	0
Pul-i-Alam	21	21	0
Sharana (Paktika)	0	0	0
TOTAL	61	59	2

The above figures provide information about the classroom training attended by municipal officials. To improve the training mechanisms and coordination, the capacity building unit established a training data base in March 2011 that records the training provided and planned training and matches it with program indicators.

The Capacity Building Unit undertook the following activities during this quarter:

1. Building tools for assessment and management of training,
2. Gearing up classroom training efforts and beginning to provide rigor to on-the-job training processes, and
3. Develop capacity building interventions for community stakeholders in good municipal governance.

DAI's Technical and Administrative Management Information System (TAMIS) has been modified to manage the "classroom" training component. It now facilitates planning and delivery of workshops and events.

On-the-job training metrics were identified as a key weakness in local capacity building implementation. The literature has little to say about this matter. One simple tool is the checklist RAMP UP East introduced in the context of developing Standard Operating Procedures for various municipal functions. A series of field visits is planned for April and May to begin development of a systematic program wide OJT metrics approach.

The program is also working with a number of specific non-government stakeholder groups to help build the skills they need to more fully engage with municipal government and to advocate for their interests. Training for small construction companies and women business professionals is being designed to improve their ability to enter into contracted arrangements with municipal governments and donors and to represent their business interests in municipal plan development.

Consistent with RAMP UP East's mandate to build training capacity in the target community, best practices in training materials development and workshop delivery are being documented and propagated. The briefing note “Good Training Development” was created to highlight the user-centered processes at the heart of the proposed 15 module municipal finance training package.

Municipal finance managers, for example, performed process mapping of some elements of their work to create Afghan-specific case studies - they are now excited partners in the development of the remaining modules. A review of presentation skills was conducted with Team Leaders to assess and improve presentation delivery and public speaking skills in preparation for the Mayors Conference held in early April.

<i>Indicator C2: # of government officials receiving USG-supported anti-corruption training</i>						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	300	0	0	0		

<i>Indicator C3: # of mechanisms for external oversight of public resource use supported</i>						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	TBD	0	0	0		

<i>Indicator C4: # of USG-supported anti-corruption measures implemented</i>						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	TBD	0	0	0		

<i>Indicator C5: # of key-infrastructure rehabilitated or improved project</i>						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	83	4	1	12		

Figures disaggregated by type of activity, municipality, province:

<i>Indicator C5: # of key-infrastructure rehabilitated or improved</i>			
No.	Type of Activity	Municipality	Province
1	Sidewalk Rehabilitation	Jalalabad	Nangarhar
2	Drainage Ditch Construction (1300 meters)	Asadabad	Kunar
3	Drainage ditch Construction (600 meters)	Asadabad	Kunar
4	Gravel road, Culvert	Asadabad	Kunar

	installation & Retaining wall construction		
5	Drainage Ditch Construction	Sharana	Paktika
6	Median Construction	Ghazni	Ghazni
7	Drainage ditch & culverts construction	Maidan Shar	Wardak
8	Sidewalk Construction	Bamyan	Bamyan
9	Automobile parking lot	Pul-i-Alam	Logar
10	Automobile parking facility	Pul-i-Alam	Logar
11	Drainage ditch and Sidewalk construction	Bazarak	Panjshir
12	Drainage ditch, Sidewalk & Culverts Construction	Mahmud-i-Raqi	Kapisa
13	Street Asphaltin& Drainage ditch Construction	Mahmud-i-Raqi	Kapisa
14	Drainage ditch Construction	Mahmud-i-Raqi	Kapisa
15	Drainage ditch Construction	Mehterlam	Laghman
16	Drainage ditch & Sidewalk Construction	Mehterlam	Laghman
17	Drainage ditch Improvement	Khost	Khost

PROGRAM CHALLENGES

Since RAMP-UP East began in June 2010, the program has encountered some challenges that constrained progress. The existing circumstances of insufficient human resources, lack of technical knowledge, depleted municipal service delivery capacity and weak central government communications with municipalities resulted in specific challenges related to the program progress.

This report states the main problems that were encountered over the January – March 2011 as follows:

- 1- Access to information:** the program faced challenges in accessing infrastructure information at the municipal level. This difficulty resulted in delay in producing concept papers of municipal service delivery project.
- 2- Sharing infrastructure projects budgets:** some Mayors requested RAMP UP East to share with the municipality details of projects budgets and bidding process. This query doesn't fit with the program's contracting standards and bidding policy. It was recently agreed that RAMP UP East will share with municipalities the total budget of projects without a detailed breakdown and will also make additional efforts to ensure that local companies from the provinces are informed about opportunities to bid for USAID/RAMP UP East funded projects.
- 3- Learning and knowledge sharing:** a small number of municipal counterpart staff in Jalalabad, Panjshir, Sharana and Gardez do not demonstrate a strong interest to learn new professional skills. Some of the officials requested a financial incentive to attend training workshops. Others complained that their low wage doesn't motivate them to improve their performance. RAMP UP East enhanced communication with Mayors and explained that capacity building activities should be demand driven. Mayors tasked their staff members to attend the in-house seminars but some of them still choose not to attend.
- 4- Mayoral appointments and delegated authorities.** There have been a couple of instances where acting mayors were appointed but were unable to exercise their full authority or roles. The frequent change of mayors and appointment of acting mayors for long periods of time are factors that negatively affected the program activities. The acting mayors have limited authorities over municipal management which impacted the capacity building support activities. For example, the municipalities of Maidan Shar and Ghazni have acting mayors. Three different mayors were appointed in Sharana between mid-2010 and April 2011.
- 5- Security:** Security threats contributed to the cancelation and postponement of five citizen forums this quarter. Anti-government elements warned citizens to not attend GIROA led meetings and avoid visiting government compounds. Sharana, Mehterlam and Kapisa are municipalities that had to cancel the public meetings. Moreover, expatriate advisors of the program were not always allowed to travel to the municipalities. The Jalalabad Area Office was temporarily shut down a couple of times.

- 6- Municipal budget structure:** the rigged municipal budget structure hindered the ability of the municipality to undertake new capacity building support and public outreach activities. The lack of flexibility delayed the production of municipal newsletters as the municipality had to wait for the new years' budget to include new items and activities.

LESSONS LEARNED

- 1- Active surveillance:** The RAMP UP East management developed advanced reporting procedures to ensure materials purchased are utilized for the project. In addition, an internal fraud investigation mechanism was developed to respond to any allegations or suspicions of corruption. The program conducted several spot checks to ensure quality control and project reporting accuracy.