



USAID
FROM THE AMERICAN PEOPLE

AFGHANISTAN

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

QUARTERLY REPORT JULY – SEPTEMBER 2011



A female interviewer employed by RAMP UP East marks a house randomly selected for the public opinion survey

31 OCTOBER 2011

This publication was produced for review by the United States Agency for International Development

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

QUARTERLY REPORT JULY 1 – SEPTEMBER 30, 2011

Program Title: Regional Afghan Municipalities Program for Urban Populations
Regional Command East (RAMP UP East)

Sponsoring USAID Office: USAID/Afghanistan

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

Contractor: DAI

Date of Publication: October 31, 2011

Author: RAMP UP East Project staff

CONTENTS

ACRONYMS	VI
EXECUTIVE SUMMARY	1
BACKGROUND.....	5
RAMP UP EAST ACCOMPLISHMENTS PER COMPONENT	9
ASSISTANCE OBJECTIVE INDICATORS.....	9
COMPONENT INDICATORS	11
COMPONENT 1 - CAPACITY BUILDING OF GIROA OFFICIALS AT MUNICIPAL LEVEL.....	11
COMPONENT 2 - MUNICIPAL SERVICE DELIVERY PROGRAMS	18
COMPONENT 3 - SUPPORT TO THE GIROA TO IMPROVE ECONOMIC DEVELOPMENT AND REVENUE GENERATION AT THE MUNICIPAL LEVEL	21
CROSS-CUTTING INDICATORS.....	24
ANNEX I - RAMP UP EAST RESULTS FRAMEWORK.....	29
ANNEX 2 -CITIZEN’S PERCEPTION SURVEY (PRELIMINARY RESULTS)	33
ANNEX 3 - LIST OF INFRASTRUCTURE PROJECTS AS OF SEPTEMBER 30, 2011 ..	37

The authors’ views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Acronyms

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

Executive Summary

This Quarterly Report, covering activities accomplished between July 1 through September 30, 2011, marks the beginning of RAMP UP East's First Option Year, which corresponds to the second year of program implementation. The intent of this report is to present project activities completed and progress made towards the annual Assistance Objective (AO) indicator targets. These are measured by intermediate (quarterly) indicators defined in the RAMP UP East Performance Monitoring Plan.

In early July, as the quarter was just beginning, the municipal infrastructure and service delivery activities were temporarily halted due to budgetary constraints but resumed again by the end of the month.

The month of August coincided with the holy month of Ramadan which usually results in a significant reduction in activity. This year, in an effort to continue providing services to the communities, municipal teams sought out unique ways to continue working toward project deadlines. For example, in Jalalabad, workers took advantage of the cool evening temperatures by beginning construction work after *iftar* and continuing into the morning hours. These efforts enabled the construction team to complete half of the RAMP UP East funded culvert rehabilitation project by the end of the month.

An increase in insurgent activity in Pul-i-Alam in early September resulted in the decision by the project management to temporarily relocate embedded staff to the Kabul office so as not



Local laborers are employed in the construction of the USAID-funded retaining wall along the Dosaraka-Fabrika Road in the Municipality of Jalalabad.

compromise their safety. The staff returned to their municipal office in early October. The security situation had improved to a level that the team was able to oversee the public opinion household survey, which was completed by the end of October.

Despite the challenges that impacted the performance of the program, there are successes and anecdotes worthy of highlighting, and good practices for programming in a less-permissive environment.

Citizen satisfaction with municipal government

Preliminary results of the annual public opinion survey conducted on September 2011 in 13 municipalities participating RAMP UP East showed an increase over baseline survey results for all four indicators. The survey results that inform these four indicators focus specifically on citizen satisfaction with the municipal government, perception that local officials are working to serve the citizens' needs, trust in their municipal officials to conduct activities that benefit the people, and an increase in access to services provided by the municipality. The household survey involved 3,300 randomly selected respondents.



Ghazni Acting Mayor Said Abadul Baseer (center) discusses the property and business registration campaign during a live roundtable program carried by Radio Killid.

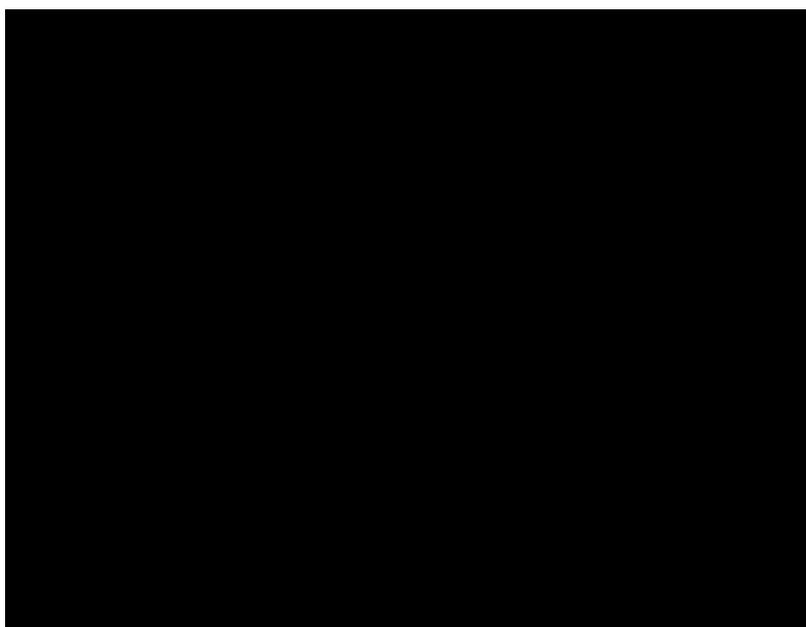
Capacity building of municipal officials

Across 13 municipalities, RAMP UP East continued to work with the municipal finance and budget units to improve their processes and systems. A diagnostic survey at the beginning of the project showed that the budgeting and finance processes were a rudimentary and manually intensive exercise. To institute changes, RAMP UP East conducted group trainings, coaching and mentoring on the various aspects of accounting and budgeting, including forecasting. Instead of manual calculations and records keeping, embedded advisors collaborated with their counterparts to computerize accounting records. During the reporting period, RAMP UP East developed training materials for the forecasting module and a formal classroom training for budget, finance and economic development officers was conducted in Kabul.

The municipalities continued to use multiple methods of conveying information to local citizens and providing an opportunity for constituents to give comments and air their concerns. In this reporting period, twelve municipalities held citizen forums to inform and engage citizens in municipal activities. Six municipalities continued to use the community newsletter to communicate municipal accomplishments and to address citizen concerns, while five towns used mass media to disseminate information through radio interviews. In Charikar, teachers and municipal advisors collaborated in organizing a drawing contest among public school students with the theme "Let's Take Care of Our City." The contest aims to promote community involvement in creating a clean, green and safe community to live in, starting with school-aged children and their families. The drawing contest will be held in the first week of October.

Service delivery and infrastructure projects

RAMP UP East continued to assist 13 municipal government units in improving the delivery of public services to constituents in various ways. In seven municipalities, solid waste management (SWM) projects – a top-priority concern identified by the municipal officials and residents – are underway. With the streets and public areas starting to look clean and free of litter, citizens begin to notice the presence of governance in their communities. The SWM program also provides employment to citizens, as well as on-the-job learning opportunities for municipal officials.



The manager of the 4th Nahia (district) in Charikar (right) is seen teaching citizens to dispose of their garbage in designated solid waste drop-off points in the city instead of in the drainage ditch.

A total of 36 infrastructure projects are currently ongoing while two projects – a protection wall in Asadabad and a parking lot in Pul-i-Alam – were completed this period. Municipal officials have been consistently involved in the planning, implementation and supervision of these projects.

Economic development and revenue generation

Ten municipalities have been registering businesses and distributing business licenses in an effort to increase fee income collected by the municipalities. Revenue and accounting managers from each of the municipalities participated in classroom training in Kabul to familiarize themselves with the business survey process and the business registration database application. As of the end of the reporting period, 13,000 businesses had been registered.

Various training on program skills

A total of 39 municipal officials from the 14 beneficiary municipalities participated in training during the reporting period on revenue forecasting, general accounting, business registration and public works maintenance planning. In addition, 54 RAMP UP East embedded advisors and staff supported their counterparts by also being included in the subject trainings. In the same period, 28 female engineers from Kabul University were trained on Construction Quality Management and received Certification of the U.S. Corp of Engineers.

As part of the anti-corruption program, fraud awareness trainings were conducted in Charikar and Panjshir. The group discussions elicited lively remarks from 13 public officials who participated, as they asked questions and reacted to sample situations that may occur in their work environment. To increase the awareness of project staff regarding gender mainstreaming and sensitization, a one day training workshop was conducted at the Kabul office for 52 male and female national staff members and one representative of IDLG. For most of the staff, it was their first time to attend such training.

Mechanisms for external oversight on the use of public resources

RAMP UP East has prepared a proposal to USAID that further defines the process for measuring interventions that reduce opportunities for corruption. It is proposed that these mechanisms for external oversight include public outreach channels like citizen forums, municipal newsletters, bid award announcements, and opening ceremonies in which municipal financial records like annual budgets, quarterly reports, project financials and others are presented to the public. The target which is being proposed for this indicator by RAMP UP East is 28 total mechanisms established in Option Year 1 and an average of two mechanisms per municipality.

Background

The purpose of the Regional Afghan Municipalities Program for Urban Populations (RAMP UP) is to create effective, responsive, democratic, transparent, and accountable municipal governance in the fourteen provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command East.

RAMP UP EAST will: (1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, (2) markedly improve the delivery of municipal services to citizens in target municipalities, and (3) increase municipal capacity to enable, support, and sustain economic growth. As a result of the RAMP UP EAST program, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

Area of Responsibility

The RAMP UP East project's Area of Responsibility includes 14 municipalities that are covered by the ISAF Regional Command East. Table 1 below presents population data taken from the Municipal Economic Profiles developed during the RAMP UP East Base Year.

Demographics Profile of Municipalities under RAMP UP East			
No.	Municipality (Province)	Population*	Municipal Mayor
1	Asadabad (Kunar)	90,000	Engr. Abdul Ghani Absi
2	Bamyan (Bamyan)	78,000	Khadam Husain Fatrat
3	Charikar (Parwan)	50,140	Haji Ghulam Sadiq Sadiq
4	Gardez (Paktya)	76,858	Agha Mohammad
5	Ghazni (Ghazni)	154,618	Said Abadul Baseer - Acting
6	Jalalabad (Nangarhar)	456,500	Lal Agha Kakar
7	Khost (Khost)	158,546	Engr. Mohammad Sharif – Acting
8	Mahmud-i-Raqi	60,400	Abddul Nabi Wahab Safi
9	Maidan Shar (Wardak)	5,804	Noor Mohammad - Acting
10	Mehterlam (Laghman)	39,254	Abdul Moqeem Abdullah
11	Panjshir (Panjshir)	15,593	Abdul Khabir Bakhshi
12	Parun (Nuristan)	n/a	Engr. Fazal Nabi
13	Pul-i-Alam (Logar)	100,000	Mohammad Hashim Husainkhil
14	Sharana (Paktika)	54,416	Mohammad Zaher

RAMP-UP Programming

RAMP UP East provides assistance to the Government of the Islamic Republic of Afghanistan (GIROA) under three primary objectives, or components, each of which is tied to a specific goal, as follows:

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



Pul-i-Alam revenue and accounting managers discuss how to implement more efficient accounting practices

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



Mayor Haji Ghulam Sadiq Sadiq of Charikar lays the foundation stone for a street improvement project.

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

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

The majority of the hands-on work provided by RAMP UP East is through teams of technical advisors (called Embedded Advisors, or EAs), who, in partnership with the technical experts based in Kabul (with specializations in areas such as engineering and construction management, urban planning, financial management, budgeting, economic development, public outreach, communications, and performance monitoring), design capacity development agendas that are tailored to the unique conditions in each municipality.



Children in Mahmud Raqi enjoy playing at a park constructed by RAMP UP East in partnership with the municipality.

RAMP UP East accomplishments per component

This section presents the accomplishments of RAMP UP East for the months of July, August and September 2011. For greater clarity and ease of tracking, results will be presented in the same sequence as the Performance Monitoring Plan (PMP). Component 1 indicators 1.1 (municipalities with performance budgeting system), 1.2 (municipalities with functioning accounting systems), Component 3 indicator 3.1 (number of public and private partnerships) and Common Indicators 3 (number of mechanisms for external oversight or public resource use support) and 4 (number of USG-funded anti-corruption measures) will be described in detail to show how the project has refined the parameters and definitions of these indicators so that the multi-level processes involved at arriving at the desired outcomes are measured.

Preliminary results of the annual public opinion survey which assesses citizen satisfaction with municipal governance are also presented in this report. This survey corresponds to Impact Indicators 1.1 (citizen satisfaction with municipal government), 2.1 (citizen perception that local government officials are working to serve their needs), 2.2 (citizen trust in municipal officials to conduct activities to benefit the people of the city), and complimentary indicator 2.4 (citizens who believe that their access to municipally-provided services has increased).

ASSISTANCE OBJECTIVE INDICATORS

Assistance objective indicators, also called impact indicators, measure citizen satisfaction, trust, and perception about local government performance in reference to their access to services provided by the municipality. These indicators are measured annually. As the Base Year survey was previously conducted in September 2010, to establish an annual comparison, the Option Year 1 survey was conducted one year later in September 2011. In both surveys, households from 13 municipalities were asked the same set of questions to enable year-to-year comparisons. The municipality of Parun in Nuristan was not included in the survey due to the security situation in the area.



A female interviewer marks the house selected randomly for the household survey in Asadabad.

The raw data results of the surveys were provided to RAMP UP East subcontractor National Research Center (NRC) for analysis in the second half of October. To provide information on the impact indicators for this quarterly report, RAMP UP East prioritized the delivery of these results. A full comparative analysis of the survey results for each municipality will be performed with final report delivery expected in December 2011. These municipal level survey reports will be provided to USAID and GfR as a stand-alone publication separate from the quarterly project reports.

1. Citizen satisfaction with the municipal government

Indicator A.O. 1.1 <i>Percentage change in citizen satisfaction with the municipal government</i>			
Year	Baseline (Q4 Jul-Sep'10)	Target	Q4 Jul-Sep 2011
2010-2011	64%	20% increase (20% of 64%=13%)	72% (+8%)
Percentage who said their municipal government was doing a very good or a somewhat good job.			

In the 2011 follow-up survey, 72 percent of respondents, across thirteen municipalities, expressed satisfaction with the municipal government as compared to 64 percent in 2010, an 8 percent increase over the baseline.

Municipal level results can be found in Appendix 2, No 1.

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

Indicator A.O. 2.1 <i>Percentage change in citizen perception that local government officials are working to serve their needs</i>			
Year	Baseline (Q4 Jul-Sep'10)	Target	Q4 Jul-Sep 2011
2010-2011	55%	20% increase (20% of 55%=11%)	59% (+4%)
Percentage who said municipal government was always or sometimes working to serve people like you (respondent)			

Across the 13 municipalities, the 2011 survey results showed that 59 percent of the respondents felt that local government officials were working to meet the needs of constituents as compared to 55 percent in 2010, a 4 percent increase over the baseline.

Municipal level results can be found in Appendix 2, No 2.

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

Indicator A.O. 2.2 <i>Percentage change of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city</i>			
Year	Baseline (Q4 Jul-Sep'10)	Target	Q4 Jul-Sep 2011
2010-2011	48%	20% increase (20% of 48%=10%)	50% (+2%)
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			

The 2011 survey results showed 50 percent of the respondents, across all 13 municipalities, said that their local officials were working for the benefit of the general public, as compared to 48 percent in 2010, a 2 percent increase over the baseline across the 13 municipalities covered by the survey.

Municipal level results can be found in Appendix 2, No 3.

4. Citizens who believe that their access to municipally-provided services has increased

Indicator 2.4 <i>Percentage of citizens who believe that their access to municipally-provided services has increased</i>			
Year	Baseline (Q4 Jul-Sep'10)	Target	Q4 Jul-Sep 2011
2010-2011	47%	20% increase (20% of 47%=10%)	58% (+11%)
Percentage of municipal services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks)			

The 2011 survey showed 58 percent of respondents across all 13 municipalities believed that their access to services provided by the municipality has increased, as compared to 47 percent in 2010, an 11 percent increase over the baseline.

Municipal level results are summarized in Appendix 2, No 4.

COMPONENT INDICATORS

Component 1 - Capacity building of GIRoA officials at municipal level

All activities under Component 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. This component has three indicators, namely: 1.1) the number of municipalities with functioning performance budgeting systems; 1.2) the number of municipalities with functioning accounting systems; and 3) the number of participatory citizen engagement mechanisms implemented by municipal officials.

Municipal Accounting and Budgeting

Measurement Methodology

To enable RAMP UP East to measure progress towards accomplishing performance based budgeting (indicator 1.1) and functional accounting systems (indicator 1.2) targets, a detailed analysis of the systems and processes used by the municipalities was necessary. The base year internal survey results identified the areas of weakness within the accounting and budgeting practices, which informed the design of the municipal finance training program. The training program includes seven (7) topic areas; four (4) accounting topics and three (3) budgeting topics.

While the baseline internal survey identified the topic areas which needed to be addressed in capacity building, it was not intended as a means to discern the detailed work flow of the accounting and budgeting operations within each of the municipal offices. This analysis is being performed on a progressive timeline that corresponds to the development of the training materials for each of the seven (7) topic areas. The municipal specific workflow analysis within a topic area serves as the basis for developing standard operation procedures (SOPs) which are denoted within a topic area survey that will be conducted quarterly at the municipal level. By conducting the surveys quarterly, RAMP UP East will be able to report the progression of the municipalities towards achievement of the municipal finance target indicators.

As noted in the Annual Report for the Base Year, the survey schedule and quarterly reporting time line is as shown below.

Survey Schedule		Aug-11	Sept	Oct	Nov	Dec	Jan-12	Feb	March	April	May	June	July
FM01	General Accounting	X											
FM02	Revenue Forecasting		X										
FM03	Budget Process				X								
FM04	Performance Based Budget					X							
FM05	Cash Management						X						
FM06	Asset Accounting							X					
FM07	Accrual Accounting								X				

X	baseline survey conducted
	quarterly survey conducted
	reported in quarterly report

1.1 Number of municipalities with functioning performance budgeting systems

Indicator 1.1: # of municipalities with functioning performance budgeting systems					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
FY2011/12	5	0			

Developing performance based budgeting within the municipal budget process will enable the local government to measure progress towards delivering the public services most important to the citizens. Measuring municipal service delivery performance is dependent on a consistent and accurate budgetary process. The results of the baseline survey and detailed work flow analysis showed that the municipal budget process was a manually intensive exercise that did not incorporate any documented assumptions for revenue forecasting and no historical variance or revenue growth trending procedures. Based upon these findings and consultations with representatives from GDMA, it was determined that the first area of capacity building for the budgeting topic area would focus on revenue forecasting.

“With technical support from RAMP UP East I am now able to prepare monthly payroll sheets accurately and in just a fraction of the time of the old method,”
Mr. Nasir Ahmad, Municipal Finance Officer of Ghazni said.

First Quarter Activities

The revenue forecasting training module materials were developed during July and August 2011. In late August, the public finance embedded advisors, economic development advisors and the municipal revenue managers, participated in a formal classroom-based training in Kabul. This training module focused on documenting all municipal revenue sources, guiding policies, and fee schedules and collecting at least five (5) years of revenue forecasting and actual history for trending and variance analysis as a first phase in implementing revenue forecasting. In addition, exercises

including defining assumptions and using basic quantitative and qualitative techniques for forecasting business license revenue, were presented as a phase 2 implementation of revenue forecasting. The example of business license revenue was used to coincide with the business license registration system which was being prototyped in Charikar and Mahmud-i-raqi and intended to be rolled out to all municipalities during the 2nd quarter of Option Year 1.

“The database will be a great help to Jalalabad in putting all records in order and as a result, the collection of revenues is up by 30 percent. We hope that RAMP UP East can assist us further”, the Business Registration Manager of Jalalabad said following training.

During September, the public finance advisors conducted the revenue forecasting survey in each of the municipal offices to establish the baseline for this indicator. The results of that survey are presented below.

Performance Based Budgeting Revenue Forecasting Standard Operating Procedures		Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud	Maidan	Metherlam	Panjshir	Pul e Alam	Sharana
1	Maintain a list of all Revenue Sources with rates/fees and guiding policy.	√	√	√	√	√	√	√	√	√	√		√	√
2	Maintain a history of actual and forecasted revenue (at least 3 years) manual or electronic.	√	√	√	√	√	√	√	√	√	√	√	√	√
3	Calculated Forecast Variance for prior year for all revenue sources.									√				
4	Calculated revenue growth for all revenue sources (3 years).	√								√				
5	Revenue Source list with characteristics (Frequency, Tax Base, Calculation, Forecasting)													
6	Use Engineering reports or other documented expert reports to forecast future revenue.													
7	Document all assumptions (demographic, economic and policy) for each type													
8	Calculated Forecast Variance for history of actual and forecasted revenue (3 years)													
9	Analyze multiple forecasting methods using prior year actual data and identify accurate method.													
10	Maintain Revenue Manual with all sources of revenue, and all assumptions for each type													
Revenue Forecasting Total Score		30 %	20 %	20 %	20 %	20 %	20 %	20 %	20 %	40 %	20 %	10 %	20 %	20 %

The results of this base line revenue forecasting survey show that nine (10) municipalities are operating at a 20% level, and one (1) municipality in each of three (3) levels 10%, 30%, 40%. The goal for year two is to achieve a 40% level in at least five (5) municipalities.

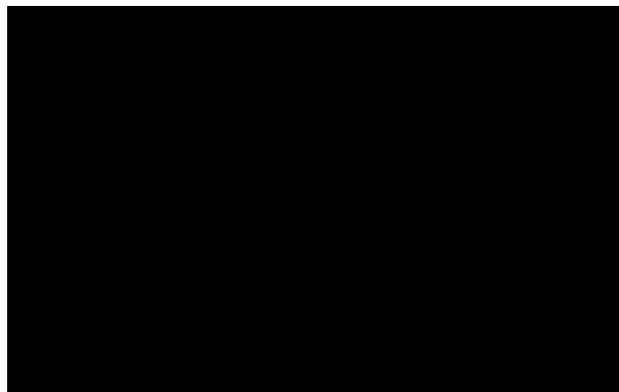
2nd Quarter Goals and Activities

RAMP UP East public finance in collaboration with the economic development advisors, who work with the municipal revenue managers, is planning to conduct an area based revenue forecasting phase 1 implementation course during the second half of November following the Eid holiday. This phase 1 implementation course will be conducted with smaller groups of four (4) to five (5) municipal offices grouped by region. The course will focus on documenting all revenue sources, policies and rate schedules, rolling out excel based templates for historical forecasting variance analysis, and rolling out excel based templates for percentage growth revenue trending. These activities should enable public finance and economic development progress towards the 40% level indicator goal during the 2nd quarter of Option Year 1. The overall annual goal for revenue forecasting is to enable the municipalities to submit at least one documented revenue forecast for business license revenue with the 1391 budget in March 2012. The revenue forecasting survey is scheduled to be conducted again in December 2011 and will be reported in the 2nd Quarterly Report for the first Option Year.

1.2 Number of municipalities with functioning accounting systems

Indicator 1.2: # of municipalities with functioning accounting systems					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
FY2011/12	5	0			

As noted above, the baseline survey identified four (4) accounting topic areas that required capacity building: general accounting, cash management, asset accounting, and accrual accounting. General accounting was selected as the first topic area for development of training materials. It was discovered during the work flow analysis that municipalities were performing single entry cash basis accounting without the use of cash receipt or disbursement journals. This meant that only a single entry was being recorded to a revenue or expense sub-ledger account without the offsetting entry to cash as a cash sub-ledger account did not exist within the chart of accounts. This also meant that bank reconciliations, if done at all, were a process of matching the bank statement line items to the multiple entries within the sub-ledgers and done on a quarterly basis as part of the reporting to IDLG. A formal bank reconciliation process and template did not exist.



The municipal Finance Officer of Ghazni (left) is trained on bookkeeping by a RAMP UP East advisor.

First Quarter Activities

The general accounting training module was developed in June and July of 2011 and included examples of single and double entry bookkeeping and bank reconciliation using Afghan municipal transactions. Formal training with these materials was conducted for the public finance embedded advisors and their municipal accountant counterparts in the Kabul office in July. The embedded advisors then conducted the training for all accounting and finance municipal staff during August in the municipal

offices. Prior to conducting the general accounting training in the municipal offices, the embedded advisors completed the general accounting survey within each municipality. The results of that survey are shown below.

Functional Accounting System General Accounting Standard Operating Procedures		Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud	Maidan	Metherlam	Panjshir	Pul e Alam	Sharana
1	Post Revenue Receipt to Ledger account when cash deposit is received at bank	√	√	√	√	√	√	√	√	√	√	√	√	√
2	Post Expenditure Payment to Ledger account when cash is withdrawn from bank	√	√	√	√	√	√	√	√	√	√	√	√	√
3	Reconcile Bank Statement to Revenue Ledger accounts at least quarterly	√	√	√	√	√	√	√	√	√			√	√
4	Reconcile Bank Statement to Expenditure ledger accounts are least quarterly	√	√		√	√		√		√	√		√	√
5	Post Revenue Receipts to both a Revenue and Cash Ledger when cash deposit is received													
6	Post Expenditure Payments to both Expense and Cash Ledger when cash is withdrawn													
7	Reconcile Bank Statement to Cash Ledger Account at least quarterly													
8	Post all Cash Receipts and Cash Disbursements to a General Journal													
9	Post transactions from General Journal to sub-ledgers and/or ledger accounts													
10	Reconcile Bank Statement to Cash Ledger Account monthly													
General Accounting Total Score		40%	40%	30%	40%	40%	30%	40%	30%	40%	40%	20%	40%	40%

The results of this baseline general accounting survey show that nine (9) municipalities are operating at a 40% level, three (3) are at a 30% level, and one (1) is operating at a 20% level. The goal for Option Year 1 is to achieve a 70% level in at least five (5) municipalities.

2nd Quarter Goals and Activities

RAMP UP East is currently implementing an electronic excel based M20 sub-ledger that will include a cash sub-ledger account. During the 2nd quarter, RAMP UP East is targeting to develop and implement an Excel based electronic cash receipt journal and standard bank reconciliation template and documented reconciliation procedure. Implementing these system and procedures should enable the municipalities to achieve the 70% target for general accounting practice. The overall annual goal for general accounting is to enable the municipalities to submit standard consistent bank reconciliation with the 1391 budget in March 2012. The general accounting survey is scheduled to be conducted again in December 2011 and will be reported in the 2nd Quarterly Report of Option Year 1.

1.3 Participatory citizen engagement mechanisms

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)
FY2011/12	At least 5 in each municipality (5x14 = 70)	40			

RAMP UP East has an annual target of 70 counts of activities using five participatory mechanisms related to community engagement. From July to September 2011, all municipalities have employed at least one mechanism for community engagement, with the citizen forum as the most commonly utilized channel.

A total of 18 forums were organized by all municipalities save Pul-i-Alam, which opted not to conduct one during this period. The forums attracted a total of 658 participants (628 males and 30 females) composed of community elders, representatives from the business sector, schools, women and youth, and the general public. Six municipalities – Asadabad, Bamyán, Ghazni, Khost, Maidan Shar, and Pul-i-Alam – have been using the newsletter to communicate municipal accomplishments to the general public, while five municipalities used mass media to disseminate information through radio interviews. The table below shows the different mechanisms used and frequency of activities employed by each municipality.

“We are going to form a union so that we can present all our concerns and feedback to the municipality as a group,” Dr. Waziri, said in response to the remark of Maidan Shar Acting Municipal Mayor Noor Mohammad that the municipality is currently handling around 200 individual requests from shopkeepers.

Municipality	Citizen Forum	Opening/Closing Ceremony	Public Outreach Training	News-letter	Municipal officials interview with media	TOTAL
Asadabad	1	1	0	3	0	5
Bamyán	2	2	0	1	0	5
Panjshir	1	0	0	0	0	1
Charikar	1	2	0	0	1	4
Ghazni	3	0	0	1	1	5
Gardez	1	0	0	0	0	1
Jalalabad	2	0	0	0	0	2
Khost	1	0	0	1	1	3
Maidan Shar	2	0	0	1	1	4
Mahmud Raqi	2	1	0	0	0	3
Mehterlam	1	0	1	0	2	4
Pul-i-Alam	0	0	0	2	0	2
Sharana	1	0	0	0	0	1
TOTAL	18	6	1	9	6	40

First Quarter Activities

Mayors took advantage of the strength of the radio in reaching a large number of people in real time. With several reports surfacing that many businesses were taking advantage of the holiday season to escalate their prices, some municipal mayors used radio broadcasts to address this concern. The municipalities of Mehterlam, Ghazni, Panjshir, Jalalabad, Gardez and Pul-i-Alam appealed to shopkeepers to keep their prices at previous levels. The town of Ghazni went farther in this campaign by rewarding shopkeepers who offered quality goods at the usual prices with a month of free endorsements and advertising.

In community forums, the mayors discussed the implementation of infrastructure projects, the ongoing campaign to register all businesses, and environmental issues, thus creating transparency, accountability and openness in local governance.

Participants in Community Forums from July 1-September 30, 2011				
No	Municipality	Total participants	Male	Female
1	Asadabad	30	30	0
2	Bamyan	34	32	2
3	Panjshir	24	24	0
4	Charikar	58	58	0
5	Ghazni	80	71	9
6	Gardez	20	20	0
7	Jalalabad	91	81	10
8	Khost	11	11	0
9	Maidan Shar	120	118	2
10	Mahmud-i-Raqi	77	72	5
11	Mehterlam	60	58	2
12	Pul-i-Alam	0	0	0
13	Sharana	23	23	0
	Total	658	628	30

In Charikar, plans were established to conduct a drawing contest among public school students with the theme “Let’s Take Care of Our City.” The contest, held the first week of October, aims to promote community involvement in creating a clean, green and safe community to live in, starting with schoolchildren and their families.

The municipalities of Maidan Shar, Mahmud-i-Raqi, Pul-i-Alam, Khost, Gardez, Jalalabad and Asadabad issued their regular monthly newsletters during this reporting period. For most of the municipalities, these were the second or third issues. The newsletter is an affordable and effective tool to increase public awareness of activities of the municipality and increase transparency of government actions. Advertisements were accepted to fund the publication costs and ensure continued production in the future.



Citizens of Gardez catch up with the news in their community through the newsletter produced by the municipality.

Component 2 – Municipal Service Delivery Programs

RAMP UP East assists municipal governments in delivering services to citizens in order to improve confidence and faith of the people that their officials are working in the public interest. This component has four indicators, namely: 1) number of sub-national government entities receiving USG assistance to improve their performance; 2) Number of municipal service delivery projects implemented; 3) percentage of activities involving government officials in project planning, implementation, and/or evaluation; 4) percentage of citizens who believe that their access to municipally-provided services has increased.

2.1 Number of sub-national government entities receiving USG assistance to improve their performance

Indicator 2.1: # of sub-national government entities receiving USG assistance to improve their performance					
Year	Target	Q4 - Year 1 (Jul-Sep)	Q1 – Year 2 (Oct – Dec)	Q2 – Year 2 (Jan-Mar)	Q3 – Year 2 (Apr-Jun)
FY2011/12	14	14			

RAMP UP East has a life-of-project target of assisting 14 municipal governments in improving delivery of service to their constituents. All municipalities have been receiving assistance from United States Government, except in Parun, the capital town of Nuristan, where RAMP UP East has restricted access due to the security situation. However, the project is finding ways to increase the level of engagement of the town through meetings and trainings of municipal officials.

2.2 Municipal service delivery projects

Indicator 2.2: # of municipal service delivery projects implemented					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
FY2011/12	8	7			

Activities under this indicator refer to the implementation of solid waste management (SWM) projects. For the citizens, these activities provide them with cash-for-work opportunities and for the municipality, the SWM projects serve to improve the visibility of the municipality and provide on-the-job learning opportunities for municipal officials.

First Quarter Activities

For the period covered, seven municipal service delivery projects continued to be undertaken, which were carry-over projects from the Base Year. At the beginning of RAMP UP East, sanitation was cited by more than one-half of the target municipalities as a priority concern. The project, therefore, responded to this need by helping the municipalities improve the collection and removal of its solid waste.

Ongoing Solid Waste Management projects as of September 30, 2011			
No	Municipality	Province	Number of drop-off sites
1	Bamyan	Bamyan	65
2	Charikar	Parwan	170
3	Gardez	Paktya	80
4	Maiden Shar	Wardak	32
5	Panjshir	Panjshir	32
6	Pul I Alam	Logar	75
7	Sharana	Paktika	

Waste management activities in Charikar resumed on July 19 after it was halted on June 27 due to funding restrictions. The project hired 29 daily wage workers who clean the streets and collect garbage from 170 drop off points around the municipality, six days a week. Charikar Mayor Haji Ghulam Sadiq and other municipal officials take an active role in implementing the sanitation program in the community as they participate in planning supervision and, more importantly, in advocating for their constituents to do their share in keeping the community clean and free of garbage.

In Bamyan, the second phase of the solid waste collection project commenced on July 25 and Mayor Khadam Husain Fatrat has identified Sar-e-Bazaar as the landfill site for the community.

The municipality of Sharana started garbage collection on August 2, 2011. Municipal Mayor Mohammad Zaher hopes that the community clean-up will encourage the citizens to change their behavior and help in keeping their environs clean.

“Cleanliness, lighting and paved roads are part of the security of a community and citizens should have a big role in making the city clean,” General Sardar Mohammad Sultany, Provincial Police Chief of Jalalabad, told the participants of a citizen forum.

“In Jalalabad, over 65 percent of the people are youth and they are ready to help in cleaning up the city,” Noor Agha Zwak, Chief of the Provincial Youth Department said. “We just have to mobilize them,” he added.

When the implementation of the solid waste management project was temporarily suspended in the first week of July, the municipality of Panjshir used its own resources to continue collecting trash from market areas, until RAMP UP East resumed funding support for this project. At the close of the quarter, the municipality had designated 31 communal garbage drop off points where the collection crew picks up the waste approximately once every other day or 13 times in one month.

2.3 Percentage of RAMP UP East activities involving government officials

The involvement of government officials is a critical factor of RAMP UP East's work. The project collaborates with the municipalities on service delivery and infrastructure projects in an effort to bring about good governance and engender confidence among the citizens in their local officials' ability to provide services and respond to their needs. The local chief executives and officials of the 13 municipalities have taken ownership of the activities under RAMP UP East, with most of them taking the lead in implementation and supervision and reaching out to the citizenry. The target for the involvement of government officials in project implementation is shown below.

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)
FY2011/12	100%	100%			

First Quarter Activities

In this reporting period, all mayors and concerned town officials conducted field visits, participated in planning and design activities, and provided supervision of the projects in their respective areas. In the two projects that were completed this quarter in Asadabad (Kunar) and Pul-i-Alam (Logar), municipal officials were involved in the full project cycle including planning, implementation and supervision of the projects.

The municipal engineering staff of Asadabad regularly visited the site of the Dam Kelay Protection Wall project to make sure that work was done to specification. The project was identified through a community consultation process where the mayor,

“As a pharmaceutical agent I always drive in the business area of Pul-i-Alam. It was difficult to drive here before because all the cars were parked in front of the shops. Now that there is a parking lot drivers won’t have to park on the street. The city looks much nicer now. I can see that the parking and traffic problems are being solved gradually,” says Hazrat Gul, a resident of Pul-i-Alam.



Asadabad Mayor Engr. Abdul Ghani Absi and municipal engineers inspect the ongoing culvert installation project.

town officials, village council and provincial council representatives and the Governor of Kunar were present. The project, which began construction in May 2011 and was completed on August 25, provided employment to 1,253 local laborers who received a total of USD9,522 in wages. The wall is 300 linear meters long and will protect about 1,200 houses along the riverbanks from flooding.

In Pul-i-Alam, the construction of Car Parking Lot 1 was completed on September 13. With the project now complete, Pul-i-Alam will

begin generating revenues from fees collected from the parked cars.

Activities involving government officials by municipality by province			
Municipality (Province)	Total number of activities completed	Total number of completed activities with government involvement	Percentage with government involvement
Asadabad (Kunar)	1	1	100%
Pul-i-Alam (Logar)	1	1	100%
TOTAL	2	2	100%

2.4 Percentage of citizens who believe that their access to municipally-provided services has increased

Indicator. 2.4 <i>Percentage of citizens who believe that their access to municipally-provided services has increased</i>			
Year	Baseline (Q4 Jul-Sep'10)	Target	Q4 Jul-Sep 2011
2010-2011	47%	20% increase (20% of 47%=10%)	58% (+11%)
Percentage of municipal services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks)			

As 2.4 is an indicator for which data is collected annually by means of the public opinion survey, the results have been described above with the Assistance Objective (AO) indicators which are also reported annually.

Component 3 – Support to the GIRoA to improve economic development and revenue generation at the municipal level

Activities implemented under this component directly support the growth of local economic development and strengthen revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. This component will be measured according to the following: 1) the number of public private partnerships established, 2) the number of person-days/hours of labor generated, 3) the number of sub national institutions receiving USG assistance to increase their annual own-source revenues, and 4) the percentage increase in revenue generated.

3.1 Number of public-private partnerships established

Indicator 3.1: # of public private partnerships					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct-Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
FY2011/12	10 in 5 different municipalities	0			

In the context of RAMP UP East, public private partnerships are defined as a government service or private business venture which provides a public municipal service and is funded and operated through a partnership between the municipality and one or more private sector companies or individuals. This partnership is characterized by the presence of a contract between the municipality and a private party in which the private party provides a public service or project and assumes substantial financial, technical and operational risk.

During the Base Year of the project, RAMP UP East worked with the municipalities to develop Municipal Economic Profiles specific to each location. These profiles provide demographic and geographic overviews of the city and detailed economic data including industry and labor analysis, based on locally available data. The economic profiles are an input to the preparation of municipal Economic Development Plans that will be developed in Option Year 1 and that will include a SWOT analysis, the identification of priority interventions and investments needs to support economic development, and an initial cost-benefit analysis of selected local economic development projects.

Examples of existing PPP-type activities in the municipalities include the engagement of private citizens or businesses who maintain and collect fees from users of public facilities (such as public latrines and parking lots), who manage and/or collect monthly lease payments on municipal owned property (such as shops, markets, and guest houses), or who operate businesses in public service areas such as tea shops located in public parks. Although many of these types of PPP-like arrangements currently exist in the municipalities they typically do not meet basic standards such as a cost-benefit analysis, a transparent bidding process for their award, and the existence of a written contract.

“I am ready to support the municipality in licensing businesses and I will speak with other handcart sellers to support the campaign. However, the municipality should prepare an organized plan for measuring how much should sellers pay based on the amount of sales they make, and this should be relayed to us in a forum”, Hajji Muhammad Saber, representative of handcart sellers in Pul-i-Alam said.

As part of the preparation of the Economic Development Plan, RAMP UP East will survey and analyze existing PPP arrangements in cooperation with municipal counterparts and GDMA. This analysis will help to establish a baseline. RAMP UP East will work with GDMA to develop standard procedures for municipal PPPs, including social and economic analyses, public bidding, and model contracts.

The RAMP UP East team will work with municipalities to develop a cash flow and income and expenditures analysis for RAMP UP East funded municipal infrastructure and services projects that have the potential to generate revenue for the municipality and/or support local economic development, such as markets, parks, public toilets, billboards, and parking lots. Appropriate mechanisms and tools will be developed for engaging the private sector, local community groups or NGOs in managing these public facilities and maximize the financial return to the municipality. The formalization of existing PPP-like arrangements based on the standards and procedures agreed with GDMA and the creation of new PPPs will be reported in future quarterly reports and counted toward the PPP indicator.

RAMP UP East targets the establishment of at least ten formalized or new PPPs in Option Year 1. These 10 PPPs will be spread over a minimum of five municipalities.

3.2 Number of person-days of labor

By increasing economic opportunities and the availability of employment, RAMP UP East seeks to develop a more stable and secure environment within the municipal areas. Increased opportunity for employment is measured by the number of paid labor days worked on infrastructure projects. In the quarter under review, RAMP UP East implemented a total of 36 projects of which 10 were completed and 26 were continuing. These projects generated a total of 26,287 labor days. (See Annex 3 for a listing of infrastructure projects).

Indicator 3.2: # of person-days of labor					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct-Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
FY2011/12	86,000 man days of Labor	26,287			

Indicator 3.2: # of person-days of labor	
Asadabad (Kunar)	6,903
Bamyan (Bamyan)	1,321
Charikar (Parwan)	2,867
Gardez (Paktya)	699
Ghazni (Ghazni)	0
Jalalabad (Nangarhar)	6,360
Khost (Khost)	0
Mahmud-i-Raqi (Kapisa)	472
Maidan Shar (Wardak)	482
Mehtarlam (Laghman)	4,099
Panjshir (Bazarak)	975
Parun (Nooristan)	0
Pul-i-Alam (Logar)	826
Sharana (Paktika)	1,283
Total	26,287

3.3 The number of sub-national institutions receiving USG assistance to increase their annual own-source revenue

Revenue enhancement activities focus on collaborating with municipalities to increase their collection of tax revenue and fee income. While the project has been activity working in 13 municipal areas, RAMP UP East has very limited access to the municipality of Parun in Nuristan and cannot fully engage this municipality in revenue enhancing activities.

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)
FY2011/12	14	13			

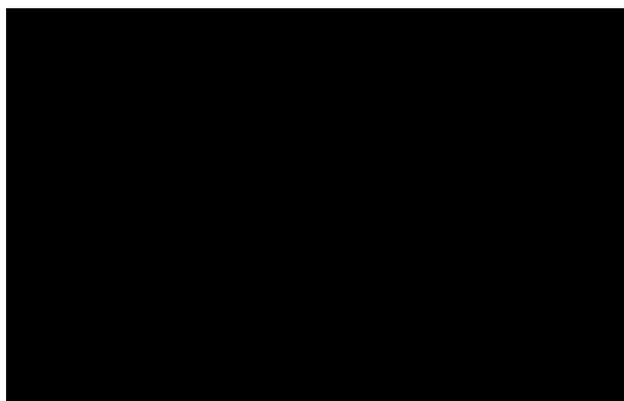
First Quarter Activities

Based upon the successful piloting of the business registration system in Charikar and Mahmud-i-Raqi in the Base Year of the project, RAMP UP East and GDMA agreed to roll out the program in the remaining eleven municipalities. In August, the revenue managers from all 13 municipalities, along with the economic development embedded advisors, participated in a 5-day training program in Kabul. The training program focused on the two phases of business

“We are ready to cooperate with the municipality in the issuance of business licenses, city cleaning, waste collection and other projects but we expect also the municipality to provide tangible goods and regular services to the citizens,” Haji Alif Shah, a citizens’ representative from Khost remarked during a forum.

registration: conducting business area surveys and issuing business licenses using the business registration database program developed by RAMP UP East. Following the completion of the training program, a team of advisors from RAMP UP East visited each of the municipalities to initiate the business surveys and assist in setting up the database application.

As a result, ten of the thirteen municipalities have been actively registering businesses during the reporting period as a way of improving support to the business community and increasing revenue collection through business registration fees. As of the end of the quarter, in the 10 municipalities that have implemented the system 13,000 businesses had been formally registered.



An Economic Development Officer in Ghazni is being coached on the management of business registration database by a RAMP UP East Embedded Advisor.

Number of Businesses Registered Per Municipality from July – September 2011		
No	Municipality (Province)	Number of businesses registered
1	Bamyan (Bamyan)	940
2	Charikar (Parwan)	2,607
3	Gardez (Paktya)	1,220
4	Ghazni (Ghazni)	840
5	Jalalabad (Nangarhar)	2,400
6	Khost (Khost)	2,000
7	Mahmud-i-Raqi (Kapisa)	960
8	Maidan Shar (Wardak)	30
9	Mehterlam (Laghman)	117
10	Sharana (Paktika)	2,050
TOTAL		13,164

Cross-Cutting Indicators

RAMP UP EAST is tracking three cross-cutting indicators namely: 1) number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization; 2) number of government officials receiving USG-supported anti-corruption training; and 3) number of mechanisms for external oversight of public resource use supported.

C1 Number of individuals who received USG-assisted training

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)
FY2011/12	116	39			

RAMP UP East has targeted a total of 116 municipal officials to be trained in various programs and skills during the first Option Year.

First Quarter Activities

This quarter, 39 municipal officials have attended training courses. The trainings included revenue forecasting, financial planning, business registration and developing maintenance procedures. In addition, 54 RAMP UP East municipal-embedded advisors and staff were trained on the same topics. In the same period, 28 female engineers from Kabul University were trained on Construction Quality Management, a program that is certified by the US Army Corps of Engineers.

Persons trained by municipality and gender			
Municipality (Province)	Total	Male	Female
Asadabad (Kunar)	4	4	0
Bamyan (Bamyan)	3	3	0
Charikar (Parwan)	1	1	0
Gardez (Paktya)	1	1	0
Ghazni (Ghazni)	3	3	0
Jalalabad (Nangarhar)	4	4	0
Khost (Khost)	2	2	0
Mahmud-i-Raqi (Kapisa)	1	1	0
Maidan Shar (Wardak)	4	4	0
Mehtarlam (Laghman)	4	4	0
Panjshir (Panjshir)	4	4	0
Parun (Nooristan)	2	2	0
Pul-i-Alam	3	3	0
Sharana (Paktika)	3	3	0
TOTAL	39	39	0

C2 The number of individuals who received USG-supported anti-corruption training

For Option Year 1, RAMP UP East has set a target of training 76 municipal public officials on anti-corruption topics.

Indicator C2: # of government officials receiving USG-supported anti-corruption training					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
FY2011/12	76	13			

First Quarter Activities

During the reporting period, 13 public officials attended a Fraud Awareness Training organized by RAMP UP East in the municipalities of Charikar and Panjshir. The training focused on basic transparency concepts and the individual's role in helping prevent and detect fraudulent activities. The significant amount of discussion among participants about both domestic and international cases of reported fraudulent practices provided a positive indication of the training impact.

Fraud Awareness Training Conducted in 4 th Quarter of 2011			
Municipality (Province)	Total	Male	Female
Charikar (Parwan)	8	8	0
Panjshir (Panjshir)	5	5	0
TOTAL	13	13	0

C3 The number of mechanisms for external oversight or public resource use support

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

Indicator C3: # of mechanisms for external oversight of public resource use supported					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
FY2011/12	28	0			
Present at least 2 municipal finance reporting mechanisms per municipality.					

During the Base Year of the project, RAMP UP East focused on increasing the accuracy of financial accounting and effectiveness of municipal asset management. This was done through the activities performed by the embedded advisors in the financial, administrative and public works departments. During the Base Year, a methodology for measuring this indicator was not developed nor was a target set.

RAMP UP East is proposing to define the methodology for measuring this indicator as the number of public outreach mechanisms, such as citizens' forums, municipal newsletters, bid award announcements, opening ceremonies, etc. in which municipal financial records, such as annual budgets, quarterly reports, project financials, and so forth, are presented to the public. The proposed target is a total of 28 such mechanisms established in Option Year 1 or an average of two (2) mechanisms in each of fourteen (14) municipalities during the year.

“We can effectively solve our problems through meetings, communication and coordination, not just by criticism,”
Mohammad Ibrihim Mushfiq, head of the City Organization Commission of Khost, said as he encouraged residents to voice their opinion in the citizen forums.

This proposal is being submitted to USAID during the 2nd quarter of the first Option Year. As such, RAMP UP East was not actively monitoring this indicator during the 1st quarter and so is reporting no mechanisms during this period. Provided this measuring methodology and proposed target is approved by USAID during the 2nd quarter, future quarterly reports will report the progress towards achievement of this target.

C4 The number of USG-supported anti-corruption measures implemented

Indicator C4: # of USG-supported anti-corruption measures implemented					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
FY2011/12	TBD	0			

RAMP UP East will pursue four activities to respond to this indicator. These are: 1) monthly national-level Technical Working Groups with GDMA, which will involve all other main international programs supporting municipal governance; 2) the development of common municipal functional procedures or systems that may be adopted and endorsed by GDMA for implementation nationwide (e.g. business registration, property registration, financial and budget systems); 3) bi-annual regional conferences or workshops for the provincial municipalities in the Eastern Region; and 4) development and promotion of best practices and guidelines as requested by GDMA to support GIRoA to impart Good Municipal Governance in all of Afghanistan's municipalities.

These activities will be tracked and reported in the succeeding quarter.

C5 The number of key-infrastructure rehabilitated or improved

RAMP UP East is set to rehabilitate or improve 68 key infrastructure projects during Option Year 1.

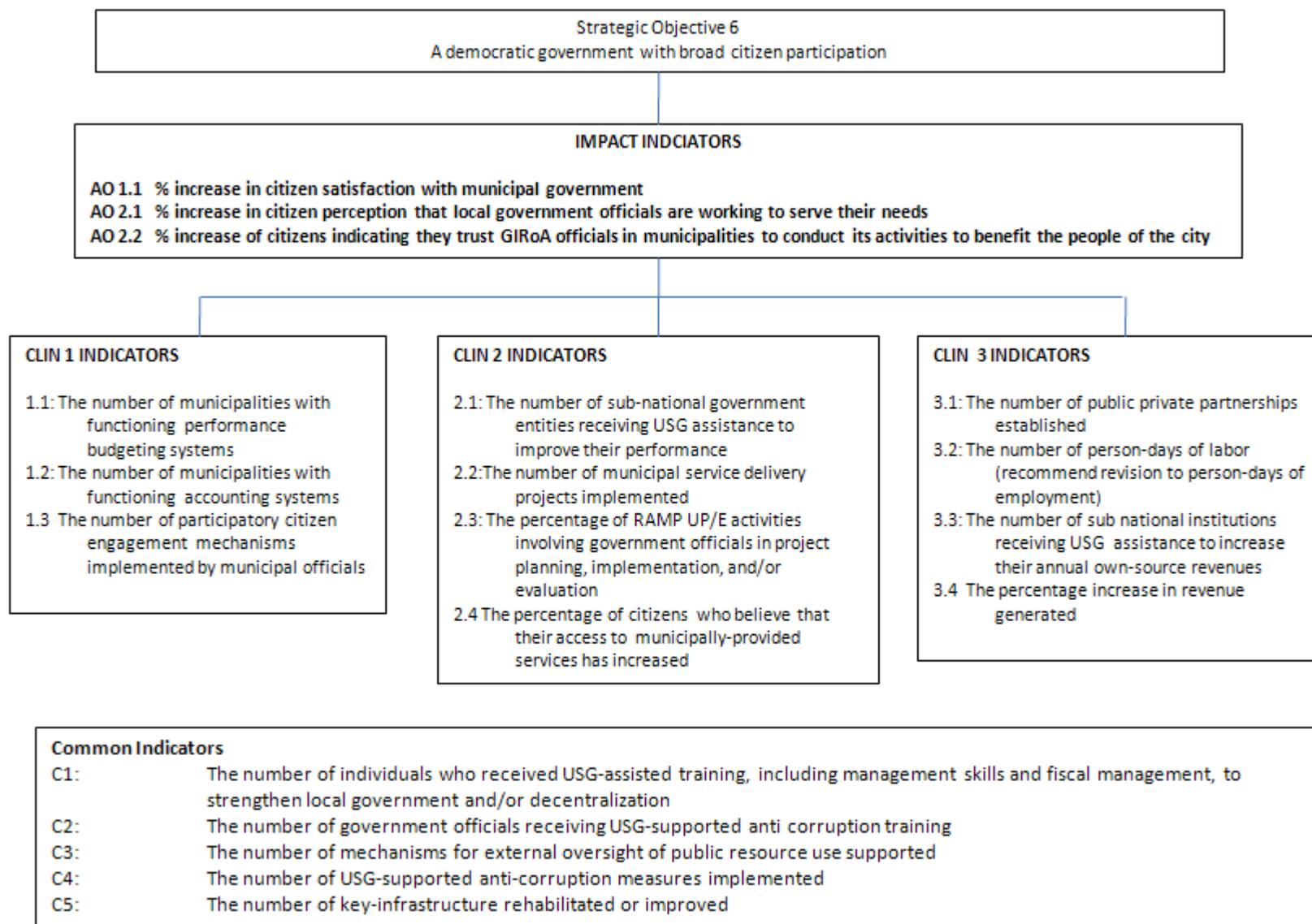
Indicator C5: # of key-infrastructure rehabilitated or improved					
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)
FY2011/12	68	2			

In this reporting period a retaining wall project in Asadabad and a car parking lot in Pul-i-Alam were completed.

No	Municipality	Province	Activity	Specification
1	Asadabad	Kunar	Retaining wall construction	300 meters
2	Pul-i-Alam	Logar	Automobile Parking lot	61 m x 26.2 m = 1,598 m ² . Also includes construction of a guard house and public toilet.

ANNEX I – RAMP UP East Results Framework

Performance Indicators at a Glance



RAMP UP East Results, July-September 2011 – Impact Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (Q4 FY 2010)	Target	Achievement (Q4 FY 2011)	% Change	
	Indicator					
IMPACT INDICATORS						
AO 1.1	% increase in citizen satisfaction with municipal government	65%	20% increase (20% of 64%=13%)	72%	8%	
AO 2.1	% increase in citizen perception that local government officials are working to serve their needs	55%	20% increase (20% of 55%=11%)	59%	4%	
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% increase (20% of 48%=10%)	50%	2%	
2.4	% of citizens who believe that their access to municipally-provided services has increased	48%	20% increase (20% of 47%=10%)	58%	11%	
3.4	% increase in revenue generated	Asadabad (Kunar)	15,899,000 AFs	20% in 5 municipalities	24,047,000 AFs	51%
		Bamyan (Bamyan)	30,409,000 AFs		31,793,000 AFs	5%
		Charikar (Parwan)	24,071,000 AFs		61,056,000 AFs	154%
		Gardez (Paktya)	36,977,000 AFs		33,832,000 AFs	-9%
		Ghazni (Ghazni)	36,631,987 AFs		37,279,000 AFs	5%
		Jalalabad (Nangarhar)	199,330,000 AFs		217,339,000 AFs	9%
		Khost (Khost)	74,278,000 AFs		114,412,000 AFs	54%
		Mahmud-i-Raqi (Kapisa)	3,421,000 AFs		7,129,000 AFs	108%
		Maidan Shar (Wardak)	20,271,000 AFs		21,788,000 AFs	7%
		Mehtarlam (Laghman)	27,110,000 AFs		40,154,000 AFs	48%
		Panjshir (Panjshir)	13,876,000 AFs		17,249,000 AFs	24%
		Pul i Alam (Logar)	14,449,000 AFs		40,712,000 AFs	182%
Sharana (Paktika)	22,950,000 AFs	9,294,000 AFs	-60%			

RAMP UP East Results, July-September 2011 – Performance Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (Q4 FY 2011)	Target	ACTUAL				PROJECT TOTALS	
	Indicator			Q4 FY 2011:	Q1 FY 2012:	Q2 FY 2012:	Q3 FY 2012:	Project to date	%
				(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)		
CLIN 1 INDICATORS									
1.1	<i># of municipalities with functioning performance budgeting systems</i>	0	5	0	-	-	-	0	0%
1.2	<i># of municipalities with functioning accounting systems</i>	0	5	0	-	-	-	0	0%
1.3	<i># of participatory citizen engagement mechanisms implemented by municipal officials</i>	0	5 mechanisms in each municipality (5x14 = 70)	28	-	-	-	28	40%
CLIN 2 INDICATORS									
2.1	<i># of sub-national government entities receiving USG assistance to improve their performance</i>	0	14	14	-	-	-	14	100%
2.2	<i># of municipal service delivery projects implemented</i>	0	8	7	-	-	-	7	88%
2.3	<i>% of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation</i>	0%	100%	100%	-	-	-	100%	100%
CLIN 3 INDICATORS									
3.1	<i># of public private partnerships</i>	0	5 in different municipalities	0	-	-	-	0	0%
3.2	<i># of person-days of labor</i>	0	86,000 man-days	26,287	-	-	-	26,287	30%
3.3	<i># of sub-national institutions receiving USG assistance to increase their annual own-source revenue</i>	0	14	14	-	-	-	14	100%

RAMP UP East Results, July-September 2011 – Performance Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (Q4 FY 2011)	Target	ACTUAL				PROJECT TOTALS	
	Indicator			Q4 FY 2011:	Q1 FY 2012:	Q2 FY 2012:	Q3 FY 2012:	Project to date	%
				(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)		
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	117 persons	39	-	-	-	39	33%
C2	<i># of government officials receiving USG-supported anti-corruption training</i>	0	76 persons	13	0	0	-	13	17%
C3	<i># of mechanisms for external oversight of public resource use supported</i>	0	28	0	-	-	-	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	68	2	-	-	-	2	3%

Annex 2 –Citizen’s perception survey (preliminary results)

1. Citizen satisfaction with municipal government

Indicator A.O. 1.1: % change in citizen satisfaction with municipal government				
Year	Baseline (Q4 Jul-Sep'10)	Target	Q4 Jul-Sep 2011	Notes:
2010-2011	64%	20% increase (20% of 64%=13%)	72% (+8%)	Percent who said Municipal Government was doing a very good or somewhat good job

Indicator A.O. 1.1: % change in citizen satisfaction with municipal government									
Municipality (Province)	2010			2011			Difference (2011 -2010)*		
	All respondents	Male	Female	All respondents	Male	Female	All respondents	Male	Female
All cities	64%	60%	72%	72%	68%	78%	8%	8%	6%
Asadabad	93%	99%	86%	95%	89%	100%	2%	-10%	14%
Bamyan	32%	32%	32%	76%	77%	74%	44%	45%	42%
Charikar	79%	68%	90%	85%	89%	82%	6%	21%	-8%
Gardez	9%	8%	10%	31%	29%	44%	22%	21%	34%
Ghazni	87%	82%	93%	65%	40%	88%	-22%	-42%	-5%
Jalalabad	65%	60%	71%	67%	51%	87%	2%	-9%	16%
Khost	31%	31%	27%	64%	64%	67%	33%	33%	40%
Mahmood Raqi	68%	68%	68%	71%	92%	50%	3%	24%	-18%
Maidan Shar	35%	38%	17%	89%	91%	73%	54%	53%	56%
Mehterlam	84%	85%	82%	60%	51%	79%	-24%	-34%	-3%
Panjshir	89%	90%	87%	70%	78%	62%	-19%	-12%	-25%
Parun									
Puli Alam	97%	97%	100%	88%	90%	67%	-9%	-7%	-33%
Sharana	62%	62%		92%	92%		30%	30%	

*Shaded cells denote a statistically significant difference.

2. Citizen perception that local government officials are working to serve people's needs.

Indicator A.O. 2.1: <i>% change in citizen perception that local government officials are working to serve their needs</i>				
Year	Baseline (Q4 Jul-Sep'10)	Target	Q4 Jul-Sep 2011	Notes:
2010-2011	55%	20% increase (20% of 55%=11%)	59% (+4%)	Percent who said Municipal Government was always or sometimes working to serve people like you

Indicator A.O. 2.1: <i>% change in citizen perception that local government officials are working to serve their needs</i>									
Municipality (Province)	2010			2011			Difference (2011 -2010)*		
	All respondents	Male	Female	All respondents	Male	Female	All respondents	Male	Female
All cities	54%	55%	54%	59%	61%	56%	5%	6%	2%
Asadabad	82%	87%	76%	54%	60%	47%	-28%	-27%	-29%
Bamyan	46%	42%	49%	72%	83%	58%	26%	41%	9%
Charikar	51%	43%	60%	64%	67%	62%	13%	24%	2%
Gardez	42%	45%	22%	60%	63%	48%	18%	18%	26%
Ghazni	46%	47%	46%	60%	50%	68%	14%	3%	22%
Jalalabad	49%	54%	44%	43%	33%	55%	-6%	-21%	11%
Khost	65%	64%	91%	74%	75%	67%	9%	11%	-24%
Mahmood Raqi	60%	56%	64%	49%	59%	38%	-11%	3%	-26%
Maidan Shar	49%	47%	73%	57%	59%	45%	8%	12%	-28%
Mehterlam	62%	57%	73%	52%	47%	62%	-10%	-10%	-11%
Panjshir	59%	74%	43%	58%	66%	50%	-1%	-8%	7%
Parun									
Puli Alam	58%	56%	100%	49%	49%	53%	-9%	-7%	-47%
Sharana	35%	35%		82%	82%		47%	47%	

*Shaded cells denote a statistically significant difference.

3. Trust in municipal officials to conduct activities to benefit the people of the city

Indicator A.O. 2.2: <i>% change of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city</i>				
Year	Baseline (Q4 Jul-Sep'10)	Target	Q4 Jul-Sep 2011	Notes:
2010-2011	48%	20% increase (20% of 48%=10%)	50% (+2%)	Percent who said they had a great deal or some trust in the Municipal Government to conduct its activities to the benefit of people in their city

Indicator A.O. 2.2: <i>% change of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city</i>									
Municipality (Province)	2010			2011			Difference (2011 -2010)*		
	All respondents	Male	Female	All respondents	Male	Female	All respondents	Male	Female
All cities	48%	46%	52%	50%	50%	50%	2%	4%	-2%
Asadabad	67%	81%	53%	45%	42%	48%	-22%	-39%	-5%
Bamyan	51%	48%	53%	61%	64%	57%	10%	16%	4%
Charikar	36%	28%	44%	53%	68%	40%	17%	40%	-4%
Gardez	23%	23%	24%	23%	20%	36%	0%	-3%	12%
Ghazni	39%	43%	34%	67%	51%	81%	28%	8%	47%
Jalalabad	58%	45%	72%	49%	51%	47%	-9%	6%	-25%
Khost	57%	56%	73%	78%	76%	89%	21%	20%	16%
Mahmood Razi	56%	74%	38%	48%	75%	26%	-8%	1%	-12%
Maidan Shar	31%	30%	35%	46%	48%	32%	15%	18%	-3%
Mehterlam	69%	59%	95%	41%	40%	43%	-28%	-19%	-52%
Panjshir	50%	45%	55%	40%	38%	41%	-10%	-7%	-14%
Parun									
Puli Alam	55%	56%	33%	38%	39%	27%	-17%	-17%	-6%
Sharana	33%	33%		67%	67%		34%	34%	

*Shaded cells denote a statistically significant difference.

4. Access to municipally-provided services

Indicator A.O. 2.4: <i>% of citizens who believe that their access to municipally-provided services has increased</i>				
Year	Baseline (Q4 Jul-Sep'10)	Target	Q4 Jul-Sep 2011	Notes:
2010-2011	47%	20% increase (20% of 47%=10%)	58% (+11%)	Percent of Municipal Services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks)

Indicator A.O. 2.4: <i>% of citizens who believe that their access to municipally-provided services has increased (by gender)</i>									
Municipality (Province)	2010			2011			Difference (2011 -2010)*		
	All respondents	Male	Female	All respondents	Male	Female	All respondents	Male	Female
All cities	47%	42%	57%	58%	56%	61%	11%	14%	4%
Asadabad	69%	65%	73%	74%	66%	83%	5%	1%	10%
Bamyan	26%	28%	25%	64%	63%	66%	38%	35%	41%
Charikar	56%	45%	67%	61%	57%	65%	5%	12%	-2%
Gardez	28%	28%	27%	37%	36%	40%	9%	8%	13%
Ghazni	79%	78%	80%	56%	52%	59%	-23%	-26%	-21%
Jalalabad	59%	49%	70%	57%	53%	63%	-2%	4%	-7%
Khost	19%	19%	13%	48%	49%	44%	29%	30%	31%
Mahmood Raqi	39%	45%	33%	52%	51%	53%	13%	6%	20%
Maidan Shar	28%	28%	30%	71%	71%	68%	43%	43%	38%
Mehterlam	38%	38%	38%	48%	46%	51%	10%	8%	13%
Panjshir	56%	56%	56%	53%	58%	47%	-3%	2%	-9%
Parun									
Puli Alam	43%	43%	56%	68%	67%	71%	25%	24%	15%
Sharana	40%	40%		69%	69%		29%	29%	

*Shaded cells denote a statistically significant difference.

Annex 3 – List of Infrastructure Projects as of September 30, 2011

No	Municipality	Province	Activity	Specification	Current Status
1	Asadabad	Kunar	Drainage Ditch	1,300 M	Complete
2	Asadabad	Kunar	Drainage Ditch, City Market	600 M	Complete
3	Asadabad	Kunar	Gravel Road, Culvert Installation & Retaining Wall Construction		Ongoing
			Gravel Road	10,000 sq M	
			Culverts	18 Each	
			Retaining Walls	460 M	
4	Asadabad	Kunar	Construction Retaining Walls along Dam Kelay Stream	320 M	Ongoing
5	Bamyan	Bamyan	Waste Disposal Enclosure Construction	15 Each	Complete
6	Bamyan	Bamyan	Construction of Mosaic Sidewalk	5,500 sq M	Complete
7	Bamyan	Bamyan	Reconstruction and Asphalt Paving of Streets & Drainage Ditch Construction		Ongoing
			Asphalt Paving	7,110 sq M	
			Ditch	1,405 M	
8	Bamyan	Bamyan	Construction of a public latrine	6 Stalls	Ongoing
9	Charikar	Parwan	Street Grading (District 2) and Ditches		Ongoing
			Street Grading	40,000 sq M	
			Drainage Ditches	7,000 M	
10	Charikar	Parwan	Cinema Demolition	1,167 sq M	Complete
11	Charikar	Parwan	Street Grading (District 1)	96,300 sq M	Ongoing
12	Gardez	Paktya	Construction of Sidewalk and Fence		Ongoing
			Sidewalk	4,200 sq M	
			Fence	1,050 M	
13	Ghazni	Ghazni	Ada Kandahar Road Median/Parkway Improvement Project	1,125 sq M	Complete
14	Jalalabad	Nangarhar	Sidewalk	5,574 sq M	Complete
15	Jalalabad	Nangarhar	Parking Lot RCC	7,000 sq M	Ongoing
16	Jalalabad	Nangarhar	Construction of culverts	2 Each	Ongoing
17	Jalalabad	Nangarhar	Construction of 50 culverts	50 Each	Ongoing
18	Jalalabad	Nangarhar	Dosaraka Fabreka Rd, Ditch, median, Retaining Wall		Ongoing
			Culverts	3 Each	
			Retaining Walls	145 M	
			Median	1,200 sq M	
			Ditch	2,400 M	
19	Khost	Khost	Drainage Ditch Improvements	1,296 M	Ongoing
20	Khost	Khost	Woman's Park Renovation		Ongoing
			Park Rehabilitation Area	4,716 sq M	
			New Canteen	96 sq M	
			Mosque Rehabilitation	50 sq M	
21	Mahmud Raqi	Kapisa	Drainage Ditch, Sidewalk & Culvert Construction		Complete
			Ditch	240 M	
			Culverts	4 Each	
			Sidewalk	68 sq M	
22	Mahmud Raqi	Kapisa	Street Paving, Ditch and Median and Parking Lot		Ongoing
			Asphalt Paving	4,200 sq M	

			Culverts	2 Each	
			Retaining Walls	800 M	
			Paving of Parking Lot	2,040 sq M	
			Median	480 sq M	
23	Mahmud Raqi	Kapisa	Construction of 2 Public Latrines	20 Stalls	
24	Maiden Shar	Wardak	Drainage Ditch & Culvert Project		Complete
			Ditch	1,100 M	
			Culverts	6 Each	
25	Maiden Shar	Wardak	Solid Waste Receptacles	25 Each	Complete
26	Mehterlam	Laghman	Construction of Drainage Ditch in Shahar-e-Naw	7,750 M	Ongoing
27	Mehterlam	Laghman	Construction of Drainage Ditch and Sidewalk in the Bazaar		Ongoing
			Ditch	4,000 M	
			Sidewalk	1,200 sq M	
28	Panjshir	Panjshir	Ditch, Sidewalks and Culverts		Ongoing
			Ditch	1,000 M	
			Culverts	4 Each	
			Sidewalk	5,000 sq M	
			Median	400 M	
29	Panjshir	Panjshir	Paving of 4 Streets	5,800 sq M	Ongoing
30	Pul I Alam	Logar	Reinforced Concrete Parking Lot 1	1,598 sq M	Ongoing
31	Pul I Alam	Logar	Solid Waste Receptacles	55 Each	Complete
32	Pul I Alam	Logar	Reinforced Concrete Parking Lot 2	3,117 sq M	Ongoing
33	Sharana	Paktika	Ditch Project	1,000 M	Complete
34	Sharana	Paktika	Public Latrine	10 Stalls	Ongoing
35	Sharana	Paktika	Public Latrine	10 Stalls	Ongoing
36	Sharana	Paktika	70 RCC Solid Waste Enclosures	70 Each	Ongoing