



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

QUARTERLY REPORT JULY - SEPTEMBER 2013



Female surveyor coding residential property in Mahmud Raqi as part of the municipal Property Registration System

31 OCTOBER 2013

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

QUARTERLY REPORT JULY 1 – SEPTEMBER 31, 2013

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Acronyms

AO	Assistance Objective
AMRAN	Afghan Mobile Reconstruction Association
AREP	Afghanistan Rehabilitation and Education Program
ARARO	Afghanistan Relief and Rehabilitation Organization
ASGP	Afghanistan Sub-national Governance Program
BRD	Bureau for Reconstruction and Development
CLIN	Contract Line Item Number
COP	Chief of Party
CSO	Civil Society Organization
COR	Contracting Officer's Representative
DoWA	Department of Women's Affairs
GDMA	General Department of Municipal Affairs (Office within IDLG)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
ECW	Education and Training Center for Poor Women and Girls
FY	Fiscal Year
LEDP	Local Economic Development Plan
HO	Home Office
IR	Intermediate Result
ICS	Internal Capacity Survey
IDLG	Independent Directorate of Local Governance
ISAF	International Security Assistance Force
M&E	Monitoring and Evaluation
MIPs	Municipal Improvement Plan
MOU	Memorandum of Understanding
NAPWA	National Action Plan for poor Woman of Afghanistan
NGO	Non-Governmental Organization
PMP	Performance Management Plan
PO	Project Objective
PRT	Provincial Reconstruction Team
PPP	Public Private Partnership
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RC East	ISAF Regional Command East
RIAP	Revenue Improvement Action Plan
RSSAO	Reconstruction and Social Service for Afghanistan Organization
SWM	Solid Waste Management
TAMIS	Technical Assistance Management Information System (DAI)
TAR	Technical Assessment Report
TWG	Technical Work Group
ToT	Training of Trainers
USAID	United States Agency for International Development
USG	United States Government
UNDP	United Nations Development Program

Introduction

This Quarterly Report presents the accomplishments of RAMP UP East for the period of July 1 to September 30, 2013. The report documents project activities that have been completed and progress made in reaching targets under USAID's Strategic Objective to promote a more capable, accountable, and effective government in Afghanistan that serves the people and can eventually function with limited international support, and Assistance Objective 1: Improved performance and accountability of governance. The RAMP UP East Project Objective is to create effective, responsive, democratic, transparent, accountable, municipal governance in the fourteen provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command East. Progress is measured on a quarterly and annual basis against targets set for selected indicators, which are defined in the RAMP UP East Performance Monitoring Plan (PMP), and summarized in this Quarterly Report.

In April 2013, Modification 16 to the RAMP UP East prime contract was issued to DAI which consisted of a 9 month extension and additional funding that would allow RAMP UP East to extend the support in all 14 target municipalities, intensify and expand capacity building support, technical assistance activities, and small grants and fund a limited number of new initiatives. Modification 16 made the following changes to the prime contract for the RAMP UP East project:

- 1) Decrease the ceiling of the contract from [REDACTED] and realign the budget;
- 2) Revise the Scope of Work;
- 3) Extend the end date of the contract from June 9, 2013 to March 31, 2014;
- 4) Change the key personnel positions; and
- 5) Extend End date of Sub-contractors and Increase Total Estimated Costs:.

A key element of the budget re-alignment and scope of work changes that were incorporated by modification was the inclusion of the Municipal Incentive Fund (MIF) as a follow on to CLIN 2 Service Delivery Projects. For the MIF, RAMP UP East and the target municipalities engage in an integrated partnership to implement infrastructure projects jointly to enhance the municipalities' capabilities in project management.

The MIF concept was to provide a fund that was not designated to any one municipality but would be used to implement projects proposed by the various municipalities based on the eligibility criteria of the program on a competitive basis.

During this quarter, the MIF project implementation phase began. Twenty-One projects are currently underway.

In addition to the MIF and other programmatic activities, RAMP UP East emphasized the development of anti-fraud training programs and conducted workshops with municipal counterparts.

Efforts in business and property registration, as well as Safayi fee collection were also expanded during this quarter.

RAMP UP East completed the update of the Performance Management Plan (PMP) and Work Plan for Option Period 2 covering the period from June 9, 2012 to March 31, 2014. The updated plans were submitted to USAID in early May and both were approved by late August.

Capacity Building

Training and Workshops

RAMP UP East conducted four training courses during the quarter, with 44 advisors and 24 municipal staff attending, as shown in the following table:

List of RAMP UP East Training

July-September 2013

No.	Title	Venue	Date Conducted	Participants	No. of Participants			Mun. Participants Breakdown	
					RUE	Mun	Total	Female	Male
1	Anti-Fraud Awareness Training II	Mehterlam	3-Jul-13	Municipal officials and key staff and RAMP UP East advisors	7	14	21	-	14
		Gardez	3-Jul-13	Municipal officials and key staff	-	10	10	-	10
2	Public Opinion Survey	Kabul	26-27 Jul-13	Part-time external surveyors and selected RAMP UP East advisors	13	-	17	-	-
3	Preparation of Annual Financial Statements	Kabul	26-29 Jul-13	Public Finance Advisors	13	-	13	-	-
4	Establishment and Facilitation of Municipal Advisory Boards (MABs)	Kabul	22 - 23 Sept-13	Public Administration Advisors	11	-	11	-	-
Total					44	24	72	-	24

Mentoring of District Municipalities

The original district mentoring program was completed at the end of July. USAID then extended the period of performance of the activity until the end of January 2014 in the latest version of RAMP UP East's Option Period 2 Work Plan. With this development, it was decided to expand the program coverage and refocus its emphasis on the preparation of the municipal annual budgets for 1393 (2014). In particular, this will entail training district municipalities in the application of methodologies and templates developed by RAMP UP East, including those for revenue forecasting, the preparation of Municipal Improvement Plans (MIPs) and Technical Assessment Reports as inputs to development budgeting, and budget execution and monitoring.

Based on the interest expressed by district municipalities, the program will cover 11 provinces where RAMP UP East maintains embedded advisory teams. Excluded are Nuristan, where RAMP UP East has no embedded advisory team, as well as Panjshir and Kunar, where no district municipalities have been established yet. A total of 30 district municipalities have enrolled in the program.

The list of participating district municipalities is shown in the following table:

Province	Provincial Municipality	No.	District Municipality
Bamyan	Bamyan	1	Panjab
		2	Yakawlang
		3	Waras
		4	Kehmard
Parwan	Charikar	5	Bagram
		6	Sayed Khail
		7	Jabal Saraj
		8	Saya Gerd Ghorband
Paktia	Gardez	9	Zurmat
		10	Chamkani
		11	Sayed Karam
Ghazni	Ghazni	12	Moqor

Province	Provincial Municipality	No.	District Municipality
Nangarhar	Jalalabad	13	Jaghuri
		14	Qarabagh
		15	Rodat
		16	Surkh Rod
		17	Bati Kot
		18	Kama
Khost	Khost	19	Ali Shir
		20	Yaqubai
Kapisa	Mahmud Raqi	21	Tagab
		22	Hesa 1
		23	Hesa 2
Wardak	Maidan Shahr	24	Jalriz
		25	Sayedabad
Laghman	Mehterlam	26	Qarghaee
Logar	Pul-e-Alam	27	Barakibarak
		28	Mohammad Agha
Paktika	Sharana	29	Khair Kut
		30	Orgun

Note:

Participant in the original round of the mentoring program

The Concept Note on the Expansion of the Mentoring Program for District Municipalities, and its corresponding budget, was prepared and submitted to USAID and approval was received in early September. As of the end of the reporting period, all the host provincial municipalities had indicated their readiness to start the implementation of the expansion program by the first week of October. The delivery of the entire package of in-kind support for the original ten district municipalities was completed during the month of September. The first delivery took place in Bagram, Parwan Province, with those for other district municipalities following one after the other.



In-kind support consisting of office furniture and fixtures, simple office equipment, and office supplies being delivered and assembled in Bagram District Municipality

For the expansion program, no in-kind support will be provided to district municipalities. RAMP UP East will however defray the cost of transportation, meals, and per diems of participants.

Municipal Conference

In August, a proposed Concept Note and agenda for another regional municipal conference was prepared and submitted to GDMA. The fifth in a series of municipal conferences under the joint auspices of the Independent Directorate for Local Governance/General Directorate for Municipal Affairs (IDLG/GDMA) and RAMP UP East, the conference derives its rationale from the desire to celebrate the achievements so far and highlight the lessons learned from

the RAMP UP program. The conference is also meant to serve as a forum for GDMA to brief municipalities on post-RAMP UP emerging policies, plans, and programs.

During the discussion, GDMA expressed its preference to hold the conference in November as it will be holding the national district mayors' conference in October.

No further feedback has so far been received from GDMA.

Engineering Mentoring and Capacity Building

RAMP UP East engineers regularly provided technical assistance to the municipalities in the execution of infrastructure projects funded by municipal budgets as well as those funded by RAMP UP East's Municipal Incentive Fund (MIF), as follows:

- Asadabad: Suspension Bridge, Trade Center Blocks C and D, and Reconstruction of Side Ditch inside the city
- Bamyan: Public Park, Road Rehabilitation and Sidewalk Construction, Retaining Wall and Bridge
- Bazarak: Municipal Guesthouse and Boundary Wall
- Charikar: Single-story Public Market, Three-story Public Market, New Municipal Building, Public Bath, and Water Supply Network
- Jalalabad: Side Ditch, Street Asphaltting, and Street Rehabilitation
- Mehterlam: Three-story Hotel, Underground Market, Concrete Solid Waste Enclosure Construction Project (RUE-MHT-0012), and Electric Street Lighting Construction Project (RUE-MHT-0004).
- Maidan Shahr: Women's park and Maidan Shahr Solar Street Lighting Construction Project (RUE-MSH-0016).
- Gardez: Public Park
- Khost: Mujahahid Intersection Tower, Matton River Canal, Road Median Repair, Police Office Building Repair, and Jirga Hall Repair
- Pul-e-Alam: Public Latrine
- Ghazni: Two public parks in different locations, a mosque inside the municipal compound, Kabul-Kandahar highway median greenery plantation, five-story hotel, and sidewalk.
- Sharana: Sidewalk Construction and Public Park Rehabilitation Project (RUE-SHA-0024).

Of the projects lists above, the following have been or are soon to be completed: The following major works have substantially been completed:

- Asadabad: Suspension Bridge and Basement of Trade Center Block C
- Bamyan: 900M Road and Sidewalk Construction Project
- Bazarak: Municipal Guesthouse Stairs
- Gardez: Boundary Wall Fencing and RCC Benches and Desks for the Segments allotted for men of the Park Construction Project
- Pul-e-Alam: Public Latrine Construction
- Charikar: Piped Irrigation System for Park Greenery
- Jalalabad: Street Asphaltting in 2nd zone



Asadabad's suspension bridge and Bamyan's road and constructions projects, which were implemented with the technical assistance of RAMP UP East embedded engineers

The partnership between the RAMPUP East engineering and capacity building teams and the municipalities has developed substantially with time. After three years of working together, municipalities now have the capacity to identify, design, tender, and complete projects. Before RAMPUP East assistance, most municipalities did attempt to complete any project work; therefore the above projects stand as concrete evidence of the successful capacity building of municipal governments in engineering and engineering-related functions and activities. More importantly, they serve as clear indications of the competence and confidence of municipal governments to undertake development projects in response to the needs of their constituents.

RAMP UP East technical supervision in the implementation of comparable projects still continues. Likewise, municipalities are being assisted in the execution of their portions of the scopes of work of MIF-funded projects.

Public Finance

Closing the Financial Cycle

The financial quarter for July to September 2013 was centered on the review of previous financial capacity building approaches and shifting to the newly developed Medium Term Financial Planning concept of the financial cycle. Best practice International Municipal Financial management revolves around informed financial decision making based on comprehensive and sound information. The budget round for 1393 is to be based on

- 1) Understanding of the results for 1391, demonstrated by Annual Financial statements indicating the municipality's financial position (via a balance sheet), its operational expenditures and revenues (via the Consolidated Income and Expenditure Account) and its cash flow position (via the cash flow statement). During this quarter 4 municipalities have produced annual financial statements and the other nine are working on them.
- 2) Understanding of the cost and revenue behaviors being actively demonstrated by the actual and projected positions on cost and revenue sources so far this year (1392). This is supplemented on the RAMP UP East expenditure and income template by a series of specific financial ratios that indicate underlying financial sustainability. The

template also has a period 13 facility for accruals, reserve movements and other adjustments.

- 3) Comprehension of the safeguarding and management implications of the municipalities fixed asset base from the development of Asset listings and valuation activity. All 13 municipalities have produced asset listings and many are finalizing the valuation of the completed list. Apart from the generation of depreciation charges through the revenue account the municipalities are now aware of the ongoing operation, maintenance and wear and tear associated with such assets.
- 4) Through the introduction of the Medium Term Financial Planning Manual, municipalities are now aware of the need to project expenditures and revenues into at least two future years. Therefore the budget for 1393 will include projections into 1394 and 1395. This simple system will enhance the sustainability of municipalities by ensuring that financial problems are assessed over a longer time-span. Municipalities are moving from the balanced budget concept to the credible budget concept. In analyzing future impacts Public Finance advisors and municipal counterparts are encouraged to comment on:
 - a) A summary of the budget and budgetary issues
 - b) An overview of the budget process
 - c) Future alignment of the budget with the Medium Term Development plan
 - d) Budget related Policies overview and amendments
 - e) Budget assumptions
 - f) How the budget is funded
 - g) Main sources of funding
 - h) Disclosure of Tashkiel
 - i) Future anticipated monthly cash flows
 - j) Measurable performance objectives per budget line
 - k) Disclosure of how any legislation has been adhered to
 - l) Summary of detailed development (capital plans)
- 5) To assist in the comparison of competing projects, especially development/capital projects, an Option Appraisal Practitioners' Guide has been produced. This guideline covers:
 - a) The appraisal process
 - b) Defining objectives, outcomes, outputs and targets
 - c) Creating options
 - d) Short listing options
 - e) Valuing costs and benefits of each option
 - f) Risk and uncertainty
 - g) Assessing and adjusting for bias
 - h) An assessment template that covers
 - I. Service life costing
 - II. Sensitivity analysis
 - III. Affordability

International Financial Management System (IFMS)

This quarter four municipalities were chosen for the introduction of IFMS. We have contacted and are awaiting a response from RAMP UP South regarding availability of software and training for implementation.

Internal Survey

During this quarter the Annual Internal Survey was conducted and the standardized survey was completed and sanctioned by the 13 RAMP UP East municipalities. All forms have been

completed and returned and are currently under review by our outsourced statistical experts. Full results will be available before the end of the calendar year.

Sustainable Capacity Building Survey

RAMP UP East conducted a sustainable capacity building survey across eight of its municipalities to determine how effective Public Finance capacity building activities have been. RAMP UP East is in the process of finalizing the report but has already been able to glean lessons learned from the results. Perceptions from municipalities, expressed by municipal colleagues suggest that although, in reality, budget compilation, payroll and expense ledgers are fully understood, working confidence levels in carrying these out are modestly expressed as low. New initiatives such as asset listings and balance sheets, within the last three months, show a satisfactory competency but the perception of competency is greater. For activities such as bank reconciliation and budget monitoring that are around 6 months old, there is a balance between perceived capacity and actual competency. This means that the RAMP UP East knowledge management policy of retaining a pool of knowledge through self-learning templates and practitioners guides is preserving capacity.

Infrastructure and Service Delivery

RAMP UP East CLIN 2 and MIF projects

During the last months there were significant positive achievements in the RAMP UP East small scale infrastructure activities and programs. These included Municipal Incentive Fund projects and CLIN 2 projects.

The list below includes a summary of the types of the projects requested by municipalities:

- Park Construction and Rehabilitation projects
- Children's Play Grounds
- Bus Station Construction Projects
- Solar and Electric Street Lighting Construction Projects
- Sidewalk Construction Projects
- Water Reservoir Rehabilitation Projects
- Public Latrine Construction Projects
- Trash Bin and Concrete Solid Waste Enclose Construction Projects Construction Projects
- Culvert Rehabilitation & Construction Project
- Road Repair and Asphaltting Projects

Environmental Compliance

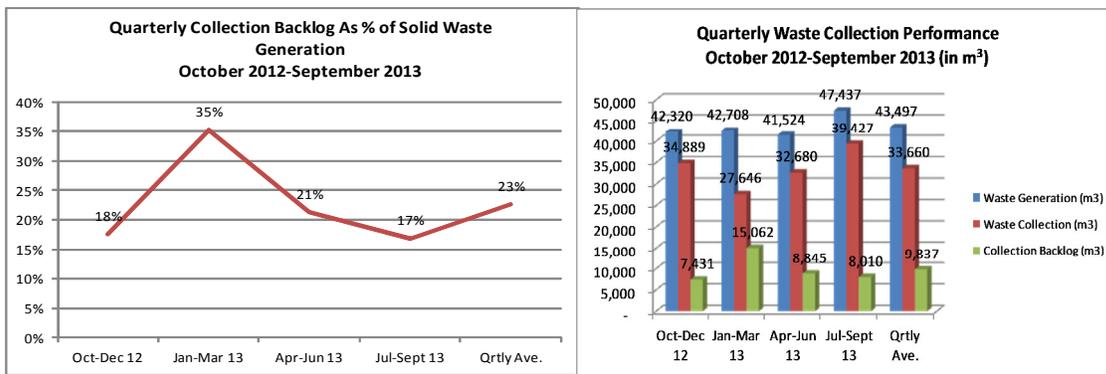
RAMPUP East has initiated 22 MIF projects and all environmental assessment documents have been completed. All documents have been approved by the USAID mission environmental officer.

Solid Waste Management

Collection performance in the 13 municipalities continued to improve during the quarter. Total collection volume increased to 39,427 cubic meters from 32,680 cubic meters during the previous quarter.

Despite a much larger waste generation volume of 47,437 cubic meters compared to

Period Covered	Waste Generation (m ³)	Waste Collection (m ³)	Collection Backlog (m ³)	Backlog as % of Generation
Oct-Dec 12	42,320	34,889	7,431	18%
Jan-Mar 13	42,708	27,646	15,062	35%
Apr-Jun 13	41,524	32,680	8,845	21%
Jul-Sept 13	47,437	39,427	8,010	17%
Qrtly Ave.	43,497	33,660	9,837	23%
Total	173,989	134,642	39,348	23%



41,524 cubic meters three months ago, collection backlog was reduced to 8,010 cubic meters from 8,845 cubic meters. With guidance from the RAMPUP East embedded Public Works Advisors, Municipalities continue to implement measures to catch up with the collection backlog as follows:

Asadabad

The Sanitation Department requested the mullahs to encourage citizens to cooperate with the municipal government in keeping the city clean.

Bamyan

The municipality hired an additional seven laborers to augment its collection crew. The Sanitation Manager distributed 15 steel barrel trash bins in different parts of the public market to encourage the shopkeepers to put their trash in these barrels and also to pay their Safayi fee on time. It is hoped that by reminding citizens to pay their fees at the same time that they are benefiting from the trash collection service, they will understand what they receive in return for their participation in the Safayi fee process.

Bazarak

The Sanitation Manager led another radio roundtable discussion where he encouraged the citizens to participate in environmental-sanitation activities.

Ghazni

The municipality continues to assist private contractors using its own personnel and equipment especially in clearing informal dump sites. It has started road cleaning and the provision and median greenery in the newly created Nahya 4.

The municipality recently conducted an evaluation of the privatized solid waste collection. The results of the evaluation are now being used in the fine-tuning of the contractual arrangements with the end in view of ensuring sustained quality service to its citizens.

The example shown by Ghazni has inspired the municipalities of Charikar and Mehterlam to likewise contemplate the privatization of solid waste collection in their respective jurisdictions in collaboration with RAMP UP East.

Jalalabad

Jalalabad posted notices on proper waste handling and disposal on its noticeboards to remind citizens of their responsibilities in maintaining the cleanliness of their city. As a follow-up, the municipality held a Hashar on September 22.

Khost

The mayor completed a round of meetings with school officials and shopkeepers to continue to motivate them to dispose of their trash in designated locations and maintain cleanliness in their own facilities. The municipality came up with the idea of giving certificates of appreciation to shopkeepers who keep their premises clean at all times. The municipality also has an ongoing radio and TV advertisements encouraging citizens to help the municipal government in keeping the town clean.

The municipality launched a public information campaign to generate citizens' support in solid waste management. The initial activities targeted students, teachers, and schools and culminated in a Hashar held on September 5.

Mahmud Raqi

The municipality distributed 15 steel barrel trash bins to different government offices to reduce the time required for the collection of waste from these sites as well as to encourage these offices to pay their Safayi fees on time. It is hoped that by reminding citizens to pay their fees at the same time that they are benefiting from the trash collection service, they will understand what they receive in return for their participation in the Safayi fee process.

It continued its public awareness campaign, this time targeting drugstore owners and butchers who were instructed to store their waste within their premises until the waste collection trucks arrive or to call the Public Works Department for collection.

Maidan Shahr

The municipality changed its waste collection schedule and made it compulsory for the crew to collect waste in the morning and in the afternoon.

Mehterlam

In a dialogue with municipal officials, shopkeepers voluntarily came up with a new scheme for the disposal and collection of their waste. In a pilot undertaking, shopkeepers packed their waste in plastic bags and deposited these in covered bins in front of their shops to make it easier for the waste collection crew to load the waste onto the collection vehicles. The scheme is now being evaluated for possible replication and expansion throughout municipality.

Pul-e-Alam

The municipality held another Hashar on September 15 with students, teachers, and officials of the municipality's boys' and girls' high schools.

Sharana

Sharana appointed a new Tanzif (Cleaning) Manager, who immediately worked with the RAMP UP East Public Works Advisor to develop fixed collection routes and schedules to improve the municipality's collection efficiency in this municipality.

The mayor of Sharana told the shopkeepers to cooperate with the municipality by keeping their area clean and putting their waste in designated places.

Septic Tank Servicing Project - Khost

For the entire quarter, the service failed to achieve its targets both in terms of collection volume and number of customers served,

Summary of Septic Tank Emptying Service Delivery
July-September 2013

Month	Collection Target				Actual Collection			
	Vol. (m3)	No. of Customers			Vol. (m3)	No. of Customers		
		Res.	Gov't	Total		Res.	Gov't	Total
July	1,396	109	26	135	1,425	78	23	101
August	996	56	11	67	692	36	10	46
September	1,413	116	26	142	1,372	96	29	125
Total	3,805	281	63	344	3,489	210	62	272

largely due to alternating septic tanker breakdowns. The shortfall was particularly severe during the last two weeks of August when both septic tankers broke down at the same and service had to be suspended.

In spite of the performance shortfalls, however, the municipality showed several concrete signs of capacity to sustain the service at the end of RAMP UP East support in November 2013. It has been able to formulate a transition plan that is deemed acceptable to RAMP UP East. In addition, when the septic tankers broke down, the municipality was able to repair them on its own and resume regular collection. The municipality is sustaining its advertisement on the local radio and TV stations to generate interest in the service, especially among the paying residential customers.

Comprehensive 3R Strategies and Programs

Toward the end of September, a short-term international consultant was mobilized specifically to formulate comprehensive strategies and programs for promoting and up-scaling 3R (reduce, re-use, and recycle) practices to augment to collection efforts of RAMP UP East municipalities. By the end of the quarter, the consultant met with USAID and the RAMPUP East Public Works team and formulated a timeline for completion of the 3R program.

Economic Development and Revenue Generation

Business Registration and Licensing Activities

The Business Registration and Licensing Application is fully operational in all 14 RAMP UP East partner municipalities besides Parun municipality. The municipal counterparts who have been trained in the application of the system now have the capacity to use all functions of the application, analyze the data and produce ad hoc reports which could not have been produced using the former manual business registration system. Benefits derived from the application of this system include revenues generated from increased business license fees that range from 4 to more than 20 times greater than previous rates in various partner municipalities, thereby resulting in concomitant increases in revenues.

- Work has already begun in all 13 municipalities on adding extra functions to the existing business licensing application to include the registration of advertising billboards and signboards. GDMA has approved this modification to the existing application and is committed to supporting this new initiative. While billboards and advertising signs are forecasted to be a significant revenue source, collection to date has suffered from the same transparency issues that plagued the business licensing process.
- A detailed step-by-step video tutorial is also currently being prepared to show municipal officials how to perform all 25 key functions required for operation of the business licensing fee collection application. This initiative has been undertaken because of the loss of a number of trained municipal officials due to internal transfers. When completed, this tutorial will be copied onto CDs and will be sent to all RAMP UP East municipalities to ensure that new operators are able to learn how to use and maintain the application independent of RAMP UP East advisors.
- Pul-e-Alam municipality, in coordination with RAMP UP East advisors, has organized a mobile team to monitor businesses who have not yet obtained their business licenses and to encourage shopkeepers to apply for their business licenses.
- The license officer of Gardez Municipality has been officially tasked with collecting the city entrance fee and has been working on this task during the last three months. The municipality is in the process of recruiting an employee for issuance of business

licenses. Currently, the embedded advisor is operating the system until this employee is appointed and trained.

- In September, Sharana completed the distribution of business licenses for all registered businesses in the city. To date, the Municipality has registered a total of 1,591 businesses and has generated a total revenue amounting to 519,100 AFN which has been deposited to the municipal bank account. Shopkeepers who have not yet registered their businesses continue to be monitored by the municipality.

The status of business registration and licensing is summarized in the table below:

No	Municipality	# of New Businesses Registered		# of Bills for Business Licenses Printed		Total Fees Deposited in Bank (AFN)		# of Licenses Issued	
		This quarter	Total to date	This quarter	Total to date	This quarter	Total to date	This quarter	Total to date
1	Gardez	22	2,329	62	430	36,100	243,500	62	430
2	Jalalabad	1,708	9,355	2800	7,690	657,010	1,608,290	2800	6,964
3	Khost	15	5,571	205	1,618	86,500	681,289	205	1,556
4	Maidan Shahr	13	401	13	106	4,300	37,800	13	106
5	Mehterlam	0	2161	369	1,861	38,640	119,855	79	1,155
6	Mahmud Raqi	25	1,123	286	1,023	107,500	424,000	186	923
7	Panjshir	4	519	30	238	10,470	73,580	30	238
8	Pul-e Alam	21	1,725	724	1,058	697,007	1,062,445	726	1058
9	Sharana	106	1,618	106	1,618	173,000	548,500	176	907
10	Charikar	31	2,550	839	1,254	59,870	79,026	361	625
11	Ghazni	81	8,129	1430	4,508	606,781	1,583,040	1322	3,976
12	Asadabad	36	1,782	68	814	25,100	276,050	68	814
13	Bamyan	14	884	246	277	99,090	117,950	246	277

Property Registration and Safayi Fee Collection Activities

Seven of the eight municipalities assisted, successfully institutionalized the Property Registration and Safayi Fee Collection application with increases in the property values relative to the Taliban-era rates. These property values have been increased in close consultation with the special committees created by the municipalities. These committees are comprised of representatives from line departments, civil society, community elders, and the Provincial Development Councils. As a final step, the rates have been approved for further implementation by the Provincial Governor.

Budgets have been reviewed to assess the possibility of extending the property registration survey teams in Mehterlam, Mahmud Raqi and Charikar for another one to two months to allow those teams to complete the registration of the remaining properties in those cities. This initiative has mainly been prompted by requests from the mayors of those cities who are concerned that collecting Safayi fees from the majority of their residents, but not from the remaining unsurveyed properties could cause complaints and jealousy between residents. These municipalities do not have the resources to complete the survey by themselves. Property registration surveying has already been extended for two months in Charikar and Mehterlam and three months for Mahmud Raqi. The length of the extensions was decided based on the number of properties remaining.

RAMP UP EAST completed the survey of property registration in Maidan Shahr. The Database of property registration and files for record keeping were officially submitted to municipality.

After a long delay and frequent meetings, Khost municipality has finally decided to change from the manual system to the new application for Safayi fees.

The Ghazni mayor officially launched the Property Registration and Fee Collection System on the 28th of August 2013. The Mayor appreciated the technical assistance from RAMP UP East in converting the manual property registration system to a computerized system and said, "Implementation of the new system will increase collection of Safayi fees by more than 3 fold compared with last year."

A summary of property registration activity across the RAMP UP East service area is shown in table below:

No	Municipality	# of Properties Registered		# of Safayi Invoices Printed		Total Money Deposited (AfN)		# of Safayi Payments Received	
		This Quarter	Total	This Quarter	Total	This Quarter	Total	This Quarter	Total
1	Charikar	1,080	9,532	284	698	57,180	84,447	51	77
2	Mahmud Raqi	2,515	5,230	46	74	61,247	65,135	53	71
3	Asadabad	622	5,826	38	255	52,027	886,318	22	177
4	Mehterlam	3,726	6,513	298	1,580	29,895	325,172	22	245
5	Maidan Shahr	801	1,730	0	0	0	0	0	0
6	Ghazni	3,523	3,523	115	115	311,644	311,644	96	96
7	Khost	15	5,608	98	98	169,693	169,693	14	14
8	Jalalabad	0	9,739	17	17	23,000	23,000	9	9

RAMP UP East Mayors' Solid Waste Management Tour of Herat

RAMP UP East mayors participated in a two day (17 & 18 September 2013) Solid Waste Management tours and mini conference in Herat. The main focus of the event was contracting for waste management as well as privatization of waste collection in Herat municipality.

The participants were welcomed by the Governor of Herat who expressed his appreciation to the RAMP UP East team for gathering and experience sharing by saying, "I had three year experience with RAMP UP, when I was the Governor of Kunar, there was much positive feedback about RAMP UP East's activities. RAMP UP East, in cooperation with the municipality in Asadabad, developed a five year Local Economic Development Plan. I'm sure most of the projects from the plan have been implemented. Besides this, I'm sure the gathering which was coordinated by RAMP UP East will help municipalities to share their



Welcome note from the Herat Governor to the participants

experiences, especially in the area of solid waste management.”

The official session started with a presentation from the deputy mayor of Herat regarding their waste collection methodologies. The second presentation was by the Mayor of Bamyan with a focus on production of waste, types of wastes in Bamyan, collection methodologies and capacity of trash collection in Bamyan. The last presentation of the first day was conducted by RAMP UP East with an analysis of waste production in RAMP UP East municipalities, levels of service for trash collection and cost for each level of contracted trash collection service. The second day included a field visit of solid waste collection by private contractors and a luncheon at the mayor’s mansion hosted by the governor.

Privatizing Solid Waste Management in Mehterlam and Charikar Municipalities

The RAMP UP East economic development team has prioritized a series of special workshops to present options for privatizing solid waste management to selected municipalities. The first workshop was conducted in June 2013 in Mehterlam with the senior municipal management team and the mayor. A week after the presentation the mayor informed the RAMP UP East team that he had received approval from the governor to proceed with the privatization of Mehterlam Municipality’s solid waste system and that he was ready to assist with preparations. After receiving this information, the RAMP UP East governance team conducted a site visit to Mehterlam to determine future data collection needs and to verify the condition and location of certain solid waste assets.



Meeting with Charikar municipal senior officials for privatization of solid waste collection

Work has already begun on preparing a pre-feasibility study and owner’s estimate to help the municipality prepare to tender their solid waste management system to the private sector. The RAMP UP East team will also assist the municipality to prepare tender documents and will provide any other technical assistance required to facilitate the successful privatization of the solid waste management system.

The RAMP UP East governance team gave a presentation in mid-July to the mayor and senior management team of Charikar Municipality on options for privatizing solid waste management in the city. The presentation also explained how Herat and Ghazni Municipalities have approached the privatization of their solid waste management systems.

On 25 September 2013, the RAMP UP East technical team visited Charikar municipal senior officials to discuss privatization of waste collection. The municipal officials were briefed on 4 Levels of Services (LOS) with estimated costs.

1. LOS 1. Trash collection from trash bins three times/ week. At least two trash bins should be installed in each block (50 houses/ block).
2. LOS 2. Trash collection block by block three times/ week. A truck will stand for at least 5 minutes in each intersection to receive trash from households of the block. Each truck will have two operators to empty bins and to return them to the households.
3. LOS 3. Trash collection from curbside door to door two times per week.
4. LOS 4. Trash collection from curbside door to door three times per week.

“The estimated cost of LOS 2 is the same (AFN 2.5 million) whatever we are spending now

for waste collection. If we keep our city and residential area clean, I'm sure we will collect more than three times higher Safayi fee to compare with whatever we are spending in this area. We will prepare tendering documents as soon as possible," said the Mayor of Charikar.

Local Economic Development Planning (LEDP) Activities

The last two LEDP city marketing workshops were conducted on the 18th of July in Ghazni, and the 21st of July in Gardez. The main objective of the workshops was to promote the economic development projects in their LEDPs to local stakeholders, investors, provincial line departments and donor agencies. The workshops were used by municipal officials, especially the mayors, to involve the private sector in local economic development by asking them to support selected economic development projects from each city's LEDP.



Gardez City marketing workshop

The LEDPs contain a five-year implementation plan with details of selected development projects. The workshops were attended by more than 30 people in each city. The RAMP Up East Economic Development team has already started identifying potential projects from the LEDPs for further development and follow-up. Both workshops were attended by each city's senior management team, provincial line departments, local investors and business figures and donor agencies.

Gender and Youth Programs

This quarter, GDMA sent out the gender mainstreaming guideline along with an endorsement letter from IDLG's Deputy Minister for Policy and Technical. GDMA asked RAMP UP East and other implementing partners not to discuss the guidelines with the municipalities until the mayors receive the guidelines through official channels. Currently, the following municipalities have received the guidelines officially: Pul-e-Alam, Mahmud Raqi, Sharana, Jalalabad, Charikar, Bazarak and Mehterlam.

The gender team started working with the above municipalities by conducting presentations for municipal officials. The next step will be to assist municipalities with developing action plan and include the activities specified in the guideline in the 1393 annual budget.

This quarter RAMP UP East awarded five small grants to four local NGOs in Khost, Sharana, Charikar, Bazarak, Ghazni, Mahmud Raqi and Parun. The Rehabilitation Organization for Women (ROW) was awarded a small grant for Strengthening Neighborhood Support in Sharana and Khost.

The Women Human Rights and Media Organization (WHMO) was awarded a small grant for training in Embroidery/Zardozi, Tailoring and Dress Design in Parun. The 20 beneficiaries (10 for Tailoring and 10 for Embroidery) were selected in consultation with Department of Women's Affairs (DOWA).

The Women Vocational Training and Agriculture Service Organization (WVTASO) was awarded two small grants (Strengthening Neighborhood Support in Charikar and Bazarak and Community Solid Waste Composting Campaign in Charikar, Mahmud Raqi and Bazarak).

The final grant to Rushed Training and Consultancy Organization (RTCO) was terminated in

October; it was decided that the project did not have the resources available to support the program at this time.

During this quarter the door-to-door campaign was launched in Parun. Through this campaign 10 male youth volunteers were mobilized to visit 200 households and distribute 900 educational materials.

Two drawing contests were conducted this quarter. In Khost, 500 male and female students participated and in Pul-e-Alam 500 male and female students also participated.

Quarterly Highlights

Historic Completion of Municipal Asset Listing

July saw the historic conclusion of the asset listing process in 12 municipalities. These municipalities have identified, valued and recorded all municipal long term assets for the first time. The impact of this is that assets are safeguarded and valued in line with International Financial Reporting Standards. This is a historic step in the provision of Annual Financial Statements for the first time in RAMP UP East Municipalities. The municipalities that have produced a list are:

Municipality	Asset Team Formed	Asset Listing Produced (deadline 23 rd July)	Asset List Valued (Deadline 24 th October)
Asadabad	Yes	Yes	Yes
Bamyan	Yes	Yes	Yes
Bazarak	Yes	Yes	Yes
Charikar	Yes	Yes	Yes
Gardez	Yes	Yes	Yes
Ghazni	Yes	Yes	Yes
Khost	Yes	Yes	Yes
Mahmud Raqi	Yes	Yes	Yes
Maidan Shahr	Yes	Yes	Yes
Mehterlam	Yes	Yes	Yes
Pul e Alam	Yes	Yes	Yes
Sharana	Yes	Yes	Yes

Community Engagement

In July RAMP UP East handed over the Sports Stadium project to Maidan Shahr municipality. The project was started by the Turkish PRT in 2007, but was left without proper maintenance over the course of several years. At the request of Maidan Shahr municipality and its citizens, RAMP UP East provided technical and financial support for the renovation of the project. Because of security concerns, a low-key event was organized by the municipality to commemorate the project's completion. In attendance were the mayor and other municipal officials, the governor, directors of government line departments, provincial council members, the Olympic committee, representatives of local sports teams and the press.



Expansion of District Mentoring Program Approved By USAID

The program will focus on assisting district municipalities prepare their 1393 annual budget proposals on time and at the level of quality and accuracy expected by GDMA and other approving entities. The program will be implemented in 11 provinces where RAMP UP East maintains embedded advisory teams. It will cover 30 district municipalities, including the ten that participated in the earlier program, as shown in the table below.

The Financial Cycle in Afghan Municipalities

Closing the financial cycle represents a huge leap forward in Fiscal management in Afghanistan. Key to this objective is the development of a culture that relates to the five key themes of strategic Financial Management:

- 1) Financial Governance and Leadership
- 2) Financial Planning
- 3) Financial Reporting, Internal and External
- 4) Financial Monitoring and Forecasting
- 5) Finance for Decision making

RAMP UP East has been developing comprehensive and robust financial capacities in municipalities that embed the start of world class financial management behaviors. The development of the Medium Term Financial Planning Manual for the 1393 budget round will complete this circle once it is fully implemented in the municipalities.

Small Grants Awarded

Five Small grants were awarded in September to four local NGOs to implement a Neighborhood Watch Program in Khost, Sharana, Bazarak and Charikar, a Vocational Training for women in Parun, a Solid Waste Management Small Business startup in Ghazni and Solid Waste Composting in Bazarak, Charikar and Mahmud Raqi. The duration of the programs will be three months.

Pul-e-Alam Fruit and Vegetable Market

The wholesale trade of fruit and vegetables in Pul-e-Alam was inefficient and lacked adequate infrastructure to support trade between provincial farmers and local shopkeepers and vendors. Given the circumstances, residents of Pul-e-Alam participated in various citizen forums where the construction of a new wholesale market was prioritized. The municipality requested RAMP UP East's assistance with the design and construction of an



effective market that would satisfy the needs of residents, facilitate the economic development of the community and provide a source for generation of revenue for the municipality.

Based on the need and economic viability of the project, USAID, RAMP UP East and the municipality embarked on the shared implementation of the project. The design and construction of the market was performed jointly between RAMP UP East and the staff of the municipality. The municipality participated in the construction of the project by performing all site development civil works while RAMP UP East constructed the structure. The process of joint construction provided an effective means for capacity development of the technical skills of the municipal staff.

Today the completed Pul-e-Alam Fruit and Vegetable Market stands as a symbol of citizen participation, local government responsiveness, and sustainable economic development. Not only has the need for a central market been met, but the municipality now has a new

recurring revenue source. Revenue generated by leasing out space to vendors will help to create funding for other municipal services that meet the needs of the people.

At the official handover ceremony on September 16, 2013, the deputy governor of Logar Province expressed his appreciation by stating “Please let me say thank you to USAID and the People of America for implementing such a valuable project to our people and municipality.”

The mayor of the Pul-e-Alam municipality said “Thank you to those who really work for the improvement of Pul-e-Alam city especially RAMP UP East, with implementation of this huge project that provides a central location for wholesale distribution of fruit and vegetables from the provinces to local shops and vendors as well providing a source of income for municipality.”

A local elder addressed the crowd and said, “With the implementation of this kind of project, the municipality will increase the people’s confidence in local government.”

As municipalities respond to citizen’s needs and communities come together to participate in local governance, trust and cooperation will lead to improved quality of life in communities throughout Afghanistan.

Background

RAMP UP East contributes to the accomplishment of USAID's Strategic Objective 6-A Democratic Government with broad citizen participation. 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's (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

RAMP UP East covers 14 municipalities that are included in ISAF's Regional Command East. The table below presents population estimates taken from the Municipal Economic Profiles developed with RAMP UP East assistance.

Population of RAMP UP East supported municipalities			
No.	Municipality (Province)	Population*	Mayor
1	Asadabad (Kunar)	90,000	Eng. Abdul Ghani Abasi
2	Bamyan (Bamyan)	78,000	Khadam Husain Fetrat
3	Charikar (Parwan)	50,140	Khwaja Rohullah Sediqi
4	Gardez (Paktya)	76,858	Agha Mohammad Sayedee
5	Ghazni (Ghazni)	154,618	Faridoon Ahmadi
6	Jalalabad (Nangarhar)	456,500	Lal Agha Kakar
7	Khost (Khost)	158,546	Mohammad Rasool Rasooly
8	Mahmud Raqi (Kapisa)	60,400	Sayed Azizullah Hashimi
9	Maidan Shahr (Wardak)	5,804	Mahmud Amiri
10	Mehterlam (Laghman)	39,254	Abdul Moqem Niazai
11	Bazarak (Panjshir)	15,593	Abdul Khabir Bakhshi
12	Parun (Nuristan)	n/a	Eng. Delawar Eisa
13	Pul-e-Alam (Logar)	100,000	Mohammad Ahmad Ulfat
14	Sharana (Paktika)	54,416	Sayed Obaidullah Sadat

* Source: Afghanistan Central Statistics Office population estimates, 2010-2011

RAMP UP East Programming

RAMP UP East provides assistance to the 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 directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal

staff, RAMP UP East provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

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

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

RAMP UP East's approach 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 project also implements cross-cutting activities that support the 3 components described above and promote local governance. The cross-cutting activities include, among others, public outreach, empowerment of youth and women, and gender mainstreaming.

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

RAMP UP East Accomplishments per Component

This section presents the progress made by RAMP UP East during the months of July, August and September 2013, or the fifth quarter of Option Period 2. Accomplishments are presented in the same sequence as the indicators in the RAMP UP East approved Performance Monitoring Plan (PMP).

During the 4th quarter (July-September, 2013) RAMP UP East received the approval for the Option Period 2 PMP, covering the period from June 9, 2012 to March 31, 2014. The Option Period 2 PMP has therefore been used as the basis for this Quarterly Report.

Annex 1 of this report provides an overview of the RAMP UP East performance indicators, including the Option Period 2 baseline, targets and accomplishments and Annex 2 provides an overview of the RAMP UP East performance indicators, targets and achievements for a three year period (2010 – 2013).

Project Objective Indicators

Project 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. A baseline survey was carried out in September 2010. The survey to measure the results of the Base Year was conducted one year later in September 2011 and the survey to measure the results of Option Year One was conducted in September 2012. The 2010 and 2011 surveys did not include Parun municipality due to adverse security situation in the province while the September 2012 survey included Parun municipality for the first time and those survey results will serve as the baseline for the Parun municipality.

In September 2013 RAMP UP East carried out the survey for Option Year 2, in order to compare the progress made in the third year of the program with Option Year 1. The survey data collection was completed in all 14 RAMP UP East municipalities by the end of September 2013. The collected data is scheduled to be entered into the database in October, data analysis is planned for November and survey results reports will be drafted in December. The survey results reports will be included in the next quarterly report (October – December 2013).

PO 1 Citizen Satisfaction with the Municipal Government

<i>Indicator PO 1: Percentage change in citizen satisfaction with the municipal government</i>			
Year	Baseline Sep 2012	Target Sep 2013	Actual Sep 2013
Option Period 2	74%	20% increase (20% of 26%=5.2% = 79%)	The public opinion survey data collection was completed in Sep 2013, the data entry and analysis is ongoing. The survey results reports are scheduled to be drafted in December 2013. So the results for this indicator will be articulated in the next quarterly report (Oct-Dec 2013)
Percentage who said their municipal government was doing a very good or a somewhat good job.			

In the September 2012 survey, 74% of respondents across 14 municipalities expressed satisfaction with their municipal government. For Option Period 2, RAMP UP East is targeting a 20% reduction in the number of respondents who are not yet satisfied with the performance of their municipal government. This translates into a net target of 79% (equivalent to a 5.2% increase).

PO 2 Citizen Perception that Local Government Officials are Working For Their Needs

<i>Indicator PO 2: Percentage change in citizen perception that local government officials are working to serve their needs</i>			
Year	Baseline Sep 2012	Target Sep 2013	Actual Sep 2013
Option Period 2	58%	20% increase (20% of 42%=8% = 66%)	The public opinion survey data collection was completed in Sep 2013, the data entry and analysis is ongoing. The survey results reports are planned to be drafted in December 2013. So the results for this indicator will be articulated in the next quarterly report (Oct-Dec 2013)
Percentage who said municipal government was always or sometimes working to serve people like you (respondent)			

Another tenant of the development proposition is to help citizens see local governance structures as legitimate. Legitimacy has the potential to reduce citizen support for insurgent groups. Increases in citizen perception will be measured against the baseline survey and subsequent annual surveys.

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

Across the 14 municipalities, the result of the survey held in September 2012 showed that 58% of the respondents felt that local government officials were working to meet the needs of their constituents. For Option Period 2, the target is a 20% reduction in the number of respondents who do not agree that the local government is working to serve citizens’ needs, bringing this number to 66% (or an 8% decrease in the number of dissatisfied respondents).

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

<i>Indicator PO 3: 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 Sep 2012	Target Sep 2013	Actual Sep 2013
Option Period 2	61%	20% increase (20% of 39%=7.8% = 69%)	The public opinion survey data collection was completed in Sep 2013 and the data entry and analysis are ongoing. The survey results reports are scheduled to be drafted in December 2013. So the results for this indicator will be articulated in the next quarterly report (Oct-Dec 2013).
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			

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

This indicator is linked to Question #34 in the RAMP UP East External Survey: *“To what extent do you trust each of the following to conduct its activities to benefit the people in your city? Do you have a great deal of trust; some trust; little trust; or no trust in: businesses in the local market; the local religious leaders; the U.S. government; the municipal government; the provincial government; the Afghan national government?”*

The 2012 survey results showed that 61% of the respondents across 14 municipalities said that their local officials were working for the benefit of the general public. For Option Period 2 the target is a 20% reduction in the number of respondents who did not yet have a great deal or some trust in the municipal government to work to benefit the people, or an increase in the positive perception to 69% (a 7.8% increase).

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

<i>Indicator I.R.2.4: Percentage of citizens who believe that their access to municipally-provided services has increased</i>			
Year	Baseline Sep 2012	Target Sep 2013	Actual Sep 2013
Option Period 2	60%	20% increase (20% of 40%=8%=68%)	The public opinion survey data collection completed in Sep 2013, the data entry and analysis is ongoing. The survey results reports are planned to be drafted in December 2013. So the results for this indicator will be articulated in next quarterly report (Oct-Dec 2013)
Percentage of municipal services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks)			

The 2012 survey showed that an average of 60% of the respondents in 14 municipalities believed that their access to services provided by the municipality had increased. For option Period 2, RAMP UP East has targeted to reduce the number of respondents who did not believe that access to municipal services has improved by another 20%, or a net gain of 8%, to 68%.

Intermediate Result Indicators

RAMP UP East's 3 main components – Capacity Building, Service Delivery, and Revenue Generation/Economic Development, match the Intermediate Results (IR) defined in the Project Management Plan (PMP).

IR 1 Increased Capacity of GIROA Municipal Institutions

All activities under IR 1 will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. This component has four indicators, namely: (1) IR 1.1 number of municipalities with functioning performance budgeting systems; (2) IR 1.2 number of municipalities with functioning accounting systems; and (3) IR 1.3 number of participatory citizen engagement mechanisms implemented by municipal officials. (3) IR 1.4 number of SOPs approved by GDMA for adoption.

Municipal Accounting and Budgeting

Quarterly surveys are conducted by the embedded RAMP UP East team in each of the municipalities to measure the level of best practices implemented in the areas of accounting and budgeting. The survey for each topic did include ten best practices and is now supplemented by an eleventh question in the Accounting Functions Survey to reflect the necessity of producing asset lists to be able to produce valid Balance Sheets. The definition of fully functioning accounting systems now includes the production of limited Annual Financial Statements. As well as the Balance Sheet, a Consolidated Income and Expenditure Account will be produced and supplemented by a Cash Flow. This meets the requirements of the Public Expenditure Finance Management Act which requires Afghan public entities to comply with International Financial Reporting Standards as identified in the International Public Sector Accounting Standards (IPSAS) expressed by the International Federation of Accountants. Public Finance Advisors are receiving internationally recognized qualifications in IPSAS to be able to capacitate Municipal Finance Officials to make the judgments necessary to produce these statements.

The public finance advisors work with their municipal counterparts to increase the number of best practices adopted by the municipalities. In Option Year 1, for municipalities to qualify as having a functional accounting system (Indicator 1.2) they must have implemented 7 out of 10 (70%) general accounting practices identified in the survey. Municipalities which achieved 70% on the combined surveys for budgeting practices (revenue forecasting and budget process) would be considered to have functioning performance-oriented budgeting systems in place (Indicator 1.1). In Option Period 2, municipalities must implement all of the best practices (100%) to qualify as achieving best practices for functional accounting and performance budgeting.

IR 1.1 The Number of Municipalities with Functioning Performance Budgeting Systems

Indicator IR 1.1: <i>Number of Municipalities with Functioning Performance Budgeting Systems</i>							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
13	0	0	0	1	4	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

The Introduction of performance based budgeting will enable the local governments to measure progress in delivering the public services that are most important to the citizens. Measuring municipal service delivery performance is dependent on a consistent and accurate budgetary process. To implement best budgetary practices that support the municipality to move towards performance-oriented budgeting, RAMP UP East has concentrated on two areas: revenue forecasting and budget preparation. Budget preparation includes best practices for expenditure forecasting, meeting budget approval deadlines, and providing budgetary information to the public. The process of budget compilation for 1393 is beginning in many municipalities and for this year RAMP UP East is introducing the concept of Medium Term Financial Planning, linking Annual Financial Statements and projections into future years as part of the budget process. This innovation adds credibility and long term sustainability factors into the present regime of annual balanced budgets. An additional four municipalities met the standard as RAMP UP East promoted citizen consultation and quarterly reporting.

Revenue Planning and Forecasting

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

The revenue managers were also encouraged to develop a revenue improvement plan for only one or two revenue sources. The expenditure forecast process was simplified and included in the 1392 budget preparation procedures.

During the fourth quarter (July-September 2013) seven municipalities have achieved the 100% rating (last quarter: three), four municipalities have achieved 90% of best practices (last quarter: five), two municipalities have achieved 80% of best practices (last quarter: four) with zero at 70% (last quarter: one).

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

Performance Based Budgeting Revenue Planning and Forecasting Best Practices		Asadabad	Bamyan	Bazarak	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shahr	Mehterlam	Puli Alam	Sharana
1	Revenue Policy Management: organized file of guiding policy, and any rate/fee tables.	√	√	√	√	√	√	√	√	√	√	√	√	√
2	Revenue Profile: a listing of all municipal revenue sources, 3 year history of actual earnings and forecast variances.	√	√	√	√	√	√	√	√	√	√	√	√	√
3	Revenue Forecast Table: 5 year revenue forecast for all revenue types that includes forecast assumptions	√	√	√	√	√	√	√	√	√	√	√	√	√
4	Budget Revenue Forecast: Revenue forecast table is used as the basis for the 1392 budget forecast.	√	√	√	√	√	√	√	√	√	√	√	√	√
5	RIAP: RIAP developed for 1 source of revenue for 1392	√	√	√	√	√	√	√	√	√	√	√	√	√
6	RIAP Approval: RIAP approved by Mayor	√	√	√	√	√	√	√	√	√	√	√	√	√
7	Budget Expenditure Allocation: 1392 budget includes expense allocations for the RIAP	√	√	√	√	√	√	√	√	√	√	√	√	√
8	Revenue Reporting: revenue manager presents monthly/quarterly collection results to Mayor and/or EDAC –	√			√	√		√	√	√	√	√	√	√
9	Identify Monitoring Metrics : identify metrics for each revenue type	√	√	√	√	√	√	√	√	√	√	√	√	√
10	Revenue Monitoring Plan: establish metrics and monitoring procedure for 1392 revenues	√	√	√	√	√	√	√	√	√	√	√	√	√
Q4 Revenue Forecasting Total Score		100%	90%	90%	100%	100%	90%	80%	100%	90%	80%	100%	100%	100%
Q3 Revenue Forecasting Total Score		90%	90%	90%	100%	80%	90%	80%	100%	90%	80%	70%	100%	80%

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

Budget Preparation

In the preparation of the 1392 budget, GDMA introduced a new pay and grading scale and the municipalities were instructed to include a reserve in their budget for the associated cost implications. This requirement caused a delay in the completion of the budget in all municipalities. The results of this quarter's survey show that there are ten municipalities at 100% (Quarter 3: five), two municipalities at 90% (Quarter 3: seven) with one only at 80%. All budgets are now approved from the government level. Despite the issue with the Tashkiel the average delay in producing the budget was only 35 days for 1392 compared with 45 days for 1391. Further concentration on citizen consultation should see more municipalities at 100% the next quarter.

The budget process for 1393 will begin in November 2013 with the production of annual financial statements. Expenditure and revenue forecasting will be informed by the 1391 actual results and the improved forecasting methodologies. This way the principles of full financial cycle management will become embedded.

Performance Based Budgeting Budgeting Best Practices		Asadabad	Bamyan	Bazarak	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shahr	Mehterlam	Pul-e-Alam	Sharana
1	Budget Committee: formed in the municipality prior to developing 1392 budget	√	√	√	√	√	√	√	√	√	√	√	√	√
2	Budget Calendar: internal calendar for 1392 budget preparation	√	√	√	√	√	√	√	√	√	√	√	√	√
3	Draft Budget Submitted: 1392 budget submitted in draft to Kabul Office	√	√	√	√	√	√	√	√	√	√	√	√	√
4	Budget Deadline: submit 1392 budget by April 1 to GDMA	√	√	√	√	√	√	√	√	√	√	√	√	√
5	Approval Deadline: received approval by end of 1392 second quarter	√	√	√	√	√	√	√	√	√	√	√	√	√
6	Present Budget to Citizens: present 1392 budget proposal in print/presentation	√	√	√			√		√	√	√	√	√	√
7	Quarterly Reporting: completed quarterly revenue/expenditure report for 1392	√	√	√	√	√	√	√	√	√	√	√	√	√
8	Development Project Forecast: develop MIP and technical assessment reports for development project budget	√	√	√	√	√	√	√	√	√	√	√	√	√
9	Performance Oriented Budgeting: develop a performance oriented budget for at least 1 municipal service.	√	√	√	√	√	√	√	√	√	√	√	√	√
10	Extending Performance Orientated Budgeting – Plans for achievement	√	√	√	√	√	√		√	√	√	√	√	√
Q4 Budget Process Total Score		100%	100%	100%	90%	90%	100%	80%	100%	100%	100%	100%	100%	100%
Q3 Budget Process Total Score		100%	90%	90%	90%	90%	100%	70%	100%	90%	90%	90%	100%	100%

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

The 1393 budget cycle including Medium Term Financial Planning will achieve RAMP UP East's five objectives for the budgets of 1393:

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

Overall Budgeting Results

As mentioned previously, municipalities that adopt 100% of the Revenue Forecasting and Budgeting Best Practices are determined to meet the criteria to be considered prepared to implement performance-oriented budgeting. The score for each municipality is determined as the average percentage calculated from the results of both surveys. The table below shows the results after averaging both surveys. This quarter the average increase is 7% (Quarter 3: 17%), for an overall average score of 95% (Quarter 3: 91%). This increase is due to the development of the budget monitoring template and associated training in May with refreshers in August which has increased municipal financial management capacity. The provision of the manuals for Annual Financial Statements, Asset Valuation Guide, the

Option Appraisal Manual and the Medium Term Financial Strategy Manual will further increase this capacity during the next quarter.

Percentage of Best Practices Implemented to Prepare for Performance Based Budgeting	Asadabad	Bamyan	Bazarak	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shahr	Mehterlam	Pul-e-Alam	Sharana
Revenue Forecasting	100%	90%	90%	100%	100%	90%	80%	100%	90%	80%	100%	100%	100%
Budget Preparation	100%	100%	100%	90%	90%	100%	80%	100%	100%	100%	100%	100%	100%
Q4 Average Score	100%	95%	95%	95%	95%	95%	80%	100%	95%	90%	100%	100%	100%
Q3 Average Score	95%	90%	90%	95%	90%	80%	70%	95%	90%	85%	80%	100%	90%

IR1.2 Number of Municipalities with Functioning Accounting Systems

Indicator IR 1.2: Number of Municipalities with Functioning Accounting Systems							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
13	3	0	0	5	2	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

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

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

Starting in the last quarter, a new activity, expenditure monitoring, was added in place of quarterly bank reconciliations. RAMP UP East has now delivered a workshop on expenditure and revenue monitoring. Eleven municipalities have fully implemented budget monitoring practices coupled with financial ratios. The monitoring template in use also allows year end transactions to be processed through a ‘year-end’ column. The principles of accruals and matching have resulted in improved outturns against budget as well as providing the basis of accounts closure. Four municipalities have now produced annual financial statements for 1391 and there is every indication that all thirteen will achieve this by November 2013. All municipalities have produced a procurement plan which aids forward cash flow planning and production of the annual cash flow statement.

This quarter ten municipalities achieved 100% of best practices in accounting, last quarter it was eight. This is against the backdrop of adding an additional indicator for asset listing on top of the original ten. These municipalities have therefore over achieved against the original indicators which makes the achievement all the more impressive. The remaining three municipalities achieved 91% (last quarter: 80%).

The accounting best practice is being reinforced by the provision of training in International Public Sector Accounting standards. This will motivate improved financial decision making and judgments for the production of Annual Financial Statements, budget compilation and the provision of professional financial advice at municipalities.

Functional Accounting System General Accounting Standard Operating Procedures		Asadabad	Bamyan	Panjshir	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shahr	Mehtarlam	Pul-e-Alam	Sharana
1	Post Revenue Receipt to Ledger account when cash deposit is received at bank	√	√	√	√	√	√	√	√	√	√	√	√	√
2	Post Expenditure Payment to Ledger account when cash is withdrawn	√	√	√	√	√	√	√	√	√	√	√	√	√
3	Reconcile Bank Statement to Revenue Ledger accounts at least quarterly	√	√	√	√	√	√	√	√	√	√	√	√	√
4	Reconcile Bank Statement to Expenditure ledger accounts at least quarterly	√	√	√	√	√	√	√	√	√	√	√	√	√
5	Post Revenue Receipts to Revenue and Cash Ledger when cash is received	√	√	√	√	√	√	√	√	√	√	√	√	√
6	Post Expenditure Payments to both Expense and Cash Ledger when paid	√	√	√	√	√	√	√	√	√	√	√	√	√
7	Reconcile Bank Statement to Cash Ledger Account monthly.	√	√	√	√	√	√	√	√	√	√	√	√	√
8	Used Automated Payroll	√	√	√	√	√	√	√	√	√	√	√	√	√
9	Draft Annual Procurement Plan	√	√	√	√	√	√	√	√	√	√	√	√	√
10	Implement Expenditure Monitoring	√	√	√	√	√	√	√	√	√	√	√	√	√
11	Produce Asset Listing	√	√	√	√	√	√	√	√	√	√	√	√	√
Q4 General Accounting Total Score		100%	100%	100%	100%	100%	100%	91%	100%	91%	91%	100%	100%	100%
Q3 General Accounting Total Score		91%	100%	100%	100%	100%	100%	82%	100%	91%	82%	91%	100%	100%
<i>Q2 Comparator</i>		90%	50%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%

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

Fourth Quarter Activities

Annual Financial Statements training occurred in August 2013 centering on the policies and procedures necessary for the closure of municipal accounts. Public Finance advisors were introduced to the concepts of accruals, reserve accounting, asset accounting, accounting policies and accounts formats. The system developed included the three main statements: Balance Sheets, Consolidated Income and Expenditure accounts, and Cash Flows. Accounts have been produced by Pul-e-Alam, Asadabad, Mahmud Raqi and Bamyan. All municipalities have produced properly valued asset listings. Manuals have been produced for both closedown and International Financial Reporting Standards. The original self-calculating Annual Financial Statements template has been amended to more comprehensively cover all possible coding combinations and has been 'future proofed' by the inclusion of grant, donor and long term creditors' facilities.

To increase the credibility of municipal budgets, manuals and procedures have been produced for Medium Term Financial Planning and Option Appraisal.

The implementation of IFMS in four RAMP UP East municipalities continues with arrangements being made for RAMP UP South to provide the software for uploading to municipal hardware.

During this quarter the Public Finance internal survey along with Tashkiel survey has been completed for dispatched to the statistical contractor.

IR 1.3 Number of participatory citizen engagement mechanisms implemented

Indicator IR 1.3: number of participatory citizen engagement mechanisms implemented by municipal officials							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
At least 5 in each municipality (5x14 = 70)	30	9	20	11	3	*	*

* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.

The project identified five mechanisms that are implemented in all 14 target municipalities. These mechanisms are citizen forums, municipal newsletters, and outreach activities for opening and closing ceremonies of municipal projects, media outreach such as interviews and radio programs, and the installation of public notice boards. Each city will be targeted to conduct all five mechanisms during the year. The accomplishments of each municipality are calculated by counting the number of mechanisms implemented; regardless of how many times a particular mechanism is used. For example, if a municipality undertakes twelve citizen forums during the year, it is counted as one mechanism.

During the period July to September 2013, the municipalities employed one community engagement mechanism for a total of 70 counts.

Citizen Engagement Mechanisms implemented (July - September 2013)																																
Municipality	Citizen Forum					Opening/Closing Ceremony					Newsletter					Media Outreach					Public Notice Boards					Citizen Guide Book					TOTAL	
	Q1	Q2	Q3	Q4	Q5	Q1	Q2	Q3	Q4	Q5	Q1	Q2	Q3	Q4	Q5	Q1	Q2	Q3	Q4	Q5	Q1	Q2	Q3	Q4	Q5	Q1	Q2	Q3	Q4	Q5		
Asadabad	1								1		1				1												1					5
Bamyan	1								1		1				1													1				6
Charikar	1							1								1											1				5	
Ghazni	1									1					1													1			5	
Gardez		1						1								1												1			4	
Jalalabad	1					1					1					1											1				6	
Khost	1					1					1				1							1						1			6	
Maidan Shahr	1							1							1													1			4	
Mahmud Ragi	1					1							1			1						1						1			6	
Meherlam	1							1											1				1					1			5	
Panjshir	1					1											1										1				5	
Parun			1																										1		2	
Pul-e-Alam	1					1					1				1								1					1			6	
Sharana	1							1							1												1				5	
TOTAL	12	1	1			5	3	2	2		6				7	3	2		1			1	5	4			9	5		70		

Citizen Forums and Municipal Advisory Boards (MAB): During the reporting period, the RAMP UP East municipalities held a total of 23 citizen forums with 647 participants of which 128 were women. Participants included community elders, representatives from the business sector, women and youth, civil society organizations and the general public.

Recently GDMA advised RAMP UP East and other implementing partners to replace citizen forums (and similar initiatives replicated by the RAMP UP programs in other regions) with Municipal Advisory Boards. During this quarter GDMA provided a one day Training of Trainers (TOT) for the RAMP UP projects and other stakeholders on Municipal Advisory Boards establishment. Subsequently RAMP UP East provided a two-day training for embedded advisors to assist the municipalities in the establishment of MABs. RAMP UP East will be leading the process in nine municipalities. ASGP will support the process in Bazarak, Bamyán and Mehterlam. ASGP already assisted GDMA in the establishment of MABs in Charikar and Jalalabad during the previous quarter.

Opening/Closing Ceremonies: On July 27, RAMP UP East handed over the Sport Stadium project to the Maidan Shahr municipality. The Provincial Governor, line department directors, provincial council members, citizens, media and chief of police, attended the handover ceremony. The Sport Stadium was originally built by the Turkish PRT in July 2007 and was renovated by RAMP UP East. The park provides seating for 400 spectators, and has 9 changing rooms and shower facilities.

Governor Abdul Majid Khugyani expressed his gratitude and said the stadium provides a safe place for the youth to engage in sport activities and that the people of Maidan Shahr appreciate the work put into this project both by Turkish PRT and RAMP UP East.

On July 30th, the Mayor of Sharana in an official ceremony announced the municipality's plan to renovate the public park in the city. He said the project will be financially supported and implemented by the municipality and RAMP UP East; the contribution of the municipality in this project is 30%. He said Sharana is an underdeveloped city compared to other cities of Afghanistan and that additional attention and funds should be allocated by the central government and donor agencies for the development of the city.

In August, RAMP UP East handed over the Mahmud Raqi boundary wall project to the municipality. The handover ceremony that was covered by local media, Radio Television of Afghanistan and Kapisa weekly magazine, was attended by 88 participants including 11 women, Deputy Governor, Mayor, Kapisa sectorial directorates, the Provincial Council Chairperson, Women Affairs Director, elders, municipal school committee members, Wakil e Gozars, shopkeepers and a representative from GDMA. The mayor said, "Mahmud Raqi municipality didn't have its own office, we were functioning from the department of agriculture, thanks for RAMP UP East / USAID for projected fund to build the boundary wall and supporting us to get the connexes from PRT, by doing so, now we have our own office."



Mayor and citizen of Bamyán city unveiled the permanent marble sign for roads asphalt and concrete project

On September 2, RAMP UP East handed over the Bamyan sub-road asphaltting and drainage ditch construction project to the municipality. The ceremony was covered by media including Radio Television of Afghanistan, Voice of America, Bamyan Radio, Radio Paiwand and other local media. The event was attended by 45 participants including a governor's representative, the Mayor, sectorial directorates, elders, human rights commission, bazaar representatives and a UNAMA representative.

Prior to the implementation of this project, citizens, especially shopkeepers and their customers, had to contend with muddy, rutted streets that were often impassable in inclement weather. The road improvements have been a popular project for the community.

The Mayor during his speech said, "The asphalted streets solved citizens' difficulty and now it is very good but it is more important for citizens to maintain and keep the sub roads safe and in good condition."

The mayor thanked USAID/RAMP UP East for implementation of public projects in the city of Bamyan. He also mentioned implementation of two MIF projects.

One of the shopkeepers, Mr. Haji Shad Mohammad expressed his pleasure and said, "I am happy to participate in this ceremony and asphaltting of these sub roads in the Bazar is beneficial to customers as well as shopkeepers and it will decrease the pollution from the bazaar."

On September 16, the municipality of Pul-e-Alam hosted a handover ceremony for the RAMP UP East constructed Fruit and Vegetable Market. The Deputy provincial governor Hashim Faizi, Azizi and Eng. Ubaid from GDMA, governmental department directors, the mayor and his municipal staff, community representatives, citizens and RAMP UP East staff were in attendance. A total of 85 people attended the ceremony.

At the beginning of the ceremony, the deputy governor said in his address: "Please let me say thank you to USAID and the People of America for implementing such a valuable project to our people and municipality. It is not limited to this project; USAID has provided a number of other projects through RAMP UP East like the construction of car parking and solid waste management. By implementation of this project the view of the town has changed and it's my request from municipality to accurately utilize the constructed building and to have a proper maintenance plan for the market building."

Mayor Ahmad Khan Ulfat said: "Thank you to those who really work for the improvement of Pul-e-Alam city especially RAMP UP East, with implementation of this huge project the project provides a central location for wholesale distribution of fruit from the provinces to local shops and vendors as well the project provides a source of income for the municipality."

Newsletters: Four issues of municipal newsletters (5,000 copies total) were printed in Asadabad, Bamyan and Pul-e-Alam, and were paid for by the municipalities.



Handover ceremony for the Fruit and Vegetable market

Media Outreach: The mayors and municipal staff of 13 municipalities took an active part in media activities, including participating in radio roundtables, call-in shows and interviews. A total of 732 minutes in 25 radio roundtables, call-in show and interviews took place in these municipalities.

Public Notice Boards: With technical and financial support from RAMP UP East, municipalities of Asadabad installed two notice boards in the city.

The table below summarizes the frequency of citizen engagement activities conducted by the municipalities. 23 total citizen forums were convened, 5 opening or closing ceremonies were organized, 4 issues of municipal newsletters were printed, 25 radio programs or media interviews were aired and public notice boards were installed in 1 municipality.

Frequency of Citizen Engagement Activities conducted per Municipality (July - September 2013)							
Municipality	Citizen Forum	Opening/ Closing Ceremony	News- letter	Media Outreach	Public Notice Boards	Citizen Guide Book	TOTAL
Asadabad	0	0	1	0	2	0	3
Bamyan	2	1	1	2	0	0	6
Charikar	3	0	0	1	0	0	4
Ghazni	2	0	0	3	0	0	5
Gardez	1	0	0	2	0	0	3
Jalalabad	2	0	0	3	0	0	5
Khost	3	0	0	4	0	0	7
Maidan Shahr	1	1	0	2	0	0	4
Mahmud Raqi	2	1	0	2	0	0	5
Mehterlam	3	0	0	1	0	0	4
Panjshir	2	0	0	2	0	0	4
Parun	0	0	0	0	0	0	0
Pul-e-Alam	2	1	2	1	0	0	5
Sharana	0	1	0	2	0	0	4
TOTAL	23	5	4	25	2	0	59

Participants in Citizen Forums (July - September 2013)			
Municipality	Total participants	Male	Female
Asadabad	0	0	0
Bamyan	41	30	11
Charikar	117	110	7
Ghazni	44	41	3
Gardez	28	28	0
Jalalabad	36	31	5
Khost	77	63	14
Maidan Shahr	23	21	2
Mahmud Raqi	86	38	48
Mehterlam	60	55	5
Panjshir	101	72	29
Pul-e-Alam	34	30	4
Parun	0	0	0
Sharana	0	0	0
Total	647	519	128

IR 1.4 Number of SOPs Approved by GDMA for Adoption.

Indicator IR 1.4: <i>Number of SOPs approved by GDMA for adoption.</i>							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
4	0	0	0	0	0	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

The SOP on Municipal Accounting and Budget Execution was translated into Dari and Pashto and submitted to GDMA for review and approval together with the Municipal Procurement SOP.

Both SOPs are now being applied by all 13 RAMP UP East municipalities in the execution of their 1392 annual budgets. One example of the SOP application is the completion of Annual Procurement Plans in all municipalities and the subsequent submission to higher authorities for review and approval.

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

RAMP UP East assists municipal governments in delivering basic services to citizens in order to improve the confidence and faith of the people that local government officials are working in the public interest. This component has four indicators, namely: IR 2.1 number of sub-national government entities receiving RAMP UP East assistance to improve their performance; IR 2.2 number of municipal service delivery projects implemented; IR 2.3 percentage of activities involving government officials in project planning, implementation, and/or evaluation; and IR 2.4 percentage of citizens who believe that their access to municipally-provided services has increased.

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

Indicator IR 2.1: <i>Number of Sub-National Government Entities Receiving RAMP UP East Assistance to Improve Their Performance</i>							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
14	14	14	14	14	14	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

RAMP UP East has a life-of-project target of assisting 14 municipal governments in improving the delivery of public services to their constituents. All municipalities have been receiving assistance from the project, including the municipality of Parun in Nuristan, where access is restricted due to the security conditions.

IR 2.2 Number of Municipal Service Delivery Projects Implemented

Indicator IR 2.2: <i>Number of Municipal Service Delivery Projects Implemented</i>							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
11	10	1	0	0	0	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

Activities under this indicator include financial support from RAMP UP East for the solid waste collection in the municipalities. RAMP UP East ended its financial support for this activity in December 2012, after ensuring that all municipalities budgeted a sufficient amount of resources for solid waste management in their FY1392 budgets. This monitoring indicator has therefore ceased to be valid after December 16, 2012. Even so, RAMP UP East embedded advisors continue to provide technical support to all the 13 RAMP UP East municipalities (excluding Parun, Nuristan) in the delivery of essential public services. Originally focusing only on solid waste collection, the scope of the assistance now covers greening and liquid waste management (particularly in Khost).

IR 2.3 Percentage of RAMP UP East Activities Involving Government Officials

The involvement of government officials is a critical factor in RAMP UP East's work. The project collaborated with the municipalities on service delivery and infrastructure projects in an effort to bring about good governance and bolster confidence among the citizens in their local officials' ability to provide services and respond to their needs. The local chief executives and officials of the target municipalities have taken ownership of the activities under RAMP UP East, with most of them leading in the implementation and supervision of program activities and in advocating with citizens.

Indicator IR 2.3: <i>Percentage of RAMP UP East Activities Involving Government Officials in Project Planning, Implementation, and/or Evaluation</i>							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
100%	100%	100%	100%	100%	100%	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

In all RAMP UP East target municipalities mayors take the lead in managing the implementation of projects. Municipal staff, in particular the engineering and public works managers, have hands-on involvement in the project lifecycle, starting with planning, implementation and day-to-day project management. The municipal staff is motivated to be more involved in project implementation because they learn from working with the embedded advisors.

The table below shows the list of infrastructure projects completed during the quarter that involved the mayor and other municipal officials in the preparation and implementation. The visits reported here only include the official "auditable" visits of municipal officials together with RAMP UP East staff to the projects that are reported in the project's M&E system. For each visit, a reporting template (government involvement form) is completed that includes the signatures of the participants. Other visits, such as regular monitoring and supervision visits of the municipal engineers may not be recorded.

Activities involving government officials by municipality (July - September 2013)			
Municipality	Total number of activities completed	Total number of completed activities with government involvement	Percentage with government involvement
Ghazni	1	1	100%
Mahmod Raqi	1	1	100%
Pul-i-Alam	1	1	100%
Total	3	3	100%

- In **Ghazni**, The Paving of Asphalt Sub-roads Project (RUE-GHZ-0004) site identification was completed by the mayor. This project was monitored three times by government officials (once by the mayor with municipal engineers and RAMP UP East engineers, a second time by municipal engineers, and the third time by the provincial governor).
- In **Mahmud Raqi**, the municipal office boundary wall and sidewalk construction project (RUE-MIR-0021) monitoring was completed once by the mayor along with municipal engineers and another time by the municipal engineer and RAMP UP East engineers.
- In **Pul-e-Alam**, the Fruit and Vegetable Market construction project (RUE-PEA-0010) site identification was completed by the mayor and the project was monitored twice by the deputy mayor and municipal engineers.

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

Indicator 2.4 is measured annually and is included in the public opinion survey that tracks the accomplishment of Project Objective (PO) indicators.

Indicator IR 2.4: Percentage of citizens who believe that their access to municipally-provided services has increased			
Year	Baseline Sep 2012	Target Sep 2013	Actual Sep 2013
Option Period 2	60%	20% increase (20% of 40%=8%=68%)	The public opinion survey data collection was completed in Sep 2013 and the data entry and analysis is ongoing. The survey results reports are scheduled to be drafted in December 2013. The results for this indicator will be articulated in the next quarterly report (Oct-Dec 2013)
Percentage of municipal services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks)			

The 2012 survey showed that an average of 60% of the respondents in 13 municipalities believed that their access to services provided by the municipality had increased. For Option Period 2, RAMP UP East has targeted to reduce the number of respondents who did not believe that access to municipal services has improved by another 20%, translating in a net gain of 8%, to 68%.

IR 3 Increased Municipal Capacity to Enable, Support, and Sustain Economic Growth

Activities implemented under this component support the growth of local economic development and strengthen revenue generation, and thereby strengthen the municipality's ability to finance its service offerings and operating costs. This component will be measured by the following four indicators: IR 3.1 Number of Public-Private Partnerships Established with Private Sector Participation, Including PPPs, Concessions, Privatization, and Other Similar Arrangements; IR 3.2 Number of Person-Days of Labor; IR 3.3 Number of Sub-National Institutions Receiving RAMP UP East Assistance to Increase Their Annual Own-

Source Revenue; IR 3.4 Percentage Increase in Revenue Generated; IR 3.5: Number of Municipalities Using the Business Registration and Licensing System; IR 3.6: Number of Municipalities Using the Property Registration and Safayi Fee Collection System.

IR 3.1 Number of Municipal Service-Related Projects Established with Private Sector

Participation

Indicator IR 3.1: <i>Number of Public-Private Partnerships (PPPs) Established</i>							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
7 in different municipalities**	2	0	0	1	0	*	*
<p>* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.</p> <p>**This Target was incorrectly listed in the Annual Report-Option Period 2</p>							

No PPP was established during the reporting period but during the previous quarter, only one RAMP UP East supported service-related project was completed that had the potential to be developed into a public-private partnership. This was a public latrine in Mahmud Raqi. Another two projects (Fruit and Vegetable Markets in Pul-e-Alam and Sharana) have the potential to be submitted to the private sector. The Pul-e-Alam project has now been completed and officially submitted to the municipality and the Sharana project will be completed at the end of November 2013. Upon completion, these markets will be contracted through the private sector.

The RAMP UP East Economic Development team is currently conducting a feasibility study on privatization options for Solid Waste Management for the municipalities of Charikar, Mehterlam, Asadabad and Khost. All RAMP East municipalities received assistance to set up Solid Waste Management Systems and purchase equipment during 2012.

RAMP UP East conducted a presentation on PPPs and its potential for municipal revenue generation as well as the provision of public services with no or low cost to municipalities. As a result, a number of RAMP UP East municipalities have started to aggressively pursue PPP projects. The central government is also driving this trend by applying pressure to municipalities to increase their own-source revenues by including this as one of the evaluation criteria they use to assess the performance of mayors. Recently, Mehterlam Municipality signed a contract with Hewadwal Mushtareka Construction Company to build an underground market for an estimated cost of AFN 50,625,000. It is agreed in this BOT contract that the private sector will build 72 shops and will pay 10 percent of the total revenue to the municipal account for thirty years. The market will be fully transferred to the municipality as a municipal property after thirty years.

IR 3.2 Number of Person-Days of Employment Generated

By increasing economic opportunities and the availability of employment, RAMP UP East supports the development of a more stable and secure environment in the municipal areas. Increased opportunities for employment are measured by the number of paid labor days worked on infrastructure and service delivery projects. This quarter the infrastructure projects generated a total of 839 labor days.

Indicator IR 3.2: Number of Person-days of Labor							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
100,000 person-days of labor	7,244	12,621	2,270	6,051	839	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

The table below shows the person-days of labor generated by RAMP UP East for the reporting quarter disaggregated by municipality.

Number of Labor Days per Municipality (July - September 2013)		
1	Asadabad (Kunar)	0
2	Bamyan (Bamyan)	0
3	Charikar (Parwan)	0
4	Gardez (Paktya)	0
5	Ghazni (Ghazni)	0
6	Jalalabad (Nangarhar)	0
7	Khost (Khost)	0
8	Mahmud Raqi (Kapisa)	264
9	Maidan Shahr (Wardak)	0
10	Mehterlam (Laghman)	0
11	Panjshir (Bazarak)	0
12	Parun (Nuristan)	0
13	Pul-e-Alam (Logar)	348
14	Sharana (Paktika)	575
Total		839

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

RAMP UP East's revenue enhancement activities are now focusing on the sustainability of the special software applications that were designed to manage business registration and licensing, property registration and Safayi fee collection. Significant levels of effort have been expended to build the capacity of the municipal officials that operate the two applications that RAMP UP East designed and operationalized.

Indicator IR 3.3: Number of Sub-National Institutions Receiving RAMP UP East Assistance to Increase Their Annual Own-Source Revenue							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
14	13	13	13	13	13	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

See Indicator IR 3.5 and IR 3.6 for detailed report on business registration and property registration.

IR 3.4 Percentage Increase in Revenue Generated

This indicator uses the September 2012 annual survey results as the baseline for revenue generation. There was a 20% increase in municipal revenue in 5 out of 8 target municipalities (shown in the table below) comparing 1390 revenue with 1391 revenue. The reason for the low revenue increase in 1391 was the change of 1391 to a nine month year (1390 was a 12 month year) and many more reasons mentioned with detail in RAMP UP East's latest submitted annual report (June 2012 – June 2013).

Further Improvements in revenue will be captured in the planned closedown survey in January 2014.

Indicator IR 3.4 Percent Increase in Recurring Revenue Generated						
Year	Municipality	Baseline (1390) AFN	Target	Actual 1391 for 9 months AFN	(1391) (9 month year extrapolated to 4 quarters) AFN	% change
Option Period 2	Asadabad (Kunar)	27,913,875	20% increase in 8 municipalities*	10,203,459	13,604,612	51%
	Bamyan (Bamyan)	11,191,169		13,283,019	17,710,692	58%
	Charikar (Parwan)	5,772,368		6,233,106	8,310,808	44%
	Gardez (Paktya)	28,207,231		19,954,711	26,606,281	-6%
	Ghazni (Ghazni)	53,749,499		48,171,680	64,228,907	+19%
	Jalalabad (Nangarhar)	164,998,083		98,653,497	131,537,996	-20%
	Khost (Khost)	46,764,427		31,710,784	42,281,045	-10%
	Mahmud Raqi (Kapisa)	2,764,520		1,532,150	2,042,867	-26%
	Maidan Shahr (Wardak)	8,412,588		13,603,821	18,138,428	116%
	Mehterlam (Laghman)	20,069,526		18,653,136	24,870,848	24%
	Bazarak (Panjshir)	450,530		1,869,791	2,493,055	453%
	Pul-e-Alam (Logar)	8,836,061		7,944,397	10,592,529	20%
	Sharana (Paktika)	6,370,743		5,059,872	6,746,496	6%
Totals	385,490,620	276,873,423	369,164,564	-4%		

The following table provides revenue figures for two years (FY1390 and 1391) and for the first three quarters of the current fiscal year (1392).

Revenue Analysis

Total Revenue in AFN:

Municipality	1389 Annual	1390 Annual	1391 Annual	1392 1 st Qtr	1392 2 nd Qtr	1392 3 rd Qtr
	Apr 2010 - Mar 2011	Apr 2011 - Mar 2012	Apr 2012 - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sep 2013
Asadabad	15,170,696	32,466,250	11,983,121	2,787,799	4,795,004	4,168,058
Bamyan	33,006,245	24,208,189	18,258,073	9,548,845	9,759,391	6,202,893
Bazarak	7,205,170	41,414,895	14,068,126	17,303,474	429,288	475,105
Charikar	60,489,165	31,425,611	11,013,764	4,180,640	4,192,524	5,296,031
Gardez	33,832,196	44,268,965	43,269,985	2,072,181	692,603	1,382,392
Ghazni	39,024,316	61,179,258	56,086,053	9,215,511	23,458,164	16,336,838
Jalalabad	217,379,435	212,785,675	144,286,268	40,068,666	32,690,628	23,123,758
Khost	83,925,997	79,431,081	136,117,101	23,170,948	29,720,608	19,782,866
Mahmud Raqi	5,922,434	15,522,170	3,472,445	1,213,105	2,955,010	2,084,058
Maidan Shahr	21,558,662	36,150,734	94,413,264	11,399,053	5,369,174	7,717,336

Municipality	1389 Annual	1390 Annual	1391 Annual	1392 1 st Qtr	1392 2 nd Qtr	1392 3 rd Qtr
	Apr 2010 - Mar 2011	Apr 2011 - Mar 2012	Apr 2012 - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sep 2013
Mehterlam	40,154,029	86,292,886	22,684,785	6,376,961	10,366,503	8,371,732
Pul-e-Alam	43,588,191	32,419,251	30,891,678	5,742,942	3,063,387	3,942,270
Sharana	7,961,620	46,363,738	12,898,296	298,083	5,266,500	2,010,950
Total	609,218,156	743,928,703	599,442,958	133,378,208	132,758,784	100,894,286

Recurring Revenue in AFN:

Municipality	1389 Annual	1390 Annual	1391 Annual	1392, 1 st Qtr	1392, 2 nd Qtr	1392 3 rd Qtr
	Apr 2010 - Mar 2011	Apr 2011 - Mar 2012	Apr 2012 - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sep 2013
Asadabad	13,949,788	27,913,875	10,203,459	2,689,260	4,675,284	3,995,320
Bamyan	5,336,362	11,191,169	13,283,019	3,081,330	5,888,835	4,742,031
Bazarak	535,570	450,530	1,869,791	2,678,243	429,288	466,605
Charikar	4,006,473	5,772,368	6,233,106	1,926,637	1,839,711	2,498,608
Gardez	28,965,491	28,207,231	19,954,711	1,595,781	692,603	1,144,192
Ghazni	17,138,962	53,749,499	48,171,680	4,338,431	20,571,950	12,455,194
Jalalabad	164,700,367	164,988,083	98,653,497	21,866,885	24,177,877	19,292,647
Khost	20,688,029	46,764,427	31,710,789	20,942,478	26,838,658	18,747,376
Mahmud Raqi	985,634	2,764,520	1,532,150	420,350	363,010	391,680
Maidan Shahr	4,373,547	8,412,588	13,603,821	2,711,379	1,456,698	2,714,982
Mehterlam	16,810,373	20,069,526	18,653,136	3,682,927	7,530,868	5,606,898
Pul-e-Alam	2,956,802	8,836,061	7,944,397	2,259,936	1,611,865	2,875,593
Sharana	3,286,470	6,370,743	5,059,872	229,683	1,516,500	1,139,450
Total	283,733,868	385,490,620	276,873,423	68,423,320	97,593,147	76,070,577
Annualized	283,733,868	395,869,849	369,164,564			322,782,725

The latest annual report identified issues in municipal revenue regarding the drivers of municipal income and the extent to which a municipality could control its income. The conclusion was to identify and separate those income streams that were directly affected by municipal management. The table below shows each income source, across all municipalities, divided between controlled and other sources. This shows controlled income to be growing. This must be seen in the context of Medium Term Financial Planning.

All figures AFN Controlled Revenue sources	1390 Actual AFN	1391 Actual AFN	1st Qtr 1392 Total AFN	2nd Qtr 1392 Total AFN	3 rd Qtr 1392 Total AFN	Year to Date Total AFN
	Safayi Fees	24,483,467	25,739,575	13,105,328	9,647,783	7,644,536
City Services Vehicles	23,511,436	16,895,077	2,986,071	9,304,079	5,069,850	17,360,000
Road Maintenance Fee (note 2)	19,321,100	11,315,700	1,481,400	1,034,700	703,500	3,219,600
Other charges (note 3)	9,123,722	575,010	12,875	5,000	13,750	31,625
Rental Gov't Housing	5,957,460	4,621,813	533,084	805,534	822,289	2,160,907
Rental Gov't Shops	54,753,780	51,519,442	23,880,115	14,384,270	17,922,793	56,187,178
Leasing Gov't Land	22,401,961	10,442,154	7,239,834	4,792,023	4,334,259	16,366,116
Sales Agric' Products (note 4)	-	0	322,888	-	-	322,888
Water/ Power Services	406,400	117,550	232,400	115,350	104,100	451,850
Rent - Equip Vehicles (note 5)	49,100	352,193	2,905,880	152,161	150,000	3,208,041
Markets	446,424	89,418	-	-	-	0
Rental Gov't Hotels	2,140,000	2,339,950	290,000	749,900	804,900	1,844,800
Comms Tower Rental	5,765,660	8,640,860	1,934,962	4,055,345	1,543,154	7,533,461

All figures AFN	1390 Actual AFN	1391 Actual AFN	1st Qtr 1392	2nd Qtr 1392	3 rd Qtr 1392	Year to Date
Controlled Revenue sources			Total AFN	Total AFN	Total AFN	Total AFN
Nakhas charges	-	581,520	106,864	188,200	166,065	461,129
Recreational Area	46,200	109,030	-	-	1000	1,000
Billboard Revenue	9,335,539	7,545,719	959,800	2,104,475	2,761,033	5,825,308
Sales Of Documents	519,221	243,675	88,300	75,300	29,495	193,095
Machinery license	-	-	6,250	-	-	6,250
Hotels license	-	311,500	491,500	2,000	-	493,500
Work Permit Revenue	1,243,590	682,070	106,000	362,140	397,525	865,665
Business Registration	5,640,842	4,751,662	676,307	1,558,260	1,792,182	4,026,749
Total Controlled Recurring	185,145,902	146,873,918	57,359,858	49,336,520	44,260,431	150,956,809
City Entrance Fee	200,344,718	129,999,505	11,063,462	48,256,627	31,810,146	91,130,235
Total Recurring	385,490,620	276,873,423	68,423,320	97,593,147	76,070,577	242,087,044
Non-Recurring	358,438,083	322,569,535	64,871,588	35,165,637	24,823,717	124,860,942
Total Revenue	743,928,703	599,442,958	133,378,208	132,758,784	100,894,294	366,947,986
Period covered	12 months	9 months	3 months	3 months	3 months	
Annualized figures for controlled revenue sources	185,145,902	195,831,891				201,275,745

IR 3.5 Number of municipalities using the Business Registration and Licensing System.

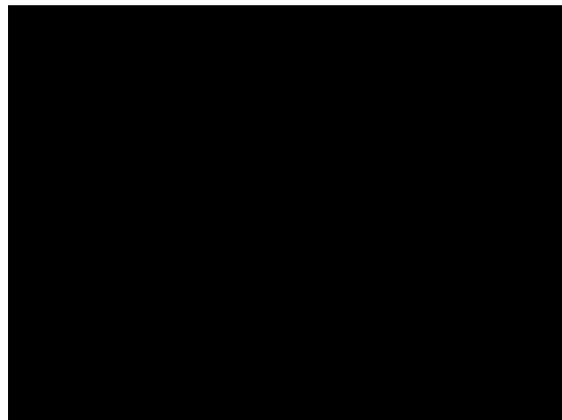
Indicator IR 3.5: Number of Municipalities Using the Business Registration and Licensing System.							
Option Period	Q4, 2012	Q1, 2013	Q2, 2013	Q3, 2013	Q4, 2013	Q1, 2014	Q2, 2014
2 Target	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)
13	12	12	12	13	13	*	*

* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.

The Business Registration and Licensing Application is fully functional in all 14 RAMP UP East target municipalities except Parun municipality. The municipal counterparts have recently gained the capacity to fully use all functions of the application. The updates during this reporting period are analyzed in below bullet points:

Work was already begun in all 13 municipalities on adding extra functions to the existing business licensing application to include the registration of advertising billboards and signs. The collection of advertising fees was successfully completed at the beginning of August 2013. This source of revenue is quite significant; however its collection to date has suffered from the same transparency issues that plagued the business licensing process. GDMA has approved this modification to the existing application and is committed to supporting this new initiative.

A detailed step-by-step video tutorial is being prepared to show municipal officials how to perform all 25 key functions required to operate the business licensing fee application. This initiative has been taken because of the loss of a number of trained municipal officials due to internal transfers. When completed, this tutorial will be copied onto CDs and will be sent to all RAMP UP East municipalities to ensure that new operators are able to learn how to use and maintain the application independently without support of RAMP UP East embedded advisors.

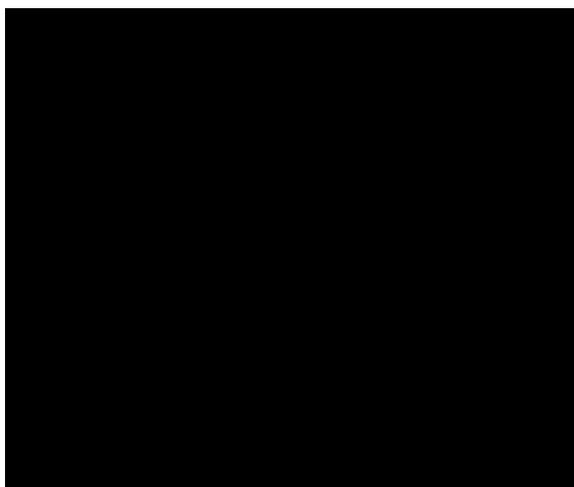


Business licensing clerk during printing of business licenses

Pul-e-Alam municipality, in coordination with RAMP UP East, has been tasked to create a mobile team to monitor businesses that have not yet obtained business licenses. This will help increase the number of licenses businesses.

In the last three months, the license officer of Gardez Municipality has been officially tasked to collect the city entrance fee and to recruit a business licensing officer. Currently, the embedded advisor is operating the system until a replacement is identified and trained.

In the last week of September, Sharana completed the business license distribution process in the city. The municipality registered 1,591 businesses generating 519,100 AFN for deposit. Unregistered shops will be monitored by the municipalities. The Business Registration and Licensing process is summarized in the table below.



The Economic Development Advisor of Gardez issuing a business license.

No	Municipality	Number of businesses registered		Number of business license bills printed		Total fees deposited in the bank (AFN)		Number of licenses issued	
		Reporting period	Total	Reporting period	Total	Reporting period	Total	Reporting period	Total
1	Gardez	22	2,329	62	430	36,100	243,500	62	430
2	Jalalabad	1,708	9,355	2800	7,690	657,010	1,608,290	2800	6,964
3	Khost	15	5,571	205	1,618	86,500	681,289	205	1,556
4	Maidan Shahr	13	401	13	106	4,300	37,800	13	106
5	Mehterlam	0	2161	369	1,861	38,640	119,855	79	1,155
6	Mahmud Raqi	25	1,123	286	1,023	107,500	424,000	186	923
7	Panjshir	4	519	30	238	10,470	73,580	30	238
8	Pul-e Alam	21	1,725	724	1,058	697,007	1,062,445	726	1058
9	Sharana	106	1,618	106	1,618	173,000	548,500	176	907
10	Charikar	31	2,550	839	1,254	59,870	79,026	361	625
11	Ghazni	81	8,129	1430	4,508	606,781	1,583,040	1322	3,976
12	Asadabad	36	1,782	68	814	25,100	276,050	68	814
13	Bamyan	14	884	246	277	99,090	117,950	246	277
Total		2,076	38,147	7,178	22,495	2,601,368	6,855,235	6,274	19,029

IR 3.6 Number of Municipalities Using the Property Registration and Safayi fee Collection System.

Indicator IR 3.6: Number of Municipalities Using the Property Registration and Safayi Tax Collection System.							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
7 municipalities**	7	7	7	8	*	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							
** This Target was incorrectly listed in the Annual Report-Option Period 2							

Property registration and Safayi fee collection is one of the sustainable sources of revenue for Afghan municipalities. As such, almost all RAMP UP East partner municipalities requested technical assistance to register properties within the municipal coverage area. Seven out of 14 RAMP UP east partner municipalities have completely utilized the Property Registration and Safayi Fee Collection application.



Mahmud Raqi: Property Surveyors in close coordination with municipal officials are measuring a residential plot.

Unfortunately, based on budget limitations and security problems, RAMP UP East has been unable to start the property registration process in Sharana, Pul-e-Alam, Gardez and Parun. Bamyan and Panjshir municipalities completed the property registration process through UNDP/ASGP and UNHABITAT. Jalalabad, Asadabad, Mehterlam, Charikar, Mahmud Raqi, Khost, and Ghazni municipalities have completely institutionalized the Property Registration and Safayi Fee Collection application. Maidan Shahr municipality will soon start using the application and the new property rates have been approved by the special committee created by the mayor.

During this reporting quarter, Charikar, Mahmud Raqi and Mehterlam asked to extend the property registration process to cover the entire municipal coverage area. Charikar municipality estimated 3,000 remaining properties, Mehterlam 2,250 and Mahmud Raqi estimated 2,000 remaining properties. RAMP UP East has therefore extended the contract for the property registration surveyors of Mahmud Raqi and Mehterlam and remobilized the previous survey team in Charikar municipality. A summary of the new extension of property registration is provided in the table below.

Municipality	Remaining properties	Surveyors recruited		survey duration	ending date
		Male	Female		
Charikar	3000	10 male	3 female	4 months	31-Dec-13
Mehterlam	2250	9 male	3 female	3 months	15-Nov-13
Mahmud Raqi	2000	10 male	4 female	2.5 months	15-Nov-13

Each survey team consists of two male surveyors and a female surveyor, whenever

possible, under the supervision of a municipal staff member. The main purpose of involvement of the municipal staff is to ensure that the municipality can continue to replicate the process in the future without any assistance from local or international organizations.



Revenue Officer printing Safayi bills in Ghazni

Ghazni municipality forecasted 31 times the amount of Safayi fees to be collected for the year 1392 (12,840,070 AFN) compared to the actual revenue from 1391 (407,637 AFN). This projected increase is based on the fact that there is an increased tax base for collection, an increase in coverage area, as well as increased efficiency in collection.

Ghazni citizens fully support the institutionalization of the Property Registration and Safayi Fee Collection application. The local residents understand transparency in the system of Safayi fee collection and have been lining up to pay the fee.

A local tax payer said, *“Before, everything was manual, there was no transparency in the collection procedure, now it is fully computerized, automated even we are not paying cash to the municipal staff. So, why we should not pay our Safayi fee, I’m sure if we pay our Safayi fee we will receive more services from the municipality.”*

The snapshot of the Property Registration and Safayi Fee Collection is shown in the table below:

No	Municipality	Number of Properties registered		# of Safayi invoices printed		Total fees deposited in the bank (AFN)		Safayi certificates printed	
		Reporting period	Total	Reporting period	Total	Reporting period	Total	Reporting period	Total
1	Charikar	1,080	9,532	284	698	57,180	84,447	51	77
2	Mahmud Raqi	2,515	5,230	46	74	61,247	65,135	53	71
3	Asadabad	622	5,826	38	255	52,027	886,318	22	177
4	Mehterlam	3,726	6,513	298	1,580	29,895	325,172	22	245
5	Maidan Shahr	801	1,730	0	0	0	0	0	0
6	Khost	3,523	3,523	115	115	311,644	311,644	96	96
7	Ghazni	15	5,608	98	98	169,693	169,693	14	14
8	Jalalabad	0	9,739	17	17	23,000	23,000	9	9
Total		12,282	47,701	896	2,837	704,686	1,865,409	267	689

Reporting Indicators

RAMP UP East is tracking the following 7 Cross-Cutting Reporting Indicators:

- R.1: Number of individuals who received RAMP UP East assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization.
- R.2: Number of government officials receiving RAMP UP East supported anti-corruption training.
- R.3: Number of mechanisms for external oversight of public resource use supported.
- R.4: Number of key infrastructure rehabilitated or improved.
- R.5: Number of interventions resulting in increased participation of women in government and civil society.
- R.6: Number of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries.
- R.7: Number of youth support interventions resulting in increased participation of youth in municipal affairs and community development.

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

RAMP UP East has targeted a total of 169 municipal officials to be trained in various competencies, skills and tools during Option Period 2.

Indicator R.1: <i>Number of Individuals Who Received USG-Assisted Training, Including Management Skills and Fiscal Management, to Strengthen Local Government and/or Decentralization</i>							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
169	81	147	21	43	0	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

No training was conducted for municipal employees in this quarter.

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

Indicator R.2: <i>Number of Government Officials Receiving RAMP UP East-supported Anti-corruption Training</i>							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
170 Gov officials	0	0	0	183	24	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

During the reporting period Anti-Fraud training was conducted in Gardez and Mehterlam for a total of 24 government officials.

Individuals trained by municipality in Anti-Fraud (July- September 2013)			
Municipality	Total	Male	Female
Mehterlam	14	14	0
Gardez	10	10	0

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

This indicator is a Cross-Cutting metric that seeks to reduce the opportunities for corruption by instituting external oversight of the use of public resources. Public resources include the tax revenue that the municipality collects from its citizens, donor funds used for municipal infrastructure and service delivery, and fees or leases generated by municipal assets. These resources should be accounted for accurately and transparently to the municipal citizens. External oversight may come from broader governmental institutions, policies, and also from the municipal citizens themselves.

Indicator R.3: Number of Mechanisms for External Oversight of Public Resource Use Supported							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
28 (2 finance reporting mechanisms per municipality)	4	14	4	3	4	*	*

* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.

A methodology for measuring this indicator was not established until February 2012 when the revised PMP was approved. RAMP UP East then modified the budgeting survey to capture data related to the presentation of the financial year end actual results and budget forecast in the citizen forum and/or municipal newsletter. During the current option period, the survey was expanded to include the presentation of the Municipal Improvement Plan (MIP) in the citizen forum.

Mechanisms for External Oversight of Public Resources	Asadabad	Bamyan	Charikar	Gardez	Ghazni	Jalalabad	Khost	Mahmud Raqi	Maidan Shahr	Mehterlam	Bazarak	Pul-e-Alam	Sharana	Total
1392 MIP Presented in the citizen forum	√	√	√	√	√		√	√	√	√	√	√	√	12
1391 Financial Results presented in citizen forum	√		√				√	√	√	√		√		7
1392 Budget presented in citizen forum	√	√			√		√	√	√	√	√	√	√	10
1392 Budget presented in municipal newsletter														
Totals	3	2	2	1	2	0	3	3	3	3	2	3	2	29

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

During this quarter, two additional citizen forums were conducted in connection with the preparation of the financial aspects of MIPs. At this point all municipal budgets are approved as predicted in the last report.

R 4 Number of Key Infrastructure Rehabilitated or Improved

RAMP UP East targeted the rehabilitation or improvement of 49 key infrastructure projects during Option Period 2. The Solid Waste Vehicle Supply projects completed in 11 municipalities in Option Period 2 are also part of this indicator.

Indicator R.4: Number of key-infrastructure rehabilitated or improved							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
49 projects: 19 Option Year 1 ongoing projects 30 additional Option Period 2 projects (including 18 municipal incentive fund projects)	5	4**	13	3	2	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							
**The Q1 2013 total was incorrectly noted in the Annual Report-Option Period 2							

During the reporting period, RAMP UP East completed 2 infrastructure projects in 2 different municipalities.

Completed Infrastructure Projects (July-September 2013)				
No	Municipality	Province	Activity	Specification
1	Pul-e-Alam	Logar	Fruit and Vegetable Market Construction Project	Construction of 20 shops (5 x 3 meters) and 20 stores (3 x 3 meters) in two blocks.
2	Mahmud Raqi	Kapisa	Municipal Office Boundary Wall & Sidewalk Construction Project	Construction of stone masonry/brick boundary wall (162 meters), sidewalk (150 m x 1.4m = 210 square meters) and a parking lot (49m x 10m = 490 square meters) and installation of 2 metal gates.

Fruit and Vegetable Market Construction Project (RU E -PEA-0010)

The Fruit and Vegetable Market in Pul-e-Alam covers a 5,740 square meter area (100x57 meters). This project was one of the first line priorities of the Pul-e-Alam municipality and citizens and is part of the city's master plan. This project consists of two blocks and each block consists of 10 shops (5 x 3 meters) and 10 (3 x 3 meters) stores. The market will be a solid source of income for the municipality and will improve the relationship between the people and the government.



Pul-e-Alam Fruit and Vegetable Market Construction Project

Municipal Office Boundary Wall & Sidewalk Construction Project – RUE-MIR-0021

In Mahmud Raqi, the Municipal Office Boundary Wall & Sidewalk Construction Project was completed. In addition to the construction activities where a boundary wall, fence, gates, sidewalks and parking lot were constructed, RAMP UP East also assisted in the relocation of USG donated connex offices to their appropriate position within the newly constructed compound.



Mahmud Raqi municipality boundary wall project

The perimeter wall secured municipal government personnel, assets, and records. The sidewalk on the site made it more convenient for both municipal employees and visitors to move around the premises. Space for vehicle parking was created for both municipal employees and visitors. The subproject created an opportunity for municipal government personnel to develop capacity in planning, designing, and implementing municipal infrastructure construction projects in the future funded by the municipal budget.

The following table lists the Municipal Improvement Fund (MIF) projects launched during the reporting period.

Ongoing MIF Projects (July - September 2013)				
No	Municipality	Province	Activity	Specification
1	Mehterlam	Laghman	Light Installation Project (RU E -MHT-0004)	Installation of 73 Galvanized light poles, fixtures and reinforced concrete (RCC) foundations in the Mehterlam municipality's first district streets.
2	Mehterlam	Laghman	Trash Bins Construction (RU E -MHT-0012)	Construction of 20 Concrete Solid Waste Enclosures
3	Sharana	Paktika	Culvert Rehabilitation & Construction Project (RU E -SHA-0023)	Rehabilitation of 14 existing culverts and construction of 3 new culverts (2 in size of 10M wide and 1M span and 1 3M wide and 1M span) in the Sharana municipality.
4	Bamyan	Bamyan	Children's Play Ground and Park Construction (RU E -BAM-0016)	Construction of Boundary wall (194Mx1.3M), sidewalk (110Mx2M), pool(12.6x6.6x0.8)M , a drilling well 80M deep.
5	Maidan Shahr	Wardak	Solar Street Lighting Construction Project (RU E -MSH-0016)	Installation of 86 solar powered street lights (poles, fixtures, foundations, batteries, wiring and accessories) on the main streets of the Maidan Shahr municipality.
6	Charikar	Parwan	Renovation of Water Reservoir (RU E -CHA-0017)	Demolition of the old reservoir structure and construction of 363 cubic meters new RCC water reservoir.

7	Charikar	Parwan	Renovation of Public Park (RU E -CHA-0018)	Demolition 196m stone masonry and construction of 196 boundary wall, rehabilitation of 2,145 square meters park area, greening of 1,351meters area and graveling 294sqm area
8	Panjshir	Panjshir	Public Latrine Construction (RU E -PJS-0010)	Construction of 10 toilet (6 for men and 4 for women) including installation of 6 stalls and 2 sinks for men and 4 stalls and 2 sinks for women.
9	Panjshir	Panjshir	Trash Bins Construction(RU E -PJS-0017)	Installation of 30 metallic dual drum trash bins

R 5 Number of Interventions Resulting in Increased Participation of Women in Government and Civil Society

Indicator R.5: Number of Interventions Resulting in Increased Participation of Women in Government and Civil Society							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
28 (2 per municipality)	14	0	0	1	2**	*	*
<p>* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.</p> <p>**Two municipalities recruited female staff members.</p>							

Women and youth make up two-thirds of the population, yet their participation in the decisions that affect them has, historically, been very limited. The conservative nature of Afghan society places severe restrictions on women's mobility, education and opportunity for self-determination. As a result they are often indifferent to the work of governing bodies such as municipalities. They lack knowledge about civic affairs, skills to advocate and organize, gateways to employment within the municipal bureaucracy, and business skills to make their businesses competitive. RAMP UP East's gender-responsive small grants program was designed after consultations with mayors, municipal officials, the Department of Women's Affairs, and civil society groups. The gender-responsive program, which was implemented in all 14 target municipalities, has the following components:

1. **Fellowship Program:** Aims to empower young women and men interested in working with municipalities in order to promote gender and youth integration, and participate in public awareness activities focused on the roles and responsibilities of citizens in conjunction with their municipalities. In Option Period 2, 56 young men and women participated.
2. **Public Participation in Governance:** A series of workshops in (1) communication, specifically public speaking and advocacy, (2) gender, civic education and governance, and (3) management and leadership. A total of 4,200 men and women have participated to this point in Option Period 2.
3. **Capacity Building for Women Entrepreneurs:** A series of initiatives, including training for women entrepreneurs and business owners in each target municipality. Focus areas include business planning and marketing, customer service, management and private-public partnerships for 420 women.

The above gender-responsive small grants program (fellowship, public participation in governance and capacity building for women entrepreneurs) have been completed.

The following three activities were included as part of gender mainstreaming program in Option Year 2.

4. **Gender Mainstreaming in Municipalities Through Implementation of NAPWA** (National Action Plan for Women of Afghanistan)
5. **Female Employment:** RAMP UP East will work with 5 municipalities to recruit and maintain female staff (Part of NAPWA implementation)
6. **Support Local Economic Development Initiatives:** grants by women in municipal level implemented in 9 RAMP Up East supported municipalities.

Components 2 and 4 of the gender responsive governance program are reported in this section R.5 while components 1, 3, 5 and 6 of the same grant program are reported in the succeeding section R.6.

Gender mainstreaming in municipalities through implementation of NAPWA

Experience and studies have shown that Afghan women have been discriminated against in cultural, political and social aspects throughout the history of the country. The Government of Afghanistan recognizes that women's leadership and participation in all spheres of life is both a right and an imperative element of democratic governance. Equal participation of women and men reflects the composition of society and is required for enabling institutions to effectively meet their obligations to all citizens, women and men alike.

Women's current lack of access to basic rights and decision-making capacity at personal, family, social and national levels necessitates policy change. Recognizing the need for such a policy change, the Government of Afghanistan is committed to implement international and national laws and agreements on women's rights. The most relevant guiding document is the Afghan National Action Plan for the Women of Afghanistan (NAPWA).

It is an unfortunate fact that gender needs and interests are not given priority at the municipality level. Gender has not been addressed as a cross cutting theme in all departments within municipalities. There is confusion around gender issues being about women. This is understandable given that attempts towards gender equality often entail addressing a woman's status in society. It should be re-emphasized however, that gender mainstreaming involves recognizing the entire population in development intervention.

The experience by men and women of a city is quite different. A gender-aware approach to urban development and its management would seek to ensure equal access to and control over the resources and opportunities offered by a city. It would also seek to ensure that the design, implementation, monitoring and management of public services benefits both men and women.

Women face several barriers in urban life: (1) Institutional barriers prevent them from participating in local government and planning institutions; and (2) information barriers affect how they access opportunities and resources. Absence of gender-disaggregated data, especially at the city level, negatively affects how policy, plans and programs address the respective needs of women and men.

This quarter, GDMA sent out the gender mainstreaming guideline along with an endorsement letter from IDLG's Deputy Minister for Policy and Technical. GDMA asked RAMP UP East and other implementing partners not to discuss the guideline with the municipalities and to wait until the mayors receive the guideline through official channels. At the end of this quarter the following municipalities have received the guideline through

official channels: Pul-e-Alam, Mahmud Raqi, Sharana, Jalalabad, Charikar, Bazarak and Mehterlam.

The gender team started working with the above municipalities by conducting presentations for municipal officials. The next step is to assist municipalities with developing an action plan and include the activities specified in the guideline in the 1393 annual budget.

Female employment: This quarter Charikar recruited two female staff in the Revenue and Administration departments. The municipality of Ghazni offered mid-level positions to seven women. The newly recruited female staff are expected to assume their positions next quarter.

R 6 Number of Interventions Leading to Increased Employment and Economic Opportunities for Women

Indicator R.6: <i>Number of Interventions Leading to Increased Employment and Economic Opportunities for Women</i>							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
32	18	0	0	0	3	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							

Four gender components are measured by this indicator: Component 1: Fellowship Program, Component 3: Capacity Building for Women Entrepreneurs, Component 5: Female Employment and Component 6: Support Local Economic Development Initiatives.

In the first quarter of Option Year 2, Components 1 and 3 were concluded in all 14 RAMP UP East municipalities. Component 5 will be implemented in 5 municipalities and Component 6 will be implemented in 9 municipalities. A total of 32 interventions are targeted in Option Year 2 for this indicator.

Component 5 is part of NAPWA implementation and will be tracked in the upcoming quarters.

For Component 6 RAMP UP East has developed a small grants program to support local initiatives for strengthening neighborhood support to municipalities and women's economic development in consultation with municipalities and the Departments of Women's Affairs.

This quarter RAMP UP East awarded five small grants to four local NGOs in Khost, Sharana, Charikar, Bazarak, and Parun. The Rehabilitation Organization for Women (ROW) was awarded a small grant for Strengthening Neighborhood Support in Sharana and Khost.

The Women's Human Rights and Media Organization (WHMO) was awarded a small grant for training in Embroidery/Zardozi, Tailoring and Dress Design in Parun. The 20 beneficiaries (10 for Tailoring and 10 for Embroidery) were selected in consultation with DOWA.

The Women's Vocational Training and Agriculture Service Organization (WVTASO) was awarded two small grants (Strengthening Neighborhood Support in Charikar and Bazarak and Community Solid Waste Composting Campaign in Charikar, Mahmud Raqi and Bazarak).

The final grant to Rushed Training and Consultancy Organization (RTCO) was terminated in October; it was decided that the project did not have the resources available to support the program at this time.

R 7 Number of Youth Supports Interventions Resulting in Increased Participation of Youth in Municipality Affairs and Community Development

Indicator R.7: Number of Youth Support Interventions Resulting in Increased Participation of Youth in Municipality Affairs and Community Development							
Option Period 2 Target	Q4, 2012 (Jul-Sep)	Q1, 2013 (Oct-Dec)	Q2, 2013 (Jan-Mar)	Q3, 2013 (Apr-Jun)	Q4, 2013 (Jul-Sep)	Q1, 2014 (Oct-Dec)	Q2, 2014 (Jan-Mar)
60 Interventions	41	2	0	13	3**	*	*
* = The date in the table below represents interim results against the established target for Option Period 2. The data for Q4, 2013; Q1 2013 and Q2 2014 will be included in the final results incorporated into the project Final Report.							
** One door-to-door campaign and two drawing contests							

The purpose of the RAMP UP East supported Youth Participation Program is to expand the participation of female and male youth in municipal activities, including environmental awareness, sports and local governance. This program aims to achieve the following: (1) strengthen the partnership between civil society/NGOs and the municipality; (2) improve public communication and the confidence of citizens in their municipal authorities through youth outreach activities; and (3) promote public engagement and citizen participation through municipal campaigns and other structured undertakings. Activities under this small grants program are mainly designed for youths who have graduated from high school but who are unemployed or lack practical working experience and skills, and are not currently enrolled in tertiary education. In other words, these are the job seekers who do not know how and where to start looking for work. This activity is therefore designed for and focused on youth capacity development.

The Youth Participation Program has five components, namely:

- 1) An **Internship Program** for 6 youths per municipality in all 14 target municipalities consisting of 3 females and 3 males. This intervention closed in all 14 target municipalities at the end of December 2012.
- 2) A **Computer Training Program** for 40 youth per municipality: 20 females and 20 males. This intervention closed in all 14 RAMP UP East municipalities at the end of December 2012.
- 3) **Sports Activities** (Volleyball, Football, Taekwondo and Cricket) in the 13 municipalities excluding Parun covered by RAMP UP East. This intervention was completed at the end of December 2012.
- 4) **Drawing contests** During the quarter July – September 2013, two drawing contests were held in Pul-e-Alam and Khost.
- 5) **Door-to-door campaigns** in 14 target municipalities covered by RAMP UP East. During this quarter the last four campaigns were conducted in Sharana, Ghazni, Maidan Shahr and Parun.

The small grants for youth programs were awarded to four local NGOs to implement the three components in all 14 municipalities. The program was awarded to Afghan Mobile Reconstruction Association (AMRAN), Afghanistan Rehabilitation and Education Program (AREP), Reconstruction and Social Service for Afghanistan Organization (RSSAO) and Education and Training Center for Poor Women and Girls (ECW). These small grants were completed in Option Year 1.

Door-to-door Campaign

RAMP UP East in consultation with municipalities and youth representatives has identified

the need to mobilize the public in taking an active role as responsible citizens in activities and decisions that affect their lives. RAMP UP East has worked with hundreds of male and female youth through its small grants program (described above). RAMP UP East now plans to engage these youths and other adolescents and youth organizations as volunteers to educate the public on the roles and responsibilities of citizens and municipalities. To achieve this goal a door-to-door campaign will be organized in the remaining target municipalities in the next quarter.

The aim of the door-to-door campaign is to educate the public about their roles and responsibilities as citizens and to encourage the youth to be educators in raising awareness and building relationship between municipalities and citizens. The project aims to achieve the vision of a community that works together to take responsibility for its city's cleaning, greenery, beautification and maintenance of their neighborhoods. The cooperation of citizens, businesses and government will influence behaviors and attitudes that will help keep the city clean and green and improve the communications among all stakeholders.

During this quarter the remaining door-to-door campaigns were completed including the campaign launched in Parun. Through this campaign 10 male youth volunteers were mobilized to visit 200 households and distributed 1700 educational materials.

Children's Drawing Contest and Hashar Day

This quarter, the municipality of Khost with the cooperation of the Directorate of Education, teachers, and schools' students launched a one day volunteer clean-up campaign / Hashar. The event was covered by local media such as Wolos Ghagh radio and RTA. A large number of students from 8 high schools including 4 girls' high schools participated in the clean-up campaign. Eight groups of 150 students each participated in the Hashar that cleaned their schools' compounds and nearby areas. During the Hashar the Khost mayor said to the participants, "We want to raise awareness about the importance of a clean and green city to citizens through students. We want our citizens to keep their city clean. Our city is our home we have to keep it clean."



8 high schools' students participated in one day Hashar in Khost city on Sep 5th.

One day prior to the Hashar, on September 1st, the Khost municipality distributed children's drawing contest materials to eight schools including 4 girls' high schools. The principals of participating schools thanked the municipality of Khost and RAMP UP



Drawing contest ceremony participants in Khost

East for distribution of drawing contest materials and conducting such events in the schools. They said these events created more awareness and strengthened the relationship between the municipality and citizens.

On September 10th, a 6-member jury comprised of representatives from the municipality, the education department, the youth department, the provincial council, the student union and RAMP UP East reviewed drawings submitted by eight schools. Of the 890 drawings, 30 outstanding pieces were selected, 16 of which were entered by females. All the drawings were displayed at the exhibition award ceremony on September 11th. A total of 115 citizens and local officials attended the



Girls during Hashar in Pul-e-Alam, Sep 15th.

exhibition, including the deputy director of the education department, members of the provincial council, parents of the winners, students and principals of eight schools, and media representatives.

The Khost mayor explained the objective of the drawing contest saying, “It will provide an opportunity for the children to become more aware of their environment through art.” He added, “Students can play important roles in cleaning their city and environment.” He thanked all the students for participating in the drawing contest.

The Deputy Director of the Education Department said that these types of contests will encourage the students, citizens and communities to keep their environment clean, because cleanliness is not only keeping one’s hygiene but also keeping the environment free from germs. A clean environment makes us think clearly, logically and comfortably. At the end he appreciated the efforts of the municipality and RAMP UP East for organizing the event. The exhibition awards ceremony ended with the distribution of certificates and prizes to the male and female winners. The event was broadcasted by local media such as Gharghasht Television and Radio Television of Afghanistan.

In, Pul-e-Alam On September 11, a 6 member committee made up from members of the municipality, the education department, the youth department, the provincial council, the student union and RAMP UP East team, reviewed 930 drawings by 488 students from schools. A total of 194 of the 488 contestants were female. The group selected 30 outstanding drawings, 10 out of them were by females and 20 were by males. All the drawings were displayed in the exhibition on September 18 in the municipality conference hall. ██████████ a community elder in his remarks addressed the students and said, “You have shown talent, responsibility and your love for your city in your drawings. We are proud of you.”

Five days prior to the drawing contest ceremony, the municipality of Pul-e-Alam conducted a one day Hashar (city cleaning) in the city. The Hashar was organized by the municipality in coordination with other line directorates. Some 300 boys and 200 girls from different high schools also took part in the Hashar. The Principal of Bi Bi Amina Girls’ High School, Mrs. Nafisa Baha, said “Today’s Hashar for cleaning our school and neighborhood, which was supported by the Municipality and RAMP UP East, was really good. Around 200 students from my school participated in this program, and we included students from 8-15 years old.”

Annex 1 - Performance Indicators

RAMP UP East Results, July - September 2013 –Performance Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (Sep 2012)	Target	Actual (Sep 2013)	% Change	
	Indicator					
IMPACT INDICATORS						
PO.1	% increase in citizen satisfaction with municipal government	74%	20% increase (20% of 26%=5.2%=79%)	The public opinion survey data collection completed in Sep 2013, the data analysis is ongoing. The survey results reports are planned to be drafted in December 2013. So the results for this indicator will be articulated in next quarterly report (Oct-Dec 2013)		
PO.2	% increase in citizen perception that local government officials are working to serve their needs	58%	20% increase (20% of 42%=8%=60%)	The public opinion survey data collection completed in Sep 2013, the data analysis is ongoing. The survey results reports are planned to be drafted in December 2013. So the results for this indicator will be articulated in next quarterly report (Oct-Dec 2013)		
PO.3	% increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city	61%	20% increase (20% of 39%=7.8%=69%)	The public opinion survey data collection completed in Sep 2013, the data analysis is ongoing. The survey results reports are planned to be drafted in December 2013. So the results for this indicator will be articulated in next quarterly report (Oct-Dec 2013)		
IR 2.4	% of citizens who believe that their access to municipally-provided services has increased	60%	20% increase (20% of 40%=8%=68%)	The public opinion survey data collection completed in Sep 2013, the data analysis is ongoing. The survey results reports are planned to be drafted in December 2013. So the results for this indicator will be articulated in next quarterly report (Oct-Dec 2013)		
IR 3.4	% <i>increase in recurring revenue generated</i>	Asadabad (Kunar)	32,466,250 AFs	20% increase in 8 municipalities	15,977,495 AFs	-50.8
		Bamyan (Bamyan)	24,208,189 AFs		24,344,097 AFs	0.1
		Charikar (Parwan)	31,425,611 AFs		14,685,018 AFs	-55.9
		Gardez (Paktya)	44,268,965 AFs		57,693,313 AFs	30.3
		Ghazni (Ghazni)	61,179,258 AFs		74,781,404 AFs	20.2
		Jalalabad (Nangarhar)	212,785,675 AFs		192,381,691 AFs	-9.6
		Khost (Khost)	79,431,081 AFs		181,489,468 AFs	128.5
		Mahmud Raqi (Kapisa)	15,522,170 AFs		4,629,927 AFs	-70.1
		Maidan Shar (Wardak)	36,150,734 AFs		125,884,352 AFs	248.2
		Mehterlam (Laghman)	86,292,886 AFs		30,246,380 AFs	-64.9
		Panjshir (Panjshir)	41,414,895 AFs		18,757,501 AFs	-54.7
		Puli-Alam (Logar)	32,419,251 AFs		41,188,904 AFs	27
		Sharana (Paktika)	46,363,738 AFs		17,197,728 AFs	-62.9

Note: Impact level indicators are measured through a yearly public opinion survey in all RUE municipalities. The survey data collection is done in September 2013 and the report will be drafted in December 2013. So, the findings will be articulated in next quarterly report (Oct-Dec 2013)

Note: figures for IR 3.4 are based on Afghan Fiscal Year end of March 2012 and December 2012 (Period of nine months)

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RAMP UP East Results, July - September 2013 – Performance Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (June 2012)	Target Option Period 2	ACTUAL							PROJECT TOTALS	
	Indicator			Q4 FY 2012	Q1 FY 2013	Q2 FY 2013	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Project to date	%
				(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)		
IR.1 INDICATORS												
IR.1.1	<i># of municipalities with functioning performance budgeting systems</i>	0	13	0	0	0	1	4	-	-	5	38%
IR.1.2	<i># of municipalities with functioning accounting systems</i>	0	13	3	0	0	5	2	-	-	10	77%
IR.1.3	<i># of participatory citizen engagement mechanisms implemented by municipal officials</i>	0	5 mechanisms in each municipality (5x14 = 70)	30	8	20	11	1	-	-	70	100%
IR. 1.4	<i># of SOPs approved by GDMA for adoption.</i>	0	4	0	0	0	0	0	-	-	0	0%
IR.2 INDICATORS												
IR.2.1	<i># of sub-national government entities receiving RAMP UP-East assistance to improve their performance</i>	0	14	14	14	14	14	14	-	-	14	100%
IR.2.2	<i># of municipal service delivery projects implemented</i>	0	11	10	1	0	0	0	-	-	11	100%
IR.2.3	<i>% of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation</i>	0%	100%	100%	100%	100%	100%	100%	-	-	100%	100%

RAMP UP East Results, July - September 2013 – Performance Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (June 2012)	Target Option Period 2	ACTUAL						PROJECT TOTALS		
	Indicator			Q4 FY 2012	Q1 FY 2013	Q2 FY 2013	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Project to date	%
				(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)		
IR.3 INDICATORS												
IR.3.1	<i># of municipal service-related projects established with private sector participation, including PPPs, concessions, privatization, and other similar arrangements</i>	0	7in different municipalities	2	0	0	1	0	-	-	3	43%
IR.3.2	<i># of person-days of labor</i>	0	100,000 man-days	7,244	12,621	2,270	6,051	839	-	-	29,025	29%
IR.3.3	<i># of sub-national institutions receiving RAMP UP-East assistance to increase their annual own-source revenue</i>	0	14	13	13	13	13	13	-	-	13	93%
IR 3.5	<i># of municipalities using the Business Registration and Licensing System.</i>	0	13 municipalities	12	12	12	13	13	-	-	13	100%
IR 3.6	<i># of municipalities using the Property Registration and Safayi Tax Collection System.</i>	0	7 municipalities	4	4	4	6	7	-	-	7	100%

RAMP UP East Results, July - September 2013 – Performance Indicators

PMP Ind	PERFORMANCE INDICATOR Indicator	Baseline (June 2012)	Target Option Period 2	ACTUAL							PROJECT TOTALS	
				Q4 FY 2012	Q1 FY 2013	Q2 FY 2013	Q3 FY 2013	Q4 FY 2013	Q1 FY 2014	Q2 FY 2014	Project to date	%
				(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)		
REPORTING INDICATORS												
R1	<i># of individuals who received RAMP UP East assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization</i>	0	169 persons	81	147	21	43	0	-	-	292	172%
R2	<i># of government officials receiving USG-supported anti-corruption training</i>	0	170 persons	0	0	0	183	24	-	-	207	122%
R3	<i># of mechanisms for external oversight of public resource use supported</i>	0	28 mechanisms	4	14	4	3	4	-	-	29	103%
R4	<i># of key-infrastructure rehabilitated or improved</i>	0	49 projects	5	3	13	3	3	-	-	27	55%
R5	<i># of interventions resulting in increased participation of women in government and civil society</i>	0	28 Interventions	14	0	0	1	2	-	-	17	61%
R6	<i># of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries</i>	0	32 Interventions	18	0	0	0	3	-	-	21	65%
R7	<i># of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.</i>	0	60 Interventions	41	2	0	13	3	-	-	59	98%

Annex 2: Overview of All Performance Indicators, Annual Targets and Actual Results (June 2010 – September 2013)

Ind. No.	Performance Indicator	Baseline Year	Baseline Value	Data Source	Data Collection Frequency	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	Up to date 2013 Actual
P01	% increase in citizen satisfaction with municipal government	2010	65%	Public Opinion Survey	Annual	7%	8%	5.6%	2 %	5.2%	Will be reported in next quarterly report
P02	% increase in citizen perception that local government officials are working to serve their needs	2010	55%	Public Opinion Survey	Annual	9%	4%	8%	1%	8%	Will be reported in next quarterly report
P03	% increase of citizens indicating they trust GI/RoA officials in municipalities to conduct its activities to benefit the people of the municipality.	2010	49%	Public Opinion Survey	Annual	10%	1%	10%	11%	7.8%	Will be reported in next quarterly report
IR1.1	# of municipalities with functioning performance budgeting systems	2010	0	Municipal Team Leader reports & TAMIS	Quarterly	5	0	10	7	13	5
IR1.2	# of municipalities with functioning accounting systems	2010	0	Municipal Team Leader reports & TAMIS	Quarterly	5	0	10	10	13	10
IR1.3	# of participatory citizen engagement mechanisms implemented by municipal officials	2010	0	Municipal Team Leader reports & TAMIS	Quarterly	70	57	70	52	70	70
IR 1.4	# of SOPs approved by GDMA for adoption	2010	0	Municipal Team Leader reports & TAMIS	Quarterly	N/A	N/A	2	2	4	0
IR2.1	# of sub-national government entities receiving RAMP UP East assistance to improve their performance	2010	0	Municipal Team Leader reports & TAMIS	Quarterly	14	13	14	14	14	14
IR2.2	# of municipal service delivery projects implemented	2010	0	Project Reports & TAMIS	Quarterly	17	7	8	11	11	11
IR2.3	% of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation	2010	0	Government Involvement forms & TAMIS	Quarterly	80%	100%	100%	100%	100%	100%
IR2.4	% of citizens with access to municipally-provided services	2010	48%	Public Opinion Survey	Annually	11%	11%	8.4%	2%	8%	Will be reported in next quarterly report
IR3.1	# of public private partnerships established	2010	0	Project Reports & TAMIS	Quarterly	5 in different muni's	0	10	1	7	3
IR3.2	# of person-days of employment	2010	0	Attendance records & TAMIS	Quarterly	184,800	49,504	86,000	112,657	100,000	29,025
IR3.3	# of sub-national institutions receiving RAMP UP East assistance to increase	2010	0	Municipal Team Leader reports & TAMIS	Quarterly	14	13	13	13	14	13

Ind. No.	Performance Indicator	Baseline Year	Baseline Value	Data Source	Data Collection Frequency	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	Up to date 2013 Actual
	their annual own-source revenues										
IR3.4	% increase in recurring revenue generated	2010	0	Annual Municipal Revenue	Annually	20 % increase in 5 muni's	20 % increase in 7 muni's	20 % increase in 7 muni's	20% increase in 8 muni's	20% increase in 8 muni's	20% increase in 5 muni's
IR3.5	# of municipalities using the business licensing system to issue business licenses.	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	N/A	N/A	N/A	N/A	13	13
IR3.6	# of municipalities using the <i>Safayi</i> fee collection system to register properties and collect fees.	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	N/A	N/A	4	2	7	7
R 1	# of individuals who received RAMP UP East-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization.	2010	0	Attendance records & TAMIS	Quarterly	300	189	116	221	169	292
R 2	# of government officials receiving RAMP UP East-supported anti-corruption training	2010	0	Attendance records & TAMIS	Quarterly	300	34	76	178	170	207
R 3	# of mechanisms for external oversight of public use supported	2010	0	Municipal Team Leader reports & TAMIS	Quarterly	TBD	0	26	9	28	29
R 4	# of key-infrastructure rehabilitated or improved	2010	0	Project Reports & TAMIS	Quarterly	83	10	68	28	49	27
R 5	# of interventions resulting in increased participation of women in government and civil society	2010	0	Project Reports & TAMIS	Quarterly	NA	NA	14	13	28	17
R 6	# of interventions leading to increased employment and economic opportunities for women, as well of number of beneficiaries	2010	0	Project Reports & TAMIS	Quarterly	NA	NA	28	27	32	21
R 7	# of youth support interventions resulting in increased participation of youth in the municipality affairs and community development.	2010	0	Project Reports & TAMIS	Quarterly	NA	NA	42	42	60	59

Annex 3 - List of Ongoing Service Delivery Projects

#	Project #	Project title	Implm. method	Scheduled start date	Contract award date	Scheduled completion date	Anticipated completion date	Percent complete %	Status/Action
Sharana (Paktika)									
1	SHA-0017	Vegetable and Fruit Market Project	Sub Contract	1-Feb-12	21-Oct-12	18-Jun-13	30-Oct-13	95%	Structural work is complete. In the final stages of wiring, plastering and painting is underway.
Khost									
1	KHO-0003	Septic Tank Vehicle and Service	PO & Dir Impl.	11-Jun-11	10-May-12	7-Jun-12	9-Nov-13	90%	Septic tank servicing has continued during the month
Parun									
1	PRN-0001	Road Graveling and Lighting Construction Project	Sub Contract	1-Jun-13	1-Jun-13	5-Sep-13	30-Nov-13	40%	Excavation of the roadway and drainage ditches is underway. Still facing delays due to security issues.

Annex 5 Environmental Screening of Completed Subprojects

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement
Bamyan							
1	BAM-0001	Waste Disposal Enclosure Construction and Solid Waste Collection Program	15 Bins	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
2	BAM-0002	Construction of Mosaic Sidewalk	7,365.50 m2 Sidewalk	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
3	BAM-0003	Reconstruction and Asphalt Paving of Streets & Drainage Ditch Construction (7109m2)	1.03 km Road, 1.25 km Drain, 7 Culverts	Waiting for Final Inspection	Subcontract	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
4	BAM-0005	Construction of Public Latrines	6 Latrines	Completed	Subcontract	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
5	BAM-0007	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
6	BAM-0009	Solid Waste Collection and Landfill Equipment Supply Project	1 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Close out Docs Submitted (06/19/13)	Direct Impl.	Negative Determination with Condition	X Not Required
							Prepared
							In Progress
							Completed
7	BAM-0014	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
8	BAM-0015	Coffee Shop and Park Construction		proposal pending approval	SubK	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
9	BAM-0016	Children's Play Ground and Park Construction		proposal approval	SubK	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
Maidan Shahr							
1	MSH-0001	1100 m Drainage Ditch & Culvert Project	1.10 km Ditch, 7 Culvert	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
2	MSH-0002	Solid waste receptacle & collection Project	25 Bins	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
3	MSH-0004	Sport Stadium Renovation & Construction Project	1 Sport Stadium	Close out Docs Submitted (07/08/13)	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
4	MSH-0005	Women & Children Park	1 Park	Completed	SubK	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
5	MSH-0007	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement	
6	MSH-0008	Sidewalk Construction Project	1,080 m2 Sidewalk	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
7	MSH-0011	Solid waste Collection Vehicle Supply	1 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
8	MSH-0014	Bus Station Construction		proposal pending approval	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
9	MSH-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
							X	In Progress
								Completed
10	MSH-0016	Solar Lights Installation		proposal approval	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Ghazni								
1	GHZ-0001	Ada Kandahar Road Median/Parkway Improvement Project	1,125 m2 Median	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
							X	In Progress
								Completed
2	GHZ-0003	Shah Mir Asphalt Sub road and Drainage Ditch Construction project	1.33 km Road, 2.08 km Ditches	Waiting for Final Inspection	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	GHZ-0004	Sub-Road Asphalt Paving Project	1.33 km Road, 2.08 km Ditches	Ongoing	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	GHZ-0005	Bazazy Sidewalk Construction Project	2,893 m2 Sidewalk	Waiting for Final Inspection	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Charikar								
1	CHA-0001	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	CHA-0002	Expansion of Existing Solid Waste Disposal Site	2,500 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	CHA-0003	Drainage Ditch Construction & Street Rough Grading (District)-2	7.00 km Ditch & Street Grading	Completed	Direct Impl.	Negative Determination with Condition	X	In Progress
								Completed
								Not Required
								Prepared
4	CHA-0004	Cinema Demolition	1 Building	Completed	Direct Impl.	Negative Determination with Condition	X	In Progress
								Completed
								Not Required
								Prepared

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement
5	CHA-0005	Street Improvement (District 1)	4.53 km	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
6	CHA-0008	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
7	CHA-0010	Solid waste collection Vehicle Supply Project	2 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Completed	Procurement	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							Completed
8	CHA-0014	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
9	CHA-0017	Renovation of Water Reservoir		proposal pending approval	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
10	CHA-0018	Renovation of Public Park		proposal pending approval	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
11	CHA-0019	Rehabilitation and Construction of Gul Ghundi Park		proposal pending approval	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
Panjsher (Bazarak)							
1	PJS-0001	Solid Waste Collection Support	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
2	PJS-0002	Construction of Temp SW Disposal Site	600 m2	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
3	PJS-0003	Drainage Ditch,culvert & Sidewalk Construction Project	2.00 km	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
4	PJS-0004	Street Asphaltting & Median	1.00 km Road, 3 Culvert	Completed	Subk	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
5	PJS-0005	Trash Receptacle & Equipment Supply Project	32 Bins	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
6	PJS-0006	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
7	PJS-0010	Public Latrine Construction		proposal pending approval	Subk	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement	
8	PJS-0012	Solid Waste Equipment Supply Project	1 Skid Steer Loader (w/Compactor)	Close out Docs Submitted (07/17/13)	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
9	PJS-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
10	PJS-0017	Trash Bins Construction	Solid Waste Collection	proposal approval	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
11	PJS-0018	Solar Lights Energy for Municipal Guest House		proposal in development	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Mahmud Raqi								
1	MIR-0001	240m Drainage Ditch, Sidewalk & Culvert Construction	0.24 km Drain, 68 m2 Sidewalk, 7 Culvert	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
							X	In Progress
								Completed
2	MIR-0004	240m Drainage Ditch, Sidewalk & Culvert Construction	0.30 km Road, 320 m2 Median, 0.296 km Drain, 2 Culvert, 1 Parking Lot	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
							X	In Progress
								Completed
3	MIR-0005	Construction of Solid Waste Disposal Site & Supply of Waste Receptacles	31 Waste Receptacles	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	MIR-0008	Construction of Public Latrines	10 Latrines	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
							X	In Progress
								Completed
5	MIR-0012	Drainage Ditch, Sidewalk & Culverts Construction Project	670.5 m2 Sidewalk, 3 Culvert, 0.149km Drain	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	MIR-0016	Solid Waste Collection Vehicle and Landfill Equipment Supply	1 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Ongoing	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
7	MIR-0017	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	MIR-0020	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
							X	In Progress
								Completed
9	MIR-0021	Municipal Office Boundary Wall & Sidewalk Construction Project		Ongoing	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
							X	In Progress
								Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement
Jalalabad							
1	JBD-0001	Sidewalk Improvement and Rehabilitation Project	1,381m Sidewalk	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
2	JBD-0002	Automobile Parking Lot	4,500 m2	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
3	JBD-0003	Rohan Mena 4M Culvert Construction	2 Culverts (4 m Span)	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
4	JBD-0004	Culvert installation	50 Culverts	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
5	JBD-0007	Dosaraka-Fabreka Road Improvement Construction Project	0.04 km Drain, 1,645.12 m2 Median	Final inspection Conducted	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
Asadabad							
1	ASD-0001	Drainage Ditch Construction Project	13.00 km Drain	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
2	ASD-0003	600 m Drainage Ditch- City Market	0.60 km Drain	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
3	ASD-0004	2km Gravel Road, Culverts Installation and Retaining Wall Construction	2.00 km Road	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
4	ASD-0005	300m Retaining Wall Construction Dam Kelay	0.30 km Retaining Wall	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
5	ASD-0009	Solid Waste Collection and Trash Bin/Enclosure Project	70 Bins	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
6	ASD-0011	Solid Waste Collection Vehicle and Equipment Supply	1 Dump Truck, 1 Skid Steer Loader	Handover document under process	Procurement	Negative Determination with Condition	X Not Required
							Prepared
							In Progress
							Completed
7	ASD-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Final inspection Conducted	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
8	ASD-0019	Solar Lights Installation		proposal approval	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement
Mehterlam							
1	MHT-0001	Drainage Ditch Construction	7.75 km Drain	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
2	MHT-0002	Drainage Ditch & Sidewalk Construction	4.00 km Drain, 4,000 m2 Sidewalk	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
3	MHT-0003	Solid Waste Collection and Trash Bin/Enclosures Project	105 Bins	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
4	MHT-0004	Light Installation Project		proposal approval	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
5	MHT-0005	Solid Waste Landfill Construction Project	2,500 m2	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
6	MHT-0009	Solid Waste Collection Vehicle Supply Project		Ongoing	Procurement	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
7	MHT-0011	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
8	MHT-0012	Trash Bins Construction		proposal approval	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
Gardez							
1	GRZ-0001	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
2	GRZ-0002	Sidewalk Demolition and Reconstruction	4,200m2 Sidewalk	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
3	GRZ-0003	Landfill Construction and Operation Project	2,500 m2 Site	Handover document under process	SubK	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
4	GRZ-0007	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
5	GRZ-0008	Solid waste Bin Supply & RCC Encloser Construction project	84 Bins	Final inspection Conducted	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
6	GRZ-0012	Solid Waste and Landfill Vehicle Supply Project	1 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Handover document under process	Procurement	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement
							Completed
7	GRZ-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Final inspection Conducted	Direct Impl.	Negative Determination with Condition	Not Required Prepared In Progress X Completed
8	GRZ-0016	Solar Lights Installation		proposal approval	SubK	Negative Determination with Condition	Not Required Prepared In Progress X Completed
9	GRZ-0017	Trash Bins Construction		proposal approval	Direct Impl.	Negative Determination with Condition	Not Required Prepared In Progress X Completed
Pule-Alam							
1	PEA-0001	Automobile Parking lot No. 1	1,598 m2	Completed	Direct Impl.	Negative Determination with Condition	Not Required Prepared X In Progress Completed
2	PEA-0002	Solid Waste Receptacle & Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required Prepared X In Progress Completed
3	PEA-0003	Automobile Parking Lot 2	4,530 m2	Completed	Direct Impl.	Negative Determination with Condition	Not Required Prepared X In Progress Completed
4	PEA-0007	Solid Waste Collection	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required Prepared In Progress X Completed
5	PEA-0008	Solid Waste Collection and Landfill Vehicle Supply Project	2 Dump Truck, 1 Skid Steer Loader	Handover document under process	Procurment	Negative Determination with Condition	X Not Required Prepared In Progress Completed
6	PEA-0010	Fruit & Vegetable Market		Ongoing	Subk	Negative Determination with Condition	Not Required Prepared X In Progress Completed
7	PEA-0016	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Procurment	Negative Determination with Condition	Not Required Prepared X In Progress Completed
8	PEA-0018	Side Walk Construction		proposal approval	Subk	Negative Determination with Condition	Not Required Prepared In Progress X Completed
Sharana							
1	SHA-0001	Solid Waste Collection	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required Prepared X In Progress Completed
2	SHA-0002	Drainage Ditch & Culvert Construction Project	1.00 km Drain	Completed	Direct Impl.	Negative Determination with Condition	Not Required Prepared X In Progress Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement
3	SHA-0003	Solid Waste Enclosure Construction	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
4	SHA-0005	Public Latrine Construction Project	10 Latrines	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
5	SHA-0006	Public Latrine Construction Project	11 Latrines	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
6	SHA-0008	Road Median Construction Project	1,050m2 Median	Completed	SubK	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
7	SHA-0009	Solid Waste Collection	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
8	SHA-0015	Solid Waste Collection Vehicle and Landfill Equipment Supply Project	2 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							Completed
9	SHA-0017	Fruit & Vegetable Market Project`		Ongoing	SubK	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
10	SHA-0021	Solid Waste Collection Project (OY2)	Solid Waste Collection	Final inspection Conducted	SubK	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
11	SHA-0023	17 Culvert Construction		proposal approval	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
12	SHA-0024	Solid Waste Collection Project (OY2)		Ongoing	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
Khost							
1	KHO-0001	Drainage Ditch & Culvert Rehabilitation Project	1.90 km Ditch	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
2	KHO-0002	Renovation of Women's Park & Canteen Construction	2,100 m2	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
3	KHO-0003	Septic Tank Vehicles & Servicing	2 Septic Tank	Handover document under process	Procurement	Negative Determination with Condition	X Not Required
							Prepared
							In Progress
							Completed
4	KHO-0004	Road Reconstruction & Asphaltting Project	0.685Km Road	Final inspection Conducted	SubK	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed

#	Project #	Project Title	Description (Quantity)	Status	Implm. Method	Environmental Screening Checklist Recommended Determination	EMMP Requirement	
5	KHO-0008	Solid Waste Collection and Bin Supply Project	65 Bins	Final inspection Conducted	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	KHO-0010	Solid Waste Collection Vehicle and Landfill Equipment Supply Project	2 Dump Truck, 1 Skid Steer Loader	Handover document under process	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
7	KHO-0016	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
							X	In Progress
								Completed
8	KHO-0018	Road Repair and Asphaltting		Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Parun								
1	PRN-0001	Road Graveling and Lighting Construction Project	1.90 km Ditch	Ongoing	SubK	Negative Determination with Condition		Not Required
								Prepared
							X	In Progress
								Completed