



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

QUARTERLY REPORT OCTOBER - DECEMBER 2013



Ghazni Mayor and Director of Department of Women's Affairs cut ribbon at sidewalk construction project opening ceremony in Ghazni (October 23, 2013)

31 DECEMBER 2013

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

QUARTERLY REPORT OCTOBER 1 – DECEMBER 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

SUMMARY AND QUARTERLY HIGHLIGHTS

Introduction

This Quarterly Report presents the accomplishments of RAMP UP East for the period of October 1 to December 31, 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 37 advisors and 44 municipal staff attending, as shown in the following table:

**List of RAMP UP East Training
October-December 2013**

No.	Title	Venue	Date Conducted	Participants	No. of Participants			Mun. Participants Breakdown	
					RUE	Mun	Total	Female	Male
1	Annual Budgeting for Selected District Municipalities	Jalalabad	11-13.Nov 13	Revenue managers/ officers of Achin, Chaparhar, Khogiyani, Gankhail, and Torkham District Municipalities in Nangarhar and the provincial municipality of Parun, Nuristan	2	13	15	-	13
2	Solid Waste Management 3Rs (Reduction, Re-use, Recycling) Strategy and Program Formulation	Kabul	8-11.Dec13	Municipal official and key staff and RAMP UP East advisors	13	13	26	-	13
3	Strategic Planning for Sustainable Revenue Management	Kabul	2-5.Dec13	Municipal official and key staff and RAMP UP East Economic Advisors	14	10	24	-	10
4	Property Registration Refresher Course	Kabul	15-18.Dec13	Municipal official and key staff and RAMP UP East Economic Advisors	8	8	16	-	8
Total					37	44	81	-	44

The training on Annual Budgeting for Selected District Municipalities was held in Jalalabad on November 11-13. Conducted by RAMP UP East Revenue Enhancement and Public Finance Directors with assistance from a GDMA official and Jalalabad embedded advisors, the training was attended by a total of 12 participants, or two each from the five district municipalities of Achin, Chaparhar, Khogiyani, Gankhail, and Torkham in Nangarhar and the provincial municipality of Parun, Nuristan. Two Jalalabad officials also sat in through the course to refresh their knowledge of annual budgeting forms and procedures.

The training content was basically a condensed version of the district mentoring curriculum now being implemented for 31 district municipalities in 11 provinces. The focus was to guide the participants through the annual budgeting process for them to prepare draft budgets using government-prescribed budget forms and in conformity with budget-preparation guidelines. The training, as reported previously, was designed and conducted at the request of the General Directorate of Municipal Affairs (GDMA) to enable the targeted municipalities to submit their proposed 1393 annual budgets on time and at the desired level of quality and accuracy that will merit quick approvals from higher-level government authorities.

All the participating municipalities were able to prepare draft 1393 annual budget proposals, which from hereon they can continually refine and then finalize once they have closed their books of accounts at the end of the current fiscal year on December 20. The expectation is for them to submit their proposed annual budgets to GDMA on or before the deadline that usually falls on the first week of January of the following calendar year.

Mentoring of District Municipalities

Based on the activity schedule, the program commenced on October 1. Most of the host provincial municipalities started the implementation by briefing district municipal officials on the entire program, emphasizing the requirements for 100% attendance and submission of all identified outputs. The mentoring then advanced to the next stage, focusing on revenue enhancement and forecasting. In most provincial municipalities, concerned provincial municipal officials were also attending the mentoring sessions both as mentors and

participants. The mentoring program is thus serving for them as a refresher course in annual budgeting.

The heightened security risk in some areas of the country turned out to be a major constraint to the availability of district municipal officials. During the latter part of October, officials of Qarabagh in Ghazni and Saya Gerd Ghorband in Parwan were not been able to attend the mentoring sessions as roads leading to the provincial municipalities are declared unsafe for their travel.

The last week of October was devoted mainly to the conduct of citizens' forums leading to the identification and selection of projects to be funded by the municipalities' development budgets for the coming fiscal year.

After having completed revenue forecasting and the preparation of draft revenue budgets, during the month of November participating municipalities embarked on the next major stage of estimating their expenditure budgets. For this purpose, mentoring sessions focused on the following topics:

- Performance-oriented expenditure budgeting
- Citizens' involvement in development budgeting
- Technical assessment of and preparation of technical assessment reports (TARs) on development projects selected for implementation

In between the formal mentoring sessions, participants were given the opportunity to go back to their respective municipalities and apply what they have learned. It is noteworthy that all of the district municipalities appreciated the importance of public consultation in the identification and final selection of projects to be funded by their development budgets for the coming fiscal year and plan to continue the practice, not only as part of the annual budgeting process but an integral part of their public outreach programs. They likewise realized the value of a TAR, which contains essential information on each proposed project that would enable them first to formulate realistic development budgets and later, once the budget is approved, take definitive steps toward project implementation, such as the scoping and tendering of a design contract.



Citizens' forum in Bati Kot, November 4



Citizens' forum in Kama, November 5

In the month of December, the district municipalities entered the final stages of the program. This stage included, among others, the finalization of their expenditure budgets, the closing of the books of accounts, and the consolidation and finalization of the annual budget

proposals.

Additional details on the status of the municipalities' annual budget proposals are provided in the Public Finance section of this report.

Municipal Conference

During the quarter, preparations for the conference were undertaken in earnest subsequent to the agreement on the conference date by both GDMA and USAID. The conference will be held on January 28-29 in venue still to be selected, one which will accommodate the expanded number of participants with the inclusion of the mayors and one key staff each of the 31 district municipalities participating in RAMP UP East's expanded mentoring program for district municipalities in addition to the 14 RAMP UP East provincial municipalities.

During the quarter, the following conference materials were finalized after passing through the review/vetting processes of GDMA and USAID:

- Conference concept note and agenda
- Mayors' presentations
- RAMP UP East presentations
- Conference paraphernalia (banners, photo exhibit, badges, folders of handouts, etc.)

The first half of next month will be devoted to rounding up the preparations.

Engineering Mentoring and Capacity Building

During the period of September 1 to December 31, 2013, engineering mentoring and capacity building focused on the execution of the projects funded by municipal budgets and on the municipalities' portion of the scopes of work for the projects funded by RAMP UP East's Municipal Incentive Fund (MIF).

The following projects were completed during the quarter:

- Asadabad Trade Center Block-C
- Bridge, Construction of Protection Wall, and Side Ditches and Slabs in Bamyan.
- Park Project in Gardez
- Road Repairing Project in Jalalabad
- Jirga Hall, Munbul-Jihad and Mujahid Markets renovation Projects in Khost
- Public Latrines Construction Project (*RUE-PJS-0010*) in Bazarak
- Trash Bins & Foundation Construction Project (*RUE-PJS-0017*) in Bazarak
- Public Park Rehabilitation Project (*RUE-SHA-0024*) in Sharana
- Culverts Rehabilitation and Construction Project (*RUE-SHA-0023*) in Sharana
- Concrete Solid Waste Enclosure Construction Project (*RUE-GRZ-0017*) in Gardez
- Sidewalk Construction Project-Islamic Cultural Center (*RUE-GHZ-0010*) in Ghazni
- Water Reservoir Rehabilitation Project (*RUE-CHA-0017*) in Charikar
- Mosaic Sidewalk Construction Project (*RUE-PEA-0018*) in Pul-e-Alam.
- Children's Park Rehabilitation Project (*RUE-MIR-0022*) in Mahmud-i-Raqi
- Concrete Solid Waste Enclosure Construction Project (*RUE-MHT-0012*)

At the same time, technical assistance continued for the execution of the following ongoing projects:

- Asadabad Trade Center Block-D and a Slaughterhouse Construction.
- Construction of a five-story hotel in Ghazni.
- Underground Market Project in Mehtarlam.
- Sub Road and Drainage Ditch Construction and Storerooms Construction in Charikar.
- Solar Light Construction Project (*RUE-ASD-0019*).

- Solar Street Light Construction Project (*RUE-MSH-0016*) in Maidan Shahr.
- Electric Street Light Construction Project (*RUE-JBD-0015*) in Jalalabad.
- Park Renovation Project (*RUE-CHA-0018*) in Charikar.
- Renovation and Construction of Gull Ghondi Park (*RUE-CHA-0019*) in Charikar.
- Solar Street Light Construction Project (*RUE-GRZ-0016*) in Gardez.
- Street Lights Installation Project (*RUE-MHT-0004*) in Mehterlam.
- Road Repair and Asphaltting Project (*RUE-KHO-0018*) in Khost.



Public latrine in Bazarak (RUE-PJS-0010) during and after construction



Asadabad Trade Center Block D under construction



Plastering oc Charikar's storerooms in progress

With the engineering capacity that has been so far, relevant departments and key personnel of the municipal governments have expressed confidence in their ability to sustain the execution of ongoing projects until their full completion even after the completion of RAMP UP East's programmatic activities by mid-January 2014.

Public Finance

General

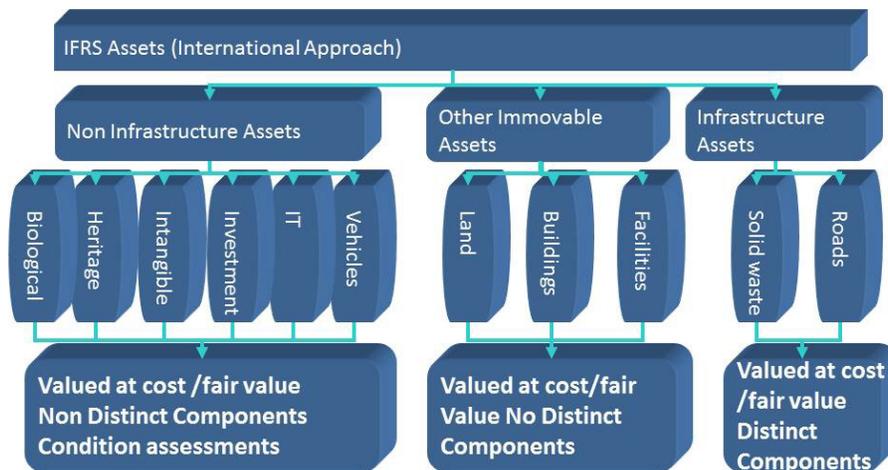
The last quarter of 2013 saw considerable technical achievements in a number of areas:

- a) Annual Financial Statements Practitioners Guides
- b) IFMS
- c) Special 3 Day mentoring course for District Municipalities in Jalalabad
- d) Sustainable Capacity Building Survey
- e) Gender Based Budgeting
- f) 1393 Budgets

Annual Financial Statements Practitioners Guides

Two major new practitioners briefing notes have been produced on Public Private Partnership Assets and further guidance on Asset Valuation. This is in response to preparations being made by municipalities for the 1392 accounts as part of their 1393 budget preparation.

IFRS Assets



The figure above is an example of the pictorial guidance issued for valuation basis in the asset valuation guidance.

Integrated Financial Management System (IFMS)

November 2013 saw the delivery of IFMS 2.0 software from RAMP UP south enabling the installation of the software, for selected modules at 4 municipalities in December 2013 in line with donor requirements. The GDMA subsequently lobbied strongly for all 13 RAMP UP East Municipalities to be installed and this received serious consideration despite resource and time constraints. The deadline for the installation was mid-January 2014. Training of all municipal embedded Public Finance Advisors began in early December 2013.

The project also took the opportunity to embed capacitation in recognized project management methodologies in order to ensure the project remained on time, on budget and to the desired qualities.

At this point in time IFMS is installed with 6 modules in 13 municipalities.

Special 3 day budget mentoring course for District Municipalities in Jalalabad

The Public Finance Director conducted a three day training course on annual budgeting in Jalalabad for six district municipal staff including Jalalabad during November 2013. The participants were the revenue and accounting manager from each district. The ultimate objective was to enable the municipalities to submit annual budget proposals on time and at the level of quality and accuracy that meet approval standards of the various entities at the provincial and national levels, including GDMA, the office of Administrative affairs, and the ministry of finance. The training contributed to the achievements of this objective by imparting to the participants the knowledge and skills necessary to prepare an annual budget proposal, such as:

- Expenditure forecasting and budgeting
- Consolidation and submission of the annual budget
- Bank reconciliation

During the first day of the training, participants were briefed on municipal annual budget preparation and the typical challenges that a municipality faces while preparing a budget. During the second day, participants were briefed on revenue forecasting. On the third day of the training municipal district staffs were trained practically on how to prepare a budget. As a direct result, four district municipal budgets were prepared. They were Achin, Khogyani, Gankhail and Torkham Districts. Parun and Chaparhar district municipalities did not have a budget available to review. Consequently they were trained in general using other municipal examples to be in a position to be able to submit a quality budget for 1393 by the due date.

Sustainable Capacity Building Survey

During October the public finance function developed and completed a sustainable capacity building questionnaire, with eight municipalities participating. In each location, municipal counterparts were asked to partake in a two-part survey: an opinion survey, which they had to fill in themselves with no prompting over a restrictive period (30 minutes): and a factual survey whereby they demonstrated to the Public Finance Director their direct knowledge. The purpose of the survey was to determine whether there was any relationship between perceived capabilities and those demonstrated factually.

The result showed that there was a 'totem effect' for old capacitation. This means that real ability exceeded perceived ability. In other words, municipal counterparts were dependent on the advisors' presence rather than their input. For newer tasks, the reverse was true. Municipal counterparts believed their abilities to be greater than their real abilities. Consequently advisor input might be directed towards older tasks where the need was less and diluted for the newer tasks where it was needed. Finally, the surveys also found that the new knowledge management approach of interactive templates and manuals are effective in retaining capacity and encouraging learning.

Therefore, going forward, the department will increase the use of learning manuals and templates and continue the practice of developing Practitioners' Guides to supplement GDMA manuals. Advisors concentrated on new areas, closed off all historic activities and concentrated on new activities, such as asset listings and balance sheets.

Gender Based Budgeting

In October RAMP UP East developed a gender based budgeting system for future use by the GDMA. Having developed the system we still need to gain Ministry of Finance and GDMA suggestions and approval before general distribution.

The draft Gender Budgeting System has been drawn up to pursue the IDLG and GDMA 'Gender Mainstreaming Guideline' for Municipalities allied with the National Action Plan for the Women of Afghanistan (NAPWA). The issues addressed in the practitioners guide include:

- A budget line for gender related activities
- Identification of increase in female employees
- Creation of female friendly work environments

The Medium Term Financial Planning Practitioners guide has been expanded to include gender issues in Medium Term Financial Planning and provide the advantages of

- Creating a budgeting environment where needs of distinct groups drive budget allocations
- Creating a different focus by monitoring a budget in terms of delivery to distinct groups
- Improving transparency and accountability
- It improves relations between organs of state whilst they cooperate on cross cutting themes
- In terms of gender issues it; Increases advocacy of women's issues; Provides challenge to discrimination, inefficiency and impropriety; Promotes policy change by providing financial evidence; Provides accountability in deliverable outputs and empowers the disadvantaged.

Budgets

All RAMP UP East municipalities are working on 1393 budget. Progress thus far is as follows:-

- Number with no progress – 1 (Jalalabad)
- Number with complete revenue projections – 12
- Number with complete expenditure projections – 11
- Budget Completed – 8
- Budgets that have received Mayoral Approval – 2
- Budgets that have received Provincial approval – 1

Infrastructure and Service Delivery

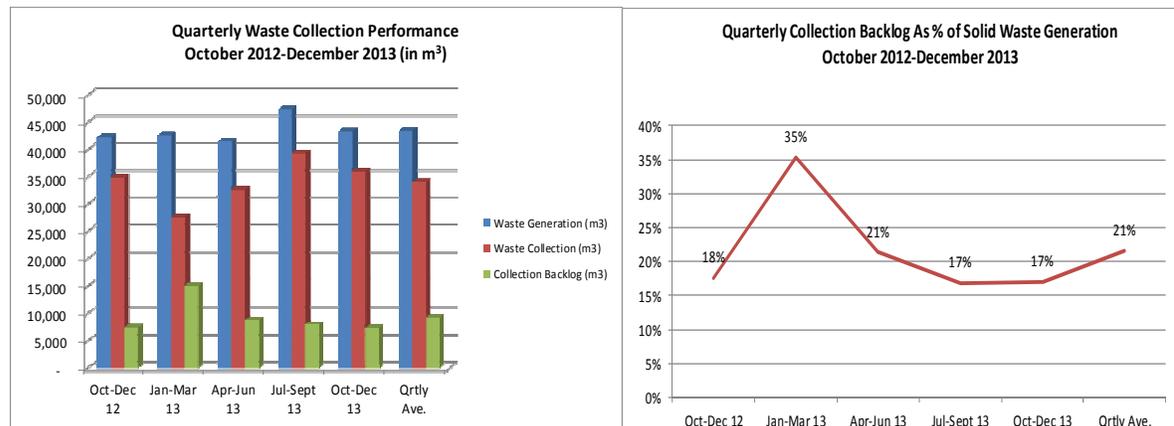
Solid Waste Management

Total collection volume decreased to 35,962 cubic meters from 39,427 cubic meters. This decrease, however, was in the same proportion as the contraction in waste generation from 47,437 cubic meters during the previous quarter to 43,321 cubic meters during the quarter under review.

Based on the foregoing figures, it can be said that the aggregate collection performance of the 13 municipalities was sustained at the about the same level as the previous quarter. Collection backlog as percentage of waste generation remained at 17%. For the entire mintiroing period, which began in the last quarter of 2012, collection backlog averaged 21% per quarter or 9,341 cubic meters. Much of this performance can be attributed to the delayed onset of winter.

Quarterly Waste Collection Performance Of RAMP UP East Municipalities

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%
Oct-Dec 13	43,321	35,962	7,359	17%
Qrtly Ave.	43,462	34,121	9,341	21%
Total	217,310	170,604	46,707	21%



Municipalities continued to implement measures to catch up with the collection backlog, as follows:

Asadabad

The municipality's Cleaning and Greening Manager held a dialogue with representatives of Nawabad Bazaar on the proper disposal of market waste.

Bamyan

The municipality held a Hashar on December 18 participated in by representatives of NEPA (National Environmental Protection Agency), mullahs, and students, and some 100 citizens. The event managed to collect and dispose 12 cubic meters of waste on top of the regular collection of the municipal crew.

Bazarak

A meeting with officials and student representatives of Anaba High School in Bazarak resulted in a plan to conduct a public briefing of all students on environmental sanitation, particularly the proper handling and disposal of solid waste.

Jalalabad

For two days, from October 6 to 7, the mayor of Jalalabad held dialogues with wakil gozars and other community leaders to enlist their support in reminding citizens to perform their duties in making the city clean. The mayor admitted to the forums that the municipality does not have the resources necessary to mobilize more collection vehicles and collection workers and that it will not be capable of maintaining cleanliness by itself without the citizens' cooperation and involvement. The meetings were covered by the local media.

The municipality then held a Hashar on December 9 with the participation of youths, civil society organizations, government offices, and wakil e guzars. A total of 200 people took part in the event, which was widely covered and aired by different TV channels.

Khost

Khost hired 30 additional laborers for one month to take care of past collection backlogs.

Mahmud Raqi

Mahmud Raqi sustained its public information campaigns, holding dialogues with municipal committees of different schools.

It also followed on the enforcement of the prohibition on sidewalk grabbing by shopkeepers, this time targeting the Sayad bazar. As a result of the campaign, sidewalks in the bazar were cleared of merchandise and other obstructions. The Sanitation and Greenery Manager met with officials of the Public Health Directorate. They agreed to centralize the disposal of hazardous hospital waste collected by private contractors in the municipality's landfill so that this can be properly monitored.

Maidan Shahr

RAMP UP East's Municipal Team Leader and Public Works Advisor met with the Provincial Director of the National Environmental Protection Agency (NEPA). On the occasion, the two groups exchanged information on what the other is doing to improve cleanliness and sanitation in the municipality. The meeting ended with a commitment from both sides to better coordinate and synchronize activities and exchange materials, especially those aimed at raising the awareness and involvement of citizens in environmental sanitation.

Mehterlam

The RAMP UP East Public Works Advisor assisted the municipality in preparing a maintenance checklist for the recently completed concrete trash bins, an MIF-funded project.

Sharana

The series of radio broadcasts made by the Sharana mayor exhorting citizens to support the municipality in its efforts to maintain cleanliness culminated in a Hashar held on October 8. The mayor himself donned the uniform of a solid waste collection laborer/street sweeper and led the cleaning of the city streets and drainage ditches.

Septic Tank Servicing Project - Khost

As in the last quarter, service delivery failed to achieve its targets both in terms of collection volume and number of customers served, largely due to the breakdown of the septic tankers. Total collection volume for reached 1,626 cubic meters against a target of 1,805 cubic meters.

Summary of Septic Tank Emptying Service Delivery
October-December 2013

Month	Collection Target				Actual Collection			
	Vol. (m3)	No. of Customers			Vol. (m3)	No. of Customers		
		Res.	Gov't	Total		Res.	Gov't	Total
October	610	39	10	49	775	68	16	84
November	900	44	7	51	506	46	3	49
December	295	26	4	30	345	27	8	35
Total	1,805	109	21	130	1,626	141	27	168

RAMP UP East's financial assistance to the municipality ended on November 9. The continuation of the service during the succeeding period represents a good indication that the municipality will be able to sustain the service. Private-sector service providers have reportedly started offering the same service. This emergence of competition is being viewed by the municipality from a positive angle, as something that will bring about better-quality and more efficient service to the community. 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.

RAMP UP East has mobilized a short-term international consultant to formulate a comprehensive strategy and program for promoting and expanding 3R (reduction, re-use, and recycling) practices to augment the solid waste collection efforts of RAMP UP East municipalities.

At the start of October, preparations commenced on the PowerPoint presentations for the planned training-of-trainers (ToT) workshop. This workshop will serve the dual purpose of allowing municipality representatives to understand their 3R options prior to work-shopping their priorities and preferences for local 3R implementation in workshops. NEPA representatives have also expressed interest in attending the workshop, as well as USAID Environmental staff. The presentation categories were selected as below:

- Waste minimization and waste processing
- Waste segregation
- Waste containers and collection options
- Waste reuse
- Waste recycling
- Composting
- Waste disposal systems and their operation
- IEC implementation and resources
- Institutional and enabling environment issues
- Privatization options

Data-gathering visits were been undertaken to Bazarak and Charikar to observe the on-

ground waste management situation and the collection systems in use, recycling activities and junk shops as well as the general state of littering and fly dumping. The final disposal sites were also inspected.

A waste audit procedure was prepared so that the solid waste characteristics can be determined in selected representative Municipalities, as the actual waste composition obviously impacts upon 3R opportunities. This detailed audit procedure was then emailed to each of the five municipalities to be covered (Jalalabad, Maidan Shahr, Mahmud Raqi, Charikar, and Bazarak) as background information, including a request to hire local laborers for the audits which will be supervised by the SWM advisors.

The month of November was devoted to organizing and undertaking solid waste audits. Equipment and consumables were purchased and the municipalities sourced local laborers for the audits. Each audit lasted for two days. On day one, waste trucks were diverted to the agreed location for smaller municipalities or samples taken from the trucks in the case of Charikar and Jalalabad. The waste pile was then mixed. On day two, waste was taken from the mixed waste pile and audited by completely separating the mixed waste into 12 components for weighing.

Jalalabad. The waste pile was then mixed. On day two, waste was taken from the mixed waste pile and audited by completely separating the mixed waste into 12 components for weighing.



Mixing of selected waste pile



Separation of waste into piles for subsequent weighing

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



Food waste



Medical waste (sharps)

Initial comparisons indicate nothing unusual or unexpected in the waste composition. There was very little of the higher value recyclable material present by the time waste is delivered to the dumpsite, such as metals, glass, and paper and plastic containers. For example, more than 80% of the paper and cardboard remaining was old tissues, paper wipes and very dirty/wet cardboard, with very little recycling potential. Also from the 1,500kg of waste audited in Jalalabad, only 6 drink cans were retrieved, confirming that a relatively efficient informal recycling activity is already occurring.

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

Waste Type	Weight as % of Total				
	Bazarak	Charikar	Jalalabad	Mahmud Raqi	Maidan Shahr
Paper/cardboard	1.7	7.8	1.2	6.5	3.5
Glass	2.4	3.3	0.6	3.3	2.8
Plastic bags	11.6	11.2	10.0	8.8	12.3
Other Plastic	3.1	1.8	0.1	2.1	1.4
Aluminum	0.26	0.4	0.007	0.04	0.3
Other Metal	0.69	0.0	0.013	0.2	0.5
Food waste	21.0 ⁽¹⁾	15.6	16.5	22.5 ⁽²⁾	13.3
Green/Garden waste	11.3	19.0	10.4	15.1	21.1
Builders/Demolition Waste	0.3	2.5	3.9	4.8	4.7
Soil and dirt	38.1	28.4	52.6	34.5	33.8
Household Hazardous Waste	0.0	0.0	0.0	0.0	0.0
Miscellaneous	9.6	10.0	4.6	2.2	6.5

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

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

There were significant quantities of soiled plastic bags (9 - 12%), food waste (15 - 22%), and green waste (10 - 21%) as well as street sweepings/dirt (28 - 53%).

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

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

The training on Solid Waste 3R Strategy and Program Formulation was held on December

8-11. It was attended by a total of 44 participants, which, aside from the 26 RAMP UP East advisors and municipal counterparts cited earlier, also included the following agencies/groups:

- USAID
- General Directorate of Municipal Affairs (GDMA)
- Central and provincial offices of the National Environmental Protection Agency (NEPA)
- Private solid waste hauling contractors, recyclers, and compost producers

The various workshops that formed part of the training, participants succeeded in formulating action plans for the implementation of 3R in their respective municipalities. Organized efforts to implement a comprehensive 3R program in each RAMP UP East municipality ensued right after the training participants were back in their respective municipalities.

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

Infrastructure Projects

Of the original 94 CLIN 2 service delivery/infrastructure projects, only the Road Graveling and Lighting Construction Project in Parun was not completed at the end of the current quarter. All other 93 projects were completed either prior to this quarter or during the current quarter.

The Parun Road Graveling and Lighting Project was forced to stop work in December due to weather conditions. As a result, the subcontract for this project was de-scoped to that work which was completed as of the end of December 2013. The work related to the solar lighting, the stone masonry drainage ditches, and curbstones had been completed during the current quarter. However, only a portion of the road work had been completed and none of the culverts had been completed.

Work proceeded during this quarter for the 21 Municipal Incentive Fund Projects that are reflected in Annex 3, hereto. All of the projects were substantially completed during the quarter with the exception of the following:

- Charikar Park Rehabilitation Project
- Charikar Gul Ghondi Park Rehabilitation Project
- Asadabad Solar Street Lighting Construction Project
- Mehterlam Electric Street Lighting Construction Project
- Jalalabad Electric Street Lighting Construction Project
- Gardez Solar Street Lighting Construction Project
- Maiden Shahr Solar Street Lighting Construction Project
- Khost Road Repair & Asphaltting Project
- Pul-e-Alam Mosaic Sidewalk Construction Project
- Bamyan Children's Playground & Park Rehabilitation Project
- Bamyan Coffee Shop & Park Construction Project

The projects that were ongoing at the end of this quarter are expected to be completed

during the early part of January, with the exception of the following:

Gardez Solar Street Lighting Construction Project

This project required the construction of 137 reinforced concrete foundations and the erection of solar light poles, fixtures and related accessories. The Gardez municipality was responsible for construction of the foundations and RAMP UP East was responsible for the supply and erection of the solar light poles, fixtures and accessories. Prior to mid-December, when weather conditions prevented continuation of concrete construction work, a total of 81 foundations, poles, fixtures and accessories were constructed and installed. Eight of the foundations had not yet been constructed by the municipality and another 48 foundations that had been constructed required re-work. To ensure the completion of the project, RAMP UP East, the Gardez municipality and the RAMP UP East subcontractor (Green Place Construction Company) entered into a 3 party agreement whereby the subcontractor would deliver all of the remaining poles, fixtures and accessories to the Gardez municipality and the Gardez municipality committed to construction and re-work of the remaining 56 foundations in the spring. Once the foundations are ready, the subcontractor will return to Gardez and erect and commission the remaining 56 solar light poles that are in the possession of the Gardez municipality.

Bamyan Children's Playground & Park Rehabilitation Project

This project included the construction of a water well, park infrastructure and supply of children's playground equipment. RAMP UP East awarded a subcontract for the construction of the water well and this was completed. RAMP UP East, through a competitive procurement process selected a vendor for the supply of the required construction materials and playground equipment. The selected vendor was submitted to the USAID vetting unit for determination of eligibility. However, RAMP UP East never received a response from the vetting unit and due to winter conditions, this part of the project was cancelled and the overall project was de-scoped to include only the water well.

Bamyan Coffee Shop & Park Construction Project

The selected subcontractor for construction of the RAMP UP East scope of this project was submitted to the USAID vetting unit for determination of eligibility. However, RAMP UP East never received a response from the vetting unit and due to winter conditions, this project was cancelled in its entirety.

Pul-e-Alam Mosaic Sidewalk Construction Project

Two third of the sidewalk project work was completed prior to the municipality declaring a moratorium on construction due to weather conditions. RAMP UP East scope for this project included the supply of construction materials and roughly 50% of the labor required for construction. At the time of the work stoppage, RAMP UP East had delivered 100% of the construction materials to the municipality and expended all but \$2,000 of the labor contribution. The mayor of Pul-e-Alam has agreed to complete the project in the spring.

Economic Development and Revenue Generation

Strategic Planning Workshop for Sustainable Revenue Management

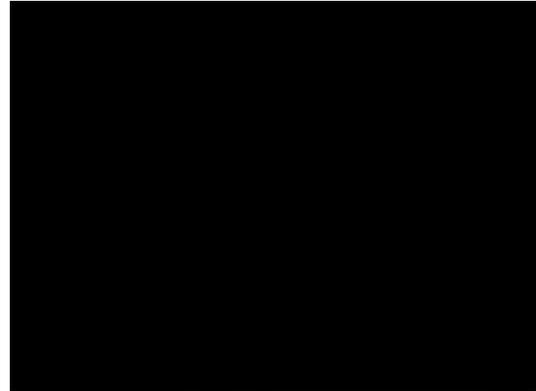
A four-day Strategic Planning for Sustainable Revenue Management Training was conducted in RAMP UP East main office on 2-5 December 2013. Twenty-three (23) participants include

12 embedded Economic Development Advisors, the Public Finance Advisor from Sharana and 10 Revenue Managers from 10 RAMP UP east partner municipalities namely Bazarak, Bamyar, Charikar, Gardez, Ghazni, Khost, Mahmood Raqi, Maidan Shar, Mehterlam, Puli Alam. Jalalabad, Assadabad and Sharana municipalities were unable to send their respective Revenue Managers due to work constraints arising from end-of-fiscal year reporting requirements.

The over-all goal of the workshop was to provide the participants pertinent knowledge and requisite skills to assess the potentials of selected revenue sources to improve revenue management performance of municipalities, and develop a practical strategic plan with verifiable outcome indicators aimed at enhancing municipal performance and eventually to contribute to financial sustainability.

Specifically, the training aimed to:

1. Develop an appreciation of the importance of sustainable planning in revenue management towards municipal financial self-reliance.
2. Assess historical revenue trends for each municipality and take into account the various factors that contributed to such levels of revenue management performance.
3. Define doable performance targets for selected revenue sources based on various scenario assumptions.
4. Identify strategic actions aimed at improving the performance of selected revenue sources to sustainably generate revenues and possibly increase revenue over time.



A view of the Strategic Planning Workshop for Sustainable Revenue Management held on 02-05 December 2013

Presentations provide conceptual inputs and were followed by workshops that applied these concepts and develop specific outputs. Municipal participants took turns presenting respective outputs and the body provided suggestions and comments to further enhance the workshop outputs. The topics are presented below.

Day 1:

- Introduction, rationale, background and objectives of the training workshop described.
- Importance of governance in revenue management.
- Municipal financial sustainability and self-reliance explained by Public Finance local and international advisors.
- The role of the local community in sustainable revenue collection
- The role of Public Private Partnerships in municipal revenue generation explained by economic development expats.
- Integration of revenue sustainability planning in municipal revenue planning



RAMP UP East Public Outreach Manager during his presentation on the role of the local community in revenue management, 02 December 2013

presented by local and international revenue generation advisors.

Day 2:

- Assessment of municipal revenue generation performance in selected revenue sources and analysis of the various factors that have contributed to this level of performance
- Strategic Planning and Action Planning concepts and skills
- Identification of strategies to enhance revenue management performance in the selected revenue source.
- Tips for Establishing Priorities
- Identifying and prioritizing strategies to further enhance revenue management performance for the period 1393-1395
- Revenue Forecasting techniques
- Revision of revenue forecasts for 1393
- Developing indicators for revenue generation and collection.



Revenue managers are during the workshop to draft their Action Plan on 04 December 2013.

Day 3:

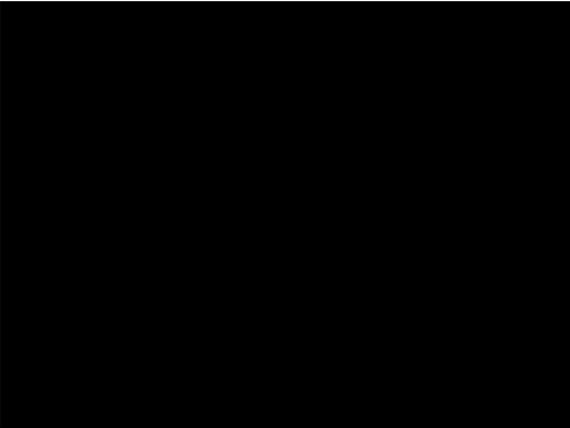
- Identifying performance indicators for the selected revenue sources and setting targets
- Action planning for sustainability
- Developing action plans to launch the Strategic Plans for Sustainable Revenue Management
- Tips for identifying and costing resource requirements for implementation of sustainability plan
- Identifying and costing resource requirements to implement priority strategies for inclusion in the 1393 budget.

Participant outputs from the training include the

- Strategic Plan for Sustainable Revenue Management which provide the selected revenue source being planned for, factors that affected revenue performance, strategic actions to help improve revenue performance, revised revenue forecast for the selected revenue source, performance indicators and performance targets for the period 1393-1395
- Action Plans to launch the Strategic Plans, which include tasks, resources and costs that are necessary to launch and ensure implementation of the Strategic Plans.
- To guide participants, other outputs include those related to training management such as training materials, templates and guidelines for developing the workshop outputs.
- During the reporting period 11 out of 13 partner municipalities drafted Strategic Plans for Sustainable Revenue Generation and approved by mayors for further actions and implementation.

Refresher course for Operation of Property Registration System conducted

Recently, the issue of sustainability after close-out of RAMP UPs was raised by USAID/Afghanistan Mission and other implementation partners of GDMA. To address this concern, RAMP UP East conducted a sustainability assessment of the PRS applications in six (6) of the RAMP UP East eight (8) partner municipalities where the PRS is being implemented. The results of the assessment are summarized in the succeeding sections.



Assessment results indicate that the six Municipalities were able to perform 55% functions of the PR system applications easily or very easily. Forty-five percent (45%) of the responses indicate some difficulty in performing PRS applications. These results indicate the need to continue capacity build-up in specific functions for which difficulty has been expressed.

Maidan Shar team during practicing functions of the PRS on 17 of Dec 2013

Rationale for the Training

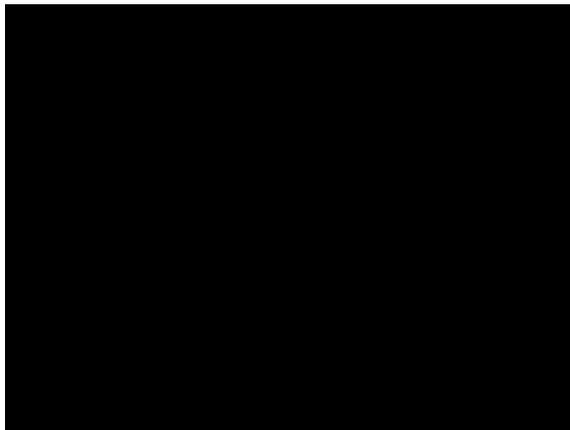
This proposed training was designed and conducted on 15-18 December 2013 in order to improve the degree of sustainability in the operation and maintenance of the PRS after RAMP UP East closes down.

This proposed training was comprise the first phase of the above-mentioned recommended capacity development intervention. The second phase, which will take place upon completion of the training, will entail the provision of coaching sessions in the municipalities that focuses on specific skills weaknesses that have been pinpointed by the assessment survey.

Training Objectives

As a result of the training, the participants abled to operate, maintain and manage the PR system without technical assistance. Specifically, participants abled to:

- Better perform system functions deemed difficult;
- Maintain the system, and;
- Generate and create reports from the system (in addition to generating built-in system reports).



Trainees during practicing functions on 18 of Dec 2013

4 days course focus

The various learning events comprising the training are meant to enable the participants to better perform the different functions of the system:

Day 1:

System Operation and Management Functions:

- The participants practiced to properly manage database system (fixing DLL errors, differentiating between tables, queries, reports, forms and modules)
- The participants understand and implement crosstab, make tables queries for data quality checking and data management

Day 2:

Data Maintenance Functions:

- The participants practiced application's back-up and file recovery and protect the system from viruses
- The participants practiced to select, update, delete and append queries

Database Settings Functions:

- The participants understand filtering in queries and forms

Day 3:

Data Generation Functions:

- Printing Tarafa, enter bank receipt information and print property license to the property holder
- To print out already built-in system reports
- To make summary and detailed reports

Day 4:

Recap of last 3 days and re-practicing 40 property registration and safayi fee collection application's functions.

Property registration resumed in Jalalabad municipality to cover the remaining properties in Nahya 4. Thirteen (13) Assistant Surveyors (9 male and 4 female) were hired, trained and immediately deployed into four survey teams each comprising of two (2) male surveyors and 1 (one) female surveyor under the direct lead of municipal officials. During the reporting period the survey teams along with municipal officials registered 1,724 properties which pushed the total to 11,463 registered properties to date. The same number of properties geo-coded in GIS map and the data of the survey forms entered into the Property Registration and Safayi Fee Collection application.

During the reporting period Charkar municipality registered 340 properties while the registration process finished in the beginning of the quarter and data verification completed during December 13.

Municipal officials of Mahmood Raqi municipality revisited 44 properties, measurement of the properties collected, entered data into the system, geo-coded into GIS map and completed all data verification.

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

No	Municipality	No. of Properties Registered		No. of Safayi Bills Printed		Total Amount Deposited (Afs)		No. of Safayi Certificates Issued	
		Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total
1	Charikar	460	10,766	82	864	80,806	229,524	41	132
2	Mahmood Raqi	0	6,003	62	158	71,483	150,305	69	162

No	Municipality	No. of Properties Registered		No. of Safayi Bills Printed		Total Amount Deposited (Afs)		No. of Safayi Certificates Issued	
		Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total
3	Assadabad	0	5,826	182	492	562,490	1,639,163	137	343
4	Mehterlam	0	6,723	0	1,580	20,803	361,262	1	258
5	Jalalabad	1,724	11,463	8	41	27,450	72,450	17	35
6	Ghazni	0	3,523	259	438	1,295,393	1,754,434	218	381
7	Khost	0	5,608	35	199	0	169,693	0	14
8	Maidan Shar	0	1730	0	0	0	0	0	0
Total to date		2,184	51,642	628	3,772	2,058,425	4,376,831	483	1,325

Business registration and licensing activities

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.

Summary of the business registration and licensing is shown in table below:

No	Municipality	No. of New Businesses Registered		No. of Business Licenses Issued		No. of Business License Invoices Printed		Total Fees Deposited in the Bank (Afs)	
		Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total
1	Gardez	17	2,346	153	583	153	583	87,150	330,650
2	Jalalabad	160	9,515	2351	9,315	2632	10,322	678,550	2,286,840
3	Khost	56	5,627	302	1,858	302	1,920	112,970	794,259
4	Maidan Shar	109	510	112	218	112	218	48,100	85,900
5	Mehterlam	0	2,161	765	1,920	370	2,231	674,404	794,259
6	Mahmud Raqi	63	1,186	201	1,124	101	1,124	94,300	518,300
7	Panjshir	18	537	146	384	146	384	41,370	114,950
8	Pul-e Alam	0	1,725	186	1,244	193	1,251	184,571	1,247,016
9	Sharana	7	1,625	13	920	7	1,625	8,000	556,500
10	Charikar	45	2,595	439	1,064	1341	2,595	61,226	140,252
11	Ghazni	0	8,129	1385	5,361	853	5,361	478,558	2,061,598
12	Assadabad	78	1,860	249	1063	249	1063	78,900	354,950
13	Bamyan	8	892	120	397	120	397	65,986	183,936
Total to date		561	38,708	6,422	25,451	6,579	29,074	2,614,085	9,469,410

Implementation of IDLG/GDMA Gender Mainstreaming Guideline to Support Women-Owned Businesses

The RAMP UP East embedded team coordinated with municipal officials to facilitate the implementation of Gender Mainstreaming Guidelines. The team provided assistance to municipal preparation of a Gender Mainstreaming Implementation Plan focused on possible municipal services that could support women-owned businesses. The Plan presents municipal services that could be provided to improve the business climate for women-owned businesses. The Guidelines was issued by the General Directorate for Municipal Affairs of the Independent Directorate for Local Governance. The RAMP UP East embedded team

facilitated discussions between municipal officials and the Department of Women Affairs in three (3) municipalities.

1. The Director of Women Affairs expressed her support for the implementation of the Gender Mainstreaming Guidelines in Asadabad. A meeting was held in 28 November 2013 with the RAMP UP East embedded team and the municipal senior management to collaborate in helping local businesswomen improve and/or expand their businesses. During this meeting she said “I will provide you a list of women business owners and I will facilitate a meeting between you and them in order to identify their expectations and the support they need from Asadabad municipality,” the Director of Women Affairs said.



2. In 28 November 2013, the RAMP UP East embedded team and municipal officials met the Department of Women Affairs in Gardez. The Director of Women Affairs said “About 50% population of the country is female. They are not taking part in the economic development activities so, if we activate them to take part will be a great effort. In order for these businesses to expand, some needed basic facilities can be provided by the municipality. For instance, there is no a market for women to sell their handicraft products and there is no toilet facilities for women.” The municipal officials agreed to add these two projects in the next year development budget. In addition, the municipality promised to add two new positions in the municipal Tashkil to carry out the women affairs activities in the context of municipal functions.



Meeting with Department of Women Affairs Director in Maidan Shar on 27 November 2013

3. In 27 November 2013 in Maidan Shar, the Director of the Department of Women Affairs promised to meet with women business owners to discuss the facilities needed by women-owned businesses in order to improve and/or expand their businesses. “We will directly hear from them about their problems and challenges which the municipality can deal with,” the Director of



Department of Woman Affairs Director with RUE team to discuss the Gender Mainstreaming Guideline, Charikar, 11 November 2013

4. In Charikar on 11 November 2013, the embedded Economic

Development Advisor and the Municipal Team Leader met with Directorate of Women Affairs and concerned municipal staff to discuss the Gender Mainstreaming Guideline. The municipality agreed to consider the Guidelines and help local women-owned business to expand with the support of pertinent municipal services.

5. Along with Municipal Team Leader, the embedded Economic Development Advisor met with the Mayor of Puli Alam and some senior municipal officials in 06 November 2013 to discuss the need to implement of the Gender Mainstreaming Guideline and explain the RAMP UP East Gender Mainstreaming Implementation Plan. The meeting discussed how the municipality can assist women-owned businesses to improve and/or expand their businesses by providing them specific municipal services. The mayor agreed to allocate some amount in the next year fiscal budget to improve the enabling environment and facilitate the growth of women businesses in the city.

Annual budgeting workshop for district municipalities in Jalalabad

A three-day annual budgeting workshop was conducted on 11-13 November 2013 for 5 district municipalities (Ghani Khil, Turkham, Khogyani, Achin and Chaperhar), Officials from Parun municipality and a representative from Jalalabad municipality also participated in the training. The workshop assisted the participants develop the first draft of the next fiscal year's budget, and additionally provided concepts on:

1. Municipal revenue sources and Chart of Account (COA) Codes.
2. The difference between fixed and non-fixed revenue sources explained.
3. Revenue forecasting techniques for the next fiscal year's budget was discussed.
4. Measures to increase municipal revenue, i.e., increasing the tax base, increasing the collection coverage, increasing collection efficiency and increasing tariff rates.
5. How to fill up B1 form (revenue forecasting form) for fixed and non-fixed revenue sources
6. How to fill up B10 form (justification form for revenue forecasting).



Annual budgeting training for district municipalities in Jalalabad 11 November 2013

The participants were guided as they prepared the first draft of the 1393 revenue budget and were assisted in filling up Forms B1 and B10. [REDACTED] the Revenue Manager of Ghani Khail district municipality of Jalalabad said *"this is the first time I'm working on budget preparation. Before, the mayor was just asking me about the revenue figures and that was all. We received good guidance and tools to prepare revenue budget for next fiscal year. The training materials will also be helpful in the future for me. Now I can easily find out from the list what revenue sources are available for our municipality to exploit, with its COA code and with classification of fixed and non-fixed revenue sources"*.

Economic Development Advisory Committees

The Mahmood Raqi Municipal Revenue Enhancement Committee of the Municipal Advisory Board met with community representatives and representatives of business guilds in 26 November 2013 to discuss possible ways to enhance revenue generation and to provide better services to the local community. Highlights of the meeting were:



Meeting of the Revenue Enhancement Committee of the Mahmood Raqi Municipal Advisory Board on 26 November 2013

1. Municipality will print out and distribute bills for business license fees to local shopkeepers in order for the latter to secure respective licenses. Business guild representatives will be responsible for motivating the shopkeepers to pay license fees and to get their licenses.
2. Safayi bills will be printed and distributed to property owners in specific areas of the city. Community representatives will be responsible for advocating for payment of safayi fees by the property owners.
3. Local businessmen will be responsible constructing sidewalks in front of their shops.

Asadabad municipality conducted its regular Economic Development Advisory Committee meeting in 20 November 2013 attended by Committee members, senior municipal management and the RAMP UP East embedded team. The Asadabad mayor stressed that *“The committee should meet at least once a month to support revenue generation, economic development, and coordinate with local entities for contribution in support of better service delivery”*. Agreements include:



Economic Development Advisory Committee meeting in Asadabad on 20 November 2013

1. The municipality shall provide support services for private sector investments that can contribute to economic development, revenue generation and service delivery. These projects, deemed profitable for both the private investors and the municipality, include (a) public latrines, (b) slaughterhouse, (c) construction of two-floor building with public bath and residential rooms, (d) business centers (e) two-floor shop buildings.
2. Further improve safayi fee collection through public awareness programs. Despite the fact that governmental entities have not yet paid their safayi fee, the municipality realized an increase in safayi fee collection compared to the previous year.
3. Cover the remaining 50% of local businessmen that have not yet applied for business licenses.
4. The municipality to consider the construction of billboard posts in preparation for the increased demand due to the upcoming presidential election, provincial council and

parliamentary election campaigns. This strategy is foreseen to generate additional revenues for the municipality.

5. Expand Committee membership to include line Departments to contribute to “attracting the investment, supporting public awareness for revenue enhancement and for supporting the implementation of 5 year Local Economic Development Plan”.

Charikar Municipality

During the reporting period, the Economic Development Embedded Advisor along with Charikar Revenue Manager drafted the first version of the Strategic Plan for Sustainable Revenue Generation. Currently, the strategic plan is submitted to Charikar mayor for further review, approval and implementation.

RAMP UP East main office addressed an official request from Charikar Mayor that License Officer should be trained on basic functions of

Arc-GIS software. Recently, [REDACTED] the License Officer of Charikar municipality is receiving on-the-job training on basic functions of Arc-GIS software through Embedded GIS Technician.



Charikar Revenue Manager is during drafting the first version of strategic plan.

Charikar municipality completed all the tendering process for privatization of solid waste collection even the contractor also specified. The municipality submitted the model of solid waste collection, tendering documents and contract to General Directorate of Municipal Affairs for review and approval. Recently, the GDMA is working on the recommended model of Charikar municipality for privatization of solid waste collection.

Khost municipality

On 22nd of Dec 2013, Khost municipality was hosting meeting of the Municipal Advisory Board. The main agenda of the meeting was privatization of solid waste collection in Khost city. Participants of the meeting agreed on below numbering points for privatization of waste collection:

1. The municipality should pilot the solid waste collection in second nahya of the city.
2. The municipality should draft the first version of the Terms of Reference (TOR) of the contractor and should be presented to the Municipal Advisory Board in the next meeting.
3. The municipality should prepare all tendering documents and should be presented to the next MAB meeting.
4. The first contract should be only for three months first if, the result of privatization was good enough then municipality can extend it.



The Municipal Advisory Board meeting in Khost municipality on 22 of Dec 13

In Khost Economic Development Advisory Committee conducted a meeting in 01 October 2013 in the municipal conference hall. The focus of the meeting was to discuss ways to speed up safayi fee collection, especially from governmental properties. The highlights of the EDAC committee meeting are presented below.

1. Khost municipality should send an official letter to all government entities to encourage them to pay their safayi fees as soon as possible, with the safayi bill attached to the letter. Upon issuance of said letters, the revenue department staff and nahya officials will commence collection of safayi fees from these government bodies, as well as from residential, commercial and industrial properties.



View of EDAC meeting in Khost held in 02 October 2013

2. All Nahya managers will be required to submit monthly revenue reports to the Revenue Manager, who will be tasked to consolidate these reports and submit the monthly revenue report to the mayor at the end of each month.
3. The Mayor of Khost and municipal department heads will conduct round table discussions aired live on radio and TV programs at least once a month. This public outreach activity is deemed to be a good public outreach strategy to improve public awareness on the need to pay safayi fees, thereby contributing to improve safayi fee collection.

Maidan Shar Municipality

The Economic Development Advisory Committee (EDAC) held a meeting in 31 October 2013 at the Maidan Shar conference hall. Five members of the EDAC and the embedded Economic Development Advisor participated in the meeting. The main agenda of the meeting was:

- a) To review current municipal sources of revenue with the objective of recommending new sources to be considered during the next budget (1393).
- b) Steps to take to start safayi fee collection in the municipality
- c) Steps to be taken to increase collection efficiency from current sources of revenue.



View of EDAC meeting in Khost held in 02 October 2013

The highlights of the meeting are as follows:

1. The Committee decided to recommend that the municipality should no longer privatize the management of the Ghazi Karim Khan Conference Hall. The Committee estimates that revenues from conference hall rental will increase if the operation of the conference hall were managed by the

municipality itself. The EDAC estimates that, with this arrangement, the municipality will be able to realize 10 times more revenues compared to the annual revenue of 250,000 AFS paid by the private contractor to the municipality last year. The Committee foresees an increased demand for the use of the conference hall due to the forthcoming presidential election campaign, parliamentary election campaign, provincial council campaign and other events.

2. The municipality should pay more attention to improving its efficiency in collecting city service charges. The revenue manager acknowledged that the municipality was able to collect the same amount of revenues generated by the private sector over its 1-year contract within the two-month period that the municipality itself collected city service charges.
3. The municipality should exert efforts to more closely monitor its business licensing functions in order to legalize businesses within the municipality. It is foreseen that the municipality should work closely with the city business council in this endeavor. New businesses should be encouraged to apply for business licenses. In addition, businesses planning to expand and existing businesses whose licenses are about to expire should also renew their business licenses.
4. There is a need for the municipality to speed up the printing of safayi bills and improve safayi fee collection. The meeting recommended the creation of a committee within the municipality specifically to work on this matter.
5. The EDAC and the city business council should help the municipality in the implementation of the business registration and licensing system and in the implementation of the property registration and fee collection application.

Pansjhir municipality

The Economic Development Advisory Committee (EDAC) held a meeting in 28 October 2013 at the municipal conference hall. Participants to the meeting include the EDAC members, heads of line departments, a representative of provincial police headquarters and the embedded Economic Development Advisor. The agenda for the meeting include:

- a) Steps to speed up business licensing
- b) Collection of safayi fees from governmental properties.

The highlights of the meeting are presented below.

1. The municipality should create a special team of two (2) policemen to walk around the city and instruct businessmen to obtain their business licenses from municipality.
2. Panjshir municipality shall officially communicate its request to the General Directorate of Municipal Affairs to inform line departments to pay the safayi fee for governmental properties due the municipality and to include the amount for safayi fee payment in their 1393 fiscal budget.



A view of EDAC meeting in Panjshir on 28 October 20 13

3. The meeting discussed that the Department of Agriculture, Irrigation and Livestock (DAIL) is currently receiving payments from communication companies for their communication towers. The body believes that since the communication towers are located on municipal land, it is but proper that the communication companies pay to the municipality instead of to DAIL. The body agreed to bring this matter up in the next Provincial meeting.

Gender and Youth Programs

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

This quarter the Support to Women Entrepreneurs small grants was awarded to Youth Health and Development Organization (YHDO) in Bamyan. In Parun, Women's Human Rights and Media Organization (WHMO) continued supporting the implementation of the Embroidery/Zardozi, Tailoring and Dress Design small grants.

This quarter RAMP UP East awarded two small grants program to New Era to implement the Auto Repairing and Carpentry training to 20 male youth in Parun. New Era in consultation with the municipality and department of labor and social affairs identified 10 literate youth, with intention to establish own livelihoods in their community, to receive advanced auto repairing training for 4 months. Another 10 were identified to receive carpentry and furniture making skills.

The participants of the auto repair apprenticeship program will learn the necessary skills to provide mechanic services, including how to diagnose mechanical faults, repair and replace defective parts, replace brakes and suspensions, and service auto engines. They will also gain knowledge in marketing to enable them to promote their services to customers in the marketplace. This will allow otherwise unemployed young men to earn sustainable incomes. At the same time,

The participants of the Carpentry and furniture making apprenticeship program will learn the necessary skills to make and sell their own furniture, including how to make doors, chairs, desks, tables, and shelves. They will gain knowledge in marketing to enable them to promote and sell their products successfully in the marketplace.

The participants of both programs will also be oriented on the roles and responsibilities of the municipalities and its citizens (e.g., payment of business license and Safayi fees), and gender sensitivity.

Community Engagement

Citizen forums/Municipal Advisory Board Meetings – During the reporting period, the RAMP UP East municipalities held a total of 23 municipal advisory board meetings/ citizen forums with participation of 571 which 92 (16%) were women.

Newsletters – Eight issues of municipal newsletters (8,000 copies total) were printed in Bamyan, Gardez, Jalalabad, Khost and Pul-e-Alam, and were paid for by the municipalities. Pul-e-Alam printed 3 issues, Khost printed 2 issues and other the other municipalities issued one newsletter during this quarter.

Media Outreach – The mayors and municipal staff of 8 municipalities took an active part in media activities, including participating in radio roundtables, call-in shows and interviews. A total of 300 minutes in 16 radio roundtables, call-in show and interviews took place in these municipalities.

Quarterly Highlights

Implementation of 3R Program Underway in RAMP UP East Municipalities

Based on the action plans they developed during the Solid Waste 3R Strategy and Program Formulation conducted on December 8-11, participants lost no time in attempting to implement a 3R program in their respective municipalities. The program invariably started with the application of the ICE (information, communication and education) techniques learned from the training to prepare the ground for the introduction of actual 3R (waste reduction, re-use and recycling) practices. The principal target audiences were municipal officials and community elders. Aside from face-to-face communication in public forums spearheaded by the municipal Cleaning and Greening Managers, the ICE campaigns are also using newsletters, noticeboards, and local media outlets as communication vehicles.

In Mahmud Raqi, the 3R program has already advanced to the stage where households are getting involved after a training in backyard composting was provided to 50 female participants under the coordination of the wakil gozar.



The 3R being introduced to municipal officials and community elders in Mahmud Raqi, 24 December

Eight municipalities were chosen for a municipal sustainable capacity building review

The purpose of the survey was to determine whether there was any relationship between perceived capabilities and those demonstrated factually.

The results must be seen in the context of variations between municipalities, but significantly municipal variations were more pronounced in the opinion surveys.

The survey found:

- a) That there was a 'totem effect' for old capacitation. This means that real ability exceeded perceived ability from the municipal counterparts who completed the questionnaire. In other words municipal counterparts were dependent on the advisors presence rather than the advisors input.
- b) For newer tasks, the reverse was true. Municipal counterparts believed their abilities were greater than their real abilities¹. Therefore advisor input was effectively restricted where it was most needed.

¹ For example budgeting has been capacitated for 27 months so real demonstrated capacity is 100%, but perceived capacity is 75%. For newer activities, for example balance sheets actual capacity is 38% but perceived capacity is 59%

The rank correlation on the hypothesis on the above was 85%, quite significant.

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

Our conclusions were threefold:

- Increase the use of learning manuals and templates. To continue the practice of developing 'Practitioners Guides' to supplement GDMA manuals.
- Advisors should concentrate on new areas and leave District capacitation to municipal counterparts.
- All advisors should 'close off' all historic activities and concentrate on new activities such as asset listings and balance sheets and produce 'exit strategies' for older items such as bank reconciliations, budgets, payroll and M20s.

Special 3 day budget mentoring course for District Municipalities in Jalalabad

The Public Finance Director conducted a three day training course on annual budgeting in Jalalabad for six district municipal staff including Jalalabad. The participants were the revenue and accounting manager from each district. The ultimate objective was to enable the municipalities to submit annual budget proposals on time and at the level of quality and accuracy that meet approval standards of the various entities at the provincial and national levels, including GDMA, the office of Administrative affairs, and the ministry of finance. The training contributed to the achievements of this objective by imparting to the participants the knowledge and skills necessary to prepare an annual budget proposal, such as:



13 Nov, 2013- Districts municipal staff during annual budgeting training in Jalalabad.

- Expenditure forecasting and budgeting
- Consolidation and submission of the annual budget
- Bank reconciliation

During the first day of the training, participants were briefed on municipal annual budget preparation and the typical challenges that a municipality faces while preparing a budget. During the second day, participants were briefed on revenue forecasting. On the third day of the training municipal district staffs were trained practically on how to prepare a budget. As a direct result, four district municipal budgets were prepared. They were Achin, Khogyani, Gankhail and Torkham Districts. Parun and Chaparhar district municipalities did not have a budget available to review. Consequently they were trained in general using other municipal examples to be in a position to be able to submit a quality budget for 1393 by the due date.

RAMP UP South Training on IFMS to Public Finance Advisors and IFMS access to municipalities

All thirteen RAMP UP East municipalities now have access to IFMS. We are also endeavouring to place on fixed municipal computers at the beginning of January. So far this system has been oriented to nine municipalities and will go for all thirteen but the implementation has started just in four municipalities with two modules (Parcel Registration and Business License).

RAMP UP East Public Finance Advisors received two and half day training on IFMS from RAMP UP South on December 10, 2013 to December 12, 2013. During this training advisors were capacitated on

- Introduction to IFMS Modules
- Overview of the IMFS Architecture
- Parcel Registration Module
- Business License Module
- Revenue Collection
- Budgeting Module
- Accounting Module
- Payroll Module



10-12 Dec, 2013- Public Finance Advisors during IFMS training in RAMP UP South.

Community Engagement

With the exception of Sharana, Bamyan, Gardez and Parun, all RAMP UP East municipalities established Municipal Advisory Boards. RAMP UP East provided support in organizing the election of the members and members' orientation about their duties and responsibilities.

Small Grants Awarded

The Strengthening Neighborhood Support to Municipalities small grants program concluded in Bazarak, Charikar, Sharana and Khost. During the three month duration of the program 100 senior citizens including 50 females in Bazarak and Charikar conducted face to face or group meeting with 5,892 men and women in their communities to make them aware of citizens responsibility in proper disposal of waste, protection of public properties, roles and responsibilities of municipalities and gender sensitivity and principles of good governance. Also in Khost and Sharana 100 citizens (50 of them women) conducted face to face and group meeting with 4,400 citizens.

Solar Street Lightening Construction Project



Solar street lightening poles lightening Asadabad city in the night. A man is selling fruits under the light of newly installed pole.

Asadabad city is the capital of Kunar province where approximately 100,000 people live. The city is one of the busiest places due to the number of business travellers who frequent the

city. The City has needed street lighting to enable the extension of business hours into the evening and to provide a safe lighted business district after dark. The project is tasked jointly where Ramp Up East was responsible for 70% of the scope and the Asadabad Municipality was responsible for 30% of the scope. The lighting constructed consisted of 90 7m light poles, foundations, batteries and solar panels. The project was completed as planned and is in operation to the satisfaction of the Ramp Up East and the Asadabad Municipality.

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 updated population estimates provided by the staff of each municipality in November 2013.

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

* = Population statistics have been updated, as reported by municipal officials from each municipality.

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 October, November and December 2013, or the sixth quarter of Option Period 2. Accomplishments are presented in the same sequence as the indicators in the RAMP UP East approved Performance Management 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 3 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 surveys to measure the results of Option Year One was conducted in September 2012. The 2010 and 2011 surveys did not include the Parun Municipality in Nuristan, due to adverse security situation in the province. The September 2012 survey included Parun for the first time and these results serve as the baseline for the Parun municipality.

In September 2013 RAMP UP East carried out the survey in RAMP UP East municipalities for Option Year Two. The survey allows for first time to measure impact against baseline benchmarks established in the prior year (Option Year One) in all 14 RAMP UP East municipalities. In 2013, similar to the previous survey, 3,363 residents across RAMP UP East municipalities were interviewed, providing a data precision that allows for identifying statistically significant changes from last year's results within the target range of the indicators (margin of error $\pm 2\%$ for all relevant indicators, given a 95% confidence interval). Survey reports for each municipality and a comparison report across municipalities have been compiled in December 2013.

Annex 2 provides a sex and municipal disaggregated overview of the results of the project objective indicators across all citizen perception surveys conducted by RAMP UP East.

As RAMP UP East is scheduled to close down by the end of March 2014, no new targets for a subsequent year were determined.

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%; =79%)	65% (% difference: -8%**)
* = Percentage who said their municipal government was doing a very good or a somewhat good job. ** = The discrepancy to the difference of the indicated actual result minus the indicated baseline result is due to rounding error.			

The citizens' satisfaction with their municipal government represents a key impact measure for RAMP East. In order to strengthen stability the GIRoA must not only be an active participant in development activities, but must also be perceived by target municipal citizens as key to the delivery of RAMP UP East activities. If residents perceive that GIRoA provides better services after RAMP UP East activities are completed, it indicates that they feel their government officials are able to legitimately and actively provide them with relevant services, which in turn can create support for the government.

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

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% of respondent who do think their municipal government is doing a very good or some good job (equivalent to an increase of 5 percentage points).

The results of the annual survey conducted in September 2013 showed a 9 percentage points decrease in the number of respondents who felt their municipal government was doing a good or somewhat good job, leading to a total of 65% of respondents who expressed their satisfaction with the performance of their municipal government.

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

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%; =67%**)	71% (% difference: +13%)
* = Percentage who said municipal government was always or sometimes working to serve people like you (respondent) ** = The discrepancy to the sum of the indicated baseline and targeted results is due to rounding error.			

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.

This indicator is linked to the 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 RAMP UP East municipalities, the result of the survey held in September 2012 showed that 58% of the respondents felt that local government officials were almost always or sometimes working to meet the needs of the people. For Option Period 2, the target is a 20% reduction in the number of respondents that still feel the local government is rarely or never working to serve citizens' needs. This translates into increasing the number of respondent who do think their government officials almost always or sometimes work to serve the people to 66% (equivalent to 8 percentage points increase).

The results of the annual survey conducted in September 2013 showed a 13 percentage points increase in the number of respondents who think their local government officials almost always or sometimes work to benefit the people, translating in a total of 71% respondents.

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

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% =8%; =69%)	56% (% difference: -6%**)
* = Percent who said they had a great deal or some trust in the Municipal Government to conduct its activities to the benefit of people in their city			
** = The discrepancy to the difference of the indicated baseline result and target is due to rounding error.			

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

The 2012 survey results showed that 61% of the respondents across 14 municipalities said that they have a great deal of, or some trust their municipal government was working for the benefit of the people. 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% (increase of 8% percentage points).

The results of the annual survey conducted in September 2013 showed a 6 percentage points increase in the number of respondents who did not have a great deal or some trust in the municipal government to work to benefit the people, translating in a total of 56% respondents who expressed to have trust.

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

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%)	57% (% difference: -3%)
* = Percentage of municipal services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks)			

The primary objective of RAMP UP East is to contribute citizens' satisfaction with the municipal government through delivering effective, responsive, democratic, transparent, accountable and gender sensitive municipal governance. When citizens have increased access to basic and essential services provided by their municipality they will be more likely to indicate increased satisfaction with the municipal government.

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

The 2012 survey showed that 60% of the respondents across 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 percentage points to 68%.

The results of the annual survey conducted in September 2013 showed a 3 percentage point decrease in the number of respondents who believe that their access to municipally services has increased. This translates into a total of 57% citizens believing their access to municipally services had increased.

Municipal level and sex disaggregated results can be found in Appendix 2, No 4.

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 IR 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 IR 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 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	5	*
* = The data in the table above represents interim results against the established target for Option Period 2. The data for 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 being finalized in many municipalities and for this year RAMP UP East introduced the concept of Medium Term Financial Planning, linking Annual Financial Statements and projections into future years as part of the budget process. This innovation adds credibility and long term sustainability factors into the present regime of annual balanced budgets. An additional 5 municipalities met the standard as RAMP UP East promoted citizen consultation and quarterly reporting, the total now stands at 10.

Revenue Planning and Forecasting

During the last quarter of 2012 a new system of Revenue forecasting and planning was implemented by RAMP UP East in all municipalities. This process is now more deeply embedded 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 one municipality. As well as identifying significant financial variances the template highlights a number of ratios that measure financial stability and resilience. These ratios set the scene for the latest Medium Term Financial Planning manual that 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 1 or 2 revenue sources. The expenditure forecast process was simplified and included in the 1393 budget preparation procedures.

During the sixth quarter (October to December 2013) twelve municipalities have achieved the 100% rating (last quarter seven) with one remaining at 80% (Jalalabad).

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, 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	Mehtarlam	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	√	√	√	√	√	√	√	√	√	√	√	√	√
Option Period 2 Q6 Revenue Forecasting Total Score		100%	100%	100%	100%	100%	100%	80%	100%	100%	100%	100%	100%	100%
Option Period 2 Q5 Revenue Forecasting Total Score		100%	90%	90%	100%	100%	90%	80%	100%	90%	80%	100%	100%	100%

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

Budget Preparation

For 1393 the GDMA has issued the Budget Circular, to all municipalities, and all are busy with budget preparation. The results of this quarter's survey show that there are ten municipalities at 100% (last quarter ten) and three municipalities at 90% (last quarter two). The results would have shown twelve at 100% if the mayors had permitted the presentations prepared to be submitted to the citizen forums.

With the production of annual financial statements the budget process for 1393 began in November 2013. Expenditure and revenue forecasting will therefore be informed from 1391 actual results as well as from forecasting methodologies. In this way the principles of full financial cycle management will become embedded.

The 1393 budget cycle including Medium Term Financial planning will achieve RAMP UP Easts seven objectives for the budgets of 1393;-

- 1) Compliance with GoIRA requirements for an approved budget

- 2) Strengthened oversight by senior management and improved performance by officials
- 3) Readability of and linkages within the budget material.
- 4) Satisfaction of stakeholders informational needs.
- 5) Facilitation of comparability between municipalities
- 6) Increased budget credibility
- 7) Gender mainstreaming

8) Performance Based Budgeting 9) 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 February 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	√	√	√	√	√	√	√	√	√	√	√	√	√
Option Year 2 Q6 Budget Process Total Score		100%	100%	100%	90%	90%	100%	90%	100%	100%	100%	100%	100%	100%
Option Year 2 Q5 Budget Process Total Score		100%	100%	100%	90%	90%	100%	80%	100%	100%	100%	100%	100%	100%

√ - 5th Quarter Option Year 2 √ - 6th Quarter Option Year 2

* Not presented on specific instructions of mayor but presentation prepared

Overall Budgeting Results

As mentioned previously, municipalities that adopt 100% of the revenue forecasting and budgeting best practices will be deemed 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 3% (last quarter 7%), giving an overall average score of 98% (last quarter 95%). This increase is due to the further development of revenue monitoring metrics which has increased municipal financial management capacity. Overall the 2% deficiency relates to two municipalities who

did not present their budgets to the citizens forum, despite having prepared the presentations due to mayoral interventions.

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

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	1	*

* = The data in the table above represents interim results against the established target for Option Period 2. The data for 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 3-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 summer, 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. Nine municipalities have now produced annual financial statements for 1391 and there is every indication that all 13 will achieve this by January 2014. All municipalities have produced a procurement plan which aids forward cash flow planning and production of the annual cash flow statement.

This quarter 11 municipalities have achieved 100% of best practices in accounting, last quarter it was ten. This is against the backdrop of adding an additional indicator for asset listing on top of the original 10. These municipalities have therefore over achieved against the original indicators which makes the achievement all the more impressive. The remaining 2 municipalities score 91%.

The accounting best practice is being reinforced by the provision of International 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	√	√	√	√	√	√	√	√	√	√	√	√	√
Q6 Option year 2 General Accounting Total Score		100%	100%	100%	100%	100%	100%	91%	100%	91%	100%	100%	100%	100%
Q5 Option year 2 General Accounting Total Score		100%	100%	100%	100%	100%	100%	91%	100%	91%	91%	100%	100%	100%

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

*Bank not providing bank statements

Sixth Quarter Activities

Annual Financial Statements compilation was actioned in this quarter with closure teams concentrating on the policies and procedures necessary for the closure of municipal accounts. Municipal counterparts were introduced to the concepts of accruals, reserve accounting, asset accounting, and accounting policies and accounts format. The system developed included the three main statements of Balance Sheet, Consolidated Income and Expenditure accounts and Cash Flows. Nine sets of accounts have been received and five have been audited and published. Accounts have been produced by Pul e Alam [Audited], Assadabad [Audited], Mahmud Raqi [Audited], Gardez [Audited], Bamyan [Audited], Khost, Ghazni, Sharana and Charikar. 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. All this was achieved against the additional workloads of supporting over thirty district budget compilations and IFMS installations.

To increase the credibility of municipal budgets manuals and procedures have been produced for medium term financial planning and option appraisal.

The original goal of installation of IFMS in four RAMP UP East municipalities continued with an extension to ensure that all 13 RAMP UP East municipalities have all 6 modules installed. A number of key achievements have facilitated and catalyzed this.

- a) Key support and help from the GDMA in accessing training and software from RAMP UP South
- b) The formation of an implementation team appropriately project managed with set targets to ensure deliverables were on time, on budget to desired quality.
- c) Full training and orientation of municipal staff.
- d) Installation on a computer in each of all 13 municipalities
- e) Four municipalities have actively begun implementation of modules.

Planned Final Activities

Municipalities will be finalizing their 1393 budgets. This will be supplemented by medium term financial planning for the first time. Prior to this municipalities will be presenting their annual accounts.

IFMS planned implementations will be completed.

All Annual Financial Statements will be available for all 13 municipalities.

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)
5 in each municipality (5x14 = 70)	30	9	20	11	2**	1	*
<p>* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.</p> <p>** = This result was incorrectly listed in the report for the period July to September 2013. It has been corrected from 3 to 2 mechanisms implemented during July to September 2013.</p>							

The indicator records mechanisms facilitating transparency and openness. The project identified five mechanisms that are implemented in all 14 target municipalities. These mechanisms included (i) citizen forums/ municipal advisory boards, (ii) municipal newsletters, and (iii) outreach activities for opening and closing ceremonies of municipal projects, (iv) media outreach such as interviews and radio programs, and (v) the installation of public notice boards. In addition, a new mechanism has been applied and recorded since the reporting period January to March 2013: (vi) citizen guide books.

Citizen Engagement Mechanisms implemented (July 2012 - December 2013)																																							
Municipality	Citizen Forum/ Advisory Board						Opening/Closing Ceremony						New sletter						Media Outreach						Public Notice Boards						Citizen Guide Book						TOTAL		
	Q4	Q1	Q2	Q3	Q4	Q1	Q4	Q1	Q2	Q3	Q4	Q1	Q4	Q1	Q2	Q3	Q4	Q1	Q4	Q1	Q2	Q3	Q4	Q1	Q4	Q1	Q2	Q3	Q4	Q1	Q4	Q1	Q2	Q3	Q4	Q1			
Asadabad	1								1				1						1																		6		
Bamyan	1								1				1						1																		6		
Charikar	1							1												1																	5		
Ghazni	1												1																									5	
Gardez		1						1									1																					5	
Jalalabad	1						1						1																										6
Khost	1						1						1																										6
Maidan Shahr	1								1					1																									5
Mahmud Raqi	1						1																																6
Mehterlam	1							1																															5
Panjshir	1						1																																5
Parun			1																																				2
Pul-e-Alam	1						1						1																										6
Sharana	1								1																														5
Total	12	1	1	0	0	0	5	3	2	2	0	0	6	1	1	0	0	0	1	7	3	2	0	1	0	0	1	5	4	1	0	0	0	9	5	0	0	73	
	14						12						9						13						11						14								

Each city is targeted to conduct at least five mechanisms during Option Period 2. 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 Option Period 2, it is counted as one mechanism.

During the period October to December 2013, the municipalities employed one community engagement mechanism – Gardez Municipality disseminated a newsletter for the first time during Option Period 2 – for a total of 73 counts; see the table on the page before.

The table below summarizes the frequency of citizen engagement activities conducted by the municipalities during this reporting period October to December 2013. Across the RAMP UP East partner municipalities 23 total citizen forums were convened, 10 opening and closing ceremonies were held, 8 issues of municipal newsletters were printed and 17 radio programs or media interviews were aired.

Frequency of Citizen Engagement Activities conducted per Municipality (October – December 2013)							
Municipality	Citizen Forum	Opening/ Closing Ceremony	Newslett er	Media Outreach	Public Notice Boards	Citizen Guide Book	TOTAL
Asadabad	3	0	0	0	0	0	3
Bamyan	1	0	1	1	0	0	3
Charikar	2	0	0	1	0	0	3
Ghazni	2	0	0	3	0	0	5
Gardez	0	0	1	1	0	0	2
Jalalabad	1	0	1	3	0	0	5
Khost	3	1	2	2	0	0	8
Maidan Shahr	1	0	0	3	0	0	4
Mahmud Raqi	3	1	0	0	0	0	4
Mehterlam	0	1	0	0	0	0	1
Panjshir	3	4	0	0	0	0	7
Parun	1	0	0	0	0	0	1
Pul-e-Alam	3	0	3	0	0	0	6
Sharana	0	3	0	3	0	0	6
TOTAL	23	10	8	17	0	0	58

Citizen Forums and Municipal Advisory Boards (MAB)

During the reporting period, the RAMP UP East municipalities held a total of 23 municipal advisory board / citizen forums with 571 participants of which 92 (16%) were women; see the table below.

Recently GDMA advised RAMP UP East and other implementing partners to replace citizen forums (and similar initiatives replicated by the RAMP UP program in other regions) with municipal advisory boards. During the month of November, municipal advisory boards (MAB) were established in six RAMP UP East partner municipalities (Asadabad, Pul-e-Alam, Maidan Shahr, Ghazni, Mehterlam, and Bazarak). In total ten RAMP UP East municipalities have established MABs. Gardez, Sharana, and Bamyan are scheduled to establish their MABs during the coming month, thus rounding off all 13 RAMP UP East partner municipalities.

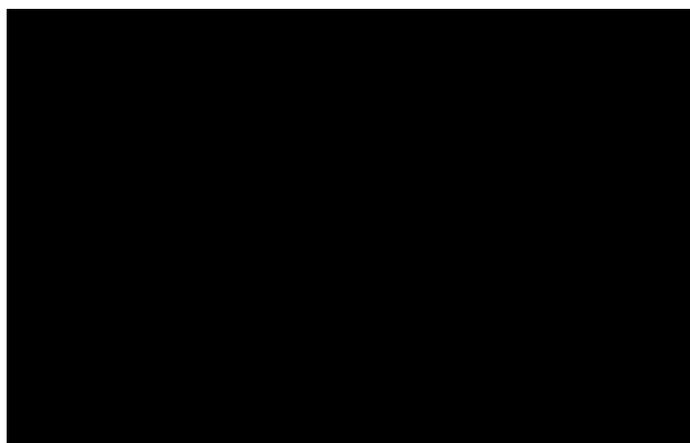
The established advisory boards will replace the citizen forums. The boards will have between 3 and 6 sub-committees depending on the number of members. RAMP UP East public administration advisors facilitated training sessions on MAB members' scope of work and roles and responsibilities of municipality and citizens.

Participants in Citizen Forums and Advisory Boards (October – December 2013)			
Municipality	Total participants	Male	Female
Asadabad	49	44	5
Bamyan	17	14	3
Charikar	59	47	12
Ghazni	46	43	3
Gardez	0	0	0
Jalalabad	20	19	1
Khost	109	90	19
Maidan Shar	10	7	3
Mahmud Raqi	48	45	3
Mehterlam	0	0	0
Panjshir	97	79	18
Puli-Alam	54	29	25
Parun	62	62	0
Sharana	0	0	0
Total	571	479	92

Opening/Closing Ceremonies

On October 2nd, the Bazarak Municipality organized the opening ceremony for the public latrine project supported by RAMP UP East. The new Mayor Mr. Sana Panah, deputy governor along with Bazarak citizens placed the foundation stone. The mayor said, I am proud of serving for my people as mayor and thanks for donors especially for USAID its initiatives and kind support.

The municipality of Ghazni held an opening ceremony of the Sidewalk Construction Project on October 23rd. In attendance was the mayor, the provincial governor, DoWA, the RAMP UP East team, the media, and police and army department representatives. The mayor thanked RAMP UP East for its continued support to Ghazni municipalities. He said the project will be implemented jointly with RAMP UP East with the municipality bearing 28% of the total cost.



Ghazni – Mayor and DoWA Director are cutting ribbon of side walk project on Oct 23rd

The Governor during the ceremony said, “This is one of the many projects that RAMP UP East has supported in Ghazni. On behalf of Ghazni citizens I would like to thank RAMP UP

East and USAID for all the support.”

RAMP UP East *Children’s Park Project*. The Children’s Park Project MIR-0022 opening ceremony took place on November 03, 2013 and had the mayor, government directors and citizens as participants. Shuttering works were started and materials like crushed gravel and sand were delivered to the project site.

On November 3rd, the municipality held an opening ceremony for the Children’s Park Rehabilitation Project with the participation of 31 local citizens, including Kapisa’s sectorial directors, the Deputy Head of the Provincial Council, Mr. Gul Muhammad, MAB members, and shopkeepers. On the occasion the mayor said, “I had promised in the citizen forums a few months ago that the municipality will construct the children’s park so today we are here to witness the start of the construction work.” He added that the first phase of the project includes construction of the boundary wall and that the project is jointly implemented by RAMP UP East and the municipality.



Sharana - Mayor of Sharana during interview. Dec 10th

On December 10th, RAMP UP East handed over the Sharana fruits and vegetables market. Mr. Mohibullah Samim the Governor of Paktika Province thanked RAMP UP East for the technical and financial support to Sharana municipality to provide effective and responsive services to its citizens.

Eng. Karim the Urban Development director said “My staff and I have visited the project several times to ensure quality of materials. We are pleased with the quality of work and are grateful to USAID and RAMP UP East for the construction of this fundamental project in Sharana.”

At the end of the ceremony the mayor was interviewed by Pashtoon Ghag local radio. In his interview the mayor talked about the benefits of the fruits and vegetable markets to Sharana citizens and businesses. The mayor said the fruits and vegetables market is first of its kind in Sharana municipality that will bring revenue to municipality in addition to making selling and shopping easy for vendors and customers.

On December 16th, RAMP UP East handed over the Culverts Construction & Rehabilitation and Park Rehabilitation to Sharana municipality in the presence of deputy governor, NDS director, provincial council deputy, line directorates, and bazaar representatives. At the beginning of the ceremony the mayor Mr. Said Ubaidullah Sadaat informed the participants about the project, he said, “This project is completed jointly by RAMP UP East and Sharana municipality. 70% of the cost was



Sharana – MIF project, park project handover ceremony on Dec 16th.

covered by RAMP UP East and 30% by municipality budget.” The deputy governor of Paktika, Mr. Attaullah Fazli appreciated RAMP UP East activities and supports with the municipality for last three years. He said, the Sharana municipality needs to increase its service delivery efforts. Mr. Salarzoi, Provincial Director of Economy said, “Prior to the construction of this project there was no proper seating area, this park provides a peaceful and relaxing place for Sharana citizens.”

Newsletters

Eight issues of municipal newsletters (8,000 copies total) were printed in Bamyan, Gardez, Jalalabad, Khost and Pul-e-Alam, and were paid for by the municipalities. Pul-e-Alam printed 3 issues, Khost printed 2 issues and other the other municipalities issued one newsletter during this quarter.

Media Outreach

The mayors and municipal staff of 8 municipalities took an active part in media activities, including participating in radio roundtables, call-in shows and interviews. A total of 300 minutes in 16 radio roundtables, call-in show and interviews took place in these municipalities.

The mayor of Ghazni was interviewed by RTA on Oct 27th in the municipal office. The Mayor talked about the ongoing construction projects, including the sidewalk mosaic project supported by RAMP UP East.

The mayor also talked about municipal officials’ capacity development, he said, “The municipal staff capacity has developed significantly compared to the last two years. The mayor added two years ago.” He added that now that the municipality has internet facility, the staff will be able to communicate and exchange information with other municipalities. The mayor said the municipality has made headway in regard to solid waste management.

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	0	*
* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.							

In a meeting on November 11, RAMP UP East’s Public Finance Advisor explained to GDMA’s Head of Fiscal and Assets Management the manuals for Asset Listing/Inventory and Valuation and Preparation of Annual Financial Statements. In the ensuing discussions, GDMA recognized the observed capability of RAMP UP East municipalities to apply the manuals and produce asset lists with corresponding valuations and draft annual financial statements, and committed to endorse and disseminate the manuals for application in other municipalities in Afghanistan.

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

<i>Indicator IR 2.1: 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	14	*
* = The data in the table above represents interim results against the established target for Option Period 2. The data for 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

<i>Indicator IR 2.2: 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	0	*
* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.							

This indicator measures the municipalities' ability to provide services to citizens with RAMP UP East support. Projects under this indicator include financial support from RAMP UP East for the solid waste collection in the municipalities.

Over the life of the program, RAMP UP East provided both technical and financial assistance to enable municipalities to deliver regular solid waste management (SWM) service. 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. Hence, no further updates are recorded for this performance indicator after December 16, 2012; with the target for Option Period 2 accomplished.

A stage has now been reached wherein municipal government administrations are already adequately equipped, both technically and financially, to assume full responsibility over the service. 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.

The focus has shifted towards long-term sustainability, on how municipalities can maintain the desired level and quality of service without the benefit of external assistance amid such challenges as increasing population and thus waste generation and the competing demands of other sectors and services over limited municipal resources.

For the above mentioned purpose a short term advisor was mobilized between September and December 2013 to investigate the Reduction, Reuse, and Recycling (3R) opportunities associated with solid waste management in the municipalities under scope of RAMP UP East.

The main objective of this assignment was to jump-start the process of up-scaling the 3R practices. To achieve this objective, the current 3R practices in municipalities were reviewed and strategies and general action plans for up-scaling developed.

The approach to developing a suitable 3R plan for the municipalities was based on the following: (i) undertake site inspections to see the issues on the ground, (ii) submit a detailed questionnaire to all municipalities on SWM issues, (iii) review of other SWM schemes in Afghanistan generally, (iv) review of international schemes in other developing countries, (v) review of developed country approaches, and (vi) other appropriate approaches for waste minimization, waste segregation, recycling, reuse, and composting. A four day 3R Workshop and training of trainers program was conducted between the eighth and twelfth of December 2013, based on the information conducted from the field through MSW inspection, audits, distribution of questionnaires. Some 45 attendees at the workshop were exposed to the following topics: Local Waste Audits, Waste Segregation, Waste Haulage, Waste Minimization/Reduction, Waste Reuse, Recycling, Composting, Controlled Dump, Privatization, IEC Campaigns, and Waste water management.

The practical implementation of this 3R program started with public awareness/education through Municipal Advisory Board (MABs), Citizens forums, and other local councils, Mahmud Raqi municipality already started compost at household level, trained about 50 female citizens on how to separate food waste and dispose it in the trenches in household level.

Beside this a small grant project awarded to Women Vocational Training & Agriculture Service Organization (WVTASO) in late September, 2013. The purpose of this grant was to promote/ support the reduction and reuse of waste in household level by converting waste into compost. The trench compost techniques was chosen for this training program which is less technical because the local people do not have financial and technical capacity to run the highly equipped techniques of making compost. The project is practically implemented in Bazarak, Charikar, and Mahmood Raqi Municipalities by the grantee since October. . The interventions are accounted for under the indicator R5.

The local community members were trained on how to separate their waste in the source and only green waste plus food or kitchen waste to bury it in the trenches. Basically it was an early implementation of the 3R program in the above three mentioned municipalities.

IR 2.3 Percentage of RAMP UP East Activities Involving Government Officials

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%	100%	*

* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.

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.

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 projects completed during the quarter that involved the mayor and other municipal officials in project planning, implementation and evaluation. 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.

Projects involving government officials by municipality (October – December 2013)			
Municipality	Total number of projects completed	Total number of completed projects with government involvement	Percentage with government involvement
Bamyan	1	1	100%
Bazarak	2	2	100%
Charikar	1	1	100%
Gardez	1	1	100%
Ghazni	1	1	100%
Khost	1	1	100%
Mahmud Raqi	1	1	100%
Metherlam	1	1	100%
Puli Alam	1	1	100%
Sharana	3	3	100%
Total	13	13	100%

In **Bamyan – Children’s Playground and Park Construction (RUE-BAM-0016)** monitoring and evaluation was conducted once by municipality engineer (Sayeed Baqer).

In the **Bazarak, Panjsher – Trash Bins & Foundation Construction (RUE -PJS-0017)** project planning, implementation, operation maintenance and monitoring & evaluation was conducted once with the sanitation manager (Mr.Said Alim Hashimi).

In the **Bazarak, Panjsher – Public Latrine Construction (RU E -PJS-0010)** project planning, implementation, operation maintenance and monitoring & evaluation completed by Mayor (Mr. Mohammad Sana Panah).

In the **Charikar – Water Reservoir Rehabilitation (RUE-CHA-0017)** project implementation, site identification, operation and maintenance and monitoring & evaluations were done once by Nahia manager (Mr.Amanullah).

In the **Gardez – Concrete Solid Waste Enclosure Construction** project (RU -GRZ-0017) municipality engineers [REDACTED] were involved in monitoring and evaluation.

In the **Ghazni – Sidewalk Construction Project - Islamic Cultural Center** (RUE-GHZ-0010) planning, site identification, project implementation, operation & maintenance and monitoring & evaluation was conducted once by mayor and twice by construction engineer.

In the **Khost – Septic Tank Vehicles & Servicing** (RUE-KHO-0003) project implementation was completed by Mayor and sanitation manager.

In **Mahmud Raqi – Children's Park Rehabilitation** (RUE -MIR-0022) the mayor (Sayed Azizullah Hashimi) was involved once in monitoring and evaluation of the project.

In the **Mehtarlam – Concrete Solid Waste Enclosure Construction** project (RUE-MHT-0012) the project implementation, monitoring and evaluation were completed twice by engineer manager [REDACTED].

In **Puli Alam – Mosaic Sidewalk Construction** (RUE-PEA-0018) project implementation, monitoring and evaluation was completed once by municipal engineer [REDACTED]

In **Sharana – Culvert Rehabilitation & Construction Project** (RUE-SHA-0023) monitoring and evaluation was conducted once by mayor (Obaidullah Sadaat) and twice by procurement manager [REDACTED] along with RAMP UP East engineers.

In **Sharana – Public Park Rehabilitation Project** (RU E -SHA-0024) monitoring and evaluation was conducted once by mayor (Obaidullah Sadaat) and twice by procurement manager [REDACTED] along with RAMP UP East engineers.

In **Sharana – Fruit & Vegetable Market Construction** (RU E -SHA-0017) the site identification and project implementation was conducted once by the deputy of municipality (Mohammad Qalam Sangar). Monitoring and evaluation was done three times by revenue manager, twice by property manager, once by mayor (Obaidullah Sadaat) and once by procurement manager, sanitation manager and Administration manager.

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.

<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%)	57% (% difference: -3%)
Percentage of municipal services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks)			

The results of the annual survey conducted in September 2013 showed a 3 percentage point decrease in the number of respondents who believe that their access to municipally services has increased. This translates into a total of 57% citizens believing their access to municipally services had increased. For further information on this indicator see the objective indicator section.

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	0	*
* = The data in the table above represents interim results against the established target for Option Period 2. The data for 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.							

Building municipal capacity means exposing decision makers to various ways of providing municipal services. Particularly in case of limited or not necessarily sustainable resources, partnerships with the private sector can create opportunities or may even be the only the way to provide or to increase the level of municipal services.

No PPP was established during the reporting period. 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 been completed and officially submitted to the municipality. RFP of Pul-e-Alam municipality announced twice, but due to the lack of enough shops in the market to accommodate all city fruits and vegetable dealers, the private companies deny to contract it until municipality construct enough shops or use it for other purposes. Sharana market is still not been completed, upon completion, this markets will be contracted through the private sector.

The indicator accounts for PPPs established based on RAMP UP East projects. In addition, RAMP UP East provides technical support and capacity building to municipalities to foster PPPs. RAMP UP East conducted a presentation on PPPs and its potential for municipal revenue generation. 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, Mahmood Raqi Municipality signed an operation contract with Private Company to collect monthly fee from city municipal billboards, company will deposit annually 280,000 Afs to municipal account. The contract is valid for three 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. A total of 100,000 person-days of labor are target for Option Period 2.

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	7,244	12,621	2,270	6,051	839	21,994	*

* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.

This quarter the infrastructure projects generated a total of 21,994 labor days. 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* (October - December 2013)		
1	Asadabad (Kunar)	231
2	Bamyan (Bamyan)	207
3	Charikar (Parwan)	2382
4	Gardez (Paktya)	1,407
5	Ghazni (Ghazni)	1,357
6	Jalalabad (Nangarhar)	252
7	Khost (Khost)	0
8	Mahmud Raqi (Kapisa)	711
9	Maidan Shahr (Wardak)	673
10	Mehterlam (Laghman)	375
11	Panjshir (Bazarak)	694
12	Parun (Nuristan)	11,880*
13	Pul-e-Alam (Logar)	942
14	Sharana (Paktika)	883
Total		21,994

* = In Option Year 2, RAMP UP East has started to implement Municipal Incentive Fund (MIF) projects. These projects include a cost and work share between RAMP UP East and its partner municipalities. In some cases the standard labor attendance sheets for labor days produced under the scope of work and coordination of the municipalities could not be obtained, but the respective information was reported in unstandardized form.
 ** = Information on the number of labor days for the project RUE-PRN-0001 could not be obtained in the last reporting period. The number of labor days indicated in this reporting period, October to December 2013, represents results for the life of the project: 120 skilled and unskilled labors over a period of 99 working days.

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

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	13	*

* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.

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

RAMP UP East's revenue enhancement activities are focusing on:

- 1. Strategic Planning for Sustainable Revenue Management**
- 2. Sustainability of the Safayi Fee Billing and Collection System, and on**
- 3. Sustainability of Business Registration and Licensing System.**

A four-day training was conducted for Municipal Revenue Managers and Economic Development Embedded Advisors to develop and implement a Strategic Plan for Sustainable Revenue Management. For more details refer to below training design and implementation.

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

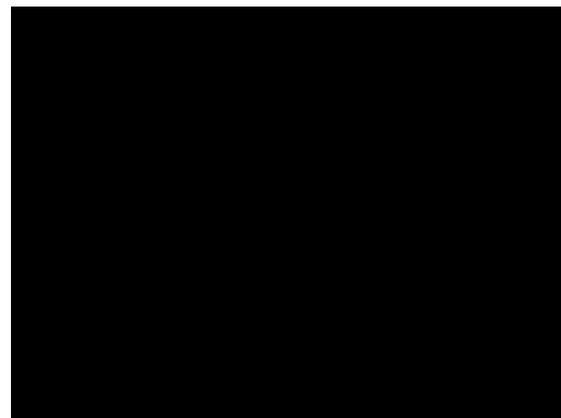
Strategic Planning Workshop for Sustainable Revenue Management

A four-day Strategic Planning for Sustainable Revenue Management Training was conducted in RAMP UP East main office during 2nd to 5th December 2013. Twenty-three (23) participants include 12 embedded Economic Development Advisors, the Public Finance Advisor from Sharana and 10 Revenue Managers from 10 RAMP UP east partner municipalities namely Bazarak, Bamyan, Charikar, Gardez, Ghazni, Khost, Mahmood Raqi, Maidan Shar, Mehterlam, Puli Alam. Jalalabad, Assadabad and Sharana municipalities were unable to send their respective Revenue Managers due to work constraints arising from end-of-fiscal year reporting requirements.

The over-all goal of the workshop was to provide the participants pertinent knowledge and requisite skills to assess the potentials of selected revenue sources to improve revenue management performance of municipalities, and develop a practical strategic plan with verifiable outcome indicators aimed at enhancing municipal performance and eventually to contribute to financial sustainability.

Specifically, the training aimed to:

1. Develop an appreciation of the importance of sustainable planning in revenue management towards municipal financial self-reliance.
2. Assess historical revenue trends for each municipality and take into account the various factors that contributed to such levels of revenue management performance.
3. Define doable performance targets for selected revenue sources based on various scenario assumptions.
4. Identify strategic actions aimed at improving the performance of selected revenue



A view of the Strategic Planning Workshop for Sustainable Revenue Management held on 02-05 December 2013

sources to sustainably generate revenues and possibly increase revenue over time.

Presentations provide conceptual inputs and were followed by workshops that applied these concepts and develop specific outputs. Municipal participants took turns presenting respective outputs and the body provided suggestions and comments to further enhance the workshop outputs. The topics are presented below.

Day 1:

- Introduction, rationale, background and objectives of the training workshop described.
- Importance of governance in revenue management.
- Municipal financial sustainability and self-reliance explained by Public Finance local and international advisors.
- The role of the local community in sustainable revenue collection
- The role of Public Private Partnerships in municipal revenue generation explained by economic development expats.
- Integration of revenue sustainability planning in municipal revenue planning presented by local and international revenue generation advisors.



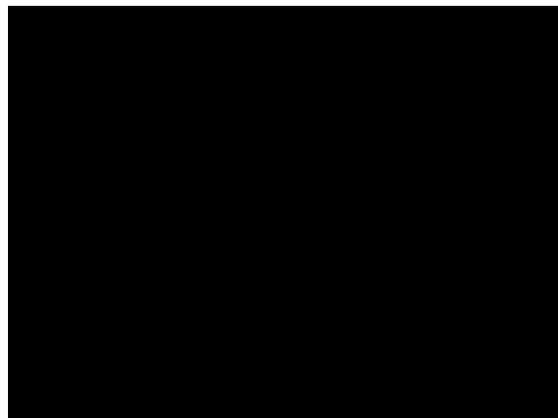
RAMP UP East Public Outreach Manager during his presentation on the role of the local community in revenue management, 02 December 2013

Day 2:

- Assessment of municipal revenue generation performance in selected revenue sources and analysis of the various factors that have contributed to this level of performance
- Strategic Planning and Action Planning concepts and skills
- Identification of strategies to enhance revenue management performance in the selected revenue source.
- Tips for Establishing Priorities
- Identifying and prioritizing strategies to further enhance revenue management performance for the period 1393-1395
- Revenue Forecasting techniques
- Revision of revenue forecasts for 1393
- Developing indicators for revenue generation and collection.

Day 3:

- Identifying performance indicators for the selected revenue sources and setting targets
- Action planning for sustainability
- Developing action plans to launch the Strategic Plans for Sustainable Revenue Management



Revenue managers during the workshop to draft their Action Plan on 04 December 2013.

- Tips for identifying and costing resource requirements for implementation of sustainability plan
- Identifying and costing resource requirements to implement priority strategies for inclusion in the 1393 budget.
- Participant outputs from the training include the
- Strategic Plan for Sustainable Revenue Management which provide the selected revenue source being planned for, factors that affected revenue performance, strategic actions to help improve revenue performance, revised revenue forecast for the selected revenue source, performance indicators and performance targets for the period 1393-1395
- Action Plans to launch the Strategic Plans, which include tasks, resources and costs that are necessary to launch and ensure implementation of the Strategic Plans.
- To guide participants, other outputs include those related to training management such as training materials, templates and guidelines for developing the workshop outputs.
- During the reporting period 12 out of 13 partner municipalities drafted Strategic Plans for Sustainable Revenue Generation and approved by mayors for further actions and implementation.

IR 3.4 Percentage Increase in Revenue Generated

This indicator has been rebased as indicated in the last quarterly report. This report is now able to release data for the full year of 1392 (2013). However, previous quarterly reports and the last annual report have highlighted certain adjustments that have to be made in order to get fully comparable figures. There have been a number of material accounting issues that have had to be addressed given the raw data, based on purely cash movements given by the municipalities. These issues have been:-

- Land Sales 1391** - Recorded as non-recurring revenue this revenue stream is dependent on land inventory, legal processes and delays in payments. Consequently some significant changes in revenue can occur across years based on the intensity of land sales in a particular year. Adjustments of AFN 141m have had to be made to reflect this effect in line with International best practice (note adjustments for 1392 made in miscellaneous) .
- City Entrance Fee** – For the 1392 budget year the GoIRA made a decision to transfer City Entrance Fee from municipal control to provincial control. This decision was later reversed and from the second quarter of 1392 this income was returned to the municipality. However this meant that municipal income was compromised in 1392 due to the absence of this income in the first quarter. Adjustments of AFN 43m to reflect this. Adjustments also include the effects of outsourced and insourced collection methods.
- Reimbursement Returned Amounts** – Constituting between 5 to 15% of municipal income in any one year, this item reflects revenue received that relates to prior years. Obviously this distorts figures year on year, for example a land sale made in 1391 for AFN 100m may not be paid for until a future year and its arrival would distort future years revenue and downgrade the years income in which the sale occurred. This has been adjusted for by an adjustment of AFN 106m.
- Miscellaneous Adjustments** – These were made (AFN 50m) for a number of material items the most notable of which were

- Adjustments for accrued income in 1392 for land sales which had been made but not yet paid for.
- Certain types of one off windfall items normally defined as miscellaneous
- Late payment of government contract sums
- Known accounting errors defined by municipalities
- Reversal of City Entrance Fees adjustment where there is proven increase in collection efficiency.

e) **Nine Month Year** – In order to redefine the municipal fiscal year to a 1st January to 31st December calendar year (from a 1st April to 31st March year) 1391 had to be reduced to a nine month year. To compare 1391 with 1392, 1391 had to be annualized to a 12 month year. Adjustments of AFN 200m were required.

In total AFN 340m of adjustments have been made including AFN 200m relating to 1391 meaning that the simple cash based figures produced by municipalities are, on average 38% inaccurate. RAMP up East has introduced a simple system of accrual accounting that has resulted in the first set of accrued annual financial statements in Afghanistan. With the completion of statements for 1392 a completely accurate picture will emerge in the future.

<i>Indicator IR 3.4 Percentage Increase in Recurring revenue generated</i>					
Year	Municipality	Baseline 1391 Annualized from 3 to 4 quarters AFN	Target	Adjusted Actual 1392 AFN	% change
Option Period 2	Asadabad (Kunar)	15,977,495	20% increase in 8 municipalities	16,543,152	+4%
	Bamyan (Bamyan)	24,344,097		29,245,420	+20%
	Charikar (Parwan)	14,685,018		20,478,462	+39%
	Gardez (Paktya)	57,693,313		70,176,282	+22%
	Ghazni (Ghazni)	74,781,404		91,435,312	+22%
	Jalalabad (Nangarhar)	192,381,691		196,448,698	+2%
	Khost (Khost)	181,489,468		220,699,057	+22%
	Mahmud Raqi (Kapisa)	4,629,927		10,615,146	+129%
	Maidan Shahr (Wardak)	125,884,352		116,724,517	-7%
	Mehterlam (Laghman)	30,246,380		31,626,508	+5%
	Bazarak (Panjshir)	18,757,501		18,235,135	-3%
	Pul-e-Alam (Logar)	41,188,904		54,466,252	+32%
	Sharana (Paktika)	17,197,728		22,252,641	+29%

The table above shows that 8 municipalities have achieved comparative income increases of over 20% year on year (1391 to 1392). This is after adjustments explained above. Two municipalities show reductions and the remaining 3 show increases between 0.1% and 19.9%. This table includes 1392 for the first time, the previous quarterly report compared 1390 with 1391.

Revenue Analysis

Total Revenue in AFs:

Municipality	1390 Annual	1391 Annual		1392 Annual		
	Apr 2011 - Mar 2012	Apr 2012 - Dec 2012	Annualized to four quarters	non accrued cash figure	Adjustments	Adjusted
Asadabad	32,466,250	11,983,121	15,977,495	18,167,847	(1,624,695)	16,543,152
Bamyan	24,208,189	18,258,073	24,344,097	34,014,840	(4,769,420)	29,245,420
Bazarak	41,414,895	14,068,126	14,685,018	21,102,045	(623,583)	20,478,462
Charikar	31,425,611	11,013,764	57,693,313	15,354,551	54,821,731	70,176,282
Gardez	44,268,965	43,269,985	74,781,404	78,889,843	12,545,469	91,435,312
Ghazni	61,179,258	56,086,053	192,381,691	161,041,689	35,407,009	196,448,698
Jalalabad	212,785,675	144,286,268	181,489,468	88,978,821	131,720,236	220,699,057
Khost	79,431,081	136,117,101	4,629,927	17,563,800	(6,948,654)	10,615,146
Mahmud Raqi	15,522,170	3,472,445	125,884,352	35,656,816	81,067,702	116,724,517
Maidan Shahr	36,150,734	94,413,264	30,246,380	35,048,710	(3,422,202)	31,626,508
Mehterlam	86,292,886	22,684,785	18,757,501	20,195,134	(1,959,999)	18,235,135
Pul-e-Alam	32,419,251	30,891,678	41,188,904	19,631,445	34,834,807	54,466,252
Sharana	46,363,738	12,898,296	17,197,728	12,402,253	9,850,388	22,252,641
Total	743,928,703	599,442,958	799,257,278	558,047,794	340,898,789	898,946,583

The table above shows the total revenue assessed per municipality for the years 1390, 1391 (nine months) and annualized as well as 1392 cash with adjustments.

Recurring Revenue in AFs:

Municipality	1390 Annual	1391 Annual		1392 Annual		
	Apr 2011 - Mar 2012	Apr 2012 - Dec 2012	Annualized to four quarters	Non adjusted cash income	Adjustments	Adjusted
Asadabad	27,913,875	10,203,459	16,208,632	17,618,871	(1,924,705)	15,694,166
Bamyan	11,191,169	13,283,019	17,710,692	13,712,196	757,110	14,469,306
Bazarak	450,530	1,869,791	2,660,727	4,647,503	2,561,733	7,209,236
Charikar	5,772,368	6,233,106	8,488,608	9,402,908	26,579,271	35,982,179
Gardez	28,207,231	19,954,711	26,606,281	12,914,951	12,221,894	25,136,845
Ghazni	53,749,499	48,171,680	67,694,625	69,449,136	26,536,665	95,985,801
Jalalabad	164,988,083	98,653,497	154,174,239	129,974,323	1,517,451	131,491,774
Khost	46,764,427	31,710,789	46,010,677	83,503,851	(43,199)	83,460,652
Mahmud Raqi	2,764,520	1,532,150	2,056,200	7,208,729	1,147,539	8,356,268
Maidan Shahr	8,412,588	13,603,821	21,429,436	8,262,018	378,469	8,640,486
Mehterlam	20,069,526	18,653,136	23,613,263	24,797,692	(227,485)	24,570,207
Pul-e-Alam	8,836,061	7,944,397	10,843,983	11,310,414	593,504	11,903,918
Sharana	6,370,743	5,059,872	7,268,096	6,657,325	(323,400)	6,333,925
Total	385,490,620	276,873,423	404,765,459	399,459,917	69,774,847	469,234,764

The latest annual report and quarterly 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 above shows each municipality and the adjustments required to place revenue on a directly comparable basis. This table is for recurring income only, consequently the adjustment is considerably lower than that required for total detailed in the table below.

Details of Adjustments made by municipality

Municipality	Adjustments					1392 Adjusted
	Total Adjustment	Land Adjustment	City Entrance Fee Adjustment	Reimbursable Adjustment	Misc Adj	Reason
Asadabad	(1,624,695)	0	(2,452,449)	0	827,754	Note 1
Bamyan	(4,769,420)	(5,526,530)	757,110	0	0	Note 2
Bazarak	(1,959,999)	12,901,217	(227,485)	(14,633,731)	0	Note 3
Charikar	(623,583)	149,968	(4,090,957)	(3,335,283)	6,652,689	Note 4
Gardez	54,821,731	28,242,460	2,047,4271	0	6,105,000	Note 5
Ghazni	12,545,469	(3,276,400)	1,095,6854	874,767	3,990,249	Note 6
Jalalabad	35,407,009	644,979	26,536,665	2,454,555	5,770,809	Note 7
Khost	131,720,236	1,4162,970	(1,067,1043)	116,039,815	12,188,494	Note 8
Mahmud Raqi	(6,948,654)	(7,004,866)	(43,199)	99,411	0	Note 9
Maidan Shahr	81,067,702	76,633,437	1,147,539	3,286,725	0	Note 10
Mehterlam	(3,422,202)	(4,165,413)	378,469	364,742	0	Note 11
Pul-e-Alam	34,834,807	26,871,043	593,504	(4,879,739)	12,250,000	Note 12
Sharana	9,850,388	181,1754	(323,400)	5,679,100	2,682,934	Note 13
Total	340,898,789	141,444,619	43,035,880	105,950,362	50,467,929	

Note 1 – Assadabad did not reflect the national trend on City Entrance Fee therefore there is a downward effect on comparable income. There was one off miscellaneous income in 1391 that had to be adjusted for in 1392.

Note 2 – Bamyan had Land sales in 1392 above those in 1391, therefore this sum was deducted from 1392 for comparison purposes. Income was added to 1392 to reflect the lost City Entrance Fee.

Note 3 – Bazarak had an adjustment for the excess land sales in 1391. There was a slight adjustment for City Entrance Fees. The major adjustment related to reimbursable amounts which inflated 1392 income by over AFN 14m relating to previous years, therefore this was deducted.

Note 4 –Charikar had a slight land sales adjustment. City Entrance fee was adjusted downward against the national trend because in 1391 the collection of fees was made by an outsourced provider who did not perform. Returning in house in 1392 performance was a lot better and this is adjusted in this column. This adjustment was reversed in the miscellaneous column because it is due to operational efficiency. There is an adjustment for reimbursed amounts in 1392 that relate to 1391. Miscellaneous adjustments reverse out the City entrance fee adjustment and add a further AFN 2.6m for government late payments on contracts.

Note 5 – Gardez had excess land sales in 1391 which are adjusted for in 1392. An adjustment is made for lost City Entrance Fee. The miscellaneous adjustment relate to an accounting error that understated income by AFN 6m.

Note 6 – Adjustment made to reflect greater land sales at Ghazni in 1392 and for lost income

on City Entrance Fee. Further adjustments made for reimbursable amounts in 1391. Miscellaneous adjustment for sums due in 1392 that will not be paid until 1393.

Note 7 – Jalalabad had a slight adjustment for land sales but a major adjustment for City Entrance fee as this particular source of income constitutes over half its normal income. There was an adjustment for reimbursable income and the miscellaneous adjustment relates to one off master plan income booked to 1391.

Note 8- Khost has a large land sale adjustment due to excess relative sales in 1391. City Entrance Fee adjustment is negative due to the increase in collection in 1392, although this is corrected in the miscellaneous adjustment as it is due to collection efficiency within the municipalities control as per Charikar.

Note 9 – Mahmud Raqi Total negative adjustments of AFN 6m, due, in the main to excess land sales in 1392.

Note 10 – Maidan Sharhs’ major adjustment was due to a large incidence of land sales in 1391 (over AFN 80m, over 84% of total income in 1391) with no comparative sales in 1392. To compare total income across two years would be severely distorted without this adjustment.

Note 11 – Mehterlam only has a AFN 4m negative adjustment due to excess land sales in 1392.

Note 12 – Pul e Alam has a large land sales adjustment due to the influence of AFN 21m of land sales in 1391 that constituted 70% of total municipal income in 1391 but only 40% of income in 1392. Consequently the municipality has increased its controllable income but this is masked by the behavior of land sales. Therefore an adjustment is required. A further adjustment was made for government late sales.

Note 13 – Sharana’s main adjustment relates to reimbursable amounts of nearly AFN 6m in 1391 adjusted for in 1392

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

Indicator IR 3.5: <i>Number of Municipalities Using the Business Registration and Licensing System.</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	12	12	12	13	13	13	*
* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.							

The revenue received from business license fees is a significant source of income for municipalities. The RAMP UP East business license application is a transparent automated system that contains advanced filtering and reporting functions that ensures that each municipality has all relevant information required to make timely and informed management decision about this source of revenue.

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.

A summary of the business registration and licensing is shown in table below:

No	Municipality	No. of New Businesses Registered		No. of Business Licenses Issued		No. of Business License Invoices Printed		Total Fees Deposited in the Bank (Afs)	
		Q1 2014	Total	Q1 2014	Total	Q1 2014	Total	Q1 2014	Total
1	Gardez	17	2,346	153	583	153	583	87,150	330,650
2	Jalalabad	160	9,515	2351	9,315	2632	10,322	678,550	2,286,840
3	Khost	56	5,627	302	1,858	302	1,920	112,970	794,259
4	Maidan Shar	109	510	112	218	112	218	48,100	85,900
5	Mehterlam	0	2,161	765	1,920	370	2,231	674,404	794,259
6	Mahmud Raqi	63	1,186	201	1,124	101	1,124	94,300	518,300
7	Panjshir	18	537	146	384	146	384	41,370	114,950
8	Pul-e Alam	0	1,725	186	1,244	193	1,251	184,571	1,247,016
9	Sharana	7	1,625	13	920	7	1,625	8,000	556,500
10	Charikar	45	2,595	439	1,064	1341	2,595	61,226	140,252
11	Ghazni	0	8,129	1385	5,361	853	5,361	478,558	2,061,598
12	Assadabad	78	1,860	249	1063	249	1063	78,900	354,950
13	Bamyan	8	892	120	397	120	397	65,986	183,936
Total to date		561	38,708	6,422	25,451	6,579	29,074	2,614,085	9,469,410

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, 2013 (Oct-Dec)	Q2, 2014 (Jan-Mar)
7**	4***	4***	4***	6***	7***	8***	*
<p>* = The data in the table above represents interim results against the established target for Option Period 2. The data for 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> <p>*** = These results were incorrectly listed in the report for the period July to September 2013.</p>							

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. Eight out of 14 RAMP UP east partner municipalities have completely utilized the Property Registration and Safayi Fee Collection application.

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.

Refresher course for Operation of Property Registration System conducted

Recently, the issue of sustainability after close-out of RAMP UPs was raised by USAID/Afghanistan Mission and other implementation partners of GDMA. To address this concern, RAMP UP East conducted a sustainability assessment of the PRS applications in six (6) of the RAMP UP East eight (8) partner municipalities where the PRS is being implemented. The results of the assessment are summarized in the succeeding sections.

Assessment results indicate that the six Municipalities were able to perform 55% functions of the PR system applications easily or very easily. Forty-five percent (45%) of the responses indicate some difficulty in performing PRS applications. These results indicate the need to continue capacity build-up in specific functions for which difficulty has been expressed.

Rationale for the Training

This proposed training was designed and conducted on 15-18 December 2013 in order to improve the degree of sustainability in the operation and maintenance of the PRS after RAMP UP East closes down.

This proposed training was comprise the first phase of the above-mentioned recommended capacity development intervention. The second phase, which will take place upon completion of the training, will entail the provision of coaching sessions in the municipalities that focuses on specific skills weaknesses that have been pinpointed by the assessment survey.

Training Objectives

As a result of the training, the participants abled to operate, maintain and manage the PR system without technical assistance. Specifically, participants abled to:

- Better perform system functions deemed difficult;
- Maintain the system, and;
- Generate and create reports from the system (in addition to generating built-in system reports).

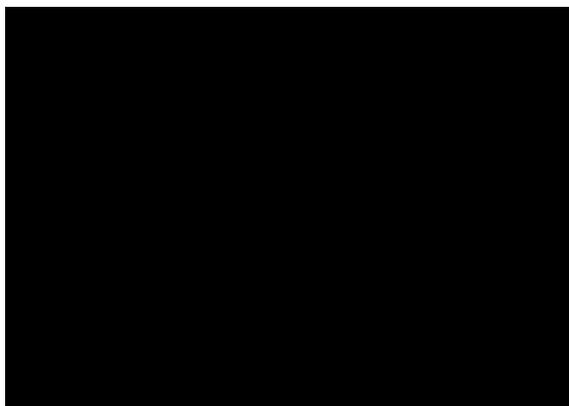
4 days course focus

The various learning events comprising the training are meant to enable the participants to better perform the different functions of the system:

Day 1:

System Operation and Management Functions:

- The participants practiced to properly manage database system (fixing DLL errors, differentiating between tables, queries, reports, forms and modules)
- The participants understand and implement crosstab, make tables queries for data quality checking and data management



Maidan Shar team during practicing functions of the PRS on 17 of Dec 2013

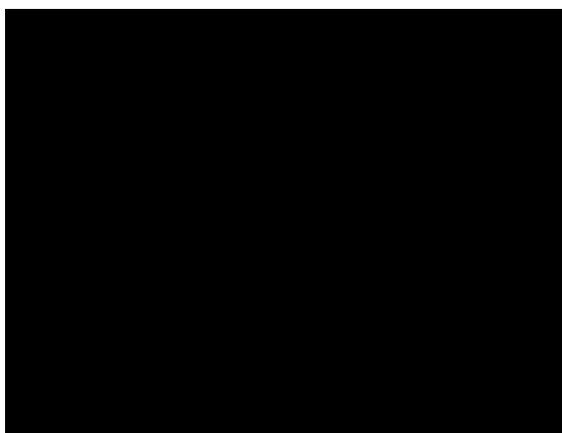
Day 2:

Data Maintenance Functions:

- The participants practiced application's back-up and file recovery and protect the system from viruses
- The participants practiced to select, update, delete and append queries

Database Settings Functions:

- The participants understand filtering in queries and forms



Trainees during practicing functions on 18 of Dec 2013

Day 3:

Data Generation Functions:

- Printing Tarafa, enter bank receipt information and print property license to the property holder
- To print out already built-in system reports
- To make summary and detailed reports

Day 4:

Recap of last 3 days and re-practicing 40 property registration and safayi fee collection application's functions.

No	Municipality	No. of Properties Registered		No. of Safayi Bills Printed		Total Amount Deposited (Afs)		No. of Safayi Certificates Issued	
		Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total
1	Charikar	460	10,766	82	864	80,806	229,524	41	132
2	Mahmood Ragi	0	6,003	62	158	71,483	150,305	69	162
3	Assadabad	0	5,826	182	492	562,490	1,639,163	137	343
4	Mehterlam	0	6,723	0	1,580	20,803	361,262	1	258
5	Jalalabad	1,724	11,463	8	41	27,450	72,450	17	35
6	Ghazni	0	3,523	259	438	1,295,393	1,754,434	218	381
7	Khost	0	5,608	35	199	0	169,693	0	14
8	Maidan Shar	0	1730	0	0	0	0	0	0
Total to date		2,184	51,642	628	3,772	2,058,425	4,376,831	483	1,325

Property registration resumed in Jalalabad municipality to cover the remaining properties in Nahya 4. Thirteen (13) Assistant Surveyors (9 male and 4 female) were hired, trained and immediately deployed into four survey teams each comprising of two (2) male surveyors and 1 (one) female surveyor under the direct lead of municipal officials. During the reporting period the survey teams along with municipal officials registered 1,724 properties which pushed the total to 11,463 registered properties to date. The same number of properties geo-coded in GIS map and the data of the survey forms entered into the Property Registration and Safayi Fee Collection application.

During the reporting period Charkar municipality registered 340 properties while the registration process finished in the beginning of the quarter and data verification completed during December 13.

Municipal officials of Mahmood Raqi municipality revisited 44 properties, measurement of the properties collected, entered data into the system, geo-coded into GIS map and completed all data verification.

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

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 RAMP UP East-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	44	*

* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.

During this quarter 44 municipal officials attended across four trainings:

- **Training in District Municipal Budget** over three days
- **Training in Strategic Planning workshop for Sustainable Revenue Management** over four days
- **Training in Solid Waste Management 3R** over four days
- **Training in Property Registration Survey and Database Operation** over four days

Notably, training participants came from municipalities in 13 provinces (Bamyan, Asada bad, Charikar, Gardiz, Ghazni, Mahmud e Raqi, Mehterlam, Pul e Alam, Maidan Shar, Bazark and Sharana).

Municipal training participants list from October to December 2013										
No	Municipality	Trainings								Total
		District Municipal Budget		Strategic Planning Workshop for Sustainable		Solid Waste Management 3Rs		Property Registration Refresher Course		
		Male	Female	Male	Female	Male	Female	Male	Female	
1	Asadabad	0	0	0	0	1	0	1	0	2
2	Bamyan	0	0	1	0	1	0	0	0	2
3	Charikar	0	0	1	0	1	0	1	0	3
4	Gardez	0	0	1	0	1	0	0	0	2
5	Ghazni	0	0	1	0	1	0	1	0	3
6	Jalalabad	13	0	0	0	1	0	0	0	14
7	Mahmud Raqi	0	0	1	0	1	0	1	0	3
8	Khost	0	0	1	0	1	0	0	0	2
9	Mehterlam	0	0	1	0	1	0	1	0	3
10	Puli Alam	0	0	1	0	1	0	1	0	3
11	Maidan Shar	0	0	1	0	1	0	1	0	3
12	Bazarak	0	0	1	0	1	0	1	0	3
13	Sharana	0	0	0	0	1	0	0	0	1
Total		13	0	10	0	13	0	8	0	44

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

Indicator R.2: Number of Government Officials Receiving RAMP UP East-Supported Anti-corruption Training							
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	0	0	0	183	24	0	*

* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.

No RAMP UP East supported ant-corruption trainings for municipal officials were conducted this quarterly reporting period.

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

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	0	*

* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.

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.

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	Mehtarlam	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

During this quarter, no additional citizens' forums were conducted in connection with the preparation of the financial aspects of MIPs. At this point all municipalities are preparing their 1393 budgets.

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	5	4**	13	3	2	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 Q1 2013 total was incorrectly listed in the Annual Report-Option Period 2.							

During the reporting period, RAMP UP East completed 13 infrastructure projects in 10 different municipalities.

Completed Projects (October- December 2013)				
No	Municipality	Province	Activity	Specification
1	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. (Project de-scoped)
2	Bazarak	Panjshir	Trash Bins Construction(RU E - PJS-0017)	Installation of 30 metallic dual drum trash bins

3	Bazarak	Panjshir	Public Latrine Construction (RUE-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.
4	Charikar	Parwan	Renovation of Water Reservoir (RUE-CHA-0017)	Demolition of the old reservoir structure and construction of 363 cubic meters new RCC water reservoir.
5	Ghazni	Ghazni	Sidewalk Construction Project - Islamic Cultural Center (RUE-GHZ-0010)	Constructions of side walk between Kabul-Kandahar highway between the Ghazni Islamic Cultural Center and the Ghazni Public Hospital Road.
6	Gardez	Paktiya	Concrete Solid Waste Enclosure Construction Project (RUE-GRZ-0017)	Construction of 150 Trash enclosures having 3cum capacity / trash enclosure with all related activities as per drawing, technical specification and work schedule.
7	Khost	Khost	Septic Tank Vehicles & Servicing (RUE-KHO-0003)	Provision of septic tanker vehicles
8	Mahmud Raqi	Kapisa	Mahmud Raqi - Children's Park Rehabilitation Project – (RUE-MIR-0022)	Coping for top of masonry wall along with fence on the top of coping.
9	Mehterlam	Laghman	Trash Bins Construction (RUE - MHT-0012)	Construction of 20 concrete solid waste enclosures
10	Puli Alam	Logar	Mosaic Sidewalk Construction RUE - PEA-0018	Along the median of the Gardez-Kabul highway and begin from gateway of the municipality and extend for a total length of 660M [i.e. a total of 1,320M and an average width of 2.5M (3M+2M/2)], (squares and U turns are excluded).
11	Sharana	Paktika	Culvert Rehabilitation & Construction Project (RUE -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.
12	Sharana	Paktika	Public Park Rehabilitation Project (RUE -SHA-0024)	Demolition of 109.65M existing collapsed boundary wall/ sidewalk and construction of spectators viewing area (stands), sidewalk, accessible route and parapet wall above the spectators viewing area (stands) inside the municipal park in Sharana city.

13	Sharana	Paktika	Fruit & Vegetable Market Construction Project - (RUE -SHA-0017)	Construction of four (4) one floor market buildings, gravel parking area and reinforced concrete culvert covers for access. Each of the four (4) market structures include 10 shops each.
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Bamyan – Children’s Playground and Park Construction - RUE -BAM-0016

This Municipal Initiative Fund project is located in Dasht-e-Essah Khan new town of Bamyan City.

Fortunately, the existing first city plan for the new city of Dasht-e-Essah Khan enables the municipality to execute and deliver responsive infrastructure services in accordance with a city plan. The construction of the park had been designated as the municipalities' first priority and is part of the Bamyan citizen economic profile and district development plan, particularly the development plan for the first municipal district.

The joint construction of the park between RAMP UP East and the Bamyan Municipality included a boundary wall, a pool for the collection of water for irrigation, drilling of a water well and the construction of sidewalks within the Bamyan municipality. A subcontract was awarded for the construction the water well, however the vendor selected to supply the construction materials and playground equipment for the project was submitted to the USAID vetting unit, however no response was received. In mid-December, the project was de-scoped to include only the construction of he water well due to the lack of vetting clearance for the selected vendor for the remaining scope of the project given that the time and weather conditions would not permit the completion of the remaining work.



Bamyan – Newly constructed water well

Bazarak, Panjsher – Trash Bins & Foundation Construction (RUE-PJS-0017) project

This Municipal Initiative Fund project represents one component of the municipality's plan to implement effective a solid waste collection and disposal system. The municipality, with assistance from RAMP UP East staff, developed a comprehensive solid waste plan, based on the results of a systematic analysis of the community's solid waste needs and service delivery capacity.



Bazarak – Newly provided dual-dram trash receptacles on foundation

Before the project, the use of informal dump sites was the most common method of waste disposal, used by 60% of residents. In order to improve solid waste collection services and contribute to improved sanitary conditions around Bazarak municipality, the project replaced

informal dumpsites at key points in the city with 30 dual-drum trash receptacles. The provision of additional receptacles in convenient locations encouraged citizens to dispose their trash in public containers and increased the efficiency of the city's solid waste collection efforts.

Bazarak, Panjsher – Public Latrine Construction (RUE -PJS-0010)

This Municipal Initiative Fund project implemented jointly between RAMP UP East and the Bazarak Municipality consisted of the construction of a public latrine with 6 stalls and 2 sinks for men, and 4 stalls and 2 sinks for women.



Bazarak – Public Laterines after construction.

Bazarak municipality aims to improve the infrastructure in its city center in order to support economic activities and growth. Public latrines were identified as a high priority by citizens' representatives in the citizen forum on June 24, 2012. In addition to the local population, Bazarak experiences a significant influx of tourists.

Hence, the construction of the latrine helps the municipality to provide sanitary facilities to tourists and improves the sanitation infrastructure for local residents.

The public latrine helps to protect the citizens and visitors from sewerage and infections, and facilitates allow for easy access to urban facilities (modern public showers and toilet facilities). Moreover, the public latrine creates a new revenue generation source for the municipality, and its joint construction built municipal staff capacity through the involvement in different project cycle management issues.

Charikar – Water Reservoir Rehabilitation (RU E -CHA-0017)

This Municipal Initiative Fund project included the demolition of an existing reservoir in District 2 of Charikar Municipality and the construction of a similar replacement reservoir in a joint implementation between RAMP UP East and Charikar Municipality.



Chariakr – Newly constructed water reservoir in the district 2

Citizens had complained in several citizen forums and other meetings, and had requested the rehabilitation of the existing reservoir. Approximately 15,000 people live in this area, with a high percentage of citizens not having any source for irrigation water and water for their

animals. The demolished reservoir had been in very bad condition and the side walls were dilapidated and expected to collapse in the very near future.

After long discussions in several meetings, citizens and the municipality decided to construct a new water reservoir for the 2nd Nahia, and prioritized this project over other projects in the municipality. By implementing this project Charikar Municipality could display its

responsiveness to citizens' needs and its commitment to improve living conditions in this area.

Gardez – Concrete Solid Waste Enclosure Construction Project (RUE-GRZ-0017)

This Municipal Fund Initiative project located nearby the Kabul-Gardez main highway in Tera Town consisted of the site preparation and the construction of 150 trash enclosures having 3 cubic meters capacity.



Gardez - Concrete solid waste enclosures

Due to the unavailability of trash bins and lack of resources, the new Tera Bagh project residences were facing problems.

The joint project between RAMP UP East and Gardez Municipality provided an adequate number of community solid waste disposal bins to service the community and, thus, improved citizens' access to public services and contributed towards the development of municipality staff capacities.

The project improved the status and image of municipal government by implementing one of the priority projects of citizens. By providing demanded, basic public services the municipality was able to demonstrate its ability to provide basic public services. In addition, the Gardez municipality gets increment in Safayi tax and other revenues, increasing opportunities for long-term sustainability of public services.

Ghazni – Sidewalk Construction Project - Islamic Cultural Center (RUE-GHZ-0010)

This Municipal Initiative Fund project was of high priority to the Ghazni Municipality. The highway had witnessed many traffic accidents, because the area is very crowded and densely populated. Moreover, Ghazni had announced an Islamic Cultural Center. Therefore it was important to construct the side walk along the Kandahar-Kabul highway.



Ghazni - Sidewalk constructed along Kandahar-Kabul highway

The joint implementation project between RAMP UP East and the Ghazni municipality included the construction of a PCC concrete sidewalk on the west side of the Kabul-Kandahar highway between the Ghazni Islamic Cultural Center and the Public Hospital Road in the Ghazni municipality.

Through the project, road incidents on the Kandahar-Kabul highway could be decreased and the municipality was able to demonstrate its responsiveness to the requests of its citizens and improve public perception regarding its provision of services. The project also paved the way for the municipality to collect revenues from shops and households in the third and fourth Nahia of Ghazni city.

Khost – Septic Tank Vehicles & Servicing (RUE-KHO-0003)

This CLIN 2 project covered a majority of Khost Municipality through the provision of mobile septic tanker vehicles to be used to collect septic waste from septic tanks at various locations throughout the city. It also included the safe disposal of collected septic waste.



Khost – Septic tank vehicles provided to Khost Municipality

Before the project, Khost Municipality did not provide any septic tank emptying services, as it lacked the equipment for this municipal service.

In addition to the safe collection and disposal of septic waste from residential homes and commercial buildings, the project enabled Khost Municipality to create a new revenue source by collecting revenues from service users.

Mahmud Raqi – Children's Park Rehabilitation Project (RUE-MIR-0022)

This Municipal Initiative Fund project located in the center of the city, near the provincial governmental office consisted of coping for the top of a masonry wall, along with a fence on the top of coping. The park construction was requested and prioritized during the citizen forum attended by the mayor, municipal officials and citizen representatives.



Mahmud Raqi – Masonry park wall with coping and fence

The construction of the project played an important role for the aesthetic and clean environment of city and provided better recreational services to Mahmud Raqi citizens. The project also created short-term employment opportunities for local citizens during construction of this project.

Mehterlam – Concrete Solid Waste Enclosure Construction Project (RUE-MHT-0012)

This Municipal Initiative Fund project constructed 20 concrete trash bins in key areas of the city.

Before the project, residents of Mehterlam disposed their trash in the streets or used informal dump sites. To improve the city's cleanliness Mehterlam Municipality implemented this joint project with RAMP UP East to provide additional safe and sanitary receptacles for citizens to dispose waste in convenient points throughout the city. Meanwhile, the formal dumpsites helped to eliminate informal dumpsites, reduce health hazards, and allow for better solid waste collection from particular locations, which in turn assists the municipal sanitary department to stretch its services further.



Mehterlam: Concrete solid waste enclosure construction project successfully completed.

Hence, the project contributed to a reduction of trash and debris in public spaces, and provided visible evidence of the local government's ability to provide basic municipal services.

Puli Alam - Mosaic Sidewalk Construction Project (RUE-PEA-0018)

This Municipal Initiative Fund project is located in the central part of Puli Alam City. The site runs along the median of the Gardez-Kabul highway, starting from the gateway of the municipality and extending for a total length of 660 meters. In total, 1,320 meters of sidewalk with an average width of 2.5 meters have been constructed, within the scope of the project.

Before the project, a large number of pedestrians had to walk on the street/highway, especially during wet weather, when the dirt pathways along the road were extremely wet and muddy. The surface area of the sidewalk had not been leveled and on several occasions explosives were placed there by anti-government elements. Several people have been killed and injured by explosions. Hence, there existed much need for the project, and it had been requested in different meetings by locals and governmental officials.



Pul-e-Alam – Mosaic Sidewalk after Construction.

The sidewalk project is a joint implementation between RAMP UP East and Puli Alam Municipality. Providing a highly visible area and addressing citizens' needs, the project allowed the municipal government to display its responsiveness in delivering demanded

public services.

The construction of the sidewalk has resolved hazards to the citizens of municipality and has made commercial areas more attractive. This project also provided short-term job opportunities for the citizens.

Sharana - Culvert Rehabilitation & Construction Project (RUE-SHA-0023)

This Municipal Incentive Fund project has been implemented jointly between RAMP UP East and Sharana municipality. The project included the rehabilitation of 14 existing culverts and the construction of 3 new culverts in Sharana.



Sharana – Culvert Rehabilitation & Construction Project after construction in Sharana.

The project had been prioritized by citizens. Before the project, citizens of Paktika, especially Sharana, had been facing lot of problems in the absence of culverts. The rehabilitated and new culverts span existing roadways, allowing passenger vehicles to travel directly to 10 districts located along the road. The culverts facilitate business, provide better water drainage, improve sanitation of the city and decrease the incidents of infectious and parasitic diseases.

Sharana - Public Park Rehabilitation Project (RUE-SHA-0024)

This Municipal Incentive Fund project consisted of the demolition of 110 meters of existing collapsed boundary wall/sidewalk and the construction of a spectators viewing area (stands), a sidewalk, an accessible route and a parapet wall above the spectators viewing area (stands) inside the municipal park in Sharana City.



Sharana – Spectators stands and parapet wall in the re-constructed park

Citizens had requested in several citizen forums meetings that the park needed to be reconstructed, as there had been no other public parks and no place for spectators to sit and watch the ongoing sport competitions in the existing park..

The revenue collected from Park can be used to sustain the park. The project directly generates fixed revenue for the municipality as the citizen pay entrance fee and also sports tournaments conducting in Public Park.

Sharana – Fruit & Vegetable Market Construction (RU E -SHA-0017)

This CLIN 2 project included the construction of four one floor market buildings, a gravel parking area and reinforced concrete culvert covers for easy access. Each of the four market structures includes 10 shops.

Sharana municipality arranged a public consultation meeting to discuss the Municipal Improvement Plan on 25th September 2010. At this meeting, the mayor and citizen representatives identified and selected the project for implementation.

Before the project, there were no suitable fruit and flour storage space, due to the lack of a proper marketplace in Sharana. This had reduced the value of agricultural products produced in Paktika province, such as apples, apricots and grapes. As a result shopkeepers were forced to accept reduced prices for the fruits and vegetables. Moreover, due to the security situation and harsh winter season in Sharana, fruits imported from other provinces are significantly more expensive. As fruit and vegetables tended to freeze and rot during cold periods and durations of increased security instability, prices inflated.



Sharana – Newly constructed market building with gravel parking area

The project improved the local market condition and the surrounding environment, enabled the private sector (local traders) to increase their sales and provided better services to the Sharana citizens. Monthly revenues from renting out the created market shops increased the municipality's ability to provide and improve other public services.

Ongoing Infrastructure Projects (October - December 2013)				
No	Municipality	Province	Activity	Specification
Municipal Initiative Fund (MIF) Projects				
1	Asadabad	Kunar	Solar Lights Installation (RUE-ASD-0019)	90 solar lightening pole, having 7 meter height with 1.5 meter single arm
2	Bazarak	Panjshir	Soalr Energy Project (RUE-PJS-0018)	6 board solar panels
3	Charikar	Parwan	Renovation of Public Park (RUE-CHA-0018)	Demolition 196m stone masonry, rehabilitation 2145sqm park area, sidewalks 196m boundary wall , greening of 1351m ,greaving
4	Charikar	Parwan	Rehabilitation of Gul Ghundi Park (RUE-CHA-0019)	Demolition 1building,renovation 1 pool construction of sidewalks, construction of new pool ,installation of fence (L=400m H=2m), greening 1896sqm , leveling of the 600sqm
5	Gardez	Paktiya	Solar Street Lights (RUE-GRZ-0016)	130 street solar lights, 9m height
6	Jalalabad	Nangarhar	Electric Lights Installation (RUE-JBD-0015)	57 light Sheets & lights (bulbs), includes 57 RCC foundations

Ongoing Infrastructure Projects (October - December 2013)				
No	Municipality	Province	Activity	Specification
Municipal Initiative Fund (MIF) Projects				
7	Khost	Khost	Road Repair and Asphaltting (RUE-KHO-0018)	Asphalt 254LM (5,080 M2)
8	Maidan Shar	Wardak	Solar Street Lights (RUE-MSH-0016)	2,944m street, 86 galvanized light poles
9	Metherlam	Laghman	Electric Street Light Installation (RUE-MHT-0004)	73 fabricated galvanized light poles, 17 out of 73 Single arm, and 56 out of 73 are double arm, 129 light Sheets and lights
CLIN 2 Projects				
1	Parun	Nuristan	Road Graveling and Lighting Construction Project	1.00 km Road, 22 Culverts, 39 Solar Lights

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	9**	1	*
<p>* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.</p> <p>** = This result was incorrectly listed in the report for the period July to September 2013. In addition to two municipalities who had recruited female staff members that were reported for the July to September 2013, grants had been awarded for Strengthening Neighborhood Support interventions and Solid Waste Composting Campaign interventions. These were incorrectly recorded for the indicator R6, and the data only accounted for the number of NGOs who had received grants. However, the NGOs had been awarded grants subsuming multiple interventions:</p> <ul style="list-style-type: none"> - Under the small grant awarded to the Rehabilitation Organization for Women (ROW) two (2) Strengthening Neighborhood Support interventions are implemented: one in Sharana and one in Khost. - Under the small grants awarded to the Women's Vocational Training and Agriculture Service Organization (WVTASO) two (2) Strengthening Neighborhood interventions are implemented: one in Charikar and one Bazarak. Moreover, the grants included three (3) Community Solid Waste Composition Campaigns: one in Charikar, one in Mahmood Raqi and one in Bazarak. <p>To correctly account for these interventions the result for the reporting period July to September 2013 has been adjusted from 2 to 9 interventions.</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 components were included as part of the gender mainstreaming program in Option Period 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 2 RAMP Up East supported municipalities. These initiatives include, (i) Strengthening Neighborhood Support to Municipalities, (ii) Community Solid Waste Composting Campaign, (iii) Support to Women Entrepreneurs, (iv) Embroidary/Zar doozi Training, (v) Tailoring and Design.

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

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

A document outlining the gender budgeting approach was developed and shared with GDMA for comments. Additionally, the gender team conducted presentation to RAMP UP East public finance advisors to ensure inclusion of budget line in the municipalities' 1393 annual budget.

Female employment

During this quarter none of the RAMP UP East municipalities made any progress in recruiting women. In Ghazni 7 women were selected for recruitment during the previous quarter, however, their recruitment is pending approval of the Independent Administrative Reform and Civil Service Commission.

Strengthening Neighborhood Support to Municipalities

During the previous quarter RAMP UP East awarded three small grants to local NGOs in Khost, Sharana, Charikar, Bazarak, and Mehterlam to implement the Strengthening Neighborhood Support to Municipalities project. The purpose of the project is to train senior citizens to serve as advocates in neighborhood watch groups to oversee the disposal of solid waste in designated areas. This will not only assist the municipality and the Wakil e Guzars in keeping the cities clean, it will also engage unemployed seniors and allow them to gain status in their communities. The training for 100 senior citizens(including 50 women) consisted of roles and responsibilities of municipalities and citizens, gender sensitivity briefing, governance, proper waste management procedures, as well as how to organize effective neighborhood watch groups. The duration of each project is 3 months.

By the end of the program 4,400 citizens including 2,300 women in Khost and Sharana attended face to face or group briefings organized by the previously identified and trained senior citizens.

In Charikar and Bazarak, 5,892 (including 2,597 women) attended the face to face and group briefings on roles and responsibilities of citizens and municipalities, proper solid waste disposal and gender and governance.

The project was concluded in Charikar, Bazarak, Sharana and Khost.

Community Solid Waste Composting Campaign

During the previous quarter RAMP UP East awarded a small grant to the Women's Vocational Training and Agriculture Service Organization (WVTASO) for the implementation of Community Solid Waste Composting Campaign interventions in Charikar, Mahmood Raqi and Bazarak. For further information on the Community Solid Waste Composting Campaign is provided under the indicator IR2.2, which explains RAMP UP East support to municipalities to deliver regular SWM services.

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

Indicator R.6: Number of Interventions Leading to Increased Employment and Economic Opportunities for Women							
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	2**	1	*
<p>* = The date in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.</p> <p>** = This result was incorrectly listed in the report for the period July to September 2013. Interventions for Strengthening Neighborhood Support and for the Solid Waste Composting Campaign were incorrectly recorded under the indicator R6. Interventions for Embroidery/Zardozi training were correctly accounted for under the indicator R6. However, the data recorded was the number of NGO that had been awarded grants and not two (2) interventions implemented under this grant: one machine training and one training in tailoring and dress design. To correctly account for these interventions the result for the reporting period July to September 2013 has been adjusted from 3 to 2 interventions.</p>							

Five small grants initiatives/components are measured by this indicator: (i) Fellowship Program, (ii) Capacity Building for Women Entrepreneurs (iii) Support to Women Entrepreneurs, (iv) Embroidery/Zar doozi training, (v) Tailoring and design.

In the first quarter of Option Period 2, Components 1 (fellowship program) and phase one of component 2 (support to women entrepreneurs) were concluded in all 14 RAMP UP East municipalities. This quarter the Support to Women Entrepreneurs small grants program was awarded to Youth Health and Development Organization (YHDO) in Bamyar. In Parun Women's Human Rights and Media Organization (WHMO) continued supporting the implementation of the Embroidery/Zardozi, Tailoring and Dress Design small grant program.

The Embroidery/Zardozi, Tailoring and Dress Design small grant program that was awarded to Women's Human Rights and Media Organization (WHMO) continued building the capacity of 20 women. The 20 beneficiaries (10 for Tailoring and 10 for Embroidery) were selected in consultation with DOWA and Parun municipality. by the end of the project, the identified beneficiaries receive training in advanced embroidery and tailoring techniques, both by hand and using a zigzag lock stitch machine. They will also learn how to promote and sell their products in the market.



Tailoring and dress design training in Parun. This in return will allow the women an opportunity to secure income through their own efforts, thereby increasing their status both at home and in

their communities. At the same time, the beneficiaries are oriented on the roles and responsibilities of the municipalities and citizens (e.g., payment of business license and Safayi fees), and gender sensitivity.

In Bamyan the Support to Women Entrepreneurs small grants program was awarded to Youth Health and Development Organization (YHDO) during this quarter. The purpose of the program is to allow women entrepreneurs to set up business and sell their own products in a non-threatening environment and allow women consumers to browse and purchase personal items in a private space. YHDO identified 12 female entrepreneurs and trained them in basic business startup and set up a women-only market in consultation with the municipality and the department of women’s affairs. Bamyan municipality has allocated space in the Peace Park for the market. During this quarter two exhibitions took place, however, due to cold weather the exhibitions were halted and the mobile market (tent, chairs, tables and cabinets) were shifted to the Panjshanba Bazar (the venue was determined by the department of commerce).

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

<i>Indicator R.7: Number of Youth Support Interventions Resulting in Increased Participation of Youth in Municipality Affairs and Community Development</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)
60	41	2	0	13	3	2	*
* = The data in the table above represents interim results against the established target for Option Period 2. The data for Q2 2014 will be included in the final results incorporated into the project Final Report.							

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 six 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** were completed during the previous quarter (September 2013).

- 5) **Door-to-door campaigns** in 14 target municipalities covered by RAMP UP East was completed during the previous quarter (September 2013).
- 6) **Apprenticeship initiatives:** auto repair and carpentry apprenticeships were launched in Parun in October 2013.

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.

With the exception of sports activities in Parun, all 60 targeted involvements have been achieved.

Employment opportunities are a major concern for youth in Afghanistan. Sustainable livelihoods are an essential backbone for community development and participation. Against this background, apprenticeship initiatives were added as a new component to the Youth Participation Program.

This quarter RAMP UP East awarded two small grants program to New Era to implement the Auto Repairing and Carpentry training to 20 male youth in Parun. New Era in consultation with the municipality and department of labor and social affairs identified 10 literate youth, with intention to establish own livelihoods in their community, to receive advanced auto repairing training for 4 months. Another 10 were identified to receive carpentry and furniture making skills.

The participants of the auto repair apprenticeship program will learn the necessary skills to provide mechanic services, including how to diagnose mechanical faults, repair and replace defective parts, replace brakes and suspensions, and service auto engines. They will also gain knowledge in marketing to enable them to promote their services to customers in the marketplace. This will allow otherwise unemployed young men to earn sustainable incomes. At the same time,

The participants of the Carpentry and furniture making apprenticeship program will the necessary skills to make and sell their own furniture, including how to make doors, chairs, desks, tables, and shelves. They will gain knowledge in marketing to enable them to promote and sell their products successfully in the marketplace.

The participants of both programs will also be oriented on the roles and responsibilities of the municipalities and its citizens (e.g., payment of business license and Safayi fees), and gender sensitivity.

ANNEX 1 - PERFORMANCE INDICATORS

RAMP UP East Results, October - December 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%=79%)	65%	-8%
PO.2	% increase in citizen perception that local government officials are working to serve their needs		58%	20% increase (20% of 42%=8%=60%)	71%	+13%
PO.3	% increase of citizens indicating they trust GI/RoA officials in municipalities to conduct its activities to benefit the people of the city		61%	20% increase (20% of 39%=8%=69%)	56%	-6%
IR 2.4	% of citizens who believe that their access to municipally-provided services has increased		60%	20% increase (20% of 40%=8%=68%)	57%	-3%
IR 3.4	% <i>increase in recurring revenue generated</i>	Asadabad (Kunar)	15,977,495	20% increase in 8 municipalities	16,543,152	+4%
		Bamyan (Bamyan)	24,344,097		29,245,420	+20%
		Charikar (Parwan)	14,685,018		20,478,462	+39%
		Gardez (Paktya)	57,693,313		70,176,282	+22%
		Ghazni (Ghazni)	74,781,404		91,435,312	+22%
		Jalalabad (Nangarhar)	192,381,691		196,448,698	+2%
		Khost (Khost)	181,489,468		220,699,057	+22%
		Mahmud-i-Raqi (Kapisa)	4,629,927		10,615,146	+129%
		Maidan Shar (Wardak)	125,884,352		116,724,517	-7%
		Mehtarlam (Laghman)	30,246,380		31,626,508	+5%
		Panjshir (Panjshir)	18,757,501		18,235,135	-3%
		Pul i Alam (Logar)	41,188,904		54,466,252	+32%
		Sharana (Paktika)	17,197,728		22,252,641	+29%

*= Baseline for IR 3.4 refers to annualized results of the fiscal year 1391. This adjustment was made to reflect a precise increase between FY 1391 and FY 1392, including the full financial cycle.

** = Discrepancies between the difference of rounded results and percentage point changes can occur, due to rounding errors.

RAMP UP East Results, October - December 2013 –Performance Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (June 2012)	Target Option Period 2								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	%
				Q9	Q10	Q11	Q12	Q13	Q14	Q15		
				2012	2013	2013	2013	2013	2014	2014		
(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 municipalities	0	0	0	1	4	5	-	10	77%
IR.1.2	<i># of municipalities with functioning accounting systems</i>	0	13 municipalities	3	0	0	5	2	1	-	11	85%
IR.1.3	<i># of participatory citizen engagement mechanisms implemented by municipal officials</i>	0	5 mechanisms in each municipality (5x14 = 70)	30	9	20	11	2	1	-	73	104%
IR. 1.4	<i># of SOPs approved by GDMA for adoption.</i>	0	4 SOPs	0	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 sub-national government entities	14	14	14	14	14	14	-	14	100%
IR.2.2	<i># of municipal service delivery projects implemented</i>	0	11 service delivery projects	10	1	0	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% municipally involvement	100%	100%	100%	100%	100%	100%	-	100%	100%

RAMP UP East Results, October - December 2013 –Performance Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (June 2012)	Target Option Period 2								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	%
				Q9	Q10	Q11	Q12	Q13	Q14	Q15		
				2012	2013	2013	2013	2013	2014	2014		
	(Jul-Sep)	(Oct – Dec)	(Jan-Mar)	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)					
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	0	-	3	43%
IR.3.2	<i># of person-days of labor</i>	0	100,000 person-days of labor	7,244	12,621	2,270	6,051	839	21,994	-	51,019	51%
IR.3.3	<i># of sub-national institutions receiving RAMP UP-East assistance to increase their annual own-source revenue</i>	0	14 sub-national institutions	13	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	-	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	8	-	8	114%

RAMP UP East Results, October - December 2013 –Performance Indicators

PMP Ind	PERFORMANCE INDICATOR	Baseline (June 2012)	Target Option Period 2								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	%
				Q9	Q10	Q11	Q12	Q13	Q14	Q15		
				2012	2013	2013	2013	2013	2014	2014		
	(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	44	-	336	199%
R2	<i># of government officials receiving USG-supported anti-corruption training</i>	0	170 persons	0	0	0	183	24	0	-	207	122%
R3	<i># of mechanisms for external oversight of public resource use supported</i>	0	28 mechanisms	4	14	4	3	4	0	-	29	104%
R4	<i># of key-infrastructure rehabilitated or improved</i>	0	49 projects	5	4	13	3	3	13	-	41	84%
R5	<i># of interventions resulting in increased participation of women in government and civil society</i>	0	28 Interventions	14	0	0	1	9	1	-	25	89%
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	2	1	-	21	66%
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	2	-	61	102%

ANNEX 2 – CITIZEN PERCEPTION SURVEY RESULTS (SEPTEMBER 2013)

Indicator PO1: % change in citizen satisfaction with municipal government						
Years	Target	Q4 Jul-Sep 2010	Q4 Jul-Sep 2011	Q4 Jul-Sep 2012	Q4 Jul-Sep 2013	Notes:
2010-2013	20% increase to prior year (+20% of 1-p)	64% (baseline)	72% (+8%) (target: +7%)	74% (+2%) (target: +6%)	65% (-8%**) (target: +5%)	Percent who said Municipal Government was doing a very good or somewhat good job

Indicator PO1: % change in citizen satisfaction with municipal government															
Municipality (Province)	2010			2011			2012			2013			Difference (2013 -2010)*		
	All	Male	Female	All	Male	Female									
All cities	64%	60%	72%	72%	68%	78%	74%	74%	72%	65%	64%	68%	1%	4%	-5%
Asadabad	93%	99%	86%	95%	89%	100%	94%	98%	91%	77%	88%	45%	-15%	-11%	-41%
Bamyan	32%	32%	32%	76%	77%	74%	87%	82%	91%	69%	69%	69%	37%	37%	37%
Charikar	79%	68%	90%	85%	89%	82%	82%	72%	89%	90%	88%	92%	11%	19%	2%
Gardez	9%	8%	10%	31%	29%	44%	73%	78%	68%	58%	56%	60%	49%	47%	50%
Ghazni	87%	82%	93%	65%	40%	88%	67%	82%	51%	60%	46%	72%	-28%	-37%	-20%
Jalalabad	65%	60%	71%	67%	51%	87%	41%	37%	50%	40%	38%	43%	-26%	-21%	-28%
Khost	31%	31%	27%	64%	64%	67%	59%	87%	32%	59%	70%	25%	28%	39%	-2%
Mahmud Raqi	68%	68%	68%	71%	92%	50%	75%	69%	80%	83%	87%	79%	15%	19%	11%
Maidan Shar	35%	38%	17%	89%	91%	73%	96%	96%	100%	64%	81%	47%	29%	43%	30%
Mehterlam	84%	85%	82%	60%	51%	79%	70%	57%	83%	49%	45%	52%	-36%	-40%	-30%
Bazarak	89%	90%	87%	70%	78%	62%	83%	88%	77%	77%	63%	91%	-12%	-27%	4%
Parun	NA	NA	NA	NA	NA	NA	32%	32%	NA	3%	3%	0%	NA	NA	NA
Puli Alam	97%	97%	100%	88%	90%	67%	77%	77%	85%	87%	85%	90%	-10%	-12%	-10%
Sharana	62%	62%	NA	92%	92%	NA	74%	74%	NA	96%	96%	NA	34%	34%	NA

* Percentage indicates the cumulative increase or decrease in citizen perception and satisfaction level between 2010 and 2013. ANOVA tests of significance were applied to comparisons of 2010 to 2013 using a "p-value" of 0.05 or less to indicate significant differences. With this p-value there is a less than a 5% probability that differences observed between years are due to chance; or in other words, a greater than 95% probability that the differences observed represent "real" differences among those populations. Where differences between 2010 and 2013 are statistically significant, they have been marked with grey shading

** Rounding error: 73.57% - 65.15% = -8.42%.

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS (RAMP UP) – RC EAST QUARTERLY Report – October-December 2013

Indicator PO2: % change in citizen perception that local government officials are working to serve their needs						
Years	Target	Q4 Jul-Sep 2010	Q4 Jul-Sep 2011	Q4 Jul-Sep 2012	Q4 Jul-Sep 2013	Notes:
2010-2013	20% increase to prior year (+20% of 1-p)	54% (baseline)	59% (+5%) (target: +9%)	58% (-1%) (target: +8%)	71% (+13%) (target: +8%)	Percent who said Municipal Government was always or sometimes working to serve people like you

Indicator PO2: % change in citizen perception that local government officials are working to serve their needs															
Municipality (Province)	2010			2011			2012			2013			Difference (2013 -2010)*		
	All	Male	Female	All	Male	Female									
All cities	54%	55%	54%	59%	61%	56%	58%	59%	58%	71%	69%	75%	17%	14%	21%
Asadabad	82%	87%	76%	54%	60%	47%	98%	100%	96%	69%	76%	46%	-13%	-11%	-30%
Bamyan	46%	42%	49%	72%	83%	58%	60%	62%	59%	91%	88%	94%	45%	46%	44%
Charikar	51%	43%	60%	64%	67%	62%	46%	56%	37%	68%	82%	56%	16%	39%	-3%
Gardez	42%	45%	22%	60%	63%	48%	60%	55%	65%	66%	58%	75%	25%	12%	53%
Ghazni	46%	47%	46%	60%	50%	68%	56%	41%	71%	56%	51%	60%	9%	4%	15%
Jalalabad	49%	54%	44%	43%	33%	55%	23%	30%	9%	61%	48%	91%	12%	-6%	47%
Khost	65%	64%	91%	74%	75%	67%	32%	51%	14%	78%	84%	59%	13%	20%	-32%
Mahmud Raqi	60%	56%	64%	49%	59%	38%	93%	96%	89%	80%	87%	73%	20%	31%	9%
Maidan Shar	49%	47%	73%	57%	59%	45%	71%	73%	42%	55%	53%	58%	6%	6%	-15%
Mehterlam	62%	57%	73%	52%	47%	62%	66%	64%	68%	92%	87%	96%	30%	30%	23%
Bazarak	59%	74%	43%	58%	66%	50%	88%	85%	91%	85%	80%	91%	26%	6%	48%
Parun	NA	NA	NA	NA	NA	NA	42%	42%	NA	30%	30%	50%	NA	NA	NA
Puli Alam	58%	56%	100%	49%	49%	53%	71%	70%	77%	87%	84%	90%	29%	28%	-10%
Sharana	35%	35%	NA	82%	82%	NA	41%	41%	NA	75%	75%	NA	40%	40%	NA

* Percentage indicates the cumulative increase or decrease in citizen perception and satisfaction level between 2010 and 2013. Shaded cells denote a statistically significant difference at the 0.05 level.

Indicator PO3: % change of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city						
Years	Target	Q4 Jul-Sep 2010	Q4 Jul-Sep 2011	Q4 Jul-Sep 2012	Q4 Jul-Sep 2013	Notes:
2010-2013	20% increase to prior year (+20% of 1-p)	48% (baseline)	50% (+2%) (target: +10%)	61% (+11%) (target: +10%)	56% (-6%) (target: +8%)	Percent who said they had a great deal or some trust in the Municipal Government to conduct its activities to the benefit of people in their city

Indicator PO3: % change of citizens indicating they trust GIROA officials in municipalities to conduct its activities to benefit the people of the city															
Municipality (Province)	2010			2011			2012			2013			Difference (2013 -2010)*		
	All	Male	Female	All	Male	Female									
All cities	48%	46%	52%	50%	50%	50%	61%	58%	65%	56%	53%	59%	8%	7%	7%
Asadabad	67%	81%	53%	45%	42%	48%	95%	93%	97%	56%	67%	25%	-11%	-14%	-28%
Bamyan	51%	48%	53%	61%	64%	57%	66%	62%	69%	48%	48%	48%	-3%	-1%	-6%
Charikar	36%	28%	44%	53%	68%	40%	71%	88%	58%	44%	38%	49%	8%	10%	5%
Gardez	23%	23%	24%	23%	20%	36%	76%	84%	68%	78%	74%	81%	54%	51%	57%
Ghazni	39%	43%	34%	67%	51%	81%	57%	38%	77%	40%	37%	42%	1%	-6%	8%
Jalalabad	58%	45%	72%	49%	51%	47%	29%	24%	39%	30%	22%	48%	-29%	-24%	-24%
Khost	57%	56%	73%	78%	76%	89%	51%	40%	61%	56%	51%	70%	-1%	-5%	-3%
Mahmud Raqi	56%	74%	38%	48%	75%	26%	54%	80%	26%	59%	63%	56%	3%	-12%	18%
Maidan Shar	31%	30%	35%	46%	48%	32%	56%	56%	58%	57%	39%	75%	26%	9%	40%
Mehterlam	69%	59%	95%	41%	40%	43%	80%	76%	85%	93%	95%	91%	24%	36%	-4%
Bazarak	50%	45%	55%	40%	38%	41%	62%	71%	54%	69%	76%	62%	19%	31%	7%
Parun	NA	NA	NA	NA	NA	NA	26%	26%	NA	9%	9%	0%	NA	NA	NA
Puli Alam	55%	56%	33%	38%	39%	27%	85%	86%	77%	82%	81%	83%	27%	25%	50%
Sharana	33%	33%	NA	67%	67%	NA	25%	25%	NA	74%	74%	NA	41%	41%	NA

* = Percentage indicates the cumulative increase or decrease in citizen perception and satisfaction level between 2010 and 2013. Shaded cells denote a statistically significant difference at the 0.05 level.

Indicator IR. 2.4: <i>% of citizens who believe that their access to municipally-provided services has increased</i>						
Years	Target	Q4 Jul-Sep 2010	Q4 Jul-Sep 2011	Q4 Jul-Sep 2012	Q4 Jul-Sep 2013	Notes:
2010-2013	20% increase to prior year (+20% of 1-p)	47% (baseline)	58% (+11%) (target: +11%)	60% (+2%) (target: +8%)	57% (-3%) (target: +8%)	Percent of Municipal Services NOT rated as poor or unavailable (trash, drainage/ditches, roads and parks)**

Indicator A.O. 2.4: <i>% of citizens who believe that their access to municipally-provided services has increased (by gender)</i>															
Municipality (Province)	2010			2011			2012			2013			Difference (2013 -2010)*		
	All	Male	Female	All	Male	Female									
All cities	47%	42%	57%	58%	56%	61%	60%	58%	62%	57%	55%	59%	10%	14%	1%
Asadabad	69%	65%	73%	74%	66%	83%	82%	90%	75%	58%	60%	55%	-11%	-5%	-19%
Bamyan	26%	28%	25%	64%	63%	66%	59%	60%	58%	58%	57%	58%	32%	29%	34%
Charikar	56%	45%	67%	61%	57%	65%	52%	53%	52%	47%	40%	52%	-10%	-6%	-15%
Gardez	28%	28%	27%	37%	36%	40%	71%	75%	68%	58%	61%	56%	30%	32%	29%
Ghazni	79%	78%	80%	56%	52%	59%	63%	60%	65%	60%	51%	69%	-19%	-27%	-11%
Jalalabad	59%	49%	70%	57%	53%	63%	60%	58%	65%	67%	63%	78%	8%	14%	8%
Khost	19%	19%	13%	48%	49%	44%	57%	58%	57%	48%	51%	39%	29%	32%	26%
Mahmud Raqi	39%	45%	33%	52%	51%	53%	49%	51%	48%	53%	60%	46%	14%	15%	14%
Maidan Shar	28%	28%	30%	71%	71%	68%	62%	62%	59%	56%	58%	54%	28%	31%	24%
Mehterlam	38%	38%	38%	48%	46%	51%	50%	44%	56%	44%	40%	48%	6%	2%	11%
Bazarak	56%	56%	56%	53%	58%	47%	64%	56%	71%	59%	59%	58%	2%	3%	2%
Parun	NA	NA	NA	NA	NA	NA	0%	0%	NA	3%	3%	0%	NA	NA	NA
Puli Alam	43%	43%	56%	68%	67%	71%	78%	78%	83%	85%	85%	86%	42%	42%	30%
Sharana	40%	40%	NA	69%	69%	NA	59%	59%	NA	82%	82%	NA	42%	42%	NA

* Percentage indicates the cumulative increase or decrease in citizen perception and satisfaction level between 2010 and 2013. Shaded cells denote a statistically significant difference at the 0.05 level.

** To assess access to municipally provided services an overall service index rating was created by averaging the index ratings for four services (trash, drainage/ditches, roads and parks). Index ratings for each type of service were created by counting the number of characteristics of the service that were rated as poor (or unavailable) and then calculating the index as the proportion of characteristics that were not rated as poor (or unavailable). Trash services had 6 characteristics rated on a scale that included excellent, good, fair or poor, while drainage/ditches and roads each had 5 characteristics rated on this same scale. For parks, three types of parks were noted as being available or not available.

ANNEX 3: OVERVIEW OF ALL PERFORMANCE INDICATORS, ANNUAL TARGETS AND ACTUAL RESULTS (JUNE 2010 – DECEMBER 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	64%	Public Opinion Survey	Annual	71% (+7%)	72% (+8%)	77% (+6%)	74% (+2%)	79% (+5%)	65% (-8%)
P02	% increase in citizen perception that local government officials are working to serve their needs	2010	54%	Public Opinion Survey	Annual	63% (+9%)	59% (+5%)	67% (+8%)	58% (-1%)	67% (+8%)	71% (+13%)
P03	% increase of citizens indicating they trust GiRoA officials in municipalities to conduct its activities to benefit the people of the municipality.	2010	48%	Public Opinion Survey	Annual	58% (+10%)	50% (+2%)	60% (+10%)	61% (+11%)	69% (+8%)	56% (-6%)
IR1.1	# of municipalities with functioning performance budgeting systems	2010	0	Municipal Team Leader reports & TAMIS	Quarterly	5	0	10	7	13	10
IR1.2	# of municipalities with functioning accounting systems	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	5	0	10	10	13	11
IR1.3	# of participatory citizen engagement mechanisms implemented by municipal officials	2010	0	Municipal Team Leader reports& TAMIS	Quarterly	70	57	70	50	70	73
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	47%	Public Opinion Survey	Annually	58% (+11%)	58% (+11%)	66% (+8%)	60% (+2%)	68% +8%	57% (-3%)
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	51,019
IR3.3	# of sub-national institutions receiving RAMP UP East assistance to increase their annual own-source revenues	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
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 8 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	13	13	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	8
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	262	116	221	169	336
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	41
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	25
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	61

ANNEX 6 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	Completed	Subcontract	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
4	BAM-0005	Construction of Public Latrines	6 Latrines	Completed	Subcontract	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
5	BAM-0007	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
6	BAM-0009	Solid Waste Collection and Landfill Equipment Supply Project	1 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Completed	Direct Impl.	Negative Determination with Condition	X Not Required
							Prepared
							In Progress
							Completed
7	BAM-0014	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
8	BAM-0016	Children's Playground & Park Construction		Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
Maidan Shar							
1	MSH-0001	1100 m Drainage Ditch & Culvert Project	1.10 km Ditch, 7 Culvert	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
2	MSH-0002	Solid waste receptacle & collection Project	25 Bins	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
3	MSH-0004	Sport Stadium Renovation & Construction Project	1 Sport Stadium	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
4	MSH-0005	Women & Children Park	1 Park	Completed	SubK	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed

5	MSH-0007	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	MSH-0008	Sidewalk Construction Project	1,080 m2 Sidewalk	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
7	MSH-0011	Solid waste Collection Vehicle Supply	1 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	MSH-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
9	MSH-0016	Solar Street Lights		On going	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Ghazni								
1	GHZ-0001	Ada Kandahar Road Median/Parkway Improvement Project	1,125 m2 Median	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	GHZ-0003	Shah Mir Asphalt Sub road and Drainage Ditch Construction project	1.33 km Road, 2.08 km Ditches	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	GHZ-0004	Sub-Road Asphalt Paving Project	1.33 km Road, 2.08 km Ditches	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	GHZ-0005	Bazazy Sidewalk Construction Project	2,893 m2 Sidewalk	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	GHZ-0010	Park Construction		Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Charikar								
1	CHA-0001	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	CHA-0002	Expansion of Existing Solid Waste Disposal Site	2,500 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	CHA-0003	Drainage Ditch Construction & Street Rough Grading (District)-2	7.00 km Ditch & Street Grading	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed

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

6	PJS-0006	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
7	PJS-0010	Public Latrine Construction		Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	PJS-0012	Solid Waste Equipment Supply Project	1 Skid Steer Loader (w/Compactor)	Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
9	PJS-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
10	PJS-0017	Trash Bins Construction		Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
11	PJS-0018	Solar Energy Project		Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Mahmud Raqi								
1	MIR-0001	240m Drainage Ditch, Sidewalk & Culvert Construction	0.24 km Drain, 68 m2 Sidewalk, 7 Culvert	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	MIR-0004	240m Drainage Ditch, Sidewalk & Culvert Construction	0.30 km Road, 320 m2 Median, 0.296 km Drain, 2 Culvert, 1 Parking Lot	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	MIR-0005	Construction of Solid Waste Disposal Site & Supply of Waste Receptacles	31 Waste Receptacles	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	MIR-0008	Construction of Public Latrines	10 Latrines	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	MIR-0012	Drainage Ditch, Sidewalk & Culverts Construction Project	670.5 m2 Sidewalk, 3 Culvert, 0.149km Drain	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	MIR-0016	Solid Waste Collection Vehicle and Landfill Equipment Supply	1 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
7	MIR-0017	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed

8	MIR-0020	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
9	MIR-0021	Municipal Office Boundary Wall & Sidewalk Construction Project		Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
10	MIR-0022	Children's Park Project		Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Jalalabad								
1	JBD-0001	Sidewalk Improvement and Rehabilitation Project	1,381m Sidewalk	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	JBD-0002	Automobile Parking Lot	4,500 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	JBD-0003	Rohan Mena 4M Culvert Construction	2 Culverts (4 m Span)	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	JBD-0004	Culvert installation	50 Culverts	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	JBD-0007	Dosaraka-Fabreka Road Improvement Construction Project	0.04 km Drain, 1,645.12 m2 Median	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	JBD-0015	Electric Lights Installation		On going	Subk	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Asadabad								
1	ASD-0001	Drainage Ditch Construction Project	13.00 km Drain	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	ASD-0003	600 m Drainage Ditch- City Market	0.60 km Drain	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	ASD-0004	2km Gravel Road, Culverts Installation and Retaining Wall Construction	2.00 km Road	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed

4	ASD-0005	300m Retaining Wall Construction Dam Kelay	0.30 km Retaining Wall	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	ASD-0009	Solid Waste Collection and Trash Bin/Enclosure Project	70 Bins	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	ASD-0011	Solid Waste Collection Vehicle and Equipment Supply	1 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
7	ASD-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	ASD-0019	Solar Lights Installation		Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Mehterlam								
1	MHT-0001	Drainage Ditch Construction	7.75 km Drain	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	MHT-0002	Drainage Ditch & Sidewalk Construction	4.00 km Drain, 4,000 m2 Sidewalk	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	MHT-0003	Solid Waste Collection and Trash Bin/Enclosures Project	105 Bins	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	MHT-0004	Electric Street Light Installation		On goin	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	MHT-0005	Solid Waste Landfill Construction Project	2,500 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	MHT-0009	Solid Waste Collection Vehicle Supply Project		Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
7	MHT-0011	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	MHT-0012	Solid Waste Enclosures	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed

Gardez							
1	GRZ-0001	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
2	GRZ-0002	Sidewalk Demolition and Reconstruction	4,200m2 Sidewalk	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
3	GRZ-0003	Landfill Construction and Operation Project	2,500 m2 Site	Completed	SubK	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
4	GRZ-0007	Solid Waste Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
5	GRZ-0008	Solid waste Bin Supply & RCC Encloser Construction project	84 Bins	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
6	GRZ-0012	Solid Waste and Landfill Vehicle Supply Project	1 Dump Truck, 1 Skid Steer Loader (w/Trailer & Compactor)	Completed	Procurement	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
7	GRZ-0015	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
8	GRZ-0016	Solar Street Lights		Completed	Subk	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
9	GRZ-0017	Concrete Solid Waste Enclosure Construction Project		Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
Pole Alam							
1	PEA-0001	Automobile Parking lot No. 1	1,598 m2	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
2	PEA-0002	Solid Waste Receptacle & Collection Project	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							X In Progress
							Completed
3	PEA-0003	Automobile Parking Lot 2	4,530 m2	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed
4	PEA-0007	Solid Waste Collection	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition	Not Required
							Prepared
							In Progress
							X Completed

5	PEA-0008	Solid Waste Collection and Landfill Vehicle Supply Project	2 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
6	PEA-0010	Fruit & Vegetable Market		Completed	Subk	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
7	PEA-0016	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	PEA-0018	Sidewalk Construction		Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Sharana								
1	SHA-0001	Solid Waste Collection	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	SHA-0002	Drainage Ditch & Culvert Construction Project	1.00 km Drain	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	SHA-0003	Solid Waste Enclosure Construction	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	SHA-0005	Public Latrine Construction Project	10 Latrines	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	SHA-0006	Public Latrine Construction Project	11 Latrines	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	SHA-0008	Road Median Construction Project	1,050m2 Median	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
7	SHA-0009	Solid Waste Collection	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	SHA-0015	Solid Waste Collection Vehicle and Landfill Equipment Supply Project	2 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed

9	SHA-0021	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
10	SHA-0023	Culvert Rehabilitation & Construction	Culvert Rehabilitation	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
11	SHA-0024	Culvert Rehabilitation & Construction	Park Construction	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Khost								
1	KHO-0001	Drainage Ditch & Culvert Rehabilitation Project	1.90 km Ditch	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
2	KHO-0002	Renovation of Women's Park & Canteen Construction	2,100 m2	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
3	KHO-0003	Septic Tank Vehicles & Servicing	2 Septic Tank	Completed	Procurement	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
4	KHO-0004	Road Reconstruction & Asphalt Project	0.685Km Road	Completed	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
5	KHO-0008	Solid Waste Collection and Bin Supply Project	65 Bins	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
6	KHO-0010	Solid Waste Collection Vehicle and Landfill Equipment Supply Project	2 Dump Truck, 1 Skid Steer Loader	Completed	Procurement	Negative Determination with Condition	X	Not Required
								Prepared
								In Progress
								Completed
7	KHO-0016	Solid Waste Collection Project (OY2)	Solid Waste Collection	Completed	Direct Impl.	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
8	KHO-0018	Road Repair and Asphalt Project		On going	SubK	Negative Determination with Condition		Not Required
								Prepared
								In Progress
							X	Completed
Total of projects			112					