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PUBLIC RELATIONS AND OUTREACH STRATEGY

**REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN
POPULATIONS REGIONAL EAST COMMAND (RAMP UP EAST)**

DRAFT

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PUBLIC RELATIONS AND OUTREACH STRATEGY

**REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL
COMMAND EAST (RAMP UP EAST)**

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COMMON ACRONYMS

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

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I. BACKGROUND

The Regional Afghan Municipalities Program for Urban Populations, Regional Command East (RAMP UP East) started in June 2010 with the purpose of creating effective, responsive, democratic, transparent, accountable, municipal governance in the fourteen provinces that comprise the International Security Assistance Force’s (ISAF’s) Regional Command East. RAMP UP East is broken into three distinct components, each tied to a specific goal. More precisely:

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

Component 2 ~ Support to the 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 (Municipal Projects). These projects simultaneously fill two purposes: (1) municipal projects provide citizens with marked improvements in 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 the GIRoA to improve economic development and revenue generation at the Municipal level: Activities implemented under this component directly support

RAMP UP East Target Municipalities

RAMP UP East works in all 14 provincial capitals—save Kabul city—in the provinces comprising ISAF Regional Command East (RC-E):

- **Asadabad (Kunar) **** Mahmud i Raqi (Kapisa)
- **Bamiyan (Bamiyan)** **Mehterlam (Laghman) ****
- **Charikar (Parwan)** Meydan Shahr (Wardak)
- **Gardez (Paktya)**** Panjshir/Bazarak (Panjshir)
- **Ghazni (Ghazni)**** Parun (Nuristan)
- **Jalalabad (Nangarhar) **** Pul-e-Alam (Logar)
- **Khost (Khost)**** **Sharana (Paktika) ****
- ****Key Terrain Districts:** In the April 2010 Report on Progress Toward Security and Stability in Afghanistan, the U.S. Government, ISAF and the GIRoA jointly defined 80 districts across Afghanistan as “Key Terrain Districts”. Key Terrain Districts are defined as those districts “where the bulk of the population is concentrated, and that contain centers of economic productivity, key infrastructure, and key commerce routes connecting such areas to each other and to the outside world.” Five of the 14 target municipalities for RAMP UP East are located within Key Terrain Districts, as of October 2010.

Note: As of October 2010, RAMP-UP Parun Municipality activities are on hold.

the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings 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.

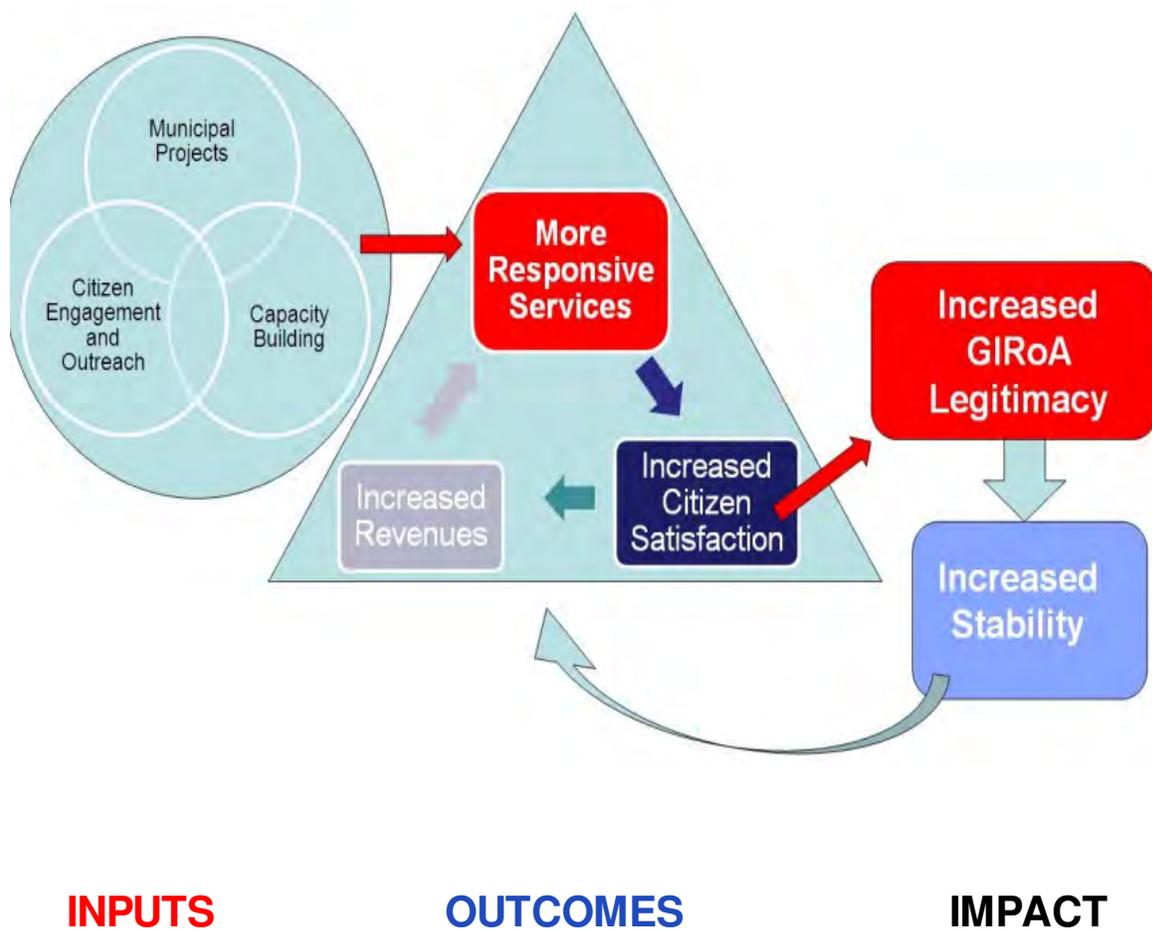
RAMP UP EAST OUTCOMES AND IMPACT

The overall objective is broken down into three expected outcomes:

- Increasing the capacity of GIROA municipal officials;
- Markedly improving the delivery of municipal services to citizens in target municipalities;
- Increasing municipal capacity to enable, support, and sustain economic growth.

RAMP UP East's impact is measured by the degree to which Afghan citizens see local governance structures as legitimate. The perception of legitimacy is tied to receiving better services, understanding the responsibilities of municipal leaders, and playing an active role in municipal decision making. Delivery of essential services to citizens and businesses will foster a stronger revenue base more likely to comply with taxation requirements, generating greater revenues that enable a government to more effectively sustain, and potentially expand and improve, essential services. Measurement of RAMP UP East impact is a central tenet of our approach with accompanying requirements for data collection, measurements, and documentation to ensure outputs, outcomes, and impacts are clearly documented and duly analyzed. (Figure 1)

Figure 1- Ramp UP East Stability Paradigm



II. PUBLIC RELATIONS AND OUTREACH STRATEGY

The purpose of this Public Relations and Outreach Strategy is to improve GIROA municipal governments' legitimacy by institutionalizing public outreach and communication mechanisms that strengthen municipal governance, accountability, transparency and citizen participation.

Key to achieving RAMP-UP East's outcomes and impact described above is to implement an effective and realistic public relations and outreach strategy firmly embedded in GIROA target municipal institutions. The strategy is therefore based on the following core principles:

- *Afghan Ownership and Afghan First:* This strategy is designed to be owned and implemented by RAMP UP East target municipalities. It is an effort to introduce transparency, accountability and citizen participation mechanisms that do not currently exist, but that anticipate practices that are and will be enshrined in existing GIROA sub-national government policies and future local government legislation. Public Relations and Outreach mechanisms put forward in this strategy are therefore ones that are sustainable and can be managed and institutionalized by GIROA municipal officials themselves with the support of RAMP-UP East staff.
- *Demand Driven:* There is generally a demand by municipal officials, IDLG / DMA and particularly citizens for improved access to relevant information on municipal services delivery. This strategy therefore focuses on simple information sharing and communication mechanisms that can meet this demand-driven need which in turn enhance transparency and accountability.
- *Long-term Capacity of GIROA:* The main thrust of this strategy is to build the long-term capacity of officials in target municipalities as well as within IDLG's DMA to engage in simple, but effective, public relations and outreach mechanisms that can deliver specific outcomes in the short-term and can be institutionalized over the long-term.
- *GIROA Empowerment:* This strategy is designed to be institutionalized and therefore to empower municipal officials to engage and communicate with their citizenry more effectively; to empower citizens to engage and communicate with their municipal officials; to empower municipalities to communicate and build better relations with their IDLG central support and oversight departments and vice versa; and empower municipalities to engage and communicate more effectively with donors and other stakeholders.
- *Learning by Doing:* The chief method employed in implementing and institutionalizing the public relations and outreach mechanisms detailed in this strategy is through on-the-job-training, whereby embedded RAMP-UP East staff transfer the needed public relations and outreach knowledge and skills to mayors and selected municipal officials and provide follow-up support, as needed.

The strategy aims to be realistic and employ appropriate interventions to address and improve existing municipal public relations and outreach capacity, by considering the following:

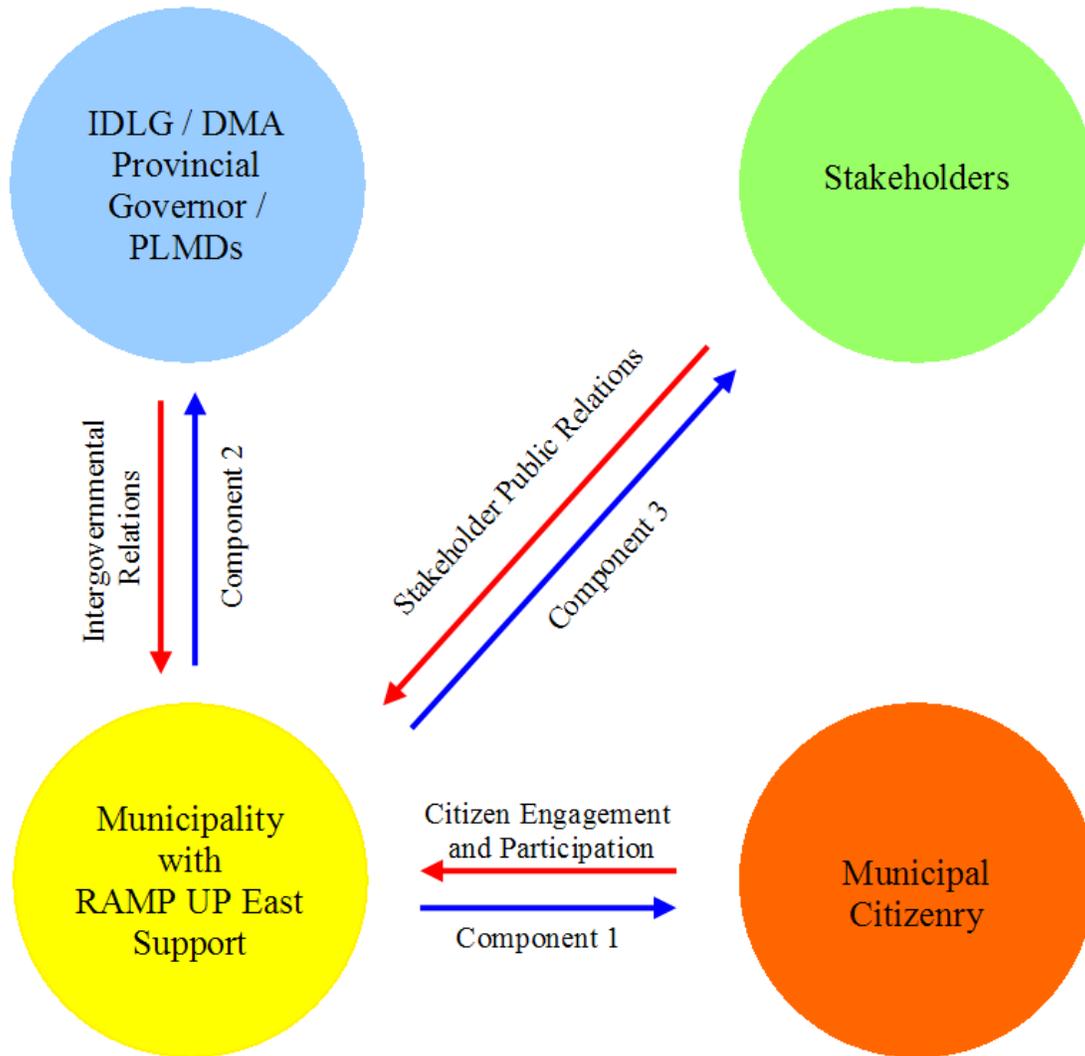
- GIROA municipalities engage in only very limited, if any, public relations and outreach activities with citizens;
- Citizens have limited, if any, access to information regarding municipal services delivery, revenues or knowledge about the role and function of municipal institutions;
- Municipalities have very limited communications and working relations with the IDLG Directorate of Municipal Affairs, the department charged with municipal oversight and support responsibilities;
- Municipalities have very limited capacity to engage in public relations and promotional efforts to, for example, attract donor support and funding.

The objective therefore is to focus on a few key outreach and public relations activities that can be institutionalized during the first year of RAMP-UP East programming.

Finally, this strategy details activities that address the following USAID strategic objectives and RAMP-UP East performance indicators, including important anti-corruption indicators:

1. USAID Strategic Objective 6 – a democratic government with broad citizen participation
2. RAMP-UP East Impact indicators:
 - AO 1.1 % increase in citizen satisfaction with municipal government
 - AO 2.1 % increase in citizen perception that local government officials are working to serve their needs
 - AO 3.1 % increase of citizens saying they trust GIROA municipal officials to conduct activities that benefit citizens
3. RAMP-UP East CLIN 1 indicators:
 - 1.3 # of participatory citizen engagement mechanisms implemented by municipal officials
4. RAMP-UP East Common indicators:
 - C 3 - # of mechanisms for external oversight of public resource use supported
 - C 4 - # of USG supported anti-corruption measures implemented

Figure 2- RAMP UP East Public Relations and Outreach Strategic Components



III. COMPONENTS

There are three components that serve to shape and underpin the RAMP UP East Public Relations & Outreach Strategy (see Figure 2). These components are described below in terms of objectives, the specific mechanisms used to institutionalize outreach and communication mechanisms to achieve these objectives, and the results anticipated from these activities.

All activities listed below will take place in all target municipalities. These activities will be integrated into each municipality's Municipal Improvement Plan. All activities will be implemented with the support of RAMP-UP East Communications and Outreach advisors.

1. CITIZEN ENGAGEMENT AND PARTICIPATION

i. OBJECTIVE

- Institute sustainable outreach and communication mechanisms that strengthen municipal government transparency and accountability by improving two-way engagement and information dissemination between municipal government and citizens with an emphasis on women and youth participation; and communicating progress made on implementing the Municipal Improvement Plan (service delivery projects, capacity building, economic development and revenue generation)

ii. INSTITUTIONAL OUTREACH AND COMMUNICATION MECHANISMS (ACTIVITIES & PRODUCTS)

- Monthly citizen forums are convened ensuring citizen representation, engagement and participatory planning focused on municipal service delivery (progress, priorities)
- Monthly Municipal Newsletter are issued focused on municipal service delivery (progress, priorities)
- Municipal service delivery project opening and closing ceremonies are held utilizing maximum local media coverage
- Monthly TV, Radio and press interviews are held with Mayors focused on informing and engaging the public on municipal service delivery and civic education on municipal functions
- Media and public outreach training (how to deliver effective presentations) delivered to Mayors, Deputy Mayors and selected municipal officials

iii. EXPECTED RESULTS

- Increased citizen engagement, participation and empowerment in municipal decision making, as measured by # of citizen forums and attendance sheets

- Increased municipal responsiveness to citizen needs and priorities resulting in greater public confidence, legitimacy and support, as measured by the RAMP-UP East public opinion survey
- Increased municipal transparency and accountability, as measured by # of citizen forums, # of monthly newsletters and media releases, and as measured by public opinion survey

2. INTERGOVERNMENTAL RELATIONS

i. OBJECTIVE

- Institute sustainable communication mechanisms that strengthen vertical (Provincial Governor and IDLG's Directorate of Municipal Affairs) and horizontal (Provincial Line Ministry Directorates, Provincial Development Committee) intergovernmental relations

ii. INSTITUTIONAL OUTREACH AND COMMUNICATION MECHANISMS (ACTIVITIES & PRODUCTS)

- Quarterly Municipal (Progress) Reports delivered by Mayor to IDLG (to include updates on revenue, staffing, development projects) Provincial Governor and relevant line ministry departments
- Quarterly meetings between Municipality (Mayor / Deputy Mayor) and IDLG / Directorate of Municipal Affairs
- Mayor participates in / presents at Provincial Development Committee and Provincial Assembly Meetings where Provincial Governor and GIROA Line Ministry Departments are represented
- IDLG Regional (every six months) and National (every year) Conferences organized with support of RAMP-UP East

iii. EXPECTED RESULTS

- Improved vertical intergovernmental relations with IDLG / DMA, as measured by # of quarterly reports delivered and # of quarterly meetings between municipal officials and IDLG/DMA
- Improved horizontal intergovernmental relations with line ministry departments (e.g. MoUDA, MoPW), as measured by # of PDC and Assembly meetings attended by Mayor or Mayor's representative

3. STAKEHOLDER PUBLIC RELATIONS

i. OBJECTIVE

- Institute sustainable public relations mechanisms to communicate progress made by each municipality on its Municipal Improvement Plan (service delivery projects, capacity building, economic development and revenue generation) to USAID, PRTs, donors and other implementing partners and stakeholders.

ii. INSTITUTIONAL OUTREACH AND COMMUNICATION MECHANISMS (ACTIVITIES & PRODUCTS)

- Monthly Municipal Newsletter focused on municipal service delivery (progress, priorities)
- Mayor's participation at PDC, where PRT, donors and other implementing partners are normally represented
- Weekly meetings on MIP progress with USAID representatives
- Municipal Power Point Presentations and Fact sheets

iii. EXPECTED RESULTS

- Improved public relations with USAID / PRT, donors, implementing partners and Community Based organizations, as measured by # of PDC meetings attended, # of monthly newsletters disseminated to stakeholders and existing municipal power point presentations and fact sheets.

USAID RAMP UP East Public Relations and Outreach Strategy (Summary Overview)

Goal: To improve GIROA municipal governments’ legitimacy by institutionalizing public outreach and communication mechanisms that strengthens municipal governance, accountability, transparency and citizen participation.

COMPONENTS	CITIZEN ENGAGEMENT AND PARTICIPATION	INTERGOVERNMENTAL RELATIONS	STAKEHOLDER PUBLIC RELATIONS
OBJECTIVES	<ul style="list-style-type: none"> • Institute sustainable outreach and communication mechanisms that strengthen municipal government transparency and accountability. • Institute effective outreach and communication tools (activities & products) that strengthen two-way engagement and information dissemination between municipal government and citizens with an emphasis on women and youth participation. 	<ul style="list-style-type: none"> • Institute sustainable communication mechanisms that strengthen vertical (Provincial Governor and IDLG’s Directorate of Municipal Affairs) and horizontal (Provincial Line Ministry Directorates, Provincial Development Committee) intergovernmental relations. 	<ul style="list-style-type: none"> • Institute sustainable public relations mechanisms to communicate progress made by each municipality on its Municipal Improvement Plan (service delivery projects, capacity building, economic development and revenue generation) to USAID, PRTs, donors and other implementing partners and stakeholders.
INSTITUTIONAL OUTREACH AND COMMUNICATION MECHANISMS (ACTIVITIES & PRODUCTS)	<ul style="list-style-type: none"> • Monthly citizen forums ensuring citizen representation, engagement and participatory planning focused on municipal service delivery (progress, priorities). • Monthly Municipal Newsletter focused on municipal service delivery (progress, priorities). • Municipal service delivery project opening and closing ceremonies utilizing maximum local media coverage. • Monthly TV, Radio and press interviews with Mayors. These are interactive (Q & A) events with citizens and focused on 	<ul style="list-style-type: none"> • Quarterly Municipal (Progress) Reports delivered to IDLG (to include updates on revenue, staffing, development projects) Provincial Governor and relevant line ministry departments. • Quarterly meetings between Municipality (Mayor / Deputy Mayor) and IDLG / Directorate of Municipal Affairs. • Mayor participates in / presents at Provincial Development Committee and Provincial Assembly Meetings where 	<ul style="list-style-type: none"> • Monthly Municipal Newsletter focused on municipal service delivery (progress, priorities). • Mayor participation at PDC, where PRT, donors and other implementing partners are normally represented. • Weekly meetings on progress with USAID representatives. • Municipal Power Point Presentations • Municipal Fact sheets

	<p>informing and engaging the public on municipal service delivery and civic education on municipal functions.</p> <ul style="list-style-type: none"> • Media and public outreach training (how to deliver effective presentations) for Mayors, Deputy Mayors and selected municipal officials 	<p>Provincial Governor and GIROA Line Ministry Departments are represented.</p> <ul style="list-style-type: none"> • IDLG Regional (every six months) and National (every year) Conferences. 	
EXPECTED RESULTS	<ul style="list-style-type: none"> • Increased citizen engagement, participation and empowerment in municipal decision making, as measured by # of citizen forums and attendance sheets. • Increased municipal responsiveness to citizen needs and priorities resulting in greater public confidence, legitimacy and support, as measured by public opinion survey. • Increased municipal transparency and accountability, as measured by # of citizen forums, # of monthly newsletters and media releases, and as measured by public opinion survey. 	<ul style="list-style-type: none"> • Improved vertical intergovernmental relations with IDLG / DMA, as measured by # of quarterly reports delivered and # of quarterly meetings between municipal officials and IDLG/DMA. • Improved horizontal intergovernmental relations with line ministry departments (e.g. MoUDA, MoPW), as measured by # of PDC and Assembly meetings attended by Mayor or Mayor's representative. 	<ul style="list-style-type: none"> • Improved public relations with USAID / PRT, donors, implementing partners and Community Based organizations, as measured by # of PDC meetings attended, # of monthly newsletters disseminated to stakeholders and existing municipal power point presentations and fact sheets.