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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

QUARTERLY REPORT APRIL – JUNE 2011



*Young women and men discussing municipal affairs with the Mayor of the Municipality of Khost*

**31 JULY 2011**

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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND 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
DSF	District Stabilization Framework
DoWA	Department of Woman's Affairs
FAF	Foreign Assistance Framework
FPO	Field Program Officer (USAID officer within the PRT)
GDMA	General Department of Municipal Affairs (Office within IDLG)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IR	Intermediate Result
IDLG	Independent Directorate of Local Governance
ISAF	International Security Assistance Force
IT	Information Technology
M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
MOUD	Ministry of Urban Development
NGO	Non-Governmental Organization
PIRS	Performance Indicator Reference Sheet
PMP	Performance Management Plan
PRT	Provincial Reconstruction Team
PPP	Public Private Partnerships
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RC	ISAF Regional Command
TAMIS	Technical Assistance Management Information System (DAI)
USAID	United States Agency for International Development
USG	United States Government

## USAID RAMP-UP East Quarterly Report April - June 2011

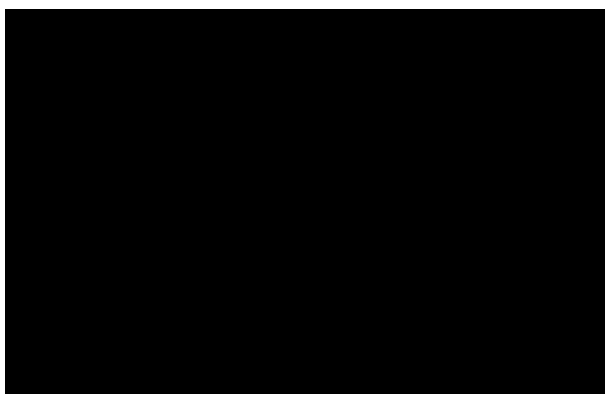
This quarterly report presents an overview of RAMP UP East progress towards program impact indicators as detailed in the Performance Monitoring Plan, as well as the program challenges and lessons learned during the 2<sup>nd</sup> quarter of 2011.

The activities undertaken contributed towards the primary Assistance Objective of the program - to create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance. RAMP UP East's three pronged approach aims to increase capacity of municipal officials, improve municipal service delivery to citizens and assist municipalities in fostering economic growth.

### Municipal Governance and Municipal Officials Capacity Building

The April Municipal Planning Conference gathered Mayors, IDLG staff, USAID counterparts and RAMP UP East staff in Kabul for two days of planning and program development. Discussion was frank and inclusive. Two significant outcomes helped strengthen the collaborative partnership between IDLG/GDMA, the municipalities and USAID/RAMP UP East.

Firstly, the Technical Working Groups (TWG) were established as a formal mechanism for discussion and program critique between GDMA and RAMP UP East. Each of the three TWGs - Capacity Building, Service Delivery, and Revenue Enhancement and Economic Development – are charged with technical critique and the formulation of recommendations to GDMA and RAMP UP East management. In addition to building a strong rapport between GDMA and RAMP UP East counterparts, the TWGs helped identify important GDMA responsibilities vis-a-vis the RAMP UP East deliverables. RAMP UP East also helped champion the inclusion of the other three RAMP Ups beginning in July.



*His Excellency Mr. Abdulkhaliq Farahi inaugurated the Municipal action Planning Workshop on 28<sup>th</sup> June*

Secondly the 13 client municipalities undertook public consultations in May aimed at identifying community needs and priorities for municipal public services as an important input to the Year 2 MIPs. Mayors asked community members to propose and prioritize small-scale municipal service delivery improvement projects. RAMP UP East staff helped facilitate the consultation process and worked with municipal staff and Mayors to draft the proposed MIPs. The TWGs undertook a technical review of the proposed MIPs to identify synchronicity (and conflict) with GDMA and RAMP UP East priorities.

In June the stakeholders returned to Kabul for the second Municipal Action Planning Workshop. Mayors presented the proposed Year 2 MIPs to IDLG/GDMA and explained how these public service delivery projects would impact on improving the city and daily living conditions of Afghan citizens. The Mayors self-confidence and presentation skills had clearly improved since the first conference. The Workshop secured endorsement from IDLG and GDMA to move forward with approved Year 2 MIPs.



The workshop also focused on building Mayors capacity with a ½ day forum on solid waste management practices. Reports from the prototype projects and RAMP UP technical research were presented, and the Mayors subsequently gathered in small groups to discuss:

- Sustainability of Solid Waste Management Services
- Community Involvement in Solid Waste Management
- Solid Waste Land Fills and Project Management

Feedback from the workshop indicated a very positive response to the opportunity to work collectively on this high priority municipal challenge.

### **Financial Management**

Accurate and transparent financial systems are an important building block for most of RAMP UP East's work. A functioning Performance Based Budgeting System is critical – this means a municipality has realistic goals, measureable outcomes and sound reporting on budget and expenditures. The RAMP UP East Internal Survey undertaken in summer 2010 indicated that no performance based budgeting systems were in place in RAMP UP East supported municipalities.

This quarter performance based budgeting was introduced in the classroom and significant progress was made on the three milestones of:

- setting performance goals,
- develop performance measures, and
- reporting on progress against the goals.

Municipalities were guided through steps one and two. Eight municipalities - Khost, Ghazni, Asadabad, Charikar, Mahmud Razi, Maidan Shar, Mehterlam, and Logar - participated in a more extensive exercise to create an initial draft version of a performance based budget. Each municipality set relevant goals and created simple performance measurements. The exercise will be completed in Year 2 when the municipalities produce their 12 month financial report.

Ongoing discussions are being held with IDLG over the implementation of these budgets processes – particularly the use of standard procedure checklists and manuals to institute improved public finance practices.

### **Service Delivery Projects**

Consistent with findings from the fall 2010 external survey, which prioritized solid waste as a top community concern, RAMP UP East has been undertaking considerable research and pilot activity in this area. In April RAMP UP East assisted Charikar in evaluating the solid waste collection pilot project led by the municipal Public Works Department.



*The construction site of the public latrine project in Sharana*

That evaluation led to the development of an implementation plan and budget for larger scale service delivery – and a sustainability plan that will allow the municipality to gradually start funding waste collection from its own resources. The Public Works Team of Mehterlam Municipality also undertook a solid waste management analysis. A proposal for improved solid waste management was subsequently developed focusing on the efficient use of limited human and financial resources – including strategic design and location of trash bins, a labor management plan, and a simplified but effective reporting system. In Ghazni the Public Works Engineer identified more than three hundred informal and formal dumpsites around the city - these locations have been entered into a database and digital map to assist in development of optimal trash collection service for each district of the city.

Significant headway was made on the critical infrastructure projects identified in the Year 1 MIPs, including:

- The municipality of Mehterlam completed 25% of its 4 km sidewalk and the roadside ditch project. Municipal officials – responsible for daily supervision – benefited from this on-the-job training in project management and quality control. A total of 3,474 labor days were recorded.
- The 1,100 meter drainage ditch and culvert project in Maidan Shar Bazaar was completed - encouraging new businesses to open for trade in the bazaar.
- Completion of the 240m sidewalk, drainage ditch and culverts project in Mahmud Raqi afforded the Mayor an opportunity to speak to the media and citizens about the importance of public works. A total of 427 daily laborers were hired to implement this project under a cash-for-work arrangement.
- The construction of a 1,000m drainage ditch, culverts and sidewalk project in Bazarak will provide improved access to the town center as well as on-the-job training opportunities for municipal construction staff who took a lead role in overseeing this project and managing the technical implementation.
- Two public latrines projects in Sharana will provide much needed public facilities – with operations and maintenance costs offset by charging user fees. 28 laborers benefited from temporary cash-for-work opportunities generated by the project.
- The 2 km road construction project in Assadabad was initiated after a lengthy consultation between municipal officials and community elders. Support was secured to ensure that the width of the road would be 6 meters and that no citizens would construct houses along the retaining wall. The community even agreed to relinquish land within the 6 meter corridor if required.



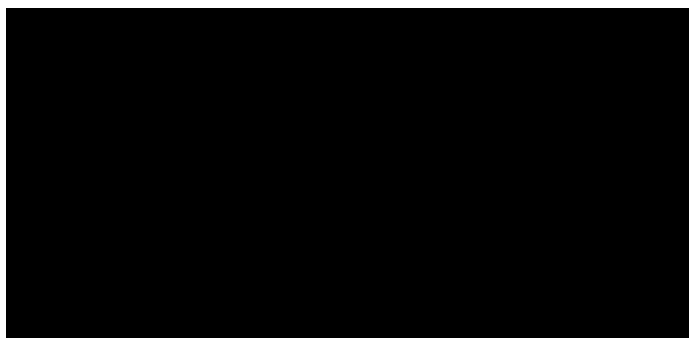
*Citizens of Mehterlam benefited from cash-for-work opportunities created by the 4km sidewalk construction*



## Economic Development and Revenue Generation

Business registration and licensing has moved ahead dynamically in this quarter. The pilot program was developed in both official languages and was tested in Charikar and Mahmud Raqi. Municipal staff members were assisted by RAMP UP East in a door-to-door survey to collect information on every business within the municipal boundaries. The Charikar Revenue Department has already completed the registration of 2,656 private businesses.

The impact on revenue has been significant. In Charikar with 50% of business licenses being distributed, the Municipality's revenue from license fees collection increased more than 10 times from the previous year. Revenue from business license fees also more than doubled in the relatively small Municipality of Mahmud Raqi.



*Mahmud Raqi municipality business license database.*

Analysis of municipal revenue has also provided important insights and direction. The Bazarak Revenue Generation Officer conducted a review of the last 6 years of municipal income. The report will help the Mayor understand the strengths and weaknesses of municipal revenue generation activities. A plan is being drafted using this data to stimulate local economic development and expand revenue generation opportunities.

In Bamyian the Municipality undertook an analysis of the tax collection mechanism with technical assistance from RAMP UP East. The study found that citizens in 7 of the 14 city districts do pay taxes because they have access to trash collection and other municipal services. The report urged the Municipality to ensure equal services delivery to all districts, and to focus on economic development opportunities to increase revenue.

Class room training was given on assets management and use of assets to generate additional revenue. All 13 municipalities have developed their un-audited assets register with value and usage. This is being analyzed to generate opportunities for leasing, renting and even use as collateral for additional capital to improve service delivery and bring economic growth.

RAMP UP East embedded advisors worked with municipal counterparts to teach them key computer applications in Excel and Word. The Mayor of Jalalabad summed it up well - "I feel that tangible changes have occurred to the working procedures of the Municipal Departments such as computerization of financial reports, and improved quality and timeliness of correspondence with constituents and partners. This demonstrates the real capacity building of Municipal officials by RAMP UP East advisors." Embedded advisors have also trained municipal counterparts to maintain records and files properly.

Capacity building continues in data gathering and economic profile development as embedded advisors work with municipal counterparts to identify and collect key operational and financial data to strengthen the municipal profiles with population, area, municipal governance, business and economic activities as well as municipal finances, revenue, budget and expenditures.

This quarter work also began on a review of select CLIN 2 service delivery projects to study their economic impact.

## Citizens Participation and Public Outreach

RAMP UP East's strategic approach to outreach was fully engaged in this quarter - activities include monthly citizen forums, municipal newsletters, infrastructure project opening and closing ceremonies, media interviews and public awareness activities.

Puli Alam convened its 7th monthly citizen forum with representatives of the shopkeeper's union, media, youth and community elders participating. Citizens were urged to participate in the city cleaning drive and to raise community awareness about city cleanliness – payment of the municipal service fee to support regular trash collection was also flagged.

Puli Alam also produced and distributed 1,000 copies of its first newsletter – self-funded and including municipal news and public awareness topics. Khost as well produced its first municipal newspaper and published four pages of municipal news in the local daily “*Milli Ehsan*”. Commercial advertisements helped subsidize both productions. The Municipality of Gardez published its second self-funded newsletter with messages about city cleanliness, an overview of the municipal economic growth plan, and advertisements from local businesses.

The quarter was replete with public ceremonies celebrating infrastructure projects:

- 180 citizens joined the PRT, government officials and the media at the inauguration of the Bamyian City mosaic sidewalk on 11 April. The 7,365m sidewalk rehabilitation enhances the beauty of this city that is recognized as a UNESCO world heritage site and is frequently visited by foreign and local tourists.
- The Mayor of Bazarak led citizens in inaugurating the drainage ditch, culverts and sidewalk project, commenting that “Our citizens will easily access the main city roads, shops and institutions.”
- The Deputy Governor of Laghman joined the Mayor of Mehterlam to inaugurate the 7.75 km roadside ditch construction project – he noted the considerable cash-for-work opportunities being created.
- The Mayor of Puli Alam inaugurated the construction of the second parking lot in the city. Before a large crowd including Youth Association representatives, local shopkeepers and Nahia representatives he acknowledged the value of this project as it created jobs for unemployed young citizens.
- The Deputy Governor of Paktika and the Mayor of Sharana inaugurated the construction of two public latrine projects which include 5 women's latrines. One of the public latrine sites is near the city's mosque and the other one is in front of the public hospital.



*Ghazni Mayor enjoying a beverage during a radio interview*

The use of live media is increasing. Radio & Television of Afghanistan (RTA) aired a live radio discussion between the Maidan Shar Mayor, a Provincial Council Member and a representative of the shopkeepers. The radio broadcast facilitated a discussion about the new Municipal Improvement Plan (MIP) and briefed citizens about the achievements during the previous year – in turn citizens were able to call the radio studio and ask the Mayor questions. In Charikar media technical facilitation by RAMP UP East enabled the recording of a citizens forum – sound bites were then included in a follow-up radio discussion.

Increasingly the Mayors are taking their own initiative with public outreach programs and events. The Mayor of Mahmud Raqi announced the establishment of municipal clubs at schools to educate children about governance practices and city cleanliness. The Acting Mayor of Ghazni convened a public discussion with citizens about environmental concerns, focusing on prohibiting the use of plastic bags. He urged citizens to take individual and collective responsibility in protecting the environment by using paper bags and by making reusable bags from recycled clothes. The Municipality of Maidan Shar organized a public awareness seminar about trash disposal practices. More than 90 citizens attended the seminar and received information on how to use the trash bins and reduce household trash production.

### **Gender Empowerment and Youth Participation**

During the quarter the grants for gender empowerment and youth participation went from concept papers to fully developed RFPs – these were issued and evaluation of submissions was just being completed in late June. The youth grants support activities related to youth leadership, computer skills training and sports tournaments. The gender grants will help women benefit from local economic opportunities, increase women's participation in municipal events and educate women on equal employment opportunities and their role in municipal governance.

15 municipal officials along with RAMP UP East teams from Jalalabad, Meherlam and Assadabad attended training on Gender Sensitivity and Mainstreaming held for two days in mid-April. A baseline survey with multiple choice answers was distributed to gauge understanding of gender concepts. About one third of the participants thought that “gender means being born a man or a woman”, while another 32% stated that “gender is how society defines being a male or a female”.

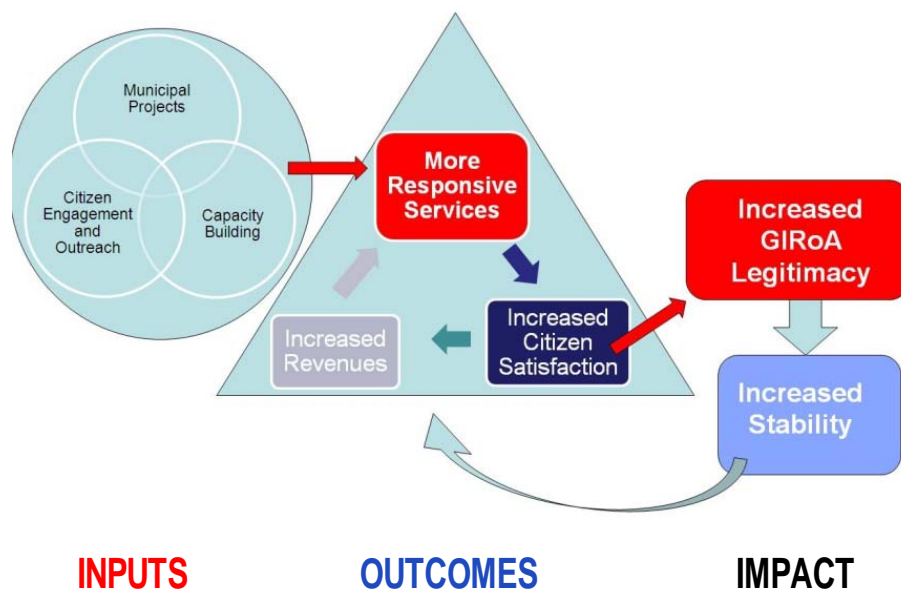


*Women participating in the Ghazni citizen forum urged their sisters to use paper bags when shopping*

## Performance Management Plan indicators – rationale

The stability paradigm of RAMP UP East is based on the premise that national stability comes from government legitimacy which in turn is rooted in citizen satisfaction. That satisfaction is expressed in the PMP as three Impact Indicators and measured by the annual survey. The inputs of Capacity Building (CLIN 1), Service Delivery Improvements (CLIN 2) and Increased Revenue (CLIN 3) will all - if strategically and effectively applied – support the desired outcome of increased citizen satisfaction and trust in municipal government.

### RAMP UP East stability paradigm



## Overview of Q3 FY2011 performance

The following section presents an overview of each RAMP UP East performance indicator, including baseline figures, and illustrates progress against these indicators in Q3.

PMP Ind	PERFORMANCE INDICATOR		Baseline (Q4 FY 2010)	Target	ACTUALS				PROJECT Totals	
	Indicator				Q4 FY 2010 : (Jul-Sep)	Q1 FY 2011: (Oct – Dec)	Q2 FY 2011: (Jan-Mar)	Q3 FY 2011: (Apr-Jun)	Project to date	%
IMPACT INDICATORS										
AO 1.1	% increase in citizen satisfaction with municipal government		65%	20%						
AO 2.1	% increase in citizen perception that local government officials are working to serve their needs		55%	20%						
AO 2.2	% increase of citizens indicating they trust GfRoA officials in municipalities to conduct its activities to benefit the people of the city		49%	20%						
CLIN 1 INDICATORS										
1.1	# of municipalities with functioning performance budgeting systems		0	5	0	0	0	-	0	0%
1.2	# of municipalities with functioning accounting systems		0	5	0	0	0	0	0	0%
1.3	# of participatory citizen engagement mechanisms implemented by municipal officials		0	5 mechanisms in each municipality (5x14 = 70)	0	18	16	23	57	81%



PMP Ind	PERFORMANCE INDICATOR		Baseline (Q4 FY 2010)	Target	ACTUALS				PROJECT Totals		
	Indicator				Q4 FY 2010 : (Jul-Sep)	Q1 FY 2011: (Oct – Dec)	Q2 FY 2011: (Jan-Mar)	Q3 FY 2011: (Apr-Jun)	Project to date	%	
CLIN 2 INDICATORS											
2.1	# of sub-national government entities receiving USG assistance to improve their performance		0	14	13	13	13	13	13	93%	
2.2	# of municipal service delivery projects implemented		0	17	4	0	4	0	8	47%	
2.3	% of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation		0%	80%	-	-	-	85%	85%	85%	
2.4	% of citizens who believe that their access to municipally-provided services has increased		48%	20%							
CLIN 3 INDICATORS											
3.1	# of public private partnerships		0	5 in different municipalities	0	0	0	0	0	0%	
3.2	# of person-days of labor		0	184,800	7,349	12,323	9754	20,078	49,504	27%	
3.3	# of sub-national institutions receiving USG assistance to increase their annual own-source revenue		0	14	13	13	13	13	13	93%	
			AFS	USD							
3.4	% increase in revenue generated	Asadabad	10,016,741 AFs	\$200,334.00	20% in 5 municipalities						
		Bamyan	18,882,945 AFs	\$377,659.00							
		Charikar	3,592,196 AFs	\$71,844.00							
		Gardez	36,810,000 Afs	\$736,200.00							
		Ghazni	36,631,987 AFs	\$732,639.00							
		Jalalabad	336,982,622 AFs	\$6,739,652.00							
		Khost	74,286,703 Afs	\$1,485,734.00							
		Mahmudi-i-Raqi	3,424,011 Afs	\$68,480.00							
		Maidan Shar	20,887,404 AFs	\$417,748.00							
		Mehtarlam	27,106,296 AFs	\$542,126.00							
		Panjshir	10,543,990 AFs	\$210,880.00							
		Paurn									
		Pul e Alam	22,534,545 AFs	\$450,691.00							
		Sharana	1,949,035 Afs	\$38,980.00							

PMP Ind	PERFORMANCE INDICATOR		Baseline (Q4 FY 2010)	Target	ACTUALS				PROJECT Totals	
	Indicator				Q4 FY 2010 : (Jul-Sep)	Q1 FY 2011: (Oct – Dec)	Q2 FY 2011: (Jan-Mar)	Q3 FY 2011: (Apr-Jun)	Project to date	%
COMMON INDICATORS										
C1	# of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization		0	300	0	12	61	189	262	87%
C2	# of government officials receiving USG-supported anti-corruption training		0	300	0	0	0	34	34	11%
C3	# of mechanisms for external oversight of public resource use supported		0	TBD	-	-	-	-	0	0%
C4	# of USG-supported anti-corruption measures implemented		0	TBD	-	-	-	-	0	0%
C5	# of key-infrastructure rehabilitated or improved		0	83	4	1	12	7	24	21%

## Assistance Objective Indicators

The three Assistance Objective indicators – AO1.1, AO2.1 and AO2.2 - measure citizen satisfaction, perceptions about local government performance and citizen trust respectively. All three indicators were baselined in the fall of 2010 survey and improvements will be measured in the follow-up survey conducted in September/October 2011.

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

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

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

## Capacity Building (CLIN 1) indicators

To enable RAMP UP East to measure progress towards accomplishing the financial management targets set in the PMP, a detailed analysis of the accounting and budgetary systems and processes used by the municipalities is necessary. This requires more in-depth research and analyses than the internal baseline survey conducted in the fall of 2010 could provide. These more specific surveys are only able to be created as the detailed knowledge of the processes with the municipalities is discovered during the working sessions for training content development. Due to this, the surveys are developed on a progressive time line corresponding to the development of the training module materials. As the revised training program began development in early June, no in-depth surveys were conducted before the end of the first fiscal year. As a result, there was not an accurate means to measure the progress of the municipalities in the accounting and budget areas for this report. The schedule below shows the time line for conducting the surveys in the seven specific areas and the quarterly reports which will include the results of these surveys.

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

X	baseline survey conducted
	quarterly survey conducted
	reported in quarterly report

### CLIN 1 - Indicator 1.1: The number of municipalities with functioning performance budgeting systems

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

A “functioning performance based budgeting system” means that a municipality has set goals and objectives, developed performance measurement tools and created reports on budget and expenditures. The fall 2010 baseline survey indicated that no performance based budgets were being used in the RAMP UP East supported municipalities.

Although some progress was made towards the Year 1 target, none of the municipalities had a functioning performance budgeting system in place to date.

**CLIN 1 - Indicator 1.2: The number of municipalities with functioning accounting systems**

Indicator 1.2: # of municipalities with functioning accounting systems						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	5	0	0	0	0	

A “functioning accounting system” allows transparent and systematic financial reporting and reduces the potential for corrupt practices. Municipalities with a functional accounting system have to fulfill the following basic criteria:

- Computerized Accounting System: use Excel for accounting documents such as general ledger, payroll, and budget forms;
- Bank Reconciliation: complete bank reconciliations at least quarterly;
- Budget on Schedule: deliver the new fiscal year’s budget by the scheduled deadline and receive budget approval;
- Systematic Filing System: use an organized systematic filing system with both paper and computer (if applicable) files.
- Quarterly Reporting on Schedule: deliver quarterly financial reports by designated deadline.

To date, none of the participating municipalities met all these criteria for a functioning accounting system although a number of municipalities have made substantial progress in this area. The RAMP UP East team is confident that the target for Year 2 – 10 municipalities with functioning accounting systems – is achievable.

**CLIN 1 - Indicator 1.3: The number of participatory citizen engagement mechanisms implemented by municipal officials**

Indicator 1.3: # of participatory citizen engagement mechanisms implemented by municipal officials						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	At least 5 in each municipality (5x14 = 70)	0	18	16	23	

Monthly citizen forums, project opening and closing ceremonies, monthly newsletter and media interviews are the public participation mechanisms designed to improve citizen engagement and public participation in municipal affairs.



The table below charts the use of these mechanisms by province in this quarter. It is immediately followed by a table indicating participation by gender by province.

Municipality (Province)	Mechanism Implemented				
	Citizen Forum	Opening / closing ceremony	In Field Public outreach training	Newsletter	Municipal officials interview with media
Asadabad (Kunar)	3	1	0	3	0
Bamyan (Bamyan)	3	1	0	1	2
Charikar (Parwan)	3	0	0	1	2
Gardez (Paktya)	1	0	0	0	0
Ghazni (Ghazni)	2	0	0	2	2
Jalalabad (Nangarhar)	2	2	0	0	0
Khost (Khost)	3	1	0	1	2
Mahmud-i-Raqi (Kapisa)	1	1	0	1	1
Maidan Shar (Wardak)	2	1	0	1	1
Mehtarlam (Laghman)	3	1	0	0	1
Panjshir (Panjshir)	1	0	0	0	3
Parun (Nuristan)	0	0	0	0	0
Pul e Alam (Logar)	3	1	0	2	1
Sharana (Paktika)	1	1	0	0	0
<b>TOTAL</b>	<b>28</b>	<b>10</b>	<b>0</b>	<b>12</b>	<b>15</b>

Participants by gender by province in citizen engagement mechanisms			
Municipality (Province)	Total participants	Male	Female
Asadabad (Kunar)	59	59	0
Bamyan (Bamyan)	94	92	2
Charikar (Parwan)	67	59	8
Gardez (Paktya)	10	10	0
Ghazni (Ghazni)	99	83	16
Jalalabad (Nangarhar)	129	129	0
Khost (Khost)	75	70	5
Mahmud-i-Raqi (Kapisa)	40	36	4
Maidan Shar (Wardak)	47	44	3
Mehtarlam (Laghman)	77	73	4
Panjshir (Panjshir)	18	18	0
Pul e Alam (Logar)	69	69	0
Sharana (Paktika)	17	17	0
Parun (Nuristan)	0	0	0

## CLIN 2 (Service Delivery) indicators

### CLIN 2 - Indicator 2.1: The number of sub-national government entities receiving USG assistance to improve their performance

Indicator 2.1: # of sub-national government entities receiving USG assistance to improve their performance						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	14	13	13	13	13	

All client municipalities received USG assistance except Nuristan where RAMP UP East is unable to work because of security concerns.

### CLIN 2 - Indicator 2.2: The number of municipal service delivery projects implemented

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

There were no new service delivery project launched during the quarter - all 8 previously launched service delivery projects were completed in June 2011 and the systems are functioning.

Municipal service delivery projects by province and municipality			
No.	Activity	Municipality	Province
1	Solid Waste Collection	Charikar	Parwan
2	Solid Waste Collection	Gardez	Paktya
3	Solid Waste Collection	Sharana	Paktika
4	Solid waste enclosure	Sharana	Paktika
5	Solid Waste Collection	Panjshir	Panjshir
6	Masonry refuse enclosure & Solid waste collection	Bamyan	Bamyan
7	Solid waste receptacles & Collection	Pul-i-Alam	Logar
8	Solid waste receptacles & Collection	Maydan Shar	Wardak

**CLIN 2 - Indicator 2.3: The percentage of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation**

Indicator 2.3: % of RAMP UP East activities involving government officials in project planning, implementation, and/or evaluation						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	
FY2010/11	80%	0	67%	81%	85%	

The involvement of government officials is a critical piece of RAMP UP East's work and the program has been successful in engaging officials in program activities. The involvement of government officials in projects management is measured by field visits, project design and supervision of labor. This indicator captures activities both completed and ongoing.

Activities involving government officials by municipality by province			
Municipality (Province)	Total number of activities completed/ongoing	Total number of activities with government involvement	Percentage with government involvement
Asadabad (Kunar)	4	4	100%
Bamyan (Bamyan)	2	2	100%
Charikar (Parwan)	2	2	100%
Gardez (Paktya)	2	1	50%
Ghazni (Ghazni)	1	1	100%
Jalalabad (Nangarhar)	4	3	75%
Khost (Khost)	2	1	50%
Mahmud-i-Raqi (Kapisa)	1	1	100%
Maidan Shar (Wardak)	2	2	100%
Mehtarlam (Laghman)	2	2	100%
Panjshir (Panjshir)	2	2	100%
Pul i Alam (Logar)	3	3	100%
Sharana (Paktika)	5	3	60%
<b>TOTAL</b>	<b>32</b>	<b>27</b>	<b>85%</b>

**CLIN 2 - Indicator 2.4: The percentage of citizens who believe that their access to municipally-provided services has increased**

Indicator 2.4: % of citizens who believe that their access to municipally-provided services has increased				
Year	Baseline (Q4 Jul-Sep'10)	Target	Q3: (Apr-Jun)	Notes:
FY2011	48%	20% increase		RAMP UP East plans a 2nd public opinion survey in fall 2011.

During the fall 2010 survey, 48% of citizens interviewed rated municipal services such as trash, drainage/ditches, roads and parks as better than "poor or unavailable". The planned fall 2011 survey will enable measurement of improvements on that rating.

## CLIN 3 (Revenue Generation) indicators

### CLIN 3 - Indicator 3.1: The number of public private partnerships

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

RAMP UP East is continuing its discussion with IDLG/GDMA about regulations for public private partnerships. The following steps were also undertaken towards developing PPPs in Year 2:

- Municipal Economic Profiles were completed with focus on potential revenue generation opportunities.
- Municipal assets with revenue generation potential were identified

### CLIN 3 - Indicator 3.2: The number of person-days of labor

Indicator 3.2: # of person-days of labor						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	
FY2010/11	184,800 days	7,349	12,323	9,754	20,078	

Service delivery projects supported by RAMP UP East provided 20,078 person-days of labor during the quarter. This labor is further broken down by gender by province in the following table.

Person-days of labour by gender			
Municipality (Province)	Male	Female	Total person days
Asadabad (Kunar)	3775	0	3775
Bamyan (Bamyan)	1464	0	1464
Charikar (Parwan)	2316	0	2316
Gardez (Paktya)	1627	0	1627
Ghazni (Ghazni)	0	0	0
Jalalabad (Nangarhar)	0	0	0
Khost (Khost)	922	0	922
Mahmud-i-Raqi (Kapisa)	546	0	546
Maidan Shar (Wardak)	1483	0	1483
Mehtarlam (Laghman)	3568	0	3568
Panjshir (Panjshir)	592	0	592
Pul i Alam (Logar)	1514	0	1514
Sharana (Paktika)	2270	0	2270
<b>TOTAL</b>	<b>20,078</b>	<b>0</b>	<b>20,078</b>

**CLIN 3 - Indicator 3.3: The number of sub-national institutions receiving USG assistance to increase their annual own-source revenue**

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

All 13 municipalities are benefiting from RAMP UP East on-the-job training and technical assistance provided to increase annual revenue sources.

The municipalities of Charikar, Khost, Gardez and Mahmud Razi piloted the business registration project. They started by collecting field data about business licenses and shopkeepers access to municipal services. That data was computerized and bills for the business license fee were generated. The pilot project served as basis for training of all other municipalities in anticipation of the system wide rollout in the fall of 2011.

**CLIN 3 - Indicator 3.4: The percentage increase in revenue generated**

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

This indicator uses fall 2010 survey as the baseline for revenue generation – improvements will be captured by the planned follow-up survey in the fall of 2011.



## Cross-cutting (Common) indicators

### Indicator C1: The number of individuals who received USG-assisted training

Indicator C1: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	300 person trainings	0	12	61	189	

During the quarter, RAMP UP East focused on building both technical and management skills across the key functional areas. Training priorities were continually refined in discussions with IDLG.

A total of 189 persons were trained during the period. Technical training continued in each of financial management, revenue generation, Public Works management and construction management. Further cross cutting training was undertaken in gender sensitization and public outreach.

The trainee demographics by gender by province follow.

Persons trained by municipality and gender			
Municipality (Province)	Total	Male	Female
Asadabad (Kunar)	16	16	0
Bamyan (Bamyan)	9	9	0
Charikar (Parwan)	8	8	0
Gardez (Paktya)	29	29	0
Ghazni (Ghazni)	7	7	0
Jalalabad (Nangarhar)	4	4	0
Khost (Khost)	26	26	0
Mahmud-i-Raqi (Kapisa)	16	16	0
Maidan Shar (Wardak)	13	13	0
Mehtarlam (Laghman)	21	21	0
Panjshir (Panjshir)	10	10	0
Parun (Nooristan)	0	0	0
Pul-i-Alam	18	18	0
Sharana (Paktika)	12	12	0
<b>TOTAL</b>	<b>189</b>	<b>189</b>	<b>0</b>

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

Indicator C2: # of government officials receiving USG-supported anti-corruption training						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan-Mar)	Q3: (Apr-Jun)	Notes:
FY2010/11	300	0	0	0	34	

Fraud awareness training was undertaken in four municipalities. Focusing on basic transparency concepts and USAID expectations of clients, the training emphasized the individual's role in helping to prevent and detect fraudulent activities. The significant amount of discussion among participants about both domestic and international cases of reported fraudulent practices provided a positive indication of the training impact.

The trainees are further desegregated by gender by province.

Persons trained by municipality and gender			
Municipality (Province)	Total	Male	Female
Asadabad (Kunar)	6	6	0
Gardez (Paktya)	16	16	0
Jalalabad (Nangarhar)	6	6	0
Mehtarlam (Laghman)	6	6	0
<b>TOTAL</b>	<b>34</b>	<b>34</b>	<b>0</b>

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

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

No target was set for this indicator in Year 1.

**Indicator C4: The number of USG-supported anti-corruption measures implemented**

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

No target was set for this indicator in Year 1.

**Indicator C5: The number of key-infrastructure rehabilitated or improved**

Indicator C5: # of key-infrastructure rehabilitated or improved						
Year	Target	Q4: (Jul-Sep)	Q1: (Oct – Dec)	Q2: (Jan- Mar)	Q3: (Apr- Jun)	Notes:
FY2010/11	83	4	1	12	7	

Number of key-infrastructure rehabilitated or improved by province			
No.	Type of Activity	Municipality	Province
1	Sidewalk Rehabilitation	Jalalabad	Nangarhar
2	Automobile parking lot	Jalalabad	Nangarhar
3	Culvert construction	Jalalabad	Nangarhar
4	Culverts installation	Jalalabad	Nangarhar
5	Drainage Ditch Construction (1300 meters)	Asadabad	Kunar
6	Drainage ditch Construction (600 meters)	Asadabad	Kunar
7	Gravel road, Culvert installation & Retaining wall construction	Asadabad	Kunar
8	Retaining wall construction	Asadabad	Kunar
9	Drainage Ditch Construction	Sharana	Paktika
10	Public latrine construction	Sharana	Paktika
11	Public latrine construction	Sharana	Paktika
12	Median Construction	Ghazni	Ghazni
13	Drainage ditch & culverts construction	Maidan Shar	Wardak
14	Sidewalk Construction	Bamyan	Bamyan
15	Automobile parking lot	Pul-i-Alam	Logar
16	Automobile parking facility	Pul-i-Alam	Logar
17	Drainage ditch and Sidewalk construction	Bazarak	Panjshir
18	Drainage ditch, Sidewalk & Culverts Construction	Mahmud-i-Raqi	Kapisa
19	Drainage ditch Construction	Mehterlam	Laghman
20	Drainage ditch & Sidewalk Construction	Mehterlam	Laghman
21	Drainage ditch Improvement	Khost	Khost
22	Women park renovation	Khost	Khost
23	Cinema demolition	Charikar	Parwan
24	Sidewalk rehabilitation	Gardiz	Paktia