Citizens' Charter Afghanistan Project (CCAP)
CCAP Mid-term Review (Jan/Feb 2020)
Urban CC Summary Report

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Date: 27th January 2020

CITIZENS' CHARTER

NATIONAL PRIORITY PROGRAMME

Outline

1. • Discussion: Design Adequacy
2. • Discussion: Implem Arrangements
3. • Key Achievements
4. • Key Outputs
5. • Update: Implementation Progress
6. • Challenges/ Lessons Learned
7. • Best Practices/ Recommendations

Discussion: Design Adequacy

Rural vs Urban

- **Coverage: 14%**
- **Community: not organic**
- **No. of HH/Population Higher**
- **Large Gatherings – Working Hours - availability – Space**

Fixed BG Ceilings versus Urban Standards

- **Urban public infrastructure standards (example: street concreting)**
- **Not sufficient to cover whole community**
- **Part of community not covered unwilling to pay community contribution**

Women's Inclusion

- **Quota mandated membership showing almost 50% in CDC/GA/SCs**
- **Women's livelihood subprojects – 10% and difference in the priorities**

Score Card Outcomes

- **Only existing health and education facilities measured.**
- **Not clear timelines and mandates for addressing issues raised**
- **3 rounds completed but yet no comparison between data from the same facility over time**
- **No Improvement/Same Questions (Frustration)**

Discussion: Design Adequacy/2

01 **SOFT ASPECTS BEYOND THE CDP**
- Less clearly defined
- Not factoring in limited FP contracts

02 **URBAN SUBPROJECT MENU**
- High prioritization for street concreting (# and $)
- Land issues for park sector where more land is required
- Additional Sector Requests

Discussion: Implementation Arrangements

Independent PIU within DMM/IDLG as IA	• Considerable experience and expertise within the PIU team • Now expanded to also be used for EZ-Kar C2
NGOs as FPs	• Full facilitation (soft and hard) • 3 years, extended to 3.5 years
UN-Habitat as OC	• Significant experience in urban development internationally & in Afghanistan • Key support to IDLG team in setting up and building PIU and PMU teams
Manuals: Operations, Social/ Training, Technical/ Engineering	• OM adopted initially from the MRRD prepared versions • Adapted to urban context & New Training Manual and materials prepared

Discussion: Implementation Arrangements/2

Cascade down ToTs
- Initially handled by the OC
- Training unit set up later

M&E
- Field Based: CPM/ social audit, FP, PMU Monitors (Forms 1 and 2)
- Others: PIU HQ Units, Mgmt, Field visits, Donor missions, TPM (2)

MIS
- Initially embedded with MRRD, taken over in 2018
- New modules added or adapted to suit urban CC

Public Communications
- Detailed strategy and Communication Plan
- Shared website and social media pages
- Real time auto updates on website from MIS database

Key Achievements

1 — 100% of coverage achieved (All 850 communities and over 170 Guzars planned)

2 — 850 CDCs: Nearly 50% Female Members

3 — 3 Rounds of Scorecard Completed

4 — 11 MCCMCs held

5 — Nearly 418000 community members have received trainings

6 — 5 Rounds of CPM/Social Audit

Achievement Areas

7 — Baseline IMI in over 70% communities

8 — 430 CDC & 3 GA SPs have been completed

9 — Jalalabad Park issue has been solved

10 — Expenditure of 92% budget

11 — $ 61M Grant Disbursed (63%)

12 — jjj

Key Achievements

Strategic/ Policy level:

- Operations, Social/ training/ technical manuals in place, periodically updated.

- Urban CDC/GA aligned to Municipal Law requirements

- Peace pilot expansion concept note approved

- 86% communities are satisfied with overall SPs selection, implementation, and progress

Program Management:

- Overall work progress on track for most indicators

- PIU entrusted with EZ-Kar C2 responsibility ($ 120m, 12 cities, 1,170 CDCs, 232 GA, 75 BGA)

- Proposed expansion with additional financing ($ 30m, 10 cities, ___ CDCs, ___ GA)

- Smooth closure of OC contract and take over of core functions

- National CDC Conference with community representatives presenting to country leadership
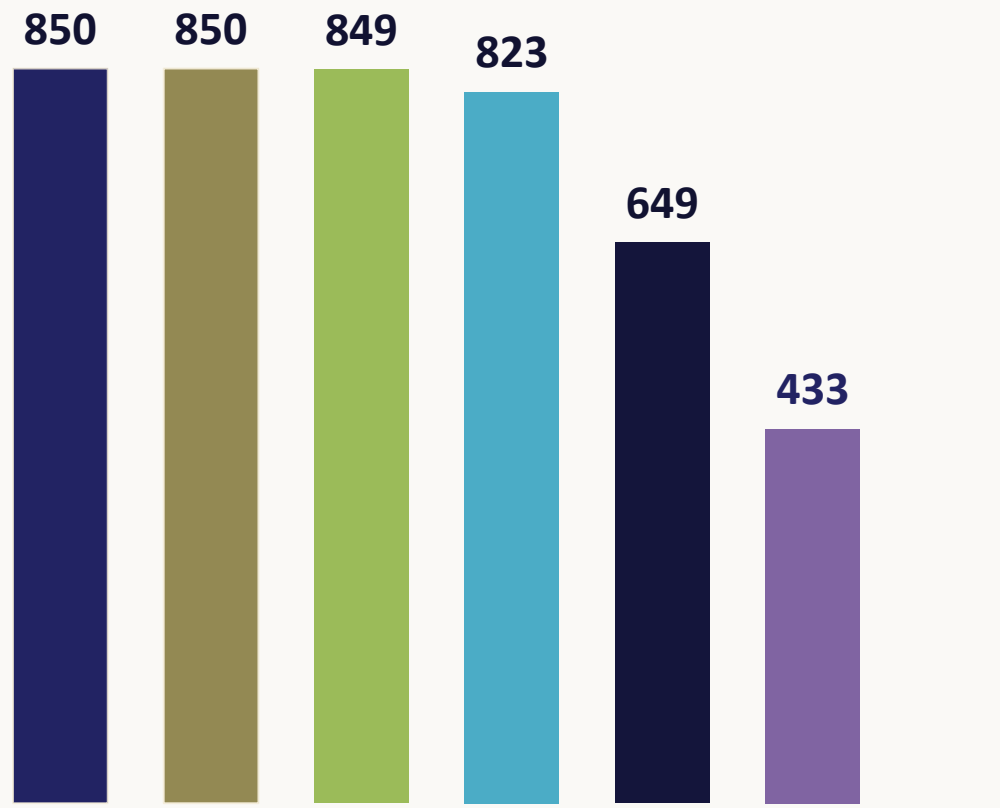
Operational Management:

- PIU and 4 PMUs fully set up and functional

- Over 90% of approved positions filled (211/ 235)

- Budget execution improved from 76% (2017) to 83% (2018) to 92% (2019)

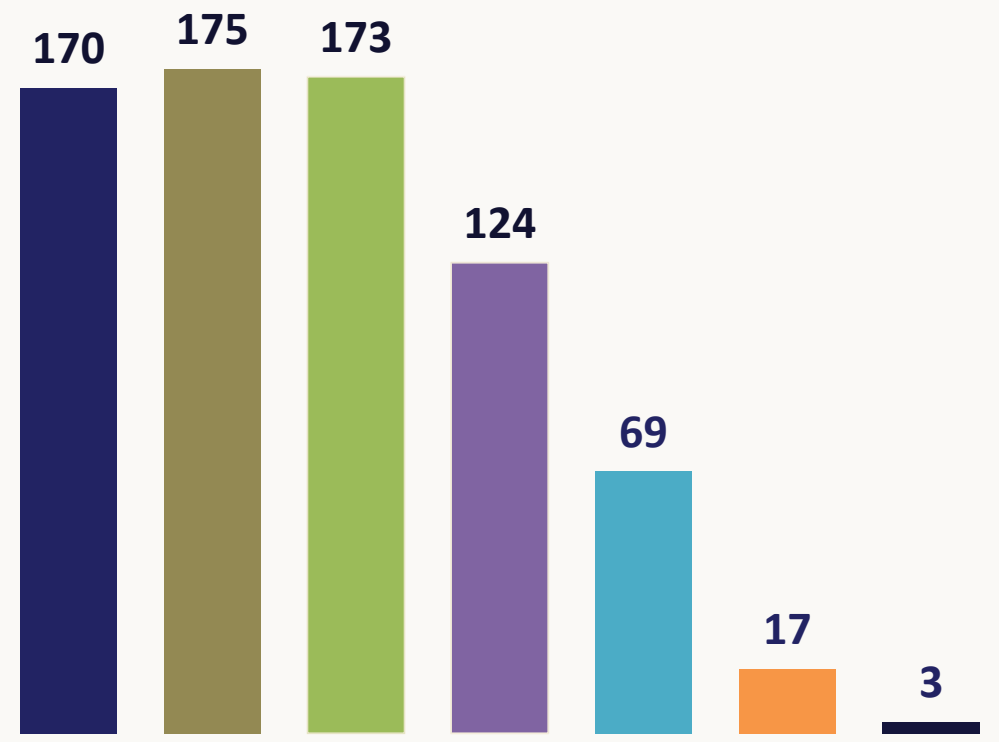- $ 78m (63% of approved $ 123 m) disbursed

Key Outputs....1/4

Community Level

850 — # of CDCs Planned
850 — # of CDC Mobilized
849 — CDPs Completed
823 — # of CDCs 1st Inst Disb
649 — # of CDCs 2nd Inst Disb
433 — # of SPs Completed

Gozar Level

170 — # of GAs Planned
175 — # of GAs Estab
173 — GDPs Completed
124 — # of GAs 1st Inst Disb
69 — # of GAs 2nd Inst Disb
17 — 3rd Inst Disb
3

Beneficiaries Population

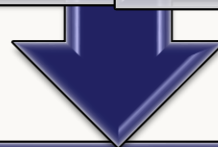| With CDC Coverage: 1.41 million (50.48% M, 49.52% F)	With SPs financed: 1.3 million (51% M, 49% F)

CDC

Members # 18,273, average 21.5/CDC (50.05% M, 49.95% F)	Office bearers # 3,400 (49.91% M, 50.09% F)

GA

Members # 3,126, average 17.96/GA (53.45% M, 46.55% F) – as low as 33% in Jalalabad	Office bearers # 696 (49.8% M, 50.2% F)

SPs Financed

913 For 823 CDCs

247 For 124 GAs

Labor Days Estimated 2.5 Million

SPs Completed

433 SPs for

9 + 3 GA/Women SPs
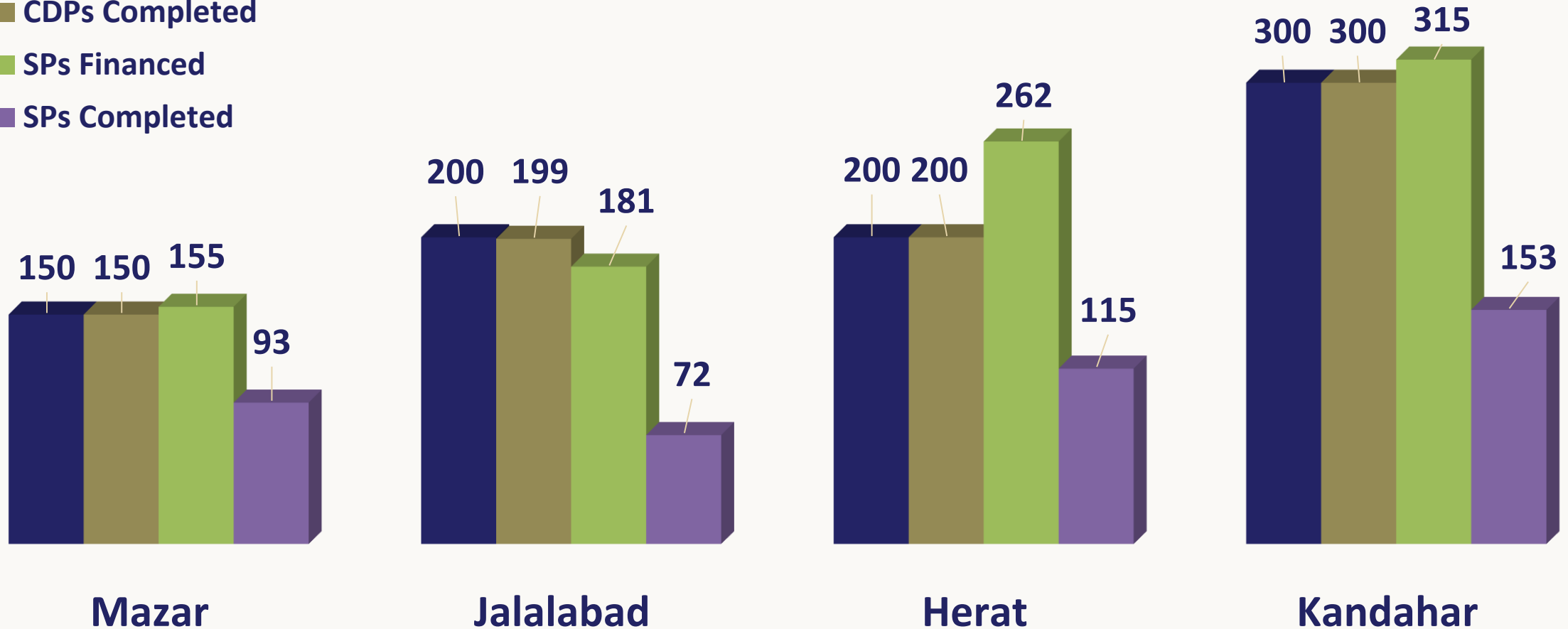
Road:

PowPark

Water Supply

Key Outputs: City level progress

City Level Progress

Legend:
- CDCs Elected
- CDPs Completed
- SPs Financed
- SPs Completed

Mazar
- CDCs Elected: 150
- CDPs Completed: 150
- SPs Financed: 155
- SPs Completed: 93

Jalalabad
- CDCs Elected: 200
- CDPs Completed: 199
- SPs Financed: 181
- SPs Completed: 72

Herat
- CDCs Elected: 200
- CDPs Completed: 200
- SPs Financed: 262
- SPs Completed: 115

Kandahar
- CDCs Elected: 300
- CDPs Completed: 300
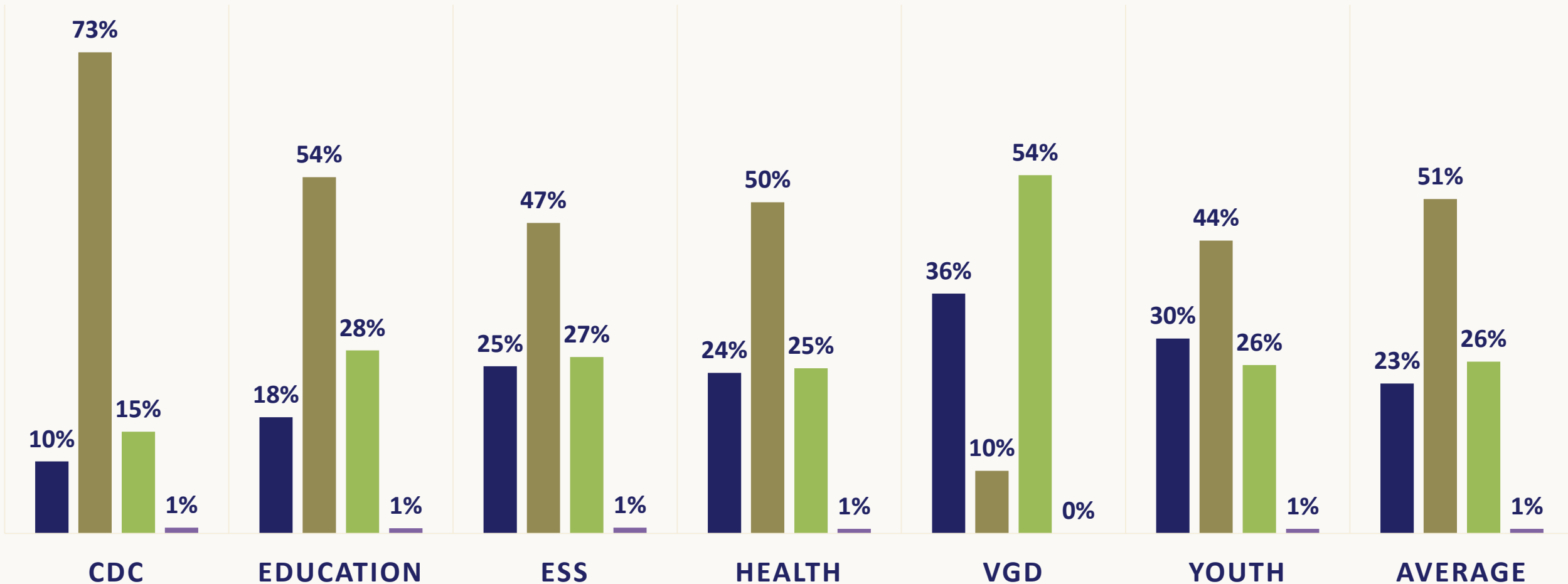- SPs Financed: 315
- SPs Completed: 153
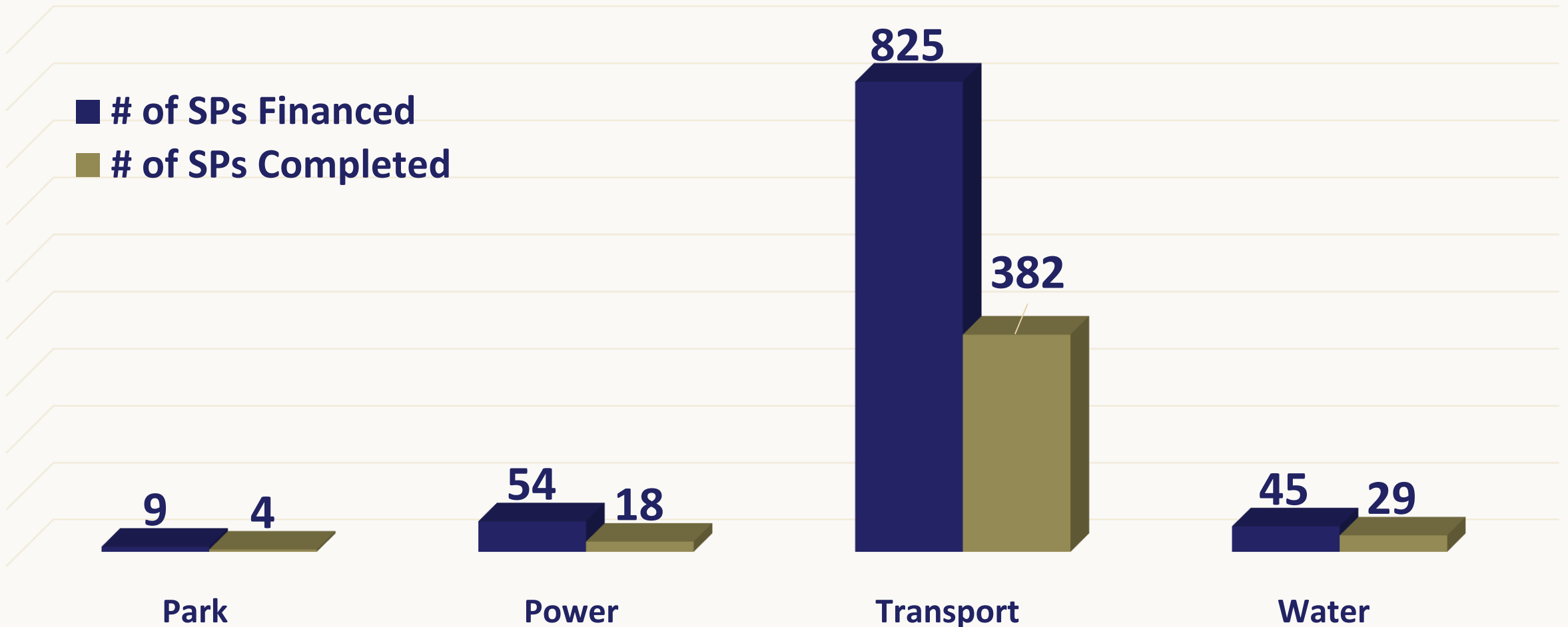
IMI BASELINE RESULTS

Legend:
- #of CDCs are very low maturity (very unsatisfactory 0% to 40%) %
- #of CDC with low maturity (unsatisfactory 41% to 60%) %
- #of CDC with medium maturity (satisfactory 61% to 80%) %
- #of CDCs with high maturity (very satisfactory) 81% to 100% %

Category	Very low	Low	Medium	High
CDC	10%	73%	15%	1%
EDUCATION	18%	54%	28%	1%
ESS	25%	47%	27%	1%
HEALTH	24%	50%	25%	1%
VGD	36%	10%	54%	0%
YOUTH	30%	44%	26%	1%
AVERAGE	23%	51%	26%	1%

Of Facilities Filled Scorecards

Facilities Vs Scorecard Filled For

■ Total # Of Facilities

■ # Of Filled Scorecards

119 | 119

27 | 27

Of Education Facilities in Covered Area

Of Health Facilities in Covered Area

Scorecard For Results Framework

3rd Round Scorecard Update

Total Filled

Meet all the MSS

	Total Filled	Meet all the MSS
# of CDCs filled education scorecard	837	621
# of CDCs filled health scorecard	701	643
# of CDCs filled both scorecards	842	474

Grievances

3330

Recieved

Reviewed

Resolved

Under Process

| 237 | 237 | 222 | 15 |
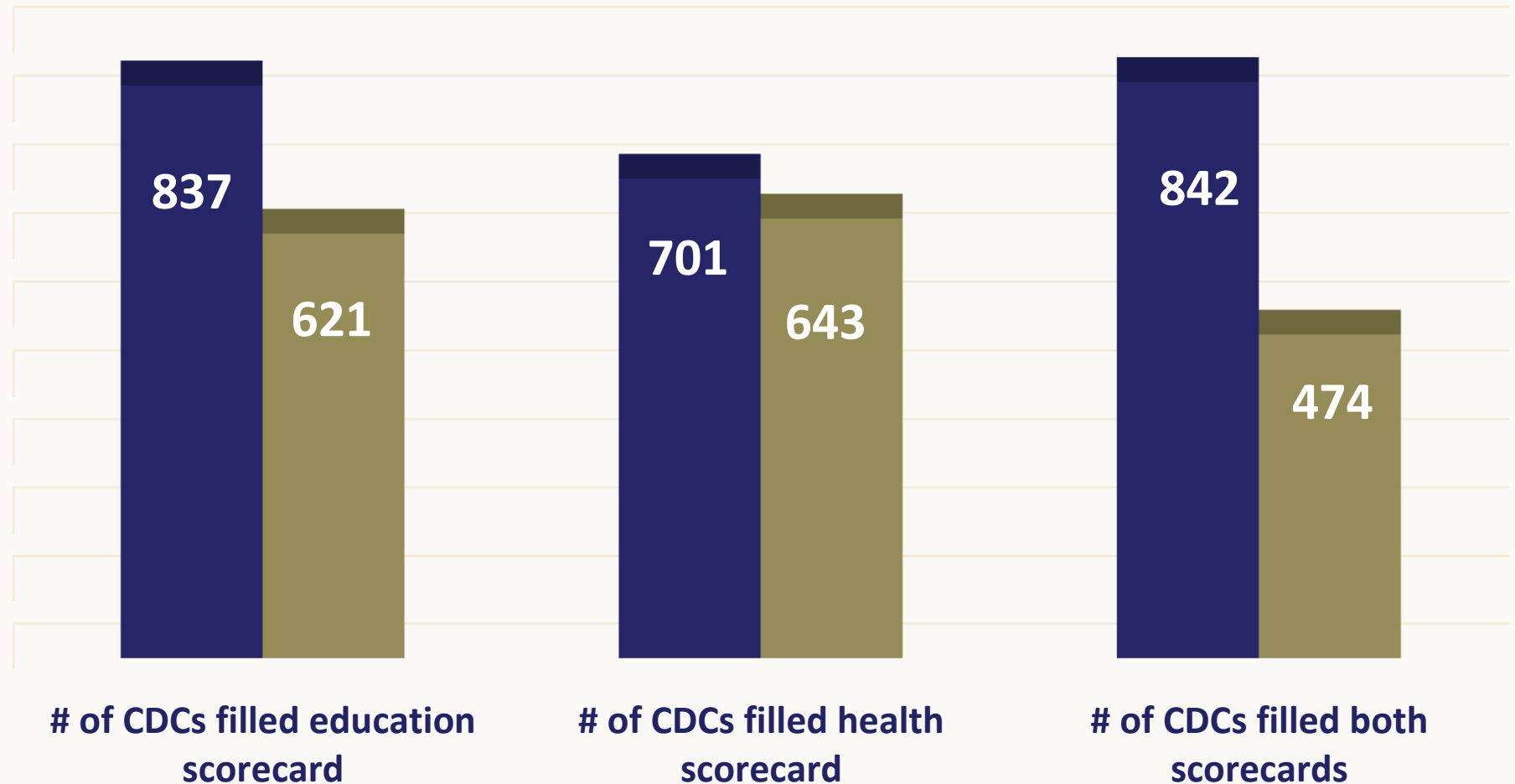
Implementation Progress

City	CDCs 25% BG Utilized	CDCs 50% BG Utilized	CDCs 75% BG Utilized	CDCs 100% BG Utilized	SPs Completed
Jalalabad (ARTF)	82	80	58	58	59
Jalalabad (IDA)	38	36	13	13	13
Mazar (ARTF)	138	137	97	93	93
Kandahar (ARTF)	144	144	112	100	108
Kandahar (IDA)	110	108	57	41	44
Herat (ARTF)	189	189	117	3	115
Total	**701**	**694**	**454**	**308**	**432**

Implementation Progress

CDC SPs by Sectors

- Park & Recreation Area
- Power Supply
- Road/Street Upgrading & Drainage
- Water Supply & Sanitation

45 5%
9 1%
54 6%
825 88%

GA SPs by Sectors

- Park & Recreation Area
- Power Supply
- Road/Street Upgrading and Drainage
- Water Supply & Sanitation
- Women Livelihoods

4 2%
17 6%
106 40%
128 48%
10 4%
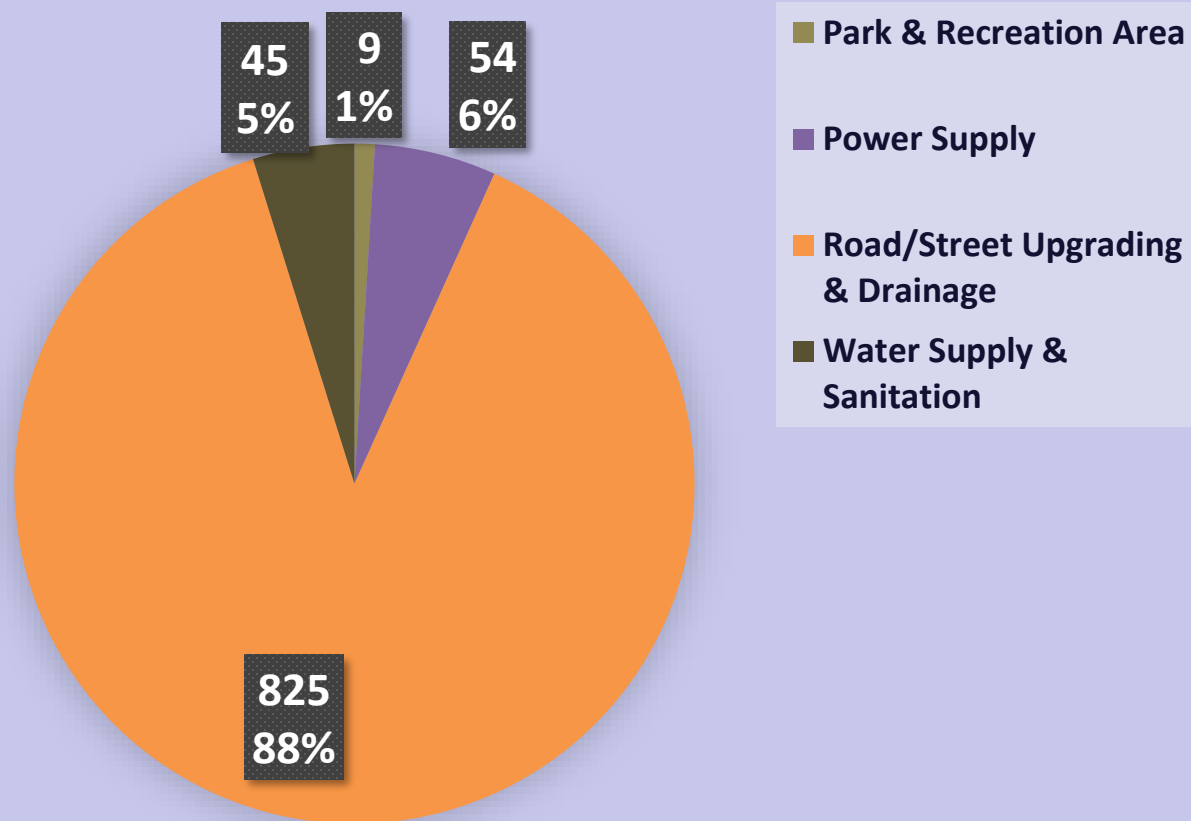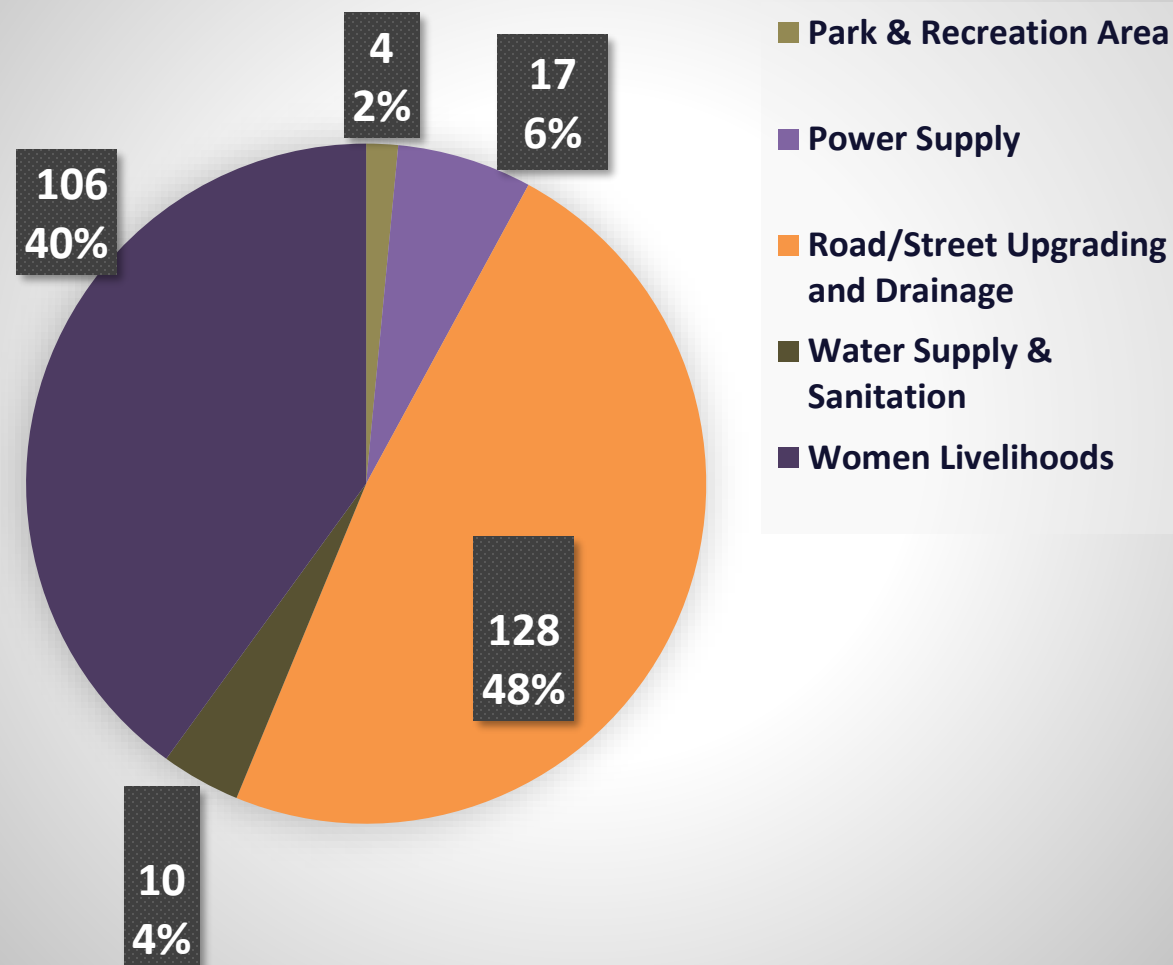
Key Outputs: Expenditure by Component

Overall Urban CCAP

■ Approved US$ M
■ Disbursed US$ M

- Total: 123.77 / 78.51 — 63 %
- Block Grants: 93.5 / 61.01 — 65 %
- Institutional Building: 13.74 / 8.51 — 62 %
- Project Management & Implementation: 16.53 / 8.99 — 54 %

Annual (FY 1398/2019)

■ Approved US$ M
■ Disbursed US$ M

- Total: 37.01 / 36.05 — 97 %
- Block Grants: 29.7 / 29.43 — 99 %
- Institutional Building: 2.82 / 2.4 — 85 %
- Project Management & Implementation: 4.57 / 4.22 — 92 %
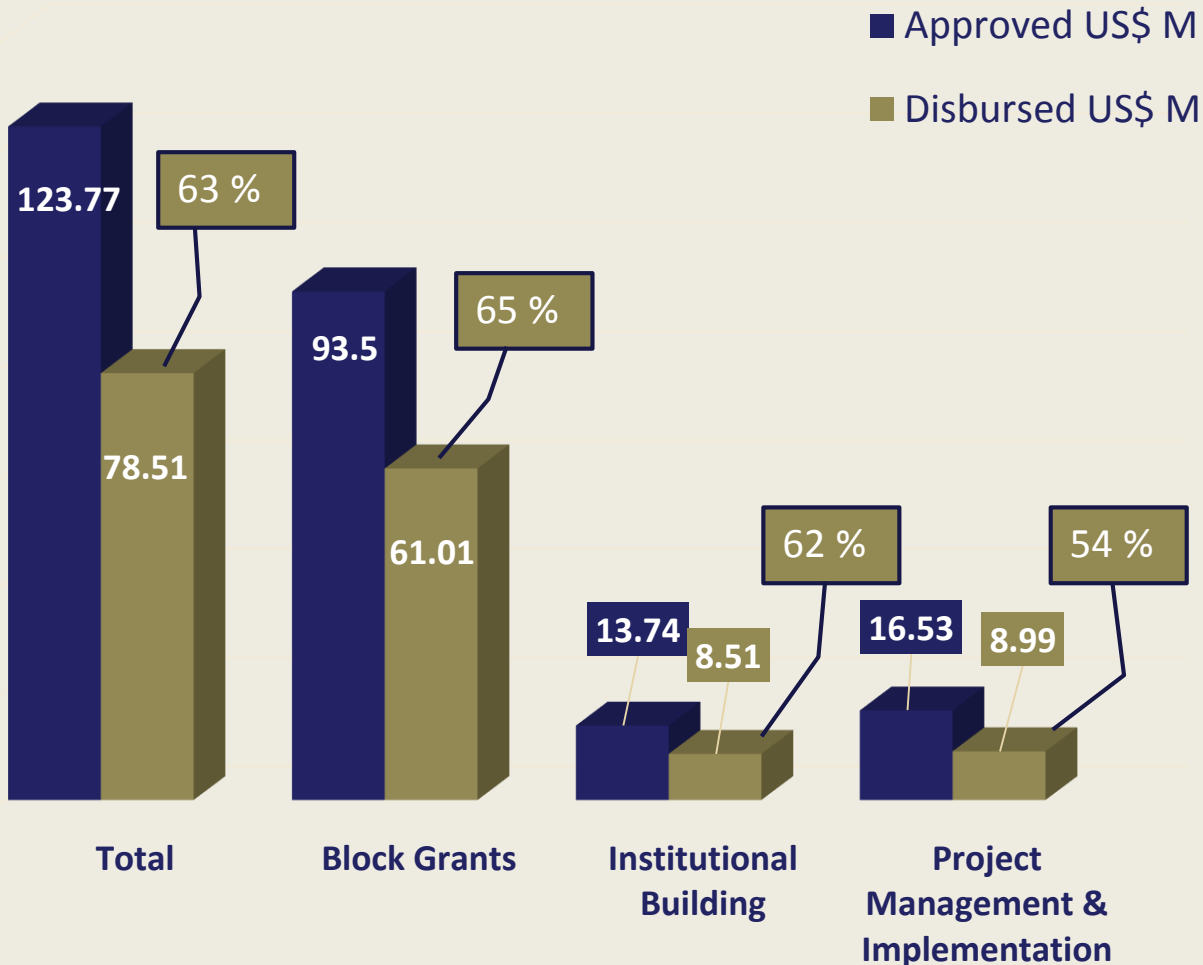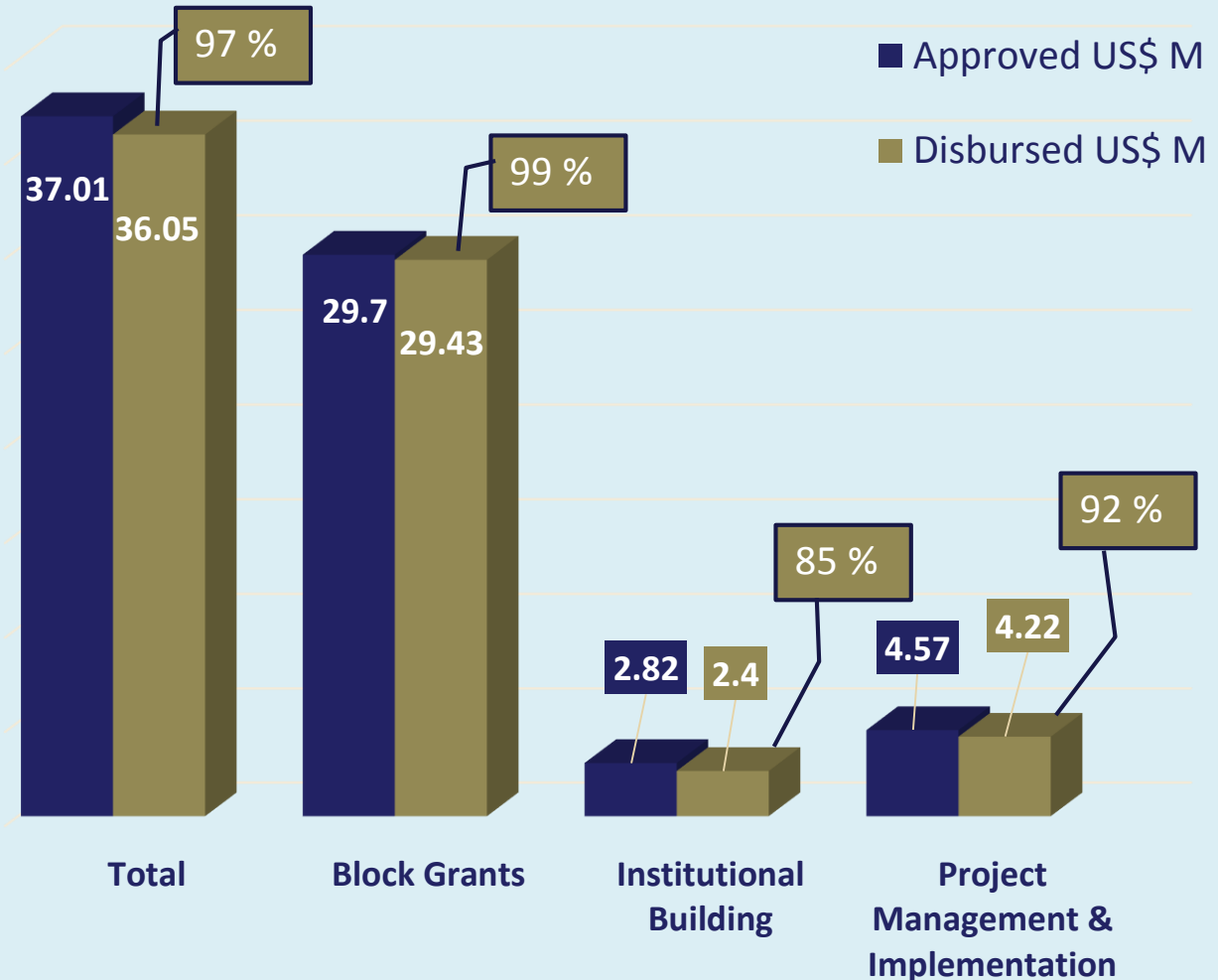
Procurement

Completed Procurements	FY 1396/ 2017		FY 1397/ 2018		FY 1398/ 2019		Cumulative completed by end of 2019	
	# of contracts	Value US$ millions	# of contracts	Value US$ millions	# of contracts	Value US$ millions	# of contracts	Value US$ millions
G, W, NCS	16	0.99	13	0.36	23	1.12	52	2.47
CS	5	6.98	2	3.03	1	0.09	8	10.10
Total	21	7.97	15	3.40	24	1.20	60	12.57

Implementation Progress

Overall Staffing Updates

Total Approved
Total Filled

235
214
121
118
114
96

Total   HQ   Field

Filled Positions

171, 80%
43, 20%

Male   Female
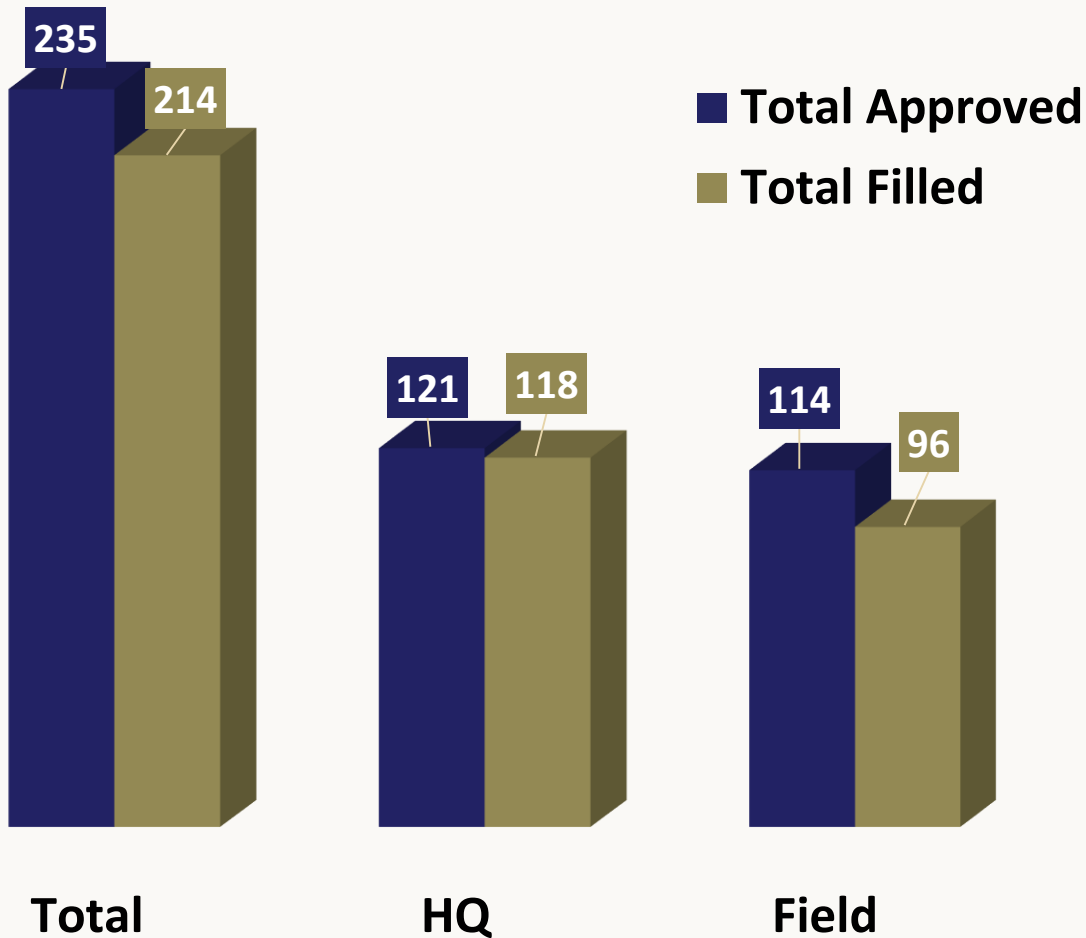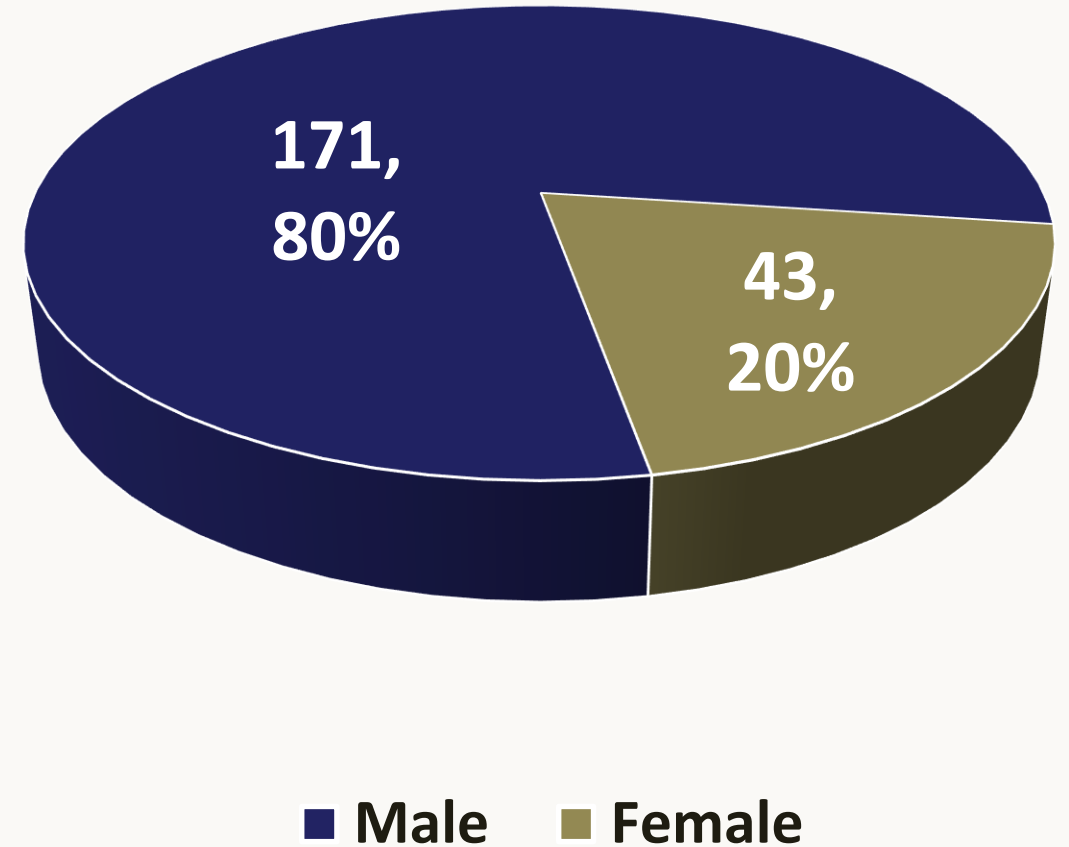
Key Monitoring Findings

01 Over 81% of comm have been visited more than twice in a month by SOs (Required =2/month)

02 52.4% of committees have their regular meetings

03 Women's mobility: 91% can move alone ONLY within neighborhood, 10% within community

04 86% of the communities are satisfied with overall subproject selection, implementation, and progress

05 98% of CPM committees are established so far. 77.2% of CPM monitored community activities

06 Average of 9 male and 5 female CDCs members have participated in the meetings

07 92% of sub-committees have received training and 43% of sub-committees have their plans
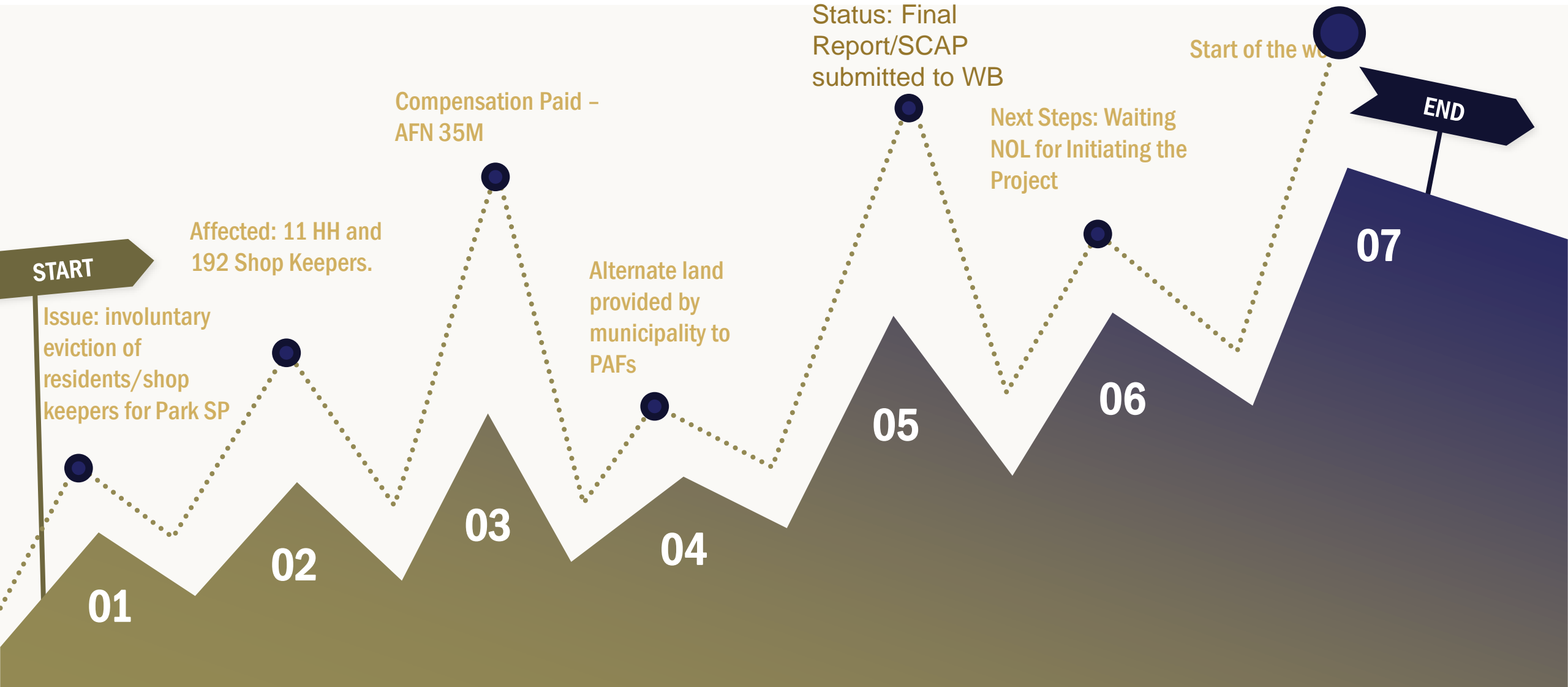
08 85% of the subprojects are implemented according to the design specified in proposals

09 99.1% of the communities are satisfied with subproject selection

10 94% of the subprojects have considered ESMP during the subproject implementation

Jalalabad Park Updates

START

01 — Issue: involuntary eviction of residents/shop keepers for Park SP

02 — Affected: 11 HH and 192 Shop Keepers.

03 — Compensation Paid – AFN 35M

04 — Alternate land provided by municipality to PAFs

05 — Status: Final Report/SCAP submitted to WB

06 — Next Steps: Waiting NOL for Initiating the Project

07 — Start of the work

END

Challenges/ Lessons Learned

- Urban CC coverage currently less than 15% needs to reach 1/3 of the country.

- Bringing changes in urban CC MSS

- FPs contracts can be signed immediately after project effectiveness.

- Coordination linkages with specific funding

- Inter-ministerial coordination mechanisms need to be relooked (National and Sub-National Level (Scorecard and Grievances)

- MSS not to be defined as lowest: But something to be achieved

- TORs for Nahia Managers

- Parallel structures at the community level by different ministries

- Sustainability of CDCs

- Changing the interval of OM revision and contents.

- Decreasing delays in the payments due to FY closure.

- Changes required in NTA policy applications

- Functionality of Thematic Sub-Committee – role of line directorates

- Minimum Education level for Office Bearers

- Avoid Changes during implementation – impacts the project work, documentation