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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: APRIL 2011



April 2011 Meherlam. Locals benefited from cas-for-work opportunities provided through the RAMP UP East supported drainage ditch construction

April 2011

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC EAST

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ABBREVIATIONS & TERMS

AO	Assistance Objective
ACSO	Afghan Central Statistics Office
ACSS	Afghanistan Civil Service Support Program (USAID)
AIDAR	USAID Acquisition Regulations
AMSP	Afghanistan Municipal Strengthening Program (USAID/ICMA)
ANDS	Afghanistan National Development Strategy
ASI	Afghanistan Stability Initiative (USAID/DAI)
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID/DAI)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
ASGP	Afghan Sub-national Governance Program (UNDP)
AWP	Annual Work Plan
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DoS	Department of State
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DDA	District Development Assembly
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
EDC	Education Development Center, Inc. (USAID Implementing Partner)
FAF	Foreign Assistance Framework
FIRUP	Food Insecurity Response for Urban Populations (USAID)
FOB	Forward Operating Base
FPO	Field Program Officer (USAID officer within the PRT)
GDA	Global Development Alliance
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IARCSC	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association (RAMP UP East Subcontractor)
IDLG	Independent Directorate of Local Governance
INF	Infrastructure (project)
IP	Implementing Partner
IR	Intermediate Result
ISAF	International Security Assistance Force
LGCD	Local Governance and Community Development Project (USAID/DAI)
LOP	Life of Project

M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MIP	Municipal Improvement Plan
MUDA	Ministry of Urban Development Affairs
NGO	Non-Governmental Organization
NINF	Non-Infrastructure (project)
NSP	National Solidarity Program
O&M	Operations and Maintenance
PAR	Public Administration Reform
PDC	Provincial Development Committee
PMP	Performance Management Plan
POP	Period of Performance
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID program)
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
SMAP	Strategic Municipal Action Plan
SME	Small and Medium Enterprise
SMGA	Senior Municipal Governance Advisor (RAMP UP East key personnel)
SOP	Standard Operating Procedures
SWM	Solid Waste Management
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
VET/CBSD	Vocational Education and Training and Community Based Skill Development Program (USAID program)

Terms

<i>Gozar</i>	Neighborhood
<i>Nahia</i>	Municipal District
<i>wakil or kalantar</i>	Nahia or gozar representative
<i>Mustoufiat</i>	Sub-national representative office for Ministry of Finance
<i>Tashkeel</i>	administrative structure of a GIRoA entity
<i>Safayi tax</i>	service charge and property tax
<i>Sharwali</i>	Municipality
<i>Moqarara</i>	Regulation

USAID RAMP-UP EAST APRIL 2011 HIGHLIGHTS

The Municipal Planning Conference held at IDLG in Kabul gathered leaders from the 14 participating municipalities in central and eastern Afghanistan. This was the first Mayors Conference since the RAMP UP start-up conference held in Bagram in August 2010. The conference was an important step in improving the preparation and implementation of the new generation of Municipal Improvement Plans in the upcoming months. A significant outcome was the strengthening of the collaborative partnership between IDLG/GDMA, the municipalities and USAID/RAMP UP East, aimed at improving municipal planning, governance and service delivery.



Kabul, 6-7 April. Fourteen mayors from RC East participated in the Municipal Planning Conference

The 1,100 meter drainage ditch and culvert project in Maidan Shar Bazar was completed on 28 April. The completion of the drainage ditch will encourage new businesses to open for trade in the bazaar.

The Municipality of Puli Alam produced and distributed its first newsletter with the technical assistance of RAMP UP East. The thousand copy self-funded newsletter included municipal news and public awareness topics.



Bamyan, 12 April. The opening ceremony for the USAID-funded sidewalk received widespread attention.

Around 180 citizens along with the PRT, GIRoA, Municipal officials and the media jointly celebrated the inauguration of the Bamyan City mosaic sidewalk on 11 April. The 7,365m sidewalk rehabilitation project will be of significant value to the city as it enhances the beauty of a city that is recognized by UNESCO as a world heritage site and is frequently visited by foreign and local tourists.

In April 2011, a feasibility study of the ongoing solid waste collection project in Charikar was undertaken by the municipality's Public Works Department with technical assistance from RAMP UP East. Based on the study findings, a plan and corresponding budget was prepared for the solid waste collection service. RAMP UP East has supported the project since August 2010, but the Municipality is now looking for ways to gradually start funding municipal waste collection from its own resources.



Bazarak, 26 April. The Mayor inaugurated a drainage ditch and sidewalk construction project funded by RAMP UP East

On 26 April, representatives of the community together with the Mayor of Bazarak inaugurated the start of a drainage ditch, culverts and sidewalk project. The Mayor commented on the project: "Our citizens will easily access the main city roads, shops and institutions." The ceremony concluded with participants saying prayers for

peace and Afghanistan's stability.

On 13 April, the Mayor of Mehterlam together with the Deputy Governor inaugurated the 7.75km roadside ditch construction project supported by RAMP UP East. The project will create cash-for-work opportunities and will assist in increasing citizen support for the government.

The Public Works Engineer of Ghazni Municipality identified more than three hundred informal and formal dumpsites around the city. With RAMP UP East support, these locations will be marked on a satellite image that will assist in establishing an organized trash collection service each district of the city.



Mehterlam, 13 April. The Mayor and Deputy Governor inaugurated the 7.75km drainage ditch and sidewalk construction project funded by USAID

During April 2011, the pilot business registration project in Gardez registered about 15% of businesses. This process will enable the municipality to better understand its economic strengths and weakness and enable it to plan its economic development and increase revenue to sustain public services.

The Youth Participation Unit of RAMP UP East finalized Requests For Applications (RFA) to support municipal initiatives that support youth. The RFA will solicit proposals for small grants aimed to support activities related to youth leadership, program internships, computer skills training and sports tournaments. The RFAs for each municipality were sent out to local NGOs.

15 municipal officials along with RAMP UP East teams from Jalalabad, Mehterlam and Asadabad 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'.



April 2011, Jalalabad. Gender sensitivity mainstreaming training

MUNICIPAL GOVERNANCE

Afghanistan Municipal Planning Conference emphasizes local leadership

The Municipal Planning Conference held at IDLG in Kabul gathered leaders from the 14 participating municipalities in central and eastern Afghanistan. This was the first Mayors Conference since the USAID/RAMP UP start-up conference held in Bagram in August 2010.

Discussion revolved around municipal planning and governance and the development of Municipal Improvement Plans (MIP) in the local governments supported by RAMP UP East.

Key note speeches were delivered by IDLG, USAID, and RAMP UP East. Subsequently, each Mayor and RAMP UP East Team Leader presented the experience of their municipality in the preparation and implementation of the RAMP UP East program, in particular the MIP.

The MIP is a key planning and development tool introduced by RAMP UP East that promotes participatory planning, identifies capacity building needs of municipal managers and service providers, prioritizes local improvements in municipal infrastructure and services, and highlights local revenue generation opportunities.

Each MIP describes USAID-supported activities in three interrelated areas: (1) Capacity building of municipal officials, (2) Improving municipal service delivery, and (3) Enhancing revenue generation and economic development. The presentations of the MIPs explained how the municipality and its citizens were involved in the development of the plan and reported on the achievements, challenges and opportunities in plan implementation.

The Mayor and Team Leader from selected cities presented five best practice cases. The presentations highlighted the following successful initiatives developed with RAMP UP East support: women's participation in the Maidan Shar citizen's forum; computerization of municipal data in Assadabad, community outreach in Khost; the MIP development process in Puli Alam; and the Charikar business registration pilot project.

The conference was an important step in improving the preparation and implementation of the new generation of Municipal Improvement Plans in the upcoming months. A significant outcome was the strengthening of the collaborative partnership between IDLG/GDMA, the municipalities and USAID/RAMP UP East aimed at improving municipal planning, governance and service delivery.

The following main suggestions and recommendations were made during the closing session of the conference as the basis for further discussion and resolution:

- 1 The MIPs for the second year of RAMP UP East will be prepared in May 2011 and will cover the next 12 month period;
- 2 At least 45% of RAMP UP East project funding should be allocated for municipal development activities and service delivery;
- 3 Mayors must be aware of the programmatic budget ceilings for each component of RAMP UP East and take responsibility for project selection to ensure that the needs of the citizens are addressed;
- 4 Each municipality should identify signature projects and include these in the MIP;



Kabul, 6-7 April. IDLG's leadership emphasized the need to empower Afghan mayors



Kabul, 6-7 April. Mayors from the provincial capitals in RC East spoke about best practices in good governance and service delivery

- 5 The municipalities should prepare or update their Master Plan (note: master plan development is not currently included in the scope of work of RAMP UP);
- 6 IDLG recommended that the MIPs should include sectoral plans for urban water supply and solid waste management;
- 7 The implementation of the Public Administrative Reform (PAR) process needs to be included in the MIPs;
- 8 The Mayors and the RAMP UP East Team are encouraged to work together closely to maximize Afghan ownership and capacity development through the program.

Municipalities to Start Preparing Their New Municipal Improvement Plans

In May, the municipalities participating in RAMP UP East will start preparing their Municipal Improvement Plans (MIP) for the second year of the program. RAMP UP East will facilitate a consultative process at the local level, spearheaded by the mayor and involving his municipal staff, representatives from other government bodies, the local business sector and the community. Once completed at the municipal level, the draft plans will be reviewed by IDLG/GDMA and USAID/RAMP UP East and form the basis for the next Mayors Conference. The MIPs prepared by the municipality and endorsed by IDLG will form the backbone of RAMP UP East's efforts to plan and achieve program objectives and to improve good practices in municipal governance.

MUNICIPAL PROGRESS REPORTS

KABUL AREA: MAIDAN SHAR, BAMYAN, PULI ALAM

MAIDAN SHAR MUNICIPALITY

Province: Wardak

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Maidan Shar 1,100m Drainage Ditch Construction Project Completed

The construction of a 1,100 meter drainage ditch and culvert project in Maidan Shar bazaar was completed on 28 April. The Mayor of Maidan Shar will lead the project closing ceremony on 5 May. The Mayor and the Municipal Engineer jointly monitored the construction process to ensure quality control and adherence to the required standards.

The completion of the drainage ditch will encourage new businesses to open for trade in the bazaar. Previously, flooding was a recurring problem in the bazaar, which hampered business and discouraged shoppers. With the completion of the drainage ditch infrastructure this problem has been resolved.



The Municipal Engineer of Maidan Shar learned how to use the leveling tool during the drainage ditch construction

Ongoing solid waste collection project

The solid waste collection project supported by RAMP UP East continued for its second month. A total of 32 laborers and 5 supervisors with machinery and tools collected city trash on a daily basis. This project was launched in March 2011 and is providing on-the-job training to municipal officials to enable them to prepare solid waste collection schedules and management plans. It is anticipated that the improved service delivery will encourage citizens to pay their municipal tax. The improved municipal solid waste collection service will also contribute to raising the visibility of GIRoA achievements at the municipal level.



Maidan Shar, 4 April. The Head of the City Sanitation & Greenery Department learned how to record solid waste collection information

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The municipal Finance Officer attended a two day capacity building training on Public Finance organized by RAMP UP East. The municipal workers learned about improved accountancy techniques and acquired further information about performance based budgeting. In addition, the Revenue Flow Chart concept was introduced to the Finance Department. The chart will help municipal officials to plan for the fiscal year budget after better understanding the municipal income sources.

Public Works

On 19 and 20 April, the head of the Municipality's Sanitation and Greenery Department attended a solid waste collection and landfill analyses training that introduced public works standards for landfill management. The training resulted in the production of a solid waste collection system analysis and the initiation of solid waste collection plans that will be completed in May. The purpose of this activity is to enable the relevant municipal officials to understand the trash quantities produced by residents and to effectively use the available human resources to collect trash from all the city's districts. In addition, proposed new trash bin site locations in three city districts were surveyed by the municipal Sanitation Department with the assistance of RAMP UP East.

Revenue Generation

The Revenue Generation Department of Maidan Shar produced a bookkeeping system that recorded the municipal income. Specific files were produced for the Safai Municipal Tax, Water Distribution, and Land Distribution. Categorizing the various municipal income resources helped the municipality to compare revenue amounts from each activity which will support budgeting and identifying tax collection gaps in the future.

Some years ago, Maidan Shar distributed land plots to Provincial Directorates. However, payments for the land are still pending. The Municipality with the assistance of RAMP UP East produced a list of all outstanding land payments. The municipal officials prepared a plan to approach the Provincial Directorates to collect payments which are expected to contribute towards increasing the municipal revenue this fiscal year. This action is a result of proper bookkeeping and revenue generation data which helped the Municipality in identifying gaps in revenue collection.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZENS ENGAGEMENT AND PARTICIPATION

Citizens' Urge the Municipality To Improve Water Supply

On 27 April, representatives of the citizens of Maidan Shar and the Municipality discussed the construction site for the proposed fruit bazaar that was selected by citizens and included in the MIP. Some participants of the citizen forum advised the Municipality to consider water supply schemes, the renovation of shops and improved power supply and later on to find a good location

for building the fruit bazaar.

The participants stressed the need for the municipality to quickly implement infrastructure projects in order to gain citizens' trust. They also explained that the fruit market could be constructed but should be located in an appropriate site to be cost effective for the farmers and traders. Finally, the municipal representative announced the completion of the RAMP UP East supported drainage ditch construction and updated citizens on the progress of the solid waste collection project. This municipal meeting supported by RAMP UP East enabled citizens to engage in the municipal planning and decision making process.



Maidan Shar, 27 April. Citizens discussed the proposed location of the fruit Bazaar and urged the municipality to consider constructing a water supply network

STAKEHOLDERS RELATIONS

RAMP UP EAST – USAID COORDINATION

The USAID Activity Manager, Municipal Officials and RAMP UP East team members held a program coordination meeting on 26 April. The AM was briefed on program activities for public outreach and the results of the IDLG Municipal Planning Conference. RAMP UP East announced the completion of the design of the women's and children's public park and the city's stadium renovation projects, both of which will be submitted to USAID soon. The fruit bazaar construction issue was also discussed. During the citizens forum discussions, participants did not reach agreement on a suitable location for the proposed bazaar.

In this meeting, municipal officials requested RAMP UP East support to construct a meeting hall for the Municipality. The Team Leader explained that the RAMP UP East program is not intended for the construction of these types of complex vertical structures or buildings. The Team Leader explained that the project activities are intended to focus on capacity building and to increase citizens' access to public services rather than the construction of municipal buildings. The AM emphasized that the Municipality should implement its own projects. He explained that support from RAMP UP East should be limited to technical assistance and not to undertaking work on behalf of the municipality.

Finally, the municipal Finance Officer expressed his interest in learning new functional skills and to attend the extensive training programs of RAMP UP East. The officials also asked for quick approval of the proposed public service delivery projects that were listed in the MIP to accelerate gaining public support and citizens' confidence in GIRoA.

PULI ALAM MUNICIPALITY

Province: Logar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Solid waste collection project

The solid waste collection project that was launched in March 2011 made progress towards making Puli Alam a cleaner city. The RAMP UP East supported project helped the Municipality to collect 500-550 m³ waste this month. An estimated 70% of trash that was previously left in the city was transferred to the municipal landfill. In addition, 60% of the drainage ditches were cleared by the municipal laborers. The Municipality's Public Sanitation Department learned how to manage daily trash collection and the transfer of solid waste to the landfill by making more efficient use of the limited number of available laborers. According to municipal officials, the Municipality plans to expand the Safai tax collection and to prepare a work plan to achieve this. This decision was linked to the improved trash collection service, which spurred the Municipality to increase revenue collection to further improve service delivery.



Puli Alam, 24 April. The solid waste collection project helped clearing drainage ditches in the city

Car parking lot construction

Municipal laborers completed more than 70% of the parking lot construction project supported by RAMP UP East. This project has created cash-for-work opportunities for locals and is an opportunity for municipal officials to be trained on the management of construction projects. Commenting on the project advantages, citizen Muhammad Musa told RAMP UP East: "This project will help citizens to park their cars safely and will help to increase the municipal revenue through the parking fee paid by users".



Puli Alam, 23 April. The construction of the new car parking lot is making steady progress

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

This month, the Puli Alam municipal Finance Officer learned how to apply performance based budgeting techniques for the new fiscal year's budget. These techniques involve budget goal setting and demand-driven planning. Through this process, the municipal officer produced municipal budgets for the city districts of Mahmud Agha and Baraki Barak. The revenue

generation and expenditure reports for the last fiscal year were also produced through mentoring support provided by RAMP UP East.

Public Works

The municipal Public Works Officer was trained on how to produce a solid waste analysis. Data was collected about solid waste types and the volume of trash produced daily in the city. This information will help the Municipality to plan towards regular trash collection and to prepare a budget to sustain the service.

Economic Development

The municipal Economic Development Officer completed the municipal economic profile. The profile data will be reviewed by RAMP UP East and shared with IDLG to assure accuracy. The profile provides an overview of the municipality's economic sector and income sources and it will establish the basis for the development of an economic development plan.

Public Administration

The municipality's Public Administration Officer learned how to prepare work plans, an activities calendar, filing system management and activity reports. The officer also produced a computerized contact list of all the NGOs and Provincial Directorates. This list will help the Municipality to establish future multi-agency partnerships and to coordinate the involvement of civil society in the monthly citizen forums.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

The monthly citizen forum supported by RAMP UP East helped the municipality to share project planning information with citizens. Nineteen citizen representatives including media and the Wakil-e-Gozar were updated about the Municipality's plan to implement thirteen projects. The Deputy Mayor told citizens that the Municipality had requested RAMP UP East support for 7 municipal service delivery projects that may be included in the MIP.



Puli Alam, 25 April. The citizen forum helped communicating information about municipal project planning

The Head of the Sanitation and Greenery Department told citizens that the municipality collects 14 m³ of trash on a daily basis since the solid waste collection project began in the city. In addition, the RAMP UP East Team Leader announced that the program will support the Municipality in launching a consultative process for the preparation of the new MIP.

In the meeting, citizens stressed the need to implement projects that can increase municipal revenue, the planting of fruit trees instead of decorative trees, and to use the media for municipal civic education.

THE MUNICIPAL NEWSLETTER

In April Puli Alam produced and distributed its first newsletter with the technical assistance of RAMP UP East. The thousand copy self-funded newsletter included the following topics:

- 1 An article by the Mayor;
- 2 A news article about the citizens' forum;
- 3 The tree planting project in Puli Alam;
- 4 Municipal advertisements;
- 5 Municipal service complaints;
- 6 The history of Puli Alam Municipality.

In March, RAMP UP East trained municipal officials on news writing and media advertising sales. This training helped the Municipality to produce the newsletter. To sustain this media activity, the Municipality will promote the advertising opportunity to encourage the private sector to buy advertising space. RAMP UP East is supporting the Municipality to take ownership and responsibility for its activities, such as the municipal newsletter, so that the Municipality can sustain its own newsletter and other public outreach activities.



Puli alam municipality produced a self-funded newsletter

RADIO DISCUSSIONS

Women Engaged in Puli Alam Municipal Discussions

On 5 April, the Puli Alam Deputy Mayor, Women's Representative and Community Elders' Representative participated in the municipal affairs radio discussion aired on Zeenat local radio. The radio roundtable discussion included the Municipality's achievements, citizens' satisfaction with municipal performance, the absence of women from the citizen forum, and the city sanitation civic education programs. The radio interview supported by RAMP UP East is designed to educate the public about municipal issues and in particular to engage and give a voice to women in media discussions with the municipality. The use of radio raises the profile and public awareness about the municipality and serves to build public confidence, municipal accountability and greater trust between the municipality and the citizens through media communications and radio dialogues.



Puli Alam, 5 April. The Deputy Mayor addressed citizens in a recorded radio discussion

STAKEHOLDERS COORDINATION

The Deputy Mayor held a municipal coordination meeting on 12 April with the participation of the US PRT. The Deputy Mayor stated that the municipality will inaugurate the construction of 17.5km roads, drainage ditches and bridges. An update was provided about the Municipal Planning Conference held in early April by IDLG and RAMP UP East.

The PRT representative explained that the proposed slaughterhouse project will be studied through interviews with the butchers in the city. This project was requested by citizens in the summer of 2010 during the public consultations for the preparation of the MIP supported by RAMP UP East.



Puli Alam, 12 April. Representatives from the PRT participated in a municipal coordination meeting

BAMYAN MUNICIPALITY

Province: Bamyan

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

PROJECT OPENING CEREMONY

Bamyan Sidewalk Construction Project Launched

Around 180 citizens along with representatives from the PRT, the municipality and other government entities and the media jointly celebrated the launching of the Bamyan City mosaic sidewalk project on 11 April.

The 7,365m sidewalk rehabilitation project will be of significant value to the city as it enhances the beauty of a city that is recognized by UNESCO as a world heritage site and is frequently visited by foreign and local tourists. 800 small shops are expected to directly benefit from the project that will enable easier pedestrian access to the bazaar.

During the inauguration, the Mayor of Bamyan called upon shopkeepers to cooperate with municipal workers to ensure the smooth implementation of the project. Commenting on the construction of the mosaic sidewalk, shopkeeper Haji Abdul Aziz was quoted as saying: “We will clean and protect the sidewalk that will contribute to the city’s beauty.” Other shopkeepers appreciated the benefits of the sidewalk as it will reduce dust and mud in the city during the winter season and enable easier pedestrian access to their businesses.

During the celebration, the Mayor explained some of the project’s details to the media such as its budget, the construction process and the expected impact on Bamyan’s local economic development and tourism.

During the implementation of this project, on-the-job training activities will be undertaken on the construction site. Municipal officials will learn about project implementation, construction management and quality assurance.



Bamyan, 12 April. The launching of the sidewalk construction project received widespread attention from the community and local media

SOLID WASTE COLLECTION AND TRASH BINS CONSTRUCTION

Trash Bins Construction Completed in Bamyan

The construction of 15 stone masonry trash bins that began last month was completed on 8 April. The RAMP UP East supported project assisted the Municipality to expand its trash collection service and to improve the city's cleanliness. During the projects implementation, municipal officials learned how to identify appropriate locations for trash bins based on consultations with citizens' and the use of GPS.

Furthermore, the solid waste collection project continued for its second month. This project helps the Municipality to increase municipal capacity

for solid waste management and to extend the reach of service delivery to more residents. This month, almost 99% of the city's drainage ditches were cleaned and unblocked and 958 m3 of trash was collected from the city by municipal day-laborers.



24th April 2011. Bamyan. 15 trash bins construction was completed.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The municipal Public Finance Officer was trained by RAMP UP East to prepare improved recording documents for the fiscal year. The differences between the performance-based and ordinary budget were also explained. The Municipality prepared a new reporting system for recording monthly income and expenditures against project codes identified by GDMA and Ministry of Finance.

Public Works

This month, the Public Works Officer completed a maintenance checklist for the women's park in the city and a project analysis for solid waste collection. The maintenance plan and solid waste analysis activities will assist the Municipality to sustain public services within the limited available financial resources.

Revenue Generation

The municipal assets and property survey was completed this month by Bamyan Municipality. In March, the Mayor asked RAMP UP East to train municipal officials on how to develop an inventory form and create codes for municipal assets. The training resulted in surveying all the municipal assets in April. The survey data enables the Municipality to categorize assets that



Bamyan, 11 April. The Municipality conducted a property registration survey

need maintenance and to plan to renew other items. In addition, the Revenue Generation team received on-the-job training on the development of property license forms and the computerization of revenue data.

In addition, the Municipal Revenue Generation team received technical assistance to survey municipal-owned shops for tax collection purposes. New antennas belonging to telecommunication companies were also registered as an additional source of revenue. The above mentioned capacity building activities will help the Municipality in improving its income generation through regular business tracking and shop visits.

CORE SKILLS TRAINING AND IMPACT

The Public Administration Officer of Bamyan was trained to create an activity reporting system for IDLG. The reporting system will help generate monthly and quarterly municipal reports to be shared with IDLG and GDMA. The reports will contribute towards improving information flows between the Municipality and IDLG/GDMA, which will increase coordination and central support.

The Municipality also developed a public complaints box for citizens and a notice board that will be installed in several locations in the city. The board will provide municipal news and adverts while complaints will be published in the municipal newsletter and will serve to improve municipal accountability and responsiveness to citizens needs.. These activities are designed to improve public communications and to increase citizen access to municipal information.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Citizens Value The Impact Of The Mosaic Sidewalk On The City

On 25 April, 36 citizens including one woman held a discussion with the Mayor. The municipal activities that were discussed included solid waste collection and mosaic sidewalk construction. The monthly citizens' forum agenda helped in communicating the following municipal issues:

- 1 The construction of a parking lot in the bazaar;
- 2 Space allocation for retailers and motorbikes;
- 3 Water supply project;
- 4 Progress on the mosaic sidewalk construction project.



A citizen forum was held in Bamyan on 25 April

Citizens at the meeting praised the new municipal trash collection services and also appreciated the impact of the mosaic sidewalk supported by RAMP UP East. The Mayor told citizens that the Municipality is planning the construction of a parking lot and had identified a temporary area for car parking that will charge up to 20 AFs per vehicle for its use.

It was also announced that trucks would no longer be allowed to enter the city during the day

time and that the Municipality had allocated a suitable place for cart retailers. Each retailer will be required to pay for a space as rental income for the Municipality. The forum assisted the municipality to communicate this municipal news to the residents and to understand citizen concerns and for citizens to express their suggestions about how to improve municipal services.

MUNICIPAL NEWSPAPER

The Municipality of Bamyan produced the third issue of its self-funded newsletter and distributed it to a thousand residents. The publication included social behavior change issues, municipal news and pictures, tourism issues in the city, articles by the Mayor and community members in addition to commercial advertisements.

MUNICIPAL MEDIA EVENTS

Shopkeepers Urged To Protect The Mosaic Sidewalk

The government-run local TV station (RTA) conducted a 40 minute interview with the Mayor and a representative of the shop keepers on 21 April. The TV interview included a discussion about the ban on using plastic bags, the municipal efforts to secure a drinking water scheme for its residents and an update on the mosaic sidewalk construction. In the interview, the shopkeepers' representative urged businesses to protect the sidewalk and keep it clean. Citizens were also advised to inform the Municipality about expired food on sale in the market in an effort to reduce or eliminate public health hazards. The series of TV interviews with the Mayor of Bamyan is a result of the RAMP UP East public relations and outreach training held in February that emphasized the use of local media to broadcast the outcomes of each citizen forum. By using radio the Municipality is increasing its public profile and will be perceived as actively working to serve the citizens of Bamyan by including citizens in municipal affairs.



The sidewalk construction opening ceremony was followed up by a TV studio interview

STAKEHOLDER RELATIONS

The Mayor of Bamyan convened the municipal monthly coordination meeting on 13 April with the participation of the UN, USAID / ARD, RAMP UP East and NGOs. The Mayor announced that UNDP/ASGP had donated new computers to the Municipality. He also said that UN-HABITAT is preparing a city master plan. The USAID / ARD representative briefed the participants about the planned piped drinking water scheme that residents will benefit from. The Mayor concluded the meeting with thanking RAMP UP East for providing capacity building services and the construction of the mosaic sidewalk.

THE CHARIKAR AREA OVERVIEW: CHARIKAR, PANJSHIR, MAHMUD RAQI CHARIKAR MUNICIPALITY

Province: Parwan

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Cinema demolition

On 2 April, USAID approved the municipal project to demolish the old city cinema that was damaged during the civil war and is falling apart. RAMP UP East engineers reviewed the work plan and procurement schedule. The project site preparation started on 16 April with the installation of a safety fence around the cinema hall, the hiring of temporary laborers, and initiation of the bidding process for the procurement of rental equipments.

The demolition of the cinema hall was delayed because it was difficult to find a crane with wrecking ball in Charikar. Therefore, the municipal team and RAMP UP East decided to change the demolition method by using another type of machinery. The work is expected to begin in mid-May and will be completed in approximately one month's time.



Charikar, 17 April. Municipal workers installed a fence around the old cinema site that will be demolished in May 2011

Solid waste collection

In April 2011, a rapid feasibility study of the ongoing solid waste collection project in Charikar was undertaken by the municipality's Public Works Department with technical assistance from RAMP UP East. Based on the study findings, a plan and budget for the solid waste collection service was prepared. As the project was funded by RAMP UP East since August 2010, the program is looking for an exit strategy to enable the Municipality to gradually fund its own municipal waste collection service delivery without donor assistance.

The municipality collects trash from 167 drop-off points in four districts. The total estimated volume of daily waste is 45m³ per day and the collected trash is dumped in a temporary landfill site which is located 7 km to the east of city center.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

Charikar's Finance Officer received on-the-job training that helped him to prepare the budget for the new fiscal year of 1390 Hejri. According to municipal officials, the budget computerization helped in facilitating Ministry of Finance approval.

Saied Wali of Charikar Municipality commented on the training and appreciated its benefits. He said: “The municipality is now able to analyze the revenue and expenditures for a better budget forecast.”

Public Works

The Municipal Engineer was trained to undertake a construction project safety and hazards analysis. The training will help establish emergency responses and a safer work environmental policy.

Revenue Generation

The business registration field interviews that started in February are about to be completed. More than 2,000 businesses were interviewed by four municipal teams with technical support from RAMP UP East. Most of the collected data was entered into the municipality’s business registration data base. The data will be double checked before the final documentation.

The municipal Revenue Collection Officer commented on the project’s advantages and said: “This is a very useful process which will enable us to identify and oblige our taxpayers to pay the business registration fees and it will also help establish accountability and transparency for the municipality”.



Charikar, 26 April. Municipal Public Works officers are trained on the selection of locations for trash disposal

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Mayor Shares Cinema Demolition Plans With Citizens

On 26 April, the Mayor of Charikar met with 23 citizens and updated them on the planned cinema demolition. The site will be re-developed as a municipal commercial compound. The outcomes of the Municipal Planning Conference and the business registration project were also discussed. Citizens requested a municipal meeting hall to be built on the site of the old cinema. The Mayor



Charikar, 26 April. Women from the community participated in the municipal citizen forum

responded that UN- HABITAT had expressed interest to finance the construction of a two storey building that may include a municipal meeting hall.

Citizens at this meeting also expressed their concerns over the hygiene conditions of public toilets. They requested that the Municipality seek a solution to the water supply to keep the toilets clean. With regard to the business registrations, the Mayor explained that both shop owners and tenants will be registered in the municipal business registration database.

The Mayor announced that RAMP UP East will provide editorial support to the Municipality for the production of a self-financed municipal newsletter. The advertising and distribution strategy for the newsletter was also shared with citizens.

Finally, the Mayor announced the Municipality's plan to upgrade the bazaar area. RAMP UP East will provide technical support for this project after the Municipality has received the required technical and funding approvals.

BAZARAK MUNICIPALITY

Province: Panjsher

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

This month, the Municipality of Bazarak continued to implement the self-funded trash service. The trash was being collected from a few main locations only because of the lack of funds. To improve this situation, the Municipality approached RAMP UP East and requested technical and financial support for the solid waste collection service. Meanwhile, a comprehensive solid waste collection survey is being conducted by RAMP UP East and the Municipality to identify the total volume of trash generated by the city, the number of drop off points required, equipment needs, laborer requirements, and to assess the capacity of the waste disposal site. However, the survey does not mean that RAMP UP East is committed to fund the solid waste collection project. Instead, RAMP UP will help the Municipality to plan and implement a sustainable solid waste management program and may fund selected elements of the strategy based on community priorities and funding constraints.



Bazarak, 4 April. The Municipal Head of Public Sanitation was trained on how to carry out a solid waste analysis

PROJECT OPENING CEREMONY

Mayor Of Bazarak Launches Drainage Ditch, Culverts And Sidewalk Construction

On 26 April, fifteen citizens together with the Mayor inaugurated the construction of the drainage ditch, culverts and sidewalk project. The Mayor commented on the project: “Our citizens will easily access the main city roads, shops and institutions.” The ceremony was concluded by participants saying prayers for peace and Afghanistan’s stability.

Currently, the sidewalk is in disrepair. The project proposed by the Municipality will provide better pedestrian access to public services. The construction process includes constructing 1,000 meters of drainage ditches and mosaic sidewalks along four sub-roads. Municipal officials will lead the project implementation and will gain new professional skills through on-the-job training in construction project management.



Bazarak, 26 April. The Mayor inaugurated drainage ditch and sidewalk construction project funded by USAID

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Works

The municipal Sanitation and Greenery Officer was trained by RAMP UP East to undertake a solid waste survey and analysis. This survey study will enable the Municipality to prepare a comprehensive plan for solid waste management.

During the reporting period the Municipality's Construction Manager received on-the-job training and prepared a project rehabilitation design for a 1 km water canal that was damaged by river flooding. This project will not be submitted for USAID funding but it has been submitted to the Governor for approval.

Public Finance

The Finance Officer began preparing the new year's fiscal budget for 1390 Hejri. New skills for Budget Items Categorization and Expenses Forecast were applied during this process. The officer attended two days of training provided by RAMP UP East and learned about Double Entry Bookkeeping systems that will help to improve municipal financial management and accounting.

MAHMUD RAQI MUNICIPALITY

Province: Kapisa

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Drainage ditch, sidewalks and culverts

The Municipality's 240m drainage ditch, sidewalks and culverts construction that was inaugurated on 8 March progressed to about 75% of completion. The total number of temporary laborers hired for the project construction works was 427. The Mayor of Mahmud Raqi visited the project site on 17 April along with the Municipal Engineer who explained the project design. Currently, rain water does not drain properly which causes problems for pedestrian access and can lead to potential public health hazards. The drainage ditch construction is expected to solve this problem and improve the public perception of citizens about their municipality.



ditch construction site

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The Mahmud Raqi Finance Officer was trained by RAMP UP East to undertake the activities listed below:

1. Preparation of performance based budget and the development of the new fiscal year's computerized budget;
2. Improvement of the revenue collection system and procedures;
3. Computerization of the municipal financial data.

Public Works

The Municipal Manager of the Sanitation and Greenery Department was assisted by RAMP UP East to undertake the following activities:

1. A solid waste collection survey and analysis, which revealed that the Municipality collects around 300 m³ of trash per month. The total number of drop off points is around 50, and 2 dump trucks and 13 laborers are used;
2. Development of a maintenance checklist for public parks to ensure long term sustainability.



Mahmud Raqi, 6 April. Trash collection activity supported by RAMP UP East

Revenue Generation

During April, the municipal Revenue Manager received on-the-job training on the following subjects:

1. Primary data collection for drafting the Municipal Economic Profile;
2. Business registration methodology that will enable the Municipality to create a data base of all businesses running in the city;
3. Computerization of the municipal revenue documents and forms.

JALALABAD AREA OVERVIEW: JALALABAD, MEHTERLAM, ASADABAD

JALALABAD MUNICIPALITY

Province: Nangarhar

MUNICIPAL SERVICE DELIVERY PROJECTS

Jalalabad Citizens To Get Automobile Parking Facility

The proposed automobile parking facility in Jalalabad was approved by USAID this month. Jalalabad is a business hub for the East and the city receives a significant number of visitors from the surrounding provinces daily which results in a large number of vehicles on the city's main roads. The increases traffic causes congestion throughout the city.

The 7,600 square meter automobile parking lot will provide parking space for 300 vehicles which will contribute to reducing traffic jams in the city. The municipal officials were fully involved in the project selection process, site allocation and project design. This project will be inaugurated in May and attract public interest and media coverage that will promote the municipal government's achievements.



Jalalabad, 14 April. The municipal Public Works Engineer prepared a maintenance checklist for municipal assets

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

This month, the municipal Finance Department started preparations for the new fiscal year's budget. RAMP UP East provided on-the-job training for the municipal team to computerize the budget forms and categorize budget items in accordance with Ministry of Finance guidelines.

Revenue Generation

The revenue generation annual report was produced and submitted to IDLG. The municipal staff members were assisted to create a reporting template that will help them submit meaningful brief data in an organized and timely manner.

Public Works

The Municipal Engineers were trained to use GPS for identifying trash bins sites. An inventory for the municipal departments of construction, sanitation and greenery was also produced and a maintenance checklist tool was completed.

Revenue Generation

The economic profile of Jalalabad was completed and submitted to the Mayor for further review. On 17 and 18 April, the Property Registration Officer attended training on property registration provided by RAMP UP East. The training was designed to educate municipal officers on improved techniques for property registration. The functional training program applies on-the-job training and a learning-by-doing approach to strengthen municipal performance and support effective municipal service delivery.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Deputy Mayor Asks For Citizens' Support For The Parking Lot Construction

On 27 April, the Deputy Mayor convened a monthly citizen forum with notable women's participation in the meeting. Some 36 citizens discussed the RAMP UP East supported parking lot construction project, the role of women in city sanitation and the participation of GIROA's public service departments in the forum.

The Deputy Mayor called upon shopkeepers and retailers to facilitate the planned construction work of the parking lot and to temporarily remove their carts from the location. It was agreed that the Shopkeepers Association will arrange a meeting with the Municipality to discuss



A citizen forum was held in Jalalabad on 27 April

the project implementation.

Commenting on the citizen forum values, Anisa Emrani, the Director of the Department for Women's Affairs, was quoted as saying: "I appreciate this kind of municipal meeting that allows women to express their views and participate in the decision making process for city planning and sanitation." Anisa suggested that the citizen forum messages be aired through the media and that the forum participants become civic educators in their respective communities by helping to spread the news about the forum.

The participants also agreed on the need for extra trash bins and control over hygiene standards at hotels and restaurants. Finally, the forum participants suggested that public service departments of GIROA should take part in the citizen forum since it is a unique opportunity for citizens to communicate with the government and solve problems related to public services.

STAKEHOLDERS COORDINATION

On 25 April, the Governor's Office Director of Nangarhar held a coordination meeting with RAMP UP East. Mr. Ahmad Sadat was briefed on the USAID supported parking lot construction project. He explained that the project had the support of the PDC and asked for the project documents to be shared with the Governor's Office.

On 10 April, the Deputy Mayor, Deputy Governor, citizens and RAMP UP East jointly discussed tax collection mapping and recording. The Deputy Mayor and Deputy Governor urged citizens to improve coordination with the Municipality with regards to tax collection awareness. It was suggested that the citizen forum should serve as an education mechanism for tax collection issues.

The Deputy Mayor asked RAMP UP East to support the Municipality in preparing a revenue generation support plan to avoid duplication with other donor supported programs. A follow up meeting will be held in May to discuss tax awareness and civic education with technical assistance from RAMP UP East.

MEHTERLAM MUNICIPALITY

Province: Laghman

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Sidewalk and drainage ditch construction

Work has started on the 4 km sidewalk and drainage ditch project that was inaugurated on 30 March. The project that was requested by citizens in October 2010 provides cash-for-work opportunities amounting to 760 labor days and \$5,000 in wages. Municipal officials received on-the-job training in project management and quality assurance.

The construction of the sidewalk and drainage ditch will mitigate seasonal flooding that damages homes and markets on a regular basis. Commenting on the Municipality's new achievement, one of the citizens told RAMP UP East: "Such a project is a sign of ongoing efforts for peace and development that give us hope."



Mehterlam, 13 April. Work on the 4 km drainage ditch and sidewalk construction project commenced

PROJECT OPENING CEREMONY

7.75 km Roadside Ditch Construction Project Inaugurated In Mehterlam

On 13 April, the Mayor of Mehterlam City together with the Deputy Governor inaugurated the 7.75 km roadside ditch construction supported by RAMP UP East. The project will create cash-for-work opportunities and assist in increasing citizen support for the government. This was explained in the public speeches given at the inauguration ceremony.

The Mayor of Mehterlam stressed the need for a greater role for citizens in cleaning the ditch regularly. He also explained that this project provides a learning opportunity for municipal workers to improve their professional skills in the area of construction management and city planning.

Speaking on behalf of citizens, Haji Hafiz said: "We have been part of this project since the beginning when we selected it last year. We commit to maintain the ditch and pay municipal taxes."



Mehterlam, 13 April. The Mayor and Deputy Governor inaugurated the 7.75 km drainage ditch and sidewalk construction project

MUNICIPAL CAPACITY DEVELOPMENT

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The Municipality's Finance Department developed key forms for financial management and revenue collection. These forms helped the Municipality to understand the types of revenue sources and to separate the operational and development budgets. The annual financial report for the fiscal year of 1389 Hejri was also produced with technical assistance of RAMP UP East.



Mehterlam, 10 April. The Municipality's Finance Officer was trained to improve annual financial reporting

Public Works

The municipal trash collection team started an analysis of the solid waste disposed at formal and informal dump sites. The team carried out an assessment of the trash volumes and landfill management.

Revenue Generation

An improved tax collection template was produced by municipal officials after being trained by RAMP UP East. A discussion with the rickshaw owners was also held with regards to tax payments. The rickshaw owners now have a parking space allocated by the Municipality and pay an annual charge.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Citizens Form Maintenance Committee For Roadside Ditch Project

More than 20 two citizens held a discussion with the Mehterlam City Deputy Mayor on 21 April about the planned maintenance of the 7.75 km roadside ditch and 4 km sidewalk and ditch currently being constructed.



The Mehterlam citizen forum was held on 21 April

The Deputy Mayor explained the need for citizen participation in community development and municipal decision making. Mr. Sayed Mohammad was quoted as saying: "The purpose of this gathering is to seek greater citizen participation in municipal activities. Your input is needed to sustain public services under the leadership of the municipality."

Commenting on the maintenance of the USAID supported projects; the Head of the Shura Council assured the Deputy Mayor that maintenance of the ditches is the Shura Council's

responsibility. It was agreed that a maintenance committee will be formed by the community to ensure sustainability of the newly constructed projects. The committee will report to the Municipality on a regular basis at each citizen forum.

The Head of the Youth Directorate suggested that the Municipality should increase citizen awareness of the care of municipal assets. It was also agreed that shopkeepers will participate in the maintenance committee and provide financial support for annual maintenance if possible. Following the discussions, the maintenance committee was established on 27 April and it will produce its first report upon the completion of the ditch construction work.

MUNICIPAL NEWSLETTER

The draft of *Da Khar Hindara*, a municipal self-funded newsletter, was finalized and sent to the printing house. 1,000 copies of the newsletter will be distributed in May at the citizen forum, bazaar, and schools. The newsletter received RAMP UP East editorial support and will help to raise public awareness about issues of local interest and to keep citizens informed about municipal activities.

ASADABAD MUNICIPALITY

Province: Kunar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

DRAINAGE DITCH CONSTRUCTION PROJECT

By end of April, more than 90% of the construction work on the 600m drainage ditch project was completed by the Municipality. A total of \$12,184 cash-for-work payments were also made to 167 local laborers. This project that started on 19 February will prevent flooding and has already created opportunities for on-the-job training for municipal officials who were fully involved in the site selection, project design and supervision of laborers.



Asadabad. Pictures before (left) and after (right) the construction of a covered drainage ditch supported by RAMP UP East

2 KM KERALA GRAVEL ROAD CONSTRUCTION

The 2 km road construction project faced challenges that temporarily stopped the work along the Pech River north of the municipality. Since the project started in March, the river has been unseasonably high. As a result, the foundation of the retaining walls was below the water level. This meant the laborers were not able to start construction work and the work will be delayed until the river returns to its regular water level. The implementation plan for the project was adjusted and reconstruction of the road has started in areas unaffected by the water level of the river. The Municipality hopes to complete the project by mid September.

The current road conditions prevent villagers from the surrounding areas from visiting the city which constrains their access to jobs, markets and other services available in the city. The benefits of this project will include improved accessibility of the city and the creation of cash-for-work opportunities.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The Municipal Finance Officer of Asadabad was trained this month to use modern accounting systems and he produced an Income Financial Chart. The chart helped in the understanding of the new fiscal year's budget resources.

Public Works

The Municipal Engineer prepared construction projects, bills of quantity estimates and project monitoring plans. Excel sheets are being used for the production of bills of quantities and other

project documents for public works.



Municipal staff prepared a checklist tool for public parks maintenance in Asadabad

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Shopkeepers Urged To Hire Street Cleaning Laborers

The Mayor of Asadabad City urged citizens to seek community solutions for the city cleaning. More than 15 participants in the monthly citizen forum held on 24 April agreed on the necessity for constructing a parking lot and gaining access to safe clean drinking water.

In his opening speech, the Mayor told citizens that the Municipality will purchase 4.5 km of waste water pipes and construct a new drainage ditch in the city. The Mayor also suggested that shopkeepers should collectively hire laborers to clean the bazaar as the Municipality lacks adequate funding. This suggestion was welcomed by shopkeepers who promised to make it a reality.

The value of the citizen forum was also praised as it had helped to mobilize community support for the City Cleaning Drive.



A citizen forum was held in Asadabad on 24 April

Commenting on the drainage ditch construction by the Municipality, the Head of the Merchants Union said: “The drainage ditch construction that increased the road height helped us to access our shops. Such municipal efforts are appreciated.”

Finally, the Deputy Head of the Asadabad Education Directorate announced that all students are advised to participate in the municipal public awareness program for the city cleaning drive. Citizens concluded the meeting with suggestions for municipal services, including water supply and road construction.

MUNICIPAL NEWSLETTER

On 20 April, the second monthly municipal newsletter of Asadabad was produced. The newsletter communicated municipal news and civic educational issues in addition to related articles by the Mayor, women and Wakil e Gozars.

GARDEZ AREA OVERVIEW: GARDEZ, KHOST, SHARANA

GHAZNI MUNICIPALITY

Province: Ghazni

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

During the reporting period, Finance Officer of Ghazni received in-house training that enabled him to undertake the following activities:

1. Revenue generation analysis;
2. Production of financial flow charts and management of petty cash;
3. Development of an annual budget that complies with IDLG and Ministry of Finance regulations;
4. Production of computerized salary payroll sheets;
5. Preparation of the annual budget for Maqur district that was recently added to the city municipal boundaries;
6. Together with RAMP UP East, municipal officials produced a SWOT analysis of the Finance Unit with the purpose of improving its performance.

Public Works

Assisted by RAMP UP East, the Ghazni Public Works Engineer identified more than 300 informal and formal dumpsites around the city. These locations will be plotted on a satellite image that will assist in designing an organized trash collection service in each city district. A checklist was produced for solid waste collection and the city was divided into zones for trash collection. These achievements are the result of a series of public works training events organized by RAMP UP East in March and April, in which municipalities learned about solid waste management and municipal asset maintenance that will contribute towards the improvement and sustainability of public services.



Ghazni, 26 April. The Municipal Engineer was trained to identify the locations around the city where solid waste is being dumped by citizens with the use of GPS

Revenue Generation

Municipal officials in the Revenue Generation Department received on-the-job training this month that resulted in the following:

1. Development of a business license template;
2. Computerization of the tax collection template;
3. Computerization of the property registration system;
4. Computerization of the municipal assets inventory;
5. Development of a SWOT analysis of the Revenue Generation Department;

6. Preparation of the municipal economic profile;
 7. Data collection for the preparation of the Municipal Economic Development Plan;
- Commenting on the capacity building achievements and training impact this month, the Revenue Generation Officer, Mohammad Arif, was quoted as saying: “Computerizing the revenue generation templates will help us to avoid graft.”

CORE SKILLS TRAINING AND IMPACT

Public Administration

The municipal public procurement counterparts were trained to issue Requests for Proposals, and to develop registration forms and a database of vendors. The database is the first step towards planning for public private partnerships and to expand competition among qualified vendors to provide contracted services to the Municipality.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Ghazni Citizen Forum Used For Raising Public Awareness

The Acting Mayor of Ghazni discussed sanitation issues with community representatives at the citizen forum for the second time since the monthly forum was launched.

On 20 April around 40 citizens including women received civic education on trash collection. Mayor Abdul Basir told the participants that households should dispose of trash in the trash bins. He also spoke about community initiatives in the city led by businesses aimed at cleaning streets and collecting garbage.



Ghazni, 20 April. Six women participated in the municipal citizen forum

In the meeting, appreciation was expressed for RAMP UP East assistance to identify trash bin locations with the use of GPS technology. Commenting on this, the representative of the Elders Council Mohammad Sharif Saied requested the Municipality to increase the number of trash bins in the city and to clean the city on a daily basis to avoid health hazards.

Other citizens suggested that shopkeepers should build public toilets in the city for both males and females. Representatives of the Afghan Women’s Organization suggested that the Municipality should launch public TV announcements to change citizen behavior with regards to city cleanliness.

Acting Mayor Abdul Basir concluded the meeting with listing important issues to follow up on during the month. Citizens will be briefed about the actions undertaken by the Municipality in the next citizen forum.

MUNICIPAL NEWSLETTER

The Municipality of Ghazni published its first newsletter with editorial support from RAMP UP East. This first edition contained messages about city cleaning, municipal economic growth plans, a brief on the citizen forum held in April, and on preparations for Ghazni as the Islamic World's Cultural Capital in 2013. The newsletter received commercial sponsorship from a food processing company based in Ghazni that was introduced to the Municipality by RAMP UP East. The newsletter will help the Municipality to establish a sustainable communications mechanism with citizens. It will also educate citizens about their role in municipal governance.

MUNICIPAL MEDIA EVENTS

The public relations and outreach training provided by RAMP UP East encouraged the Acting Mayor to meet the media on a monthly basis. This openness with the media demonstrates a significant step towards improving municipal public accountability and transparency. On 24 April, the Acting Mayor was interviewed for one hour by Killid Radio. During this interview, the Acting Mayor spoke about the increasing number of city residents and the impact on the demand for public services. Mr. Abdul Basir also noted that the city's master plan has not kept pace with development and therefore the Municipality will prioritize updating of the plan.

The preparations for Ghazni 2013 were discussed as well, in addition to building a market to reduce congestion by street vendors in the streets.

Finally, citizens were advised to follow the progress of municipal construction projects through Ghaznawiayn local TV. This station airs regular messages about development projects undertaken by the Municipality.



Ghazni. The Municipality produced a self-funded newsletter this April

RAMP UP-EAST MUNICIPAL RELATIONS

On 24 April, RAMP UP East and municipal officials held a coordination meeting that resulted in the following action plan:

1. The Mayor will address citizens in a public speech about revenue generation during the next citizen forum to be held in the second half of May
2. RAMP UP East will produce a training schedule in consultation with the municipal officials who will identify demand driven



A coordination meeting was held between Ghazni Municipality and RAMP UP East on 24 April

training activities;

3. The municipal officials will develop a one year revenue generation work plan with assistance from RAMP UP East;
4. The Municipality will collect data for the economic profile development.

RAMP-UP EAST USAID COORDINATION

On 14 April, the USAID representative in Ghazni and RAMP UP East discussed the municipal plan for constructing a bus terminal that the Municipality wishes to fund with USAID support. RAMP UP East will help the Municipality to survey the proposed terminal location and determine the feasibility of the proposed project. Based on the survey results and feasibility studies, possible RAMP UP East technical and financial support for the design and construction of the terminal will be determined in consultation with USAID and the Municipality.

GARDEZ MUNICIPALITY

Province: Paktia

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Solid waste management

In April, Gardez Municipality continued to receive limited financial and technical support from RAMP UP East for the city's solid waste management program. Based on the field data, the program assessed and identified the requirements to operate a municipal solid waste collection service. These requirements included: additional solid waste enclosures, collection vehicles (flatbed dump trucks), 11 full time staff and 25,000 liters of fuel per year. This level of staffing and equipment will allow the Municipality to service each of the existing 84



solid waste drop off sites, if each truck and crew cleans up to 8 sites per day, 6 days per week.

Gardez, 23 April. Ongoing trash collection activity

Draft solid waste management plans have been completed for each Municipality in RAMP UP East and these plans will be reviewed with the Municipal Sanitation Managers during a training in Kabul on May 16-19. This training will give municipal managers the opportunity to review and comment on the draft plans. Once the draft plans are reviewed by the municipalities, they will be discussed with the Mayor for further planning and budgeting.

Sidewalk reconstruction

The sidewalk reconstruction project that was expected to be launched in mid-April was delayed due to technical difficulties. RAMP UP East re-advertised the project for public bidding in order to invite more competitive proposals to assure value for money and high quality standards for implementation of the project. A bidder was selected and arrangements were made to start on-site work by the second week of May.

Implementation of this project will assist the Municipality to gain public confidence and demonstrate its ability and willingness to work for ordinary citizens. Businesses will also be encouraged to pay the Safai tax if they see improvements in municipal service delivery and citizens' satisfaction.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

PUBLIC WORKS

This month, the Public Works Advisor of Gardez undertook the following capacity building activities with support from RAMP UP East:

1. Conducted a solid waste analysis in preparation for the new MIP;
2. Identified informal and formal dumpsites;
3. Prepared the weekly trash collection schedule;
4. Developed a municipal building maintenance checklist.

Revenue Generation

In April the pilot business registration project registered an estimated 15% of businesses in the city. This process will enable the Municipality to understand its economic strengths and weaknesses and aide in planning economic development based on identified opportunities. This in turn has the potential to improve the Municipality's income and capability to sustain public services.



Gardez, 7 April. Municipal officials registered and estimated 15% of businesses in the city

SHARANA MUNICIPALITY

Province: Paktika

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Solid waste management

During the reporting period, RAMP UP East provided Sharana with limited financial and technical support to clean the city. Municipal laborers collected 234 m³ of solid waste and cleaned 10,000 m² of roads. Ten laborers benefited from cash-for-work opportunities provided by the project. RAMP UP East plans to gradually reduce the funding for the project as the Municipality's financial contribution increases. The aim will be to establish a self-reliant solid waste collection delivery service funded and operated by the Municipality. As one step in this process, RAMP UP East aims to improve GIROA visibility and encourage citizens to pay municipal taxes. The program is working with the Municipality to increase municipal revenue to support public services including trash collection.

Trash bins construction

On 1 April, the Municipality inaugurated the RAMP UP East funded construction of trash bins. The project will be completed by the end of May and provides 31 skilled and unskilled laborers with cash-for-work opportunities by constructing 70 trash bins. This month a total of 42 trash bins were completed. In the process, municipal officials learned how to allocate the trash bin sites using GPS, and they were involved in the project management. The Mayor undertook site visits during construction and ensured the smooth implementation of the project.

This project is expected to facilitate a consistent and systematic collection of solid waste. Furthermore, the residential and commercial areas of the Municipality will be improved through the waste collection service and health hazards will be reduced. This will encourage citizens to change their behavior by disposing of garbage in the assigned proper locations. Commenting on the advantages of the long awaited project, Shopkeeper Mohammad Zaman told RAMP UP East: "Citizens used to throw garbage in the ditch or on the sidewalks. It was not easy for the Municipality to collect the trash. This behavior has changed now with the availability of trash bins in the city."

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Works

Municipal officers received on-the-job training that enabled them to conduct a solid waste analysis using GPS to allocate trash bin sites. The Public Works Officer attended training held in Kabul and learned about public service maintenance.

Revenue Generation

The Municipality's Revenue Generation Officer continued preparing the city's economic profile and was trained to develop the municipal assets inventory database. RAMP UP East also assisted the Municipality to develop the Revenue Generation Department ToR. The ToR will help set performance goals for each individual to improve municipal revenue collection and reporting.

RAMP UP EAST USAID COORDINATION

On 19 April, the Mayor of Sharana, the USAID Activity Manager and RAMP UP East staff discussed the program's municipal capacity building of staff members. The RAMP UP East team explained that it was difficult to find qualified candidates from Sharana city. To address this challenge, RAMP UP East will be recruiting Embedded Advisors from elsewhere in the region.

The Team Leader explained that security threats had prevented the opening ceremony for the trash bin construction project. It was agreed the ceremony would be held later when the security conditions improve. The same security conditions also impacted the citizen forum that was canceled several times as armed militants threatened to attack GIROA offices during the spring offence.

KHOST MUNICIPALITY

Province: Khost

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

The municipal laborers in Khost completed 20% of the planned drainage ditches and culverts rehabilitation work this month. The project that started at the end of March is expected to improve the level of trust of the residents in the local government and help demonstrate that the Municipality is working in the interests of citizens. The rehabilitation project was also used by RAMP UP East as a learning opportunity to improve the skills of the municipal Public Works Officers. The following capacity building activities were undertaken by applying a learning-by-doing approach:

1. Quality control of construction materials;
2. Cement bags storage techniques;
3. Material preparation and mixing (cement ratio to sand, gravel and water) for construction.



Pictures taken before and after the rehabilitation of a drainage ditch in the Municipality of Khost with technical and financial support from RAMP UP East

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

During the reporting period, RAMP UP East assisted the Municipal Public Finance Officer to undertake the following activities:

1. Preparation of computerized budgets for the new fiscal year of 1390 Hejri;
2. Preparation of the financial reporting template to complete the preparation of quarterly and annual reports.

Public Works

Khost Municipality with technical assistance of RAMP UP East obtained GPS records for 69 formal and informal dumpsites across the city. Furthermore, the volumes of trash generated in the Municipality were recorded on a daily basis. Based on the results recommendations were made to the Mayor to increase the number of street cleaners and improve the trash collection service.

RAMP UP East trained the municipal Public Works Officers to maintain the solar streetlights donated by the US PRT. In January, the PRT and RAMP UP East agreed that the program will provide the Municipality with capacity building support for the officials to manage the installed streetlights.

The following training activities were undertaken by RAMP UP East:

1. Site surveying;
2. Selection of appropriate streetlights;;
3. Work plan implementation.

Revenue Generation

The RAMP UP East supported pilot business registration activity continued this month. A total of 4,000 businesses were registered and incorporated into municipal data records. The data will be studied and computerized as the basis for issuing work permits for businesses that do not have a business license. This project will enable the Municipality to expand its tax collection and enable it to sustain municipal services.



Khost, 10 April. The municipal Revenue Generation Officer was trained on the collection of data for business registration

Preparations for the city's economic profile continued with field meetings and data analysis. RAMP UP East will help the Municipality prepare an economic development plan based on an in-depth study of the economic profile and an understanding of the economic opportunities.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Khost Citizens Prioritize Public Services Needs

On 25 April, 18 community members and the Khost Mayor discussed the timeline for implementing priority projects endorsed by citizens previously. It was agreed that urgent projects will be funded from municipal resources and other projects will be submitted to donor agencies for funding.

During this meeting, the Mayor briefed the citizen forum participants about RAMP UP East funding of small scale municipal projects such as the drainage ditch rehabilitation. The participants expressed their concern that small and large scale projects should meet quality standards and be properly supervised by the municipality.



Khost, 25 April. Community members discussed priorities for municipal public services with the Mayor

The participants agreed on the following municipal priority projects which may be funded by RAMP UP East or other donors:

1. Construction of trash bins;
2. Development of car parking sites;
3. Rehabilitation of sidewalks;
4. Construction of a bus station;
5. Repair of the solar lights in the city.

CENTRAL SUPPORT OFFICE MUNICIPAL CAPACITY DEVELOPMENT ACTIVITIES

Youth Participation

In April, the Youth Participation Unit finalized Requests For Applications (RFA) to support youth-municipal governance activities. The RFA will make available small grants aimed to support activities related to youth leadership, program internship, and computer skills and sports tournaments. The RFA for each municipality were sent out to local NGOs for proposals submission.

To support the RFA process, a vendor workshop was held on 19 April with the participation of 60 NGOs. The participants were briefed on how to structure and submit their proposals for the listed topics/grants.

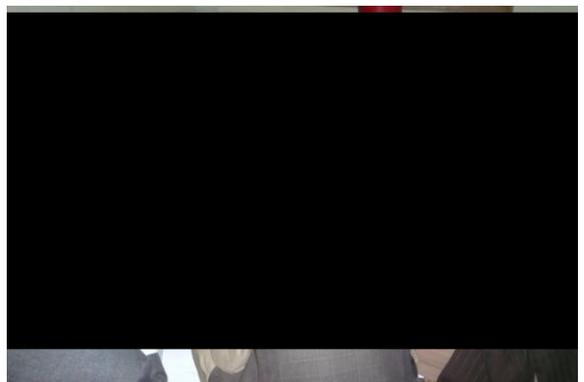


Kabul, 19 April. NGO representatives discussed with RAMP UP East the youth participation program grants

Gender Mainstreaming

15 municipal officials along with RAMP UP East teams from Jalalabad, Mehterlam and Asadabad attended Gender Sensitivity and Mainstreaming Training held for 2 days in mid April. A baseline survey containing 6 questions with multiple-choice answers was distributed to understand the gender concepts.

About one third of the participants expressed their opinions and thought that 'gender means being born a man or a woman', while another one third stated that 'gender is how society defines being a male or a female'. Almost one in 10 participants responded that 'gender is a western concept'. The Gender Department revised the training manual based on lessons learned and feedback from the participants of this first gender sensitivity/mainstreaming training, conducted in Jalalabad area office.



Gender sensitivity mainstreaming training for municipal officials and RAMP UP East staff in Jalalabad

The Gender Unit also finalized an RFA for “Gender Responsive Governance” which has three components for fellowships, women’s participation in local governance, and women’s participation in municipal service delivery. The RFA was released on 26 April.

Public Works

11 officials of the municipal Greenery and Sanitation Departments attended a 3 day public works training held by RAMP UP East at the end of April. One day of the training focused on teaching municipal staff how to develop operations and maintenance plans for parking lots and parking areas, using the step-by-step check list method. A follow-up implementation review session of the checklists will be held in July.

The remaining two days of training introduced the Greenery and Sanitation Directors to a systematic process for conducting a solid waste collection analysis in their municipality. The analysis process is based on the successful pilot program implemented in Charikar in February and March. The Municipal Directors in 10 of the 13 active RAMP UP East municipalities completed the initial solid waste collection inventory and data collection portion of the analysis and submitted this information for validation. The data collected will be used to develop solid waste collection and disposal projects for consideration during the upcoming MIP development process. The upcoming Public Works training will introduce the municipal directors to a checklist-based method for management, supervision and inspection on a daily basis of solid waste collection and disposal activities.

Economic Development and Revenue Generation

In April, RAMP UP East and IDLG formed a Technical Working Group to study the RAMP UP East supported business registration pilot projects. It was agreed that IDLG and RAMP UP East will work together to standardize license formats to be used by the municipalities. The business registration process in Mahmud Raqi has been completed while the data for Charikar, Gardez and Khost will be validated in May.

Public Finance

On 24-25 April, 8 municipal officials attended a performance based budgeting workshop that resulted in drafting 8 completed Performance Based Budget Templates in draft form. RAMP UP East intends to refine these drafts and prepare a prototype that will be discussed with IDLG and submitted for approval.

In addition, the training focused on how the municipal officials could use flowcharting as a method to break down their procedures as a first step toward creating checklists and procedure manuals.

The third major outcome of the training was the testing of the Bookkeeping module created by RAMP UP East. The trainees traced the process of a financial transaction from its inception to the financial statements using both single entry and double entry accounting. The trainees accomplished a simple transition from single to double entry accounting by introducing the cash receipts journal. This module will be reviewed again in June.