



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: APRIL 2013



Handover ceremony for solid waste management vehicles and equipment donated by USAID to the municipality of Bamiyan

15 May 2013

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

MONTHLY REPORT: APRIL 2013

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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 |
| 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) |
| 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 |
| FAF | Foreign Assistance Framework |
| FIRUP | Food Insecurity Response for Urban Populations (USAID) |
| FOB | Forward Operating Base |
| FPO | Field Program Officer (USAID officer based at 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 |
| OAA | Office of Administrative Affairs |

| | |
|-----------------|---|
| O&M | Operations and maintenance |
| OSM | On Site Monitor (Field-based USAID representative) |
| 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 |
| SOW | scope of work |
| SWM | Solid waste management |
| SO | Strategic Objective |
| TAMIS | Technical Assistance Management Information System |
| TAR | Technical assessment report |
| 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>Nahya</i> | Municipal District |
| <i>Wakil or kalantar</i> | Nahya 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> | City cleaning service charge and property tax |
| <i>Sharwali</i> | Municipality |
| <i>Moqarara</i> | Regulation |

MONTHLY REPORT: APRIL 2013

EXECUTIVE SUMMARY

CAPACITY BUILDING

Training and Workshops

The implementation of the training curriculum on Management of the Infrastructure Project Lifecycle continued during the month of April. During the month, the second course in the series on Tendering and Management of Construction Projects was conducted. As a follow-up to the first course on Scoping, Tendering and Management of Design contracts, the second course dealt with such major topics as procurement of civil works contractors under the Afghan national Procurement Law, quality standards, quality assurance and inspection protocols, and progress reporting. A total of 26 trainees, equally divided among RAMP UP East Public Works and Embedded Engineering Advisors and municipal engineering staff, attended the first offering held on April 22-25. A second batch of 24 trainees took the course on April 29-May 2.

Also part of the training was the presentation of the municipal annual budgets particularly their development components. This helped to focus the attention of participants, especially the municipal officials, on what projects the municipalities plan to implement during the current fiscal year. The presentation identified the avenues for the practical application of the knowledge and skills derived from the course as well as from the entire training curriculum.

Likewise, to close the training, a brief orientation on the Municipal Incentive Fund (MIF) was provided to alert the participants of this new RAMP UP East activity as well as the opportunity for municipalities to tap fresh funding to finance their development projects.

Preparation for the Budget Monitoring course was finalized this month. The three day course will cover topics such as recording and variance analysis of actual municipal revenue intakes and expenditures, procurement planning, and an introduction to performance-based/program budgeting. Due to a scheduling conflict with the integrated financial management system training (IFMS) to be conducted by RAMP UP South, the conduct of the course was postponed and has now tentatively been scheduled during the middle of next month. The timing is deemed appropriate to provide more time for the final approval of some of the municipal budgets by central government agencies (GDMA, Office of Administrative Affairs, and Ministry of Finance).

RAMP UP East sent a group of seven participants to the IFMS training conducted by RAMP UP South at its Kabul headquarters. The group consisted of directors/managers responsible for information technology, public finance, and revenue enhancement and local economic development. Originally scheduled to last for four days from April 29-May 2, the training has been extended for another two days, May 5-6, to enable participants to experience the actual operation of the system, including the entry of financial transactions.

Mentoring of District Municipalities

The mentoring program has started for the district municipalities of Rodat, Barakibarak, and Bagram hosted respectively by the provincial municipalities of Jalalabad, Pul-i-Alam, and Charikar. Toward the end of the month under review, RAMP UP East was able to secure GDMA's approval to replace Ghanikhail with Surkhrod and Markaz-Behsud with Jalrize. Consequently, the teams in Jalalabad and Maidan Shahr have been advised to immediately proceed with the needs assessment in these new municipalities. On this basis, the Maidan

Shahr team immediately completed the needs assessment of Jalrize, and the mentoring program and in-kind support proposals for this district municipality are expected to be submitted for RAMP UP East management review in early May.

The mentoring program proposals for other target district municipalities (Qarghaee in Laghman; Saidabad in Wardak; Jaghori, Moquor, and Qarabagh in Ghazni) have been approved by RAMP UP East management and are expected to proceed during the coming month.

Meanwhile, in a meeting on April 24, USAID's COR reminded RAMP UP East of the underlying concept of the mentoring program. The mentor is the provincial municipality and not the RAMP UP East team of embedded advisors. All trainings and orientations should therefore be provided by officials and staff of the host provincial municipality with the RAMP UP East team providing facilitation and the necessary technical and financial assistance.

Anti-Fraud Training

RAMP UP East is committed to developing capacity on anti-fraud prevention and detection among municipal government officials. During Option Year 1, it has succeeded in providing an anti-fraud introductory course to over 200 of these officials in all the RAMP UP East municipalities. For the current option period, it plans to deepen anti-fraud awareness through a follow-up training course that will provide a more exhaustive treatment of the subject. For this purpose, an international Subject Matter Expert (SME) was mobilized this month to develop the course and conduct a train-the-train session for selected RAMP UP East advisors and their municipal counterparts.

During the month, the design of the follow-up course was completed together with the supporting documents, such as: a training schedule and agenda, a training protocol diagram, train-the-trainer Quick Reference Instructions and Guidance, a training needs assessment and a training impact assessment for training participants; a sample attendance list as well as all the training materials: presentations, case studies, and guide questions. The training curriculum delves into practical ways of preventing and detecting fraud. For this purpose, the training relies less on lecture-presentation and more on case studies and discussions.

As before, the overall training delivery plan will entail the training of trainers selected from among RAMP UP East staff and their municipal counterparts. Roll-out in municipalities will then follow. The training-of-trainers has been scheduled for May 6-7. The roll-out in municipalities has been tentatively set during the period May 20-June 15 to provide enough time for the translation of the training materials into the national languages.

Technical Working Group Meetings

The Technical Working Groups (TWGs) Meetings were hosted and convened by GDMA on April 07 and 08, 2013. In addition to following up on the recommendations and pending issues of the previous meetings, each Contract Line Item Number (CLIN) discussed the following:

- CLIN 1 - Capacity Building: Findings from municipal capacity development assessment as well as progress on implementation of the plans for 2013.
- CLIN 2 - Service Delivery: As per the agenda, an in-depth discussion was led on finalizing Solid Waste Management (SWM) Manual, initially developed by ASGP. As a result a technical taskforce from implementing partners was formed and agreed to review the SWM Manual and meet sometime toward the end of the current month for consolidation of the comments as well as incorporation of the views. RAMP UP East

submitted the maintenance plan of the projects along with MIP (Municipal Improvement Plan) of Ghazni municipality to GDMA.

- CLIN 3 - Revenue Enhancement and Economic Development: implementation of IFMS in municipalities by all implementing partners as well as progress on municipal economic development profiles and plans by all RAMP UPs.
- CLIN 4 - Crosscutting Themes: Launching of Anti-Harassment Policy by IDLG and the sharing of lessons learned from establishment of the first Municipal Advisory Board in Charikar.

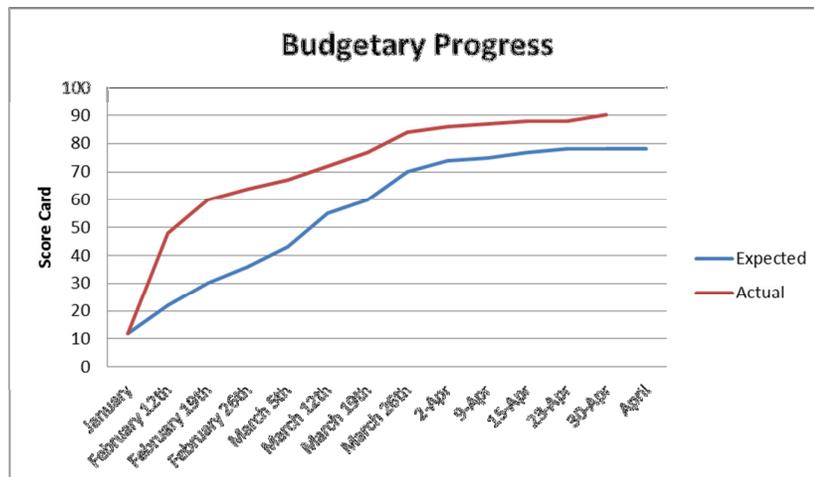
PUBLIC FINANCE

During this month, almost all municipalities received final budget approvals from the Ministry of Finance. Bank reconciliation has been implemented in majority of municipalities and has adopted as a regular routine. The procurement standard operating procedure (SOP) was developed by RAMP UP East during April 2012. Those municipalities who have received final approval of their budgets are moving forward with their annual procurement plans. To kick start the implementation of the SOPs, specific procurement procedures will be applied, particularly in the areas of tendering for design and civil works contracts, as the municipalities begin the implementation of projects related to their respective development budgets. Annual procurement plans have been started in most municipalities and have received approval.

Municipal Budget Status

Of the 13 RAMP UP East municipalities, 10 have now achieved final approval of their annual budget. The budgets for an additional 2 municipalities have been prepared, submitted and are awaiting final government approval. The budget for the municipality of Jalalabad had been rejected for a third time due to the new pay and grading system is presently under review by GDMA. GDMA has indicated that changes required to the Jalalabad budget are very minor in nature.

Our tracking graph for the municipal budgets shows continued progress, with quality and quantity exceeding expectations. This year the length of time that budgets are within the government approval process has increased to three months due to the new pay and grading system and the addition of another level of government review from the newly formed Independent Administrative Civil Service Commission [IACSC].



The dashboard now shows all municipalities as output achieved beyond quality standard or output at quality standard awaiting approval during April.

| | |
|-------|--|
| ✓ ✓ ✓ | Output achieved beyond Quality Standard |
| ✓ ✓ | Output at Quality standard awaiting Approval |
| ✓ | Output not achieved or challenged |

| Municipality | Stage 1 Internal Preparation | Stage 2 Mayoral Approval | Stage 3 – Quality Control by Ramp Up | Stage 4 Provincial Approval | Stage 5 GDMA Approval | Stage 6 IDLG letter | Final Approval letter GDMA | Overall Status |
|--------------|------------------------------|--------------------------|--------------------------------------|-----------------------------|-----------------------|---------------------|----------------------------|----------------|
| Pul e Alam | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ |
| Maidan Shar | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ |
| Ghazni | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ | ✓ ✓ ✓ |
| Gardez | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ |
| Charikar | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ |
| Khost | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ |
| Mahmud Raqi | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ |
| Assadabad | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ |
| Bamyan | ✓ ✓ ✓ | ✓ ✓ ✓ | | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ |
| Bazarak | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ | ✓ ✓ |
| Jalalabad | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ | ✓ ✓ | | ✓ ✓ |
| Mehterlam | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ |
| Sharana | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ | ✓ ✓ ✓ |

Procurement Planning

To demonstrate that the municipality's budget will be realized in procurement activity the Ministry of Finance requires a procurement plan. RAMP UP East training in April 2012, along with a developed narrative and planning template, have encouraged this process and last year's result of only two plans produced is being overtaken by 13 municipalities who are actively creating a plan. Khost and Sharana municipality have prepared the annual procurement plan and submitted drafts to the Mayor for review. After mayor approval it will formally be presented for Government Ministry approval for the first time ever.

All municipalities have now made a start on their procurement plan. Overall, our monitoring system shows a 76% completion rate, against 64% reported last month and compared to 9% overall last year. The municipalities of Khost, Sharana and Maiden Shar are very close to completing their procurement plan.

Targets are as follows:

| Municipality | % Expected | % Achieved | Difference | Last year |
|---------------|------------|------------|------------|-----------|
| Ghazni | 88 | 69 | -19 | 9 |
| Khost | 88 | 82 | -6 | 9 |
| Sharana | 88 | 82 | -6 | 9 |
| Maidan Shar | 88 | 81 | -7 | 9 |
| Mahmud I Raqi | 88 | 73 | -15 | 9 |
| Gardez | 88 | 74 | -14 | 9 |
| Panjshir | 88 | 76 | -12 | 9 |

| Municipality | % Expected | % Achieved | Difference | Last year |
|--------------|------------|------------|------------|-----------|
| Assadabad | 88 | 75 | -13 | 9 |
| Jalalabad | 88 | 65 | -23 | 9 |
| Charikar | 88 | 77 | -11 | 9 |
| Pule Alam | 88 | 80 | -8 | 9 |
| Mehterlam | 88 | 72 | -16 | 9 |
| Bamyan | 88 | 80 | -8 | 9 |
| Average | 88 | | | |

Targets have been set at a high level to challenge the municipalities and encourage greater effort and participation. This month Khost, Sharana and Maidan Shar overtook Pule Alam in an effort to complete their plans. Quality measures are built into the template that alerts advisors to review the need for qualitative intervention. Most Municipalities are finding the exercise useful. Procurement plans are on target but have been delayed by the emphasis on finalizing budgets.



Bank Reconciliation

RAMP UP East has developed a bank reconciliation manual and auto completing template, based on the GDMA budget manual. The objective was to encourage full monthly bank reconciliation. The municipalities that emphasized bank reconciliation this month include Ghazni, Gardez and Assadabad; joining Charikar, Mahmud Raqi, Maidan Shar, Jalalabad and Sharana previously. This is an important precursor to budget monitoring, cash flow projection and annual financial statements, which are covered in the impending budget monitoring training.

SERVICE DELIVERY

Municipal Incentive Fund

During the month, USAID approved the implementation of the Municipal Incentive Fund (MIF) as a facility for encouraging municipalities to prepare well-designed project proposals that respond to the priority needs of their citizens. Also approved was the MIF Concept Note that was submitted earlier. As mentioned earlier, the MIF was then presented as part of the training in the Tendering and Management of Construction Projects. The presentation underscored the following MIF implementation strategies:

- **Cost share:** All projects financed by the MIF will require cost sharing by the municipality. This may take the form of contributing land, site preparation, funding of a portion or phase of the project, or a combination of these. The MIF will serve as supplemental funding. Due to overall funding limitations it is expected that the MIF contribution will typically not exceed US\$ 50,000, although exceptions to this rule are possible.
- **Competitive access:** A proposal submitted by a participating municipality does not automatically qualify for MIF funding. Access to the fund will depend on the quality and merits of the project proposal, and the fulfillment of the selection criteria, as elaborated later on.
- **Complementary implementation:** RAMP UP East and the municipality will each commit to the implementation of specific and clearly defined components of a project based on timelines, quantities, and quality standards spelled out in the approved project proposal. Pooling of funds to defray the entire sub-project cost will not be possible. Each cooperating party will have full control of its funds as well as of the implementation processes, including procurement. Thus, the only concern of each party is for the other to deliver the sub-project components under its responsibility according to the agreed upon implementation schedule, quantities, and quality standards.
- **RAMP UP East technical support:** Notwithstanding complementary implementation, RAMP UP East will provide technical assistance to the municipality in the implementation of project components under the municipality's responsibility.
- **Municipal government leadership:** MIF projects will be implemented under the visible leadership of the municipal authorities.

The copies of the MIF Concept Note were distributed to the training participants so they can start explaining it to their respective mayors ahead of the official launching of the fund.

All the materials related to the MIF (concept note, proposal format, sample of detailed budget estimate with funding split between RAMP UP East and proponent municipality) are now being translated into the national languages. These will be circulated to municipalities as part of the official launching of the MIF.

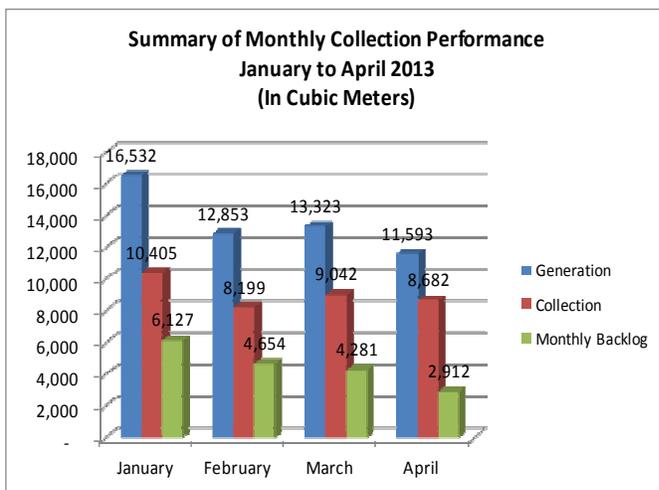
Solid Waste Collection

A total of 8,682 cubic meters were collected during the month out of an aggregate waste generation of 11,593 cubic meters in all 13 RAMP UP East municipalities. The figures are lower than those reported in March of 9,042 cubic meters of collection, as the current reporting month only covered four working weeks.

The municipalities' collection performance during the month of April is summarized in the following table.

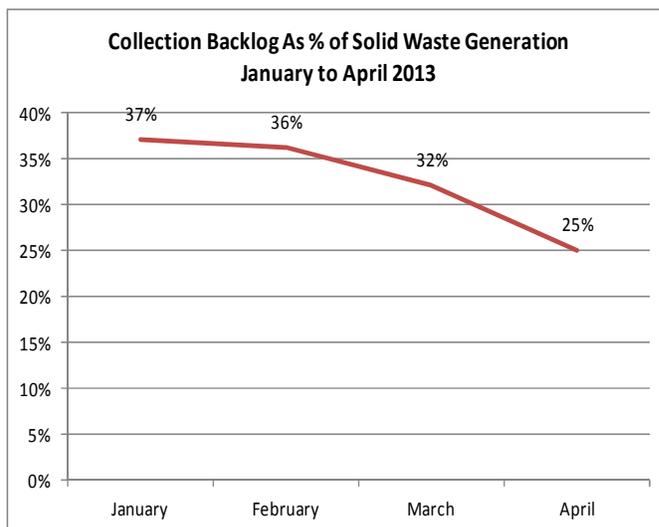
OVERALL MONTHLY SOLID WASTE COLLECTION SUMMARY SHEET
April 2013

| No. | Municipality | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|---------------|-----------------|--------------|-----------|--------------|-----------------------|--------------|----------------------|--------------|---------------|-----------|-----------------------------------|------------------|-----------------|------------------|---------------|
| | | No. | Man-days | No. | No. of Trips | Formal | In-formal | Generated | Collected | No. | Man-days | Vol./Crew (m3) | Vol./Manday (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) |
| 1 | Assadabad | 16 | 384 | 3 | 87 | 131 | 28 | 200 | 173 | 2 | 48 | 10.8 | 0.5 | 3.0 | 29.0 | 2.0 |
| 2 | Bamyan | 4 | 68 | 1 | 14 | 280 | 30 | 76 | 66 | - | - | 16.5 | 1.0 | 1.3 | 11.2 | 4.7 |
| 3 | Bazarak | 4 | 32 | 2 | 16 | 136 | 59 | 105 | 96 | 1 | 16 | 24.0 | 3.0 | 2.0 | 8.0 | 6.0 |
| 4 | Charikar | 26 | 598 | 5 | 295 | 180 | 291 | 2,240 | 1,110 | - | - | 42.7 | 1.9 | 5.0 | 59.0 | 3.8 |
| 5 | Gardez | 18 | 216 | 3 | 85 | 137 | 53 | 780 | 304 | - | - | 16.9 | 1.4 | 3.0 | 28.3 | 3.6 |
| 6 | Ghazni | 42 | 252 | 8 | 140 | 170 | 40 | 210 | 260 | 1 | 6 | 6.2 | 1.0 | 8.0 | 17.5 | 1.9 |
| 7 | Jalalabad | 68 | 1,546 | 18 | 1,282 | 523 | 907 | 4,556 | 4,166 | - | - | 61.3 | 2.7 | 18.0 | 71.2 | 3.2 |
| 8 | Khost | 27 | 636 | 5 | 280 | 283 | 268 | 1,320 | 1,040 | 4 | 24 | 39.2 | 1.6 | 5.3 | 53.3 | 3.7 |
| 9 | Mahmud-i-Raqi | 18 | 456 | 3 | 111 | 330 | 105 | 360 | 350 | - | - | 19.4 | 0.8 | 2.5 | 44.4 | 3.2 |
| 10 | Maidan Shahr | 18 | 383 | 2 | 55 | 173 | 40 | 224 | 181 | - | - | 10.0 | 0.5 | 2.0 | 27.5 | 3.3 |
| 11 | Mehterlam | 16 | 384 | 4 | 115 | 339 | 37 | 1,120 | 534 | - | - | 33.4 | 1.4 | 4.0 | 28.8 | 4.6 |
| 12 | Pul-i-Alam | 9 | 189 | 2 | 72 | 217 | 168 | 305 | 292 | - | - | 32.4 | 1.5 | 2.0 | 36.0 | 4.1 |
| 13 | Sharana | 8 | 80 | 2 | 23 | 48 | 38 | 97 | 110 | - | - | 13.8 | 1.4 | 2.0 | 11.5 | 4.8 |
| Total | | 274 | 5,224 | 58 | 2,575 | 2,947 | 2,064 | 11,593 | 8,682 | 8 | 94 | 31.7 | 1.7 | 58.0 | 44.4 | 3.4 |



The data reveals a noticeable trend in the progressive decline in the amount of waste not being collected. From 6,127 cubic meters in January the collection backlog was 6,127 compared to only 2,912 cubic meters at the end of this month.

The most significant reduction by far was recorded in April when collection backlog was only 25% of total waste generation, which represents a decrease of 7 percentage points from what was achieved during the previous month.



The prognosis for the coming months is fairly optimistic that the trend will be sustained given positive factors, which, among others include favorable weather conditions, the approval of the municipal budgets, and the fruition and continuation of the measures that municipalities have implemented in the past to cope with citizens' demands for public service delivery amid resources constraints.

Now that most of the municipal budgets have been approved (presently 10 out of 13 RAMP UP East municipalities), definitive actions have been taken to put the USAID-donated solid waste collection equipment into regular operation. In Khost, the mayor

initiated the training of newly recruited collection workers, drivers, and operators to ensure

the proper handling of the equipment and the implementation of previously established collection schedules, routes, and practices. This was followed by an orientation given by the Cleaning and Greening Manager on work safety, including the use of protective gears such as gloves and boots. The newly hired solid waste collection workers were then deployed after the said training and orientation. The driver and crew for the sewage collection tanker have been recruited and collection is scheduled to start during the coming week with an initial coverage target of 48 households/business establishments.

Maidan Shahr has since last month recruited seven additional collection workers to man the equipment donated by RAMP UP East. In Charikar, an operator of the skid loader donated by USAID/RAMP UP East has been recruited.

Many municipalities are also sustaining the mobilization of citizens in voluntary public clean-up activities locally known as Hashar. As part of the upcoming Hashar, Bazarak has tried its best to generate the widest public participation: the mayor has held dialogues with community leaders, posters have been installed in prominent locations, and a vehicle with loud speaker has been going around the municipality announcing the event. Planned for the last week of April, the Hashar had to be postponed for the first week of May because of inclement weather.

In Mahmud-i-Raqi, the Cleaning and Greening Manager has visited the municipality's four public markets, explaining to shopkeepers and the general citizenry the solid waste collection schedule during spring. Coordination meetings have also been held with the principal and officials of the girls' high school to get the school's commitment to support a planned Hashar also to be held during the first week of the coming month.

A door-to-door campaign, which will eventually cover all RAMP UP East municipalities, is now underway. Spearheaded by youth volunteers, the campaign will educate citizens on the proper handling of waste, including the practice of the 3Rs (reduce, re-use, and recycle). The ultimate outcomes expected from the activity are twofold: reduction of the volume of waste that needs to be collected and transported and wider participation of citizens in efforts to keep their respective municipalities clean. Additional details on the campaign are provided in the Cross-Cutting section of this report.

In Ghazni, the municipal government and citizens alike have expressed satisfaction over the results of the privatization of solid waste collection in Nahia 1. So far, the contractor has fulfilled its commitment of 100% collection coverage of households and business establishments within its franchise area, including road sweeping and the cleaning of drainage ditches. This has so far helped the municipality achieve collection levels that are significantly higher than the weekly volume of solid waste generation as well as address previous collection backlogs.

The municipality is now poised to implement the expansion of the privatized solid waste collection to Nahia 3. As a preparatory activity, the municipality held an impromptu Hashar to clear all uncollected trash, especially from informal drop-off sites, to enable the contractor to start with a clean slate focusing only on door-to-door waste collection. Moreover, the contractors have been instructed by the municipal government to assist in educating citizens on proper waste handling, such as storing waste in plastic bags or trash bins and bringing it out only on pre-set time schedules. With these measures in place, over time Ghazni is expected to be able to catch up with previous collection backlogs.

LOCAL ECONOMIC DEVELOPMENT AND REVENUE GENERATION

Business Registration and Licensing Activities

The new Business Registration and Licensing System is fully operational in all municipalities, although Mehterlam, Bamyan and Sharana Municipalities still have to resolve a number of internal technical issues before they start printing business license invoices again. Mehterlam Municipality stopped printing invoices this month due to the transfer of the revenue manager to another department, and because the property department borrowed the black and white dot matrix printer and the color printer to print invoices and certificates for *Safayi* fee collection. There is now no one in the revenue office with authority to sign the license certificates for businessmen who come to process new licenses. The RAMP UP east advisor has brought this issue to the attention of the mayor.



Sharana Mayor discussing the new business license fee rates with businessmen in the municipality court yard

A summary of progress in each municipality for the new business licensing system is shown below:

| No | Municipality | # of new businesses registered/ Total | | # of business license bills printed this month/ Total | | Total fees deposited in bank (Afs) this month / Total | | # of licenses issued this month / Total | |
|----|--------------|---------------------------------------|-------|--|-------|---|-----------|---|-------|
| | | | | | | | | | |
| 1 | Gardez | 16 | 2,287 | 40 | 299 | 21,900 | 164,900 | 40 | 299 |
| 2 | Jalalabad | 2,102 | 6,914 | 860 | 3,250 | 172,540 | 668,780 | 860 | 2,624 |
| 3 | Khost | 3 | 5,542 | 88 | 1,287 | 20,000 | 542,189 | 88 | 1,225 |
| 4 | Maidan Shar | 14 | 375 | 14 | 80 | 7,000 | 29,000 | 14 | 80 |
| 5 | Mehterlam | 0 | 2,154 | 0 | 1,483 | 0 | 79,165 | 0 | 1,067 |
| 6 | Mahmud Raqi | 9 | 1,065 | 25 | 566 | 12,500 | 235,200 | 21 | 566 |
| 7 | Bazarak | 8 | 514 | 5 | 205 | 6,180 | 62,110 | 5 | 205 |
| 8 | Pul-e Alam | 229 | 1,471 | 69 | 69 | 89,835 | 72,835 | 33 | 33 |
| 9 | Sharana | 0 | 1,140 | The database had to be updated with the new rates for 1392. Issuing of business licenses will resume in the first week of May. | | | | | |
| 10 | Charikar | 0 | 0 | 28 | 2,322 | 2,200 | 238,700 | 18 | 2,424 |
| 11 | Ghazni | 168 | 7,390 | 385 | 1,865 | 144,641 | 541,582 | 589 | 1,561 |
| 12 | Assadabad | 0 | 0 | 3 | 1,103 | 1,103 | 232,500 | 3 | 686 |
| 13 | Bamyan | 0 | 868 | 0 | 0 | 128,000 | 9,576,845 | 0 | 0 |

The Bamyan Municipality is still awaiting final approval from the provincial development council for their new proposed license fee rates, which are on average ten times higher than the previous rates.

Sharana municipality recently increased their business license rates, on average by 20

times, if compared to the old rates. The approval process between the municipality and the provincial development council took about two weeks, while another week was required to enter the new rates into the data base. The municipality should be collecting business licenses fees again by the second week of May.

Extension of Property Registration Survey in Assadabad, Charikar, Mehterlam, Mahmud Raqi and Maidan Shar

The second property registration survey is well underway in Assadabad and Charikar Municipalities. Both Assadabad and Charikar officially requested RAMP UP East to extend the first property registration survey to cover the remainder of the municipal area. As reported last month, the old survey teams were remobilized in both cities and are working well. Work will continue in Assadabad for three months to survey an additional 2,000 properties and in Charikar for four and a half months to survey an additional 3,400 properties.

As a result of a recent realignment of project funding, it was decided to expand the property survey activities to three more municipalities. The previous survey work done in Mehterlam and Mahmud Raqi will now be continued to complete the remaining properties in those municipalities. Fortunately the previous survey teams were available for remobilization in both municipalities, so work can start quickly. It was also decided to include the Maidan Shar municipality in the expanded property survey activities. Survey work there will take two and a half months and will cover about 2,100 properties. Since previous survey work had not been done previously in Maidan Shar it will take about two weeks to recruit and train local surveyors. Survey work will be completed in all five municipalities by mid-August, 2013.

Assadabad experienced a database problem that stopped them from printing *safayi* invoices for most of last month. This problem has been resolved, so printing of invoices will start again at the start of next month.

Below is a summary table showing the progress of the property registration and *safayi* fee collection activities for the month of April.

| No | Municipality | # of properties registered this Month/ Total | | # of Safayi invoices printed during this Month / Total | | Total Money deposited this Month /Total | | Safayi certificates printed this Month /Total | |
|----|--------------|--|-------|--|-------|---|---------|---|-----|
| | | | | | | | | | |
| 1 | Jalalabad | 0 | 9,739 | Nil | Nil | Nil | Nil | Nil | Nil |
| 2 | Charikar | 745 | 6,623 | Nil | Nil | Nil | Nil | Nil | Nil |
| 3 | Khost | 0 | 5,608 | Nil | Nil | Nil | Nil | Nil | Nil |
| 4 | Mahmud Raqi | 0 | 1,225 | Nil | Nil | Nil | Nil | Nil | Nil |
| 5 | Assadabad | 1,168 | 2,987 | 1 | 191 | 3,405 | 725,923 | 0 | 136 |
| 6 | Mehterlam | 0 | 1,568 | 250 | 1,150 | 48,400 | 237,600 | 55 | 166 |
| 7 | Ghazni | 0 | 0 | Nil | Nil | Nil | Nil | Nil | Nil |

Impact of New Business Licensing and Safayi Collection Systems on Local Revenue

Increases in local revenues resulting from RAMP UP East's new business license fee and *safayi* collection fee system are already evident in the 1391 budget results and especially in the 1392 budget projection figures. Increases have resulted from three main factors:

1. Increased coverage of the revenue base;
2. Increased collection efficiency; and
3. Long overdue increases in the rates for both fees.

The first two factors have been made possible by RAMP UP East's assistance to conduct comprehensive business licensing surveys in all 13 municipalities during late 2011 and early

2012, and property registration surveys in seven municipalities from mid-2012 to December 2012. The data collected by both of these surveys provide municipal officials with the most comprehensive picture of the number, make up and revenue potential of their business communities and taxable properties.

The third factor has resulted from the increased coverage and collection efficiency afforded by the new RAMP UP East database and billing systems. The potential for increasing revenues that has been made possible by the new systems has motivated six municipalities to increase their business licensing rates significantly. The other seven municipalities had decided to continue using their old rates, or had already increased their rates prior to the introduction of the RAMP UP East system. However, a number of these are now considering further increases within the next year.

The table below shows the extent to which 6 municipalities increased their business licensing rates to take advantage of the capabilities of the new database and collection system.

| Municipality | Av. Increase in License Fee Rates |
|--------------|-----------------------------------|
| Bamyan | 10 Times |
| Sharana | 20 Times |
| Mehterlam | 4 Times |
| Charikar | 6 Times |
| Puli Alam | 20 Times |
| Gardiz | 6 Times |

The overall impacts of the new systems are perhaps best illustrated by calculating their contribution to total recurring revenues in each municipality. The table below shows the projections made by all 13 municipalities with RAMP UP assistance for 1392 recurring revenues.

| Analysis of Projected Revenue for 1392 | | | | | | |
|--|--------------|---|---------------------------------|-----------------------------|-----------------------|--------------------------------|
| No | Municipality | Total Recurring Revenues 1392 | Projected Business License fees | % of BLF From Total Revenue | Projected Safayi Fees | % of Safayi From Total Revenue |
| 1 | Puli Alam | 11,941,943.00 | 1,545,455.00 | 12.94% | 676,702.00 | 5.67% |
| 2 | Assadabad | 17,795,917.00 | 317,842.00 | 1.79% | 2,494,787.00 | 14.02% |
| 3 | Jalalabad | 227,807,471.00 | - | 0.00% | 30,494,337.00 | 13.39% |
| 4 | Khost | 53,339,090.00 | 699,020.00 | 1.31% | 3,118,371.00 | 5.85% |
| 5 | Bazarak | 13,080,541.00 | 364,473.00 | 2.79% | 974,376.00 | 7.45% |
| 6 | Charikar | 12,664,167.00 | 268,080.00 | 2.12% | 4,795,139.00 | 37.86% |
| 7 | Mehterlam | 24,250,500.00 | 390,000.00 | 1.61% | 5,300,000.00 | 21.86% |
| 8 | Gardiz | 30,834,282.00 | 801,186.00 | 2.60% | 3,872,087.00 | 12.56% |
| 9 | Ghazni | 87,555,267.00 | 1,250,000.00 | 1.43% | 6,302,423.00 | 7.20% |
| 10 | Mahmood Raqi | 3,067,468.00 | 343,238.00 | 11.19% | 1,017,664.00 | 33.18% |
| 11 | Sharana | 8,530,547.00 | 155,326.00 | 1.82% | 2,242,266.00 | 26.29% |
| 12 | Maidan Shar | 18,404,980.00 | 20,000.00 | 0.11% | 1,625,300.00 | 8.83% |
| 13 | Bamyan | Bamyan municipal staff did not allow the embedded team to work on budget projections. | | | | |
| <i>Note: Jalalabad municipality did not do forecasting analysis for business license fees in their budget.</i> | | | | | | |

Unfortunately, a number of municipal revenue managers were instructed to use the old fee rates in their 1392 projections due to ongoing and/or anticipated approval issues with their provincial development councils for increasing business license fee rates. However, in cases where the new fee rates were used to project license fee revenues for 1392, such as Puli Alam and Mahmood Raqi; the results are significantly greater (on average 12%). If Bamyan, Sharana, Mehterlam and Gardiz used the new rates, the projected share of business license

revenues, as a percentage of total recurring revenues, would also have been at least 12%, or higher.

The impact of the new systems is more pronounced in the revenue projection figures for *safayi* fees. Gardez, Puli Alam, Bamyan and Bazararak were not included in the original property registration pilots or the subsequent roll-out program, and Maidan Shar was only included in the expansion program. However, the other municipalities, with the exception of Khost, which also had approval issues, projected quite significant increases in *safayi* fees for 1392 because of the potential increases they expect from *Safayi* fees.

Local Economic Development Planning Activities

The Bamyan and Bazararak embedded teams conducted their internal LEDP follow-up meeting with the mayor and the senior management team this month.



The Mahmud Raqi Municipality successfully tendered the second RAMP UP East constructed public latrine to a private contractor. The contractor agreed to pay the municipality Afs10,000 per year for the right to manage the latrine and charge fees to the public for its use. As part of the agreement, the contractor must maintain the latrine in good condition until its return to the municipality at the end of the agreement. The BAMP UP East embedded LEDA assisted the municipality with drafting the management contract.

A summary of the local economic development planning activities for each municipality is shown in the table below:

| No | Municipality | LEDP Status | Completion Date | Translation (Dari, Pashto) | Internal meetings | Marketing Workshops |
|----|--------------|-------------|-----------------|----------------------------|-------------------|---------------------|
| 1 | Assadabad | Completed | 15 Oct 2012 | Completed | 17 Dec 2012 | 8 Jan 2013 |
| 2 | Jalalabad | Completed | 1 Nov 2012 | Completed | | |
| 3 | Mehterlam | Completed | 17 Dec 2012 | Completed | 6 Mar 2013 | 4 April 2013 |
| 4 | Bazararak | Completed | 11 Feb 2013 | Completed | 9 April 2013 | |
| 5 | Mahmud Raqi | Completed | 21 Feb 2013 | On-going | | |
| 6 | Charikar | Completed | 24 Oct 2012 | Completed | 29 Dec 2012 | 31 Jan 2013 |
| 7 | Bamyan | Completed | 12 Feb 2013 | Completed | 30 April 2013 | |
| 8 | Maidan Shar | Completed | 25 Nov 2012 | Completed | 5 Jan 2013 | 12 Feb 2013 |
| 9 | Ghazni | Completed | 10 Nov 2012 | Completed | 12 Dec 2012 | |
| 10 | Puli Alam | Completed | 28 Jan 2013 | Completed | 20 Feb 2013 | 13 Mar 2013 |
| 11 | Gardez | Completed | 9 Mar 2013 | Completed | | |
| 12 | Khost | Completed | 18 Nov 2012 | Completed | 20 Jan 2013 | 17 April 2013 |
| 13 | Sharana | Completed | 16 Mar 2013 | Completed | | |

CROSS CUTTING

Last year, RAMPUP East worked closely with youth in all fourteen municipalities through the small grants program to promote increased youth participation and connection to municipal affairs. In order to ensure that youth remain connected and included in municipality affairs, RAMP UP East has launched the door to door campaign to reach out to as many citizens as possible, encouraging them to also take an active, responsible role in activities and decisions that affect their lives. RAMP UP East now plans to engage them and other adolescents and youth organizations as volunteers in educating the public on citizens/municipalities roles and responsibilities. To achieve this goal this campaign will be organized in every target municipality. The campaign will encourage youth to be educators in raising awareness and building relationship between municipalities and citizens. The project aims to achieve the vision of a community that works together to take responsibility for its city's cleaning, greenery, beautification and maintenance of their neighborhoods. The cooperation of citizens, businesses and government will influence behaviors and attitudes that will help keep the city clean and green.

This month the door-to-door was launched in Asadabad, Jalalabad and Mehtlerlam. One hundred and twenty four youth (including seven female in Mehterlam) voluntarily took part in the campaign and visited 2,050 homes. In Asadabad 40 youth visited 400 houses and distributed educational materials; in Jalalabad 50 youth visited 850 houses and businesses while in Mehterlam 34 youth visited 800 houses.

INTERVIEW WITH THE DEPUTY MAYOR OF JALALABAD

Engineer Hakimudin Amarkhail, the Deputy Mayor of Jalalabad, discussed his vision, successes and biggest challenges in an interview with RAMP UP East. Following is an excerpt of the highlights of the interview.



What is your vision for the future of your municipality, say in 5 or 10 years from now?

The Jalalabad municipality's vision for the coming five years is to implement the strategic city plan, asphalt 118KM road within the city as well as construction of ditches and culverts, and sidewalks in addition to ensuring proper maintenance of the existing infrastructure projects.

What has been your biggest success as a mayor? And what was (or is) your biggest challenge?

Our successes have not been many. We have managed to successfully complete the asphaltting of 88KM road and constructing of ditches, culverts and medians in the city, with support from donor agencies enhancing the capacity of our staff and recruiting professional personnel, including 11 engineers. Our engineers and other technical staff are now able to design, implement and monitor infrastructure projects. We have expanded the municipality's solid waste collection program. Also, the municipality has managed to establish and maintain regular communication with citizens through different means, including monthly meetings, notice boards, radio and television programs, and other publications.

Our biggest challenge is that with the current revenue the municipality is unable to meet citizens' needs and provide the type of service that is expected in a large city like Jalalabad. The demand is much bigger than what we can provide. Raising awareness among citizens to pay their tax and fees on time, register their properties and businesses and take responsibility for solid waste management is one of the much needed tasks that we have ahead of us. The Jalalabad municipality revenue is calculated at 220 million AFs. In the year 1385 the revenue was 84 million.

How do you assess the RAMP UP East Capacity Building program?

We are pleased with RAMP UP East support particularly with the capacity development efforts and the standard of infrastructure projects. The funds allocated to Jalalabad by RAMP UP East are not sufficient given the size of the city and the demands of the citizens. Moving forward we would like to be included in every step of the project from developing bid documents, to reviewing the proposals and the budget preparation to monitoring and maintenance. ASGP shares all financial and technical information with the municipality while RUE does not. If transparency really is important and if this project is to support the municipality then RUE should share the requested information. This issue was raised in a conference by Barna Karimi who in very strong words demanded that RUE share all financial information related to RUE support with municipalities. This has not happened yet.

How would you describe the current level of business confidence in your city in terms of new businesses registered compared to two years ago?

The Jalalabad municipality revenue has fallen in the recent years. I am sure this will change and one day we will be able to generate sufficient revenue. President Karzai's last year decree about transferring the city entrance fee from municipality to Mustofiat (Provincial branch of ministry of finance), has had a negative impact. That decree/decision was later revoked. Forty percent of Jalalabad municipality's revenue is from city entrance fee. The municipality plans to regulate fixed rent for municipality-owned shops.

How is your relationship with other municipalities? How often do you communicate with other mayors? Do you seek other mayors' guidance on issues/to learn how others have dealt with issues/challenges?

We have very close relationship with Mehterlam and Asadabad mayors and communicate on regular basis. We discuss issues and lessons learned. Two years ago GDMA arranged a trip for us to visit Mazar-e-Sharif municipality. That was a very good experience for us. Later that year officials from Mazar visited Jalalabad municipality. I suggest that such exchange visits be on regular basis and extended to other municipalities.

MONTHLY HIGHLIGHTS

Handover of Solid Waste Management Vehicles to Asadabad and Bamyan Municipalities

During the month of April, RAMP UP East turned over solid waste collection vehicles to the municipalities of Asadabad and Bamyan.

The handover ceremony in Asadabad was attended by the deputy governor, Mohammad Nabi Mohammadi, the mayor and other municipal officials. Other attendees included community elders, Wakil e Guzars, government officials and the local USAID representative. The mayor inspected the vehicles and signed the handover documents. Both the deputy governor and the mayor appreciated RAMP UP East's continued support to the municipality and said the provision of the solid waste vehicles will enable the municipality to provide better services to its citizens.



The solid waste vehicles handover ceremony in Assadabad, April 1



The handover ceremony in Bamyan, April 15

In Bamyan, on April 15, the mayor received the keys of the solid waste collection vehicles from the RAMP UP East Chief of Party. The event was attended by provincial council head, local Shura members, government officials and representatives of women and youth groups. The mayor informed the citizens about the support provided by RAMP UP East in capacity building of municipal officials, support to service delivery efforts of the municipality, revenue enhancement, public outreach efforts and small grants activities. The mayor said the impact of RAMP UP East support is visible in all municipal activities and services. After the

official handover of the vehicles the mayor and the RAMP UP East Chief of Party and other Kabul and field staff visited several of the service delivery projects that are either ongoing or have been completed in the Bamiyan municipality.

MUNICIPAL PROGRESS REPORTS

MAIDAN SHAR MUNICIPALITY

PROVINCE: WARDAK

Capacity Building

Public Finance

Maidan Shar has developed a capacity improvement plan for finance staff and training has also commenced for the new accounting manager on budget execution, asset management and reporting system. The accounting associate was also trained on MS Word skills. This training will be continuing until the capacity of municipal counterparts increases.

In terms of procurement planning, the plan is 81% complete, which is essentially complete with remaining activity related to the government approval process. The current status is considered to be an improvement given that the Maiden Shar municipality did not prepare a procurement plan last year. The draft procurement plan has been reviewed for quality and will be submitted for approval soon.

Mentoring of District Municipalities

The proposal for the mentoring of Sayedabad District Municipality has been finalized. Also during the month, GDMA approved inclusion of Jalrize as the replacement for the Merkaza Behsud district municipality. In response to this new development, the team in Maidan Shahr immediately launched a needs assessment of the Jalrize district municipality. The proposals for the mentoring program and in-kind support for this district municipality are expected to be submitted for RAMP UP East management review in May 2013.

Service Delivery

Solid Waste Collection

With the utilization of RAMP UP East donated collection vehicle, the municipality has been improving its collection performance during the past two months. Solid waste collection in March increased by 11 cubic meters over the volume achieved in February. In April, collection volume further increased by almost the same amount to reach 181 cubic meters in spite of the fact that collection figures were only for four working weeks as opposed to five during the previous month.

The municipality's solid waste collection performance is summarized in the following table.

| Waste Collection Summary | | | | | | | | | | | | | | | |
|----------------------------|-----------------|------------|------------|--------------|-----------------------|-----------|----------------------|------------|---------------|----------|-----------------------------------|----------------|-----------------|------------------|---------------|
| Municipality: Maidan Shahr | | | | | | | | | | | | | | | |
| Month: April 2013 | | | | | | | | | | | | | | | |
| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | Formal | Informal | Generated | Collected | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) |
| 1 | 18 | 107 | 2 | 15 | 44 | 11 | 56 | 48 | - | - | 2.7 | 0.4 | 24.0 | 7.5 | 3.2 |
| 2 | 18 | 102 | 2 | 16 | 48 | 9 | 56 | 50 | - | - | 2.8 | 0.5 | 24.8 | 8.0 | 3.1 |
| 3 | 18 | 106 | 2 | 14 | 46 | 13 | 56 | 49 | - | - | 2.7 | 0.5 | 24.5 | 7.0 | 3.5 |
| 4 | 18 | 68 | 2 | 10 | 35 | 7 | 56 | 34 | - | - | 1.9 | 0.5 | 17.0 | 5.0 | 3.4 |
| Total | 18 | 383 | 2 | 55 | 173 | 40 | 224 | 181 | - | - | 10.0 | 0.5 | 90.3 | 27.5 | 3.3 |

Sports Stadium Renovation Project

In the report last month, it was noted that certain quality defects were detected during final inspection. Progress to correct these deficiencies has been initiated and will be completed in May. This month, grass seeding of the soccer field was completed and irrigation of the grounds is still ongoing.



Overview of the Sports Stadium Project in Maidan Shar

Economic Development and Revenue Generation

The Maidan Shar Municipality continues to use the new business licensing system to issue business licenses to business owners whose licenses are now expiring. During the reporting month the municipality registered 375 new businesses. They printed and issued 80 new licenses this month and collected a total of Afs 7,000 in license fees.

Community Engagement

The municipality of Maidan Shar held a monthly citizen forum on April 30. Twenty-four citizens including city council members, civil society, shopkeepers and representatives of line directorates attended. The mayor called on participants to assist the municipality in its efforts to keep the city clean. The head of the environmental protection department of the province shared the contents of a letter by the General Directorate of Environmental Protection that contained instruction about shopkeepers' responsibility in health safety and environmental protection as well as classification of shops.



Maidan Shar citizen forum, April 30

Dr. Aziz, a local business owner requested the municipality to consider asphaltting the road between Katawazi market and Ghazi Gul Mohammad Khan park area as well as construction of a public park in that area. He said building of the above two projects will relieve traffic congestion and provide a recreational space for citizens. The mayor promised to include the two projects in the municipality list of service delivery projects.

GHAZNI MUNICIPALITY PROVINCE: GHAZNI

Capacity Building

Public Finance

The municipality's budget is now at the Ministry of Finance. Last month the budget had only reached the Independent Administrative Reform Civil Service commission phase concerning the Tashkeel.

In terms of procurement planning, the procurement plan is 69% [61% last month] complete. The Public Finance Advisor continues to engage the Engineering Department in reviewing the quality of the plan, which has resulted in some constructive changes and permits increased ownership of the plan by other disciplines. The procurement plan is complete and now pending the mayor's review.

The Municipal accounting clerk has developed filling system for the municipal accounting department with little technical assistance from the embedded advisor, indicating a increase in proficiency of the staff.

The Ghazni municipality served as the pilot for the bank reconciliation manual developed by RAMP UP East prior to it being rolled out to the other 12 municipalities. The Ghazni municipal Accounting officer performed the bank reconciliation for the first month of the New Year with little technical assistance from the RAMP UP East Public Finance embedded advisor.

Mentoring of District Municipalities

The mentoring program and in-kind support proposals for the District Municipalities of Jaghuri, Qarabagh, and Qaqrghaee were finalized and approved during the month under review. The implementation of the programs is expected to start in early May.

Service Delivery

Solid Waste Collection

Last month, the volume of solid waste collected increased by over 40%. During the first week of the current month, collection volume exceeded total waste generation by 50 cubic meters, indicating that the municipality would have more than likely replicated or exceeded last month's collection performance if collection activities were not suspended for a portion of the month due to the activities related to 'Ghazni: Center of Islamic Civilization' celebrations.

The municipality's collection performance during the first week of the month is summarized in the following table.

Waste Collection Summary
Municipality: Ghazni
Month: April 2013

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|--------------|-----------------------|-----------|----------------------|------------|---------------|----------|-----------------------------------|----------------|-----------------|------------------|----------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | Formal | Informal | Generated | Collected | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol./Trip (m3) |
| 1 | 42 | 252 | 8 | 140 | 170 | 40 | 210 | 260 | 1 | 6 | 6.2 | 1.0 | 32.5 | 17.5 | 1.9 |
| 2 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 3 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 4 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total | 42 | 252 | 8 | 140 | 170 | 40 | 210 | 260 | 1 | 6 | 6.2 | 1.0 | 32.5 | 17.5 | 1.9 |

The municipality has entered into a public-private partnership with a contractor to collect solid waste in Nahia 1. Both the municipal government and citizens alike have expressed satisfaction over the result of privatization of solid waste collection in Nahia 1. Thus far, the contractor has fulfilled its commitment of 100% collection coverage of households and business establishments within its franchise area, including road sweeping and the cleaning of drainage ditches. This has helped the municipality achieve collection levels that are significantly higher than the weekly volume of solid waste generation and thus to start taking care of previous collection backlogs.

The municipality is now ready to implement the expansion of the privatized solid waste collection to Nahia 3. In preparation for the handover of responsibilities to the contractor, the mayor invited all the wakil gozars from Nahia 3 for a coordination meeting. During the meeting, it was decided that the area should be cleared first of all uncollected trash, especially from informal drop-off sites, to enable the contractor to start with a clean slate and to focus only on door-to-door waste collection. During the meeting, it was decided that clean-up activity will be undertaken during the following day with the participation of municipal and district officials, as well as residents of Nahia 3.

Shah Mir Asphalt Sub-road #1 & Drainage Ditch Reconstruction Project

The subcontractor resumed work related to this project on April 21st. The subcontractor is in the process of completing remaining construction work related to the project as well as repairing the top of the concrete ditch that was damaged during the winter suspension period.

Paving of Asphalt Sub-roads Project

Stone Masonry and concrete pouring for the ditch have been completed. This month the prime coat and binder coat of the subroads was completed in preparation for the asphaltting that is expected to be completed next month.

Community Engagement

On April 18, the mayor of Ghazni was interviewed by radio Negar. The mayor was asked about municipality's planned projects. The mayor said, in the near future all city businesses will be registered and licensed; properties will be registered and valuated, the new solid waste management plan will be implemented, and sidewalks will be constructed.



Ghazni Mayor in an interview with radio Negar

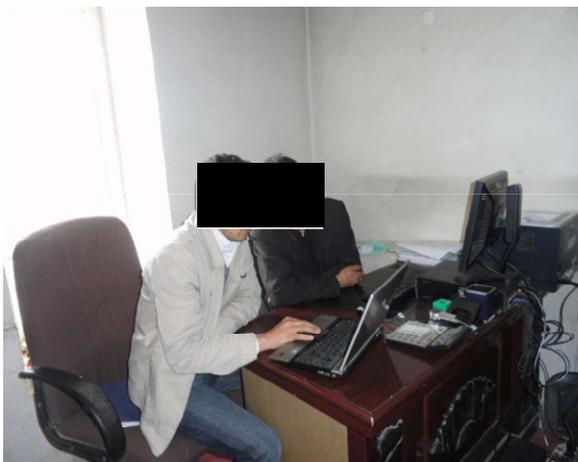
BAMYAN MUNICIPALITY PROVINCE: BAMYAN

Capacity Building

Public Finance

The Bamyan municipality has received approval from ministry of finance for its budget.

In terms of procurement planning, the draft is 80% complete marking significant progress over last month's 20% completion progress. This municipality has made remarkable progress both in budget and procurement capacitation. The procurement plan will be completed and submitted for approval soon.



Public Finance Advisor in Bamyan work with municipal Accounting manager on annual procurement plan.

The municipality had been using a manual system for both accounting and revenue transactions. With the cooperation of the mayor, RAMP UP East Public Finance Advisor assisted the accounting and revenue departments with use of the computer based templates developed by RAMP UP East. The public finance advisor has assisted the municipal counterpart on recording overall expenditures from the manual records to the computer based system for year 1392.

Service Delivery

Solid Waste Collection

Solid waste collection remained at the same level as last month, with collection of solid waste totaling 15-20 cubic meters per week. The municipality has not yet utilized the solid waste equipment purchased by RAMP UP East as this has just recently been turned over to the municipality.

The municipality's collection performance is summarized in the following table.

Waste Collection Summary

Municipality: Bamyan

Month: April 2013

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|-----------|------------|--------------|-----------------------|-----------|----------------------|------------|---------------|----------|-----------------------------------|----------------|-----------------|------------------|---------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) |
| 1 | 4 | 12 | 2 | 3 | 70 | - | 16 | 12 | - | - | 3.0 | 1.0 | 6.0 | 1.5 | 4.0 |
| 2 | 4 | 12 | 1 | 3 | 70 | 10 | 20 | 18 | - | - | 4.5 | 1.5 | 18.0 | 3.0 | 6.0 |
| 3 | 4 | 24 | 1 | 4 | 70 | 10 | 20 | 18 | - | - | 4.5 | 0.8 | 18.0 | 4.0 | 4.5 |
| 4 | 4 | 20 | 1 | 4 | 70 | 10 | 20 | 18 | - | - | 4.5 | 0.9 | 18.0 | 4.0 | 4.5 |
| Total | 4 | 68 | 1 | 14 | 280 | 30 | 76 | 66 | - | - | 16.5 | 1.0 | 52.8 | 11.2 | 4.7 |

Reconstruction, Asphaltting, and Paving of Streets and Drainage Ditch Construction

The remaining work related to this project consists of the asphaltting of 6 of the 27 sub-roads. Due to the unavailability of asphalt in the general vicinity of the project, RAMP UP East has prepared a design to complete the remaining 6 sub-roads by reinforced concrete rather than asphalt. Negotiations are underway with the subcontractor to complete the remaining work using the redesign and the work is expected to be initiated soon.

Economic Development and Revenue Generation

It is the intention of the Bamyán Municipality to increase the business license fee rates approximately ten fold over the Taliban era business license fee rates. The new rates are pending approval by the Provincial Administration Council. The municipality attempted to obtain approval for the new business license rates a number of times, but due to the absence of the governor at the last few meetings, the decision has been delayed. Once approval is granted by the Provincial Administration Council, the municipality will incorporate the new rates into the Business Registration and Licensing System. During the current month, the municipality generated revenue of Afs 128,000 through issuance of business licenses through the old system which still uses the old rates.

To the current time, the municipality has not implemented the RAMP UP East Business Registration and Licensing System; however, the mayor has committed to implementing the system once the municipality receives approval for the new business licensing rates from the Provincial Development Council.

The Bamyán municipal Local Economic Development Plan (LEDP) was shared with the mayor and other municipal officials on the 29 April during the LEDP follow-up internal meeting.

Community Engagement

On April 9 the municipality held its 23rd citizen forum attended by thirty citizens representing shopkeepers, district and Guzar Shuras, civil society and government line directorates. The acting mayor, Hussain Farzam, reviewed the minutes of the last forum. The main focus of this month's forum was on citizens' complaints about lack of appropriate housing for out-of-city students most of whom are currently living in deploring conditions with very little facility in small rooms above shops



Bamyán citizen forum, April 9

in the bazaar. The shopkeepers also expressed their frustration for lack of electricity in the city. They asked the municipality to convey their concern to the power and energy department or else they will resort to public demonstrations. The acting mayor assured the citizens that the municipality would discuss this with the department of electricity and also mention this issue to the governor's office.

The Mayor also stated that students were not allowed to live in the commercial areas. The governor has instructed the municipality to inform the shopkeepers and owners to not rent out shops to students. The university chancellor has been officially informed to rent 10

houses in the city to house the male students. The two dormitories are for females only.

The Azhedar Women's Shura Chairperson, ██████████ said, "Our roads and bridges are in very bad condition so we want the municipality to take action soon." Another woman, ██████████, Chairperson of Mullah Ghulam shura said, the municipality should assign a proper place for women's market so that women can comfortably shop for women-specific commodities from female sellers. She also asked the municipality "to inspect shops selling women's dresses, undergarments and cosmetics to remove male and female mannequins from window display if they are mostly naked because it makes women uncomfortable and is against Islamic culture and cultural values."

Gender and Youth Activities

The RAMP UP East Cross-cutting advisor held consultative meetings with women council representatives to brainstorm about small grants ideas and concepts. The twelve women represented women's councils, NGOs and community based groups. Some of the ideas brought up by the women included lack of a designated market for women, coffee shop for female students of Bamyan University, startup loan to women to start their own businesses, driving class and computer training opportunities to female high school students. The women said recent incidents of harassment by shopkeepers



An embroidery workshop in Bamyan where ninety women report to work every day.

has made it difficult for women to market their products individually. They have asked the municipality repeatedly to provide a space for a market run by women. After the meeting the cross-cutting advisor visited a workshop supported by ASGP and the municipality where some 90 women are enrolled in embroidery. The municipality has provided a room for the workers while ASGP assists with marketing for their products. Each worker is provided 1500 AFs monthly salary. A small percentage of the profit goes to the municipality. ASGP has provided 400,000 AFs startup funds to a female businesswoman to oversee and implement the project.

Also, this month RAMP UP East youth coordinator met with formal and informal youth groups in Bamyan to discuss the door-to-door concept. The idea was welcomed by the youth and they showed enthusiasm and expressed their commitment to take part in the campaign that will be launched in June.

CHARIKAR MUNICIPALITY

PROVINCE: PARWAN

Capacity Building

Public Finance

The municipality's budget has now been approved. Delay in approval was due to non-use of new pay and grading standard form produced by GDMA.

In terms of procurement planning, the procurement plan has been completed and now the RAMP UP East Public Works Advisor is mentoring the municipal accounting & procurement departments regarding the substance of the municipal procurement plan.

The Charikar municipality has made good progress with bank reconciliation. The template which was developed by RAMP UP East was translated into local language for the accounting department. The municipal accounting manager has stated "the computerized Dari bank reconciliation is really appreciated. The Dari and English bank reconciliation template made easy reconciling between bank statement and M20 expense ledger." This confirms the policy of embedding and sustaining capacity using self-help spreadsheets and manuals.

The RAMP UP East Public Finance Advisor has conducted training on basic accounting journals, financial reporting and bank reconciliation to the newly recruited municipal finance officer.

Mentoring of District Municipalities

The mentoring of Bagram district municipal officials has started. The district municipality's cleaning and greening personnel as well as other district officials underwent an orientation on their roles and responsibilities in solid waste management.

Service Delivery

Solid Waste Collection

Charikar improved its collection performance at an even faster pace than last month. Weekly collection volume, from an average of only 170 cubic meters in March, reached an average of over 275 cubic meters in April, bringing the total collection for the month to 1,110 cubic meters. This increased level of collection can be attributed to the utilization of the solid collection vehicles donated to the municipality by RAMP UP East.

The municipality's collection performance for the month is summarized in the table below.

Waste Collection Summary**Municipality: Charikar****Month: April 2013**

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|--------------|-----------------------|------------|----------------------|--------------|---------------|----------|-----------------------------------|-----------------|------------------|-------------------|----------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | Mun. (No.) | Man-days | Vol./ Crew (m3) | Vol./ MDay (m3) | Vol./ Truck (m3) | Trip/ Truck (No.) | Vol/ Trip (m3) |
| 1 | 26 | 156 | 5 | 70 | 40 | 76 | 560 | 260 | - | - | 10.0 | 1.7 | 52.0 | 14.0 | 3.7 |
| 2 | 26 | 156 | 5 | 75 | 45 | 70 | 560 | 280 | - | - | 10.8 | 1.8 | 56.0 | 15.0 | 3.7 |
| 3 | 26 | 156 | 5 | 75 | 50 | 75 | 560 | 290 | - | - | 11.2 | 1.9 | 58.0 | 15.0 | 3.9 |
| 4 | 26 | 130 | 5 | 75 | 45 | 70 | 560 | 280 | - | - | 10.8 | 2.2 | 56.0 | 15.0 | 3.7 |
| Total | 26 | 598 | 5 | 295 | 180 | 291 | 2,240 | 1,110 | - | - | 42.7 | 1.9 | 222.0 | 59.0 | 3.8 |

Municipal Engineering Capacity Building

This month RAMP UP East's engineering team worked closely with their municipal counterparts to support ongoing projects funded by the municipal budget. Some examples of these projects include work on the design for the Water Supply and Pipe Scheme Network.

Economic Development and Revenue Generation

The new business licensing system introduced by RAMP UP East has been operating quite well. During the current month, the municipality issued 28 invoices and handed them to businessmen who deposited Afs 2,200 into the municipal bank account. To date, 2,424 businessmen have received new business licenses. The new RAMP UP East Economic Development Advisor started work at the municipality during the last week of April.

The property registration survey is ongoing and being directly supervised in the field by municipal officials who accompany each three-person survey team. The survey teams have registered 745 properties during the month of April. To date 6,623 properties have been registered in Charikar.

Community Engagement

On April 1 the municipality of Charikar, with support from RAMP UP East, installed five notice boards and suggestion boxes in Moqawemat intersection, near Nauman school, Wolayat /municipality intersection, Bandar-e-Kabul and Bandar-e-Ghorband.

On April 3rd and 9th the mayor was interviewed by radio Dunia and RTA in his office. The mayor said the municipality with participation of citizens through a Hashar has planted a total of 16,000 trees in Gul Ghundi Park and different parts of the city. He said while the municipality will take responsibility for irrigation of the trees, contribution and support by citizens will be much appreciated.

On April 17, the mayor of Charikar conducted an ad hoc meeting to discuss the safayi tax payment by citizens. The meeting was attended by 85 citizens including civil society and business union representatives and 24 MAB members (3 women). The mayor said that citizens owe 50 million AFs Safayi fee to the municipality. Further delay in the payment of this fee will have a negative impact on the services the municipality is expected to deliver to citizens. [REDACTED], MAB chairperson said, "I am sure all citizens expect the municipality to provide services in the city, therefore, citizens must fulfill their responsibility by paying their dues on time."



Charikar Mayor in a special meeting discussing Safayi fee

[REDACTED], deputy chairperson of MAB and director of Parwan civil society network said, "I will inform the civil society organizations and through them their employees about the importance of on time payment of Safayi fee."

The mayor also encouraged the participants to spread the word about municipality's property registration activity. The then provided an update about municipality's ongoing projects and activities that are supported by RAMP UP East, ASGP and UN-Habitat.

On April 17 and 18, the mayor of Charikar was interviewed by RTA radio and Ariana television and radio. After describing the activities of the municipality, the mayor called on citizens to cooperate with the municipality in solid waste collection activities. Also on April 18, the mayor was interviewed by radio Negar. The mayor was asked about municipality's planned projects. The mayor said, businesses will be registered and licensed; properties will be registered and valuated, the new solid waste management plan will be implemented, and sidewalks will be constructed.

MAHMUD RAQI MUNICIPALITY PROVINCE: KAPISA

Capacity Building

Public Finance

The municipality's budget has now been approved.

In terms of procurement planning, the procurement plan is substantially complete, which is good progress for an initial plan. The draft procurement plan has already been reviewed and now work is in progress on development of an annual procurement plan for the municipality.

The municipal accounting manager performed the bank reconciliation for the first month of New Year using the new standard bank reconciliation template. Also M20 was updated to the current date.

The Mahmud Raqi municipality participated in preparing working papers and audit support documents for OAA Auditors who visited the municipality during the current month.

Service Delivery

Solid Waste Management

Mahmud-i-Raqi improved its collection performance from about 70 cubic meters per week during the previous month to about 85 cubic meters in April. Total collection volume during the current month reached a total of 350 cubic meters, as reflected in the following table.

Waste Collection Summary

Municipality: Mahmud-i-Raqi

Month: April 2013

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|--------------|-----------------------|------------|----------------------|------------|---------------|----------|-----------------------------------|-----------------|------------------|-------------------|----------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | Mun. (No.) | Man-days | Vol./ Crew (m3) | Vol./ MDay (m3) | Vol./ Truck (m3) | Trip/ Truck (No.) | Vol/ Trip (m3) |
| 1 | 18 | 114 | 2 | 32 | 90 | 30 | 90 | 95 | - | - | 5.3 | 0.8 | 47.5 | 16.0 | 3.0 |
| 2 | 18 | 114 | 2 | 26 | 80 | 21 | 90 | 85 | - | - | 4.7 | 0.7 | 42.5 | 13.0 | 3.3 |
| 3 | 18 | 114 | 3 | 33 | 90 | 33 | 90 | 90 | - | - | 5.0 | 0.8 | 30.0 | 11.0 | 2.7 |
| 4 | 18 | 114 | 3 | 20 | 70 | 21 | 90 | 80 | - | - | 4.4 | 0.7 | 26.7 | 6.7 | 4.0 |
| Total | 18 | 456 | 3 | 111 | 330 | 105 | 360 | 350 | - | - | 19.4 | 0.8 | 140.0 | 44.4 | 3.2 |

The municipality's Cleaning and Greening Manager has visited the municipality's four public markets, explaining to shopkeepers and the general citizenry the solid waste collection schedule during spring. Coordination meetings have also been held with the principal and officials of the girls' high school to get the school's commitment to support to a planned Hashar also to be held during the first week of the coming month.

Municipal Office Boundary Wall & Sidewalk Construction Project

This project was suspended through the winter due to cold weather conditions, preventing effective construction. During the period of suspension, the design of the project was modified due to site and foundation issues encountered during construction. Changes to the project's design were initiated and agreed to by the municipality and now include a metal

fence on top of the base foundation rather than a solid wall constructed of brick masonry as well as a reinforced concrete driveway down the center of the compound. Procurement related to the new design is ongoing and once complete, the project will begin.

Economic Development and Revenue Generation

The Local Economic Development Plan (LEDP) for the Mahmud Raqi municipality has been completed and is currently being translated into Dari. This document contains a substantially updated economic profile for the municipality together with a list of economic development projects that were proposed during the LEDP workshop held in April 2012.

Mahmood Raqi municipality registered 9 new businesses into the Business Registration and Fee Collection System. During the reporting period 25 invoices were issued and Afs 12,500 were collected. A total of 18 licenses were delivered to local businessmen.

Community Engagement

On April 23, the new Mayor of Mahmud Raqi, Sayed Azizullah Hashimi, chaired the citizen forum in the Municipality hall. The forum was attended by 23 participations including 19 male and 4 female. The participants were shopkeepers, CDC members, youth and women organizations' representatives. After introducing himself, the mayor updated the participants about the ongoing municipality activities. He also encouraged the participants to spread the word about the installation of the municipal notice boards and suggestion boxes in different parts of the city. He welcomed suggestions and feedback.



Mayor of Mahmud Raqi City forum, April 23

Coordination

On April 2 RAMP UP East team leader met with UNAMA and UNOCHA representatives to exchange information about RAMP UP East support to Mahmud Raqi municipality, municipality's MIP and UNAMA and UNOCHA activities in the province.



RAMP UP East Mahmud Raqi team leader in meeting with UNAMA and UNOCHA representatives, April 2

BAZARAK MUNICIPALITY

PROVINCE: PANJSHIR

Capacity Building

Public Finance

The municipality budget has been submitted to the Ministry of Finance for approval. This is the most notable budgetary progress that has been made so far during April.

The new municipal accounting manager received training in the areas of budget execution, asset management, reporting system and computer during the month of April.

In terms of procurement planning, the plan is 76% and is expected to be submitted for approval soon. As soon as the municipal budget receives final approval, the annual procurement plan work will begin.

Service Delivery

Solid Waste Collection

Collection volume increased to 105 cubic meters compared to only 84 cubic meters during the previous month, as shown in the following table.

Waste Collection Summary

Municipality: Bazarak

Month: April 2013

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|-----------|------------|--------------|-----------------------|-----------|----------------------|-----------|---------------|-----------|-----------------------------------|----------------|-----------------|------------------|---------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | Formal | Informal | Generated | Collected | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) |
| 1 | 4 | 8 | 2 | 4 | 34 | 12 | 24 | 22 | - | - | 5.5 | 2.8 | 11.0 | 2.0 | 5.5 |
| 2 | 4 | 8 | 2 | 4 | 34 | 15 | 25 | 22 | - | - | 5.5 | 2.8 | 11.0 | 2.0 | 5.5 |
| 3 | 4 | 8 | 2 | 4 | 34 | 18 | 34 | 32 | 1 | 8 | 8.0 | 4.0 | 16.0 | 2.0 | 8.0 |
| 4 | 4 | 8 | 2 | 4 | 34 | 14 | 22 | 20 | 1 | 8 | 5.0 | 2.5 | 10.0 | 2.0 | 5.0 |
| Total | 4 | 32 | 2 | 16 | 136 | 59 | 105 | 96 | 1 | 16 | 24.0 | 3.0 | 48.0 | 8.0 | 6.0 |

To generate the widest public participation in a planned Hashar, the mayor has held dialogues with community leaders, posters have been installed in prominent locations, and a vehicle with loud speaker has been going around the municipality announcing the event. Planned for the last week of April, the Hashar had to be postponed for the first week of May because of inclement weather.

Economic Development and Revenue Generation

The Dari version of the Local Economic Development Plan (LEDP) was submitted to the mayor during the first week of April for review and comment. To facilitate this process the RAMP UP East team conducted a comprehensive presentation for the mayor and senior municipal officials during a special internal meeting that was conducted in the municipal conference hall. The meeting was focused on the individual project profiles that provide detailed information about each project. All the proposed projects were accepted by the mayor, and he also proposed an additional three revenue generating projects.

Bazarak Municipality registered 8 new businesses in the Business Registration and

Licensing System and issued 5 licenses during the month of April 2013. A Total of Afs 6,180 in business fees was collected during the month. The municipality has so far issued a total of 205 licenses to local businessmen.

On April 15, a meeting was held between the municipality and other provincial government departments to determine new municipal boundaries. The meeting validated a previous decision made by the governor's office and approved the new boundaries of the municipality. The RAMP UP East GIS Director is currently preparing new maps based on the new boundaries that will be presented to the municipality and GDMA.

Community Engagement

On April 23 the Bazarak municipality convened its monthly Citizen Forum in Bazarak municipality meeting hall. The forum was attended by 18 participants, including shopkeepers, CDC members and businessmen. [REDACTED] Provincial Manager of UN-Habitat talked about lack of support by citizens regarding CDCs election, budgets and projects implementation by CDCs. Mayor urged all members to support and coordinate with UH-Habitat to better implement the projects that have been identified by people.

The mayor informed the participants that due of lack of financial support from donors the municipality will not be able to build a slaughter house as previously promised. He said the municipality will move ahead with seeking financial support for the construction of public latrines (with 3 stalls for women and 6 for men).

JALALABAD MUNICIPALITY PROVINCE: NANGARHAR

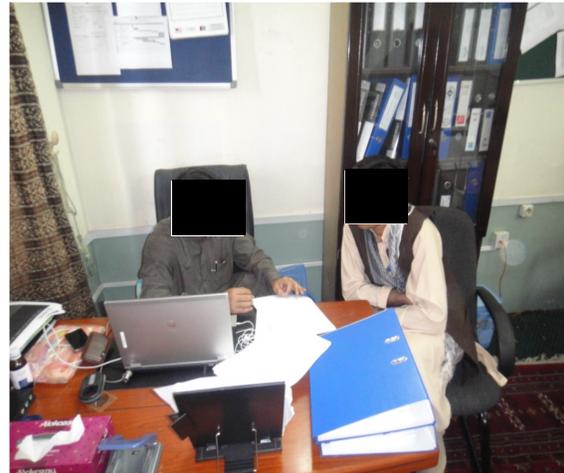
Capacity Building

Public Finance

The municipal budget was rejected by GDMA during April. With the assistance of the RAMP UP East Public Finance Advisor assisted the municipality in preparing a corrected version of the budget using the new pay & grading scales, as directed by GDMA. The revised budget has been resubmitted to GDMA for approval.

In terms of procurement planning the plan is 65% complete.

The municipality continues to effectively utilize the bank reconciliation manual and template and appropriate reconciliations are expected.



The Public Finance Advisor in Jalalabad is training the Rodat District municipal Accounting manager.

The public finance advisor has begun mentoring the Rodat district municipal accounting manager on M20 (Purchase Ledger), double entry accounting and MS Excel program (basic excel calculation such as division, multiplication, subtraction and addition).

Mentoring of District Municipalities

The Public Works Manager of Rodat was oriented on solid waste collection, transport, and final disposal as well as on the underlying concepts and techniques of 3Rs (reduction, re-use, and recycling). The Revenue Manager was oriented on and assisted in the preparation of economic and revenue profiles and the Public Administration Manager, on basic office management.

Toward the end of the month, GDMA approved Jalalabad's request to replace Ganikhail with Surkh Rod as a target for mentoring.

Service Delivery

Solid Waste Collection

The municipality was able to increase its collection from 4,082 cubic meters in March to 4,166 cubic meters in April, as shown in the following table.

Waste Collection Summary
Municipality: Jalalabad
Month: April 2013

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|--------------|------------|--------------|-----------------------|------------|----------------------|--------------|---------------|----------|-----------------------------------|-----------------|------------------|-------------------|----------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | Mun. (No.) | Man-days | Vol./ Crew (m3) | Vol./ MDay (m3) | Vol./ Truck (m3) | Trip/ Truck (No.) | Vol/ Trip (m3) |
| 1 | 68 | 391 | 18 | 312 | 131 | 228 | 1,145 | 1,037 | - | - | 15.3 | 2.7 | 57.6 | 17.3 | 3.3 |
| 2 | 68 | 389 | 18 | 317 | 129 | 233 | 1,132 | 1,036 | - | - | 15.2 | 2.7 | 57.6 | 17.6 | 3.3 |
| 3 | 68 | 383 | 18 | 321 | 132 | 227 | 1,142 | 1,042 | - | - | 15.3 | 2.7 | 57.9 | 17.8 | 3.2 |
| 4 | 68 | 383 | 18 | 332 | 131 | 219 | 1137 | 1051 | - | - | 15.5 | 2.7 | 58.4 | 18.4 | 3.2 |
| Total | 68 | 1,546 | 18 | 1,282 | 523 | 907 | 4,556 | 4,166 | - | - | 61.3 | 2.7 | 231.4 | 71.2 | 3.2 |

Economic Development and Revenue Generation

A total of 2,102 new businesses were registered by the municipality during the month of April that included the municipal license officer issuing 860 invoices for new businesses and collection of Afs 172,540 in business license fees.

The RAMP UP East team has suspended support for the property registration activity in Jalalabad although the deputy mayor has made a second request to continue surveying the remaining properties. The suspension of registration activities resulted from the municipal Nahia 3 manager collecting cash payments for fees directly from residents and refusing to use the RAMP UP East *safayi* collection system. The mayor and deputy mayor continue to ignore instructions from GDMA to use the RUE system properly.

Community Engagement

On April 15, Jalalabad municipality Inspection Manager, [REDACTED], was interviewed by RTA. The focus of the interview was to encourage citizens' contribution in solid waste management. He also said payment of Safayi fee on time will enable the municipality to address the needs of citizens by providing services.

The Municipality of Jalalabad started distributing the citizen guidebook, printed with financial support from RAMP UP East. The guidebook contains information about the city and different functions of the municipality.

Gender and Youth Activities

On April 9, fifty volunteer youth supervised by seven Wakil Guzars attended a half a day briefing on the door-to-door campaign concept and methodology. In prior consultations with the deputy mayor and the department of youth the coverage area was selected to be the Campona, in zone one, of the city. The volunteers along with the Wakil Guzars visited 850 houses on April 10 and disseminated education flyers. In the first hours of the morning the campaign started slow, toward mid-morning after neighbors



Jalalabad door-to-door campaign in zone 1, April 10

learned about the purpose of the campaign citizens showed much interest and appreciated the efforts. [REDACTED], one of the volunteers said, "It was a rewarding experience to be welcomed and appreciated by families. I enjoyed the spirit of volunteerism. I go to know some very talented youth through this campaign" The municipality and the department of youth organized a ceremony on April 11 to appreciate and thank the youth for their contribution in raising awareness about roles and responsibilities of citizens and municipality.

Coordination

On April 10, RAMP UP East team leader and the public administration advisor met with USAID OSM, [REDACTED], and the director of the provincial youth department, [REDACTED] to discuss the launch of a door-to-door campaign.

ASADABAD MUNICIPALITY PROVINCE: KUNAR

Capacity Building

Public Finance

The accounting manager reconciled the bank statement with M20 (Purchased ledger) for the first time without any technical assistance from RAMP UP East. Furthermore, the municipal counterpart recorded cash receipt and cash disbursement transactions in daily journal.

With technical assistance from RAMP UP East, the embedded public finance advisor assisted the municipal counterpart on preparing financial reports for the last two years 1390 & 1391 to GDMA and presidential office (Audit Department).

In terms of procurement planning, the plan is 75% complete and is expected to be presented to the mayor for review soon. The municipal procurement plan and manual is being followed with briefing sessions being held on Afghan procurement law.

Service Delivery

Solid Waste Collection

The municipality continued to increase the collection of solid waste with 174 cubic meters of waste collected in April vs. 174 cubic meters collected in March; as shown in the table below.

Waste Collection Summary

Municipality: Assadabad

Month: April 2013

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|--------------|-----------------------|-----------|----------------------|------------|---------------|-----------|-----------------------------------|----------------|-----------------|------------------|----------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | Formal | Informal | Generated | Collected | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol./Trip (m3) |
| 1 | 16 | 96 | 3 | 22 | 33 | 8 | 50 | 44 | 2 | 12 | 2.8 | 0.5 | 14.7 | 7.3 | 2.0 |
| 2 | 16 | 96 | 3 | 22 | 35 | 7 | 50 | 44 | 2 | 12 | 2.8 | 0.5 | 14.7 | 7.3 | 2.0 |
| 3 | 16 | 96 | 3 | 22 | 33 | 6 | 50 | 43 | 2 | 12 | 2.7 | 0.4 | 14.3 | 7.3 | 2.0 |
| 4 | 16 | 96 | 3 | 21 | 30 | 7 | 50 | 42 | 2 | 12 | 2.6 | 0.4 | 14.0 | 7.0 | 2.0 |
| Total | 16 | 384 | 3 | 87 | 131 | 28 | 200 | 173 | 2 | 48 | 10.8 | 0.5 | 57.7 | 29.0 | 2.0 |

Economic Development and Revenue Generation

A total of 3 business license invoices were issued during the current month to local businessmen. All three of the businessmen deposited the fees into the municipal bank account and received their licenses resulting in the municipality collecting a total of Afs 1,103 in fees.

A new RAMP UP East Economic Development Advisor has been assigned to the Assadabad in the last week of April, after a two month gap.

Asadabad Municipality formally requested RAMP UP East to extend the previous property registration survey activity to cover the remaining areas of the municipality. RAMP UP East and the municipality remobilized nine male surveyors from the previous survey team and one female. Another three female surveyors quit from the previous survey team so three

new female surveyors were recruited. The second survey started on the 25th of March 2013 and has so far registered 252 new properties into the *safayi* Fee Billing and Collection System.

Community Engagement

On April 1, the solid waste collection trucks and skid loader turnover ceremony was held in Asadabad municipality. The ceremony was attended by the mayor, deputy governor, community elders and line directorates.



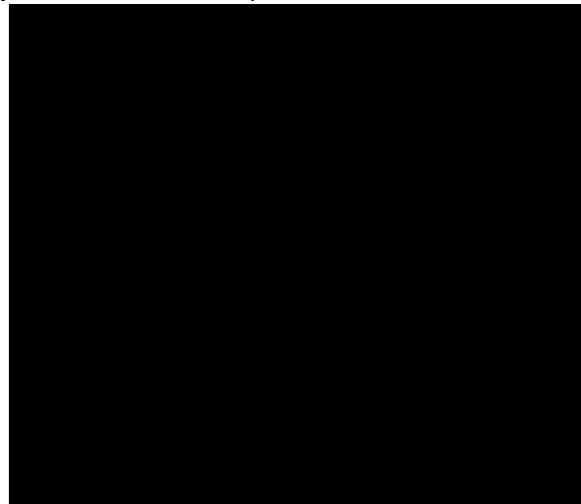
Scene from the handover ceremony of the solid waste vehicles in Asadabad, April 1

The mayor and the deputy governor expressed his appreciation regarding continuous RAMP UP East support to the municipality in service delivery, capacity building and improvement of municipal revenue generation and added that he hoped the municipality uses the solid waste dump truck and skid loader effectively for cleaning of city in the future. In addition, the mayor of Asadabad also thanked RAMP UP East for its assistance and looked forward to continued cooperation in the future. The mayor promised that he would do his best to utilize the vehicles for solid waste collection and providing service to the citizens. Remarks were followed by participants cutting the ribbon. The ceremony program covered media (RTA).

Gender and Youth Activities

On April 17, forty volunteer youth supervised by four Wakil Guzars attended a training workshop on the methodology and concept of the door-to-door campaign in Asadabad. The training took place in the municipality. RAMP UP East youth coordinator, [REDACTED], briefed the participants about the objectives and the expected outcome of the campaign as well as the youths role in educating the public about their and municipality's responsibilities.

The one-day campaign was conducted in districts 1 and 2 of the city. Four hundred houses were visited by the volunteer youth. [REDACTED] a resident of district two said to one of the volunteers, "Now I am hopeful for the future of this country. You are the true son of this country for taking on you the responsibility to educate your people. Allah save you from all disasters." [REDACTED] said it was an emotional moment for me to be appreciated by a senior citizen. On 17 April, the municipality held an appreciation ceremony for the volunteers. The deputy mayor thanked the volunteers for their hard work.



Asadabad municipality issued certificates of appreciation to forty youth volunteers

Coordination

On 15 April RAMP UP East team leader and the public administration advisor and the municipal administrative manager met with the directors of women's affairs and information, culture and youth to share information about the launch of a door-to-door campaign in Asadabad. Despite efforts females did not volunteer to take part in the campaign to raise awareness on roles and responsibilities of citizens and municipality.

MEHTERLAM MUNICIPALITY PROVINCE: LAGHMAN

Capacity Building

Public Finance

The municipal accounting manager reconciled the bank statement with M20 (Purchased ledger) for the first time with very little technical assistance from RAMP UP East. The municipal counterpart routinely recorded cash receipts and cash disbursement transactions in the daily journal.

With technical assistance from RAMP UP East, the embedded Public Finance Advisor assisted the municipal counterpart on preparing financial reports for the last years of 1390 & 1391 for submittal to GDMA and presidential office (Audit Department).

In terms of procurement planning, the plan is 75% complete and will be presented to mayor for review soon.

Mentoring of District Municipalities

The mentoring program for Qarghaee District Municipality has been finalized but could not be implemented in the absence of its mayor, who is said to be ill.

Service Delivery

Solid Waste Collection

Solid waste collection in the municipality increased to 534 cubic meters from 508 cubic meters during the previous month, as shown in the table below

Waste Collection Summary
Municipality: Mehterlam
Month: April 2013

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|--------------|-----------------------|-----------|----------------------|------------|---------------|----------|-----------------------------------|----------------|-----------------|------------------|---------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | Formal | Informal | Generated | Collected | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) |
| 1 | 15 | 90 | 4 | 30 | 87 | 12 | 280 | 140 | - | - | 9.3 | 1.6 | 35.0 | 7.5 | 4.7 |
| 2 | 15 | 90 | 4 | 32 | 85 | 9 | 280 | 144 | - | - | 9.6 | 1.6 | 36.0 | 8.0 | 4.5 |
| 3 | 17 | 102 | 4 | 26 | 80 | 7 | 280 | 130 | - | - | 7.6 | 1.3 | 32.5 | 6.5 | 5.0 |
| 4 | 17 | 102 | 4 | 27 | 87 | 9 | 280 | 120 | - | - | 7.1 | 1.2 | 30.0 | 6.8 | 4.4 |
| Total | 64 | 384 | 16 | 115 | 339 | 37 | 1,120 | 534 | - | - | 8.3 | 1.4 | 33.4 | 7.2 | 4.6 |

Economic Development and Revenue Generation

On the 2 April 2013, a city marketing workshop was conducted in Mehterlam to promote the proposed Local Economic Development Plan (LEDP) projects. Participants of the workshop included key economic stakeholders, donor agencies, line departments, private sector representatives, investors, and university students. In addition to the Public Private Partnership (PPP) projects proposed in LEDP, the participants also asked the municipality to conduct a realistic study about possible PPP contracts for solid waste management. The workshop was covered by local media.

On 8 April, a meeting was conducted between RAMP UP East and UNAMA with the aim of using UNAMA's networks and to share the LEDP with all donor agencies operating in Mehterlam.

A new revenue manager has been appointed in Mehterlam. His focus is primarily on property registration rather than business licensing. The municipality issued 250 property registration invoices to property owners during the month of April. Additionally, the municipality issued 55 *safayi* payment certificates and collected Afs 48,400.

The municipality is fully utilizing the Business Registration and Licensing System and plan to start using new rates during the first week of May.

Community Engagement

Mehtarlam municipality convened the monthly citizen forum on April 7. The forum took place in the environmental protection directorate as a result of the municipal local official's suggestions for bringing better coordination between governmental offices and between citizen and local officials. The forum was chaired by the Director of Environmental Protection, [REDACTED].



Mehterlam citizen forum, April 7

There were 40 participants in the meeting, including community elders, local citizens, youths, shopkeeper's union representatives, representatives of line ministry Departments such as Religious Affairs and Haj, Health Directorate, Governor Office, Agricultural Directorate, Transport Directorate and Information and Cultural directorate. Issues discussed in the forum included the municipality's plan to install street lights, transferring of butchers to a designated area within the city and the transferring of Kabul and Alisheng bus stops to outside the city. [REDACTED], Municipality License Issuance officer reported that the municipality, as recommended by citizens in the previous forum, has transferred the Alisheng bus station to outside of the city; and the Kabul bus station contract awarding is in progress.

The municipality has negotiated with butchers to either find a separate place for their shops according to the butcher shop sample or to allow the municipality to find a market for butchers. [REDACTED], the Butchers Market Owner said some butchers cannot meet and afford the municipality standard of glass windows and freezers. The municipal official said citizens' health cannot be comprised.



Mehterlam door-to-door campaign

Gender and Youth Activities

In Mehterlam, 7 female and 27 male youths, along with 3 *Wakil-e-Gozaars* conducted a campaign in Shar-e-now Sharqee and Gharbi City, educating 800 households. The volunteers explained the

purpose of the campaign to the households and distributed flyers containing both script and pictorials to reach all citizens, even those who cannot read. During a debriefing at the end of the campaign the youths shared their experiences with each other. Zarka said, she was nervous about entering strangers' houses, but she was touched by how welcoming and appreciative families were, "I enjoyed the hospitality and the peoples thirst for information."

Coordination

On 8 April a coordination meeting took place at RAMP UP East office in the municipality with the head of civil affairs department of UNAMA. RAMP UP East shared information about capacity building, service delivery, revenue generation and outreach related activities in support of the municipality. During this meeting, the RAMP UP East team shared the LEDP concept with UNAMA.



RAMP UP East staff of Mehtarlam in a meeting with UNAMA representatives

**GARDEZ MUNICIPALITY
PROVINCE: PAKTIA**

Capacity Building

Public Finance

The municipal budget received the final approval from Ministry of Finance.

The public finance advisor has begun the mentoring program for Alingar District municipal staff. The accounting officer has been trained on basic accounting. The RAMP UP East Public Finance Advisor has assisted in the preparation of the 1392 budget for Qarghai district.

The municipal finance officer has updated the M20 (purchase ledger) for the first month of 2nd quarter with very little assistance from his RAMP UP East counterpart.

In terms of procurement planning the plan is 72% complete.

Service Delivery

Solid Waste Management

Solid waste collection was not reported during the first two weeks of the month as RAMP UP East's Public Works Advisor was on sick leave. Nevertheless, collection was carried out at faster pace with over 150 cubic meters per week collected during the current month compared to only 120 cubic meters per week during the previous month.

The municipality's collection performance is summarized in the table below.

Waste Collection Summary

Municipality: Gardez

Month: April 2013

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|--------------|-----------------------|------------|----------------------|-------------|---------------|-----------|-----------------------------------|-----------------|------------------|-------------------|----------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | For- mal | Infor- mal | Gene- rated | Col- lected | Mun. (No.) | Man- days | Vol./ Crew (m3) | Vol./ MDay (m3) | Vol./ Truck (m3) | Trip/ Truck (No.) | Vol/ Trip (m3) |
| 1 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 2 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 3 | 18 | 108 | 3 | 44 | 64 | 26 | 390 | 155 | - | - | 8.6 | 1.4 | 51.7 | 14.7 | 3.5 |
| 4 | 18 | 108 | 3 | 41 | 73 | 27 | 390 | 149 | - | - | 8.3 | 1.4 | 49.7 | 13.7 | 3.6 |
| Total | 18 | 216 | 3 | 85 | 137 | 53 | 780 | 304 | - | - | 16.9 | 1.4 | 101.3 | 28.3 | 3.6 |

Economic Development and Revenue Generation

A total of 2,287 business license forms have now been entered into the municipal database, including 16 new businesses during April 2013. However, the municipality still remains uninterested in implementing the full BRFCs. Only when business owners come to the municipality to request a new business license are they issued a license from the BRFCs.

During the current month, the municipal staff has issued 40 business license fee invoices, collected Afs 21,900 in license fees, and issued 40 license certificates.

The Local Economic Development Plan (LEDP) has been completed and translated to

Pashto. The LEDP contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held in April 2012. The internal meeting and marketing workshop are expected to be held in May.

It has been decided due to logistical and security reasons to exclude Gardez from the roll out of the new property registration system.

**KHOST MUNICIPALITY
PROVINCE: KHOST**

Capacity Building

Public Finance

District municipality capacitation initiatives are being expanded to Tani district. The embedded public finance advisor prepared the budget for Tani district municipality for year 1392.

The COR visited the municipality and was briefed on public finance activities. The COR stated that she appreciated the public finance staff contribution to the municipality.

In terms of procurement planning, the municipal plan is 82% complete. This is the first municipality to prepare an annual procurement plan which has been submitted to the mayor and budget committee for review. Mayor appreciated the efforts in area of public finance capacity building.

Service Delivery Solid Waste Collection

Solid waste collection in the municipality has recovered from the slight decrease experienced during the previous month. Collection volume reached 1,040 cubic meters from only 883 cubic meters in March.

The following table summarizes the municipality’s collection performance for the month of April.

**Waste Collection Summary
Municipality: Khost
Month: April 2013**

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|--------------|-----------------------|------------|----------------------|--------------|---------------|-----------|-----------------------------------|-----------------|------------------|-------------------|----------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | Mun. (No.) | Man-days | Vol./ Crew (m3) | Vol./ MDay (m3) | Vol./ Truck (m3) | Trip/ Truck (No.) | Vol/ Trip (m3) |
| 1 | 26 | 156 | 5 | 67 | 68 | 59 | 321 | 241 | - | - | 9.3 | 1.5 | 48.2 | 13.4 | 3.6 |
| 2 | 25 | 150 | 4 | 65 | 64 | 60 | 327 | 254 | - | - | 10.2 | 1.7 | 63.5 | 16.3 | 3.9 |
| 3 | 27 | 162 | 6 | 73 | 74 | 75 | 333 | 270 | 4 | 24 | 10.0 | 1.7 | 45.0 | 12.2 | 3.7 |
| 4 | 28 | 168 | 6 | 75 | 77 | 74 | 339 | 275 | - | - | 9.8 | 1.6 | 45.8 | 12.5 | 3.7 |
| Total | 27 | 636 | 5 | 280 | 283 | 268 | 1,320 | 1,040 | 4 | 24 | 39.2 | 1.6 | 198.1 | 53.3 | 3.7 |

The driver and crew for the sewage collection tanker have been recruited. Collection is scheduled to start during the coming week with an initial target of 48 households/business establishments.

Septic Tank Servicing Project

In March RAMP UP East turned over two septic tankers to the municipality for the establishment of program whereby the municipality would offer septic services to the residents at a reasonable price.

RAMP UP East has initiated the septic services project by providing assistance in establishing the program for an interim period. Thus far, the municipality has developed a

customer base for the services and has begun to collect revenues for the services.

Community Engagement

This month the municipality of Khost published the 10th edition of the monthly newsletter, *Mili Ehsas*, in 1500 copies. Issues covered in this month's edition included the mayor's message, articles related to environmental protection, city development, solid waste management, citizens role in keeping the city clean and maintaining public properties.



On April 4 the deputy mayor of Khost was interviewed by local radio Kaleed.

Khost Municipality Newsletter

The 20-minute interview focused on the problem of land grabbing, especially lands that are considered for parks in the city master plan. The deputy mayor said the municipality is in the process of preparing a document outlining the size and location of the land as well as the names of those who have occupied the land illegally. After the completion of the document the list will be submitted to the governor's office for further action.

The municipality of Khost convened a citizen forum on April 15 in the municipal conference hall chaired by the mayor. The forum was attended by 35 participants, 5 women, 10 youth and 20 men, including city council members, line departments, local business, the USAID DFPO, UNAMA representative, provincial council member, civil society representatives, local NGOs, youth and shopkeepers. The forum began with briefings from the mayor, the Municipal Planning Engineer, and the Revenue Manager. The mayor provided a brief update on the municipal activities and stated that Khost needs the cooperation of the citizens in revenue collection and cleaning of the city. The participants welcomed the new mayor to Khost and suggested that the mayor focus on the rehabilitation and construction of municipal markets, because these markets are the basic source of revenue. [REDACTED], Director of the City Council suggested: "Construction of a canteen inside the parks is an important source of municipal revenue". The mayor welcomed the opinions and suggestions of the citizens. The citizen forum was covered by local media Gharghasht television.

Coordination

On 6 April, the RAMP UP East Public Administration and Public Finance Advisors met with USAID RAMP UP East COR, FPO, DFPO, and the state department political/ Economic officer. RAMP UP East Acting team leader briefed the delegation on RAMP UP East effort and support for capacity building, public outreach, property registration, business license registration, and service delivery projects, in support of the new mayor.



On 18 April, the RAMP UP East Khost team met with USAID FPO [REDACTED], Project Management Specialist [REDACTED] and [REDACTED] Deputy

Coordination meeting between RAMP UP East and USAID and State Department, April 6

Development Advisor at the Provincial Guest House Meeting Hall to follow up on issues of capacity building, communication with municipality, service delivery and economic development activities. IRD ACAP II Provincial Director and Deputy Director and NDI staff were also present in the meeting.

PUL-I-ALAM MUNICIPALITY PROVINCE: LOGAR

Capacity Building

Public Finance

This municipality has continued its District mentoring program with Barakibarak, a small municipality with a budget of AFN 2m, only four staff and no dedicated finance officers. The revenues and marketing manager has requested help from RAMP UP East in capacity building. These municipal managers at first were trained on basic accounting and both quarterly expenditure and revenue reports. The capacitation has also extended during this month to single, double entry system, and journal and ledger accounts.



Public Finance Advisor in Pul e Alam presenting the New Pay & Grading system to Heads of municipal departments.

The public finance advisor has also presented to the municipal staff a briefing on the New Pay & Grading system, per the mayor's request.

In terms of procurement planning the plan is 80%. This was one of the municipalities that produced a procurement plan last year and development of an annual procurement plan for this year is underway.

Mentoring of District Municipalities

Barakibarak's Mayor was briefed on the basic management functions of planning, organizing, leading, and controlling. The other district municipal officials who have so far benefited from the program included the following:

- Accounting/Finance Manager: basic accounting functions and a one-on-one mentoring on double-entry accounting
- Public Works Manager: functional elements of SWM and concepts and techniques of solid waste reduction, re-use, and recycling as well as on simple methods for solid waste analysis and characterization as basis for systematic solid waste management planning
- Public Administration Manager: women empowerment, gender mainstreaming, and office procedures (filing system)The mentoring program for Qarghaee District Municipality has been finalized but could not be implemented in the absence of its mayor, who is said to be ill.

Service Delivery

Solid Waste Collection

After posting an increase of 52 cubic meters during the previous month, solid waste collection in Pul-i-Alam further improved by almost 90 cubic meters during the month under review. The municipalities' collection performance is summarized in the table below.

Waste Collection Summary

Municipality: Pul-i-Alam

Month: April 2013

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|--------------|-----------------------|------------|----------------------|------------|---------------|----------|-----------------------------------|----------------|-----------------|------------------|----------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol./Trip (m3) |
| 1 | 9 | 54 | 2 | 16 | 55 | 42 | 70 | 68 | - | - | 7.6 | 1.3 | 34.0 | 8.0 | 4.3 |
| 2 | 9 | 45 | 2 | 18 | 55 | 52 | 75 | 72 | - | - | 8.0 | 1.6 | 36.0 | 9.0 | 4.0 |
| 3 | 9 | 54 | 2 | 22 | 55 | 50 | 90 | 88 | - | - | 9.8 | 1.6 | 44.0 | 11.0 | 4.0 |
| 4 | 9 | 36 | 2 | 16 | 52 | 24 | 70 | 64 | - | - | 7.1 | 1.8 | 32.0 | 8.0 | 4.0 |
| Total | 9 | 189 | 2 | 72 | 217 | 168 | 305 | 292 | - | - | 32.4 | 1.5 | 146.0 | 36.0 | 4.1 |

Fruit and Vegetable Construction Project

Stone masonry work and the RCC footing has been completed. Backfilling of the soil and test for compaction of the footing is ongoing. Concrete work on the beams and slabs is in progress. Completion of the project is expected at the end of June 2013.

Economic Development and Revenue Generation

Based on security problems and budget constraints, it was decided not to include the Pul-i-Alam Municipality in the property registration roll-out program.

All businesses within the municipal area have now been registered and entered into the municipal business license database. The municipality has obtained approval for new license rates from the governor's office. During April, the municipality registered 229 businesses and issued 69 license bills. During April 2013, a total of Afs 89,835 were collected from 33 new licenses that were issued new business licenses.

Community Engagement

On 23 April, RAMP UP East and the Municipality displayed information and photos related to municipality support in an exhibition run by MRRD/SIKA under the name of service providers exhibition in Pul-i-Alam city for two days. The deputy governor appreciated the stakeholder support. He encouraged the stakeholders including the private sectors to continue development work and investment in Pul-i-Alam. The RAMP UP East advisors was there to answer questions by the citizens and other stakeholders.



RAMP UP East photo exhibition, organized by SIKA/MRRD in Pul-i-Alam, April 23

The public administration embedded advisor along with his municipal counterpart worked with Barakibarak district municipality administration manager in reviewing GDMA's communication guideline and ways to communicate with citizens.

Coordination

The RAMP UP East team leader attended the Logar PDC meeting on April 16. Participants of the meeting included head of provincial council, line ministries directors, representatives of local and international NGOs, development organizations and the USAID DFPO. After opening remarks and briefing by representatives of the six governmental sectors (health, infrastructure, social protection, rule of law, education and agriculture) local and international



Pul-i-Alam Provincial Development Committee meeting, April 16

development organizations and NGOs presented their activities update.

On 17 April, the RAMP UP East team leader met with USAID deputy field program officer to brief him about the ongoing and planned activities to support the Pul-ei-Alam municipality as well technical support to Barakibarak municipal officials. The deputy field program officer was also briefed about the upcoming door-to-door campaign to raise awareness about roles and responsibilities of municipality and citizens. The campaign will be conducted by a group of volunteer youth in the city.

SHARANA MUNICIPALITY
PROVINCE: PAKTIKA

Capacity Building

Public Finance

The municipal budget has been approved by the Ministry of Finance.

The municipality has initiated revenue and expenditure monitoring training using the template recently developed by RAMP UP East that included the concepts of profiling, ratio analysis and graphical representations for non-financial managers.

The municipal accounting manager reconciled the bank statement with M20 (Purchased Ledger) for the first month of New Year 1392, without any technical assistance from embedded public finance advisor.

In terms of procurement planning the plan is 82% complete [last month 69%], 6% behind target. This municipality has also prepared annual procurement plan and waiting for Mayor Review.

Service Delivery

Solid Waste Collection

Solid waste collection in the municipality has been erratic, with the tendency of the mayor to disregard the weekly collection schedule and to divert equipment and manpower to other activities. From 300 cubic meters during the previous month, collection volume went down to only 110 cubic meters during the month under review, as shown in the following table.

Waste Collection Summary

Municipality: Sharana

Month: April 2013

| Week | Collection Crew | | Trucks | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | Collection Performance Indicators | | | | |
|--------------|-----------------|-----------|------------|--------------|-----------------------|-----------|----------------------|------------|---------------|----------|-----------------------------------|-----------------|------------------|-------------------|----------------|
| | Mun. (No.) | Man-days | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | Mun. (No.) | Man-days | Vol./ Crew (m3) | Vol./ MDay (m3) | Vol./ Truck (m3) | Trip/ Truck (No.) | Vol/ Trip (m3) |
| 1 | 8 | 16 | 2 | 4 | 6 | 3 | 12 | 50 | - | - | 6.3 | 3.1 | 25.0 | 2.0 | 12.5 |
| 2 | 8 | 16 | 2 | 4 | 9 | 18 | 20 | 12 | - | - | 1.5 | 0.8 | 6.0 | 2.0 | 3.0 |
| 3 | 8 | 24 | 2 | 1 | 3 | - | 15 | 6 | - | - | 0.8 | 0.3 | 3.0 | 0.5 | 6.0 |
| 4 | 8 | 24 | 2 | 14 | 30 | 17 | 50 | 42 | - | - | 5.3 | 1.8 | 21.0 | 7.0 | 3.0 |
| Total | 8 | 80 | 2 | 23 | 48 | 38 | 97 | 110 | - | - | 13.8 | 1.4 | 55.0 | 11.5 | 4.8 |

Fruit and Vegetable Market Construction Project

The work related to the construction of the Sharana Fruit and Vegetable Market is proceeding. The compaction test on the excavated footing was completed and the concrete has been poured for the foundation of building 3. Concrete work for the footing is underway. This project is expected to be complete in early August 2013.



Site preparation for re-starting construction work on the Fruit and Vegetable Market in Sharana

Economic Development and Revenue Generation

The Municipality of Sharana decided to increase rents for municipal shops. The current rate lease of municipal shops ranges from Afs 1,000 to Afs 1,500 per month.

The municipality has advertised via a local radio station the new business licensing rates, which are on average Afs 5,000 per year.

The business license database has been updated with the new rates for 1392, so issuing of new business licenses will resume in the first week of May.

The Sharana Local Economic Development Plan (LEDP) has been completed and has been translated to Pashto. The LEDP has been submitted to the municipality for review.

Community Engagement

On 3 April, Mayor Said Obaidullah Sadat of Sharana was interviewed by Paktin Ghagh Radio regarding the status of the construction of the vegetable and fruit market. The mayor said the project is expected to be completed in three or four months. The mayor also talked about the importance of citizens' participation in municipality affairs and decisions.

On 24 April, the Sharana municipality updated the notice boards with posting of new messages and announcements stressing the importance of keeping their city clean and information about municipality's planned activities in the Sharana new town that is located some 5km from the city.

Coordination

On 16 April, the RAMP UP East team leader met with representatives from UNAMA to exchange information about support to Sharana municipality.

On April 18 RAMP UP East team member attended the PDC meeting. During the meeting the director of economy asked RAMP UP East to submit monthly and bi-annual activity and expenditure report to the department. The team leader explained that RAMP UP East is one of the many development projects implemented by DAI. DAI is not registered with ministry of economy therefore is not obliged to submit progress and budgetary report to department of economy.

The RAMP UP East municipal team leader had a meeting with regional director of National Democratic Institute (NDI), provincial council director, and director of economy on April 29. The purpose of the meeting was to share information about RAMP UP support to Sharana municipality.

PARUN MUNICIPALITY PROVINCE: NURISTAN

Service Delivery

Road Graveling and Lighting Construction Project

RAMP UP East has completed the procurement process and have selected a subcontractor to implement the Road Graveling and Lighting Construction Project in the Parun municipality.

The Parun mayor, Eng. Delawar Eisa participated in the process of opening the bids received for the project as well as directly participated in the technical and cost evaluation of the proposals received.

The award of a subcontract is expected to be made in June, followed by the start of implementation once the subcontractor has been vetted and consent is received from USAID for the proposed subcontract.

Coordination & Community Engagement

The cross-cutting department worked with the mayor of Parun on the proper implementation of the GDMA communication guideline. Issues discussed included the importance of citizen forum and information sharing with citizens, recording of minutes of the forum, installation of notice boards and suggestions boxes as well as publication of citizen guidebook.



RAMP UP East Youth Participation Coordinator briefed the mayor on the concept and purpose of the door-to-door campaign. The campaign is planned to be launched in June. Several meetings with the department of information, culture and youth has already taken place to coordinate activities.

Parun mayor, Eng. Delawar Eisa (right) during briefing by RAMP UP East youth coordinator about door-to-door campaign

The final draft of the small grants concepts has been shared with the mayor, governor and the director of women's affairs for their comments. Some minor changes were proposed to one of the concepts, vocational training for male youth. The concepts have been submitted to COR for approval.

ANNEX 3 – COMMUNITY ENGAGEMENT ACTIVITIES

| Community Engagement Monthly Report | | | | | For the Month of: April 2013 | | | | | |
|-------------------------------------|------------------------|---------------|------------|-----------|------------------------------|----------------------|---------------------------------|-------------------|---------------------------|--|
| No | Municipality | Citizen Forum | | | Newsletter | | Radio Programs / Media Outreach | | Opening / Handover Events | |
| | | Number | Attendance | | Number | Total Number to Date | Number | Length of Program | Number | Name of Project |
| | | | Male | Female | | | | | | |
| 1 | Bamyan (Bamyan) | 1 | 20 | 9 | 1 | 12 | 1 | 30 | 1 | Skid loader & dump truck hand over |
| 2 | Ghazni (Ghazni) | 0 | 0 | 0 | 0 | 6 | 1 | 30 | 0 | 0 |
| 3 | Maidan Shar (Wardak) | 1 | 24 | 0 | 0 | 0 | 1 | 15 | 0 | 0 |
| 4 | Jalalabad (Nangarhar) | 0 | 0 | 0 | 0 | 0 | 1 | 15 | 0 | 0 |
| 5 | Assadabad (Kunar) | 0 | 0 | 0 | 1 | 18 | 0 | 0 | 1 | Solid waste dumps trucks and skid loaders handover |
| 6 | Mehterlam (Laghman) | 1 | 41 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |
| 7 | Charikar (Parwan) | 1 | 80 | 4 | 0 | 7 | 5 | 145 | 0 | 0 |
| 8 | Mahmud-i-Raqi (Kapisa) | 1 | 18 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 | Panjshir (Panjsher) | 1 | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 | Gardez (Paktya) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 | Pul-i-Alam (Logar) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 | Sharana (Paktika) | 0 | 0 | 0 | 0 | 2 | 1 | 10 | 1 | RUE-SHA-0017 |
| 13 | Khost (Khost) | 1 | 30 | 5 | 1 | 10 | 2 | 40 | 0 | 0 |
| 14 | Parun (Nooristan) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTALS | | 7 | 231 | 22 | 3 | 56 | 12 | 285 | 3 | 0 |

