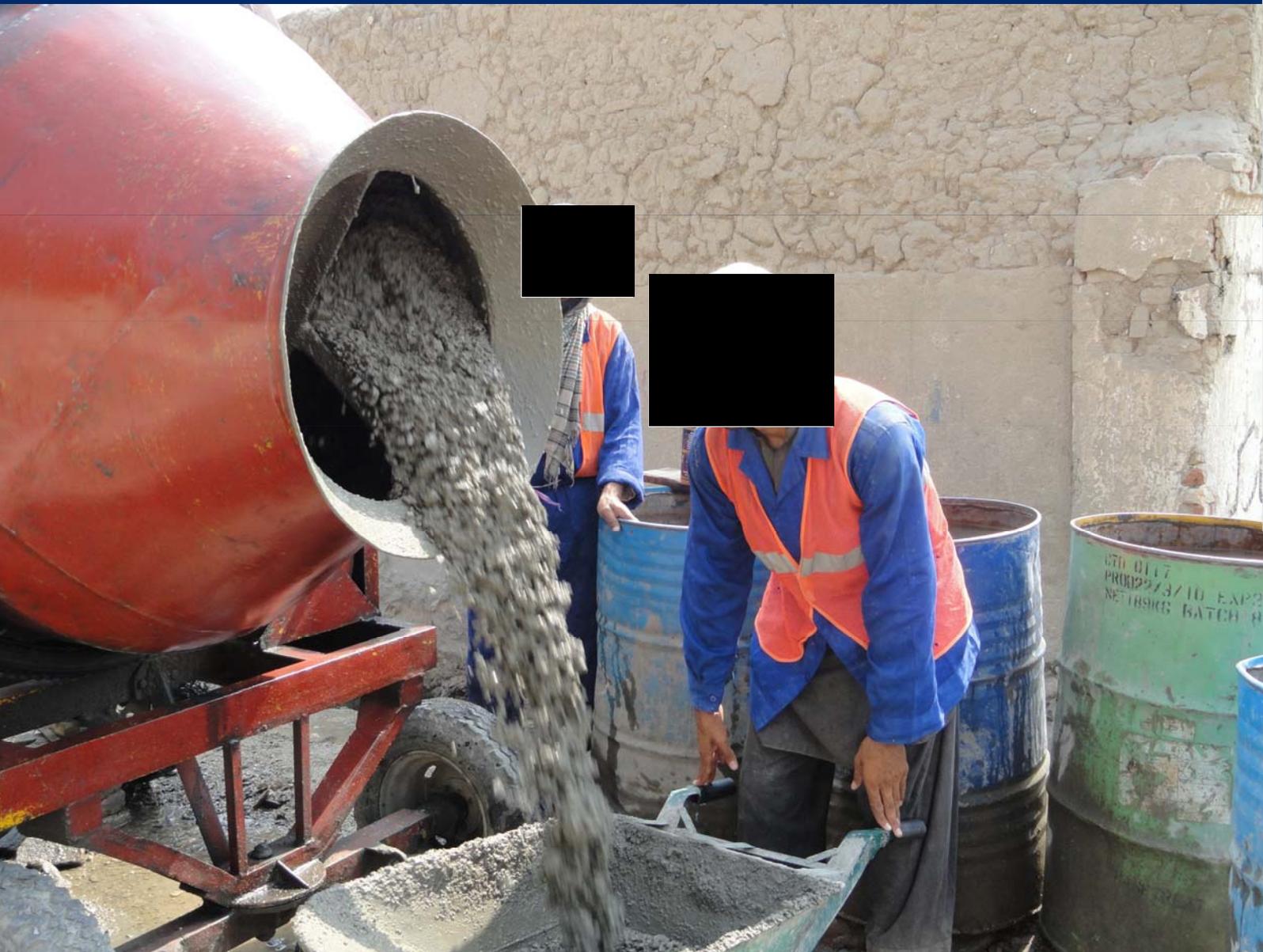




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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

**MONTHLY REPORT: AUGUST 2011**



*Concrete is poured for the USAID-funded Road Side Ditch Construction Project in the Municipality of Mehterlam*

**15 SEPTEMBER 2011**

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## ABBREVIATIONS & TERMS

AO	Assistance Objective
ACSO	Afghan Central Statistics Office
ACSS	Afghanistan Civil Service Support Program (USAID)
AIDAR	USAID Acquisition Regulations
AMSP	Afghanistan Municipal Strengthening Program (USAID/ICMA)
ANDS	Afghanistan National Development Strategy
ASI	Afghanistan Stability Initiative (USAID/DAI)
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID/DAI)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
ASGP	Afghan Sub-national Governance Program (UNDP)
AWP	Annual Work Plan
CAWSA	Commercialization of Afghanistan Water & Sanitation Activity (USAID/ICMA)
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DoS	Department of State
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DDA	District Development Assembly
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
EDC	Education Development Center, Inc. (USAID Implementing Partner)
FAF	Foreign Assistance Framework
FIRUP	Food Insecurity Response for Urban Populations (USAID)
FOB	Forward Operating Base
FPO	Field Program Officer (USAID officer 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
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
SWM	Solid Waste Management
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
VET/CBSD	Vocational Education and Training and Community Based Skill Development Program (USAID program)

### **Terms**

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



# MONTHLY REPORT: AUGUST 2011

## EXECUTIVE SUMMARY

### **Municipalities Adapt Activities during Ramadan**

The month of August coincided with the Holy Month of Ramadan. During this time of fasting, daytime work hours are often reduced and productivity fluctuates, yet solid progress was still made in projects throughout the municipalities. The municipal and project teams demonstrated flexibility and resiliency in finding ways to continue to work towards meeting project deadlines and provide necessary services to the communities. Project work schedules were adapted and trainings were modified, all to ensure that the municipalities continued moving forward despite the additional time and energy constraints.

In Jalalabad, laborers worked at night to complete the more arduous tasks. Working from 8:30 PM to 1:30AM, workers poured concrete to form one of the culvert slabs, bringing two of the culvert projects to the point of over 60% completion by the end of the month. Overall, Jalalabad has completed over 50% of the planned culvert projects.

The municipalities also found ways to continue to conduct critical capacity building trainings in the areas of Finance, Revenue Generation, and Public Works.

### **Public Finance Activities**

Over 35 accounting and finance managers and staff participated in general accounting training conducted by RAMP UP East public finance advisors in the municipal offices. The training focused on ways to structure double entry accounting in the municipalities and how to more accurately complete bank reconciliations. Due to the shortened work days during Ramadan, municipal offices modified the training program by only training for 1 or 2 hours each day and extending the training over a longer period of time. Pre and post test results showed a more than 20% increase in comprehension of general accounting processes. One municipality, Puli Alam, showed overwhelming commitment to complete training by coming to the municipal office each day despite the growing security challenges in the area.

### **Revenue Enhancement Activities**

Following the pilot program for business license registration in the municipalities of Mahmud Raqi and Charikar, the roll out for training to additional municipalities also began in August. Over 40 municipal staff from all 13 municipalities traveled to Kabul for the training sessions. What normally would be a two full day training, was adapted to be a 5 half day program to ensure success during the fasting month. The program included training staff on conducting business surveys and also training on the Business Registration System. The training prepared the municipal staff to begin conducting business surveys in their municipality, which is the next phase in the project implementation of this revenue generating activity.

### **Public Works Activities**

Public works staff in each of the municipalities worked with the RAMP UP East public works advisors to develop operations and maintenance plan checklists for municipal assets and properties. The checklists included areas such as parks, municipal owned buildings, ditches, streets, and public latrines. Development of these checklists also involved determining and recording the GPS coordinates of each of the structures. The municipal offices intend to use these maintenance plans to budget for future operation and maintenance

costs to ensure they can sustain the services.

### **Public Awareness and Citizen Forums**

Municipal offices continued to use multiple methods of conveying information to local citizens and providing an opportunity for constituents to give comments and address concerns. For example, monthly municipal citizen forums were conducted in Ghanzi, Bazarak, Jalalabad, Gardez and Logar. A consistent topic across many of the municipalities was the inflationary price increase on food during the holiday season and the need for price controls. The Gardez community chose to reward the shopkeeper who offered the best quality at the lowest price with a month of free advertising. Mayors in Wardak, Ghazni, and Mehterlam participated in live radio talk show programs during the month to discuss activities completed by the municipal office and to address citizen concerns. As the business registration surveys project will be launched in September, the Ghanzi and Mehterlam mayors alerted the business community and explained the key aspects of the survey and registration program.

In an effort towards public awareness of both governmental and community activities, Wardak, Mahmud Raqi, Jalalabad, Asadabad, Gardez, Khost and Logar issued monthly newsletters. For most of the municipalities, these were the 2<sup>nd</sup> or 3<sup>rd</sup> issues. Topics included public awareness campaigns for keeping the cities clean, interviews with mayors, minutes of the citizen forum, and reports on city projects. Advertising is included to fund the cost of producing the newsletters to ensure sustainability in the future.

## MUNICIPAL PROGRESS REPORTS

### KABUL AREA: MAIDAN SHAR, BAMYAN, GHAZNI

#### MAIDAN SHAR MUNICIPALITY

*Province: Wardak*

#### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

The Municipal Public Works Department continued to implement the second phase of the Solid Waste Collection Project. Using the two newly leased dump trucks and the excavator, the waste collection team has collected and transferred 89 cubic meters of solid waste to the municipal landfill.



*Solid waste collection underway in Maidan Shar*

The Municipal Engineering Team completed the detailed survey work for the Asphalt Road Construction Project and the Asphalt Markets Road Construction Project together with the RAMP UP East. The project design work has now been completed and submitted to the Area Engineer for review.

The Municipal Engineering Department Manager revised the design for the Women's Park project and worked closely with the RAMP UP East Engineer to revise the Sidewalk Project design. Once the designs receive final approval, the next phase of implementation will begin.

#### MUNICIPAL CAPACITY BUILDING

##### FUNCTIONAL TRAINING AND IMPACT

###### Public Finance

The Municipal Finance team worked with the Finance Advisor to draft the Municipality Development Plan for submission to the Governor's Office. The baseline general accounting survey was completed by the Finance Department Manager; together, the Municipal Finance Department and the embedded finance advisor will analyze the survey to identify functioning areas of strength and areas requiring additional capacity building within the current department. The Municipal Finance team also was trained to use the computerized version of the Finance Unit M41 Form for Monthly Staff Salary Sheets.



Maidan Shar Municipal Public Finance Advisor discussing the General Accounting Training Manual Municipal Finance Department staff

## Public Works

Using the Drainage Ditch survey, the Municipal Public Works department and the Public Works advisor, began to develop an operation and maintenance plan for the completed ditches in Maidan Shar City. The Public Works advisor completed regular site visits for the solid waste collection project on a daily basis together with his counterpart, and prepared weekly reports of the project activities. He explained the solid waste collection plan, which includes the weekly solid waste collection schedule to the Municipality technical staff.



Maidan Shar Municipal Public Works Advisor explaining SWC Plan and GPS points for municipal technical staff

The Public Works advisor along with his counterpart shared the concept note for the trash bins project and briefed the municipal technical staff on the scope of the project.

The Municipal Public Works Department shared the concept note for the upcoming trash bin project. They also produced the maintenance plan and checklists for the upkeep of the public toilets, municipality buildings, and parks. Furthermore, he worked with the sanitation manager to prepare data and reports for the sanitation and greenery department activities.

## CORE SKILLS TRAINING AND IMPACT

The Public Administration advisor worked with his counterparts to sort out the administrative files, and he trained his counterpart on labeling folders for daily usage. He completed on the job training in management and computers for his counterparts.

The Public Administration advisor assisted his counterpart in holding a round table discussion on August 7<sup>th</sup> on the local radio of Maidan Shar. Participants were the Deputy Director of Public Health, Sanitation manager and Social Activities manager from the Municipality.

## MUNICIPAL PUBLIC RELATIONS AND OUTREACH

### MUNICIPAL MEDIA EVENT

On August 7, [REDACTED], Maidan Shar Municipal Sanitation Manager, [REDACTED], Municipal Social Activities Manager, along with [REDACTED], Deputy Director of Public Works participated in a live radio round table on Maidan Shar Local Radio. The main topics of this talk show were wild dog problems and solutions, restarting of the Solid Waste Collection Project, and introducing Social



Maidan Shar municipal Sanitation Manager discussing the past month's activities with citizens on the radio

Activities. The Deputy of Public Health explained the campaign against the wild dogs in the city. In addition, he added that Maidan Shar has serious problems with a lack of potable water, and are requesting donor agencies to support the municipality in this area.

Esmatullah said: “The public toilets built by the Turkish PRT are unusable and people use the local areas as toilets. But now all the toilets have been replaced and the water supply systems have been installed. Therefore, as a sanitation manager I request all the shopkeepers and local people to use these modern toilets in order to keep the markets and city clean and to put their garbage in identified trash bins.”

Popalzai said: “I am kindly requesting all Maidan Shar citizens closely coordinate with the municipality and the municipality will try their best to provide services for the people.”

## MUNICIPAL NEWSLETTER

The data collection for the second newsletter has been completed, and on August 22, the newsletter was printed and distributed in the city and Maidan Shar governmental offices. The name of the newsletter is *Gul Ban* or “Flower Garden.” The main topics in this version are:

- Report on one day workshop about City Cleaning & Public Awareness that was conducted in the Maidan Shar Municipality;
- Interview with the Mayor about city problems;
- Report on celebration of 92nd anniversary of Afghanistan Independence Day in Maidan Shar;
- Interview with Mustafy about the Maidan Wardak revenue;
- Report on a 5% revenue increase in the Municipality;
- Citizen’s complaints;
- Pashto literature;
- Women’s activities in Maidan Shar;
- At the end a single picture of the entire municipal staff.



Maidan Shar Municipal Newsletter

## RAMP UP EAST – USAID COORDINATION

A meeting was held on August 8 between the FPO and DFPO and RAMP UP East staff. FPO Armino Banze introduced the new Maidan Shar FPO, Ms. Nancy Lee Hendricks to the RAMP UP East municipal team.

The Public Park surrounding wall and generator room were discussed in the meeting. Mr. Banze commented on it, saying: “Since it is a public park, we do not need to build a surrounding wall, it must be visible to everyone; otherwise people don’t know about the park. Regarding the generator, as far as I know Maidan Shar has 6 megawatts of electrical power from Kabul. According to the Governor’s speech, only 2 megawatts is used in Maidan Shar, so using the generator is not sustainable for this project. It needs fuel, oil and repair expenses as well. Therefore, my suggestion is to use the Kabul electricity for the park.” In the ensuing discussion he was however convinced by the municipal team that the surrounding wall is

important. The steel fence installation for the wall and the fence that can be installed on the wall protects the users of the park and the municipal assets. The generator has been requested by the Maidan Shar Mayor because Maidan Shar electricity is not reliable and it is not able to run the water pump. Whenever the municipality needs to run the water pump they use the generator.

## GHAZNI MUNICIPALITY

*Province: Ghazni*

### MUNICIPAL CAPACITY BUILDING

#### FUNCTIONAL SKILLS TRAINING AND IMPACT

##### Public Finance

The Public Finance advisor worked with his counterpart and together completed the general accounting functions survey (GAFS). The Ghazni municipal finance and accounting staff also received some basic on-the-job training. Newly hired counterparts were trained to develop computerized payroll sheets for the month of ASAD. The advisor also provided on-the-job training for preparing the municipal expenditure report for submission to IDLG. He also provided in-house training in general accounting, principles of debits and credits, single and double entry systems, general journals and ledgers to his counterpart. He organized 2 days of financial terminology training sessions for the accounting department to improve their professional capabilities.



RAMP UP East Ghazni Public Finance Advisor briefing his municipal counterpart on the general accounting functions survey (GAFS).

##### Public Works

The Public Works advisor worked with his municipal counterpart to identify problems with municipal parks, streets, latrines and buildings with regards to electrical systems, water supply and drainage systems. The GPS points of all the above infrastructures have been identified. This will help the Municipality to plan towards regular maintenance of public areas and to prepare a budget to sustain the services in the future. Moreover, the Public Works advisor and his counterpart started developing checklists for road medians, commercial markets and municipal public latrines throughout the city.



Ghazni Municipal Public Works Department developing a checklist for Sanay-e-Park's maintenance

The Ghazni Public Works Engineer trained his municipal counterparts in designing municipal security guard rooms, a dining hall, and bathrooms that were to be funded by PRT-Ghazni. In addition, the municipal tree planting, greenery and irrigation plans are all in process. All these plans will improve municipal services to the citizens.

The municipal counterparts were also trained in the AutoCAD engineering application. All

aforesaid trainings will improve the capability of the municipal staff in project designing, estimation and solid waste management in the city.

### **Revenue Generation**

The Ghazni municipal Revenue Officer received on-the-job training from the Economic Development advisor on producing an up-to-date computerized municipal asset inventory system. In addition, the Revenue Officer received in-house training in computerization of the municipal bid-matrix documents and computerization of municipal rental contracts for communication and advertising firms.

### **CORE SKILLS TRAINING AND IMPACT**

The Public Administration Advisor provided in-house training to his counterpart on the basics of administrative management skills, and supported the municipal staff in publishing and distributing the municipal newsletter. He also organized and facilitated a monthly coordination meeting between RAMP UP East and municipal officials.



In-house training in computerization of municipal rental contracts for communication and advertisement firms.

In addition, the Municipal Public administration officer received technical report writing assistance from RAMP UP East for preparing monthly municipal performance and activity reports. This report is submitted on a monthly basis to IDLG and demonstrates municipal activities, achievements and services provided to the citizens. It will also improve transparency and accountability for municipal affairs.

### **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

#### **MUNICIPAL MEDIA EVENTS**

On August 23, the Ghazni acting Mayor participated in the municipal affairs talk-show aired on KILLID local radio channel in Ghazni. The radio talk-show was about property and business registration. During the interview, the acting Mayor, Mr. Abdul Basir said: “Anyone doing business in the city must have a business license from the Municipality and Community Development Department. This includes businesses based in the city such as stores, shops, industrial operations or home offices, as well as contractors and other businesses located in the city.” He briefly explained the key aspects of the business registration process.



The Ghazni Acting Mayor participated in a live radio discussion with KILLID, addressing citizens about the property and business registration process.

For further information about the business license requirements and fees, all citizens were requested to visit the municipal license department for business registration purposes.

## **CITIZEN ENGAGEMENT AND PARTICIPATION**

Ghazni Municipality conducted its 8<sup>th</sup> monthly municipal citizen forum about food price controls and stability during the month of Ramadan. It was noted that food prices were rising fast at the beginning of the holy month of Ramadan. More than 30 participants/citizens attended this forum including: provincial council representative, Governor's office representative, local government line directorates, local business associations, youth association, women's affairs department, local community elders, shopkeepers and local citizens.



The Ghazni Acting Mayor addressed forum participants on price control and stability in the city

The rise in food prices has pushed many people into poverty and hunger since last year. Sugar, beverages, dates, and other food items are sold at high prices. The shop owners blame wholesalers for the increase in prices while the public blames the Municipality for not performing its duties properly. They added that vendors and shopkeepers charge exorbitant rates for daily items but people are forced to buy them due to scarcity of options. It is estimated that one third of the population is unable to meet their minimum daily caloric intake requirements, and for this reason the sudden price increase in 2009 of 30% hit the people particularly hard.

## **RAMP UP EAST MUNICIPAL RELATIONS**

On August 14, RAMP UP East and municipal officials held a coordination meeting on improving working relationships between the RAMP UP East team and municipal counterparts. The Acting Mayor stressed the importance of interaction between RAMP UP East Advisors and municipal officials. He also asked his colleagues to not miss this valuable learning opportunity provided by the USAID funded program.

The meeting also took up the issue of a newly selected project of 6 km asphalt road construction inside the city. The Mayor asked RAMP UP East for quick approval of the proposed public service delivery projects to start work as soon as possible due to the time constraints and climate conditions in Ghazni.

As a result of this meeting, RAMP UP East will produce a training schedule after consulting with its municipal counterparts who will attend demand-driven technical on-the-job training in their related fields.

The Municipality will include the newsletter expenses in next year's budget of 1391. It was also agreed that the Municipality will pay for the next newsletter printing.

## STAKEHOLDER & DONORS COORDINATION

The municipality has regular coordination meetings with all the donor stakeholders involved in municipal support and development programs including UNDP, ASGP and USAID's RAMP UP East.

On 21<sup>st</sup> August, the USAID On Site Manager (OSM), the Mayor and RAMP UP East Team Leader held a coordination meeting about implementation of the RAMP UP East program in the last 2 months. During the meeting, the OSM was briefed about program progress and capacity building activities in the Municipality. He was also updated on public outreach activities with regards to newsletter publication, radio roundtables, complaints box and regular municipal citizen forum achievements.



Coordination meeting between the USAID On Site Manager, RAMP UP East and the Municipality.

At the meeting the Team Leader updated participants on all RAMP UP East activities in the municipality.

## BAMYAN MUNICIPALITY

*Province: Bamyan*

### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT



Bamyan: laborers completing stone masonry work for the public latrine project

The second phase of the Solid Waste Collection Project started on July 25<sup>th</sup>, employing 16 laborers and two foremen. Two dump trucks and one excavator are used to support this project. The back-filling of one landfill site in Jograkhil Valley is completed and the excavation of a new landfill has also been done. The laborers are working on a daily basis collecting waste and they collected 122.5 m<sup>3</sup> of waste from different places in the city.

The Public Latrine Project started on August 8<sup>th</sup> and progress on the activity is good with excavation of foundations completed and PCC casting layers and stone masonry work completed.

Approximately 80% of the Sidewalk Construction Project was completed, which employed 44 laborers during this month. The following key activities were accomplished on site: preparing of sub-grade by soil, mix of gravel and soil, and preparing the first layer of sand under mosaic.



Construction of curbs and a sidewalk near the Bazaar in Bamyan City

## MUNICIPAL CAPACITY BUILDING

### FUNCTIONAL TRAINING AND IMPACT

#### Public Works

The municipal Public Works Officer Sayed Baqer received training on estimating (building estimation, retaining wall estimation and culvert estimation).

The municipal Engineer Sayed Baqer, in collaboration with the RAMP UP East Public Works Advisor, updated checklists for municipal buildings, guest house, latrines (Bazer Hotel, Titanic Bazar and hospital bridge latrines), and the Peace Park.

#### Revenue Generation

Public private partnerships (PPP) are a potential source of revenue and economic development for the municipality. The Mayor and the Revenue Department in coordination with the RAMP UP East team, agreed to use PPP for one of the municipal projects. The Municipality decided on a slaughterhouse project for the PPP and wants to announce it for

bidding to the private sector. The Revenue Manager also worked on the PPP plan and announcement. The Revenue Department continued distributing business licenses and collecting the Safaye tax from households and recorded the revenue in a database.

## **CORE SKILLS TRAINING AND IMPACT**

The Public Administration Manager, assisted by RAMP UP East, developed ideas that would ensure better time management within the Administration Department. The Administration Department clerk received training on internet usage, email, and Excel.

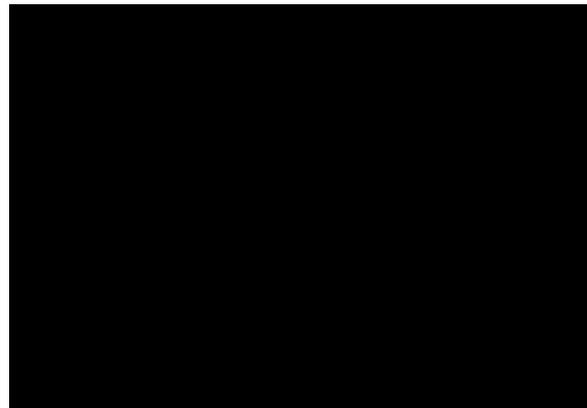
## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **Opening Ceremony**

Inauguration of the Bamyan Public Latrine Project (RU-E BAM-0005) took place on Monday August 8, with the participation of Mayor Khadim Hussain, Head of Shura-e-Ulmah, and line directorates and donors, including representatives from USAID, and civil society and national TV.

The implementation of this project will reduce the health risks and eliminate health hazards.

Due to the serious structural and hygiene problems of the current latrines, the project will benefit the citizens of Bamyan city and will directly benefit the shopkeepers, the customers and other users.



Representative of DoWA and Municipal Administration Manager of Bamyan cut the ribbon for the Public Latrine Project

## **MUNICIPAL COORDINATION COMMITTEE MEETING (MCC)**

A Bamyan MCC meeting was conducted on August 15 in the municipal meeting hall with participation of 15 representatives from different organizations like UNDP/ASGP, UN-Habitat, RAMP UP East, municipal officials and the Governor's representative. The main agenda of the meeting was the hiring of embedded advisors (two construction engineers, revenue enhancement and governance advisor) for the Municipality by UNDP/ASGP, and the asphaltting of the Dashte Esa Khan Road by UN-Habitat.



The Mayor reviewing the agenda for the Bamyan MCC

The mayor emphasized that donors who support the Municipality need to make changes in some of the supporting programs because all donors are spending their funding on capacity building only. Instead, they should use funds for small service delivery projects for the Municipality like RAMP UP East does, so that the Municipality will be able to provide more services to the citizens. Furthermore, spending money on capacity building such as conducting workshops is not as effective. It is better to spend money on academic educational short courses for the municipal staff.

The office of ASGP/UNDP is hiring revenue and governance advisors and two civil engineers for the Municipality with the agreement of the mayor. The purpose of these advisors is to support the Municipality in technical fields that are different from RAMP UP East advisors. The ASGP staff will work under the direct instruction and administration orders of the mayor rather than the ASGP office.

The road of Dashed e Esa Khan is going to be asphalted by UN-Habitat. The proposal was sent to the central office in Kabul but its approval is pending. In addition UN-Habitat will construct a conference hall for the district development assembly (DDA): the budget is approved and they will start the work soon after selecting the area.

### **RAMP UP EAST AND USAID COORDINATION**

The DFPO of USAID in Bamyan visited the RAMP UP East office on August 15 and he participated in MCC meeting.

The RAMP UP East Team leader briefed the DFPO on current service delivery improvement projects which are direct implementation, such as the sidewalk construction and solid waste collection projects. The progress on the sidewalk is about 75% complete. About 100 cubic meters of solid waste has been collected from the bazaar and around the city. The public latrine, which is one of the projects awarded as a subcontract to WCC, has started construction work and according to the work plan the project will be completed in 3 months.

## CHARIKAR AREA: CHARIKAR, PANJSHIR, MAHMUD RAQI

### CHARIKAR MUNICIPALITY

*Province: Parwan*

#### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

The Solid Waste Collection Project (RUE-CHA-0008) resumed its activities on 19 August: implementation is going according to schedule. Daily laborers have been mobilized but there has been a delay in the procurement process for leasing two additional collection vehicles. Also, during this reporting period the municipal team and RAMP UP East advisors surveyed the new landfill site. The Mayor, Deputy Mayor and head of the Greenery Department (Tanzif) visited the SWC project's sites a number of times. On 17 August, the Deputy Mayor held a meeting with residents of District 2 in order



Charikar Municipality solid waste collection street cleaning

to raise their awareness for keeping the city clean by putting trash in the designated communal drop-off points. The SWC project is expected to be fully operational in early September after the lease of two additional dump trucks. Trash collection is scheduled for six days a week, and the total number of trash drop-off sites is 170. The Head of the Greenery Department will coordinate and daily inspect the project and report progress to the Mayor.

The contract for the District 1 Streets Improvement Project (RUE-CHA-0005) was issued in mid-August along with POs to purchase materials and machinery. After the contract award, the Mayor held a meeting with District 1 (*Nahias*) representatives in order to inform them of the start of the project and ask for their understanding and collaboration. In this meeting, local representatives raised the issue of the lack of side ditches in the streets improvement project. The Mayor explained that the construction of side ditches on both sides of 8800 linear meters of streets is very costly. Therefore, the Municipality is looking for alternative solutions. The RAMP UP East supported project is expected to start soon.

The contract for the 7000m Drainage Ditch Construction and 5000m Streets Rough Grading in District 1 (Project RUE-CHA-0003) was also awarded in early August, while the POs were issued later on. The project hasn't started yet. During this reporting period, the Team Leader informed the FPO and the Mayor on the contract award and preparation for the project start-up. This project will be implemented in two phases: Phase 1 consists of the rough grading of 5000m of streets and Phase 2 consists of the construction of drainage ditches for a total length of 7000m. The project is expected to start in the second week of September, immediately after the Eid celebration.

The design of the Local Market Construction Project (RUE-CHA-0007) was finalized in August. The site chosen for the market project is located at the city center next to the municipal compound and it is owned by the Municipality. The Governor has formally approved use of this site for construction of the local market. Upon the completion of this project, the Municipality will be able to substantially increase municipal revenues through the collection of rental fees from 34 stalls.

## **MUNICIPAL CAPACITY BUILDING**

### **FUNCTIONAL TRAINING AND IMPACT**

#### **Public Finance**

The finance and accounting managers in Charikar participated in General Accounting training conducted in the municipal office by the public finance advisor. General accounting procedures (including Journals and Ledgers); and bank reconciliation procedures were included in the training.



Charikar Municipal Public Finance Advisor during training

The RAMP UP East team has also helped the Municipality during the planning process of the district road construction which is going to be funded from the municipal development budget. In a meeting with the Mayor and municipal officials from the Construction Department, the Mayor pointed out: “This year we are witnessing a big development and change in our Municipality – the RAMP UP East project has funded and is implementing two important projects of street improvements in District 1 & 2; UN-HABITAT has also funded and is implementing two other street projects and, soon will construct a new municipal building. And last but not the least, the Municipality is about to implement another road project from its own budget. All of these development interventions will highly improve our city’s features.”

#### **Local Economic Development**

During the month of August, the municipal Revenue Manager collaborated with the Economic Development Advisor in reviewing the revenue base and looking for possibilities to expand it through the collection of the vehicles license and Safayi tax registration. They discussed these ideas with the Mayor and received his approval to conduct a preliminary survey on Safayi tax registration and collection methods.

#### **Public Works**

The Public Works Adviser trained his counterpart in Charikar on the following topics:

- Developing a checklist for latrine projects, park projects and municipal premises;
- Preparing the monthly action plan and schedules for solid waste collection; and
- Operation and maintenance of the project sites.

## MUNICIPAL PUBLIC RELATIONS AND OUTREACH

### MUNICIPAL SERVICE DELIVERY PROJECTS: CLOSING AND OPENING CEREMONIES

An opening ceremony was held in Charikar on 22 August for the above-mentioned District 1 Streets Improvement Project. In this ceremony were present many governmental officials from the Municipality and Governor's Office, including the Mayor of Charikar and the Governor (Mr. Salangai). In his opening remarks, Mr. Salangai, thanked USAID and RAMP UP East for their valuable financial and technical support. At the end of ceremony, both the Mayor and Governor gave a press conference in the presence of the local media and TV representatives.



The Mayor of Charikar lays the foundation stone for a streets improvement project

## MAHMUD RAQI MUNICIPALITY

*Province: Kapisa*

### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

The Street/Parking Lot Asphalting and Drainage Ditch Construction Project (RUE-MIR-0004) resumed at the beginning of August. 85% of PCC under stone masonry and 30% of stone masonry ditch construction work was completed during this reporting period.

The Public Latrines Project at Markaz Sharah Park (RUE-MIR-0008) also resumed in early August. All of the stone masonry foundations and surrounding wall have been completed during the reporting period.

For the Municipal Administration Building Construction Project (RUE-MIR-0011) preparations were finalized by mid-August and presented to IDLG/GDMA for comments.

In addition, other subprojects concept notes have been completed in cooperation with the Municipality such as:

- RUE-MIR-0012: 140 meters drainage ditch and sidewalks construction of Rigrawan street;
- RUE-MIR-0013: Upgrading of Children's playground at Roshan Park;
- RUE-MIR-0017: Solid Waste Collection Project.



The Mayor of Mahmud Raqi and RAMP UP East Team visiting the Parking Lot Project site.



The Mayor of Mahmud Raqi and the Site Engineer are monitoring the Public Latrines Project

The municipal Engineering Department and the RAMP UP East engineering team are working together on the subproject designs, technical specifications and cost estimates.

## MUNICIPAL CAPACITY BUILDING

### FUNCTIONAL TRAINING AND IMPACT

#### Public Finance

The Finance and Accounting Manager participated in on-the-job training for general accounting techniques, budgeting processing, and payroll accounting, as well as bank reconciliation and income statements.

## Local Economic Development

The Revenue Department, assisted by the Economic Development Advisor, established a “Revenue Enhancement Committee” which developed an overall plan for revenue collection and computerized the collected revenues for the first quarter of 1390. In addition, the Revenue Department renewed the municipal properties/contracts that have been rented out to different tenants, for example Sayed Bazaar’s shopkeepers and private companies (municipal hotel).

## Public Works

The Sanitation and Greenery Manager participated in training in the following areas:

- GIS (practical training on how to take GPS coordinates at the new projects sites like Children Park and Latrines sub-projects);
- Solid Waste Collection (preparation of collection schedules, tasking and staffing, and mapping of the communal collection points).



Municipal Greening and Sanitation Manager received on-the-job training on mapping and GIS integration used in public works management

## MUNICIPAL PUBLIC RELATIONS AND OUTREACH

### MUNICIPAL NEWS LETTER

The 2<sup>nd</sup> of edition of municipal newsletter was published and distributed to citizens and different governmental departments.

### INTERGOVERNMENTAL RELATIONS AND STAKEHOLDER / DONORS COORDINATION

On 27 August, the acting Team Leader attended the PDC meeting, which was chaired by the Deputy Governor of Kapisa.

On 9 August, the USAID FPO met with the Mayor of Mahmood Raqi. The Mayor briefed him on RAMP UP East ongoing and planned project activities, with special attention to the design and implementation of the solid waste collection project, which is considered as a top priority for the Municipality.



Provincial Development Committee Meeting (PDC) in Mahmud Raqi

## BAZARAK MUNICIPALITY

*Province: Panjshir*

### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

The Solid Waste Collection Project (RUE-PJS-0006) resumed on August 16. During this reporting period, trash was collected 5 times from 31 designated communal drops off points located in Anaba, Ruhka and Bazarak districts. At the moment, RAMP UP East still subsidizes the project costs – such as wages of 11 laborers and 50 liters of fuel for two dump trucks. Two collection crews work 13 days a month.



In Panjshir, daily laborers collecting solid waste

Construction of 1076 linear meters of drainage ditch and 2000 meters of sidewalks along four sub-roads at the Provincial Government premises area (RUE-PJS-0003). This project started on 25 May and is still ongoing: 43% of the project has been completed to date. In August the total number of labor employed by the project was 245 person days.



Panjshir: concrete pouring on culvert project

Mr. Nasrudin, a local resident of Bazarak district said: “This road project is very important for our province. It will improve the city access and increase the trust between local residents of Bazarak and government officials, who shows their willingness to do something good for their constituencies”.

Projects currently under development:

- Women Islamic Center’s Park (RUE-PJS-0007): this project’s design concept is completed, based on the scope of work developed by technical team in collaboration with the Women’s Islamic Center Director and the Mayor.
- Construction of Municipal Billboards in 13 locations (RUE-PJS-0011): basic design completed in August. In close consultation with local community representatives and businessmen, the Mayor has chosen 13 sites for the construction of billboards. These billboards will be used for private sector advertizing by four telecom companies and for public messages from the Municipality. The billboards will also generate a sustainable stream of revenue for the Municipality.
- Community Drinking Water Project (RUE-PJS-0008): the Mayor has organized a meeting with representatives from four districts and government officials to narrow down the scope of work for this particular project.

## **MUNICIPAL CAPACITY BUILDING**

### **FUNCTIONAL TRAINING AND IMPACT**

#### **Public Finance**

The municipal Finance and Accounting Managers participated in an accounting training that was provided by the RAMP UP East Public Finance Advisor.

#### **Economic Development and Revenue Enhancement**

The municipal revenue team conducted business registration activities as well as municipal assets registration. These activities began following completion of the business registration and licensing training in Kabul in early August. Regarding the business registration, the Mayor of Panjshir has expressed his concern about the total number of businesses in the Municipality, which should be higher than the currently registered number because the municipal boundaries have been extended to four districts. However, this has not yet been formalized by the Central Government. Therefore, the Panjshir Mayor has created a task force with representatives from the Provincial Government line departments (e.g. MRRD, Central Statistics Office, Provincial Court, etc) to follow up on this issue.

The Finance and Accounting Manager and Mr. Sayed Abdul Halim, municipal Internal Controller, participated in training in the area of municipal revenues forecasting.

The municipal Public Administration staff was trained in the following areas:

- The use of MS Publisher software for the preparation of municipal newsletters;
- Municipal filing system;
- Organizing meetings of the Deputy Mayor with municipal administration staff (agenda, minutes taking, etc.)
- Paying of daily laborers engaged on RAMP UP East supported projects.

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

On 14 August, the Mayor chaired the monthly Citizen's Forum, which was to inform the citizens on the preparation of the formulation of RAMP UP East supported service delivery projects identified in the MIAP. The main focus of this meeting was defining the location and scope of work for local community drinking water projects, which are a priority for Panjshir citizens. The meeting was attended by Mr. Abdul Ghafour Karzad, FPO/USAID representative, Wakil Guzars representatives and other stakeholders.

The Mayor explained that RAMP UP East may be able to provide technical and financial support for the construction of small water supply schemes, which will also be supported by local communities (laborers, construction materials like gravel, etc.). He mentioned that this kind of project has been financed and implemented by the PRT and local communities/beneficiaries residing in Koh-e-Manjahoor, Prakh and some other locations.

██████████ stated: "We have formally asked MRRD to provide drinking water for all Panjshir residents since it is their responsibility to do so, but nothing has happened so far. In addition, the existing piped system that has been installed by NSP 6 years ago has been damaged in many places by now because of the lack of O&M."

The Mayor stated: “MRRD and UN-Habitat have enabled the construction of many drinking water schemes in the villages, but they both do not provide financial support for the O&M of this system and distribution network (pipelines). Therefore, our Municipality is planning to construct the drinking water pipelines and supply system, and pay special attention to the cost recovery (collection of the water fees from each household) which will enable us to operate and maintain the water projects.”

Mr. Kaskey, PDST Commander, assured the audience that the PRT will continue to financially support requests from Panjshir villages for the construction of small scale drinking water projects with local community participation.

## JALALABAD AREA: JALALABAD, MEHTARLAM, ASADABAD

### JALALABAD MUNICIPALITY

*Province: Nangarhar*

#### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

In Jalalabad Municipality, 3 projects are currently in progress: (1) two culverts project (2) 50 culverts project and (3) auto parking lot project.

These projects not only generate employment opportunities for the local citizens but also serve to generate additional tax revenues that will enable the Municipality to maintain these areas in the future.

All of these projects involve the pouring of concrete. The municipality wanted to continue construction during the month of Ramadan, but considered that laborers should not be doing such hard physical work during fasting hours. The Municipality chose to pour concrete during the night time hours after fasting had ended. This enabled the project to continue making progress even during the Ramadan.



Stone Masonry work continues on parking lot project

By end of August, the Municipality had completed over 5% of the auto mobile parking lot, half of the 50 culverts project and more than 60% of the 2 culverts project. All together these projects employed over 12,000 labor days and laborers received over \$35,000 in daily wages.

The table below provides project level status to date.

Municipality of Jalalabad: status of service delivery projects			
Project Name	Percent Complete	Labor Days	Total Wages (US\$)
2 Culverts Project	> 60%	1,484	\$11,754
50 Culverts Project	> 50%	2,723	\$22,056
Auto Park Project	> 5%	8,034	\$3,360

#### MUNICIPAL CAPACITY BUILDING

##### FUNCTIONAL TRAINING AND IMPACT

###### Public Finance

The Municipal Finance Officer, [REDACTED], and Internal Control Officer, [REDACTED], with the assistance of the RAMP UP East Public Finance Advisor, prepared an electronic cash book in Excel, including the formulation of numerical functions. Additionally, the officers prepared both manual and automated ledger entries into the cash book including proper classification of revenue and expenses.

## **Public Works**

The Public Works Department completed maintenance survey checklists for the public parks, municipal building, and public toilets. They also completed the building maintenance survey checklist for buildings owned by the municipality, municipal buildings in other zones, and the municipal guest house.

## **Planning and Economic Development**

Municipal staff from the Revenue Department participated in the Business Registration System Training to prepare them to conduct the business registration survey in Jalalabad. The survey is expected to start in early September.

The Revenue Department completed an analysis to estimate the revenue which will be generated from three planned projects. The data was required to develop concept notes for these scheduled projects:

- Asphalt Road from Angoor Baqh Chowk to Majboor Abad (Road Construction Project);
- Asphalt Road from Kabul Bus Stand to Naghrak Bridge (Construction of Asphalt Road from Kabul Bus to Naghrak Bridge);
- Drainage Ditch and Asphalt Road Construction at Women's Affairs Directorate (Construction of Drainage Ditch and Road Construction Project).

## **CORE SKILLS TRAINING AND IMPACT**

At the Mayor's request, the Public Administration Manager working in collaboration with RAMP UP East, compiled the minutes for the meetings attended by the Mayor with donors, stakeholders and relevant governmental directorates. The focus of the meeting was the achievements towards revenue enhancement within the Municipality, highlighting projects that have been implemented during the last 5 years in the city of Jalalabad.

The municipal Administration Department completed the municipal organization chart for Jalalabad with the technical support of the RAMP UP East Public Administration Advisor. The organization chart has been submitted to IDLG for review.

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

Deputy Mayor Eng. Hakeemdin convened a citizen forum on August 8. The main topic of the meeting was using Afghan currency instead of Pakistani rupees in the city. Recommendations on how to control the inflation rate during the holy month of Ramadan, and security problems and solutions were also discussed.

The participants included the Deputy Mayor, Head of Police, the Chief of Community Council (Wakil-i-Guzar), Youth Department Head, the Women's Affairs Director, the Municipal Sanitation Manager and citizen's representatives in addition to RAMP UP East.

General Sardar Mohammad Sultany, the Provincial Police Chief said: “As citizens, we can participate in cleaning the city. Cleanness, lightening, and paved roads are part of security. But the support and contribution of citizens in taking part in making the city clean is the most important part of stability and security in the city.”

██████████, Chief of the Provincial Youth Department reported: “We have male and female city councils of youth in Jalalabad. Over 65% of the population consists of youth and they are ready to keep the city clean, provide civic education to use Afghani currency in Jalalabad and to control inflation rates.”

██████████, Women’s Affairs Director, said: “I and my team are advising and advocating with females during our meetings, seminars and workshops to keep the city and its environment clean. Every woman when leaving her house must carry a plastic bag with her to put the garbage in and dump it in the trash bins installed in the city.”



Deputy Mayor addressing citizens

## MUNICIPAL NEWSLETTER

During the reporting period, the Jalalabad quarterly magazine was printed and distributed at the Governor’s House, Governmental Directorates, business community and associations and the citizens of Jalalabad. The Municipality has allocated a budget for the magazine to be printed on a quarterly basis. The magazine’s content includes environmental justice issues, city rehabilitation and improvement needs, minutes of municipal and citizen forums, and other sections to inform and educate the population.



Quarterly JALALABAD magazine

## INTERGOVERNMENTAL RELATIONS

A Provincial Development Council Meeting (PDC) was held on 10 August at the Karzai Meeting Hall in Nangarhar Palace, Jalalabad city.

The Deputy Governor, Deputy Mayor, line ministries directors, Deputy Provincial Council, the PRT Chief, USAID FPO and DFPO, and donor representatives participated in the meetings.

The Deputy Mayor discussed municipal affairs and ongoing projects of RAMP UP East in Jalalabad city. He said: “RAMP UP East has brought about positive changes and improvements in Jalalabad Municipality. They have increased our capacity, enhanced revenues and upgraded the skills of our staff to construct projects.”

## **STAKEHOLDER AND DONOR COORDINATION**

On 9 August a meeting was held between Jalalabad Mayor Mr. Lal Agha Kakar and RAMP UP East staff. The meeting focused on progress updates on approved and ongoing USAID-supported projects and information on revenue generation and maintenance of service delivery projects. RAMP UP East presented updates on ongoing and upcoming projects.

The Mayor asked the Head of the Engineering Department to schedule a meeting with RAMP UP East engineers to discuss the projects. Municipal and RAMP UP East engineers agreed to meet on August 10.

## ASADABAD MUNICIPALITY

Province: Kunar

### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Asadabad 300m Dam Kelay Protection Wall Construction Project (RUE-ASD-0005). This project was selected by citizens, village councils, provincial council representative and the Kunar Governor during the citizen forum meeting and it has been considered a high priority by the Asadabad Mayor.

RAMP Up East assisted with the construction of a 300m linear protection wall alongside the

Dam Kelay stream between the two parts of the village. This will protect the villagers and about 1200 households from the threat of flooding.

RAMP UP East started the protection wall project on 1 May and it was successfully completed on 25 August. The project provided employment opportunities for 1,253 local laborers, who received a total of USD 9,522 in wages.

Table -1, Tasks, Milestones, Outcomes		Completion dates	
Tasks	Comment	Plan	Actual
Mobilization	100%	100%	100%
Site Preparation	100%	1500m <sup>2</sup>	1500m <sup>2</sup>
Excavation of Foundation	145 %	1658m <sup>3</sup>	2400m <sup>3</sup>
Stone Masonry	100%	1913m <sup>3</sup>	1913m <sup>3</sup>
PCC	100%	100m <sup>3</sup>	100 m <sup>3</sup>
Back Filling of Protection wall	100%	1425m <sup>3</sup>	1425m <sup>3</sup>
Pointing of stone masonry wall	115%	1260m <sup>2</sup>	1450m <sup>2</sup>
Total % of Project	100%		

Table-2, 300m Dam Kelay Protection Wall Project				
Activities/Performance indicators	Performance Target	Results Accomplished		
		Previous	Current Month	Cumulative to date
Workers Employed	89	38	48	86
Total Labor Days	8281	989	1244	2233
Total Wages, US \$	60893	7560	9654	17214

Dam Keley residents Haji PachWazir and Abdul Qahar Safi shared: “Before the construction of the 300m protection wall, on cloudy days we were very worried about the threat of floods and rain water. They were directly entering and destroying our houses and damaging surrounding walls. Now our homes are save from the threat of floods and it will not occur anymore.’

The USAID-Asadabad On Site Monitor inspected the Dam Kelay protection wall project on 1 August. He admired the quality of construction and showed gratitude to the Mayor for monitoring and providing guidance regularly to the laborers during the project period.



The On Site Monitor during a visit to the RAMP UP East supported 300m Dam Kelay Protection Wall Project

Asadabad 2km Kerala Gravel Road, Culverts Installation and Protection Wall Project (RUE-ASD-0004): this project started on 25 July and is expected to be completed by the end of January, 2012. The project will connect two segments of Kerala village. The road will be used as an alternative road to Pich Valley district and the transport office of Nuristan province. The project construction activities are about 16% complete.

**MUNICIPAL CAPACITY BUILDING**  
**FUNCTIONAL TRAINING AND IMPACT**

**Public Works**

The Asadabad Municipality Engineers were mentored to prepare the survey checklists for Asadabad municipal buildings, public latrines and public parks.

The Tanzif section of Asadabad Municipality was trained to perform the daily works of solid waste collection according to the prepared work plan on a weekly basis.

**MUNICIPAL PUBLIC RELATIONS AND OUTREACH**  
**MUNICIPAL NEWSLETTERS**

The fourth edition of the Assadabad monthly newsletter (*RAGHAWANA*) was published on 22 August. The newsletter included the following topics: editorial from the Mayor; educational and informative topics about Assadabad; minutes of the monthly citizen forum; a health-related topic about motherhood; a report on public outreach and relations training conducted for municipal officials by RAMP UP East.

The municipal Administration Department distributed the newsletter to citizens, government directorates, business community, shopkeepers, youth members and school students.



Assadabad Municipal Newsletter

## MEHTERLAM MUNICIPALITY

Province: Laghman

### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

There are two ongoing projects in Mehtherlam: 7.75 km roadside ditch at Shahr-e-Naw residential area of the city, and 4 km sidewalk and roadside ditch in the commercial area of the city. These projects will not only provide key small-scale productive infrastructure to citizens but are also generating employment opportunities for local skilled and unskilled laborers living in Mehtherlam.

At the end of August, 2011 the Municipality through RAMP UP East project completed 60 percent of construction work of 7.75km roadside ditches. The project provided employment opportunities equivalent to 6,478 person days and the beneficiaries received a total of US\$38,868 in compensation.



Completed section of the Sidewalk Construction Project in Metherlam

## MUNICIPAL CAPACITY BUILDING

### FUNCTIONAL TRAINING AND IMPACT

#### Public Finance

The municipal Finance Department compiled and prepared the 5 years historical financial data of the Municipality based on head codes and sub codes (Code 21, 22 and 25) of the budget and the actual revenue and expenditure figures based on trend analysis along with the approved budget for 2011 fiscal year with the assistance of the RAMP UP East embedded advisor.

In addition, a General Accounting Survey of the Metherlam Finance Department has been conducted on 10 August. The survey comprised of an internal assessment of the municipal Finance and Revenue Department. The survey was aimed to find the weaknesses and gaps of the departments and to better integrate them into the system. This will assist the departments to improve their accounting systems.

In order to enable the municipal Finance and Revenue Department staff to understand modern bookkeeping systems and to design their monthly, quarterly and

Activities/Performance indicators	Performance Target	Results Accomplished		
		Previous	Current Month	Cumulative to date
Length of roadside ditch	7.75km	2.7	1.7	4.4
Workers Employed	87	191	48	239
Total Labour Days	7,949	4,930	1,548	6,478
Total Wages, US \$	64,286.20	29,580	9,288	38,868

annual report system based on the Dual Concept (Debit & Credit Rules), a one week training program starting on 17 August was conducted by the Public Finance embedded advisor. A training participant stated that: “This training program has been very useful. It will help the Finance and Revenue Departments to bring positive changes to their financial system and we hope that similar training will be conducted in future as well.”

### **Public Works**

Public Works Advisor met the Mayor and the Municipality Tanzif Workers (solid waste management team) to discuss the implementation of the work plan for solid waste collection in Shahr-e-Naw. He briefed the participants on the importance of solid waste collection in the Shahr-e-Naw area. During the site visit a large amount of garbage was seen at different sites and citizens were forced to breathe in the bad smell. It was recommended that the solid waste management team with the assistance of Nahia Manager should clean up the area.



The Mayor was briefed on the importance of developing a checklist for municipal properties

During the reporting period the municipal engineers prepared the maintenance checklists for Mehtherlam. The basic purpose of developing the maintenance checklist for municipal properties is to regularly take care of properties to prevent them from destruction and erosion and to help municipal officials to forecast and allocate budget for the maintenance and rehabilitation. The Mayor instructed his staff: “The maintenance checklist will pave the way to properly manage the assets and will help the Municipality to respond to the needs and maintenance of the municipal properties regularly and timely.”

### **Economic Development**

The municipal Revenue Department Head and Nahia 1 Manager were mentored to develop basic computerized system to collect Safayi taxes from the citizens.

A schedule to collect Safayi taxes was prepared by the municipal Revenue Department. According to the Department Manager “The proper planning and basic scheduling is the first step required to collect Safayi fees from the citizens and will assist the Municipality to prepare and allocate specific budget which will be generated from the Safai tax revenue during the upcoming fiscal years.”

### **CORE SKILLS TRAINING AND IMPACT**

The municipal Administration Department staff received training on office management, concept note and report writing techniques, and drafting of official memos.

The staff also received information technology (IT) training on 10 August.



Municipal employees of Metherlam participating in accounting training

## MUNICIPAL PUBLIC RELATIONS AND OUTREACH

### MUNICIPAL MEDIA EVENTS

The Mayor of Metherlam participated in radio talk on 10 August. The objective of the talk show was to brief citizens on the registration process for land and building plot distribution in Sultan Ghazi Baba town.

He was asked several questions related to the registration process, like the selection criteria to allocate the plots, the costs, and land distribution procedures.

In connection with these questions the Mayor replied that the land belongs to the government. It was given to the Municipality and has become municipal property.

On August 23, RTA Laghman held an interview discussion with the Engineering Department Head on municipal achievements and challenges. Topics discussed were: updates on the progress of the Roadside Ditch Project in Shahr-e-Naw Town, project selection process and project sustainability and maintenance management.

In reference to projects selection he told citizens the Municipality conducts monthly citizen forums which are comprised of citizens, community elders, shopkeepers, youth representative, women and other representatives of the government and the community.

With regards to project sustainability and maintenance he added that the Municipality has allocated additional budget for the maintenance of completed infrastructure projects for the 2011 fiscal year. The citizens agreed to pay Afs 20 per household to make the projects sustainable and to maintain them over the long term.



*The Mehterlam Municipal Engineer gave an interview on RAMP UP East supported projects*

## **GARDEZ AREA OVERVIEW: PUBLI ALAM, SHARANA, GARDEZ GARDEZ MUNICIPALITY**

*Province: Paktia*

### **MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

The suspended Sidewalk Reconstruction Project restarted on 2 August but due to the observance of Ramadan the project faced several delays, including a lack of laborers and technical problems with the concrete mixer.

Concrete pouring, leveling, steel, fence and mosaic tiles installation was 70% completed. The remainder will be completed by the end of September.



Gardez Sidewalk Project

The procurement process for the Solid Waste Collection Project is underway. An initial Purchase Order for a small truck was signed with a vendor, but the dump trunk did not meet the required specifications. Once a new truck is selected, the project will begin.

### **MUNICIPAL CAPACITY BUILDING**

#### **FUNCTIONAL TRAINING AND IMPACT**

##### **Public Work**

During August 2011, the municipal Maintenance Department worked closely with the RAMP UP East team to develop maintenance checklists for servicing the municipal assets such as parks, public latrines, hotels and markets.

The municipal team also received training on the use of a solid waste weekly scheduling map.



RAMP UP East staff briefed the Head of Sanitation on solid waste management

##### **Public Administration**

In core-based skills training, the municipal Human Resources Officer has continued to develop his PowerPoint skills. Now he is putting his skills to use in the development of an Orientation to Gardez Municipality. The Mayor plans to use the newly developed slideshow when presenting in the Provincial Development Committees and other official meetings.

The Mayor met with RAMP UP East to discuss recruitment and retention of municipal staff: 18 out of 30 (almost 60% percent) of public administration managers have resigned. RAMP UP East facilitated a meeting between the mayor and the IARCSC Paktia Department (Independent Administration Reform and Civil Service Commission) to share the issues and seek the support of IARCSC.

## Revenue Generation

The Gardez Mayor requested support from RAMP UP East for the municipal Licensing Officer in issuing new business licenses.

For the first time, the Municipality distributed business licenses to moneychangers in the city. In the past, the moneychangers would have never agreed to participate in the licensing process.



Despite the reduced work hours during the Holy Month of Ramadan, the Revenue Manager still participated in core skills computer training on the use of Excel for daily tasks. The municipal Licensing Officer with his RAMP UP East counterpart issuing a business license to a money changer

## MUNICIPAL PUBLIC RELATIONS AND OUTREACH

### CITIZEN ENGAGEMENT/PUBLIC OUTREACH

On 3 August, with technical assistance from RAMP UP East, the Municipality conducted a citizens forum with local community elders, representatives of butchers, greengrocers, shopkeepers, fresh and dry food providers, hairdressers and representatives of the elected provincial council, public health, commerce and the Agriculture Department. The main



Citizen forum in the Municipality of Gardez

focus of the forum was the control of living costs which had increased unexpectedly during Ramadan and giving advice to shopkeepers on providing healthy meals to the citizens. During the discussion, participants were able to find a solution to control prices without affecting market economy policy. They agreed to survey the market: the provider who offers the best quality at the lowest costs will be rewarded with one month free advertisement of his business on the National Radio & Television. The Director of Paktia Provincial Hospital and Public Health Department advised shopkeepers on how to provide healthy, clean & halal food to the citizens by following the health measures and informed them that a team is monitoring the market and will enforce the government regulations.

### Newsletter

The Gardez Municipality produced the 3rd version of the municipal newsletter; it was distributed to government departments, businesses and citizens. The Mayor also sent copies to the neighboring governors and mayors. The municipality is collecting information for the next edition of the newsletter. Local businesses were invited to advertise and give their opinion about the Municipality.



Citizens of Gardez reading the Sharwali Ghag Newsletter published by the Municipality with technical assistance from RAMP UP East

## **KHOST MUNICIPALITY**

*Province: Khost*

### **MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

In the Municipality of Khost the Drainage Ditch and Culvert Rehabilitation Project is still on hold: this project was suspended on 4 May.

### **MUNICIPAL CAPACITY BUILDING**

#### **FUNCTIONAL TRAINING AND IMPACT**

##### **Public Finance**

The Khost Municipal Accounting Department Staff and Revenue Officer participated in training conducted by the Public Finance Advisor. The training included examples and group exercises for using double entry bookkeeping and properly reconciling bank statements.

##### **Public Works**

Managers of the Greenery and Sanitation Departments participated in training focused on how to keep the city clean. They also worked on maintenance checklists for municipal buildings, parks and public toilets.

##### **Revenue Generation**

The municipal Business License Officer participated in a 5 day training course on the topic of business license surveying and recording of businesses using the business registration system developed by RAMP UP East. Following the training, the officer, along with his RAMP UP East counterpart, worked on issuing identification numbers to shops. During the month of August nearly 7500 numbers were distributed to local shops and businesses.



Revenue and Finance Officers in Khost participated in a public accounting training course

### **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

#### **MUNICIPAL NEWSLETTERS**

The second issue of the municipal newsletter was published on 11 August. The newsletter included articles on the Holy Month of Ramadan, the benefits of the Business License registration system, and the June citizen forum. The newsletter has been distributed throughout the entire city, including to governmental organizations.

## **INTERGOVERNMENTAL RELATIONS**

The Acting Mayor of Khost was supported by the RAMP UP East team during the Provincial Development Committee (PDC) meeting at the Governor's Office. The meeting participants included government directors and NGOs based in Khost. The main topics of this meeting were project coordination and implementation. A number of projects were presented and passed by all the participants, including a school building project proposed by the PRT for the Khost Education Directorate.

## PULI ALAM MUNICIPALITY

Province: Logar

### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Construction of the Parking Lot-1 Project was restarted on 14 August. During the month, 225 laborers were involved in both demolition and reconstruction activities.

Municipal Engineers visited the project several times during the month to monitor the activities. The site engineer interviewed Hazrat Gul, a citizen of Puli Alam, regarding the impact of the project. Mr. Gul said: “This is an important project for the people of Puli Alam. I have been working as a medicine seller here; all the drivers were parking their cars in front of our shop which would cause disarray and traffic jams in the city. With the construction of this project we have observed fundamental changes in the look of the city and we can see that the problem is being solved gradually.”



A construction crew working on the roof of the guard room in Parking Lot-1 Project

The Parking Lot-2 Project restarted on 23 August. During the month, labors worked a total of 60 person days. As the project is in start-up phase, the major activities this month included delivery of materials, hiring of labors, and installation of shuttering.



Solid Waste Collection staff is busy in sweeping the roads of the city.

The solid waste collection project restarted on 10 August. The implementation of this project helps to create a cleaner and greener environment and is expected to increase Safayi tax recovery. In August, over 170 m<sup>3</sup> of trash were transferred from the city collection areas to the landfill. This project currently employs 14 labors and 2 foremen.

## MUNICIPAL CAPACITY BUILDING

### FUNCTIONAL TRAINING AND IMPACT

#### Public Finance

Eight members of the municipal Revenue and Accounting Departments participated in general accounting training conducted by the Public Finance Advisor. The training presented examples of how double entry booking could be structured in the Afghan municipalities. Participants worked in teams to complete exercises. When asked to comment on the value of the training, one municipal staff member said: “These are the crucial topics of accounting to be learned and, most importantly, we are strongly suggesting an extension in the duration of the training.”

## Public Works

The head of the Engineering Department participated in training on the topic of operation and maintenance planning. The training will prepare the Engineering Department to create maintenance checklists for a variety of municipal areas such as parks, markets, and public latrines. The Public Works staff also participated in training focused on cost estimation. As a result of this training, the Public Works staff will be able to more accurately estimate the value of property in order to determine accurate Safayi fees.



Municipal staff received general accounting training from the RAMP UP East Public Finance Advisor

## Revenue Generation

The municipal Revenue Manager along with the Economic Development Advisor reviewed examples of Public Private Partnerships from Jalalabad and considered how to create similar PPPs in Puli Alam. Additionally, the Revenue Manager completed training in the calculation of Safayi fees.

## CORE SKILLS TRAINING AND IMPACT

Members of the Accounting, Finance, Public Administration and Public Works Departments participated in training on general management and computer skills.

## MUNICIPAL PUBLIC RELATIONS AND OUTREACH

### CITIZEN ENGAGEMENT AND PARTICIPATION

The 8th monthly Citizen Forum was held in Puli Alam on 15 August in the municipal meeting hall with more than 20 citizens participating. Important discussion points included relocating the fruit and vegetable handcarts sellers from Car Parking Lot-1 to another area in the short term, solid waste collection, and price controls in Puli-Alam.

The Deputy Mayor opened the public forum and said: “We regret that we couldn’t conduct the citizen forum last month due to the fact that municipal building was under renovation; however I appreciate your presence in this crucial meeting being held in Puli Alam Municipality”



A representative addressing the problems of relocating the handcarts sellers in the citizen form

Hajji Muhammad Saber, representative of handcarts sellers and disabled said: “There are a number of handcart sellers who don’t recognize the license and permits requirement and thus their carts were seized causing a huge problem and disarray in the city.” He called on municipal officials to conduct routine visits to the city and find a solution for the problem within the realm of the municipal law. “I am

ready to support the Municipality in terms of license distribution and making the handcart sellers agree with the process, while municipal officials should prepare an organized plan for measuring activities and coordinate it with citizens in the forum.”

The Deputy Mayor responded: “We need your assistance in implementation of the master plan. Whatever we do in terms of project implementation, it is done for the benefit of the people of Logar province in particular the residents of Puli Alam city and we know it is our responsibility to provide you with facilities but your assistance is highly appreciated in this regard.”

## **MUNICIPAL NEWSLETTER**

The municipal newsletter was published in 1100 copies. This month was the 5<sup>th</sup> issue and it covered the following topics: What the Law Says For Us, The Graduation of 300 Youths of Puli Alam, A Water Tanker Purchase, Status of Islamic Businessmen, and the 8<sup>th</sup> Citizen Forum.

## SHARANA MUNICIPALITY

*Province: Paktika*

### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

There are three ongoing projects in Sharana: two public latrines and a solid waste collection project. The public latrines project includes construction of 10 toilet rooms, five for men and five for women, accessible by separate doorways.



Almost completed plaster on the outside walls of the Public Latrine Construction Project in Sharana

Two of the ten stalls will be handicapped equipped, and the latrine will have a facility for handicap access.

Work on the first public latrine included plastering, installing doors and windows, and shuttering for the septic well. Installation of the submersible is completed and 90% of the materials have been received. During this month, a labor force of 15 worked a total of 136 person days on the project.

Work on the second public latrine included plastering and reinforcing the septic walls. During the month of August a labor force of 9 worked a total of 95 person days.

By providing facilities to the community, the municipal government is seeking to increase trust in local government and a greater level of security in the region.

Through improved solid waste collection, the Municipality hopes to change the behavior of the people and keep the environment clean. Such projects enhance the public trust in municipal governance and the citizen's willingness to pay taxes timely, thus increasing municipal revenue.

The solid waste collection project began on 2 August. This project uses a phased approach in which RAMP UP East initially provides 100% of the budget for the project and gradually reduces funding while the Municipality becomes self sufficient. During August, 11 people worked a total of 198 person days and collected a total of 90 m<sup>3</sup> of solid waste from trash bins. The waste was transferred to the landfill constructed by the Asia Foundation.



Truck emptying load of waste in a land fill.

The Sharana municipality engineer (Mohammad Asif Saifi) conducted regular site visits to this project.

## **MUNICIPAL CAPACITY BUILDING**

### **FUNCTIONAL TRAINING AND IMPACT**

#### **Public Works**

The Public Works Department, with the assistance of RAMP UP East, completed the maintenance checklist for the Sharana central park, the public latrines and the municipal administration building. The department also computerized the new Sharana detailed maintenance plan which is nearly 70% complete and the old Sharana city detailed plan is now 100% complete.

#### **Revenue Generation**

The Revenue Manager participated in on-the-job training conducted by the Economic Development Advisor for the recording of bank receipts (Taraffa) in the municipal Revenue Department. This included training on the bank receipt book recording and producing and distributing of new town Taraffa.

### **RAMP UP EAST – USAID COORDINATION**

On 7 August the USAID On Site Monitor met with the RAMP UP East staff to discuss the projects that were selected for the second year MIP. The OSM was also given an update on the Solid Waste Collection project which began this month.

### **SECURITY CHALLENGES**

Puli Alam. Due to the increasing security threats, the municipal officials were rarely working in the municipal office, which prevented timely participation in classroom and on-the-job training.

Gardez. During August, many security incidents happened in Paktia province, including suicide attacks on the PRT and the killing of the Attorney General for Ahmad Aba district. This situation prompted the RAMP UP East Gardez staff to move from the area guesthouse to the municipal compound, temporarily spending the night at their offices.