



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

**MONTHLY REPORT: AUGUST 2013**



*Bi Bi Khadija girl's school cleaning grounds in Pul-e-Alam*

**15 September 2013**



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

**MONTHLY REPORT: AUGUST 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 fee</i>	City cleaning service charge and property fee
<i>Sharwali</i>	Municipality
<i>Moqarara</i>	Regulation



## MONTHLY REPORT: AUGUST 2013

### EXECUTIVE SUMMARY

#### CAPACITY BUILDING

##### STANDARD OPERATING PROCEDURES (SOP) DEVELOPMENT

The process, procedures, and templates for the Preparation of Annual Financial Statements were the subject of a recently concluded training. As part of the training, financial statements were prepared for three more municipalities apart from the one for Pul-e-Alam which was prepared previously in a pilot exercise.

RAMP UP East has continued to liaise with GDMA to arrange a session for the presentation of its Budget Execution and Monitoring SOP, which, apart from Preparation of Annual Financial Statements, also includes the two other modules of Monthly Budget Monitoring with Variance Analysis and Asset Listing/Inventory and Valuation.

##### CAPACITY BUILDING METHODOLOGY

###### Training Content, Structure and Library

The training on the Preparation of Annual Financial Statements was conducted on August 26-29 with 13 RAMP UP East Public Finance Advisors participating.

A two-day refresher course on the conduct of the annual External Opinion Survey was held on August 26-27 for 13 selected RAMP UP East embedded advisors and four contractual surveyors from Parun who were selected and endorsed by the mayor.

###### Monthly Training/ Workshop Report August 2013

#	Title	Venue	Date conducted	Participants	No of Participants				Mun. Participants Breakdown	
					RAMP UP East	Mun	Others	Total	Female	Male
1	Refresher Course on External Opinion Survey	Kabul	26-27 August	Selected RAMP UP East embedded advisors and contractual surveyors	13	-	4	17	-	-
2	Preparation of Annual Financial Statements	Kabul	26-29 August	RAMP UP East Public Finance Advisors	13	-	-	13	-	-
<b>Total</b>					<b>26</b>	<b>-</b>	<b>4</b>	<b>30</b>	<b>-</b>	<b>-</b>

##### Mentoring of District Municipalities

With the extension of the period of performance of this activity until January 31, 2014, a follow-up program and budget are now being prepared focusing on assisting district municipalities prepare their 1393 annual budget proposals on time and at the level of quality and accuracy expected by GDMA and other approving entities. It was also agreed to invite other district municipalities which are willing to participate without the financial support previously extended to the originally targeted ten district municipalities.

The in-kind support packages for all the original ten district municipalities have been prepared by the supplier. The delivery of the packages for five district municipalities (Jaghori, Moqur, and Qarabagh in Ghazni and Jalrize and Sayedabad in Maidan Shar) is scheduled to be completed early next month. The delivery of the packages to the other five district municipalities will follow immediately thereafter.

Pending the formulation and approval of the follow-up, the mentoring program is temporarily suspended, except in provincial municipalities which are yet to complete the implementation of the original program.

## **ENGINEERING CAPACITY BUILDING**

Several projects funded by municipal budgets, and implemented with technical assistance from RAMP UP East embedded advisors, were substantially completed during the month, as follows:

- Asadabad suspension bridge
- Pul-e-Alam public latrine
- Charikar piped irrigation system for park greenery
- Gardez canteen and sidewalk, which are parts of a park construction project

The above projects stand as concrete evidence of the successful capacity building of municipal governments in engineering and engineering-related functions and activities. More importantly, they serve as clear indications of the competence and confidence of municipal governments to undertake development projects in response to the needs of their constituents.

Engineering technical assistance in the implementation of similar projects will continue. In addition, municipalities will also be assisted in fulfilling their obligations in the implementation of new projects under the Municipal Incentive Fund (MIF).



*The Pul-e-Alam public latrine project substantially completed with technical assistance from RAMP PU East.*

## **PUBLIC FINANCE**

The Public Finance activities in August concentrated on three major areas:

- a) Annual Financial Statement production for RAMPUP East municipalities, including production of accounts and a workshop for development of Generally Accepted Afghan Municipal Accounting Practice (GAAMAP).
- b) Implementation of business registration module in 4 Afghan Municipalities
- c) Annual Internal Survey for 2013.

The Annual Accounts for three municipalities have been produced by internal teams,

supplemented by Public Finance Advisors, and audited by RAMPUP East. Pul-e-Alam, Mahmud Raqi and Asadabad have submitted accounts that have been audited. Nine others are in process. The process has enabled municipalities to embark on the 1393 budget process with information regarding, financial position, accrued operating position and cash flow, relating to 1391. When combined with predicted outturns for 1392 and projections for 1393, this should assure a more robust budget process.

Annual Financial Statements are also highlighting issues of sustainability, asset management and reconciliation of accounting movements with cash that are increasing internal control and transparency. The latest Annual Financial Statements for Mahmud Raqi and Asadabad are included in Annex 4 and 5. Pul-e-Alam was published last month.

### **Annual Financial Statements Production and Training**

August activities included training in annual financial statements, finalization of asset lists and coordination regarding common accounting policies across the RAMPUP EAST municipalities. The training and workshop coordinated from Kabul covered the following topics with the corresponding outcomes/deliverables

- Fixed Asset Listing Review
  - **Inputs** including; the development of common valuation procedures; rules regarding asset recognition, recording, classification and depreciation.
  - **Outputs** including; standard replacement costs for infrastructure assets such as Roads; standard balance sheet and Consolidated Income and Expenditure Statement codes, based on the principles and structure of MoF Chart of Accounts; Acceptance of principles within International Public Sector Accounting Standards in line with CIPFA distance learning program in the UK and International Federation of Accountants.
- Review of International Financial Reporting Standards and International Public Sector Accounting Standards and their applicability to Afghan Municipal Accounting.
  - **Inputs** included desktop review of International standards, exploration of best practice in line with Article 7 of the Public Finance Expenditure Management Act with particular emphasis on
    - a) IAS 16 – Property Plant and equipment [IPSAS 17] – Components, review life and residual value
    - b) IAS 36 – Impairment of Assets
    - c) IFRS 5 – Non-current Assets held for sale and discontinued operations
    - d) IAS 38 – Intangible Assets
    - e) SIC 32 Intangible Assets Web Site Costs
    - f) IFRS 6 – Exploration and Evaluation of mineral resources
  - **Outputs** – methodologies for assessing residual values and asset lives; determination that component accounting, segmental accounting, movement in reserves statements and detailed accounting notes be introduced in future years; requirement for development of detailed asset management manual.
- The training also focused on the development of standardized accounting entries to enable the development of standard templates for Annual Financial Statements production.
  - **Inputs** – Pul-e-Alam Annual Financial Statements were produced using a template developed for this specific purpose. The group felt that this should be further developed to provide a comprehensive template for all municipalities.

- **Outputs** – Various standard accounting entries were produced for
  - a) Asset Accounting
  - b) Accruals Accounting
  - c) Reserve Accounting
  - d) Asset and liability de-recognition and recognition
  - e) An objective of the course was to establish a standard template for the production of annual financial statements which could be easily entered by municipalities. This was achieved by the expansion of the Pul-e-Alam template.
  - f) Annual Financial Statements have been produced for Pul-e-Alam, Mahmud Raqi and Asadabad. These are summarized in the table below:

<b>Summarized Financial Statistics for Year 1391- All figures in AFN millions</b>					
Municipality	Fixed Assets	Net Worth	Accumulated Surplus	Cash Balance	Expenditure Account Movement
Assadabad	228.03	229.98	11.22	0.97	-6.6
Mahmud Raqi	237.52	237.61	1.07	.05	-7.71
Pul e Alam	567.17	597.17	29.13	29.56	-3.90

The data so far shows that the largest municipal asset is road infrastructure accounting for 60-80% of municipal worth. The provision of balance sheets highlights asset management and maintenance as one of the key issues, leading to challenges regarding long term sustainability. In addition the balance sheet is proving a useful internal control to reconcile cash movements with budget form declarations of year end cash balances

### **Integrated Financial Management System (IFMS)**

RAMP UP EAST has now determined the four municipalities for the implementation of the IFMS business registration module. These municipalities are Maidan Shar, Charikar, Mehterlam and Jalalabad. We have determined that these municipalities have the hardware necessary for implementation.

The table below shows the plan, progress and dates

Task	Duration Days	Start	Finish	Complete?
<b>Project Initiation Phase</b>	23	6/20/2013	7/29/2013	Yes
Initial Request for meeting with RAMP UP South	1	6/20/2013	6/20/2013	Yes
Identification of Software constituting IFMS system	1	7/8/2013	7/8/2013	Yes
Declaration of Minimum System Requirements	1	7/8/2013	7/8/2013	Yes
Determination of Network requirements necessary to run system	1	7/8/2013	7/8/2013	Yes
Conduct Executive Briefing on IFMS for Ramp Up east	1	7/8/2013	7/8/2013	Yes
Determination of RAMP UP East Municipalities for Implementation	12	7/9/2013	7/29/2013	Yes
<b>Feasibility Analysis and design Stage</b>	31	7/29/2013	9/18/2013	
Determination of what modules for	3	7/29/2013	8/1/2013	Yes

Task	Duration Days	Start	Finish	Complete?
implementation				
Assessment of Hardware Available in designated Municipalities	12	8/1/2013	8/22/2013	Yes
Assessment of IT capabilities in designated Municipalities	10	8/22/2013	9/9/2013	50%
Detailed briefing to RAMP UP East staff on functionalities	1	9/9/2013	9/10/2013	No
Detailed training of RAMP UP East staff on modules to be implemented	5	9/10/2013	9/18/2013	No
<b>Implementation Phase</b>	80	9/18/2013	2/3/2014	
Installation of IFMS in designated municipalities	20	9/18/2013	10/23/2013	No
Data verification, migration and parallel running with other systems	20	10/23/2013	11/26/2013	No
Supply and installation of any additional hardware for IFMS	10	11/26/2013	12/12/2013	No
Training and mentorship of municipal staff on the operation of the system	10	12/12/2013	12/30/2013	No
Integration of Municipal systems with IFMS	10	12/30/2013	1/15/2014	No
User Acceptance Testing	10	1/15/2014	2/3/2014	No
<b>Post Implementation Review/Lessons learned</b>	15	2/3/2014	2/26/2014	No
Post Implementation review Lessons learned	15	2/3/2014	2/26/2014	No

## SERVICE DELIVERY

### INFRASTRUCTURE AND SERVICE DELIVERY

#### STRENGTHENING SOLID WASTE MANAGEMENT

##### Implementation of Solid Waste Collection Program

The overall collection performance of municipalities again improved during the month, except for the drastic decline during the first week coinciding with the Eid holidays. The total recorded collection volume for the four-week period stood at 10,929 cubic meters compared to the five-week collection volume of 13,473 cubic meters during the month of July. The weekly average collection for August slightly increased to 2,732 cubic meters from 2,695 cubic meters during the previous month.

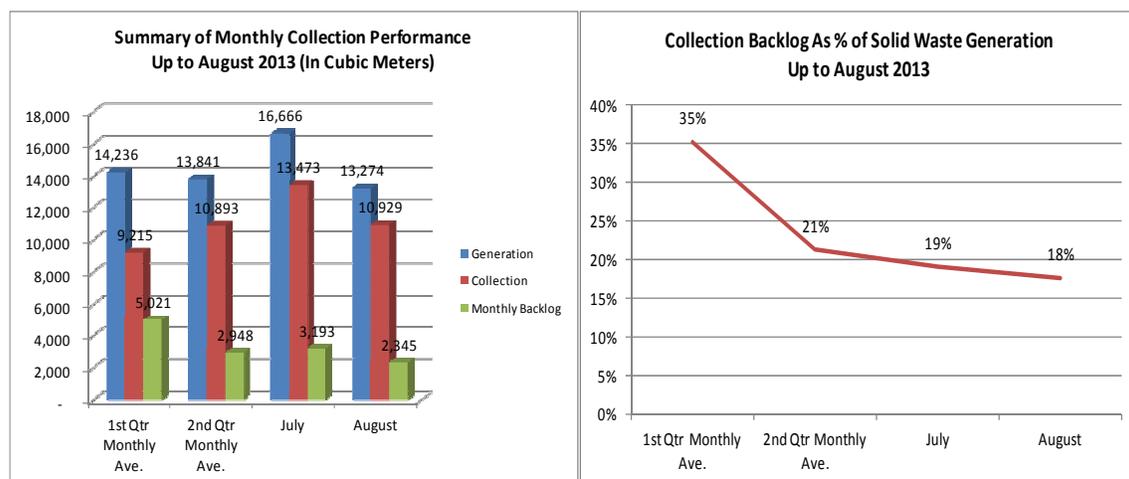
The total solid waste generation volume of 13,274 cubic meters translates to a weekly average of 3,318 cubic meters, which is slightly lower than the July weekly average of 3,333 cubic meters based on the total of 16,666 cubic meters.

The municipalities' collection performance during the month under review is summarized in the following table.

**OVERALL MONTHLY SOLID WASTE COLLECTION SUMMARY SHEET**  
**August 2013**

No	Municipality	Collection Crew		Trucks		No. of Sites		Volume of Waste		Collection Performance Indicators				
		No.	Man-days	No.	No. of Trips	Formal	In-formal	Generated	Collected	Vol./Crew (m3)	Vol./Mday (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	Asadabad	16	384	3	73	123	22	200	146	9.1	0.4	48.7	24.3	2.0
2	Bamyan	6	96	2	17	190	60	91	82	13.7	0.9	41.0	8.5	4.8
3	Bazarak	4	32	2	16	136	54	128	113	28.3	3.5	56.5	8.0	7.1
4	Charikar	35	814	8	319	226	209	2,240	1,180	33.7	1.4	147.5	39.9	3.7
5	Gardez	24	576	5	259	318	131	1,560	1,087	45.3	1.9	217.4	51.8	4.2
6	Ghazni	55	995	11	423	750	87	800	1,653	30.1	1.7	150.3	38.5	3.9
7	Jalalabad	69	1,370	18	1,265	500	855	4,456	4,008	58.1	2.9	222.7	70.3	3.2
8	Khost	27	539	6	291	361	290	1,485	1,127	41.7	2.1	187.8	48.5	3.9
9	Mahmud Raqi	16	358	3	132	332	123	375	332	20.8	0.9	110.7	44.0	2.5
10	Maidan Shahr	18	349	2	34	157	41	224	159	8.8	0.5	79.5	17.0	4.7
11	Mehterlam	26	624	4	129	415	20	1,090	549	21.1	0.9	137.3	32.3	4.3
12	Pul-e-Alam	12	228	2	68	209	124	400	308	25.7	1.4	154.0	34.0	4.5
13	Sharana	8	136	2	66	176	28	225	185	23.1	1.4	92.5	33.0	2.8
<b>Total</b>		<b>316</b>	<b>6,501</b>	<b>68</b>	<b>3,092</b>	<b>3,893</b>	<b>2,044</b>	<b>13,274</b>	<b>10,929</b>	<b>34.6</b>	<b>1.7</b>	<b>160.7</b>	<b>45.5</b>	<b>3.5</b>

For the four-week period, the total collection backlog was measured at 2,345 cubic meters compared to 3,193 cubic meters for the five-week period in July. Collection backlog as a percentage of solid waste generation improved by one percentage point to 18%.



As part of its continuing effort to catch up with the collection backlog, Gardez has mapped out a public information campaign through a series of roundtable discussions in local radio and television stations. One of the first presentations in the discussions will be done by the municipality's Cleaning and Greening Manager focusing on waste reduction at source as well as the proper disposal of waste at designated collection points. Khost launched a public information campaign via the local mass media urging citizens to assist the municipality in the proper handling and disposal of waste.

Ghazni is now in the final stages of privatizing waste collection in Nahya 4 similar to the schemes now being implemented in Nahyas 1, 2, and 3. Mehterlam plans to arrange a Hashar once a month. The collection of data to support the privatization of solid waste collection in the municipality has been completed.

## Septic Tank Emptying

During the third week of the month, the volume of sewage collected reached 265 cubic meters from a total of 21 customers (16 residential and 5 governmental). These figures exceeded the targets of 225 cubic meters of collection volume and 19 customers set for the week. These achievements were then viewed as indicators that the delivery of the service was well on its way to reaching the weekly targets established at its planning stage of 300 cubic meters in collection volume and 24 in the number of customers served. Unfortunately during the last week of the month, however, both septic tankers again broke down. No collection was recorded during that week.

Summary Septic Tank Emptying Service Delivery  
August 2013

Week	Collection Target				Actual Collection			
	Vol. (m3)	No. of Customers			Vol. (m3)	No. of Customers		
		Res.	Gov't	Total		Res.	Gov't	Total
1	249	12	2	14	202	10	3	13
2	249	10	2	12	225	10	2	12
3	225	16	3	19	265	16	5	21
4	273	18	4	22				-
<b>Total</b>	<b>996</b>	<b>56</b>	<b>11</b>	<b>67</b>	<b>692</b>	<b>36</b>	<b>10</b>	<b>46</b>

## CLIN 2 Infrastructure Projects

The RAMP UP East engineers regularly visit and evaluate all active and ongoing projects to supervise progress. A site visit for the **Pul-e-Alam** Fruit and Vegetable Market was carried out by the Engineering Manager and an Area Engineer along with the QA/QC team. A few issues were identified and were presented to the subcontractor. Once these are taken care of, the project will be handed over to the municipality.



Team inspecting completed project before handover, Vegetable Market Construction Project, Pul-e-Alam Municipality

Work continues on the **Sharana** Fruit and Vegetable Market, which is approximately 60% complete. Most structural work is complete and the finishing work is expected to conclude in the coming month.

In **Mahmud Raqi**, the Municipal Office Boundary Wall & Sidewalk Construction Project was completed. In addition to the construction activities where a boundary wall, fence, gates, sidewalks and parking lot were constructed; RAMP UP East also assisted in the relocation of USG donated connex offices to their appropriate position within the newly constructed compound. Final inspection of the project is underway and plans are in progress to turn over the project to the municipality.

In **Parun**, the road graveling and lighting project was interrupted at the direction of the provincial governor. The governor ordered the RAMP UP East subcontractor to stop work and demanded that certain changes in the project design be incorporated. The issue was referred to RAMP UP East by the implementing subcontractor for resolution. RAMP UP East developed a compromise to address the concerns of the provincial governor and mayor that resulting in a modification to the project design. The changes to the design were negotiated with the subcontractor and the work on the project resumed. This interruption to the implementation of the project and requirement to change the project design has resulted in a delay in the completion of the project. Furthermore, given the short season for construction

in Nooristan, further delays such as this could ultimately jeopardize the completion of the project in the time remaining available to RAMP UP East.



The engineering department visited Jalalabad to discuss the location and layout of light poles for the Electric Street Light Construction Project with municipal representatives, to talk about location and layout of light poles.

### **Municipal Incentive Fund Projects**

In addition to the 11 projects that were initiated in July, five more were initiated during the month of August, as follows:

- Bamyan Coffee Shop and Park Construction Project
- Bazarak Solar Energy Project
- Charikar Water Reservoir Renovation
- Jalalabad Electric Street Light Construction Project
- Khost Road Repair and Asphalt Paving Project

Three more projects were approved by USAID toward the end of the month and are ready for initiation early next month.

During the second week of the month, the mayor of Ghazni visited RAMPUP East to discuss replacing the Side Ditch and Culvert Construction Project, which by then was already approved by USAID, with the Sidewalk Construction Project. The latter project, the mayor said and was also prioritized by the Ghazni Governor as a higher priority because of the upcoming celebration of Ghazni: Center of Islamic Civilization in November. The concept note/proposal for the sidewalk project was subsequently prepared and submitted for USAID review and approval.

Issues raised by USAID regarding two proposed projects were resolved during the month:

- It was confirmed that the Public Latrine Construction in Bazarak will be located next to the structure built by the Provincial Reconstruction Team (PRT). The new latrine will not duplicate but rather complement the PRT structure which is actually being used as a public shower/bath facility.
- In a meeting with RAMP UP East on August 28, the Charikar mayor explained that the Gul Ghondi Park is an inappropriate place for a women's swimming pool since it is an open public space. This is the main reason why he could not agree to the designation of

one of the pools to be constructed under the Gul Ghondi Park Rehabilitation Project (RAMPUP EAST-CHA-0019) as a women's pool.

With the acceptance by USAID of the explanations above, it is expected that the projects will also soon be approved for implementation. A summary of the status of MIF projects is presented in Annex 2.

### **Technical Working Groups**

The Technical Working Group (TWGs) Meetings were hosted by GDMA on August 26 and 27, 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: list of required and planned trainings and details for the establishment and facilitation of the MABs (Municipal Advisory Boards).
- CLIN 2 - Service Delivery: list of ongoing and completed service delivery and infrastructure projects, including the timelines and procedures for their handover.
- CLIN 3 - Revenue Enhancement and Economic Development: update on IFMS (Integrated Financial Management System) by RAMP UP South and progress of its implementation by other partners.
- CLIN 4 – Cross-Cutting Themes: update on gender, public participation, and outreach activities, including issues and lessons learned.

### **Municipal Conference**

A proposed concept note and agenda was prepared. It was subsequently submitted to and discussed with GDMA. The fifth in a series of municipal conferences under the joint auspices of the Independent Directorate for Local Governance/General Directorate for Municipal Affairs (IDLG/GDMA) and RAMP UP East, the conference derives its rationale from the desire to celebrate the achievements so far and highlight the lessons learned from the RAMP UP program. The conference is also meant to serve as a forum for GDMA to brief municipalities on post-RAMP UP emerging policies, plans, and programs.

During the discussion, GDMA expressed its preference to hold the conference in November as it will be holding the national district mayors' conference in October.

## **LOCAL ECONOMIC DEVELOPMENT AND REVENUE GENERATION**

### **Privatizing Solid Waste Management in Mehterlam and Charikar Municipalities**

The RAMP UP East Governance team has already started preparing cost models and a sample contract to support the privatization of the Mehterlam and Charikar solid waste systems. Field data collection is ongoing in Charikar and Mehterlam to support the cost model analysis for drafting the feasibility study. A meeting was also conducted with the mayor of Charikar for additional data for a cost model and to confirm key elements of any future agreement with the mayor and/or senior municipal officials. Immediately a survey questionnaire was prepared after the meeting to determine response of residents and business men to enhanced service via private



Measurement of Solid Waste generated by one house

sector delivery.

The RAMP UP East team visited the trash collection sites of Mehterlam during the last week of August to collect initial supporting data for the Mehterlam feasibility study. The first Nahya was selected for study after mayor confirmed contracting out the first Nahya as a pilot and then moving step by step to other Nahyas of Mehterlam. The First Nahya is a populated area where most of the city business, business streets and residential houses are located.

Special high resolution, photo imagery maps are currently being prepared for each Gozar block area in Mehterlam and Charikar to facilitate the identification and measurement of features and areas that will be included in the scope of work for the future solid waste contract.

In an effort to support and promote privatization and public-private cooperation in the delivery of municipal services, RAMP UP East believes that solid waste management has significant potential for privatization. As there is an existing privatization model in Herat (which has already been adopted to some extent by Ghazni City), RAMP UP East has initiated planning to conduct a study tour to Herat with a number of RAMP UP East mayors to examine the methods used there and possibly replicating in certain RAMP UP East municipalities.

The study tour to be facilitated by RAMP UP East will include the mayors of Jalalabad, Asadabad, Charikar, Mehterlam, Khost, Ghazni and Bamyan where they will travel to Herat to see for themselves the feasibility of privatizing solid waste management, and encourage them to consider the idea and eventually implement similar schemes in their municipalities. This will require coordination with RAMP UP West, and the mayor/officials of Herat City. The overall advantages/benefits of the study tour are:

- Introduce an Afghan best practice to RC East mayors, which can be replicated with relative ease compared to international best practices
- Encourage Afghan officials to learn from each other
- Promote networking among local officials

### **Business Registration and Licensing Activities**

For the last three months, the license officer of Gardez Municipality has been officially tasked to collect the city entrance fee and recruit a new team member to issue business licenses. Currently, the embedded advisor is operating the system until a replacement is appointed and trained.

Work was already begun in all 13 municipalities on adding extra functions to the existing business licensing application to include the registration of advertising billboards and signs, and the collection of advertising fees has successfully finished at the beginning of this month. This source of revenue is quite significant; however, its collection to date has suffered from the same transparency issues that plagued the business licensing process. GDMA has approved this modification to the existing application and is committed to supporting this new initiative.

A detailed step-by-step video tutorial is also currently being prepared to show municipal officials how to perform all 25 key functions required operating the business licensing fee application. This initiative has been taken because of the loss of a number of trained municipal officials due to internal transfers. When completed, this tutorial will be copied onto CDs and will be sent to all RAMP UP East municipalities to ensure that new operators are

able to learn how to use and maintain the application independent of RAMP UP East advisors.

Pul-e-Alam municipality with coordination of RAMP UP East has been tasked to create a mobile team to monitor businesses who did not obtain business licenses yet. This will help encourage shopkeepers who did not receive licenses to obtain certificates for their businesses.

All RAMP UP Regional Economic Development Advisors are assigned to conduct the internal survey. This month several municipalities completed their internal survey and the final steps of consolidating all required data are underway.

Last week Sharana completed the business licenses distribution process in the city. The Municipality registered 1, 591 businesses with the amount of 519,100 AFN deposited to the municipal bank account. Some of the shopkeepers who have not paid their registration feels will be monitored and encouraged to complete the process.

No	Municipality	# of new businesses registered this month/ Total		# of business license bills printed this month/ Total		Total fees deposited in bank (AFN) this month / Total		# of licenses issued this month / Total	
1	Gardez	6	2,322	7	401	4,600	229,650	15	409
2	Jalalabad	485	8,822	665	6,472	158,700	1,320,140	665	5,746
3	Khost	7	5,571	44	1,555	17,900	652,389	44	1,493
4	Maidan Shar	7	399	7	104	2,100	36,800	7	104
5	Mehterlam	0	2,161	3	1,493	880	82,815	15	1,095
6	Mahmud Raqi	13	1,115	71	841	38,200	396,000	61	831
7	Panjshir	0	519	2	218	250	64,990	2	215
8	Pul-e Alam	25	1,725	93	789	120,825	828,203	92	762
9	Sharana	10	1,601	25	1,616	20,300	539,400	15	876
10	Charikar	4	2,541	209	856	28,720	59,376	79	434
11	Ghazni	21	8,129	397	4,072	164,764	1,395,684	352	3,564
12	Asadabad	1	1,764	11	791	3,750	268,750	11	796
13	Bamyan	6	884	116	198	30,430	73,180	116	198

### **Extension of Property Registration Survey in Asadabad, Charikar, Mehterlam,**

A detailed step-by-step video tutorial is currently being prepared to show municipal officials how to perform all 40 key functions required operating the property registration and *Safayi* collection fee application. This initiative has been taken because of the loss of a number of trained municipal officials due to internal transfers. When completed, this tutorial will be copied onto CDs and will be sent to all RAMP UP East municipalities to ensure that new operators are able to learn how to use and maintain the application independent of RAMP UP East advisors.

Budgets have been reviewed to assess the possibility of extending the property registration survey teams in Mehterlam, Mahmud Raqi and Charikar for another one to two months to allow those teams to complete the registration of the remaining properties in those cities. This initiative has mainly been prompted by requests from the mayors of those cities who are concerned that they have been collecting *Safayi* fees from the majority of their residents, but not from the remaining properties that have not been surveyed. They are worried that this could cause complaints. These municipalities do not have the resources to complete the survey by themselves. Finally the property registration survey has been extended in Charikar

and Mehterlam for two months and three months for Mahmud Raqi. Extension days were decided base on the number of properties.

RAMP UP EAST completed the survey of property registration in Maidan shahr. The data base of property registration and files for recordkeeping were officially submitted to the municipality. The Governor was updated on the latest activities of RAMP UP EAST. 1,595 properties were surveyed and inserted to the database.

After long delays and frequent meetings, Khost municipality decided to change from the manual system and use the new application for Safayi fee.

The Ghazni mayor officially initiated the property registration and fee collection system on the 28 August 2013. The Mayor appreciates the technical assistance from RAMP UP East in converting the manual property registration system to the computerized automated system. "Implementation of the new system will increase collection of safayi fee by more than 3 folds compared with last year," the mayor of Ghazni said.

Khost Nahiya and revenue managers held a meeting to set specific responsibilities for every individual about Safayi fee. Based on their decision, the Nahya responsible will coordinate printed Safayi invoices on a daily basis with other Nahya staff to distribute the invoices and collect according to the new policy released by GDMA. In the meeting, the third and fifth Nahya managers were asked to purchase new computers and install the property registration database.



*Meeting of Nahya Managers in Khost*

The municipality of Khost convened a citizen forum on August 22nd in the municipal conference hall. Chaired by the mayor, the forum was attended by 25 participants, including 8 youth and 3 women representing line departments, city council, civil society groups, and shopkeepers. The mayor reviewed the previous citizen forum's decisions, saying "I see a major positive difference in the distribution of business licenses". He appreciated the efforts of city council members and shopkeepers' representatives for encouraging the business owners to obtain the business licenses. He urged the citizens and owners of markets to support the municipality by paying the Safayi fee based on the new system approved by GDMA.



*Citizen forum in khost*

No	Municipality	# of properties registered this Month/ Total		# of Safayi invoices printed this Month / Total		Total Money deposited this Month / Total		Safayi certificates printed this Month /Total	
1	Charikar	8	9,207	117	698	14,965	53,436	18	57
2	Mahmud Raqi	657	4,407	13	62	23,499	59,363	13	59
3	Assadabad	0	5,826	17	235	7,428	844,782	7	166
4	Mehterlam	986	4,784	0	1,282	14,607	325,172	13	2348
5	Maidan Shar	140	1,730	Nil	Nil	Nil	Nil	Nil	Nil
6	Ghazni	Nil	3,523	30	30	20,098	20,098	0	0
7	Khost	Nil	5,593	Nil	Nil	Nil	Nil	Nil	Nil
8	Jalalabad	Nil	9,739	Nil	Nil	Nil	Nil	Nil	Nil

## CROSS-CUTTING

The Mahmud Raqi municipal boundary wall was officially handed over to the municipality on August 27 in the presence of the deputy governor and representatives from GDMA, civil society and other government line directorates. With the completion of this project the municipality now has its own place. The six connexes that were donated by the Sarobi PRT has been moved inside the wall and work is being done to turn those connexes into office space. Mahmud Raqi is one of one three municipalities without a designated office building. The



municipality is currently housed in the department of agriculture annex building. In his opening remarks the mayor said, "Mahmud Raqi municipality didn't have its own office, we were functioning from the department of agriculture, thanks for RAMP UP East / USAID for projected fund to build the boundary wall and supporting us to get the connexes from PRT, by doing so, now we have our own office."

On August 25; RAMP UP East hosted a one day meeting with participation of GDMA, RAMP UP South, North and West, UN-Habitat, ASGP, USAID, LARA and Checchi. The purpose of the meeting was to discuss ways to improve communication and information exchange between implementing partners and GDMA on issues related to gender mainstreaming at municipal level. Implementing partners shared information about their organizational initiatives and activities to promote gender mainstreaming and women's participation in municipal decisions. Mr.



*RAMP UP East hosted a gender mainstreaming meeting*

Popal of GDMA announced that IDLG has endorsed the gender mainstreaming guideline that was originally drafted by RAMP UP East. Mr. Popal said the guideline along with an official letter have been sent to all 33 municipalities. Participants discussed ways to assist the municipalities in the implementation of the guideline. They also discussed the importance of GDMA's role in overseeing the implementation of the guideline. At the conclusion of the meeting female participants visited the Kabul women's garden.

## Community Engagement

On 27 August, RAMP UP East handed over the Mahmud Raqi boundary wall project to the municipality. The handover ceremony that was covered by local media, Radio Television of Afghanistan and Kapisa weekly magazine, was attended by 88 participants including 11 women, Deputy Governor, Mayor, Kapisa sartorial directorates, Provincial Council Chairperson, Women Affairs Director, elders, municipal schools committee members, Wakil e Guzars, shopkeepers and a representative from GDMA. The mayor said, “Mahmud Raqi municipality didn’t have its own office, we were functioning from the department of agriculture, thanks for RAMP UP East / USAID for projected fund to build the boundary wall and supporting us to get the connexes from PRT, by doing so, now we have our own office.” He continued, “we will continue looking for other sources to assist us build proper office buildings inside the boundary wall.



*Mahmud Raqi municipal boundary wall handover ceremony*

## **INTERNAL/EXTERNAL PUBLIC OPINION SURVEY**

### **External Public Opinion Survey**

Preparations were initiated for the implementation of the annual internal and external public opinion surveys which will be undertaken in September and October 2013.

The Initial/baseline survey was conducted in 13 of 14 RAMPUP EAST municipalities in August 2010. The first follow up survey was done in September 2011 and the 2<sup>nd</sup> follow up was done in September 2012. The 2013 annual survey will measure changes in perception between September 2012 and September 2013 (RAMP UP EAST – Option Period 2). The internal survey will be conducted in 13 out of 14 RAMP UP East municipalities, excluding Parun. The public opinion (external) survey will be conducted in all 14 RAMP UP East municipalities, as in previous years.

The following tasks have been completed:

- 13 public opinion survey team leaders (Embedded Public Admin Advisors and some Public Work Advisors) participated in a two day refresher training on survey methodology in the RAMP UP East Kabul office on 26-27 August.
- 75 locals have been employed as survey enumerators (four to six enumerators in each municipality depending upon required responses for that location).
- Four data entry clerks have been employed as independent contractors to enter the survey data in the database. Data entry clerks will start their job on 15 September.
- Public opinion survey team leaders started preparation for the survey start up by finalizing paper work for approvals of survey costs and field data collection will be started on schedule during the first week of September and will be completed by the last week of September.

### **Internal Survey**

- Work has progressed so that the translated internal questionnaires for general, Public Works, Revenues, Public Finance and Tashkeel can be dispatched to

municipalities by the deadline of 5 September 2013. During September, data will be collected and quality controlled.

- Previous years challenges identified and solutions incorporated for better internal survey management.
- Embedded public finance advisors trained in internal survey methodology on 26 August in a training session organized by RAMP UP East public finance department in Kabul office.
- Internal survey will be sent out and data collection will begin in September.

## **MONTHLY HIGHLIGHTS**

### **MENTORING PROGRAM OPENED TO OTHER DISTRICT MUNICIPALITIES**

At the request of USAID, the period of performance of the activity has been extended up to end-January 2014. For this purpose, it has been planned to refocus the emphasis of the program on the preparation of the municipal annual budgets for 1393 (2014).

Considering that district municipalities (beside those which participated in RAMP UP East's mentoring program) have long benefited from the assistance of provincial municipalities in budget preparation, it was decided to open the follow-up mentoring program to all interested district municipalities within the territorial coverage of each of the RAMP UP East provincial municipalities. During the last day of the training on the Preparation of Annual Financial Statements, the participating Public Finance Advisors, who will serve as the lead technical advisors for the activity, were given a briefing on the follow-up mentoring program. They were likewise asked to start sounding off district municipalities within their respective territorial reach. Immediate responses were received with the following district municipalities expressing keen interest:

- Gardez: Chamkani, Zumar, and Karam
- Khost: Yaqubai and Ali Shir
- Mahmud Raqi: Tagab, Nigrab, and Hesa 2
- Pul-e-Alam: Mohammad Agha and Khushi (in addition to Barakibarak, which is one of the original ten)

## MUNICIPAL PROGRESS REPORTS

### MAIDAN SHAHR MUNICIPALITY

#### PROVINCE: WARDAK

#### Capacity Building

##### *Public Finance*

Maidan Shahr municipal budget committee members had a meeting to review mid-year financial statements and budget reports. During this meeting the accounting manager stated that the operation and development budget has been spent according to the municipal plan but the revenue manager had a concern about low collection of revenue from residential and commercial land. The main issue is reduced land sales. This will be corrected by reducing expenditure in other areas.



*Budget Committee Members during a mid-year budget review meeting in Maidan Shahr.*

The newly appointed accounting manager received bank reconciliation training using the RAMP UP East template. He was briefed on the Afghanistan tax law and the implication for the municipality and plans for budget preparation for year 1393 particularly on:

- Budget calendar
- Budget cycle
- Financial Situation for 1392
- Tashkeel (staffing) implications

The Procurement manager was briefed on the asset valuation manual and was also given a copy of the manual for review.

##### **Mentoring of District Municipalities**

The program has been completed and the municipality is now waiting for the beginning of the follow-up program.

##### **Service Delivery**

###### **Solid Waste Collection**

The total collection volume for the month reached 159 cubic meters out of the total waste generation volume 224 cubic meters. The weekly average collection slightly declined to 40 cubic meters from 41 cubic meters in July. In relation to solid waste generation volume, collection backlog deteriorated to 29% from 27% in July.

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

**Waste Collection Summary**  
**Municipality: Maidan Shahr**  
**Month: August 2013**

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For- mal	Infor- mal	Gene- rated	Col- lected	No.	Man- days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	18	72	2	6	33	7	56	31	-	-	1.7	0.4	15.5	3.0	5.2
2	18	88	2	9	41	11	56	43	-	-	2.4	0.5	21.5	4.5	4.8
3	18	86	2	8	38	12	56	39	-	-	2.2	0.5	19.5	4.0	4.9
4	18	103	2	11	45	11	56	46	-	-	2.6	0.4	23.0	5.5	4.2
<b>Total</b>	<b>18</b>	<b>349</b>	<b>2</b>	<b>34</b>	<b>157</b>	<b>41</b>	<b>224</b>	<b>159</b>	<b>-</b>	<b>-</b>	<b>8.8</b>	<b>0.5</b>	<b>79.5</b>	<b>17.0</b>	<b>4.7</b>

### Economic Development and Revenue Generation

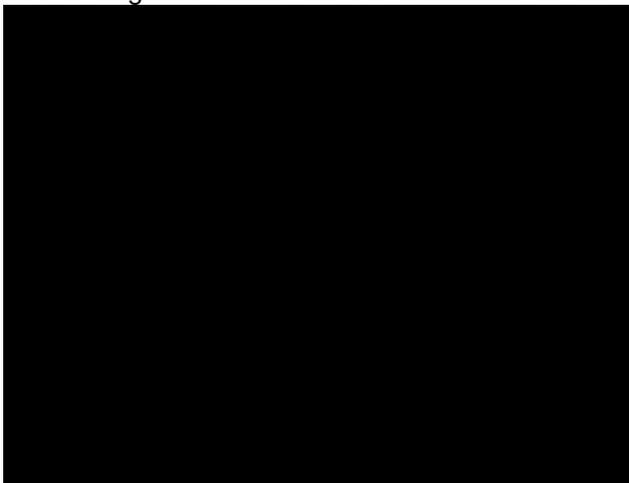
Maidan Shar municipality convened its EDAC meeting on 28<sup>th</sup> of Aug 2013. The main meeting focused on the current business license fee. The current rate is too low to even cover operational costs of the system (paper, cartridge, ink etc.) The EDAC committee agreed to double the license prices and approved form implementation.

### Community Engagement

On 25 August, the Municipality convened a citizen forum in the municipality. The forum was attended by 23 people including 2 females. The Main issues discussed in the forum included, market and shop classification, the problem of solid waste management, the damaging of trees and other plants by the AIJCC (Afghan and ISAF Joint Coordination Center) in Sar-e-Kotal. The municipality sanitation and greenery officer said that nearly 100 plants or trees were damaged by the military coordination center, and that the center should be asked to avoid cutting trees inside the city.

██████████ a shopkeeper complained to the mayor about the waste collection problems in the city. He said, ██████████ restaurant is putting their waste and garbage on the streets which caused foul smells that have a negative effect on our business. In his response, the Mayor assigned the municipality sanitation and greenery officer to take photos from the site and fine the restaurant accordingly.

██████████ ██████████ ██████████ a shopkeeper complained to mayor about the waste collection problems in the city, he said, ██████████ ██████████ restaurant is putting their waste and garbage on the street which smells and has a negative effect on our business. The Mayor assigned the municipality sanitation and greenery officer to take photos from the site and fine the restaurant accordingly.



*Maidan Shahr citizen forum view*

### Coordination

On August 15, the RAMP UP East team leader and embedded public administration advisor held a meeting with representatives of local NGOs and civil societies at the Directorate of

Women Affairs, for sharing the RFP with local NGOs; the grant RFP includes strengthening the neighborhood support of the municipality. Eight local NGOs attended the meeting.



*Coordination meeting with DoWA*

The RAMP UP East Maidan Shahr Team leader held a coordination meeting with the Women Affairs Director of Maidan Shahr at DoWA. Topics discussed included the upcoming external survey of municipalities by RAMP UP East and role of women surveyors in that survey, employment chances for women in municipality, and ways to increase women's active participation in municipal citizen forums. The Director said we are thinking for women's participation in their activities, but that it may take time to pursue people as the work environment in Maidan Shahr is different from Kabul.

At the end of the meeting she promised that DoWA will work with women to actively participate in citizen forums and as well as contact some women about job opportunities in the municipality. Hopefully this will encourage and support women to have a chance to work in the municipality. For the upcoming external survey she said they will find and encourage female candidates to participate.

The mayor and RAMP UP East team had a meeting with Governor at his compound on August 14. After introduction, the RAMP UP East team leader provided a summary of RAMP UP East activities and support to the municipality as well as support for the implementation of projects under Municipal Incentive Funds. The governor raised the bus station project as a high priority for the province. He said, "there is not a single bus station in Maidan Shahr, however, 100s of cars are entering and exiting the city on daily basis with no discipline/arrangement which causes traffic congestion in the city."



*The Mayor of Maidan Shahr and RAMP UP East team in a meeting with provincial governor*

The governor said that he is aware of RAMP UP's concern about the proposed location for the station. He said "We are ready to fill site with soil and do the compacting and all other work needed to prepare the site for the construction of the bus station." The governor asked the team leader to convey the importance of this project to RAMP UP East management in Kabul.

## **GHAZNI MUNICIPALITY**

### **PROVINCE: GHAZNI**

#### **Capacity Building**

##### ***Public Finance***

The Public Finance advisor has assisted the accounting department with the preparation of financial documents for the auditor from the Office of Administrative Affairs. The municipality produced working papers to justify the variances in revenue and expenditure forecasts and collection between the years 1390 and 1391.

The Municipal accounting clerk completed the on the job training on quarterly revenue and expenditure reports which was provided by the RAMP UP East public finance advisor.

The municipal accounting clerk is quoted as saying “two years ago that I started training. At the beginning I was not able to turn on a computer. In the accounting department there was a PC and no one was able to use. I was thinking that preparing reports in computer is very difficult and I didn’t understand English either. When RAMP UP East public finance advisor started the training, my mind totally changed and became enthusiastic to learn. Now I can produce monthly, quarterly and annual financial reports from computer.”

The Public finance advisor assisted the municipality with asset valuation. Municipal assets have neither been valued nor depreciated up to this point.

The district mentoring program continues in Qara Bagh district municipality with direct training in:

- Municipal budgeting
- 45% and 55% budget rules
- Government budget forms
- Tashkeel
- Bank reconciliation

##### **Mentoring of District Municipalities**

Officials of Qarabagh were trained on the basics of office management, including the preparation of attendance sheets, registration of outgoing and incoming correspondence, and development and maintenance of a filing system.

##### **Service Delivery**

###### **Solid Waste Collection**

The municipality’s collection performance continued to improve, from a weekly average of 354 cubic meters in July to 413 cubic meters in August. As a result, the total collection of 1,663 cubic meters exceeded the total waste generation for the whole month by over 100%.

The municipality’s collection performance for the month of August is summarized in the following table.



*Qara Bagh District mayor received municipal budgeting process training in Ghazni.*

## Waste Collection Summary

Municipality: Ghazni

Month: August 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	No.	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	43	172	9	60	100	15	200	232	1	4	5.4	1.3	25.8	6.7	3.9
2	59	295	11	114	203	23	200	446	1	5	7.6	1.5	40.5	10.4	3.9
3	59	354	11	137	238	29	200	538	1	6	9.1	1.5	48.9	12.5	3.9
4	59	174	11	112	209	20	200	438	1	6	7.4	2.5	39.8	10.2	3.9
<b>Total</b>	<b>55</b>	<b>995</b>	<b>11</b>	<b>423</b>	<b>750</b>	<b>87</b>	<b>800</b>	<b>1,653</b>	<b>1</b>	<b>21</b>	<b>30.1</b>	<b>1.7</b>	<b>157.4</b>	<b>40.3</b>	<b>3.9</b>

The municipality is now in the final stages of preparation for the privatization of solid waste collection in Nahya 4.

## Engineering Capacity Building

The RAMP UP East engineer supported the municipality in preparing the design documents for a five-story hotel construction project. He also trained the municipal engineer on how to prepare the design and contract documents for the Kabul-Kandahar highway sidewalk construction project. A joint initial survey was conducted for a park construction project close to the Islamic Cultural Center and Women's Bazaar for which free-hand drawings were prepared.

## CLIN 2 Infrastructure Projects

The paving of asphalt sub-road project has been completed and an agreement has been reached to correct outstanding deficiencies. The subcontractor has agreed to re-asphalt approximately 40M of road in the Ghazni municipality.

## Economic Development and Revenue Generation

The Ghazni mayor officially inaugurated the property registration and fee collection system on 28 August 2013 and appreciated technical assistant from RAMP UP East on converting from the manual property registration system to the computerized automated system. He said that "launching of the new system will increase collection of Safayi fee by more than 3 folds to compare with last year"



*The EDAC meeting in Ghazni*

Ghazni municipality conducted its Economic Development Advisory Committee meeting on 28 August 2013. Mainly, the focus of the meeting was on the utilization of the property registration system and cooperation of the EDAC committee in public outreach for Safayi fee collection.

## Community Engagement

Three times this month the Ghazni citizen forum was postponed due to the mayor's busy schedule. The next citizen forum is scheduled for the first week of next month.

## BAMYAN MUNICIPALITY

### PROVINCE: BAMYAN

### Capacity Building

#### Public Finance

The Public finance advisor has trained the municipal accounting manager on financial accounting, accounting cycle and posting transactions from journal to ledger.

The Finance controller received on the job training on municipal procurement and its forms. He was also briefed on financial procedures in the municipality and also discussed municipal budget preparation and approval process.

The Engineering department was briefed on asset recording for assets under construction in the present year. Important concepts under the principal of controlled assets are the monitoring of asset provision from NGOs and changed values in existing assets.

#### Service Delivery

##### Solid Waste Collection

The municipality collected a total of 82 cubic meters of waste for the whole month of August, which translates to a weekly average of 21 cubic meters. In contrast, the average weekly collection during the previous month was 19 cubic meters. With a faster-paced collection, collection backlog as a percentage of total waste generation improved to 10% from 11% in July.

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

##### Waste Collection Summary

Municipality: Bamyan

Month: August 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	No.	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	11	44	2	4	50	20	22	20	-	-	1.8	0.5	10.0	2.0	5.0
2	4	16	2	4	40	10	23	20	-	-	5.0	1.3	10.0	2.0	5.0
3	4	16	2	4	50	10	22	20	-	-	5.0	1.3	10.0	2.0	5.0
4	4	20	2	5	50	20	24	22	-	-	5.5	1.1	11.0	2.5	4.4
<b>Total</b>	<b>6</b>	<b>96</b>	<b>2</b>	<b>17</b>	<b>190</b>	<b>60</b>	<b>91</b>	<b>82</b>	<b>-</b>	<b>-</b>	<b>14.3</b>	<b>0.9</b>	<b>41.0</b>	<b>8.5</b>	<b>4.8</b>

##### Engineering Capacity Building

Supervision support was extended to Bamyan in the construction of a retaining wall. The RAMP UP East engineer monitored the quality of masonry work and recommended the addition of adequate mortar to ensure strong bonds between the stones. He also suggested that the quality of sand and stone used in masonry work be improved.

##### Community Engagement

On August 26<sup>th</sup>, the municipality of Bamyan published and distributed the 13<sup>th</sup> issue of the Shahr-e-Pak monthly newsletter in 1000 copies in four pages. The newsletter was distributed to shopkeepers and shoppers in the bazaar as well as governmental offices, university and civil society organizations. This edition of the newsletter contains information

about issues discussed in the citizen forum, update on ongoing projects, and social, environmental and health related articles.

### Coordination

This month the RAMP UP East public administration advisor and his counterpart visited Ms. [REDACTED], the head of Zargaran 1 Women Shura, to discuss ways to encourage women to participate in citizen forums. [REDACTED] said Bamyan women are very interested to participate in meetings and decisions that affect their lives, however transportation to and from the city is the biggest challenge. She promised to hold a meeting with Shura members and discuss their participation in citizen forums as well explore solutions to the transportation problem.



*Municipal employee disseminate municipal newsletter in the main bazaar*



*Meeting with head of Zargaran women Shura to encourage women's participation in citizen forums*

## CHARIKAR MUNICIPALITY

### PROVINCE: PARWAN

#### Capacity Building

##### *Public Finance*

The Mentoring program for Bagram district municipality is in progress. The Charikar municipal accounting manager worked with the Bagram municipal finance officer in preparation of the quarterly expenditure and revenue report. The municipal finance officer appreciated all efforts performed by the Charikar municipal finance manager and is determined to gain the full benefit from all lessons he was presented.

The Municipal accounting manager was trained in calculation of income taxes for municipal staff and asset classification. Now he is also doing bank reconciliation without any technical assistance from the public finance advisor.

##### **Mentoring of District Municipalities**

The Charikar Public Works Manager conducted training for Bagram public works and greenery/cleanliness officers on the solid waste analysis process: data gathering, analysis and interpretation of data, technical survey and taking of GPS points of all dump sites, and submission of data to the public works department. The provincial municipality's Engineering Manager, for his part, provided training on asset inventory.

#### Service Delivery

##### **Solid Waste Collection**

The municipality recorded a significant improvement in its collection performance with collection volume averaging 295 cubic meters per week compared to 266 cubic meters during the previous month. Collection backlog also improved to 47% of waste generation compared to 52% a month ago.

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

##### **Waste Collection Summary**

**Municipality: Charikar**

**Month: August 2013**

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	No.	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	26	130	7	79	55	59	560	275	-	-	10.6	2.1	39.3	11.3	3.5
2	38	228	7	80	60	50	560	300	-	-	7.9	1.3	42.9	11.4	3.8
3	38	228	8	85	61	60	560	320	-	-	8.4	1.4	40.0	10.6	3.8
4	38	228	8	75	50	40	560	285	-	-	7.5	1.3	35.6	9.4	3.8
<b>Total</b>	<b>35</b>	<b>814</b>	<b>8</b>	<b>319</b>	<b>226</b>	<b>209</b>	<b>2,240</b>	<b>1,180</b>	<b>-</b>	<b>-</b>	<b>33.7</b>	<b>1.4</b>	<b>157.3</b>	<b>42.5</b>	<b>3.7</b>

##### **Engineering Capacity Building**

The municipality was assisted in the quality assurance of the piped water supply scheme in Gul Ghondi zone. The RAMP UP East Public Works Advisor observed the completed brick masonry work of the water reservoir and made sure it was according to design drawings and specifications. Assistance was also provided in the survey of the municipality's unplanned area. The municipality was also assisted in monitoring the public bath construction project.

Together with a GDMA engineer, the RAMP UP East advisor observed the construction of the bath ceiling and recommended remedial work after the formworks are removed.

### **Economic Development and Revenue Generation**

Charikar municipality conducted its Municipal Advisory Board Meeting on 28 Aug 2013. The board focused on increased public outreach for the collection of Safayi fees. “this is yours and mosque Imam’s to deliver this message to the people to pay their Safayi fees on time otherwise, the municipality will not be able to provide sufficient services,” the Charikar mayor said. The technical team from RAMP UP East also visited Charikar for guiding the revenue team on more efficient ways to improve Safayi fee collection.

Budgets have been reviewed to assess the possibility of extending the property registration survey teams in Charikar for another one to two months to allow those teams to complete the registration of the remaining properties in those cities. Finally the property registration survey has been extended in Charikar for two more months.



*The Municipal Advisory Board meeting in Charikar*



*The technical team of RAMP UP East guiding revenue team to speed up the process of safaye collection*

### **Community Engagement**

The administration manager of Charikar municipality updated the information displayed on the noticeboards in five different areas. The updates included information about ongoing municipal projects, pictures from municipality projects, the mayor’s message about Eid, and key environmental and health messages. The noticeboards are updated once every month.

Charikar municipality hosted the Municipality Advisory Board meeting on August 26. The meeting was led by the MAB chairperson [REDACTED]. In addition to the 10 male MAB members, 30 citizens including 4 women were in attendance. After reviewing the minutes of the last meeting, the members discussed the problem of solid waste in the city. The chairperson reported that in Charikar city on average 120 cubic meters of solid waste is generated on



*MAB member in Charikar*

daily basis. The municipality is only able to collect and transport 80 cubic meters in a day. The chairperson emphasized the need to educate the public about solid waste management. He said the on time payment of Safayi fee by citizens will enable the municipality to provide the services the people and city needs.

The Charikar mayor, Khwajah Rohullah Sadiqi, talked about the municipality's future infrastructure plans. He said the municipality will pave the old road between Numan High school and Muqawemat square to match the new developmental city plan. Additionally, three bridges will be constructed on the city canal. He continued that the inauguration of a slaughterhouse and two city condolence halls will take place in the near future and the street lighting pole installation will be completed soon; these poles will be installed by the department of power and water. He added that President Karzai has approved asphaltting of 20 km road in Charikar city. He also mentioned that the business licensing fee is very low and the fee will have to be revised for implementation next year.

## Coordination



*Charikar administration officer updating the notice board, information.*

On 14 August; RAMP UP East, in coordination with the municipality, held a meeting with representatives of 10 local NGOs to share the RFAs for small grants projects in a community solid waste composting campaign and strengthening neighborhood support to municipalities. The grant application template and other necessary documents were provided to the interested NGOs.

On 15 August, the RAMP UP East team leader and public administration embedded advisor met with the director of women's affairs to brief her about the small grants RFAs. [REDACTED], the Director, welcomed the initiative and said the previous

small grants programs supported by RAMP UP were very effective and beneficial to Charikar women and youth. She said "I am looking forward to further assistance from RAMP UP in improving the local economy and citizens' awareness about their roles and responsibilities in a city."

## MAHMUD RAQI MUNICIPALITY

### PROVINCE: KAPISA

### Capacity Building

#### *Public Finance*

The budget monitoring template has been used to profile the budget into months and has produced monitoring improvements and improved quality of quarterly reporting. This has also helped with quarterly reporting to GDMA.

GDMA will introduce administrative reform in the municipality. The Municipal accounting manager was briefed on his duties and responsibilities.

### Service Delivery

#### Solid Waste Management

The municipality collected a total of 332 cubic meters out of a total waste generation volume of 375 cubic meters for a weekly collection average of 83 cubic meters. There was thus a decrease in collection of about 10 cubic meters per week compared to last month's performance. As a result, collection backlog as a percentage of total waste generation likewise deteriorated to 11% from only 7% in July.

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

**Waste Collection Summary**  
**Municipality: Mahmud Raqi**  
**Month: August 2013**

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	No.	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	10	40	3	30	64	30	75	69	-	-	6.9	1.7	23.0	10.0	2.3
2	18	90	3	30	90	34	100	95	-	-	5.3	1.1	31.7	10.0	3.2
3	18	114	3	32	83	23	100	70	-	-	3.9	0.6	23.3	10.7	2.2
4	18	114	3	40	95	36	100	98	-	-	5.4	0.9	32.7	13.3	2.5
<b>Total</b>	<b>16</b>	<b>358</b>	<b>3</b>	<b>132</b>	<b>332</b>	<b>123</b>	<b>375</b>	<b>332</b>	<b>-</b>	<b>-</b>	<b>20.8</b>	<b>0.9</b>	<b>110.7</b>	<b>44.0</b>	<b>2.5</b>

### Economic Development and Revenue Generation

The property registration survey has been extended in Mahmud Raqi for three more months with the intention of registering all properties within the municipality.

## Community Engagement

On August 5, the Mahmud Raqi Mayor and the director of environmental protection attended a 30-minute radio roundtable at Bahar Local Radio Station. Both the mayor and the director talked about close coordination on environmental issues. The director talked about the importance of tree planting and greenery and the health problems caused by air pollution. Both emphasized the importance of citizens' responsibilities. He continued that his department staff has reported a positive change in people's attitude in solid waste disposal after the door-to-door campaign



*Mahmud Raqi boundary wall handover ceremony*

was conducted. The mayor talked about the municipality's plan to construct a 120 hectare park in Sayaad area in partnership with the private sector in the near future.

This month RAMP UP East handed over the Mahmud Raqi boundary wall project to the municipality. The handover ceremony that was covered by local media, Radio Television of Afghanistan and Kapisa weekly magazine, was attended by 88 participants including 11 women, Deputy Governor, Mayor, Kapisa sectorial directorates, Provincial Council Chairperson, Women Affairs Director, elders, municipal schools committee members, Wakil e Guzars, shopkeepers and a representative from GDMA. The mayor said, "Mahmud Raqi municipality didn't have its own office, we were functioning from the department of agriculture, thanks for RAMP UP East / USAID for projected fund to build the boundary wall and supporting us to get the connexes from PRT, by doing so, now we have our own office." He continued "we will continue looking for other sources to assist us build proper office buildings inside the boundary wall.

## Coordination

On August 6, RAMP UP East hosted the mayor of Mahmud Raqi in its Kabul office. The meeting was requested by the mayor to discuss the Municipal Incentive Fund projects and the extension and expansion of the property registration. The mayor said, recently GDMA, the Municipality and RAMP UP East in close collaboration with the Ministry of Urban Development has completed the demarcation of the city boundaries. Mahmud Raqi municipality will have 4 districts which will require further assistance in addressing the needs of all four district residents. The mayor thanked RAMP UP East for the implementation of service delivery projects, revenue enhancement and capacity building efforts. He said, "I admit that most of municipal technical staff do not have the required skills and education to carry out their day to day activities and despite these challenges, RAMP UP has worked hard to build their capacity."

## BAZARAK MUNICIPALITY

### PROVINCE: PANJSHIR

### Capacity Building

#### Public Finance

The Municipal financial controller was assisted in financial documents this was to reconcile spending with budget allocations. The public finance advisor has assisted the municipal accounting manager on recording both expenditure and revenue transactions into the budget monitoring template. Also the counterpart was assisted on bid opening of the municipal Guest house stairs construction project. Financial staff members were also trained in Afghanistan tax law and bank reconciliation quality controlled.

#### Service Delivery

##### Solid Waste Collection

The weekly collection volume averaged 28 cubic meters compared to 29 cubic meters during the previous month. With a bigger volume of waste generation averaging 32 cubic meters per week compared to last month's 29 cubic meters, collection backlog as a percentage of waste generation increased at a much higher rate to 12% compared to 9% in July.

##### Waste Collection Summary

Municipality: Bazarak

Month: August 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	No.	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	4	8	2	4	34	15	30	27	-	-	6.8	3.4	13.5	2.0	6.8
2	4	8	2	4	34	12	30	28	-	-	7.0	3.5	14.0	2.0	7.0
3	4	8	2	4	34	13	33	30	-	-	7.5	3.8	15.0	2.0	7.5
4	4	8	2	4	34	14	35	28	-	-	7.0	3.5	14.0	2.0	7.0
<b>Total</b>	<b>4</b>	<b>32</b>	<b>2</b>	<b>16</b>	<b>136</b>	<b>54</b>	<b>128</b>	<b>113</b>	<b>-</b>	<b>-</b>	<b>28.3</b>	<b>3.5</b>	<b>56.5</b>	<b>8.0</b>	<b>7.1</b>

#### Engineering Capacity Building

The RAMP UP East engineer assisted the municipality in conducting a technical survey of the installation of new culverts along the main Panjshir road. For the ongoing construction of rental shops, the dimensions of the foundation were checked against the design drawings. A technical survey of a temporary landfill construction was conducted in Rokha area.



RAMP UP East site Engineer, checking steel bar banding quality

#### CLIN 2 Infrastructure Projects

The trash bin construction project recently began; 26% of the activities such as site layout, pointing and locations are completed. Additionally, steel bar bandings are ongoing and framework and pouring of concrete will begin soon.

## Community Engagement

The Municipality of Bazarak on August 25<sup>th</sup> convened a citizen forum in which 62 citizens including 23 females participated. The attendees were from the women affairs department, bazaar representatives, local Shuras, the education department, teachers and municipal staff. They discussed the Panjshir Development Plan, district boundaries and city cleanliness.

The Mayor said the city development plan is prepared by the ministry of urban development. He added that the construction of the transit road through Panjshir will be a great achievement for the citizens of Panjshir.

The mayor then talked about the importance of city boundary determination. While most of the participants agreed with the mayor, [REDACTED] on behalf of the women's association said "The isolation of Rukha village is not a good idea, because this area will not receive municipality services, and the rural development services are not enough for the area." The mayor said the final decision will be made by the governor in consultation with the central government.

The mayor informed citizens about the municipal activities including the cleaning of the city on a regular basis. So one of the citizens [REDACTED] suggested the municipality should construct a Public Park in each district, to install cemented trash bins and do more public awareness about the municipal activities. The mayor promised citizens to install 30 more masonry trash bins in the city soon but he rejected the park construction idea due to lack space.

The mayor ended the meeting with saying, "It is very good that we have more female participants in our citizen forum for the first time and we highly appreciate women's participation in the municipal citizen gatherings and decision-making."

## Coordination

The Bazarak Municipal Administration Manager and the RAMP UP East Public Administration Advisor had a meeting with the director of Panjshir women affairs department on August 23<sup>rd</sup> to discuss women's participation in citizen forums.

The director said, "long distance and lack of transport and unfavorable traditional beliefs are the main hindrance to women's participation in public life." She said if the municipality provides transportation, women's participation will increase.



*Meeting with Panjshir Director of Women's Affairs*

## JALALABAD MUNICIPALITY

### PROVINCE: NANGARHAR

#### Capacity Building

##### *Public Finance*

Jalalabad has set up its asset working group with departmental representatives to produce the asset listing.

In Surkhrood district, the municipal finance officer completed a one week on the job training on the M20 (Expenditure Ledger). The District municipal finance officer now can record the transactions into M20 by himself. He can also produce monthly payroll. The training also included advice on management structures particularly the provision of finance management by the administration manager with the finance manager concentrating on revenues.

##### **Mentoring of District Municipalities**

The Finance Manager of Surkh Rod continued to receive mentoring in the preparation of computerized accounting books M20 and M16.

#### Service Delivery

##### **Solid Waste Collection**

The average weekly collection in the municipality again went down from 1,022 cubic meters in July to 1,002 cubic meters. With relatively lower volume of waste generation, however, the municipality was able to contain its collection backlog to only 10% compared to 11% in July.

##### **Waste Collection Summary**

**Municipality: Jalalabad**

**Month: August 2013**

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	No.	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	68	340	18	272	98	178	1,003	911	-	-	13.4	2.7	50.6	15.1	3.3
2	69	345	18	334	145	234	1,153	1,037	-	-	15.0	3.0	57.6	18.6	3.1
3	68	340	18	331	130	228	1,148	1,029	-	-	15.1	3.0	57.2	18.4	3.1
4	69	345	18	328	127	215	1,152	1,031	-	-	14.9	3.0	57.3	18.2	3.1
<b>Total</b>	<b>69</b>	<b>1,370</b>	<b>18</b>	<b>1,265</b>	<b>500</b>	<b>855</b>	<b>4,456</b>	<b>4,008</b>	<b>-</b>	<b>-</b>	<b>58.5</b>	<b>2.9</b>	<b>222.7</b>	<b>70.3</b>	<b>3.2</b>

#### Engineering Capacity Building

The RAMP UP East engineer monitored a side ditch cleaning process and instructed the municipal staff to properly dispose of the dirt and debris off of the streets. For a street rehabilitation project, the RAMP UP East engineer briefed the municipal engineer on the methods of sub-base preparation and recommended the improvement of the quality of sub-base materials. The grader machine operator was also briefed on how to maintain the design slopes (longitudinal and cross slopes) during sub-base preparation.

#### Community Engagement

Jalalabad municipality updated the information displayed on noticeboards in four different locations. The update includes key information about municipality activities, project photos, contact numbers, Safayi fees collection procedures, RAMP UP East RFPs and a message from the mayor to citizens.

The Inspection Manager [REDACTED] [REDACTED] was interviewed for 30 minutes by SHARQ TV. The focus of the interview was on the responsibilities of the municipality and citizens in keeping the city clean and the controlling of prices in the market. The Head of the Inspection Department said the municipality is trying very hard to keep the city clean; however due to lack of sufficient sanitation crews it is difficult to keep the entire city clean without support and cooperation from citizens. By disposing of their trash in the designated areas, citizens will help the municipality perform its responsibilities in a timely manner.



*Jalalabad citizens are reading notice board ads*

### **Coordination**

On August 28, a coordination meeting was held at the Municipality meeting hall in which the five year strategic plan of the construction department was briefed. Participants were Municipality Planning, Revenue, Finance, Construction, Nahya and other managers and representative from LARA, UN Habitat, UNDP ASGP and RAMP UP East. The strategic plan was prepared by the construction department of the municipality with technical assistance from ASGP.

## ASADABAD MUNICIPALITY

### PROVINCE: KUNAR

### Capacity Building

#### Public Finance

In preparation for Annual Financial statements production and the necessary planning for such the Office manager was trained in

- Management principles
- Effective business communication
- Principles of accounting

The Municipal finance officer has put his training into action and has prepared the monthly revenue and expenditure report, bank reconciliation, payroll, overtime and Eid bonus without any technical assistance from RAMP UP East.



*Asadabad FPA Finance Officer preparing the Financial Report for the last two years (1390 and 1391) for Asadabad Municipal Mayor.*

As per the Mayor's Request, the public finance advisor and the municipal finance officer completed the financial analysis of year (1390, 1391) with current year and provided the report to the municipality.

### Service Delivery

#### Solid Waste Collection

The municipality's average weekly collection went down by a cubic meter to 37 cubic meters. As a result, collection backlog as a percentage of waste generation went up to 27% from 24% in July.

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

#### Waste Collection Summary

**Municipality: Asadabad**

**Month: August 2013**

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	Formal	Informal	Generated	Collected	No.	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	16	96	3	18	31	5	50	36	2	12	2.3	0.4	12.0	6.0	2.0
2	16	96	3	17	29	5	50	34	2	12	2.1	0.4	11.3	5.7	2.0
3	16	96	3	17	29	5	50	34	2	12	2.1	0.4	11.3	5.7	2.0
4	16	96	3	21	34	7	50	42	2	12	2.6	0.4	14.0	7.0	2.0
<b>Total</b>	<b>16</b>	<b>384</b>	<b>3</b>	<b>73</b>	<b>123</b>	<b>22</b>	<b>200</b>	<b>146</b>	<b>2</b>	<b>48</b>	<b>9.1</b>	<b>0.4</b>	<b>48.7</b>	<b>24.3</b>	<b>2.0</b>

### Engineering Capacity Building

Asadabad was assisted in the supervision and quality control of the construction of the first floor columns and stairs of the trade center (Block C). The RAMP UP East engineer monitored the quality of concrete of erected columns and stairs and instructed the municipal

engineer to cover up the columns and stairs with burlap and conduct curing for at least 14 days to obtain the required strength.

The installation of formworks for the base slab of the same building was also observed and recommendations were given on their proper installation to avoid leakage of concrete grout during concrete pouring. The RAMP UP East engineer monitored the suspension bridge project and recommended that adjustments be made to the wind ties cable and in the number of clamps for these to conform with the design drawings.

## Community Engagement

The Asadabad municipal public administration officer [redacted] and his RAMP UP East counterpart held meetings with departments of women's affairs and environmental protection to invite them to submit articles for the municipal newsletter. In the first half of the month, at the request of the municipal administration officer, the RAMP UP East Public Administration Advisor assisted the 2<sup>nd</sup> Nahia manager in collecting, editing and drafting articles and designing the municipal monthly newsletter. The Asad-Sonbola issue of the newsletter was published on August 22, and distributed to local Shura members, government directorates, schools and shopkeeper. Also, this month Asadabad municipality installed two noticeboards in Chawak in district 1 and near the governor's compound.

## MEHTERLAM MUNICIPALITY

### PROVINCE: LAGHMAN

#### Capacity Building

##### *Public Finance*

The mentoring program for Qarghai District municipality continued. The Administration and Finance manager was trained in how to prepare a cash book. He was also briefed on the importance of keeping the cash book accurately and up to date.

The New Municipal Revenue Manager was shown how to apply arithmetical calculation and formulas in MS Excel while producing the monthly and quarterly revenue report. In addition to that he was also trained on how to record transactions into the budget monitoring template.



*Qarghai District Admin-Finance Manager is being mentored while preparing cash book.*

The Asset manual which was developed by RAMP UP East was shared with the newly formed asset group and a local copy was also submitted to them for their review.

##### **Mentoring of District Municipalities**

The program has been completed and the municipality is now waiting for the beginning of the follow-up program.

#### **Service Delivery**

##### **Solid Waste Collection**

The municipality collected an average of 137cubic meters per week for a total collection for the month of 549 cubic meters. Collection backlog as a percentage of total waste generation remained at the same level of 50%.

##### **Waste Collection Summary**

**Municipality: Mehterlam**

**Month: August 2013**

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For- mal	Infor- mal	Gene- rated	Col- lected	No.	Man- days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	26	156	4	28	90	5	270	130	1	6	5.0	0.8	32.5	7.0	4.6
2	26	156	4	26	90	5	280	110	1	6	4.2	0.7	27.5	6.5	4.2
3	26	156	4	38	120	6	270	155	1	6	6.0	1.0	38.8	9.5	4.1
4	26	156	4	37	115	4	270	154	1	6	5.9	1.0	38.5	9.3	4.2
<b>Total</b>	<b>26</b>	<b>624</b>	<b>4</b>	<b>129</b>	<b>415</b>	<b>20</b>	<b>1,090</b>	<b>549</b>	<b>1</b>	<b>24</b>	<b>21.1</b>	<b>0.9</b>	<b>137.3</b>	<b>32.3</b>	<b>4.3</b>

#### **Engineering Capacity Building**

Municipal engineers were trained on how to prepare detailed schedules and timelines for different types of service delivery projects. In addition, the municipality was assisted in

monitoring the start-up of projects funded under the MIF, in particular the Electric Street Light Installation Project (RAMPUP EAST-MHT-004) and the Solid Waste Enclosures Construction Project (RAMPUP EAST-MHT-0012) for which the RAMP UP East engineer provided clarifications on the design drawings and scopes of work.

### **CLIN 2 Infrastructure Projects**

The Concrete Solid Waste Enclosure project has begun. RAMP UP East and relevant municipal staff members have started fabrication of the enclosures.

The Electric Street Light installation is the second ongoing project being implemented under the Municipal Incentive Fund in Mehterlam. Work on constructing the foundations for the light poles and fixtures has begun..



*Excavation of foundation for street light installation project, started by municipality under guidance of RAMP UP East site Engineer, Mehterlam Municipality*

### **Economic Development and Revenue Generation**

On 29 Aug 2013 the EDAC meeting was conducted in Mehterlam municipality. The purpose of the event was to speed up the process of Safayi fee collection. The members committed to meet each Wakil Gozar to talk with property owners who received their bills but did not pay.



*EDAC meeting in Mehterlam*

The RAMP UP East team visited the trash collection sites of Mehterlam in the last week of August to collect initial data to support the feasibility study of Mehterlam. The first Nahya was selected for study after the mayor confirmed the choice. The first Nahya includes a very populated area where most of the city businesses and residential houses are located.

The property registration survey was extended in Mehterlam for two more months.

### **Community Engagement**

Mehterlam municipality convened a citizen forum on August 28. The forum that was chaired by the manager of the 1st Nahya was attended by 12 people. The chairperson after

welcoming he participants talked about the problem with the improper use of sidewalks by shopkeepers. He said in most of the city, shopkeepers have occupied the sidewalks by displaying their goods which is causing inconvenience to pedestrians. Participants asked the municipality to fine those shopkeepers who continue to occupy the sidewalks after having been warned.

Participants also requested the municipality to select a proper place for street vendors who sell their commodities off wheelbarrows. They said, the wheelbarrows occupy parking spaces meant for vehicles and cause traffic congestion. The chairperson promised to follow up on the participants' suggestion.

## **GARDEZ MUNICIPALITY**

### **PROVINCE: PAKTIA**

#### **Capacity Building**

##### ***Public Finance***

Gardez municipal Budget monitoring template has revealed revenue collection is less than what is mentioned in the monthly profile. The mayor has been able to take corrective action through the assignment of additional staff to the revenues section.

With the technical assistance of RAMP Up East the Municipal Administration manager has prepared a monthly activities report for the Mayor. This report is not only reviewed by the mayor but is also submitted to the Province and GDMA.

The mentoring program for Zurmat and Sayad Karam district municipalities continued this month. The Municipal district finance officers were trained in cash disbursement journal, quarterly expenditure report and M20 (Expenditure Ledger).

The Public finance advisor assisted the municipal revenue manager on bank reconciliation for second quarter collected revenue. The Revenue manager was also assisted with the budget monitoring template and recorded all second quarter transaction in the template.

Also the Municipal Accounting manager completed the monthly bank reconciliation without any technical assistance from RAMP UP East.

##### **Service Delivery**

###### **Solid Waste Management**

Total waste collection volume reached 1,087 cubic meters for an average weekly collection of 272 cubic meters compared to 289 cubic meters during the previous month. Collection backlog as a percentage of solid waste generation increased to 30% from 26% in July.

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



*Preparing the Gardez municipality monthly activities report for the month of Assad 1392.*

## Waste Collection Summary

Municipality: Gardez

Month: August 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	No.	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	24	144	5	64	87	36	390	268	-	-	11.2	1.9	53.6	12.8	4.2
2	24	144	5	62	71	29	390	256	-	-	10.7	1.8	51.2	12.4	4.1
3	24	144	5	61	73	30	390	254	-	-	10.6	1.8	50.8	12.2	4.2
4	24	144	5	72	87	36	390	309	-	-	12.9	2.1	61.8	14.4	4.3
<b>Total</b>	<b>24</b>	<b>576</b>	<b>5</b>	<b>259</b>	<b>318</b>	<b>131</b>	<b>1,560</b>	<b>1,087</b>	<b>-</b>	<b>-</b>	<b>45.3</b>	<b>1.9</b>	<b>217.4</b>	<b>51.8</b>	<b>4.2</b>

## CLIN 2 Infrastructure Projects

Work has begun on the implementation of the Concrete Solid Waste Enclosures Project and the foundations for the Solar Street Light Construction Project in the Gardez municipality which are being implemented under the Municipal Incentive Fund.

## Engineering Capacity Building

The municipality was supported in the supervision and quality control of the construction of a canteen as part of a park construction project. The RAMP UP East engineer inspected the installation of the canteen's sink and cabinet. He advised that the design dimensions of the cabinet be followed and that the best quality of mosaic tiles be used for the canteen walls. The RAMP UP East engineer also observed the construction of the park's sidewalk and gave instructions on how to fix the observed deficiencies.

## Community Engagement

The RAMP UP East field team held several meetings with the mayor during this month to discuss with and encourage the mayor to convene citizen forums and participate in radio and television interviews. The mayor first said he did not have the energy during Ramazan to communicate with citizens, later he said those activities were not the priority for Gardez municipality.

At the request of the mayor, the public administration advisor provided on-the-job training to the HR Officer in letter writing, filing, the use of the computer and public outreach activities.

## KHOST MUNICIPALITY

### PROVINCE: KHOST

### Capacity Building

#### *Public Finance*

The Municipal accounting manager has requested retraining on double entry accounting. He has been trained initially on the principal of double entry accounting and the difference between accrual and cash base accounting.

The Public finance advisor has assisted the revenue manager in preparation of terms of the contract for the Faiz Mohammad Khan parking lot project. The municipal counterpart has also started recording revenue transactions in the budget monitoring template.

The accounting staff members were trained on accruals and prepayments in preparation for annual account closedown. The staff was also mentored in various depreciation methodologies and their financial impact.

#### **Service Delivery**

##### **Solid Waste Collection**

The municipality's average weekly collection was slightly up at 282 cubic meters from last month's 280 cubic meters. With a larger volume of waste generation, however, collection backlog went up to 24% from 19% in July.

The following table summarizes the municipality's collection performance for the month.

##### **Waste Collection Summary**

**Municipality: Khost**

**Month: August 2013**

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	Formal	Informal	Generated	Collected	No.	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	28	112	6	73	106	100	388	300	-	-	10.7	2.7	50.0	12.2	4.1
2	27	135	6	70	89	63	370	285	-	-	10.6	2.1	47.5	11.7	4.1
3	26	130	6	74	80	66	367	273	2	10	10.5	2.1	45.5	12.3	3.7
4	27	162	6	74	86	61	360	269	2	12	10.0	1.7	44.8	12.3	3.6
<b>Total</b>	<b>27</b>	<b>539</b>	<b>6</b>	<b>291</b>	<b>361</b>	<b>290</b>	<b>1,485</b>	<b>1,127</b>	<b>2</b>	<b>22</b>	<b>41.7</b>	<b>2.1</b>	<b>187.8</b>	<b>48.5</b>	<b>3.9</b>

##### **Septic Tank Emptying Service**

The total collection volume for the month reached 692 cubic meters from a total of 46 customers (36 residential and 10 governmental). The targets set for the month, however, were 996 cubic meters in collection volume and 67 in number of customers served.

During the last week of the month, both septic tankers again broke down. No collection was therefore recorded during that week.

##### **Engineering Capacity Building**

For a road median project, the RAMP UP East engineer visited the curbstone production factory and instructed its skilled laborers on the proper mixing of sand, cement, and water. He also gave instructions on the proper curing of newly produced curbstones. In addition,

the median repairing crew was briefed on the methodology of plaster application to repair the damaged curbstones. AutoCAD training was conducted for municipal engineers, focusing on drawing the details of different engineering elements in different scales.

### **Economic Development and Revenue Generation**

A meeting convened in Khost municipality specified precise responsibilities to every individual staff of Nahyas. They agreed upon certain decisions regarding Safayi fees to accelerate the process. Every Nahya Manager will coordinate printed invoices with other Nahya staff to distribute the invoices and collect the fee.

The municipality of Khost arranged a citizen forum on August 22<sup>nd</sup>. Chaired by the mayor, the forum was attended by 25 participants. The Mayor reviewed the previous citizen forum's decisions and determined that there has been a positive change in people's attitudes; he particularly appreciated the support of the business guilds' representative and the city council's support in encouraging shopkeepers to obtain business licenses.

The Mayor informed the participants of the forum that Khost municipality officially received the instruction letter from GDMA regarding the collection of Safayi fee based on type of area/property, such as residential, commercial, industrial, and governmental. He urged the citizens and owners of markets to support the municipality by paying the Safayi fee based on the new system.

### **Community Engagement**

This month Khost municipality was busy preparing for a city-wide drawing contest later in the month. On August 4<sup>th</sup> the municipal officials and RAMP UP East advisor visited the Education director to share the plan and division of responsibilities. The director welcomed the initiative and said it will be the first time in Khost that a drawing contest will be organized. He said his entire staff has been briefed and they are ready to take an active part in this activity.

The municipality of Khost convened a citizen forum on August 22<sup>nd</sup> in the municipal conference hall. Chaired by the mayor, the forum was attended by 25 participants, including 8 youth and 3 women representing line departments, city council, civil society groups, and shopkeepers. The mayor reviewed the previous citizen forum's decisions, saying "I see a major positive difference in the distribution of business licenses". He appreciated the efforts of city council members and shopkeepers' representatives for encouraging the business owners to obtain the business licenses.

Kiramath Khan Khapalwak director of city council said, "The municipality should facilitate a meeting with the owners of markets and shopkeepers to brief them on the new fee collection procedure so that they are aware of reforms."



*The citizens forum meeting in Khost*

### **Coordination**

During this month, Khost municipality and RAMP UP East public administration advisors held several meetings with different stakeholders to discuss the drawing contest and division of tasks and responsibilities between different actors.

Some 500 students from 4 girls and 4 boys' schools will participate in the drawing contest. The purpose of the contest is providing opportunities for adolescents and children to become more aware of their environment through art.

In a meeting with the Director of Education on August 24, the municipality's Sanitation Manager, [REDACTED] updated the Director of Education about the preparation for the drawing contest. The Director of Education said that this type of contest will play an important role in public awareness programs and will encourage the students to keep their neighborhoods clean, green and beautiful.



*Teachers orientation session in Khost on drawing contest.*

## **PUL-E-ALAM MUNICIPALITY**

### **PROVINCE: LOGAR**

#### **Capacity Building**

##### ***Public Finance***

On 20 August 2013 a meeting about revenue collection was held between the public finance advisor and the municipality including the Mayor. The budget monitoring template, developed by RAMPUP Up East has identified slow revenue collection when compared to the profile. This has enabled the Mayor to initiate proactive action by way of a municipal departments meeting.



Baraki Barak district municipality revenue and accounting officer was mentored on:

- Operation and development budget
- Budget preparation elements (Revenue, Expenditure)
- Budget forms and major budgetary codes

*PFA during explanation of revenue collection process in a meeting with Pul e Alam mayor.*

The Municipal accounting manger was trained on Afghanistan tax law. After receiving the training, he also did the tax calculation for municipal staff by himself for the month of Assad 1392. In addition, expenditure transactions were also recorded in the budget monitoring template.

#### **Mentoring of District Municipalities**

The program has been completed and the municipality is now waiting for the beginning of the follow-up program.

#### **Service Delivery**

##### **Solid Waste Collection**

The collection performance of the municipality continued to decline, reaching an average of only 46 cubic meters per week from 67 cubic meters in July. Also, even with a shorter collection period of four weeks, solid waste generation remained at the previous month's level of 400 cubic meters, resulting in the further deterioration of collection backlog to 23% from 16% in July.

Pul-e-Alam's collection performance for the month is summarized in the table below.

## Waste Collection Summary

Municipality: Pul-e-Alam

Month: August 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	Formal	Informal	Generated	Collected	No.	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	12	48	2	12	55	16	160	56	-	-	4.7	1.2	28.0	6.0	4.7
2	12	60	2	18	55	36	80	81	-	-	6.8	1.4	40.5	9.0	4.5
3	12	48	2	16	44	29	80	72	-	-	6.0	1.5	36.0	8.0	4.5
4	12	72	2	22	55	43	80	99	-	-	8.3	1.4	49.5	11.0	4.5
<b>Total</b>	<b>12</b>	<b>228</b>	<b>2</b>	<b>68</b>	<b>209</b>	<b>124</b>	<b>400</b>	<b>308</b>	<b>-</b>	<b>-</b>	<b>25.7</b>	<b>1.4</b>	<b>154.0</b>	<b>34.0</b>	<b>4.5</b>

## Engineering Capacity Building

The RAMP UP East engineer instructed the municipal skilled laborers on proper application of paint to the interior and exterior walls of the public latrine. He instructed the painters to use sandpaper prior to applying paint coats on the latrine doors and advised the municipal engineer on how to meet the painting technical specifications.



*The almost completed Pul-e-Alam public latrine*

## Economic Development and Revenue Generation

A mobile team has been assigned by Pul-e-Alam municipality to monitor businesses that operate in the Pul-e-Alam city coverage area without legal business licenses.

## Community Engagement

Pul-e-Alam Municipality convened its 23<sup>rd</sup> citizen forum in the municipal meeting hall. The forum was attended by 17 people including two females. The Mayor talked about last month's forum and decisions. He said citizens' cooperation and support makes a huge difference in the effectiveness and quality of services the municipality provides.



*Butchers representative talking about their problems in Pul-e-Alam City in the citizen form.*

The mayor requested participants to talk to citizens and their representatives about the importance of Safayi fee payment. He then reported on the recently completed projects that include, the road graveling project with the cost of 6,600,000.00 AFN, the completion of the public bath project with total cost of 3,500,000.00 AFN as well as construction of Fruit and Vegetable market with financial and technical support from RAMP UP East. The mayor and participants also talked about the upcoming presidential elections and the importance of registration and voting.

■■■■■■■■■■, Bi Bi Amina High School's principle said, "we request from the municipality to pay attention to the Gender balance in Pul-e-Alam municipality and hire females in administration and managerial positions." The mayor in response said, "I cannot promise

anything in this regard, but we will look in to this.”

### **Gender and Youth Activities**

During the month of August Municipality officials along with RAMP UP East staff held several meetings with Department of Education and School teachers for the launching of a drawing contest. The drawing contest ceremony will take place early September and is planned for 500 students including 200 girls.

### **Coordination**

On Aug 13<sup>th</sup>, the small grant RFA was shared with the economy department. The Economy Department will send the information to all NGOs operating in Pul-e-Alam.

## SHARANA MUNICIPALITY

### PROVINCE: PAKTIKA

### Capacity Building

#### Public Finance

The recently appointed procurement manager was trained in municipal procurement process and procurement law.

The Resignation of the newly hired finance manager has necessitated greater involvement of the advisor in mentoring the staff in general.

The Property manager was trained on asset maintenance and asset register quality controlled prior to the Annual Financial Statements.

#### Service Delivery

##### Solid Waste Collection

No collection was reported during the first week of the month. For the remaining three weeks, weekly collection averaged 46 cubic meters compared to almost 59 cubic meters in July. With a lower volume of waste generation, however, collection backlog went down by a percentage point to 18%.

##### Waste Collection Summary

Municipality: Sharana

Month: August 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	No.	Man-days	No.	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	No.	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	8	40	2	20	60	10	70	60	-	-	7.5	1.5	30.0	10.0	3.0
3	8	48	2	20	56	8	75	60	-	-	7.5	1.3	30.0	10.0	3.0
4	8	48	2	26	60	10	80	65	-	-	8.1	1.4	32.5	13.0	2.5
<b>Total</b>	<b>8</b>	<b>136</b>	<b>2</b>	<b>66</b>	<b>176</b>	<b>28</b>	<b>225</b>	<b>185</b>	<b>-</b>	<b>-</b>	<b>23.1</b>	<b>1.4</b>	<b>92.5</b>	<b>33.0</b>	<b>2.8</b>

#### Economic Development and Revenue Generation

Sharana completed the business license distribution process in the city in August. The Municipality registered 1, 591 businesses and deposited 519,100 Afs in the bank account. Some of the shopkeepers who have not yet registered will be monitored by municipality.

#### CLIN 2 Infrastructure Projects

Activities for the fruit and vegetable market project in Sharana municipality continues with the installation of the rollup doors, wall plastering and the installation of the insulation for the roof.



*Sharana Fruit & Vegetable Market Construction Project*

### **Community Engagement**

The municipal administration managers were mentored in Sharana on updating municipal noticeboards during the month of August. They posted information including messages urging citizen to keep the city clean, pictures from ongoing service delivery projects and other activities and articles about environmental protection.



*Sharana citizens reviewing noticeboards*

**PARUN MUNICIPALITY**  
**PROVINCE: NURISTAN**  
**Service Delivery**

**CLIN 2 Infrastructure Projects**

The Construction activity for the road graveling and lighting project is in the excavation stage for roadside ditches.

This project was stopped during the month at the direction of the provincial governor. The governor requested that the RAMP UP East subcontractor modify the contracted design. RAMP UP East developed a compromise solution to address the concerns of the governor and the mayor and the project resumed.



*Ongoing side ditches excavation for road graveling and lighting construction project, Parun Municipality*

## ANNEX 1 – SERVICE DELIVERY IMPROVEMENT PROJECTS (ONGOING)

#	Project #	Project title	Implm. method	Scheduled start date	Contract award date	Scheduled completion date	Anticipated completion date	Percent complete %	Status/Action
<b>Sharana (Paktika)</b>									
1	SHA-0017	Vegetable and Fruit Market Project	Sub Contract	1-Feb-12	21-Oct-12	18-Jun-13	30-Sep-13	70%	Structural work is complete. Wiring, plactering and painting is underway.
<b>Khost</b>									
1	KHO-0003	Septic Tank Vehicle and Service	PO & Dir Impl.	11-Jun-11	10-May-12	7-Jun-12	9-Nov-13	90%	Septic tank servicing has continued during the month
<b>Parun</b>									
1	PRN-0001	Road Graveling and Lighting Construction Project	Sub Contract	1-Jun-13	1-Jun-13	5-Sep-13	5-Sep-13	40%	Excavation of the roadway and drainage ditches is underway.

### ANNEX 3 – COMMUNITY ENGAGEMENT ACTIVITIES

Community Engagement Monthly Report						For the Month of: Aug 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)	0	0	0	1	13	0	0	0	0
2	Ghazni (Ghazni)	0	0	0	0	6	0	0	0	0
3	Maidan Shar (Wardak)	1	21	2	0	8	0	0	0	0
4	Jalalabad (Nangarhar)	0	0	0	0	10	1	30- Minutes	0	0
5	Assadabad (Kunar)	0	0	0	1	20	0	0	0	0
6	Mehterlam (Laghman)	1	12	0	0	1	0	0	0	0
7	Charikar (Parwan)*	1	35	4	0	7	0	0	0	0
8	Mahmud-i-Raqi (Kapisa)		0	0	0	10	1	30-Minutes	1	RUE-MIR-0021
9	Panjshir (Panjsher)	1	34	26	0	1	0	0	0	0
10	Gardez (Paktya)	0	0	0	0	3	0	0	0	0
11	Pul-i-Alam (Logar)	1	15	2	0	26				
12	Sharana (Paktika)	0	0	0	0	2	0	0	0	0
13	Khost (Khost)	1	22	3	0	12	1	30-Minutes	0	0
<b>TOTALS</b>		<b>6</b>	<b>139</b>	<b>37</b>	<b>2</b>	<b>119</b>	<b>3</b>	<b>90</b>	<b>1</b>	
* MAB meeting in Charikar municipality										