



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

MONTHLY REPORT: FEBRUARY 2012



*In Khost, fruit sellers and buyers alike benefit from the Drainage Ditch Project running along the length of the bazaar. This municipal improvement project was funded by RAMP UP East*

15 March 2012



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## ABBREVIATIONS & TERMS

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

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

## Terms

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



## MONTHLY REPORT: JANUARY 2012

### EXECUTIVE SUMMARY

#### Capacity Building

##### *Preparation of Standard Operating Procedures (SOP)*

On February 7 RAMP UP East presented at the Technical Working Group (TWG)<sup>1</sup> the overall guidelines for the formulation and implementation of standard operating procedures (SOP) of selected regular municipal functions. The purpose of the presentation was to generate the support and participation of the General Directorate of Municipalities Affairs (GDMA) and the TWG members.

As a result of the presentation, GDMA committed to conduct and circulate the results of an inventory of existing SOPs as well as of those currently being developed in the municipalities. This will avoid duplication of efforts and at the same time encourage collaboration among TWG members, as was the case with the formulation of the SOP for municipal budget preparation.

RAMP UP East sees SOPs as a mechanism for institutionalizing good governance practices as they define in clear steps the procedures that municipalities will undertake to properly dispense functions and services. Seven SOPs are to be produced with the support of RAMP UP East. This includes two SOPs – solid waste management (SWM) and revenue improvement action planning (RIAP) – that require refinement of the already existing procedures developed by UNDP/ASGP. Five new SOPs are to be formulated by RAMP UP East: 1) business licensing and fees collection, 2) municipal budget preparation, 3) municipal procurement, 4) municipal accounting, and 5) budget execution, monitoring and evaluation.

As of the end of February the status of formulating the SOPs is as follows:

- Solid Waste Management – draft SOP being written
- Revenue Improvement Action Plan – review completed, editing ongoing
- Business Licensing and Fee Collection – draft SOP written and circulated for peer review
- Budget Preparation – a pilot performance budget for solid waste using metrics for input and output efficiencies developed. Writing of SOP to start.
- Municipal Procurement – SOP manual for simple procurement modes (ranging from AFA1 to AFA500,000) formulated. This SOP will be developed in stages to enable municipalities to proceed immediately with application rather than attempting comprehensive coverage that would take longer to prepare.
- Municipal Accounting – at data gathering stage; RAMP UP East has been monitoring activities and collecting municipal accounting documents and spreadsheets.
- Budget Execution, Monitoring and Evaluation – This SOP will be integrated into the municipal accounting SOP manual as budget execution, monitoring and evaluation are also inherently covered in municipal accounting.

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<sup>1</sup> The Technical Working Group is a multi-project coordination body that meets every month and is headed by GDMA, an agency under the Afghanistan Independent Directorate of Local Governance (IDLG). It is composed of USAID and UN-funded projects working at the municipal level: USAID/RAMP UP East, West, North and South, USAID/LARA, UNDP/ASGP, and UN-Habitat.

## Public Finance

### *Municipal Budget for 1391*

As Afghanistan solar year 1391 draws near (March 21), municipalities have been busy preparing their budget for the incoming year. Budget preparation requires looking at historical municipal revenues and expenditures in order to forecast the coming years. RAMP UP East is supporting the budget preparation process by providing targeted capacity building in the areas of various public finance functions such as maintenance of cash receipt and cash disbursement journals, reconciliation of bank statements with municipal ledgers, identifying primary sources of municipal revenues and looking at the performance of these sources over the years.

In February, work on public finance SOPs, particularly budget preparation and municipal accounting, was the focus of the work of the public finance team in Kabul and in the municipalities as these teams started gathering financial data and documenting existing public finance practices and processes.

While waiting for the memorandum on the annual budget preparation from GDMA, RAMP UP East municipalities have undertaken initial steps in preparation of the 1391 budget. The embedded public finance advisors and the municipal finance staff spearheaded this process. Eight municipalities – Ghazni, Gardez, Khost, Charikar, Sharana, Maidan Shar, Mehterlam and Mahmud-i-Raqi – have created budget committees headed by the mayor and have set their respective budget calendars. However, the reluctance of a few municipalities to fully disclose their revenues and expenditures continues to frustrate the efforts of the municipal advisors to support the drafting of budget projections. Because revenue is closely guarded by some municipalities, adoption of spreadsheet applications in the revenue department has been slow. In February, Panjshir and Mehterlam, however, have been recording the entire year's receipts in spreadsheets.

### *Cash receipt and cash disbursement training*

While informal training on posting cash receipt and cash disbursement and classification of expenses had already taken place in all municipalities, this month formal training was provided to develop in-depth knowledge. Cash receipt training was conducted in Jalalabad, Maidan Shar, Charikar, Mehterlam, Gardez and Khost and cash disbursement training was provided in Ghazni, Jalalabad, Charikar, Maidan Shar, Khost, Gardez, Panjshir and Mehterlam, with focus on recording transactions in the M20 form (expenditure ledger).

### *Bank reconciliation trainings*

Time was devoted to training in bank reconciliation in Gardez, Maidan Shar, Panjshir, Mahmud-i-Raqi, Bamyan and Khost. Panjshir started undertaking the big task of reconciling three years' worth of safayi taxes with bank statements.

### *Spreadsheet financial systems*

In February, some municipal embedded advisors have reported significant success in implementing the M20 forms, payroll spreadsheets and cash expenditure journal. Ghazni, Pul-i-Alam, Gardez, and Mehterlam are using all these tools intensively with hands-on support and advice from the embedded RAMP UP East advisors. RAMP UP East is encouraging the municipalities to invest in computers to be able to speed up automation. The municipalities of Sharana, Jalalabad and Khost are lagging behind in the adoption of spreadsheet-based financial systems and will be targeted for additional support in the coming month.

## Economic Development

### *Business registration activities*

All 13 municipalities have completed entering into the database the information gathered from the business surveys in January. During February, the municipal revenue generation teams worked next on verifying the database entries and all 13 municipalities were able to complete this process. Entry errors were corrected and missing data were completed, often through back surveys. Altogether, 34,548 businesses were entered in municipal databases. The following table shows the number of verified business information by municipality.

No	Municipality	Business Registration Forms Verified
1	Asadabad	1,592
2	Bamyan	865
3	Charikar	2,607
4	Gardez	2,000
5	Ghazni	7,626
6	Jalalabad	5,111
7	Khost	5,450
8	Maidan Shar	288
9	Mahmud-i-Raqi	960
10	Mehterlam	3,584
11	Panjshir	517
12	Pul-i-Alam	1,473
13	Sharana	2,475
	<b>Total</b>	<b>34,548</b>

The much awaited computer systems that will run the business licensing program have been delivered and set up in the municipalities of Charikar, Panjshir, Mahmud-i-Raqi, Jalalabad, Asadabad and Mehterlam. Each municipality received a set of 20 items that included two computer sets, one digital camera, three printers, licensed software, peripherals and consumables. The seven other municipalities will be receiving their computer systems in March.

### *Safayi tax*

During this month RAMP UP East met with UN-Habitat, LARA and GDMA to discuss and clarify existing laws and procedures for property valuation and safayi tax collection. RAMP UP East presented draft guidelines that incorporated practical and logistical aspects of property registration. GDMA has agreed to send the guidelines to the municipalities. Further, two GIS technicians were hired and trained on RAMP UP East property registration methodologies.

### *Revenue analysis (Revenue profile)*

RAMP UP East provided technical assistance in analyzing and preparing revenue profiles of seven municipalities, namely: Asadabad, Bamyan, Gardez, Khost, Maidan Shar, Mahmud-i-Raqi, and Sharana. The municipalities of Ghazni, Charikar, Panjshir, and Pul-i-Alam have

independently prepared their draft revenue profiles. The municipality of Jalalabad, on the other hand, is being assisted by ASGP in developing their revenue profile.

#### *Revenue forecasting*

Except Ghazni and Jalalabad, all municipalities have completed revenue forecasting based on the GDMA-approved methodology. Most of the municipalities forecasted their revenue for the next five years.

#### *Municipal Capacity Assessment*

The RAMP UP East team, in close consultation with municipal counterparts, assessed the capacity of the revenue department in Khost, Maidan Shar and Charikar municipalities in the areas of management, manpower, machinery and equipment, financial resources and materials. The objective of the assessment was to determine if the municipalities are capable of implementing the municipal Revenue Improvement Action Plan (RIAP).

#### *Economic Development Advisory Committee (EDAC)*

An EDAC has been formed in all 13 municipalities. Members of the committee have analyzed existing revenue sources and discussed new potential sources that municipalities could collect under Afghan laws (an example would be the taxing of goods originating elsewhere that enter into the province for commercial distribution). The EDAC serves as an advisory body to the municipality for revenue generation and economic development.

#### *Market Analysis*

In February the RAMP UP East team conducted a feasibility study of a proposed fruit and vegetable market in Pul-i-Alam to better understand the costs versus benefits for the community. A report was prepared for the mayor analyzing the economic feasibility and considering different locations for the proposed market.

### **Service Delivery**

RAMP UP East is funding the implementation of solid waste management activities in seven municipalities that include Maidan Shar, Bamyan, Charikar, Panjshir, Pul-i-Alam and Sharana. Gardez initially also received assistance for its SWM program but the municipality has opted to fund this activity on its own and divert the available funds to other municipal priority projects.

In this reporting period, the following solid waste management projects were approved for implementation by USAID:

- Asadabad Solid Waste Collection Vehicle and Equipment Supply (ASD-0011)
- Asadabad Solid Waste Collection & Trash Bin Supply Project (ASD-0009)
- Bamyan Solid Waste Collection and Landfill Equipment Supply Project (BAM-0009)
- Panjshir Trash Receptacles & Equipment Supply Project (PJS-0005)
- Khost Solid Waste Collection and Bin Supply Project (KHO-0008)
- Maidan Shar Solid Waste Collection Vehicle Supply Project (MSH-011)

On February 2, the Asadabad Mayor and the RAMP UP East municipal team met with USAID-Kunar field program officer (FPO), deputy DFPO and Kunar PRT head regarding the solid waste collection and landfill construction project that will soon be approved. The mayor thanked USAID for the approval of the two projects and vowed to be personally involved in supervision and monitoring.

The municipality of Charikar assessed the maintenance work to be conducted on the municipal building, which will be funded by the municipality. Work will begin in spring.

The public works advisors in the municipalities took advantage of the downtime in outdoor work by preparing operations and maintenance plans and checklists for public utilities and buildings. Panjshir, Khost, Gardez, Asadabad, Mehterlam, Bamyān, Jalalabad, and Charikar prepared their respective sanitation and greenery plans including an operations and maintenance checklist for parks and public facilities. Khost will be replacing 72 streetlights and will seek funding from the local PRT.

During the month, The RAMP UP East team supported the municipalities in carrying out a budget estimation exercise for the next fiscal year, which begins in March. The budget estimations will feed into the municipal financial management activities including performance budgeting.

## **Infrastructure Projects**

Three infrastructure projects were completed by the end of February. These are the landfill expansion project in Charikar, a public latrine construction in Mahmud-i-Raqi, and drainage ditch improvements in Khost. RAMP UP East will conduct a final inspection before turning over these facilities to the municipalities. The harsh winter has shut down 13 ongoing projects in Pul-i-Alam, Panjshir, Charikar, Mahmud-i-Raqi, Panjshir, Bamyān, and Maidan Shar. Of these, two projects are more than 90 percent completed: automobile parking lot #2 in Pul-i-Alam (98 percent) and drainage ditch and sidewalk construction in Panjshir (95 percent).

Six projects located in Asadabad, Jalalabad, Khost, and Mehterlam continued construction in February. The 2-kilometer gravel road, culvert installation and retaining wall construction in Asadabad and the drainage ditch and sidewalk construction in Mehterlam are both nearing completion.

The Engineering Department in Kabul was working closely with the municipal teams on the preparation of 13 municipal projects to get them ready for implementation in Asadabad, Mehterlam, Panjshir, Gardez, Ghazni, Sharana, Maidan Shar, Khost and Jalalabad.

The complete list of RAMP UP East-supported service delivery improvement projects is found in Annex 1.

In February, the Engineering Department in Kabul was preparing for the internship of 10 female engineers who have completed a quality assurance/quality control training provided by RAMP UP East in 2011. The female engineers will be given the opportunity to apply the concepts they have learned in the class room as they work on actual municipal projects.

## **Cross Cutting Activities**

### *Gender Training Workshops*

Two follow-up trainings on gender equity / equality were conducted in Charikar and Panjshir. The trainings, attended by 17 municipal employees and 15 RAMP UP East embedded staff, intended to ensure that the staff understands the basic concepts of gender and the importance of gender analysis in program and policy design and implementation.

### *Small Grants for Gender-Responsive Governance*

All municipalities, except Sharana, continued or started activities related to gender-responsive governance in February. In Sharana, the mayor and the municipal staff rejected the first two gender components (fellowship program and public participation in local

governance). The grantee will propose a new program concept and implementation guidelines.

RAMP UP East has engaged four non-governmental organizations to implement the gender-related grant whose primary aim is to increase the level of participation of women in civic affairs and economic development. Across the municipalities, 396 women and 133 men have participated in activities related to this grant. On February 9, Maidan Shar organized a business exhibition for 30 female entrepreneurs, generating total sales of AFA150,000. Details of the gender-responsive governance activities are found in Annex 2.

#### *Youth Participation Small Grants Program*

The youth grant has been designed to develop the capabilities of the youth through three components: computer training, work internship and sports tournaments (cricket, volleyball, football and taekwondo).

Although implementation of the youth components progressed smoothly in most municipalities, the activities in Logar and Gardez were temporarily suspended due to performance issues with the grantee. The NGO implementing the youth activities in Panjshir, Charikar and Mahmud-i-Raqi is still finalizing the implementation plan.

In February, a total of 963 youth (791 men and 172 women) from nine eastern provincial capital cities have taken part in capacity building activities for the youth. Details are found in Annex 2.

#### **Technical Working Groups (TWG)**

The 6<sup>th</sup> monthly inter-agency TWG meetings were held over two days on February 12 and 13. RAMP UP East assisted GDMA in coordinating and administering the technical discussions among seven organizations working at the municipal level (see footnote 1 on page 1). The discussions were chaired by GDMA and provided the opportunity for partners to share updates of activities in the areas of capacity development, service delivery, revenue enhancement, and cross-cutting activities. The highlights of these technical discussions included the following:

*Capacity Building TWG.* RAMP UP East gave a presentation of its proposed Standard Operating Procedures formulation process for peer review. GDMA explained its reporting requirements for capacity building activities in 2012. The importance of integrating capacity building across the four municipal program components was underscored.

*Service Delivery TWG.* An open discussion took place about the development of municipal markets and parks. RAMP UP East has led the way in developing these services with the municipalities and shared its experience and the emerging challenges in establishing markets and parks in an affordable and sustainable way. GDMA requested the TWG members to obtain formal endorsement from the mayors for all service delivery projects, a process that RAMP UP East is already observing. GDMA also reminded the partner organizations to consider the sustainability in all their plans.

*Revenue Enhancement TWG.* Discussions included the property registrations process and its next steps for implementation. RAMP UP East had previously developed the business licensing and fees collection system which was endorsed by GDMA as an SOP for country wide implementation. The discussion also covered how to guide mayors and municipalities in implementing the property registration process. RAMP UP East had assisted GDMA and partners by facilitating technical discussions with UN-Habitat, LARA, ASGP and GDMA with a view of co-developing a briefing for mayors, including asking GDMA to communicate the guide on implementing property registration to the municipalities.

*Cross Cutting Gender, Youth, Public Outreach TWG.* The group discussed how to promote the use of the gender mainstreaming tool prepared by GDMA among all partners. The tool helps to ensure that gender becomes a consideration in all phases of the project cycle. The TWG also discussed how the municipalities can involve and utilize the media. GDMA concluded the meeting by mentioning that it will be seeking partner assistance to facilitate consultations with municipalities and citizens on the new proposed municipal law.



*Program partners discuss lessons learned in implementing service delivery projects in municipalities, during the technical working group meeting held at the RAMP UP East office in Kabul.*

## MONTHLY HIGHLIGHTS

### Business licensing and fees collection system

February may be pivotal for 13 provincial capital cities in the Eastern region of the country as they completed the registration of businesses within their boundaries. As of the end of the month, a total of 34,538 businesses were registered by municipalities which, at the very least, will generate AFA 17 million (about \$340,000) in annual licensing revenues. An ambulant cart vendor for example will be charged AFA 500 per year at the current unadjusted license fee rate in some municipalities.



*An IT technician tests the software that will drive the business licensing and fees collection system before computers were distributed to municipalities.*

RAMP UP East provided intensive support for the development of the licensing system, pilot tested and refined it, and implemented the system with the local government in the municipalities. This process came to fruition in October last year when GDMA gave the green light for the implementation of the system and endorsed its adoption in key cities of the country. Refining the business licensing and fees collection system became a collaborative effort among organizations working at the municipal level.

The completion of the business licensing process at the close of 1390 solar year was timely because local government units were preparing their budgets for *nowroz* (new year). Previously, the revenue from licensing fees was not a major source of fixed income but now the municipalities are including licensing fees as a sustainable source. The revenue structure of most municipalities is characterized by a sharp vertical spike of income derived from municipal services or fees at the bottom of the graph to the sale of land at the apex. The comprehensive business licensing and fees collection system provides a more sustainable and predictable source of revenue to the municipalities.

In late February, the distribution of computer systems that will run the licensing program to the municipalities had started and at the beginning of the new year beginning on March 21, municipalities will be ready to implement and maintain the system.

### Kudos from municipalities

In February, four infrastructure projects in Kunar's capital town of Asadabad were completed. These projects are the 1,300-meter drainage ditch construction project in Kerala Village (RUE-ASD-0001), the 600-meter drainage ditch cover project (RUE-ASD-0003), the 2-kilometer gravel road, culvert installation, and retaining wall construction project (RUE-ASD-0004), and a 300-meter retaining wall along Dam Kelay Stream (RUE-ASD-0005).

Engineer Abdul Ghani Abbasi, mayor of Asadabad, was profuse in his thanks for the assistance given by USAID through RAMP UP East, which he said "saved and eased the

lives of thousands [of] families and residents of Dam Kelay Village.”

During the sign-off ceremony, the mayor presented appreciation letters to the RAMP UP East team, one of which is shown below.



On February 22, Gardez Mayor appeared on Paktia Millie television for a 20-minute interview on the municipal annual report and future plans of the city. The mayor discussed the progress of ongoing projects supported by USAID, through RAMP UP East.

In the interview the mayor announced a big increase in the revenues collected this year compared to the previous year. He shared that this year's revenue came primarily from rent, business licenses, and *safayi* taxes. In appealing to the citizenry for support, he described how the tax collected from citizens sustains the services provided by the municipality. He described the predicament of the municipality if residents don't pay taxes through an example: "If a person does not pay his electricity bill the energy department simply cuts the supply, but if citizens stop paying taxes, the municipality just can't stop cleaning roads or providing basic services to the people."

*"This year we have increased our income by 9,000,000 Afghanis more than last year's, and if we can get approval for distributing land, we could raise our income by 100 percent," the mayor of Gardez revealed during a TV interview on February 22*

At the RAMP UP East-sponsored taekwondo tournament opening on February 13, Khost Provincial Olympics director Aziz Malang presented the mayor of Khost with a letter of

commendation for organizing sports events as it will enhance friendships, sportsmanship and improve the social and civic skills and attitudes of the youth. On February 20, the principal and selected students of privately-owned Noor Aqra High School visited the municipal office of Khost to present a letter of commendation to the mayor for the successful implementation of the environmental cleanliness program, and for implementing wide-reaching activities for women and youth.

## MUNICIPAL PROGRESS REPORTS

### MAIDAN SHAR MUNICIPALITY

#### PROVINCE: WARDAK

#### Capacity Building

##### *Public Finance*

The accounting and finance staff was assisted by RAMP UP East in entering and recording the expenditure transactions on the government-prescribed M20 form (expenditure ledger). The municipal accounting staff was also trained in reconciling the bank statements with expenditures statement and records that include the M20 form, expenditure journal and check book.

##### *Excel payroll*

With assistance from the embedded public finance advisor, the municipal accounting manager prepared the excel payroll of employees and processed overtime pay for the month of Delwe (January 21-February 20).

#### Municipal Service Delivery

Solid waste collection services continued this month without interruption at a frequency of five to six times per week. The municipality's 18-man cleaning team collected garbage from residential areas, markets and street-side collection points, cleaning 36 formal trash bins and 23 informal drop-off points. On February 7 the contract of the dump trucks and excavator had ended but with timely intervention, the contract was amended and disruption of service as avoided.

The unusually harsh winter prompted the temporary suspension of ongoing projects in Maidan Shar which include the sports stadium, women & children park and sidewalk construction.



*Maidan Shar's cleaning crew keeps the city roads passable.*

#### Economic Development and Revenue Generation

##### *Economic Development Advisory Committee (EDAC)*

The EDAC of Maidan Shar was organized in the previous month and held its second meeting in early February. In this meeting, the committee discussed the revenue profile and five-year revenue forecasts which were prepared by the revenue generation team. On February 7, the third EDAC meeting was conducted and the revenue improvement action plan (RIAP) was presented. The municipal revenue generation team had a direct hand in preparing the RIAP, with coaching and oversight by the RAMP UP East embedded advisor.

In addition, the team completed forecasting the revenue of fixed sources for year 1391.

To improve the tax collection figures for the current year, the municipality has sent letters to government offices for the payment of safayi taxes.

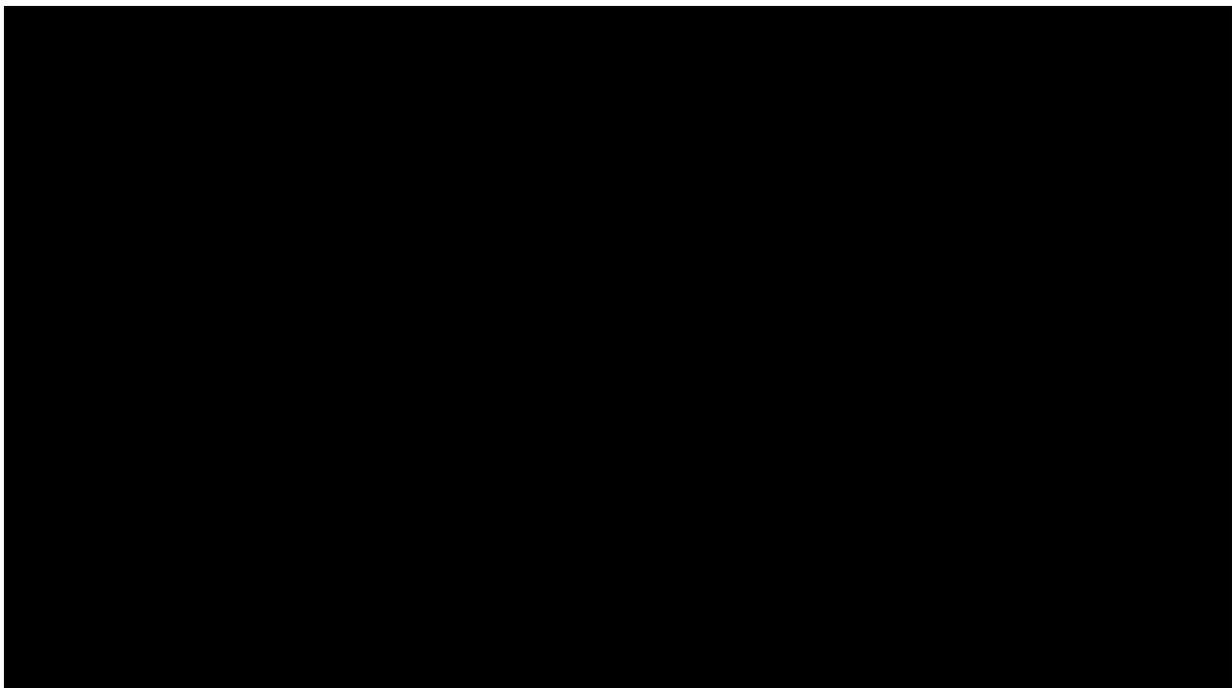
### **Community Engagement**

Maidan Shar municipality conducted a local radio roundtable on February 20 with the municipal sanitation manager and land management manager as participants. The sanitation manager assured the citizens that the municipality has made contingency plans for ensuring the smooth delivery of services in winter, and that the administration is capable of addressing emergency situations caused by the weather. The land management manager, on the other hand, reminded house owners of the impending deadline for the payment of property taxes, which is on March 20. He also announced that families who have been given assistance by the municipality in constructing their houses should have completed at least 30 percent of construction by the end of February or their houses will be given to other families who show more interest in completing their dwellings.

### **Gender and Youth Activities**

The computer training for 20 young men and internship for three male and three female youth continued this month in Maidan Shar, while preparations are underway for holding a taekwondo tournament.

On February 9, an exhibition of products produced by Afghan Businesswomen Handicrafts was held in the municipality. The event was reported as successful with a good number of products sold.



*A small business product exhibition for 30 female beneficiaries was organized in Maidan Shar.*

## GHAZNI MUNICIPALITY

### PROVINCE: GHAZNI

#### Capacity Building

The municipal revenue generation staff in Ghazni was assisted in developing the municipal revenue improvement action plan (RIAP) and organizing the first RIAP meeting.

The municipal staff prepared automated financial forms (cash receipt and expenditure ledger) this month as part of the municipality's regular records-keeping process. Training was provided in Excel using exercises from the actual work of the municipal staff, which benefitted the members of the revenue generation staff and enhanced their skills. During the month, the municipal accounting clerk posted 120 cash transactions from hand-written records to a spreadsheet. He also received mentoring on the preparation of quarterly expense report as the municipality readied this document for submission to the Governor's Office and IDLG.

#### Municipal Services Delivery

The municipal engineering and sanitation staff, with assistance from RAMP UP East, prepared a solid waste management monitoring schedule. Guided by the schedule, the municipal team monitored the collection of garbage from formal and informal garbage sites by 16 garbage collectors using six dump trucks. According to schedule, these garbage sites are to be cleaned at least twice a week to prevent trash from decaying and emitting a foul smell. Ghazni has a landfill that was constructed by Ghazni PRT Engineering Corps and the municipality is planning to pave the road to the landfill in the coming year.

In February, the municipality formally notified the contractor to begin construction of three projects that include Shah Mir asphalt sub-road #1 and drainage ditch reconstruction (RUE-GHZ-003), paving of asphalt sub-roads project (RUE-GHZ-004), and Bazazy sidewalk construction project (RUE-GHZ-005). Actual construction work will begin in the spring.

#### Revenue Generation

Ghazni's financial and revenue generation team prepared a revenue forecasting spreadsheet for fixed and unfixed revenue sources as a way of determining the growth potential.

As the business licensing and fess collection data collection in Ghazni comes to its final leg, the municipal staff worked on the double in verifying information entered in the database. At the end of the month, the staff had completed reviewing and



*A dedicated team was assigned to review and verify database entries in the business licensing system.*

verifying 2,500 business data, completing the verification of the entire 7,626 businesses recorded in the municipality. Of the 13 Eastern provincial capitals, Ghazni has the highest number of business establishments.

To prepare for the requisite municipal budget formulation, the municipal staff analyzed revenue and trends from years 1387-1390. They were supported in this process by the embedded Economic Development Adviser who also provided technical assistance in the drafting of the Revenue Improvement Action Plan (RIAP). On February 11, Ghazni conducted its first RIAP meeting. Members of the committee were briefed on the objectives of RIAP, overview of the municipal revenue collection plan and system, revenue enhancement, revenue sources and revenue forecasting for year 1391.

The municipality held its first EDAC meeting on Feb 14 with the participation of Mayor Abdul Basir Noory, *wakil guzars*, representatives of business associations, community elders, government offices, governor's office and the provincial council. The members were briefed on the objectives of EDAC and the roles and responsibilities of its members. EDAC is meant to strengthen municipal governance through providing advisory services to municipal high authorities and supporting municipal revenue enhancement and economic development.

In February, the employee payroll was automated.

## Community Engagement

The municipality of Ghazni has so far published three self-funded newsletters. However, for the current edition the municipality has no budget for printing. On the advice of the RAMP UP East team the municipal administrative department has solicited financial sponsorship from Ghazni-based Bakhtar Food Processing Company.

On February 8, an opening ceremony of leadership training was organized in the municipality.

On February 14, a live discussion by Mayor Abdul Basir Noory was aired over Radio KILLID. The 45-minute program covered municipal cleaning services, clearing up roads of snow, development of construction and cultural projects in Ghazni such as city greenery activities, public latrine construction and the 5-kilometer road paving project.

*On the construction of new market structures, community elder Mohammad Sharif said: "In my point of view, the city should go ahead and destroy old markets or buildings. Ghazni is a historical and important city and citizens should cooperate with municipality's development plans. New building designs will update the look of the city and will make Ghazni a safer place to live."*

On February 23, the municipality convened its 15th monthly citizen forum. The discussion focused on the demolition of old markets and construction of modern designed structures that conform to safety standards. More than 45 citizens attended the forum.

## Gender and Youth Activities

On February 18, two fellows from among several applicants that responded to a public announcement were selected for a fellowship program. The program will run for six months.

A small business enterprise workshop was conducted in Ghazni from February 20-26 for 30 women who were trained in producing or improving their handicrafts in preparation for the next business exhibition.



*Businesswomen from Ghazni are trained on business development.*

## BAMYAN MUNICIPALITY

### PROVINCE: BAMYAN

#### Capacity Building

The municipal engineering unit prepared an operations and maintenance checklist for municipality public latrines and the sanitation department prepared a sanitation schedule, even as they were trained on estimating solid waste collection needs and projecting the resource requirements for future months.

#### Municipal Services Delivery

In February, the Bamyan mayor signed off on the recently completed 15 stone masonry trash bins in the presence of the city engineer and USAID deputy field program officer.

Bamyan resumed its regular solid waste collection activities this month. The cleaning crew, composed of two foremen and 16 laborers, cleaned nine villages and municipal districts, including government compounds, hospital, university and airport areas. The municipal sanitation team monitored the solid waste collection activities and it was satisfied with the performance of the team. Bazaar



*The municipal sanitation staff of Bamyan train on solid waste projection planning.*

owners were interviewed and expressed satisfaction with the clean-up efforts. Ali Murtaza said he hopes the cleaning service continues in the long term, while another shopkeeper commented that because there are very few trash bins in the municipality people are still throwing their trash in ditches. An M&E staff member from the RAMP UP East office in Kabul who was in Bamyan to monitor project implementation reported that the cleaning crew complied with the collection schedule and observed proper dumping of trash in the landfill.

#### Economic Development and Revenue Generation

Bamyan prepared its revenue profile for the last three years (1387-1389) and the current year (1390), and the revenue forecasts for the next three years based on the historical data. Both financial analyses will feed into the municipal budget preparation.

In the second week of February, Bamyan convened the second EDAC meeting to discuss the preparation of its RIAP. The committee discussed revisions to municipal revenue sources and the addition of new sources to the RIAP. At this meeting, the revenue profile and revenue forecasting tables were presented to the committee members. Some members proposed building two-story shops along the main bazaar road to maximize prime space and fees. It was further decided that separate RIAPs will be prepared for *safayi* tax and business license fees.

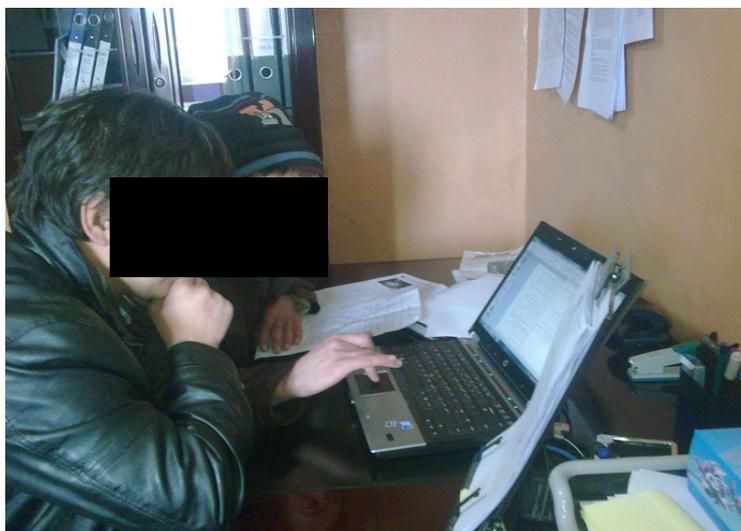
In the context of the preparation of the 1391 municipal budget, Bamyan has included the operation and maintenance of public facilities that include three public latrines, the municipal guesthouse, municipal office and public park.

### Community Engagement

The municipal newsletter *Shar-e-Pak* has been completed and is ready for printing. This issue will include highlights of the 12<sup>th</sup> citizen forum and the infrastructure development plan for 1391 (2012), including messages from a selected female author, responsibilities of the youth in community building, and where *safayi* taxes go.

A live radio roundtable program was conducted with Mayor Khadim Hussain Fetrat as main guest, including a representative from the construction materials business guild and five citizens. The radio broadcast was

facilitated free of charge by Paiwand radio station. The mayor answered questions on *safayi* taxes, environmental sanitation, price control of basic food commodities, and the prevention of illegal construction in the city.



*The February issue of the municipal newsletter is being laid out.*

### Coordination

USAID deputy field program officer Mr. Rozbeh met with Bamyan officials and the RAMP UP team to discuss the proposed municipal landfill project.

## CHARIKAR MUNICIPALITY

### PROVINCE: PARWAN

#### Capacity Building

The RAMP UP East public finance advisor initiated the implementation of a computer-based cash receipt journal in February. The accounting team, already familiar with the Excel program, found it easy to use the format.

At the start of the month, a two days training on revenue forecasting, budgeting, budget allocation, and budget sustainability was provided to the finance officer, revenue officer and cashier/storekeeper. This was in preparation for the municipal budget for the year 1391. After a presentation on the necessity of creating a budget committee, the mayor approved the request and selected department heads to sit in the committee.

The embedded public finance advisor reviewed the spreadsheet on cash (M20 form) that was independently prepared by the finance officer and found the data to be accurate.

The RAMP UP East team supported the preparation of the municipal budget for 1391, helping the various departments in the municipality complete the budget projections of their departments.

#### Municipal Services Delivery

A member of the RAMP UP East Kabul based M&E team monitored the implementation of the solid waste management (SWM) program in Charikar, checking pick up schedules and visiting the landfill site, including time records of collection crew, uniforms, and condition of cleaning equipment. The monitor reported excellent implementation of the SWM program.

The municipality is waiting for the approval of 137 additional waste bins to be constructed around the city, as determined by a survey conducted in 2011. Construction of the landfill extension was temporarily stopped because of the icy grounds.



*The solid waste management crew of Charikar clears major roads of snow.*

An operation and maintenance plan was drafted for the municipal building, even while renovation and repainting of the interior of the municipal structure is ongoing. The external side of the building will be painted when the weather gets warmer.

## Economic Development and Revenue Generation

Charikar, which was among the first municipalities to pilot test the business registration program, updated and improved its business registration database. The revenue generation team carried out additional surveys of new businesses that had not been recorded in the first round of surveys.

The municipality held an EDAC meeting on February 19 with the participation of the regular members and USAID field office representative Mr. Maroof Khalid. Mayor Khwajah Ruhullah Siddiqi

led a discussion on the following topics: fixed and variable revenue sources, municipal revenue profile, new sources of revenue as allowed by law (such as taxation of commercial goods originating from outside the province) and revenue forecasting. The meeting ended with the resolution of refining the step-by-step action plan or the RIAP matrix.

RAMP UP East assisted the municipal revenue generation team in assessing the municipal assets and preparing a debt collection plan, particularly for *safayi* taxes.

In the last week of the month, the municipality prepared a computer-based revenue registration and reporting database.



*The economic development advisory committee of Charikar discusses the possible new revenue sources for the municipality.*

## Community Engagement

The monthly citizen forum held on February 21 was covered by Charikar national radio and television and was broadcast on the same day. The meeting was attended by 57 citizens including 14 female residents, *wakil guzars*, representatives of businessmen, youth organizations, government line departments, and beneficiaries of RAMP UP East-supported gender and youth programs. The main topic of discussion was the status of RAMP UP East service delivery projects: solid waste collection, street rough grading project, landfill extension, and the various activities under the gender and youth programs. The mayor also mentioned the plan to encourage households to construct toilets with septic tanks instead of the traditional system, and discussed the tree planting and greening program that will be launched in the spring.

## Gender and Youth Activities

The second part of the training on gender equity and equality was conducted on February 7 for the municipal staff and the embedded advisors of RAMP UP East.

On February 12, a gender-responsive governance workshop was conducted for 30 participants (16 women and 14 men) with participatory techniques as the main topic. The discussion was lively and the participants appreciated the training.

Also in February, training on enhancing business management and marketing skills was provided to 15 female small business owners.

## MAHMUD-I-RAQI MUNICIPALITY

### PROVINCE: KAPISA

#### Capacity Building

The municipality has updated its M20 form (expense ledger) and budget allocation form, with the municipal staff independently doing the work. Mahmud-i-Raqi has also updated its bank reconciliation records, with the staff checking the bank statements for January against the cash ledgers. During this period, the municipal staff was assisted by the embedded advisors in preparing the budget for solar year 1391.

#### Municipal Services Delivery

Mahmud-i-Raqi's solid waste landfill project was approved in February and the sub-contractor was oriented on implementing the project. The municipality will give the formal notice to the contractor to commence work after the winter.

Solid waste collection activities continued during this period with the crew focusing on cleaning the vicinity of the four bazaars, government offices and public spaces in the city. They also cleared the main roads of snow. As the crew cleaned up, the municipal staff spoke with bazaar owners and shopkeepers and asked them to always keep their surroundings clean and dispose of their trash properly. The businessmen promised the municipal officials to maintain the cleanliness of their immediate environs.

In cooperation with the Kapisa Agricultural Directorate, the city has developed a long-term greenery plan for implementation in the coming year. The Agriculture Directorate identified and recommended the types of the trees suited for agronomic conditions in Kapisa. The saplings will be supplied by the agriculture directorate.

In early February, the 300-meter road asphaltting project (RUE-MIR-0004) was completed, although some minor deficiencies were noted. These will be corrected when the weather improves.

#### Economic Development and Revenue Generation

As a result of the municipality's intensified tax collection efforts, the National Security Department deposited AFA 11 million to the account of the municipality at the beginning of February as payment of outstanding accounts. Formal reminder letters to government directorates with offices in Mahmud-i-Raqi have been sent to encourage them to settle their outstanding *safayi* tax payments before the end of the year.

Revenue analyses for the past five years and revenue forecasts for the next five years have been developed by the municipal team with technical assistance from the embedded public finance and economic development advisors.

RIAP development started during this reporting period and progress was presented at the second EDAC meeting on February 7. During this meeting the municipal revenue analysis and forecasts were presented and submitted for discussion.

The municipal revenue manager received assistance in developing the revenue collection plan for the 4<sup>th</sup> quarter of the current year (1390). The two major and important revenue sources, business license fees and *safayi* taxes, were given prominence in this plan.

The rebidding of the Barg-e-Sabz hotel, a municipal property, resulted in an increase in rental from AFA 18,500 to AFA 22,900 per month.

Before the end of February, the municipality established its budget committee, which will be tasked with the preparation of next year's budget.

### **Community Engagement**

The fourth edition of the municipal newsletter *Sada-e-Shahr* was printed and distributed to local stakeholders. Five hundred copies of the newsletter were printed.

On February 21, a citizen forum was conducted with the participation of 18 male and 5 female residents.



*A resident speaks out during a citizen forum.*

### **Gender and Youth Activities**

In February, training on basic business management skills, marketing skills, business development, planning skills, and bookkeeping skills was held for more than 30 female entrepreneurs from Mahmud-i-Raqi.

## PANJSHIR MUNICIPALITY

### PROVINCE: PANJSHIR

#### Capacity Building

The municipal accounting staff received training on reconciling cash receipts with bank statements. The team received a lot of practice as they embarked on reconciling three years' worth of backlog cash receipts from *tarefas* (taxes).

As the municipality prepared for the implementation of automated business licensing, the revenue generation team collected the existing license rates of various business categories so that equitable and rational tax rates will be arrived at.

The RAMP UP East public works advisor assisted the municipal property manager in preparing engineering sketches for the new buildings of the public works directorate, refugee department and mines directorate.

The sanitation department received training on estimating solid waste collection volumes and the corresponding budget, which will be inputted into the municipality's budget for 1391.

#### Municipal Services Delivery

As weather permitted, the sanitation and greenery department collected garbage from formal and informal dump sites and cleaned the ditches around Panjshir City. The crew cleared the roads of snow dumping truckloads into a temporary landfill so that snowmelt will not flood the streets. The construction of a temporary solid waste collection disposal site (RUE-PJS-0002) which started on November 26 is now 92% completed. The remaining work pertains to the excavation for the monitoring test well.

During the month, the proposal for the construction of 32 trash receptacles was approved by USAID and the municipal engineering department prepared the bill of quantities and drawings. A request for proposals from local companies will be publicly published. The 32 locations have already been identified and their GPS coordinates recorded.

The street asphaltting project (RUE-PJS-0004) was about 95 percent complete when it was stopped due to the cold weather. The remaining work is the median part and grass planting, which will be done in warmer weather.

In this reporting period, the sanitation and greenery department completed the tree planting and greening plan that will be implemented in the spring.

## Economic Development and Revenue Generation

Panjshir has completed the documentation for the business licensing and the review of database entries. In total, the municipality registered 517 business entities within the municipal limits.



## Gender and Youth Activities

The fellowship program for two women is continuing at the Panjshir Directorate of Women's Affairs (DoWA).

The fellows are trained in general office procedures as part of their exposure to work and office environment. The drawback at DoWA as venue of the fellowship program is that there is no electricity in the office, which limits the kind of training that can be given to the women.

The fourth batch of training on women participation in governance was conducted this month for 30 participants at the Qabazan High School for four days. In total, 300 women are targeted to be trained in Panjshir and 120 have been trained so far. Topics included advocacy, communication, gender awareness and governance and leadership.

*The mayor of Panjshir collects the computer set for the municipal business licensing program from the RAMP UP East office.*

## JALALABAD MUNICIPALITY

### PROVINCE: NANGARHAR

#### Capacity Building

During February, the administration and human resources manager, with coaching from RAMP UP East advisors, developed a new filing system and employee database which now includes personal background information and the educational level of employees. The unit is attempting to compile a complete record of employees from years 1381 to 1390. An organogram of Nangarhar province, Jalalabad municipality and the nine *nahias* was drawn.

#### Municipal Services Delivery

The municipal sanitation department, with the help of the public works advisor, analyzed the garbage collection system of the city and determined that more dump trucks and collection staff are needed. However, as the municipality does not have the resources for this, the sanitation department prepared a waste collection plan that will maximize current resources. Jalalabad is implementing a self-funded solid waste management program but receives technical assistance from RAMP UP East advisors in planning and execution.

#### Economic Development and Revenue Generation

A coordination meeting was conducted between the revenue generation and planning departments to discuss the property registration campaign which will start soon in Jalalabad City. The municipality plans to hire a professional research group to do a comprehensive survey of properties in the city.

The head of the planning department received training on conducting a strengths – weaknesses – opportunities – threats (SWOT) analysis for Jalalabad. The SWOT analysis was used initially to analyze revenue generation potential.



*Jalalabad municipal officials huddle up during a workshop to identify strengths, weaknesses, opportunities and threats of the municipality.*

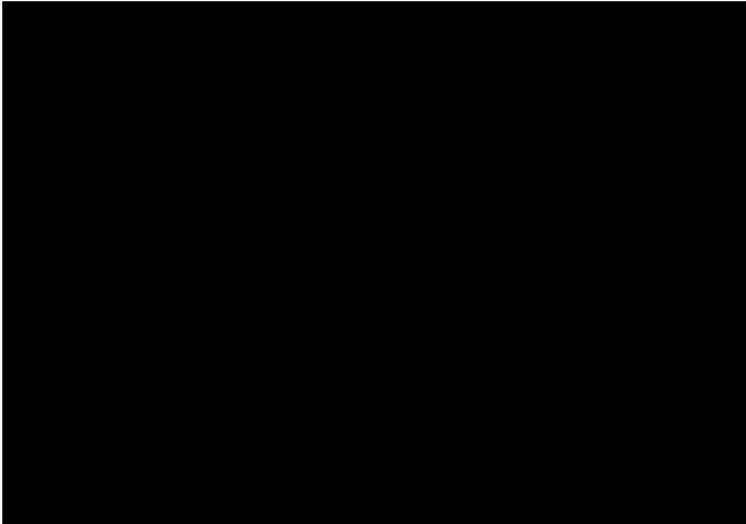
In February, Jalalabad completed the business registration survey, verification of entries and completion of information on each business sheet. The team re-checked more than 5,000 forms and took pictures of business owners. The documents were sent to RAMP UP East for a final verification. In total, 5,111 business entities in the city were surveyed, verified, and entered into the database.

## Community Engagement

On February 21 a citizen forum was convened with 30 participants including *wakil guzars*, heads of *nahias*, community elders, business owners and heads of government directorates. They discussed the city sanitation, cleanliness and greenery program and the role of education in local governance and property registration. The group also discussed the progress of the Dosaraka road extension project and the currently suspended parking lot project, which everyone agreed should be made a priority.

During the forum, Awal Gul Aboozada, deputy director of the

Education Directorate informed that greenery committees were formed in each school and they were able to plant 76,000 trees last year. The committees were also responsible for maintaining the saplings. Mohammd Raqib, a citizen of Jalalabad, said, "I know that the municipality and other donor agencies are planting trees every year, but there is no maintenance plan, which is why even if we keep planting only a few trees survive."



*Municipal officials, representatives of government agencies and citizen representatives discuss the property registration campaign in Jalalabad.*

## Gender and Youth Activities

The following gender and youth activities continued to be implemented or were started this month:

- Six-month computer training for 20 male and 20 female students is continuing;
- Training for 15 female and 15 male citizens on the participation of women in governance and service delivery was conducted for two days during the month;
- The fellowship program for three female residents of Jalalabad is continuing. They have so far received one-and-a-half out of six months of training;
- The inauguration of a volleyball tournament was held and preparations for the tournament are underway. Sports kits for 96 athletes were purchased. The tournament is closely coordinated with the Youth and Olympics Departments of the province.

## ASADABAD MUNICIPALITY

### PROVINCE: KUNAR

#### Capacity Building

The municipal staff of Asadabad has prepared the revenue profile matrix and the forecasting table with assistance from the embedded public finance advisor. Over two days in February, the finance staff was introduced to the preparation of income statements and posting journal entries. Further training in filling out the cash receipt and cash disbursement journals was provided to the accounting team.

During the last week of the month, the public works advisor trained the municipal engineers on locating GPS coordinates.

#### Municipal Services Delivery

At the beginning of the month, two solid waste management projects were approved for implementation by USAID. These are the Solid Waste Collection Vehicle and Equipment Supply (ASD-0011) and Solid Waste Collection & Trash Bin Supply Project (ASD-0009).

Currently, Asadabad has 52 formal trash bins installed in commercial areas and in some residential districts. There are 95 informal sites where households can drop off their garbage. Trash collection services continued this month and the cleaning crew cleared roadsides to prevent snowmelt from flooding the streets.



*A completed culvert section of the 2-kilometer gravel road project in Kerala Village will protect this green plot in the background from flooding when mountain snow begins to melt.*

Work on the 2-kilometer gravel road, installation of culverts and protection wall project also continued this month.

The second maintenance checklist for the Asadabad playground was completed on February 18 and actual maintenance work will begin in the spring.

#### Economic Development and Revenue Generation

On February 13, the public finance advisor assisted the revenue generation staff in listing the municipality's revenue sources and assessed the revenue trends of each source.

At the close of the month, 95 new business registration forms were entered into the database and missing information such as photo, contact details, ID number from 60 other forms was completed. In total, Asadabad had registered 1,592 businesses operating within the city limits.

### Community Engagement

The ninth edition of Asadabad's monthly newsletter *RAGHAWANA* was published on February 19. It contained excerpts from the municipal annual accountability meeting report, highlights of the mayor's meeting with RAMP UP East Chief of Party and DCOP, inauguration ceremonies, business registration and other topics of general interest.

On February 14, the Mayor of Asadabad convened an accountability meeting. The mayor led in the discussion of three main issues: the water and sanitation project and



*Kunar Vice-Governor Mohammad Amin Tokhi credited Asadabad Mayor and RAMP UP East for the "extraordinary achievement in increasing the municipal revenue from AFA 1.5 million up to AFA 30 Million this year," during a citizen forum.*

collection of fees from consumers; business zoning in the city, and the presentation of the annual accomplishment report of all departments, particularly the revenues and expenditures of the municipality. Seventeen participants attended including the Deputy Governor, *wakil guzars*, elders and representatives of government directorates.

In the forum, the Kunar Deputy Governor cited RAMP UP East's support in increasing the revenue of the provincial capital from AFA 1.5 million last year to AFA 30 million in 1390. The mayor revealed that municipal revenue as of February is AFA 36,990,360.

### Gender and Youth Activities

Thirty businesswomen from Asadabad are currently training for one month on business development at the office of the Directorate of Women's Affairs. The training was designed for women who are involved in small businesses or have vocational jobs like carpet weaving, tailoring, or embroidery. The participants are trained in advertising, Afghan labor law, business networking, communication, customer service, fund raising, marketing, public private partnerships and management.

## MEHTERLAM MUNICIPALITY

### PROVINCE: LAGHMAN

#### Capacity Building

In February, Mehterlam completed preparing the culvert and street maintenance checklist for Shahr-e-Now. It has also completed the initial design and bill of quantities for the cricket ground project. With the snowfall easing up, construction of the four-kilometer sidewalk and drainage ditch construction project and the 7.75-kilometer drainage ditch project continued.



*The sidewalk project is taking shape with the installation of mosaic tiles.*

#### Economic Development and Revenue Generation

The municipal staff, led by the public finance and economic development advisors, prepared the revenue forecast for the next five years – from 1391 to 1395. At the second EDAC meeting, the committee reviewed the revenue profile and revenue forecast of the municipality.

In February, the municipal staff continued compiling data for the revenue improvement action plan (RIAP). They prepared a RIAP for each municipal revenue source.

A budget committee was organized and this is composed of the department managers of the municipality. The budget committee is tasked with the preparation of the 1391 budget. During the budget committee meeting, it was agreed that before commencing the budgeting process, all account books (revenue and expenses) have to be closed at the end of the month.

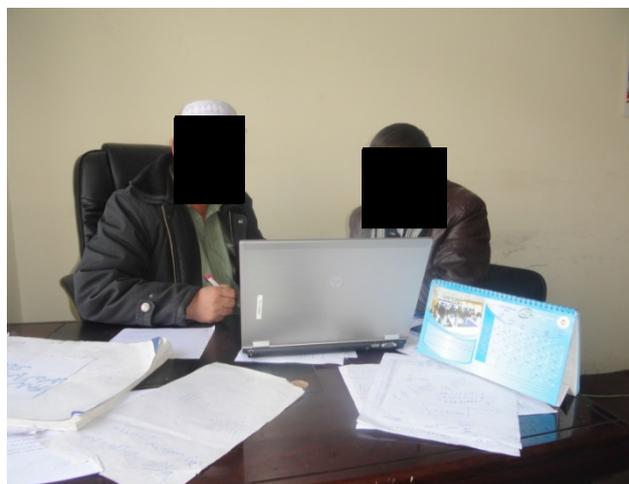
In February, Mehterlam completed collecting the entries in the business registration database. Back surveys were conducted to gather missing information from businessmen such as contact details and ID numbers. In total, Mehterlam has 3,584 registered businesses that will be issued with licenses upon payment of fees.

## **GARDEZ MUNICIPALITY**

### **PROVINCE: PAKTIA**

#### **Capacity Building**

The municipality of Gardez now reaps the benefit of the automated payroll system as the accounting manager attests to the ease and speed of preparing this monthly recurring document. The accounting team has also used Excel in recording the revenues of the municipality which will be inputted in the municipal budget preparations for 1391. The embedded RAMP UP East advisor trained the accounting staff using a budget process flow chart for the preparation of the budget. An internal memo was circulated to the municipal departments to alert all units of the important process at hand. The municipality also prepared revenue forecasts. RAMP UP East advisors supported these activities with coaching, mentoring and advisory support.



*Finance staff of Gardez prepares the computerized employee payroll for the current month.*

#### **Municipal Services Delivery**

The sanitation department supervised the clearing of snow and removal of solid waste from municipal offices and the Governor's Office compound.

On February 11, the public works advisor and head of greenery department physically surveyed the youth park to identify maintenance work that will be carried out in the spring.

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

The economic development advisor of Gardez travelled to Kabul to oversee the verification of entries in the business licensing database. At the end of the month 2,050 business forms were verified against the database entries.

The Economic Development Advisory Committee (EDAC) is a municipal advisory body that helps the municipality to maximize revenues and allocate resources where they are most beneficial to the citizens. During its third meeting on February 25 the EDAC discussed the revenue improvement action plan (RIAP) for each municipal income generating asset. The group also discussed additional sources of revenue, particularly those that are not covered by specific regulations, and selected revenue sources that have the potential of generating additional revenues for the municipality.

The EDAC of Gardez is headed by the Director of Economy. The RAMP UP East economic development advisor reported that the mayor does not fully subscribe to the idea of EDAC and has been skeptical of the process.

## Community Engagement

On February 22, the Mayor of Gardez appeared on Paktia Millie television for a 20-minute interview on the municipal annual report and future plans of the city. The mayor discussed the progress of ongoing projects implemented by USAID through RAMP UP East.

During the interview the mayor announced the big increase in revenues collected this year over the previous year. He also informed the audience that this year's revenue came primarily from rent, business licenses, and *safayi* taxes. The mayor discussed the challenges of collecting fees from households as he called on the citizens of Gardez to pay their dues so that the municipality will be able to better serve the citizens.

*“This year we have increased our income by 9,000,000 Afghanis over last year’s, and if I could get approval for distributing land, we could raise our income by 100 percent,” the mayor of Gardez revealed during a TV interview on February 22.*

## Gender and Youth Activities

The gender responsive governance and youth grant program in Ghazni was formally opened on February 13 with the participation of provincial government directorates and women and youth.

[REDACTED], chief of doctors of Paktia Province appreciated the training programs for Gardez women and youth adding that the province boasts of highly qualified candidates for jobs but there are plenty of professionals with masters and doctoral degrees that are currently jobless. He cited that the internship programs will improve the chances of professionals from Ghazni to find good jobs.



A ceremony was held to open the gender responsive governance and youth programs in Ghazni.

## KHOST MUNICIPALITY

### PROVINCE: KHOST

#### Capacity Building

The municipal finance department has circulated an internal memo to gather data on the expenditures of the different municipal departments as this information will be included in preparing the budget for the upcoming year.

The municipal revenue department was assisted by RAMP UP East in preparing a draft revenue improvement action plan (RIAP) and the annual budget for 1391, which will be presented in the third EDAC meeting.

The RAMP UP East Public Administration Advisor worked with counterparts to computerize the quarterly accomplishment report of Khost municipality which was submitted to the Governor and IDLG.



*Members of the Economic Development Advisory Committee of Khost discuss the draft revenue improvement action plan.*

To get a fair number of contractors to choose from, the municipality has announced on TV the solicitation of bids for the self-financed road construction project (30m x 708m long, side ditches and culverts). The public announcements resulted in 25 construction companies bidding. The RAMP UP East team assisted the municipality in preparing the bill of quantities and conducting an open and fair bidding process.

#### Municipal Services Delivery

Garbage collection continues from the different formal and informal collection points in *Nahia* 1, 2 and 3 of the city. The 14-man cleaning crew used two dump trucks to move the garbage to the landfill. Two tractors worked at the dumpsite to level and properly intersperse the garbage with soil. As weather permitted, cleaning roads and collection of trash was done five times per week. A special crew of four workers was formed to clean ditches and canals.

In February the Khost Solid Waste Collection and Bin Supply Project (KHO-0008) was approved for implementation. When completed, this project will provide 165 formal trash bin sites to the municipality.



*A worker fabricates the steel covers for the drainage ditch project.*

The engineering and greenery department completed drafting an operations and maintenance checklist for five parks and four public toilets within the city. The department is pressing for funding for the maintenance of public facilities, otherwise they could fall in a state of disrepair. During the same period, a survey of streetlights identified 72 solar bulbs that are out of order. A request for funding will be submitted to the Khost PRT.

In February, the drainage ditch and culvert rehabilitation project (RUE-KHO-0001) was completed and final inspection will be carried out prior to handover. The Mayor, however, has pointed out that some culverts have not been properly completed.

The purchase order for the women's park renovation and canteen construction project (RUE-KHO-0002) has expired and needs to be renewed.

In the spring the municipality will be planting 96 new trees in plant pots surrounding multi-story buildings and in public places. Included in this tree planting plan is a maintenance plan and a watering schedule.

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

At the start of the month, a special economic development meeting was held among municipal officials, representatives of the Economy Directorate, city council, provincial council, and the director of the chamber of commerce. The participants discussed drafting of the revenue improvement action plan; finalization of sources of income and identification of new sources; development of revenues profile; income projection for the next five years; and the preparation of the municipal budget for 1391.

The municipal revenue manager, with mentoring from the embedded advisor, prepared a revenue analysis and forecast that was presented at the second EDAC meeting on February 8. To speed up the process, the municipality created a budget committee whose membership includes the deputy mayor, accounting manager, revenue officer, engineering department manager, and administration department manager. The RAMP UP East public finance advisor briefed the members on their activities, focusing on the drafting of the municipal budget for fiscal year 1391.

The revenue generation team evaluated the revenue sources of the municipality, classifying them according to type, frequency, and collection method. They performed the same exercise for the revenue over the past three years.

By the end of February, the municipality had completed the draft Revenue Improvement Action Plan. The comprehensive document contains the municipal revenue profile, revenue forecasts, capacity assessment, action plans for *safayi* tax and business licensing, and performance monitoring forms. This was presented at the third EDAC meeting.

A public bidding was conducted this month for the leasing of the Animal Market and as a result, a company offering the highest bid of AFA 8,500,000 per annum was awarded the contract. The lease, which is higher than last year's, will be paid in monthly installments.

In the third week of February the municipality distributed 23 shops at the Azadi Mena Market to lessees. The city will derive a monthly income of AFG 14,500 from rent payments.

Using the information gathered from the business licensing survey, the municipality of Khost started issuing manual licenses to mobile vendors because this business group will pay a fixed rate. This month, data verification of business registration was completed and a total of 5,450 businesses operating in the city were recorded.

The municipal revenue department of Khost has consolidated the rules governing various city service taxes, which will be used by the RAMP UP East team in drafting the standard operating procedures (SOP) manual for business licensing and fees collection.

Khost continues with its automated payroll preparation. This month, the salary for municipal officials was prepared independently by the accounting manager with the RAMP UP East embedded advisor checking if the formulas were entered correctly.

### Community Engagement

On February 18, 38 citizen representatives and government officials attended the regular citizen forum headed by the Mayor of Khost. The participants included 19 males, 12 females and seven youth. The Mayor once again reminded shopkeepers to pay the agreed fee of AFA 50 per month as the municipality has hired extra laborers to clean the bazaars and the fees are intended to pay the salaries of the cleaners.

The mayor also announced that the municipality has procured 10,000 saplings and asked the citizens to help in planting and maintaining the trees around the city.

### Gender and Youth Activities

On February 9, training was given to 15 female and 15 male beneficiaries on communication and leadership, which was part of the gender-responsive governance program implemented by a local NGO in coordination with the municipality.



*Taekwondo enthusiasts impress fellow athletes with their deft moves during the tournament opening in Khost.*

The internship program, computer training and sports program continue to be

implemented in Khost. Some beneficiaries of the youth programs have been interviewed to get their feedback and they reported satisfaction on the conduct of the training. The trainees, however, requested for a projector that will be used for their training.

On February 13 the taekwondo tournament kicked off with a ceremonial demonstration of taekwondo moves at the jirga meeting hall in Khost. Provincial Olympics Director Aziz Malang lauded the activity, saying these sports tournaments will enhance friendships, sportsmanship and improve the social and civic skills and attitudes of the youth. At the end of the ceremony, the Olympics Director presented a letter of commendation to the Mayor of Khost.

## PUL-I-ALAM MUNICIPALITY

### PROVINCE: LOGAR

#### Capacity Building

At the start of the month, the public finance advisor assisted the revenue department in preparing a plan and drafting tax collection letters to government organizations and bazaar owners. He also conducted a general training on the budget process for seven municipal officials. After the discussion of theories, a workshop took place on filling of budget forms.

The embedded public works advisor trained his municipal counterpart on the various types of wastes such as household, commercial, industrial and biochemical waste. He also discussed composting as a good way of disposing biodegradable waste. The municipal sanitation team further received training in scheduling solid waste collection so that the limited manpower and resources of the city will be maximized while still covering all the waste collection points in the city.



*Municipal employees are oriented on the municipal budget process.*

#### Municipal Services Deliver

The site engineer helped his municipal counterparts in preparing the drawings and designs for the proposed South and North Bus Stations.

The installation of the angle bars surrounding the Car Parking Lot-2 project (RUE-PUA-0003) was the only unfinished part of the project at the end of the month. Fabrication of the angle bars is complete but installation will take place when warmer weather arrives. On the whole, the project is about 98 percent complete.

Solid waste collection in the municipality has been suspended since January 18 because of the cold weather.

#### Economic Development and Revenue Generation

The public finance advisor guided the municipal team in the preparation of revenue variance for fixed and variable revenues.

The parking lot 1 project is now open for business, which delights businessmen and clients of the bazaar situated across from the parking lot. The RAMP UP East embedded advisor has been guiding the municipality in the collection of fees and in the preparation of a parking ticket that complies with the requirements of GDMA.



*A survey is being conducted to determine the feasibility of a proposed fruits and vegetables market in Pul-i-Alam.*

During the reporting period the economic development advisor conducted a survey and asked vegetable sellers and retailers some 20 questions as part of a feasibility study for a fruits and vegetables market in the city. The result of the survey was shared with the municipal staff and sent to the RAMP UP East team in Kabul for analysis.

At the end of February the municipality composed its budget committee and the first meeting was held on February 22 to discuss the preparation of the municipal budget.

The business registration process was completed this month. Pul-i-Alam has registered 1,473 businesses operating in the municipality.

### **Community Engagement**

The municipality participated in the Provincial Development Council meeting led by the Deputy Governor, who proposed holding sectoral meetings before the PDC meeting so that concerns in each sector can be consolidated or addressed.

## SHARANA MUNICIPALITY

### PROVINCE: PAKTIKA

#### Capacity Building

The municipal sanitation officer received training on weekly scheduling and mapping of collection routes to achieve the most efficient use of scarce resources and improve services to the citizens.

The Deputy Mayor received assistance in the implementation of public outreach activities and the preparation of articles for the newsletter. The municipality does not have an administrative officer who traditionally handles the public outreach activities.

Because Sharana does not have a full manpower complement, the revenue officer helped in the registration of properties. The municipality is busy this month with the registration of residential plots in the New Sharana sub-division.

In the third week of the month, the public works advisor prepared drawings and material estimates for proposed projects including a municipal deep well, guard room, septic tank and garage. While he took the lead in preparing the actual drafts and estimates, he also taught the municipal engineer how to prepare these construction plans.

#### Municipal Services Delivery

The municipality of Sharana was busy this month with the distribution of residential plots to beneficiaries. The creation of a new residential area was the initiative of the Governor and is being implemented by the municipality. As the municipality is short-handed the public works adviser was engaged in the registration process and setting of plot boundaries, while training the municipal staff on how to take boundary measurements.

With the snow abating, the municipality was able to resume its regular collection of garbage from the 70 formal collection points and temporary garbage sites. The cleaning crew also kept the major roads clear of snow, especially around the market and the hospital areas.

The municipal sanitation officer and the public works advisor monitored the solid waste collection activities to make sure that all six areas of the city are covered each week. The monitoring activities also served as mentoring opportunities for the sanitation officer.

#### Economic Development and Revenue Generation

The review and verification of information for the business registration was completed this month and Sharana is now be ready to start issuing computerized licenses in March. The economic development advisor assisted his counterpart in collecting *safayi* taxes from market owners in order to boost revenue figures for the current year.

As part of the budget preparation process, the revenue generation unit, with guidance from RAMP UP East, categorized the revenue sources and prepared a forecast for each revenue source up to three years. The results of this exercise were shared with the EDAC members during their third meeting on February 14. Later in the month, the revenue generation unit was assessed to determine its readiness in implementing next year's budget.

Cash receipts and expenditure ledgers were also updated in preparation of the municipal budget process. Towards the end of the month the budgeting committee of Sharana was

formed.

### **Community Engagement**

The EDAC and Service Delivery Improvement Plan (SDIP) meetings held on February 8 were covered by Pashtoon Ghag and Tolo TV and aired on the same day to promptly update the citizens of Sharana of the activities of the municipality.

### **Gender and Youth Activities**

Computer classes for 30 male youth and the internship program for three young men are continuing in the municipality. By the end of month, the grantee had conducted a workshop on production, marketing, advertising and networking to get the women ready for a small business exhibition.

## ANNEX 1 – SERVICE DELIVERY IMPROVEMENT PROJECTS (FEBRUARY 2012)

Completed projects awaiting final inspection (as of February 2012)				
No.	Municipality	Sub-project Name	Sub-project Number	Progress %
1	Charikar	Construction of Landfill Expansion	RUE-CHA-0002	100%
2	Mahmud-i-Raqi	Public Latrine Construction	RUE-MIR-0008	100%
3	Khost	Drainage Ditch Improvement	RUE-KHO-0001	100%

Infrastructure activities suspended due to the weather (as of February 2012)				
No.	Municipality	Sub-project Name	Sub-project Number	Progress %
1	Pul-i-Alam	Automobile parking lot # 2	RUE-PEA-0003	98%
2	Panjshir	Drainage ditch & sidewalk construction	RUE-PJS-0003	95%
3	Panjshir	Construction of temporary solid waste disposal site	RUE-PJS-0002	90%
4	Charikar	Drainage ditch construction & street rough grading	RUE-CHA-0003	85%
5	Mahmud-i-Raqi	Street asphaltting and drainage ditch construction	RUE-MIR-0004	85%
6	Panjshir	Street asphaltting & median	RUE-PJS-0004	85%
7	Bamyan	Construction of public latrines	RUE-BAM-0005	75%
8	Bamyan	Reconstruction and asphaltting paving of streets & drainage ditch construction	RUE-BAM-0003	35%
9	Maidan Shar	Sidewalk construction project	RUE-MSH-0008	5%
10	Mahmud-i-Raqi	Construction of solid waste disposal site & supply of waste receptacles	RUE-MIR-0005	0%
11	Mahmud-i-Raqi	Drainage ditch, sidewalk & culvert construction	RUE-MIR-0012	0%
12	Maidan Shar	Women & children's park	RUE-MSH-0005	0%
13	Pul-i-Alam	Solid waste collection	RUE-PEA-0007	0%

<b>Ongoing infrastructure projects (as of February 2012)</b>				
<b>No.</b>	<b>Municipality</b>	<b>Sub-project Name</b>	<b>Sub-project Number</b>	<b>Progress %</b>
1	Asadabad	2km Gravel Road, Culvert Installation & Retaining Wall Construction	RUE-ASD-0004	97%
2	Jalalabad	Dosaraka-Fabreka Road Improvement Construction Project	RUE-JBD-0007	35%
3	Khost	Renovation of Women's Park & Canteen Construction	RUE-KHO-0002	91%
4	Khost	Road and Drainage Ditch Reconstruction	RUE-KHO-0004	10%
5	Mehterlam	Drainage Ditch Construction	RUE-MHT-0001	91%
6	Mehterlam	Drainage Ditch & Sidewalk Construction	RUE-MHT-0002	97%

<b>Other Infrastructure Projects</b>				
<b>No.</b>	<b>Municipality</b>	<b>Sub-project Name</b>	<b>Sub-project Number</b>	<b>Status</b>
1	Asadabad	Solid waste collection and Trash Bin supply	RUE-ASD-0009	BoQ revised
2	Mehterlam	Solid waste collection and Bin supply	RUE-MHT-0003	BoQ revised
3	Panjshir	Trash receptacle and equipment supply	RUE-PJS -0005	BoQ revised
4	Gardez	Road Median Construction	RUE-GRZ-0009	BoQ revised ; under evaluation
5	Ghazni	Asphalt Sub road #1 & Drainage Ditch Construction	RUE-GHZ-0003	For evaluation
6	Ghazni	Sub-road Asphalt Paving	RUE-GHZ-0004	For evaluation
7	Ghazni	Bazazy Side-Walk Construction Project	RUE-GHZ-0005	For evaluation
8	Sharana	Road Median Construction	RUE-SHA-0008	For evaluation
9	Sharana	Solid waste collection equipment	RUE-SHA-0015	Purchase order
10	Maidan Shar	Solid waste collection vehicle supply	RUE-MSH-0011	Recently approved
11	Khost	Solid Waste Coll. and Bin Supply project	RUE-KHO-0008	Recently approved
12	Jalalabad	Automobile Parking lot	RUE-JBD-0002	Redesigned
13	Maidan Shar	Sport Stadium Renovation & Construction Project	RUE-MSH-0004	Revised drawing; BoQ approved

## ANNEX 2 – COMMUNITY ENGAGEMENT ACTIVITIES (FEBRUARY 2012)

Community Engagement Monthly Report (February 2012)									
No	Municipality	Citizen Forum			Newsletter		Radio Programs / Media Outreach		Opening / Handover Events
		Number	Male	Female	Number	Total to Date	Number	Length of Program	Number
1	Bamyan	1	28	2	1	7	1	60	0
2	Ghazni	1	45		1	5	1	45	
3	Maidan Shar	1	30	4	1	3	1	25	0
4	Jalalabad	1	30	0	0	0	0	0	
5	Asadabad	1	17	0	1	9			
6	Mehterlam	1	27	5	0	0	0	0	0
7	Charikar	1	43	14			1	0	
8	Mahmud-i-Raqi	1	2	61	1	4	0	0	0
9	Panjshir	0	0	0	0	1	0	0	0
10	Gardez	0	0	0	0	3	1	10	1*
11	Pul-i-Alam	0	0	0	1	11	0	0	0
12	Sharana	1	33	0	1	0	1	30	0
13	Khost	1	26	12	0	4	0	0	0
<b>TOTALS</b>		<b>10</b>	<b>281</b>	<b>98</b>	<b>7</b>	<b>47</b>	<b>6</b>	<b>170</b>	<b>1</b>

\* Opening ceremony of the Gender Responsive Governance Workshop

## ANNEX 3 – GENDER RESPONSIVE GOVERNANCE ACTIVITIES ( FEBRUARY 2012)

Gender Responsive Governance small grants					
Municipality	Components	Female	Male	Activity Date	Training Topics
1. Bamyan	Fellowship	1	1	Feb 1-29	Management, English, computer
	Public participation in governance	18	15	Feb 8-9	Leadership
	Women's participation in service delivery	0	0		
2. Ghazni	Fellowship	1	1	Feb 1-29	Management, English, computer
	Public participation in governance	18	15	06-Feb-12	Leadership
	Women's participation in service delivery	30	0	26-Feb-12	Marketing
3. Maidan Shar	Fellowship	1	1	Feb 1-29	Management, English, computer
	Public participation in governance	16	17	Feb 7-8	Leadership
	Women's participation in service delivery	30	0	09-Feb-12	Conducted Exhibition
4. Jalalabad	Fellowship	1	1	Feb 1-29	Project development, typing, civic education
	Public participation in governance	0	0		
	Women's participation in service delivery	30	0	Feb 26-27	Advertising, business networking, marketing
5. Asadabad	Fellowship	1	1	Feb 1-29	Project development, typing, civic education
	Public participation in governance	0	0		
	Women's participation in service delivery	30	0	Feb 22-23	Advertising, business networking, marketing
6. Mehterlam	Fellowship	1	1	Feb 1-29	Project development, typing, civic education
	Public participation in governance	15	15	Feb 21-22	Gender mainstreaming, governance, advocacy, leadership, management.
	Women's participation in service delivery	0	0		
7. Parun	Fellowship	1	1	Feb 1-29	Project development, typing, civic education
	Public participation in governance	15	15	Feb 25-26	Gender mainstreaming, governance, advocacy, leadership, management.
	Women's participation in service delivery	30	0	Feb 21-22	Advertising skills, business networking, marketing skills.
8. Gardez	Fellowship	1	1	Feb 1-29	People participation in governance, planning, report writing and gender
	Public participation in governance	0	0		□
	Women's participation in service delivery	0	0		□

Gender Responsive Governance small grants					
Municipality	Components	Female	Male	Activity Date	Training Topics
9. Pul-i-Alam	Fellowship	1	1	Feb 1-29	People participation in governance, planning, report writing and gender
	Public participation in governance	0	0		
	Women's participation in service delivery	0	0		
10. Sharana	Fellowship	0	0		
	Public participation in governance	0	0		
	Women's participation in service delivery	30	0		business awareness, structure Organizational management
11. Khost	Fellowship	1	1	Feb 1-29	People participation in governance, planning, report writing and gender
	Public participation in governance	15	15	12-14 Feb 12	leadership, communication, management, people participation, public policy, gender
	Women's participation in service delivery	0	0		
12. Charikar	Fellowship	1	1	Feb 1-29	MS Word and Excel, budgeting, procurement process, report and proposal writing, civic education
	Public participation in governance	16	14	Feb 12-15	Advocacy, effective communication, gender, governance, leadership.
	Women's participation in service delivery	15	0	Feb 21-25	Management, bookkeeping, business development and planning, marketing
13. Panjshir	Fellowship	1	1	Feb 1-29	MS Word and Excel, budgeting, procurement process, report and proposal writing, civic education
	Public participation in governance	30	0	Feb 19-22	Advocacy, effective communication, gender, governance, leadership.
	Women's participation in service delivery	15	0	Feb 27-29	Management, bookkeeping, business development and planning, marketing
14. Mahmud-i-Raqi	Fellowship	1	1	Feb 1-29	MS Word and Excel, budgeting, procurement process, report and proposal writing, civic education
	Public participation in governance	16	14	Feb 11-14	Advocacy, effective communication, gender, governance, leadership.
	Women's participation in service delivery	14	0	Feb 20-23	Management, bookkeeping, business development and planning, marketing
<b>TOTAL</b>		<b>396</b>	<b>133</b>		

## ANNEX 4 – YOUTH ACTIVITIES (FEBRUARY 2012)

Youth Grant Activities continuing through/started in February 2012					
Municipality	Component	Participants	Male	Female	Starting Date
1. Bamyan	Internship Program	6	3	3	10-Dec
	Computer Class	40	20	20	10-Dec
	Sports	48 (taekwondo tournament)	48	0	6-Feb
2. Ghazni	Internship Program	6	3	3	12-Dec
	Computer Class	40	20	20	12-Dec
	Sports	48 (taekwondo Tournament)	48	0	5-Feb
3. Maidan Shar	Internship Program	6	3	3	13-Dec
	Computer Class	20	40	0	13-Dec
	Sports	48 (taekwondo tournament)	48	0	6-Feb
4. Jalalabad	Internship Program	6	3	3	15-Dec
	Computer Class	40	20	20	10-Oct
	Sports	96 ( eight teams)	96	0	5-Feb
5. Asadabad	Internship Program	6	3	3	12-Dec
	Computer Class	40	20	20	27-Dec
	Sports	96 ( eight teams)	96	0	6-Feb
6. Mehterlam	Internship Program	6	3	3	27-Nov
	Computer Class	40	20	20	12-Dec
	Sports	96 ( eight teams)	96	0	7-Feb
7. Noorgram	Internship Program	2	1	1	10-Jan
	Computer Class	20	10	10	10-Jan
	Sports	96 ( eight teams)	96	0	8-Feb
8. Sharana	Internship Program	3	3	0	20-Nov
	Computer Class	40	20	20	20-Nov
9. Khost	Internship Program	6	3	3	20-Nov
	Computer Class	40	20	20	20-Nov
	Sports	48 (taekwondo tournament)	48	0	19-Feb
<b>TOTAL</b>		<b>963</b>	<b>791</b>	<b>172</b>	

