



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

MONTHLY REPORT: JANUARY 2012



*A female seller of dried fruits and nuts enjoys brisk business at the women's small business exhibition held in the Municipality of Charikar on January 29.*

**15 February 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

##### *Professional Development Course for Female Engineers*

Twenty-two female engineers and engineering students who recently completed the Professional Skills Development Course for Female Engineers received their certificates of completion on January 29 at the RAMP UP East office. The 28-day training conducted between May and December 2011 was aimed at improving the female engineers' chances of finding employment in their field of study. Four participants will be competitively selected for further training through a three-month internship program planned for the first quarter of 2012.

##### *Standard Operating Procedures*

In January, RAMP UP East, in conjunction with IDLG, crafted a general standard operating procedures (SOP) formulation and implementation guidelines and schedule. RAMP UP East targets to refine two existing SOPs – solid waste management, and revenue improvement action planning – and develop five new ones which will focus on 1) business licensing and fee collection, 2) budget preparation; 3) municipal procurement, 4) municipal accounting, and 5) budget execution, monitoring and evaluation. The SOPs on solid waste management and revenue improvement action planning were developed by the Afghan Sub-National Governance Program (ASGP), a UN funded governance program, and were adapted by RAMP UP East with some changes to make the policy-oriented SOPs more focused on operational steps and procedures and thereby implementable in the municipalities.

The business licensing and fee collection system was developed by RAMP UP East and has been implemented in all municipalities. RAMP UP East has started developing a supporting SOP for this system, which will be enriched with actual experience and lessons learned from implementation in the 13 municipalities.

A series of workshops and brainstorming sessions among RAMP UP East technical advisors and partner organizations were held at RAMP UP East office in Kabul to prepare for the writing of a new SOP on municipal budget preparation. In mid-January, a municipal budgeting SOP workshop was conducted with participants from three of the regional RAMP UP projects (RAMP UP East, West and North), ASGP and UN Habitat. The activity took place for three days at the RAMP UP East office. Post-workshop mentoring continues to be provided by the RAMP UP East Finance Director and embedded advisors.

To start preparing for the municipal procurement SOP, RAMP UP East consulted the Procurement Policy Unit of the Ministry of Finance (MOF) to obtain guidance and clearance to proceed. MOF gave the green light to formulate a Municipal Procurement SOP that conforms to the national procurement law and procedures.

##### *Excel Payroll System*

Twelve of the 13 municipalities are now implementing the automated payroll system as of this reporting period. While the embedded advisors still provide direct technical assistance to their municipal counterparts to complete the process, the municipal finance staff are eagerly learning the Excel program. The municipality of Jalalabad has not yet implemented the automated system but the staff have already been training on the program this month.

### *Excel Expenditure Template (M20)*

As of January, all municipalities, save Bamyan and Jalalabad, have started or continued the computerized recording of municipal expenditures, which is a government expenditure ledger called M20. The accounting managers, coached by the embedded advisor, continued improving their skill through daily practice. The accounting manager of Bamyan, who has recently been hired, will receive training in the coming weeks.

### *Budgeting*

A two-day budget training was conducted in two groups during this period. The first training was done in Jalalabad for the municipalities of Jalalabad, Mehterlam, and Asadabad. The remainder of the municipalities attended the training in Kabul. The training included exercises in preparing forecasts of business license revenues and operating and maintenance costs for solid waste management activities for fiscal year 1391 (starting in March 2012). In Mahmud-i-Raqi, Sharana, Charikar, Maidan Shar and Gardez, the accounting and revenue managers were oriented on developing the budget calendar and setting up a budget committee, which should be formed before the national budget preparation process at the municipal level starts.

### *Revenue Analysis*

The economic development advisor of Mahmud-i-Raqi conducted an on-the-job training (OJT) on revenue analysis for the municipal revenue generation staff. In Ghazni the economic development advisor and his municipal counterpart analyzed and studied revenue trends while the economic development advisors in Pul-i-Alam and Maidan Shar worked with municipal staff on the preparation of revenue profiles.

### *On-the-job training*

To improve efficiency in performing office tasks and improve core skills, the municipal embedded advisors provided on-the-job trainings for the municipal staff. In the month of January training was provided in 14 subject areas, including office operations, human resource management, report and proposal writing, basic computer skills and English language training.

## **Municipal Services Delivery**

RAMP UP East introduced the Service Delivery Improvement Plan (SDIP) concept to municipalities this month. SDIP is an approach involving collaboration between the municipality and citizens (selected neighborhood leaders and sectoral representatives) on improving the delivery of a municipal service, such as solid waste management (SWM). The SDIPs will focus the municipality's attention on strengthening data management, service organization, and customer relations through an approach which analyses and improves procedures, personnel, policies, and organization. Each SDIP will be prepared by a local group of stakeholders, implemented by the municipal government, and subsequently appraised by the stakeholders involved in the SDIP design process. The SDIP will include a list of activities to be completed, a time frame, a budget, the actors' responsible for its completion, and performance indicators. This will feed into RAMP UP East's ongoing technical assistance aimed at establishing program budgeting. This month, the SDIP concept was presented to municipal officials in 13 municipalities who agreed to its implementation.

With the unusually high volume of snowfall this winter, most of the city cleaning crews were busy clearing up roads and pathways. In some municipalities, the landfill was inaccessible and garbage could not be disposed.

The table below shows the current status of the solid waste management activities in the municipalities. In Charikar, two of its five trucks were provided by RAMP UP East while the three others were procured by the municipality or provided by donors. In Gardez, all four dump trucks were provided by other donors. The municipality of Pul-i-Alam is set to start the solid waste collection component of its SWM program with RAMP UP East support next month.

Ongoing municipal Solid Waste Management Activities (January 2012)						
No	Municipality	Funding Source	Total Crew	No. of Trucks	No. of Formal Sites	No. of Informal Sites
1	Maidan Shar	RAMP UP East	18	2	21	13
2	Bamyan	RAMP UP East	18	2	28	10
3	Charikar	RAMP UP East	27	5	10	22
4	Panjshir	RAMP UP East	8	2	2	28
5	Gardez	RAMP UP East	18	4	3	50
6	Pul-i-Alam	RAMP UP East	0	0	0	0
7	Sharana	RAMP UP East	8	2	45	3
8	Khost	Municipality / Others	10	4	5	30
9	Ghazni	Municipality / Others	30	6	100	45
10	Mahmud-i-Raqi	Municipality / Others	10	2	20	8
11	Jalalabad	Municipality / Others	90	22	287	423
12	Asadabad	Municipality / Others	12	2	20	15
13	Mehterlam	Municipality / Others	23	3	15	12

### Infrastructure Project

The harsh weather conditions in many municipalities led to the suspension of work on several infrastructure projects. The RAMP UP East engineering team prepared plans and scopes of projects that will be submitted or resubmitted to USAID for review. Following is a list of active infrastructure construction activities across RAMP UP East municipalities as of January.

- **Jalalabad Women's Park Construction Project (JBD-0009).** The preliminary survey of the women's park construction project was completed. The challenge for this project is that the selected site is flood prone and an alternative project may have to be identified.
- **Jalalabad Parking Lot Project (JBD-0002).** The municipality and RAMP UP East have signed an MOU for this project stipulating, among others, the obligation of the municipality to clear and secure the site before construction work can continue. This includes the removal of the remaining illegal vendors from the site. In addition, the boundary walls and fences have been surveyed and will be redesigned.
- **Jalalabad Dosarka Fabreka Road Project (JBD-0007).** Several days were spent re-surveying the project and redesigning the ditches with a revised (smaller) cross section. It was discovered that the city wants to mix runoff/polluted water with irrigation water in

the ditches, and this issue needs further investigation and discussion with the municipality.

- **Khost Woman's Park Construction (KHO-0002).** This project needs to have the boundary walls redesigned so that the park can be used. The actual building of the boundary wall can be done as a separate project.
- **Khost Road Reconstruction & Asphaltting Project (KHO-0004).** This project is in start up and the mayor has requested the inclusion of the restoration of culverts as part of the project. The project involves the reconstruction and asphaltting of a section of existing road in the central part of Khost City that is approximately 815 meters long.
- **Charikar 7,000M Drainage Ditch & 5,000M Street Rough Grading (CHA-0003).** Work on this almost-complete project has been temporarily halted due to adverse weather conditions.
- **Mehterlam Sidewalk and Ditch Project (MHT-0002).** The project is slightly behind schedule. RAMP UP East has estimated the construction of the full length of the sidewalk, which is about 4 kilometers long, but some portions of the sidewalk have already been repaired or constructed by another donor organization.
- **Bamyar Landfill and Solid Waste Bins.** The design of the landfill and solid waste bins is now complete and ready to submit to USAID for approval. Thirty-nine solid waste enclosures will be constructed throughout the municipality.
- **Bamyar Reconstruction and Asphaltting of Streets & Drainage Ditch Construction (BAM-0003).** Implementation of this sub-roads project is suspended for the winter season.
- **Bamyar Public Latrine Project (BAM-0005).** The interior finishing is currently ongoing while the exterior painting and roofing will have to wait until spring.
- **Ghazni sidewalk project (GHZ-0005).** The sidewalk project in Ghazni should start as soon as the subcontracting process is completed.
- **Gardez Median Rehabilitation Project (GRZ-0009).** Bids for the median rehabilitation project have been evaluated. The median, which is located on the Gardez side of the main highway to Kabul, measures 4,000 meters long by four meters wide. This median was constructed with municipal funds in 2009 without fences and greenery.
- **Sharana Road Median Construction Project (SHA-0008).** Bids for the median project in Sharana have been evaluated. The project is located on the main road that connects the city with Gardez highway. There is currently no median on the Sharana main highway and the traffic flow is unmanageable, especially in one particular section where the local markets, shops and a parking lot are located. The new median will be three meters wide and 400 meters long.
- **Sharana Fruit & Vegetable Market Construction Project (SHA-0017).** The fruit market project has been submitted for USAID review. However, the project site is in a flood-prone area. RAMP UP East was told that the flooding problem had been solved, but evidently that was not the case. The municipality and RAMP UP East are looking for a solution to the problem.

- **Asadabad Protection Wall Project (ASD-0012).** Work on the protection wall in Asadabad was temporarily suspended in January due to the weather. Construction will restart when the waters of the Pacha River recede.
- **Mahmud-i-Raqi Public Latrine Projects (MIR 0008).** One of the two public latrine facilities is almost complete while the other one will be started in the spring.
- **Panjshir Ditch Culvert and Sidewalk Project (PJS-0003).** This municipal project is completed with the exception of the portion in front of the Red Crescent office.

## Economic Development and Revenue Generation

### *Economic Development Advisory Councils*

Thirteen municipalities have started organizing the Economic Development Advisory Council (EDAC) and all, except Ghazni and Panjshir, conducted at least one meeting in January. In Jalalabad, RAMP UP East and ASGP are collaborating on the organization and implementation of EDAC. The objective of EDAC is to strengthen municipal governance by providing advisory services to municipal authorities, supporting municipal revenue enhancement as well as economic development, thereby contributing to better service delivery.

There are specific steps in organizing the committee. After studying the objectives and responsibilities of EDAC, the mayor writes a memo to the Office of the Governor to secure his approval. Once approved, at least nine members are selected and an official memo is sent to each member's organization or employer. The municipality with support from RAMP UP East prepares a contact list of members, and organizes the first meeting to orient the members on the purpose of EDAC and the roles and responsibilities of its members.

The following table shows the status of EDAC organization by the municipalities:

<b>Economic Development Advisory Council Activities (January 2012)</b>			
<b>No</b>	<b>Municipality</b>	<b>1st Meeting</b>	<b>2nd Meeting</b>
1	Asadabad	24 January	
2	Bamyan	18 January	
3	Charikar	18 January	31 January
4	Gardez	21 January	
5	Ghazni	(in February)	
6	Jalalabad	ASGP-RU/E	ASGP-RU/E
7	Khost	31 January	
8	Laghman	18 January	
9	Mahmud-i-Raqi	23 January	
10	Maidan Shar	22 January	31 January
11	Panjshir	(in February)	
12	Puli Alam	14 January	28 January
13	Sharana	21 January	

### *Business licensing and fee collection*

In this reporting period, the survey of businesses was completed in all municipalities. Final Data verification has started for nine cities while the municipalities of Asadabad, Ghazni, Khost and Pul-i-Alam will start verification in February.

In Khost, the municipality has issued licenses to mobile vendors and collected AFA 22,500 in license fees. While the computerized business license system is still in development, the municipality issued temporary manual licenses.

A summary of the business registration activities in January is presented below.

<b>Progress on Business Registration in RAMP UP East Municipalities (January 30)</b>						
<b>No.</b>	<b>Municipality</b>	<b>Estimated number of businesses in municipality</b>	<b># of forms completed</b>	<b># of forms entered into the database</b>	<b>Survey in Municipalities</b>	<b>Data Verification</b>
1	Asadabad	3,927	2,573	1,592	Completed	Start in February
2	Bamyan	1,900	865	865	Completed	Completed
3	Charikar	2,607	2,607	2,607	Completed	Ongoing
4	Gardez	2,500	2,000	2,000	Completed	Ongoing
5	Ghazni	8,000	7,626	7,626	Completed	Start in February
6	Jalalabad	5,500	5,421	5,111	Completed	Completed
7	Khost	6,200	5,450	5,450	Completed	Start in February
8	Mahmud-i-Raqi	960	960	960	Completed	Completed
9	Maidan Shar	278	288	288	Completed	Completed
10	Mehterlam	3,000	3,584	3,584	Completed	Completed
11	Panjshir	580	517	517	Completed	Completed
12	Pul-i-Alam	1,500	1,525	1,473	Completed	Start in February
13	Sharana	2,475	2,475	2,475	Completed	Completed
	<b>TOTAL</b>	<b>39,427</b>	<b>35,891</b>	<b>34,548</b>		

The municipality of Mahmud-i-Raqi has determined that the Taliban era license fees, which are still in effect, are no longer applicable. In January, the revenue generation team and the embedded advisor revised the license fee structure and it will be submitted to the mayor for approval. Panjshir is also revising its business license fee structure which will be implemented in the incoming fiscal year.

### **Community Engagement**

Because of the cold weather in some provinces, four municipalities were not able to hold their monthly citizen forums. However, seven events were organized this month and most of these were related to the gender-responsive programs and youth activities.

Instead of printing its own newsletter, the municipality of Khost took out a whole page in the private daily newspaper *Milli Ehsas* to report the accomplishments of the municipality, and take advantage of the commercial newspaper's wide circulation and established distribution system. The space was paid for from the municipal budget.

The table below summarizes the community engagement activities implemented by the municipalities during the reporting period.

Community Engagement Report for (January 2012)										
No	Municipality	Citizen Forum			Newsletter		Radio Programs / Media Outreach		Opening / Handover Events	
		Number	Attedance		Number	Total Number to Date	Number	Length of Program	Number	Name of Project
			Male	Female						
1	Bamyan	1	29	9	1	6	1	1 hr		
2	Ghazni	1	20	2	1	4	1	1 hr	1	Opening of gender program / w omen's business exhibition
3	Maidan Shar	1	39	2	0	0	1	30min	0	
4	Jalalabad	1	63	0	0	0	3	27 mins	0	
5	Asadabad	1	15	0	0	8	0	0	0	
6	Mehterlam	0	0	0	0	0	1	4 mins		
7	Charikar	0	0	0	0	0	0	0	0	
8	Mahmud-i-Raqi	1	2	61	1	4	0	0	0	
9	Panjshir	0	0	0	0	0	0	0	0	
10	Gardez	0	0	0	0	3	0	0	0	
11	Pul-i-Alam	1	26	0	1	10	1	2.5 hrs	2	Opening ceremonies of gender program and sports program
12	Sharana	1	30	0	1	1	4	2 hrs	2	Closing Ceremony of Solid Waste Enclosure Project & opening ceremony of gender program
13	Khost	1	30	9	1	4	1	1 hr	2	Opening Ceremonies of road project & gender program
<b>TOTAL</b>		<b>9</b>	<b>254</b>	<b>83</b>	<b>6</b>	<b>40</b>	<b>13</b>	<b>±8 hrs</b>	<b>7</b>	

## Gender and Youth Activities

In January, a total of 349 women and 177 men participated in the three components under the Gender-Responsive Small Grants Programs. These components are fellowships, public participation in governance and women's participation in service delivery (see Annex 1 for details).

This month, four women's small business exhibitions were organized in Ghazni, Mahmud-i-Raqi, Parwan and Panjshir as a way of expanding the women's business network and exposing them to potential buyers. Around 120 businesswomen from the four municipalities brought their products to the exhibitions that were visited by more than 200 individuals. The combined sales from the three events (excluding Ghazni) was AFA121,750.

Mrs. Zarmena Fazi, a 36 year old mother of five was one of the participants in the exhibition in Panjshir. "My husband did not want me to go to the exhibition but I told him that this is a golden opportunity for us to sell and advertise our products as there will be visitors from other provinces," she revealed. She sold pickles, curd, eggs and cookies and took home AFA 7,000 in sales.

Eng. Zabiullah Gafo, a resident of Bazarak who visited the exhibition in Mahmud-i-Raqi, lauded the organizers. "There is a wide variety of products in this exhibition. I didn't know that the women in Kapisa could make all these wonderful things. I bought clothes and food

items worth AFA 2,500,” Eng. Gafo said. “My suggestion is that this event should be widely advertised so that more people will come.”

Below is a summary of the gender-responsive governance activities in the 14 municipalities. A detailed table of gender-responsive activities is found in Annex 1.

Activities Under Gender Responsive Governance Small Grants (January 2012)					
No.	Municipality	Participants in the 3 Gender Components		Events	Implementing NGO
		Female	Male		
1	Bamyan	17	1		Bureau for Reconstruction and Development (BRD)
2	Ghazni	31	1	Exhibition on Jan 11	
3	Maidan Shar	1	1		
4	Jalalabad	46	1		Afghanistan Relief and Rehabilitation Organization (ARARO)
5	Asadabad	46	1		
6	Mehterlam	46	1		
7	Parun	46	1		
8	Gardez	1	1		Noor Social and Cultural Organization (NSCO)
9	Pul-i-Alam	16	1		
10	Sharana	1	1		
11	Khost	16	1		
12	Charikar	31	1	Exhibition on Jan 29	Afghan Amputee Bicyclists for Rehabilitation and Recreation (AABRAR)
13	Panjshir	16	1	Exhibition on Jan 30	
14	Mahmud-Raqi	35	1	Exhibition on Jan 25	
	<b>TOTAL</b>	<b>349</b>	<b>14</b>		

Eleven of the 14 municipalities continued the implementation of the grant-funded youth program which has three components: an internship program, computer classes and sports development activities. Both the internship program and the computer classes are being implemented over a period of six months. In the sports arena, tournaments in volleyball, cricket and taekwondo are organized in municipalities and teams from different municipalities in the province are formed to foster closer ties among communities and youth.

Most of the activities started in November and December 2011, with the exception of Noorgram which launched its internship and computer classes this month. Because of the volatile situation in Parun, the capital of Nuristan, the youth activities were moved to the town of Noorgram.

In January, a total of 1,623 (1,409 males and 214 females) young men and women from the 14 provinces under RAMP UP East participated in the youth programs, as presented below. A more detailed table can be found in Annex 2.

Municipal Youth Programs (January 2012)						
No.	Municipality	Participants in the 3 Youth Components			Starting Period	Implementing NGO
		Male	Female	Total		
1	Bamyan	119	23	142	December	Afghanistan Rehabilitation and Educational Programs (AREP)
2	Ghazni	103	39	142	December	
3	Maidan Shar	119	3	122	December	
4	Jalalabad	151	23	174	December	Reconstruction and Social Services for Afghanistan Organization (RSSAO)
5	Asadabad	151	23	174	December	
6	Mehterlam	151	23	174	November	
7	Noogram	11	11	22	January	
8	Gardez	151	3	154	December	Afghan Community Development Organization (ACDO)
9	Pul-i-Alam	151	23	174	December	
10	Sharana	151	20	171	November	Afghan Mobile Reconstruction Association (AMRAN)
11	Khost	151	23	174	November	
		<b>1,409</b>	<b>214</b>	<b>1,623</b>		

### Technical Working Groups

The monthly Technical Working Group (TWG) meetings were conducted on January 15 and 16. The TWGs started as a consultative meeting between RAMP UP East and GDMA and was expanded to include the three other RAMP UP projects – West, North and South – and other projects/programs that are operating at the municipal level: Land Reform in Afghanistan (LARA), Afghanistan Sub-National Program (ASGP) and UN-Habitat.

In this month's meetings, GDMA reviewed the citizen consultative mechanisms used by each project. Different forms of citizen participation exist across the projects and GDMA intends to institutionalize common, systematic approaches for these consultative bodies in anticipation of the introduction of elected Municipal Councils once a new Municipal Law is passed. As a step towards this, GDMA convened an initial meeting with partners and donors in early January to discuss the interim municipal councils. At the meeting GDMA announced that it will hold a mayor's workshop in Kabul to discuss the draft municipal law.

GDMA welcomed the initiative of RAMP UP East to support the creation of public private partnerships between the municipality and the business sector.



## MONTHLY HIGHLIGHTS

### Ambassador hands over solid waste management program to Municipality of Sharana

On January 17, US Assistant Ambassador Richard Olson handed over the solid waste management project to the municipality of Sharana. The integrated solid waste management project includes the provision of dump trucks, hiring of cleaning crews, construction and installation of 70 trash bins across the municipality and the purchase of equipment for the landfill.

Sharana Acting Mayor Mohammad Asif Safi said that the project goes beyond mere collection of garbage around the city. "It also represents a new way of serving the community by involving the citizens in the cleanup of their own neighborhoods," he added. The mayor acknowledged other benefits provided by USAID to the municipality such as building the capacity of municipal employees, and construction of drainage canals and public latrines.



*US Assistant Ambassador Richard Olson (second from right, seated) interacts with RAMP UP East staff as he was briefed on USAID activities in Sharana. Ambassador Olson visited the municipality on January 19 to hand over the solid waste management program to the municipality. The Ambassador is flanked by Paktika Governor Mohibullah Samim (to his right), and Sharana Acting Mayor Engineer Mohammad Asif Safi (to his left).*

### Female engineering students graduate from professional skills development course

On January 29, 22 female engineers and engineering students who have recently completed the Professional Skills Development Course received their certificates of completion in a ceremony held at the RAMP UP East office. The female engineers took part in an advanced training focusing on scheduling and quality management using computer programs and

modules that are practiced by the United States Army Corps of Engineers (USACE). The training was held for a total of 28 days and was conducted between May and December 2011. Four of the female graduates will be selected to participate in a 3-month follow-up internship program at RAMP Up East that will begin in February.

### Female entrepreneurs present their products at exhibitions in 4 municipalities

Four exhibitions of women's crafts and products were organized this month in the municipalities of Ghazni, Mahmud-i-Raqi, Charikar and Panjshir as part of the gender-responsive small grants activities. The exhibitions in three municipalities generated total sales of AFA 212,750. (Ghazni was still compiling sales figures as of this writing). The main purpose of the exhibitions was to expose the female entrepreneurs to the market, enable them to link with buyers and sellers and expand their network.



Women from different districts in Kapisa brought their products to Mahmud-i-Raqi for the women's small business exhibition on January 28.

The women sold clothes, beadwork, and food products like jam, dairy products, honey, saffron and other spices, dried vegetable and nuts. [REDACTED], a 44 year housewife from Mahmud-i-Raqi, thanked USAID for organizing "such a big event." She added that the exhibition is a good way to connect them with customers and traders. "We get good exposure and fair prices for our products. This is providing us with good income," she added.

## **MUNICIPAL PROGRESS REPORTS**

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

#### **MAIDAN SHAR MUNICIPALITY**

##### **PROVINCE: WARDAK**

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

The municipal finance/accounting manager of Maidan Shar received support in implementing the Excel Payroll template and he was briefed on the importance of creating bank salary accounts for all municipal staff. The municipality decided to enroll all municipal employees at the Kabul Bank for a salary account starting in the new Afghan year (1391).

The finance/accounting department prepared a bank account statement for the Mayor, and together with the municipal Revenue Manager will create a cash receipt journal for the revenue department. The Finance Manager created a bank account ledger in Excel for debit transactions for easy reconciliation with the quarterly bank statement.

The public finance advisor briefed Maidan Shar's Accounting Manager on the introduction of standard operating procedures for municipal budgeting.

###### **Municipal Services Delivery**

The Stadium Renovation Project which started on November 1 last year is about two thirds completed. Due to snow and cold weather work was temporarily stopped on January 4.

The snowfall this winter made it difficult for the solid waste management crew to regularly collect garbage from drop-off points and transport it to the landfill. To get to the site, the dump truck has to climb a mountain which is impassable at this time. As this will be a recurring problem, the municipality decided to locate an alternative site and prepared a landfill site plan for an interim landfill construction project. The 16 laborers and two foremen worked five days per week clearing roads of snow and collecting a total of 152 cubic meters of garbage from formal and informal drop off sites.

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

In January, the economic development advisor completed the revenue analysis for the last five years, which will be incorporated into the municipal economic profile.

The Maidan Shar mayor and municipal officials accepted the suggestion to create an Economic Development Advisory Committee (EDAC). As prescribed in the guidelines for organizing the EDAC, the municipality sent a memo, together with the terms of reference, to the Office of the Governor for approval. The terms of reference was approved by the Governor and a preliminary list of committee members has been drawn up, with the first meeting conducted this month.

In January, the municipality completed the survey of businesses operating in the area, encoding information in the database and verifying information. In all, 288 businesses operating in Maidan Shar have been registered.

### **Community Engagement**

Maidan Shar conducted a citizen forum on January 9 with 38 participants that included the head and deputy head of the city council and other citizens. The mayor explained the important role played by the city council in helping the municipal officials run the affairs of the municipality. The Mayor also shared updates on the following projects: the 1,100-meter drainage ditch and culverts which were recently completed, the newly inaugurated sidewalk project, the ongoing stadium renovation project, and the women's & children's park project.

In the forum, the mayor introduced the concept of the EDAC to the citizens and explained why it is important to organize this group. He also expressed his appreciation for the gender-responsive and youth programs in the municipality, saying that the computer classes, English classes and management lessons are particularly helpful for the youth in Maidan Shar.

On January 22, municipal officials led by the mayor conducted a live radio roundtable program wherein they discussed activities of the municipality and the city council. The mayor answered phoned-in questions from radio listeners.

The layout of the new municipal newsletter has been completed and a draft was submitted to the mayor for review, which was then passed on to the governor for approval.

### **Gender and Youth Activities**

The computer classes for 20 male students and internships for three female and three male youth continued this month. At the same time, the grantee that is implementing the program in Maidan Shar has started preparations for the next sports tournament, which will be taekwondo.

## GHAZNI MUNICIPALITY

### PROVINCE: GHAZNI

#### Capacity Building

The municipal Accounting/Finance Manager analyzed revenue sources and prepared an Excel sheet for all fixed revenue sources for 1391 (2012). A list of fixed revenue sources for the previous year, 1390, was also prepared in order to do a comparative analysis. These activities were performed as the municipality prepares its economic profile and municipal budget for the forthcoming fiscal year.

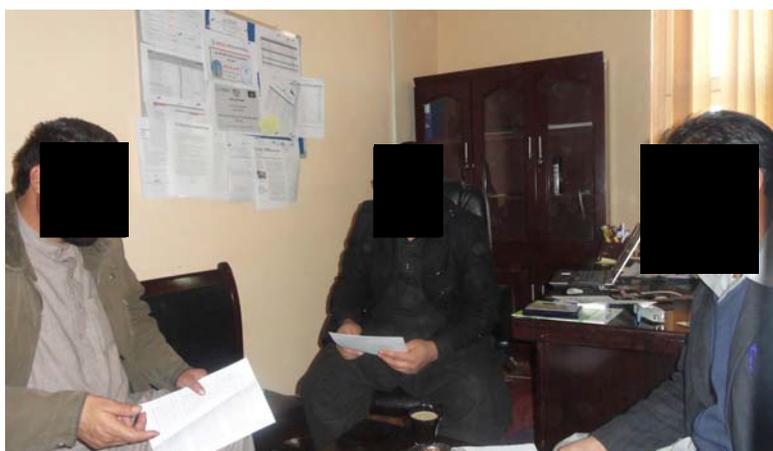
#### Municipal Services Delivery

With the support from the embedded advisor, the municipal Public Works Manager developed the weekly schedule for the solid waste management collection and was trained on its implementation. The municipality will establish a committee in accordance with the Service Delivery Improvement Plan that will regularly monitor the solid waste management program in the city. The members of the committee will be municipal officials, community elders, and representatives from the Governor's Office and Directorate of Economic Affairs.

#### Economic Development and Revenue Generation

In January, the municipal accounting staff, with assistance from the public finance advisor, reconciled the municipality's general ledger book with bank records. In addition, they gathered information and listed current business license policies implemented by the municipality. This information will be used by RAMP UP East in analyzing and consolidating the policies observed in different municipalities.

On January 15, the mayor of Ghazni held a meeting with local businessmen, representatives of the Office of the Governor, the Afghanistan Chamber of Commerce and Industry, and community elders to establish the Economic Development Advisory Committee (EDAC). The committee will strengthen local governance by providing advisory services to municipal authorities and supporting municipal revenue enhancement and economic development. A contact list of prospective EDAC members, specifying the name, organization, position and contact details, was prepared. The first meeting with the committee members was held this month.



*Municipal officials and RAMP UP East advisors discuss the creation of the Economic Development Advisory Council on January 15.*

The municipal finance and accounting staff continued posting previous municipal transactions into the automated *hawala* book (cash expense ledger) in an Excel sheet from

the manually recorded cash ledger. At the same time, they analyzed and developed a list of all revenue sources with their corresponding projected growth for the year 1391.

Also in January, the municipality completed the survey and data entry of registration forms of all 7,626 commercial establishments operating in the city.

### Community Engagement

The public administration advisor and the municipal administrative staff facilitated the conduct of the monthly citizen forum, which focused on the registration of residential and business properties.

### Gender and Youth Activities

The women's small business exhibition in Ghazni opened on January 11 with a ceremony led by the mayor and the deputy governor. More than 30 women presented their handicrafts in the conference hall of the Department of Women's Affairs. The exhibition was organized by the Bureau for Reconstruction and Development (BRD), the grantee that is implementing this gender-responsive activity. Also attending the opening program were heads of local government directorates, youth, women, local NGOs and citizens. After the exhibition, the RAMP UP East team held a coordination meeting with BRD to share experiences, challenges, activities, and ideas.



*A municipal official speaks at the opening of the women's small business exhibition in Ghazni on January 11.*

### Coordination

On January 25, a coordination meeting was held between RAMP UP East and the USAID field program officer (FPO). They discussed updates on the business registration survey and the status of the service delivery activities in the municipality.

## BAMYAN MUNICIPALITY

### PROVINCE: BAMYAN

#### Capacity Building

During the month, the municipal accounting and finance staff were trained in filling out the Excel payroll template. Bamyan was late in implementing the automated payroll system because it had just hired its municipal Accounting/Finance Manager. The new manager is now familiarizing himself with the different aspects of the municipal budget formulation and the budget calendar. He was also trained by the embedded advisor in office management and recording expenditures in a spreadsheet.

#### Municipal Services Delivery

The operation and maintenance plan for the three public latrines in the municipality was completed and a work plan was developed. The public works staff surveyed the three latrines and came up with a budget for maintenance.

After the citizen forum on January 25, a meeting was held to introduce the Service Delivery Improvement Plans (SDIP) to the eight members of the SDIP committee that includes the mayor and representatives from the private sector. They were

briefed by the embedded public works advisor on the purpose and objectives of the SDIP committee and the roles and responsibilities of the members.

To prepare an operation and maintenance plan for the municipality-owned guest house, a survey of the premises was carried out this month.



*The Municipal Engineer of Bamyan receives a practical lesson on surveying and operations and maintenance from the RAMP UP East public works advisor.*

#### Economic Development and Revenue Generation

The eight members of Bamyan Economic Development Advisory Committee (EDAC) were identified and invited to attend the first meeting on January 18. The members were briefed on the terms of reference of EDAC and the Revenue Improvement Action Plan (RIAP). Also discussed was the economic profile of Bamyan and the methodology for enhancing of municipal revenue. The chairman of EDAC was selected during the meeting. The group asked questions about EDAC and the RIAP and the embedded economic development advisor responded.

The municipal revenue staff, with technical assistance from the embedded adviser, prepared the third quarter municipal revenue report which was submitted to GDMA.

## Community Engagement

The monthly radio roundtable program was conducted on January 12 and aired by local private radio station PAIWAND in Bamyan City. Bamyan Mayor Khadim Hussain Fetrat and Mr. Ameri, representative of the hotel operators, were the main guests. The roundtable program is in a question and answer format and citizens who are listening to the live broadcast can directly ask their questions by calling in. In the radio program, Mayor Fetrat shared the results of his visit to Japan and discussed other topics such as cleanliness of the city and hotels, business registration, youth and gender-responsive programs and the plans to expand the existing bazaar.



*Participants of the citizen forum on January 25 listen to Bamyan Mayor Fetrat's updates on municipal activities.*

The 12<sup>th</sup> citizen forum was conducted on January 25 with 41 participants that included nine women and three youth representatives. The chairmen of the four districts of Bamyan City reported the accomplishments and challenges in their areas, including the verification of the legal documents of shopkeepers. The mayor asked the shopkeepers to submit their business and property ownership documents to the bazaar representative instead of taking them directly to the municipal office.

## CHARIKAR AREA: CHARIKAR, PANJSHIR, AND MAHMUD-I-RAQI

### CHARIKAR MUNICIPALITY

#### PROVINCE: PARWAN

#### Capacity Building

During January, the public finance embedded advisor trained the municipal accounting and finance staff on the preparation of the municipal budget for the year 1391, using an Excel program.

#### Municipal Services Delivery

To accommodate the large volume of solid waste generated by shops and households in this bustling city, RAMP UP East is expanding the current landfill project. Phases 1 and 2 are completed and Phase 3 is ongoing. Because the project was not able to start on schedule, its implementation date is extended until February 25. During the month, seven workers were hired but only 30 hours of work could be performed due to the weather.

The 7,000-meter drainage ditch & 5,000-meter streets rough grading project continued this month, though at a slower pace because of the cold weather. Project implementation has been extended to February 10. Stone masonry, graveling and surface leveling continued. The 27 laborers that were hired this month worked for a total of 162 hours.



*The solid waste management crew of Charikar clears the roads of snow to open up the streets to normal pedestrians and vehicular traffic.*

#### Economic Development and Revenue Generation

The municipal revenue generation team finalized the new fee structure for business licenses with technical assistance from the embedded advisor. The new fee structure was presented to the mayor for comments and approval.

During the month, the municipality worked to reorganize the temporary informal shops that were illegally occupying city spaces and causing vehicle and pedestrian congestion. They are now relocated to a new area in the city.

*“The creation of an Economic Development Advisory Committee is a good step towards enhancing our revenues,” the mayor of Charikar said during the inaugural EDAC meeting.*

Charikar held its first Economic Development Advisory Committee meeting in the third week of January, attended by 11 of the 12 members. The committee selected a chairman, secretary and spokesperson. They discussed the Revenue Improvement Action Plan and

the new business structure in the city where sellers of similar products will be clustered together. The municipality also plans to create a new market for seasonal or temporary vendors. These changes will impact the city's business registration campaign and will potentially increase revenues for the municipality. The meeting was covered by a television and radio station in the city.

In the last week of January, the embedded public finance advisor provided training for his municipal counterparts in preparing separate budgets charts for each expense (such as wages for solid waste crew and staff salaries) on a quarterly and annual basis.

### **Community Engagement**

As mentioned above, the EDAC meeting was covered by a local radio and TV station that interviewed the chairman and vice-chairman of the committee. The officers were both enthusiastic about the organization of the EDAC as they believe that this will bring proper attention to generating more revenues for the municipality.

The citizen forum scheduled on January 22 was reset to next month because of heavy snowfall on this date. Meanwhile, the publication of the community newsletter was delayed because of a problem with the computer software.

The women's small business bazaar held on January 28 at Parwan Department of Women's Affairs was covered by Parwan RAANA Ajanc, Radio Dunia, Pajwak News Ajanc, Radio Free Europe, the Roz News Ajanc, Buste Bastan and Nokhost Weekly. At the end of the exhibition the correspondents interviewed Mayor Kwajah Rohullah Sadiqi and Director of Women's Affairs Mrs. Shajan Yazdanparast, both of whom expressed appreciation for the exhibition and vowed strong support for programs of this kind. The correspondents also interviewed the female exhibitors who were very pleased to be given the opportunity to showcase their products and make good sales.

### **Gender and Youth Activities**

The municipality was closely involved in the selection of the 30 participants for the women's small business exhibition described above. Fifteen of the participants have already attended the four-day business and marketing skills training and the remaining 15 will receive their training in February. At the exhibition, the women sold processed vegetable products, homemade cookies, clothing, handicrafts and beadwork, rugs and bed covers. More than 150 peoples attended the exhibition and the women made total sales of AFA 40,500. An Afghan NGO is the implementing partner of RAMP UP East for this gender-responsive governance activity in Charikar.

During the opening program, Charikar mayor Khwajah Rohullah Sadiqi lauded this gender program as it provides "good opportunities for the women to expand their business and improve their marketing skills." He also mentioned the municipal government's plan to construct a women's market in the city.

## **MAHMUD-I-RAQI MUNICIPALITY**

### **PROVINCE: KAPISA**

#### **Capacity Building**

During the month, the municipal staff participated in a two-day budget training held in Kabul. This training included exercises in preparing forecasts for business license revenues and operating and maintenance costs for solid waste management for fiscal year 1391. The accounting and revenue manager was oriented on developing the budget calendar and setting up a budget committee.

#### **Municipal Services Delivery**

Mahmud-i-Raqi is implementing a self-funded solid waste management program (SWM) that has a staff of 10 laborers, two trucks, 20 formal collection sites and eight informal sites. The municipality also benefits from the solid waste management support of RAMP UP East as the public works advisor shares technical materials and helps in the implementation of the program.

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

The city signed contracts for commercial sign boards during the reporting period. This contract will generate AFA 592,000 in annual revenues for the city. In addition, a letter was sent to governmental offices in the municipality to pay safayi taxes, which as provided for in the national safayi guidelines, line departments and government offices have to hand over to the municipality.

At the end of January Mahmud-i-Raqi has completed the registration of all 960 businesses operating in the city, including the encoding of business information in the database and validation of entries.

The municipality has started preparing a Revenue Improvement Action Plan (RIAP) with the support of the Economic Development Advisory Committee (EDAC). The first meeting of EDAC was held on January 23 and the objectives of the committee as well as the roles and responsibilities of its members were explained.

#### **Community Engagement**

A special citizen forum for women was conducted in Mahmud-i-Raqi on January 25 at the Department of Women's Affairs Office in Kapisa.

#### **Gender and Youth Activities**

On January 25, 30 businesswomen from different districts in Kapisa participated in the women's small business exhibition held at the Department of Women's Affairs office. A total of 55 guests came to see the different products on offer that included food, garments and jewelry. At the end of the three-hour exhibit, the women made a total of AFA 45,000 in sales.

The exhibition was organized by the Afghan Amputee Bicyclists for Rehabilitation and Recreation (AABRAR), a local RAMP UP East grantee.



*Beaded items and jewelry were popular among shoppers at the women's small business exhibition in Mahmud-i-Raqi, held on January 25.*

### **Coordination**

The RAMP UP East municipal team assisted the Department of Women's Affairs during the women's exhibition.

## PANJSHIR MUNICIPALITY

### PROVINCE: PANJSHIR

#### Capacity Building

The municipal Accounting/Finance Manager and the RAMP UP East public finance advisor and participated in a budget processing training in Kabul in January.

Panjshir is one of the municipalities that are newly implementing the Excel based payroll system. In January, the municipal accounting/finance team prepared the payroll for *Jaddi* 1390 (December 21, 2011 to January 20, 2012) with the active support of the embedded advisor, allowing the municipality to complete the payroll on schedule.

Training on cash receipt journal and bank reconciliation continued this month with the embedded public finance advisor coaching and supervising the municipal team. With constant practice the municipal staff will be able to perform this process on their own and properly record any received or disbursed cash. They also worked on computerizing the M12 form.

#### Municipal Services Delivery

Due to heavy snowfall in the month of January, the road to Anaba Landfill was impassable and garbage has piled up in the Anaba bazaar. The cleaning crew could not operate the garbage trucks because of slippery roads. The mayor of Panjshir is trying to get a loader machine to clear the roads of snow.



*The cleaning crew of Panjshir clears the trash that has piled up after garbage collection was suspended due to heavy snows.*

#### Economic Development and Revenue Generation

In January, the mayor of Panjshir sent a memorandum to the Office of the Governor seeking his approval for the creation of the Economic Development Advisory Committee. The memorandum was approved by the Deputy Governor. The mayor then invited selected government officials and business center representatives to become members. The EDAC in Panjshir has seven members composed of municipal officials, business representatives, two provincial government officials and a provincial council member.

The municipality has fully completed the registration of businesses, encoding of information in the database and verification of information of all 517 businesses operating in the city.

#### Community Engagement

The municipality of Panjshir coordinated the opening program of the first women's small business exhibition on January 29. It was organized by RAMP UP East grantee AABRAR

and was held at the Department of Women's Affairs (DoWA). Attending the opening program were DoWA Director Ms. Mariam Panjshiri, Provincial Council Director Mr. Atta Mohammad Amiri, Sectoral Department Director Mr. Tahir, Agriculture Director Eng. Shah Meer, USAID Deputy Field Program Officer Mr. Ghafoor Karzad, and the director of Red Crescent.

## Gender and Youth Activities

As mentioned above, an exhibition of women products was organized by RAMP UP East as part of the gender-responsive program.

A total of 32 women participated and showcased products such as handcrafts, garments, dried fruits and nuts, dairy products and jewelry. At the end of the three-hour event, the women had collected a total of AFA 36,000.

During the opening ceremony, Ms. Mariam Panjshiri, the DoWA Director said, "I am very glad to host the first women's exhibition in Panjshir and I hope that we can continue doing similar events for Panjshir women in the future. For succeeding events we need a bigger and safer space, and fortunately the municipality will build a women's park in the near future with the help of USAID."

Haji Suliman, the municipal Social Services Manager said: "This is a good starting point for women and this is the first event that we are holding for them. It is time to say thanks to USAID and the DoWA Director for arranging this exhibition."

Engineer Shah Meer, Director of Agriculture, said that Panjshir is one of the underserved provinces in Afghanistan. Women are living in very poor conditions, especially those who come from remote areas because they have no source of income.



*Macrame products are put on display at the Panjshir women's exhibition held on January 29.*

## **JALALABAD AREA: JALALABAD, MEHTERLAM, AND ASADABAD**

### **JALALABAD MUNICIPALITY**

#### **PROVINCE: NANGARHAR**

##### **Capacity Building**

With the Afghan year about to end and a new budget period to begin, the municipal staff of Jalalabad started working on the preparation of the annual budget for the new year. The accounting/finance staff were given a briefing on performance based budgeting and participated in the preparation of a SWOT analysis led by the planning manager.

##### **Municipal Service Delivery**

The municipality of Jalalabad implements a self-funded solid waste management program. However, the RAMP UP East embedded public works advisor is helping in the day-to-day implementation of the program. During the month, the public works advisor followed up on the weekly collection schedule to ensure efficient flow of activities. He assisted the Sanitation Department in doing a survey for the installation of 50 trash bins in the highly populated areas and business centers of the city. Old bins that were no longer serviceable were removed and replaced with new metal bins. In the same period, the public works advisor helped the Greenery Department in conducting a two-day survey of the Sarajul Emarat Public Park, and in preparing an operation and maintenance checklist.

On January 9, a Memorandum of Understanding (MoU) was signed between the municipality of Jalalabad and RAMP UP East for the automobile parking lot project. However, work has not yet restarted as there were still vendors on the site, in addition to a generator.

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

The UNDP-funded ASGP has prepared a Revenue Analysis and Revenue Improvement Action Plan and organized an Economic Development Advisory Committee in Jalalabad. RAMP UP East and ASGP are collaborating in the implementation of these activities.

Jalalabad has completed the business survey, encoding of information into the business database and verification of information for all 5,421 commercial establishments operating in the city.

##### **Community Engagement**

The Deputy Mayor of Jalalabad said the municipality has already prepared a plan for the closing ceremony of two completed culverts projects, the 50 culverts project (JBD-0004) located in six districts of the city and the two culverts project (JBD-0003) in Rokhan Mena. The closing ceremony was repeatedly postponed due to reports from the National Security Department that it is not safe to organize high profile community events at this time.

This month the municipal Planning Department started working on the five-year strategic plan for Jalalabad. Projects included in the Municipal Improvement Plan (MIP) for the second year of RAMP UP East support were added to this strategic plan.

A citizen forum was convened in Jalalabad with the participation of municipal department heads, Nahia Wakel-i-Guzar, traffic police, youth representatives, line agencies, community elders, business representatives and a representative from UNAMA.

The agenda of the forum included the reduction of traffic jams and accidents during rush hours in the city, and coordination and advisory meetings between the municipality and the citizens.

In the forum, Deputy Mayor Eng. Hakimuddin presented the progress and significant developments in the municipality during the last three years. He said: "If we compare this year's revenue with that of the last three years, there is a big difference."

The deputy mayor thanked the business community and everyone who attended for continuing to participate in the citizen consultations. He urged them to help in the city's cleanliness campaign, in paying their taxes in order to bring more improvement to the municipality, and requested the *wakeel guzars* to mobilize their area in cleaning up their immediate environment.

### Gender and Youth Activities

The training under the *women participation in service delivery* component for 30 women held on January 26 and 28 was successfully completed. As a next step, Afghanistan Relief and Rehabilitation Organization (ARARO), the grantee implementing the activity, will begin training youth fellows. Part of their training will be to meet with the Mayor of Jalalabad in order to get a glimpse of municipal governance.



*Twenty young women participate in the six-month computer program in Jalalabad.*

The internship training for three female and three male youth concluded this month. It started on December 15

and was conducted for six weeks. Besides training on theory, the participants were also given practical training in office management and general work procedures at the provincial office of Reconstruction and Social Services for Afghanistan Organization (RSSAO). The internship training is meant to expose the youth to work and an office environment. In addition, they were given skills training in effective communications, life skills, decision making and problem solving.

The computer training in Nangarhar province for 40 (20 male and 20 female) youth is proceeding according to the approved curriculum and schedule. The training started on December 10 and will be conducted for six months. In January, the participants were given an introduction to the general information technology system including MS Windows programs. They are currently learning the MS Word.

RSSAO is planning to arrange one tournament in each quarter and will organize a volleyball match in the near future in coordination with the Olympic and Youth Departments.

### **Coordination**

A coordination meeting was held with ASGP/UNDP to share activities and avoid duplication. The participants discussed the organization of the EDAC and the municipal economic development plan. The two programs assigned specific tasks to individuals so that all components will be covered and completed on time.

A coordination meeting was held with the Mayor of Jalalabad to discuss the gender and youth grants activities in the city.

## ASADABAD MUNICIPALITY

### PROVINCE: KUNAR

#### Capacity Building

The municipal economic development and public finance embedded advisors, along with the revenue and finance managers of Asadabad, attended budgeting process training in Jalalabad to help them with the preparation of the municipal budget for the incoming year.

In January, the municipal cleaning department attended one day training on solid waste collection conducted by the public works advisor, who also conducted safety training for the Asadabad sanitation staff.



*The embedded public works advisor trained the municipal staff on solid waste collection and safety in the workplace.*

#### Municipal Services Delivery

The landfill construction project of Asadabad is pending USAID consent and at the moment the municipality does not have a formal landfill site.

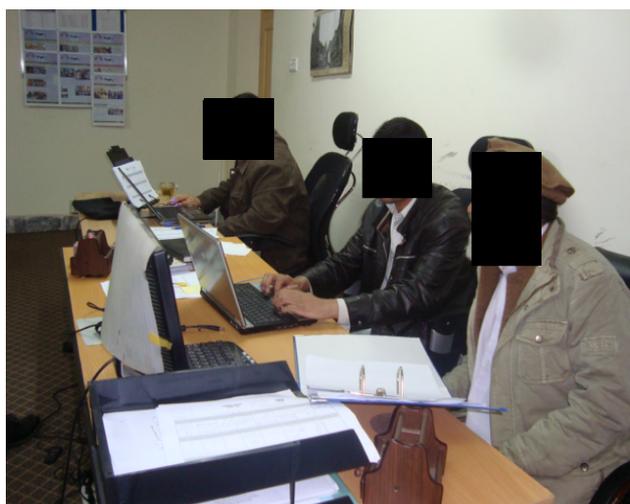
Construction work on the 2-kilometer gravel road project continued this month. A total of 126 workers were employed (98 unskilled and 24 skilled laborers, 1 storekeeper, 1 nurse, 1 foreman, and 1 engineer) but with the cold weather, the team only worked for a total of 738 person-days.

#### Economic Development and Revenue Generation

Asadabad began computerizing its M20 form (Ledger Book) on January 3 to enable the systematic and quick classification of all municipal expenditures.

The municipal finance department attended one day training on January 14 to learn budget processing. They also computerized the M12 form for better and efficient purchasing and recording of goods.

In the second week of the month, the RAMP UP East municipal team leader, economic development advisor and public administration advisor studied the terms of reference of the EDAC. They subsequently briefed the mayor on the importance, objectives, structure and composition of committee. After a thorough discussion, the mayor appointed three senior municipal officials



*The revenue generation team encodes the business survey in the database.*

from the administration, revenue and finance departments to sit on the committee, and selected the head of the Chamber of Commerce, a representative of the Economic Directorate, and the head of the Asadabad merchants association as members. A memorandum on the creation of EDAC, together with the terms of reference, was sent to the Office of the Governor for approval.

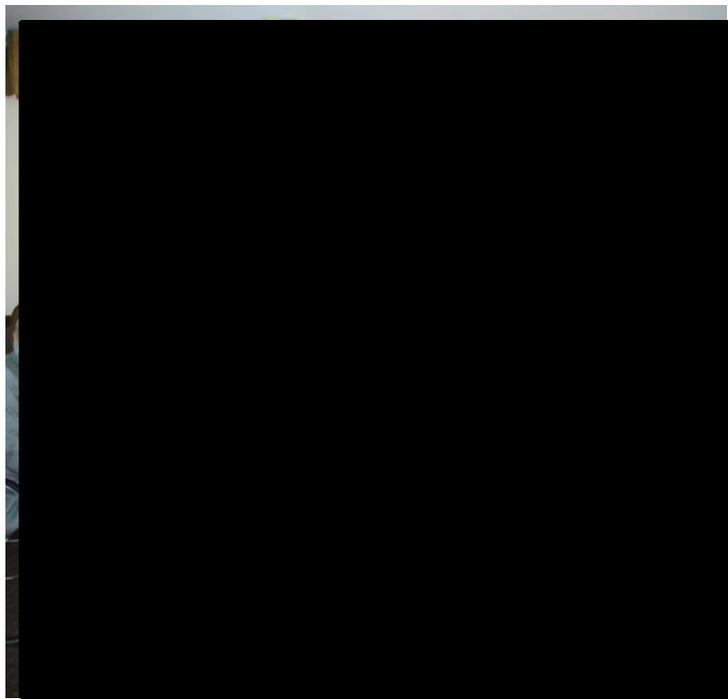
Training on bank reconciliation was conducted for the municipal finance department on January 17, in order to better monitor cash flow and reconcile the bank statement with the municipal cash ledger and revenue ledger.

At the end of January, out of an estimated 3,927 businesses in the city, Asadabad had registered 2,573 and encoded 1,592 forms into the database. Data verification is continuing.

### Community Engagement

The first meeting of EDAC was held on January 24 at the municipal hall.

On January 18, a municipal accountability and consultative meeting was held. The mayor briefed the participants, including representatives of civil society, influential elders, head of the merchant council, representatives of line departments and the media, regarding the newly inaugurated water and sanitation project. He also updated them on municipal activities conducted in the third quarter of the year, and the heads of the revenue, finance and engineering departments each presented their detailed reports. After the meeting, the RAMP UP East team requested the participants to help disseminate information about the solid waste management program to city residents.



*The head of the municipal Finance Department presents the 2nd quarter expenditure report during the Accountability Advisory meeting in Asadabad on January 18.*

### Gender and Youth Activities

Fifteen female and 15 male residents participated in activities related to the Gender *public participation in governance* component. The 30 participants attended trainings on gender mainstreaming, governance, advocacy, leadership and management on January 25 and 26. On January 28 and 29, 30 women attended training on management skills, Afghan labor law, fund raising skills and customer service.

## **MEHTERLAM MUNICIPALITY**

### **PROVINCE: LAGHMAN**

#### **Capacity Building**

The municipal finance staff, with supervision and mentoring by the public finance advisor, developed and implemented a computerized payroll in Excel. Salary and overtime payment sheets for the current month were prepared and entered into the new payroll system. In January the municipality also developed a computerized cash receipts journal.

#### **Municipal Services Delivery**

The construction of the sidewalk and drainage ditch project (MHT-0002) is in progress. This project consists of 4 kilometers of sidewalk and roadside ditch.

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

The municipal revenue generation staff prepared a graph showing revenue trends for the past four years. With the help of the graph, the municipality was able to analyze the trends and identify an appropriate course of action. The staff was also introduced to bank reconciliation and participated in exercises to explain the concepts. By doing bank reconciliation, it will be easy for the municipality to identify and detect errors. This process will be implemented on a monthly and quarterly basis.

The embedded public finance advisor and the municipal finance staff developed and implemented the computerized format of the M20 form. They recorded all expenditures incurred in the year 1390 in the computerized M20 Book.

Mehterlam conducted its first meeting to organize the Economic Development Advisory Committee (EDAC). The proposed members were selected and a request was passed to the Governor's Office for approval.

The municipality has completed registering all 3,784 businesses operating in the city and encoding of business information in the database. Data verification has also been completed.

#### **Community Engagement**

The public administration advisor arranged an interview with the Mayor with Khyber News. During the interview the Mayor presented the current and future activities of the municipality.

#### **Gender and Youth Activities**

A total of 62 participants took part in the gender-responsive activities in Mehterlam. One female and one male fellow started training on project planning and design; 15 female and 15 male residents attended the two-day gender mainstreaming, governance, advocacy, leadership, and management training on January 25 and 26; and 30 women attended the seminar on management skills, Afghanistan labor law, fund raising and customer service.

For the youth grants, 3 female and 3 male youth are participating in an internship program that will give them practical experience in office work. This youth component is intended for young people who are in high school or those who are not enrolled in university and looking for work. On the other hand, 20 female and 20 male youth continued their six month computer training which started on December 12. After the course, students are expected to be well skilled in common office programs such as Word, Excel, and PowerPoint.



*Twenty young female residents of Mehterlam attend a six month computer training program.*

## **GARDEZ AREA: GARDEZ, PUL-I-ALAM, KHOST, AND SHARANA**

### **GARDEZ MUNICIPALITY**

#### **PROVINCE: PAKTIA**

##### **Capacity Building**

The solid waste management program has not taken off in Gardez because of the unresolved issue between the mayor and the truck leasing contractor.

This month, the municipal team supported by the public administration advisor completed the public-private partnership (PPP) survey. The survey, which will determine the number of municipal-owned properties or services that are being used or managed by the private sector, was carried out because paper documentation or contracts are incomplete or lacking.

The municipality started implementing the computerized M20 form in recording vouchers on a daily basis, which will feed into the quarterly financial report that is now being prepared. The Public Finance Advisor demonstrated the posting of vouchers in the cash journal to the municipal Accounting Manager. They also practiced reconciling bank statements with municipal expense vouchers.

The mayor of Gardez received assistance in conducting public outreach activities such as citizen forums and radio roundtable programs. The mayor was also oriented on the production of a municipal newsletter.



*The accounting/finance team prepares a budget calendar for the incoming year.*

##### **Municipal Services Delivery**

The sidewalk project in Gardez which was completed in December is now ready for handover to the municipality. However, the Mayor has postponed signing the handover documents despite repeated requests. The RAMP UP East team is following up on this issue.

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

The municipal Accounting Manager continued to be mentored on preparing the payroll in Excel. He performed exercises on posting employee names, department names, positions and salary grades, including using formulas. Also this month the Finance Manager, together with the public finance advisor, posted vouchers into the computerized M20 form. He was given practical exercises to improve his skills and better understand the process.

This month the municipality was busy preparing the quarterly report of municipal expenses in Excel format. The finance advisor and the municipal team also prepared a budget calendar for Gardez for the year 1391.

The public finance advisor attended training on the budget process at the RAMP UP East office in Kabul.

The first meeting of the EDAC was held in the second half of January to orient the committee members and select a chairman. In the meeting, the group discussed possible sources of municipal revenue.

Gardez has completed the business registration, encoding and data verification of all 2,000 businesses in the city.

### Community Engagement

On January 12, the opening ceremony of a cricket tournament took place at the Hada Chob Stadium in Gardez. More than 110 people attended the event. During the ceremony, the municipal representative talked about the importance of the youth development programs. He thanked USAID for making possible the cricket tournament and other youth activities in the municipality.

The event was broadcast by Milli TV, Shamshad TV, Lemar National Television and all local radio stations.



*Municipal officials and provincial sports officials cut the ribbon to open the cricket tournament in Gardez on January 12.*

## KHOST MUNICIPALITY

### PROVINCE: KHOST

#### Capacity Building

The municipal greenery department, with assistance from the public works embedded advisor, developed a weekly plan for the irrigation of plants and trees along roadsides and parks.

Using Excel program, the finance team prepared the municipal payroll for the month of Jadi and submitted it to the Mayor and Governor for their approval.

#### Municipal Services Delivery

Khost is implementing its own self-funded solid waste management program. However, the municipality has no durable garbage bins and the mayor requested technical and financial support from RAMP UP East for the provision of trash enclosures. The improvement of solid waste management was prioritized by the citizens during the annual MIP consultations (June 2011) and it ranked high in the public opinion survey conducted in Khost in September 2011.

During the reporting period, the Road Reconstruction and Asphaltting project (KHO-0004) continued but due to heavy rains work was suspended. This project involves the reconstruction and asphaltting of a 700-meter stretch of road in downtown Khost and repair of stone masonry drainage ditches along the sides of the road. The original design of the project does not include construction of culverts and the mayor is now requesting that culverts be installed.

In the last week of the month, the municipality prepared a bill of quantity and specifications for the proposed market project that was submitted to the Governor for approval. The Engineering Department will publicly announce the bidding of this project when the Governor's approval is received.

#### Economic Development and Revenue Generation

The municipality of Khost has opened this month an account with Azizi Bank. To prepare for future transactions the municipal finance staff have been trained on bank reconciliation.

Khost is improving its recording system for revenue. This month, they analyzed the revenues from different sources for the years 1389 and 1390 (2010 and 2011) and made separate columns for each source. They will be implementing this recording



*Mobile vendors collect their business license from the municipality.*

system in the future.

In the second week of the month, the Mayor and Deputy Mayor were briefed on the objectives, structure, roles and responsibilities of the Economic Development Advisory Committee (EDAC). The top two municipal officials agreed to the creation of this body and the Mayor sent a memo to the Office of the Governor for approval but he is currently on leave. Once the memo is signed, the municipality will start to organize its EDAC.

Khost has designated an area to relocate the approximately 400 seasonal and cart vendors in the commercial district. The mobile vendors will also be required to get business licenses, which will add to the revenues of the municipality.

After a bidding process, a one-year lease to operate a car park was awarded to Tela Mohammad for the sum of AFA 87,000 per month. In 2011, the lease was AFA 44,000 per month, which the municipality raised to a more competitive range this year. This lease falls under the public-private partnership agreements.

The municipal staff developed a new business tax fee structure and this has been approved by the mayor. The new fee structure will be implemented at the beginning of the new year.

## Community Engagement

On January 7, the opening ceremony of Road Reconstruction and Asphaltting project (KHO-0004) was organized. Leading the ceremony were Khost Governor Abdual Jabar Naeemi and Deputy Mayor Engineer Sharif. It was attended by the deputy governor, chief of police, a director of the provincial council, representatives of the Economy and Union Council, and journalists. Governor Naeemi laid the project's cornerstone. "This project, which is funded by USAID, is an important infrastructure in the city and will provide short-term jobs to the people of Khost. The assistance of USAID is highly appreciated," the Governor told the media in an interview. Afterwards, Deputy Mayor Engineer Sharif briefed the media on the details of the road reconstruction and asphaltting project. The event was aired by Khost TV, Gharghasht TV, Khost Radio, Solhe Pegham Radio and Helo Karwan Radio.

*"I suggest that the municipality install trash bins in front of markets so that it is easily accessible by shopkeepers," Nat Bi Bi, member of the Provincial Council said during the citizen forum. She added that the community appreciates the hard work of Khost Mayor especially in construction of sidewalks and cleaning the city.*

A citizen forum was convened on January 14 by the mayor and 39 participants, including nine women, attended the event. The Mayor reiterated his appeal to shopkeepers to pay the agreed AFA 50 per month cleaning fee and asked everyone to cooperate in the cleanliness drive of the municipality.

The municipality of Khost published the fourth edition of its newsletter on January 29. The new issue contained news on the opening ceremony of the road construction project, cricket tournament and sports programs, youth internship and computer training, among other new developments in the city.

A radio roundtable discussion took place this month with the mayor, the deputy mayor, and women and youth representatives. The program discussed the relocation of mobile vendors, the city cleanliness program, and construction projects in the city.

## **Gender and Youth Activities**

The opening ceremony for the gender-responsive governance grant took place at the municipal Media and Community Center on January 5. The event was attended by 30 persons including nine women from DoWA, civil society, women shuras and the provincial council. Deputy Mayor Engineer Mohammad Sharif talked about the importance of the grant, saying that this type of program will build the capacity of women and youth to participate in civic affairs and provide them skills that will increase their chances of being employed.

The conduct of gender-responsive governance workshops was delayed as Noor Social and Cultural Organization (NSCO), the implementing grantee, is still trying to identify the participants for the different components. On the other hand, the computer training program, implemented by Afghan Mobile Reconstruction Association (AMRA), has started although the curriculum development training has not yet taken off.

## **Coordination**

On January 6, a staff member of the International Committee of the Red Cross met with Deputy Mayor M. Sharif to discuss the water supply system in the municipality.

## PUL-I-ALAM MUNICIPALITY

### PROVINCE: LOGAR

#### Capacity Building

The municipal Accounting Manager of Pul-i-Alam was trained on computerizing the records of expenditures for the 3rd quarter of 1390 (2011). With coaching from the embedded advisor, the Revenue Manager also prepared the 1390 third quarter revenue and expenditure report that was submitted to GDMA.

The public finance advisor prepared the revenue variance template for solar year 1389 (2010) and revenue growth template for the past three years, and finalized the revenue historical trend template, while at the same time mentoring the municipal staff on how to prepare the above reports.

In the same period, the municipal finance team, led by the public finance advisor, worked on preparing the receipt (*hawala*) book and started moving entries from the first quarter of 1390 into this receipt book. The team prepared a template to capture information on municipal land that has been sold to governmental organizations in previous years.

The public work advisor worked with the manager of the Sanitation Department on planning a solid waste collection route and proper method of dumping solid waste at the landfill.

#### Municipal Services Delivery

For the whole month, the cleaning crew collected 85 cubic meters of solid waste. Garbage collection was stopped for 10 days because of heavy snow.

#### Economic Development and Revenue Generation

The Pul-i-Alam Mayor was selected as the chairman of the Economic Development Advisory Committee (EDAC) during the first committee meeting held in the second week of January. The committee members announced their full support for the Mayor and the municipality as it sets to perform its important tasks. The embedded economic development advisor explained to the EDAC members the revenue forecasting and revenue profile for Pul-i-Alam.



*Members of the Economic Development Advisory Committee (EDAC) held their first meeting to discuss the terms of reference of the committee.*

In the second meeting of EDAC, the committee members reviewed the municipal Revenue Improvement Action Plan and discussed fixed and variable revenue sources. The committee also discussed the issue of municipal land as at the moment a municipal property is illegally occupied by vendors. The mayor responded that he is trying to find an appropriate place to relocate them.

The municipal revenue generation team, with assistance from the embedded economic development advisor, separated the recording of revenues from different sources and classified them into fixed and non-fixed revenue sources. The economic development advisor trained his municipal counterparts on encoding the business registration forms in the database. During the reporting period, the economic development advisor gathered information on municipal license fee rates and sent it to RAMP UP East in Kabul for consolidation with the data from other municipalities and for further analysis.

## Community Engagement

On January 10, a citizen forum was held, attended by government officials, representatives of business guilds, youth and the media. The main point of discussion was the business registration and licensing campaign.

A radio roundtable program was conducted on January 11 where the deputy mayor clarified the drive of the city to clean up the streets of obstacles and impediments. Also in the program, [REDACTED] discussed the role of women in Pul-i-Alam society and the positive points of maintaining a clean environment.



*Newsmen interview the deputy mayor during the radio roundtable program on January 11.*

## Gender and Youth Activities

The youth sports development program was officially inaugurated on January 9 at the Ona-e-Sufila grounds attended by a large numbers of cricket players, government officials and the general public. The municipal Public Outreach Officer of Pul-i-Alam talked about the importance of the project and discussed the role of sports in society. He called on all the players to engage in sports not just during this tournament but as often as they can as a healthy alternative to unproductive pastimes. The sports program in Pul-i-Alam has four categories: football, volleyball, taekwondo, and cricket. After the ribbon cutting ceremony, the first cricket tournament was played. It will be conducted for 20 days and will involve 120 players from different teams in the province.

Provincial Cricket Board representative Mr Haqyar said this is the first time that the province is receiving such support. "I would like to thank USAID and Pul-i-Alam municipality for coming up with this sports program."

The youth development program in Pul-i-Alam has three components: computer training for 20 males and 20 females, an internship program for 3 males and 3 females, and the sports development program.

## SHARANA MUNICIPALITY

### PROVINCE: PAKTIKA

#### Capacity Building

Sharana has introduced the Excel-based payroll system and prepared a fully computerized staff payroll for the month of Qaws (December). The public finance advisor trained the accounting/finance staff on the use of the program so that they can perform this task on their own in the future. In addition, the Excel cash journal was prepared and all related expenses during the past nine months were recorded. The municipality will be using this form for future transactions.

The municipal accounting/finance department recorded the past three quarters of expenses in the computerized M20 form. They also prepared the last quarter expenditure report for submission to IDLG.

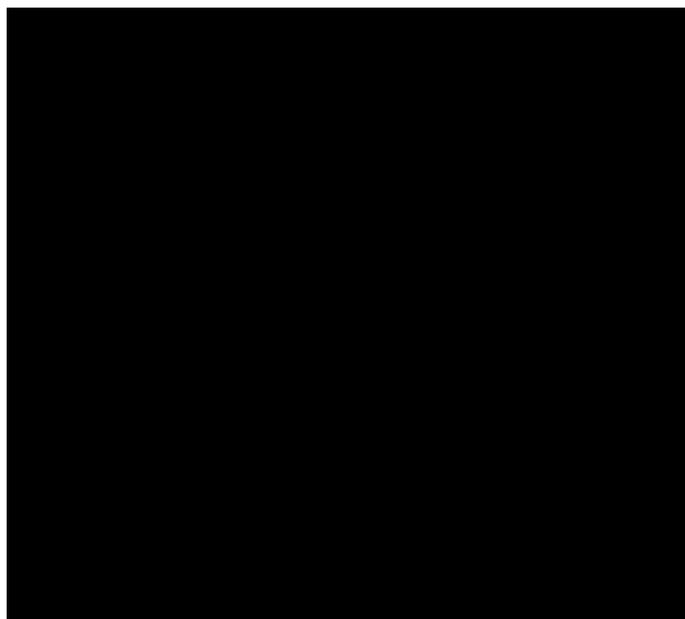
The embedded public finance advisor started orienting the municipal accounting/finance team on the bank reconciliation process. As this subject matter is complex, the learning sessions will be spread out over several weeks. He also trained the municipal team on filling out the various computerized forms used in preparing the current year budget.

Excel is an indispensable tool in accounting and finance functions and so the public finance advisor exerted more effort in training the municipal staff on creating forms, applying formulas, formatting and other basic and advanced functions.

At the end of the month, the municipal accounting/finance staff were entering the daily recording of expenses in the cash journal, calculating and transferring data from journal to ledger, calculating and reconciling the bank statements with cash journal, preparing a budget calendar and preparing a monthly financial report.

#### Municipal Services Delivery

United States Assistant Ambassador Richard Olson visited Sharana on January 17 to hand over the 70 trash bins constructed under the integrated solid waste management program. The trash bins are installed at strategic points around the city. The ambassador visited the RAMP UP East office and was briefed on the ongoing USAID projects being implemented in the municipality. At the handover ceremony, the Paktika Governor and Sharana mayor both expressed their gratitude to the US government for providing projects to the citizens. The mayor said that these projects are helping improve the image of the municipality and the delivery of services to the people.



*Ambassador Richard Olson cuts the ceremonial ribbon during the handover ceremony for the solid waste management program in Sharana.*

The collection of garbage at pick up points continued this month according to schedule. The activity is being closely monitored by the municipal cleaning officer, with technical supervision of the RAMP Up East team.

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

The first Economic Development Advisory Committee (EDAC) meeting in Sharana was conducted on January 21 and covered by the local media. Ten committee members participated in the meeting. The RAMP UP East economic development advisor discussed the agenda and the terms of reference of EDAC. City Council Association Chairperson Mr. Gul Zada Hamidee was selected chairperson and Deputy Mayor M. Qalam Sanger was appointed vice-chair. The EDAC chairman commented on the importance of the Revenue Improvement Action Plan as a means to bring the city towards self-sufficiency.

The economic development advisor worked with the municipal Revenue Manager to calculate the revenue books which are required for the preparation of the 1391 budget. They also conducted a revenue capacity assessment for the incoming year.

As of the end of the month, Sharana had completed registering, encoding in the database and verifying the business registration of all 2,475 commercial establishments in the city.

### **Community Engagement**

Media interviews were done after the EDAC meeting on January 21 by Pashtoon Ghag Mili Radio and TV, which provided coverage for the event.

On January 23, a citizen forum was conducted with the mayor leading the discussions. The January newsletter was distributed to government departments, bazaars and households.



*Citizens of Sharana read the new issue of the municipal newsletter.*

## ANNEX 1 GENDER RESPONSIVE GOVERNANCE ACTIVITIES (JANUARY 2012)

Activities Under Gender Responsive Governance Small Grants (January 2012)							
Municipality	Components	Participants		Start/Activity Date	Training Topics	Events	Implementing NGO
		Female	Male				
Bamyan	Fellowship	1	1	January	Office management, filing system, time management		Bureau for Reconstruction and Development (BRD)
	Public participation in governance	16	17	1-2Jan-12	Communication/meeting management		
	Women's Participation in Service Delivery	0	0	4-5 Jan-12	Business development		
Ghazni	Fellowship	1	1	12-Oct-11	Office management, filing system, time management		
	Public participation in governance	0	0				
	Women's Participation in Service Delivery	30	0	4-5 Jan-12	Business development	Exhibition on Jan 11	
Maidan Shar	Fellowship	1	1	12-Oct-11	Office management, filing system, time management		
	Public participation in governance	0	0	2-3 Jan-12	Communication/meeting management		
	Women's Participation in Service Delivery	0	0	10-11 Jan-12	Business development		
Jalalabad	Fellowship	1	1	Jan 1-30	Project planning and design		Afghanistan Relief and Rehabilitation Organization (ARARO)
	Public participation in governance	15	15	Jan 29-30	Gender mainstreaming, governance, advocacy, leadership, management		
	Women's Participation in Service Delivery	30	0	Jan 26 and 28	Management skills, Afghanistan labors law, fund raising and customer services		
Asadabad	Fellowship	1	1	Jan 1-30	Project planning and design		
	Public participation in governance	15	15	Jan 25-26	Gender mainstreaming, governance, advocacy, leadership, management		
	Women's Participation in Service Delivery	30	0	Jan 28-29	Management skills, Afghanistan labors law, fund raising skills and customer services		
Mehterlam	Fellowship	1	1	Jan 1-30	Project planning & design		
	Public participation in governance	15	15	Jan 25-26	Gender mainstreaming, governance, advocacy, leadership, management		
	Women's Participation in Service Delivery	30	0	Jan 28-29	Management skills, Afghanistan labors law, fund raising and customer services		

Activities Under Gender Responsive Governance Small Grants (January 2012)							
Municipality	Components	Participants		Start/Activity Date	Training Topics	Events	Implementing NGO
		Female	Male				
Parun	Fellowship	1	1	Jan 1-30	Project planning & design		
	Public participation in governance	15	15	Jan 23-24	Gender mainstreaming, governance, advocacy, leadership, management		
	Women's Participation in Service Delivery	30	0	Jan 29-30	Management skills, Afghanistan labors law, fund raising skills and customer services		
Gardez	Fellowship	1	1				
	Public participation in governance	0	0				
	Women's Participation in Service Delivery	0	0				
Pul-i-Alam	Fellowship	1	1	15-Jan-12	Communication		
	Public participation in governance	15	15	25-26 Jan-12	Leadership, Communication, management, Decision-making, municipality roles & responsibilities		
Sharana	Fellowship	1	1				Noor Social and Cultural Organization (NSCO)
	Public participation in governance	0	0				
	Women's Participation in Service Delivery	0	0				
Khost	Fellowship	1	1	15-Jan-12	Leadership, Communication, Reporting, Meeting Management		
	Public participation in governance	15	15	25-Jan-12	Leadership, Communication, management, Decision-making, municipality roles & responsibilities		
	Women's Participation in Service Delivery	0	0				
Charikar	Fellowship	1	1	Jan 1-30	Advocacy, effective communication, gender, governance, leadership, bidding/procurement process		Afghan Amputee Bicyclists for Rehabilitation and Recreation (AABRAR)
	Public participation in governance	15	15	Jan 1-4	Advocacy, effective communication, gender, governance, leadership		
	Women's Participation in Service Delivery	15	0	Jan 16-19	Management, book keeping, business development, business planning and marketing skills	Exhibition on Jan 29	

Activities Under Gender Responsive Governance Small Grants (January 2012)							
Municipality	Components	Participants		Start/Activity Date	Training Topics	Events	Implementing NGO
		Female	Male				
Panjshir	Fellowship	1	1	Jan 1-30	Advocacy, effective communication, gender, governance, leadership, bidding/procurement process		
	Public participation in governance	0	30	Jan 1-4	Advocacy, effective communication, gender, governance, leadership		
	Women's Participation in Service Delivery	15	0	Jan 21-24	Management, book keeping, business development, business planning and marketing skills	Exhibition on Jan 30	
M. Raqi	Fellowship	1	1	Jan 1-30	Advocacy, effective communication, gender, governance, leadership, bidding/procurement process		
	Public participation in governance	19	11	Jan 2-5	Advocacy, effective communication, gender, governance, leadership		
	Women's Participation in Service Delivery	15	0	Jan 16-19	Management, book keeping, business development, business planning and marketing skills	Exhibition on Jan 25	
<b>TOTAL</b>		<b>349</b>	<b>177</b>				



## ANNEX 2 YOUTH ACTIVITIES (JANUARY 2012)

RAMP UP East Municipal Youth Programs							
Municipality	Youth Activities				Starting Date	Implementing NGO	
	Components	Participants	Male	Female			
Bamyan	Internship Program	6	3	3	10-Dec	Afghanistan Rehabilitation and Educational Programs (AREP)	
	Computer Class	40	20	20	10-Dec		
	Sports	96 (12 Volleyball Teams)	96		10-Nov		
Ghazni	Internship Program	6	3	3	12-Dec		
	Computer Class	40	20	20	12-Dec		
	Sports	96 (12 Volleyball Teams)	80	16	12-Nov		
Maidan Shar	Internship Program	6	3	3	13-Dec		
	Computer Class	20	20	0	13-Dec		
	Sports	96 (12 Volleyball Teams)	96	0	13-Dec		
Jalalabad	Internship Program	6	3	3	15-Dec	Reconstruction and Social Services for Afghanistan Organization (RSSAO)	
	Computer Class	40	20	20	10-Oct		
	Sports	128 (8 Cricket teams)	128	0	20-Dec		
Asadabad	Internship Program	6	3	3	12-Dec		
	Computer Class	40	20	20	27-Dec		
	Sports	128 (8 Cricket teams)	128	0	21-Dec		
Mehterlam	Internship Program	6	3	3	27-Nov		
	Computer Class	40	20	20	12-Dec		
	Sports	128 (8 Cricket teams)	128	0	21-Dec		
Noorgram (replacement for Parun)	Internship Program	2	1	1	10-Jan		
	Computer Class	20	10	10	10-Jan		
	Sports	0	0	0	0		
Gardez	Internship Program	6	3	3	27-Dec	Afghan Community Development Organization (ACDO)	
	Computer Class	20	20	0	27-Dec		
	Sports	128 (8 Cricket teams)	128	0	15-Feb		
Pul-i-Alam	Internship Program	6	3	3	26-Dec		
	Computer Class	40	20	20	26-Dec		
	Sports	128 (8 Cricket teams)	128		15-Feb		
Sharana	Internship Program	3	3	0	20-Nov		Afghan Mobile Reconstruction Association (AMRAN)
	Computer Class	40	20	20	20-Nov		
	Sports	128 (8 Cricket teams)	128	0	20-Dec		
Khost	Internship Program	6	3	3	20-Nov		
	Computer Class	40	20	20	20-Nov		
	Sports	128 (8 Cricket teams)	128	0	20-Dec		
<b>TOTAL</b>		<b>1,581</b>	<b>1,409</b>	<b>214</b>			

