



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: JANUARY 2013



RAMP UP East Municipal Conference, January 20-21

15 February 2013

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CONTENTS

| | |
|--|----|
| CONTENTS | I |
| ABBREVIATIONS & TERMS | II |
| EXECUTIVE SUMMARY | 5 |
| MONTHLY HIGHLIGHTS | 15 |
| MUNICIPAL PROGRESS REPORTS..... | 17 |
| MAIDAN SHAR MUNICIPALITY | 17 |
| GHAZNI MUNICIPALITY..... | 19 |
| BAMYAN MUNICIPALITY | 21 |
| CHARIKAR MUNICIPALITY..... | 23 |
| MAHMUD RAQI MUNICIPALITY..... | 26 |
| BAZARAK MUNICIPALITY | 29 |
| JALALABAD MUNICIPALITY | 31 |
| ASADABAD MUNICIPALITY | 33 |
| MEHTERLAM MUNICIPALITY | 35 |
| GARDEZ MUNICIPALITY..... | 36 |
| KHOST MUNICIPALITY | 39 |
| PULI ALAM MUNICIPALITY | 41 |
| SHARANA MUNICIPALITY..... | 44 |
| PARUN MUNICIPALITY | 46 |
| | |
| ANNEX 1 – SERVICE DELIVERY IMPROVEMENT PROJECTS (ONGOING)..... | 47 |
| ANNEX 2 – PROPOSED MUNICIPAL DEVELOPMENT PROJECTS..... | 49 |
| ANNEX 3 – COMMUNITY ENGAGEMENT ACTIVITIES..... | 52 |
| ANNEX 4 – MUNICIPAL CONFERENCE ISSUES SUMMARY | 53 |

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) |
| CDC | Community Development Council (established under NSP) |
| CDP | Community Development Plan |
| CERP | Commander's Emergency Response Program |
| CLIN | Contract Line Item Number |
| CO | Contracts Officer |
| COP | Chief of Party |
| COTR | Contracting Officer's Technical Representative |
| DoS | Department of State |
| DAI | Development Alternatives Incorporated |
| DCOP | Deputy Chief of Party |
| DMA | Department of Municipal Affairs (Office within IDLG) |
| DDA | District Development Assembly |
| DoWA | Department of Woman's Affairs |
| EA | Embedded Advisor |
| FAF | Foreign Assistance Framework |
| FIRUP | Food Insecurity Response for Urban Populations (USAID) |
| FOB | Forward Operating Base |
| FPO | Field Program Officer (USAID officer based at the PRT) |
| GDA | Global Development Alliance |
| GIRoA | Government of the Islamic Republic of Afghanistan |
| GIS | Geographic Information System |
| HO | Home Office |
| IARCSC | Independent Administrative Reform and Civil Service Commission |
| ICMA | International City/County Management Association (RAMP UP East Subcontractor) |
| IDLG | Independent Directorate of Local Governance |
| INF | Infrastructure (project) |
| IP | Implementing Partner |
| IR | Intermediate Result |
| ISAF | International Security Assistance Force |
| LGCD | Local Governance and Community Development Project (USAID/DAI) |
| LOP | Life of Project |
| M&E | Monitoring and Evaluation |
| MIS | Management Information System |
| MOU | Memorandum of Understanding |
| MRRD | Ministry of Rural Rehabilitation and Development |
| MIP | Municipal Improvement Plan |
| MUDA | Ministry of Urban Development Affairs |
| NGO | Non-Governmental Organization |

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

Terms

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

MONTHLY REPORT: JANUARY 2013

EXECUTIVE SUMMARY

Capacity Building

Training and workshops

During the last quarter of 2012 capacity building focused primarily on ensuring that RAMP UP East municipalities prepare and submit better-quality budgets for fiscal year 1392 than they did in the past. Toward this end, a number of training events and workshops were conducted in the areas of performance-oriented and function-based formulation of the routine and development budgets. The updated municipal improvement plans (MIPs), technical assessment reports (TARs) for municipal development projects, and revenue forecasting were used as inputs. This series of workshops culminated in December in a budget-preparation simulation held at the RAMP UP East offices in Kabul with the participation of all municipal accounting or finance managers. At the end of the simulation exercise, the municipal government officials returned to their respective municipalities with a draft budget on hand for consultation with the different departments and presentation to the Budget Committee.

The training was followed by on-site technical assistance as the municipalities prepared their budgets and started the required deliberation and approval processes. Both the municipal officials and RAMP UP East advisors had to work overtime to comply with a GDMA directive that a reserve be included in the municipal budgets to accommodate the imminent application of the government's new pay and grading system. The new system pays much higher salaries for positions whose incumbents are recruited in an open, competitive manner as part of the public administration reform (PAR) program in municipalities under the joint stewardship of GDMA/IDLG, the Independent Administrative Reform and Civil Service Commission (IARCSC), and the Office of Administrative Affairs (OAA).

The aforementioned directive caused delays in the submission of the municipal budget, but GDMA assured municipalities that it prefers receiving correct budgets late than incorrect ones submitted on time. Nevertheless, RAMP UP East municipalities tried hard to submit their proposed budgets as early as possible. As of the end of January, all budget proposals had been completed and are now at various stages of deliberation and approval.

The emphasis of the capacity building support from RAMP UP East will now shift to budget execution. For this purpose, the RAMP UP East Public Finance team conducted a planning session attended by the embedded advisors at the end of January. The discussion mainly centered on the activities that need to be completed during the year to assist municipalities in budget disbursement, monitoring, and reporting. Part of the annual plan is the documentation in a manual of standard operating procedures of the various innovations introduced by RAMP UP East in the budget preparation and execution processes.

Plans have been formulated for the presentation of the budgets in citizens' forums as soon as they are approved. Training in budget execution monitoring, evaluation, and reporting has been tentatively scheduled in March for municipal accounting, finance and revenue managers and public finance and local economic development advisors. In addition, a training curriculum spanning the entire project lifecycle has been conceptualized for municipal engineers and engineering and public works embedded advisors. The curriculum aims primarily at helping municipalities implement their development budgets, especially activities involving infrastructure provision.

Regional (East) Municipal Conference

The regional conference was held at the IDLG Conference Hall on January 21-22. The event focused on evaluating the progress of and identifying the challenges in the implementation of the RAMP UP East program. It also emphasized issues related to transition and handover of achievements and concomitant responsibilities to municipal authorities. The conference opened with welcome remarks by IDLG Deputy Ministers for Policy and Technical and for Administration and Finance as well as an opening statement of the USAID Contracting Officer's Representative (COR) for RAMP UP East, and an overview of the project by the RAMP UP East Chief of Party. These were followed by presentations of individual mayors, with each presentation discussing the achievements, problems and constraints, and future plans related to program implementation.



Participants at the Mayor's Conference held on January 21-22 at the IDLG office in Kabul

The second day of the conference was devoted to the discussion of innovations that had been introduced in the performance of municipal core functions, particularly public financial management, development planning and implementation, and revenue generation. Group discussions in the afternoon looked into critical municipal governance issues, such as capacity development, public service delivery, revenue generation and economic development, and cross-cutting themes.

The closing remarks were delivered by the USAID Deputy Mission Director and IDLG's Deputy Minister for Policy and Technical.

A draft documentation of the conference proceedings has been prepared and is currently under review. The finalized document will be circulated to participants and other interested parties. The various issues raised and conclusions reached at the conference are summarized in Annex 3 of this report.

Technical Working Group meetings

The 12th Technical Working Group (TWG) meetings were held on January 29-30 at GDMA. The meetings, in addition to following up on the recommendations and pending issues of the previous meetings, focused on the preparations and plans for 2013, as follows:

- **Capacity Building:** Findings from municipal capacity assessment and preparations and plans for 2013;
- **Service Delivery:** Presentation on Solid Waste Management Standard Operating Procedures (SWM SOP) developed by RAMP UP East and discussion of Municipal Improvement Plans (MIPs), which will be submitted to GDMA;
- **Revenue Enhancement and Local Economic Development:** Presentations of actual municipal revenue and expenditures for 1391 and reporting on the status of budget preparation for 1392;
- **Crosscutting Themes:** Sharing of the experiences of female staff in the municipalities, a concept for citizen information desks and complaint mechanisms, and presentation on the regional municipal conference organized by RAMP UP East.

Public Finance

Municipal budget preparation

This fiscal year the Afghan municipalities will undergo public administration reform (PAR). The reform will change the organizational structure of the municipalities and increase salary levels. To ensure that the municipalities put aside resources for the potential increase in salaries, GDMA sent a letter to all municipalities on December 19. The letter provided organizational charts for each of the three categories (grades) of municipalities and the salary levels for each grade level within these categories.



The municipal finance officer of Sharana worked with the public finance advisor to calculate the impact of the new pay and grade system

On January 1, All RAMP UP East municipalities participated in training GDMA provided on calculating the reserve amount and applying the new pay and grade system.

The municipalities subsequently prepared the 1392 *tashkeel* and calculated the amount for the reserve. Because the training was held 3 days prior to the deadline for submission of the budget, most municipalities could not submit their budget on time.

During budget preparation it turned out that some of the accounting managers did not fully understand the training by GDMA and they encountered difficulties in applying the concept. To resolve this issue a meeting was held with GDMA to obtain further details on what was required by the municipalities. GDMA also requested that all the municipal budgets be reviewed by RAMP UP East before submission to GDMA. A template was prepared for the pay and grade calculations to ensure that the reserve was calculated correctly.

GDMA explained that the reform program had started in Ghazni and will be implemented in the other municipalities throughout the year. The new positions will be announced and current municipal staff members will be encouraged to apply. In the 1392 budget, the mayors are required to temporarily assign the new position titles to existing staff. A letter stating which staff members are assigned to the new positions must accompany the budget.

On January 5, the day following the deadline for budget submission, GDMA emailed all RAMP UP offices to specify the forecasting method to be used for the revenue from City Entrance Fees. The Afghanistan Council of Ministers decreed on 4/19/1391 (July 2012) that city service taxes on imported goods would no longer be collected by the municipality. The decree states that fees will be collected by the Customs Department, transferred to GDMA, allocated to the municipalities, and transferred to the municipal bank accounts. The letter from GDMA requested that the municipalities forecast the revenue from these fees as the actual amount collected in 1391.

Before this announcement from GDMA the municipalities had already completed forecasts for this revenue source based upon estimated commercial vehicle traffic and average collection amounts. The forecast included a growth rate for increased traffic. As 1391 was a nine-month budget year and 1392 will be a full twelve month budget year, the 1392 forecast was also increased to cover the extra quarter. By using the actual amount collected in 1391, the forecast proposed by GDMA was substantially lower than the forecast proposed by the municipalities with RAMP UP East assistance. This discrepancy was communicated to GDMA, but GDMA insisted that the municipalities use the actual amount collected in 1391. To date IDLG nor the Council of Ministers has determined how the allocation to the municipalities will be calculated or when the payments will be distributed.

The municipalities currently carry receivable balances for land and buildings sold to provincial line directorates for which they have never received payment. The city service fee, which is a significant source of revenue for many municipalities, could become another receivable carried on the books but never collected.

By the end of January, two municipalities, Puli Alam and Maidan Shar, had received GDMA approval of their 1392 budget. The budgets of Charikar and Ghazni have been reviewed by the governor and are waiting to be presented to the provincial administrative council. The budgets of Khost and Mahmud Raqi are under review by the mayor and municipal budget committees. Gardez and Sharana had both received the approval of the governor and the administrative council for their budget, but their budgets were subsequently rejected by GDMA due to issues with the pay and grade reserve calculations. The budget of Asadabad is currently being reviewed by RAMP UP East. Bamyán has almost completed its budget: the mayor will send the budget directly to the governor. Three other municipalities – Bazarak, Jalalabad, and Mehterlam – are still processing their budget.

In summary, the introduction of a number of major changes and improvements in the procedures for budget preparation, instigated by both GDMA and RAMP UP East, caused delays in the budget preparation and approval process in a number of municipalities. In addition, GDMA issued a new pay grading system half way through the budget cycle and the workshops organized to explain this new system were not attended by all municipalities or were not fully understood by the participants. In 3 municipalities (Ghazni, Gardez and Sharana) RAMP UP East had to intervene to help the municipalities prepare their draft budget in accordance with the new GDMA instructions. In the remaining municipalities the changes were adopted without major problems. During the whole annual budgeting cycle, RAMP UP East remained in constant contact with GDMA and the municipalities.

Following a lessons-learned exercise to improve the budget preparation process, RAMP UP East is also introducing a project-managed approach to municipal financial management, which monitors both the quantitative and qualitative outputs of the budget on a regular basis. Future budget training will include project management sessions and encourage the formation of appropriate communities of practice amongst municipal finance officials.

Toward the end of the current fiscal year RAMP UP East will conduct another budgeting refresher course. The refresher course held in late 2012 focused on the new revenue forecasting methodology. In preparing the training for next fiscal year, GDMA will be consulted on the scope and coverage of the refresher course so that changes that may be introduced can be anticipated.

Support for budget preparation in the districts

Three of the RAMP UP East assisted municipalities supported district municipalities with budget preparation. In the municipality of Gardez, the district mayor of Zurmat and his staff received assistance from the accounting manager and the embedded public finance advisor in preparing the revenue and expenditure forecasts and the 1392 budget. In Khost, the mayor of Dawa Manda requested the assistance of the municipality in preparing the budget and also for accounting and computer training. The district account manager and mayor were assisted by the municipal accounting manager and public finance advisor and completed their budget for 1392. The municipal budget committee of Puli



The finance manager of Charparhar district working on the 1392 budget

Alam requested the assistance of the municipal accounting manager and the public finance advisor in preparing the budget for the municipality of Khoshi. The budget was submitted to the governor of Logar for approval. In Jalalabad the finance manager of Chaparhar district requested assistance from the Jalalabad accounting manager and embedded public finance advisor to computerize the 1392 budget. The budget was submitted to the district authority for approval.

Service Delivery

Solid waste management

All RAMP UP East municipalities sustained the solid waste collection service following the end of direct financial assistance from RAMP UP East in the middle of December and in the absence of approved budgets for the new fiscal year. The number of formal and informal drop-off sites serviced totaled almost 6,300 and solid waste collection amounted to an aggregate of 10,405 cubic meters.

OVERALL MONTHLY SOLID WASTE COLLECTION SUMMARY SHEET Jan-13

| No. | Municipality | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|---------------|-----------------|------------|--------------|-----------|------------|--------------|-----------------------|--------------|----------------------|---------------|---------------|------------|------------|-----------------------------------|------------------|-----------------|------------------|---------------|
| | | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | Formal | In-formal | Generated | Col-lected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./Manday (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) |
| 1 | Assadabad | - | 16 | 480 | - | 2 | 107 | 152 | 33 | 400 | 185 | - | 2 | 60 | 11.6 | 0.4 | 92.5 | 53.5 | 1.7 |
| 2 | Bamyan | - | 4 | 106 | - | 1 | 39 | 345 | 5 | 131 | 96 | - | - | - | 24.0 | 0.9 | 96.0 | 39.0 | 2.5 |
| 3 | Bazarak | - | 4 | 64 | - | 2 | 24 | 164 | 28 | 140 | 82 | - | - | - | 20.5 | 1.3 | 41.0 | 12.0 | 3.4 |
| 4 | Charikar | - | 26 | 728 | - | 5 | 315 | 108 | 264 | 2,800 | 920 | - | - | - | 35.4 | 1.3 | 184.0 | 63.0 | 2.9 |
| 5 | Gardez | - | 18 | 540 | - | 3 | 238 | 341 | 127 | 1,950 | 716 | - | - | - | 39.8 | 1.3 | 238.7 | 79.3 | 3.0 |
| 6 | Ghazni | - | 42 | 714 | - | 8 | 356 | 390 | 95 | 900 | 805 | - | - | 17 | 19.2 | 1.1 | 100.6 | 44.5 | 2.3 |
| 7 | Jalalabad | - | 67 | 2,023 | - | 18 | 1,524 | 720 | 1,042 | 5,721 | 5,008 | - | - | - | 74.7 | 2.5 | 278.2 | 84.7 | 3.3 |
| 8 | Khost | - | 17 | 606 | - | 4 | 367 | 356 | 363 | 1,776 | 1,176 | - | - | - | 69.2 | 1.9 | 294.0 | 91.8 | 3.2 |
| 9 | Mahmud-i-Raqi | - | 15 | 450 | - | 2 | 109 | 367 | 102 | 450 | 407 | - | 1 | 30 | 27.1 | 0.9 | 203.5 | 54.5 | 3.7 |
| 10 | Maidan Shahr | - | 18 | 393 | - | 1 | 35 | 158 | 44 | 224 | 162 | - | - | - | 9.0 | 0.4 | 162.0 | 35.0 | 4.6 |
| 11 | Mehterlam | - | 11 | 330 | - | 2 | 158 | 420 | 66 | 1,400 | 490 | - | - | - | 44.5 | 1.5 | 245.0 | 79.0 | 3.1 |
| 12 | Pul-i-Alam | - | 9 | 216 | - | 2 | 50 | 237 | 100 | 365 | 196 | - | - | - | 21.8 | 0.9 | 98.0 | 25.0 | 3.9 |
| 13 | Sharana | - | 7 | 210 | - | 1 | 54 | 239 | 31 | 275 | 162 | - | - | - | 23.1 | 0.8 | 162.0 | 54.0 | 3.0 |
| Total | | - | 254 | 6,860 | - | 51 | 3,376 | 3,997 | 2,300 | 16,532 | 10,405 | | | 107 | 41.0 | 1.5 | 204.0 | 66.2 | 3.1 |

Note: Number of Trips refers to the number of times a truck deposits waste in the landfill. For example, if the municipality is using two trucks and each truck deposited waste in the landfill five times during the week, then Number of Trips = 10 (2x5).

Some decline in the volume of solid waste collection was experienced following the end of the RAMP UP East assistance. Compared to the previous month, in December the number of formal sites serviced went down by 767 and informal sites by 1,205. In terms of volume, waste collection was down by about 3,463.

In January a further decline in the performance of the solid waste collection service had been expected. However, in practice significant improvements were achieved during the month. The number of formal sites serviced increased by 290 and informal sites by 448. The total collection volume also increased, by 1,025 cubic meters. Still, waste collection in relation to the amount generated fell short by 37% for all the 13 municipalities.

The increases in collection coverage and volume compared to the previous month indicate that the municipalities are gradually able to adjust by improving the efficiency in the use of their limited resources. The RAMP UP East team will continue to provide technical advice and training to the municipalities to improve their solid waste management services.

Starting in the third quarter of 2012, RAMP UP East set in motion a transition plan for solid waste management in each municipality. Following the plan, SWM is now fully under the control of the local governments in all RAMP UP East municipalities. A significant indicator of

the success of the transition is that the embedded public works advisors are now spending less time on SWM. Instead, they are assisting in the implementation of projects funded from the municipal budget and preparing and applying O&M plans for existing infrastructure facilities funded by RAMP UP East and by the municipalities. The RAMP UP East municipalities are already technically capable of maintaining and sustaining the provision of SWM services. However, the availability of resources is another matter. In 2012 RAMP UP East assisted the municipalities in formulating performance-oriented budgets for SWM, with targets set at the same levels as, and in some cases higher than, those achieved with financial support from RAMP UP East. However, because the FY1392 budget approvals are still in process, municipalities could not yet mobilize the resources necessary to achieve the said targets. This situation is expected to improve once the municipal budgets are approved.

It is worth noting that SWM services have continued, albeit at a significantly reduced level, after the end of RAMP UP East assistance in mid-December. This is in sharp contrast to the almost total collapse of the solid waste collection service when RAMP UP East temporarily and unexpectedly stopped its financial assistance between June and August 2012. The sharp decline in collection performance in December and January can also be partly attributed to the weather: after heavy snowfall municipal manpower and equipment had to be diverted to the clearing of roadways.

The outlook for the coming months is promising. Three factors are expected to contribute to the improvement in SWM services in each municipality: the imminent delivery of the solid waste collection vehicles and equipment purchased by RAMP UP East, the approval of the municipal budgets, and the onset of spring.

Local Economic Development and Revenue Generation

Property registration and Safayi fee collection activities

Property registration and Safayi fee collection is critical for increasing fixed revenue sources and ensuring the sustainability of municipalities in the future. RAMP UP East support therefore continues to focus on increasing collection coverage, amending outdated tariffs and improving the collection efficiency of recurrent revenue sources.

As part of the continuing assistance to implement the Safayi fee collection system, a two day workshop was conducted in Mahmud Raqi on January 2-3 to start the implementation of the property fee billing and collection system. The participants included the mayor, *Wakil Gozars*, representatives of the business guilds, imams from local mosques and representatives of the provincial line departments.

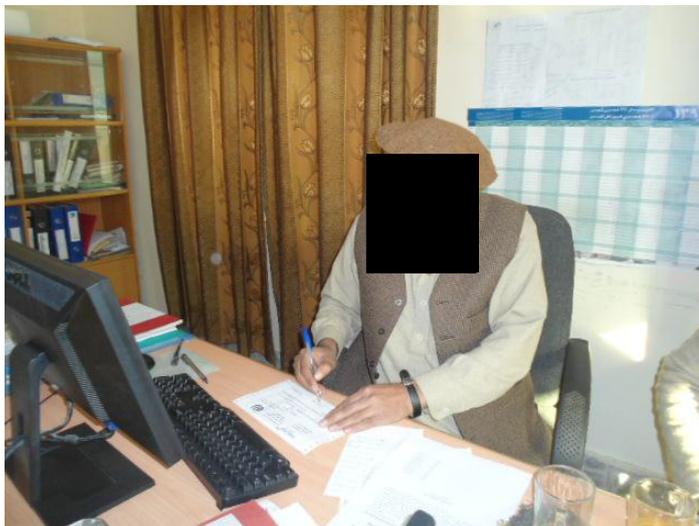
The mayor appreciated the technical and financial support given by RAMP UP East to help survey properties and implement the new Safayi fee collection system. The mayor added: *“Through technical support from RAMP UP East we have started the surveying and registration of properties; already 1,225 commercial and residential properties have been registered. The municipality is a self-financing institution, so if people pay their Safayi fees of course the municipality will provide better*



The workshop in Mahmud Raqi on the implementation of the new property registration and Safayi fee system

services to the residents. Therefore, we are hoping you will help us to implement the new Safayi fee collection system to support better service delivery”.

This month the municipality of Asadabad printed 166 safayi fee invoices and delivered them to property owners resulting in the collection of Afs 465,294 (about \$9,300). The Municipal Revenue Manager stated that: “Through implementation of the new computerized Safayi fee billing and collection system, the municipality of Asadabad will be able to increase the revenue from Safayi fees more than ten times compared with last year’s”. Because of the success of the implementation of the new system in Asadabad, the RAMP UP East team is planning to allocate additional funds to restart property registration and complete the registration of the remaining properties in the municipality.



The Manager of the 3rd Nahya of Asadabad printing Safayi fee invoices

A summary of the total number of Safayi invoices printed, collected Safayi fees and Safayi certificates issued is shown in the table below.

| No | Municipality | # of properties | # of invoice printed this month/ total | Money deposited this month/total | # of Safayi certificates printed |
|----|--------------|-----------------|--|----------------------------------|----------------------------------|
| 1 | Jalalabad | 9,739 | Nil | Nil | Nil |
| 2 | Charikar | 5,705 | Nil | Nil | Nil |
| 3 | Khost | 5,792 | Nil | Nil | Nil |
| 4 | Mahmood Raqi | 1,225 | Nil | Nil | Nil |
| 5 | Assadabad | 1548 | 20 | 166 | 88907 465294 107 |
| 6 | Mehterlam | 1,568 | Nil | Nil | Nil |
| 7 | Ghazni | 3,515 | Nil | Nil | Nil |

Specifying municipal boundaries

Last year GDMA instructed all municipalities to draw up their official municipal boundaries and their municipal district boundaries. All RAMP UP East municipalities requested technical assistance to help them draw and plot the boundaries on maps. In January RAMP UP East assisted the municipality of Maidan Shar to identify the municipal and district boundaries of the city and produced a high quality GIS maps showing the boundaries. On January 9 the map was submitted in both hard and soft copies to the municipality.



Maidan Shar municipal engineers plotting municipal and district boundaries on a map

Local economic development planning activities

IDLG has instructed all municipalities to produce economic development plans with technical assistance from RAMP UP and other implementing partners. The local economic development plans will support municipalities in identifying and using internal and external resources to implement municipal development projects and activities that support economic growth and job creation.

On January 2 RAMP UP East conducted a meeting with the mayor and staff of the municipality of Maidan Shar to discuss the completed LEDP and the projects proposed in the plan. After the final comments are incorporated in the plan the municipality will set a date for an LEDP marketing workshop. At this workshop the LEDP will be presented to the private sector, NGOs, donors and other interested parties who will be invited to contribute to the implementation of the projects and activities.



Maidan Shar LEDP internal consultation meeting on January 2

The municipality of Asadabad conducted an LEDP marketing workshop on January 9. Among the agencies that attended were the Directorate of Environmental Protection, the Directorate of Women's Affairs, the Director of the Business Guilds Council, the Program Manager of the Agriculture Directorate, representatives of UNAMA, USAID, UNDP/ASGP and representatives from the governor's office. The governor's representative said: "(...) *the plan is a comprehensive plan for the city, so we will promote it as much as possible to donors and the private sector.*" *The plan has already been uploaded to the website of Kunar Province (<http://kunar.gov.af/ps/page/6518>).*

The second LEDP marketing workshop in Charikar was conducted in the municipal hotel on January 31. The workshop was attended by 125 people, including representatives of the private sector, line departments, community elders, donor agencies, and municipal officials. The workshop was opened by the mayor, followed by a short explanation by RAMP UP East about the function of the LEDP as a tool for promoting local economic development, and the objectives of the workshop.

The municipality of Charikar has decided to fund about 40% of the projects and activities included in the LEDP planning matrix this year. The Environment Protection Department agreed to support the city greening activity that was included in the plan and promised to provide land to the municipality to support the establishment of a nursery to produce seedlings for a city greening program. The Charikar Chamber of Commerce and Industry also promised to conduct a separate workshop for local trader's in close consultation with the municipality to help market some of the LEDP projects and activities. Participants at the workshop expressed their appreciation for the mayor's willingness to share the details of the LEDP with residents, and also made suggestions for additional projects and activities.

The Charikar Mayor closed the workshop by reminding the participants that: "*Municipalities do not receive support from the central government for development, so we have to provide public services through our own financial resources. Charikar has now registered over 5,700 properties and we will soon be printing Safayi invoices, which will be delivered right to the door steps of property owners. We kindly request that you pay the fees within a week, so you can collect your Safayi certificate and help us to provide better municipal services*".

Business Registration and Licensing Activities

Due to resistance from shopkeepers, the municipality of Bazararak decided to use a different approach to implement the new business registration and licensing system. The original system requires business owners to collect the invoice for their business license from the municipality and then deposit the fee into the municipal bank account. After receiving the deposit slip, the municipality prints out the new license. However, the municipal officials in Bazararak are visiting businesses and handing the business license invoices to businessmen. They also collect the fee in cash. At the end of each day the municipal officers deposit the collected cash into the municipal bank account. A summary of business licensing activities for each municipality is shown in the table below.

| No | Municipality | # of new businesses registered this month/ total | | # of business license bills printed this month/ total | | Total fees deposited in bank (Afs) this month / Total | | # of licenses issued this month / total | | |
|----|--------------|--|-------|---|-------|---|-----------|---|-------|--|
| | | | | | | | | | | |
| 1 | Gardez | 71 | 2,246 | 44 | 226 | 22,500 | 116,600 | | 226 | |
| 2 | Jalalabad | 216 | 6,556 | 261 | 2,111 | 64,240 | 423,660 | | 1476 | |
| 3 | Khost | 1 | 5,535 | 57 | 1,147 | 19,270 | 499,139 | | 1,097 | |
| 4 | Maidan Shar | 14 | 352 | 20 | 57 | 5,800 | 18,400 | | 57 | |
| 5 | Mehterlam | 2 | 2,152 | 40 | 1,501 | 4,000 | 78,065 | | 1,065 | |
| 6 | Mahmud Raqi | 21 | 1,021 | 91 | 374 | 42,800 | 144,100 | | 374 | |
| 7 | Bazararak | 0 | 504 | 26 | 130 | 7,140 | 34,690 | | 130 | |
| 8 | Pul-e Alam | 10 | 1,509 | 12 | 998 | 13,597 | 1,158,639 | | 934 | |
| 9 | Sharana | 0 | 1,140 | Business licensing completed | | | | | | |
| 10 | Charikar | 0 | 2,514 | 315 | 2,240 | 69,950 | 199,105 | | 2,240 | |
| 11 | Ghazni | 71 | 6,912 | 326 | 612 | 60,236 | 82,382 | | 302 | |
| 12 | Assadabad | 5 | 1,683 | 17 | 614 | 6,800 | 203,500 | | 614 | |
| 13 | Bamyan | License distribution was completed with the old manual system. | | | | | | | | |

Performance of Economic Development Advisory Committee

The municipality of Mehterlam held a meeting on January 15 with representatives of each line department and the municipal Economic Development Advisory Committee. The committee reviewed the new business license fee rates and compared the old manual licensing system with the new computerized business registration and licensing system introduced by RAMP UP East. The committee approved the new license fees for immediate implementation. The municipality is now using the new business license fees, which are four times higher than the old rates dating from the Taliban-era.

On January 14 the Revenue Manager of Sharana presented the 3rd quarterly revenue report to the Economic Development Advisory Committee. The Revenue Manager focused on revenue collected from recurring and non-recurring sources during his presentation. He thanked the EDAC members for their cooperation and support during the implementation of the new computerized business licensing system. He reported that the new licensing system had resulted in over Afs 150,000 being deposited directly into the municipality's bank account during the last fiscal year.

He added: “We have 172 markets in the area registered with the municipality of Sharana for payment of Safayi fees, so every year the municipality expects to collect about 2 million Afghans from those markets”.

Cross Cutting

At the request of GDMA, RAMP UP East conducted a half day workshop on gender sensitivity and implementation of the gender mainstreaming guideline at the municipal level for eight senior GDMA staff members.



A meeting of the committee evaluating the business license fees in the municipality of Mehterlam on January 15

A pre-training questionnaire was distributed to participants to assess their knowledge of the gender concept. Participants’ views included: gender is a western concept that is incompatible with Afghan culture, it is imposed on Afghans by donor agencies, gender is *Jinsiat* (sexuality) and gender is equality between men and women. Participants also expressed their views about the reason for harsh reaction to teachings about gender. “*In gender training the focus is always on women and that causes resentment by men.*” It was also said that talk about women’ rights and the way it is presented provokes and encourages harsh reactions by most men.

Participants also said the National Action Plan for the Women of Afghanistan (NAPWA) was a document developed by non-Afghans and therefore has a lot of flaws. It was also said that the Elimination of Violence Against Women Law (EVAW) was against Afghan cultural norms. Another participant expressed dismay that the Minister of Justice has recently said that running away from home is not a crime for women. The participant said that statement was contradictory to Islamic teaching that forbids women from leaving home without permission from their *Mahram*. In regards to implementation of gender mainstreaming guidelines (that was drafted by RAMP UP East and endorsed by GDMA), the majority of participants said they had not read the guidelines. The participants said that it would be difficult for all municipalities to implement the guidelines, and it can therefore not be mandatory. Municipalities that fall under category 1 could be asked to establish a gender unit.

RAMP UP East shared these disturbing comments from some of the participants with GDMA. Work on gender issues requires changing deep-seated attitudes and that cannot be accomplished with two or three workshops. It takes focused debate and dialogue and leadership support. Lack of political will at different levels of government makes it very difficult to introduce positive change and the educated male population is often resistant to women’s involvement in public life.

MONTHLY HIGHLIGHTS

Assessment of the gender-responsive small grants program

The cross cutting team conducted an impact assessment of the second component of the gender-responsive small grants program: public participation in local governance. Seventy five trainees (37 women and 38 men) were randomly selected from 2,700 male and female trainees from 9 (out of 14) municipalities.

More than 80% of respondents were satisfied with the way the program was implemented and reported that all four main topics (effective communication, gender sensitivity, advocacy and roles & responsibilities of citizens and municipalities) were of interest to them. The majority of the male respondents stated that the gender sensitivity topic was the second most interesting topic after roles and responsibilities of citizens and municipalities, followed by communication and advocacy. But the majority of female respondents identified roles and responsibilities of citizens and municipality as the most interesting topic, followed by effective communication, advocacy and gender sensitivity.

Over 70% of respondents said the training provided them with useful and sufficient information to take part in decisions that affect their lives. The majority of female respondents said they were disappointed that they are not informed about or invited to citizen forums. They said that only a selective number of citizens are invited to the forums. Women reported that those responsible for inviting citizens to municipal meetings are biased and do not want women to participate in meetings and decisions that are considered males domain.

██████████ from Ghazni said: *“Because of traditional views about women’s involvement in public work and decisions, women are reluctant to participate [in meetings]. I want to change this and I hope other women will join me in breaking the cycle.”* ██████████ from Jalalabad was quoted saying: *“Men feel insecure and think women will take their place in public. They always come up with excuses for why women should not be included in public life.”*

██████████ from Gardez said: *“Women have very limited opportunities to improve their knowledge about public matters. These workshops are very useful for both men and women. Men must recognize women’s contribution and the importance of their participation in decisions.”* ██████████ from Puli Alam opinioned: *“My favorite topic was gender. It is true that women are capable of doing a lot of work that is done by men, but society does not want them to exercise their rights.”* ██████████ from Jalalabad said: *“I would like the donors to support such programs in the districts as well. I feel more confident and know how to express my views in public. Knowledge is power and I want other women to have that power.”*

Interview with the Mayor of Puli Alam

The Mayor of Puli Alam, Engineer Ahmad Khan Ulfat, shared his vision, successes and challenges in an interview with RAMP UP East. Following is an excerpt of the highlights of the interview.



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

In the next five years we plan to address the needs of our citizens by implementing development and revenue generation and economic development projects such as road asphaltting, construction of slaughter houses, markets, and the provision of a water supply system and canalization in the city. We also plan to construct around 60 km of sub-roads throughout the city.

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

The year 1391 was a very good year. Our achievements included the construction of 62 shops, the construction of the *Konjak* municipal district office, and the boundary wall for the municipal compound, all funded from the municipal budget. The city is greener than before. The biggest challenges of the municipality of Puli Alam are a shortage of technical and qualified staff in the municipality and the lack of commercial land in the municipality.

What are the benefits of RAMP UP East for your municipality? How would you rate the support from RAMP UP East?

The support and advice RAMP UP East is providing to our municipality is invaluable. Thanks to RAMP UP East we now have an Economic Development Advisory Committee as well as a budget committee; business and property registration has been initiated, we have developed and implemented the *Safayi* fee collection system, and we have a revenue plan. None of these existed two years ago. Puli Alam municipality is now capable to plan and prepare its annual budget with only limited support.

What can IDLG/GDMA do to help you improve the development of your municipality?

The support of GDMA and IDLG is very important for the municipalities in order to complete service delivery projects and build citizens' confidence in the local and central government. We would like for GDMA to start the public administration reform process, approve our budget in a timely fashion, and allow us to buy heavy machinery and vehicles. At the moment we spent a significant amount of municipal funds on rental vehicles. We would also like GDMA to approve the development and infrastructure projects that are asked for by citizens.

How do you rate the success of the RAMP UP East-funded grants program?

The grants program was very important in connecting us with the citizens. It was like a bridge. We are particularly grateful that female citizens' important role in local governance was explained to citizens through training and workshops. Now women attend our citizen forums and they share their ideas and needs with us.

MUNICIPAL PROGRESS REPORTS

MAIDAN SHAR MUNICIPALITY

PROVINCE: WARDAK

Capacity Building

Public Finance

Maidan Shar received the budget approval from the provincial administration and also got GDMA approval. The budget will now be sent to the Ministry of Finance (MoF) and the Tashkeel to the Office of Administrative Affairs (OAA).

Service Delivery Improvements

Solid Waste Collection

The solid waste collection volume went up by 59 cubic meters. The accomplishments of solid waste collection in the municipality this month are summarized in the table below:

Waste Collection Summary

Municipality: Maidan Shahr

Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | | |
|--------------|-----------------|------------|------------|-----------|------------|--------------|-----------------------|-----------|----------------------|------------|---------------|------------|----------|-----------------------------------|----------------|-----------------|------------------|----------------|--|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | Formal | Informal | Generated | Collected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol./Trip (m3) | |
| 1 | - | | | | | | | | | | | | | | | | | | |
| 2 | - | 18 | 108 | 0 | 1 | 8 | 38 | 9 | 56 | 42 | - | - | - | 2.3 | 0.4 | 42.0 | 8.0 | 5.3 | |
| 3 | - | 18 | 98 | 0 | 1 | 9 | 41 | 12 | 56 | 41 | - | - | - | 2.3 | 0.4 | 41.0 | 9.0 | 4.6 | |
| 4 | - | 18 | 96 | 0 | 1 | 10 | 43 | 14 | 56 | 43 | - | - | - | 2.4 | 0.4 | 43.0 | 10.0 | 4.3 | |
| 5 | - | 18 | 91 | 0 | 1 | 8 | 36 | 9 | 56 | 36 | - | - | - | 2.0 | 0.4 | 36.0 | 8.0 | 4.5 | |
| Total | - | 72 | 393 | - | 4 | 35 | 158 | 44 | 224 | 162 | - | - | - | 9.0 | 0.4 | 162.0 | 35.0 | 4.6 | |

During the month, the mayor issued an official letter to government and private offices to dispose of their waste at officially designated sites, which made it easier and more cost-effective to service the government and business areas of the city.

Sports Stadium Renovation Project

This RAMP UP East supported project is substantially complete, with the exception of the grassing of the football field. As present weather conditions do not permit this work to be completed, this work will be performed in the spring, most likely in April.



Overview of the Sports Stadium Project in Maidan Shar.

Economic Development and Revenue Generation

The Local Economic Development Plan for Maidan Shar has been completed and translated into Pashto. On December 21 the plan was discussed and reviewed with the municipality's senior management. Their comments have been incorporated into the plan in preparation for the next LEDP marketing workshop.

The municipality of Maidan Shar decided to provide new business licenses only to businessmen whose licenses have expired. Since most of the existing licenses expired in December 2012 and January 2013, the municipality is now busy with issuing new licenses.

Community Engagement

In a radio interview recorded on January 2, the mayor of Maidan Shar informed the citizens about the municipality's achievements in 1391 and the planned municipal projects for 1392. He said that the municipality will build the Dawood Khan park, asphalt 23 km of roads, and construct a bus station, a fruit market and several slaughterhouses.

The mayor also requested the citizens to build houses on the distributed land and plant a minimum of five trees in front of each house. Moreover, he asked local shopkeepers to cooperate with the municipality in moving unclassified shops to designated locations.



The mayor of Maidan Shar during a radio interview

Coordination

The USAID FPO/OSM visited the municipality on January 17 and held an information sharing meeting with the RAMP UP East team. The USAID representative was briefed on the RAMP UP East support to the municipality.

GHAZNI MUNICIPALITY

PROVINCE: GHAZNI

Capacity Building

Public Finance

The Ghazni budget committee meeting was held on January 15. The municipal revenue officer presented the revenue forecast, which he completed himself and which was not in accordance with the recommended revenue forecasting methodology. It included incorrect revenue codes and misclassified revenues. The embedded public finance advisor has continually tried to encourage the municipal revenue manager to forecast revenue in a more accurate and transparent manner and to classify revenues correctly. The RAMP UP East advisors sent the forecast to GDMA and asked for advice and assistance. GDMA reviewed the report and contacted the revenue manager. He explained the inconsistencies and asked the revenue manager to follow the instructions provided by RAMP Up East. By the end of the reporting period the revenue manager had still not submitted the corrected revenue forecast to the accounting officer for inclusion in the budget. The municipality is also still working to implement the new pricing structure for *Safayi* fees and proposed to the budget committee to forecast 1392 revenue using the new prices. However, the municipal revenue officer did not agree with the forecast and is requiring a letter of approval from GDMA for the new pricing structure. The budget has now been prepared and reviewed by mayor and the governor and is ready to be presented to the provincial administrative council.



GDMA reviewed the report and contacted the revenue manager. He explained the inconsistencies and asked the revenue manager to follow the instructions provided by RAMP Up East. By the end of the reporting period the revenue manager had still not submitted the corrected revenue forecast to the accounting officer for inclusion in the budget. The municipality is also still working to implement the new pricing structure for *Safayi* fees and proposed to the budget committee to forecast 1392 revenue using the new prices. However, the municipal revenue officer did not agree with the forecast and is requiring a letter of approval from GDMA for the new pricing structure. The budget has now been prepared and reviewed by mayor and the governor and is ready to be presented to the provincial administrative council.

Service Delivery

Solid Waste Collection

The collection volume in Ghazni went down during the month, primarily because of the weather conditions. The municipality's collection performance is summarized in the following table:

Waste Collection Summary

Municipality: Ghazni

Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | | |
|--------------|-----------------|------------|--------------|-----------|------------|--------------|-----------------------|-----------|----------------------|------------|---------------|------------|-----------|-----------------------------------|----------------|-----------------|------------------|---------------|--|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) | |
| 1 | | | | | | | | | | | | | | | | | | | |
| 2 | - | 42 | 252 | - | 8 | 110 | 80 | 20 | 230 | 140 | - | 1 | 6 | 3.3 | 0.6 | 17.5 | 13.8 | 1.3 | |
| 3 | - | 42 | 252 | - | 7 | 126 | 110 | 20 | 250 | 215 | - | 1 | 6 | 5.1 | 0.9 | 30.7 | 18.0 | 1.7 | |
| 4 | - | 42 | 252 | - | 8 | 120 | 100 | 20 | 220 | 200 | - | 1 | 5 | 4.8 | 0.8 | 25.0 | 15.0 | 1.7 | |
| 5 | - | 42 | 252 | - | 8 | 120 | 100 | 35 | 200 | 250 | - | - | - | 6.0 | 1.0 | 31.3 | 15.0 | 2.1 | |
| Total | - | 168 | 1,008 | - | 31 | 476 | 390 | 95 | 900 | 805 | - | 3 | 17 | 19.2 | 0.8 | 100.6 | 59.5 | 1.7 | |

The municipality piloted a curbside waste collection scheme in selected villages this month. Under the scheme, the municipality distributed plastic bags to households and instructed them to bring out their waste only at a designated time and days. This enabled savings on waste loading time and the coverage of a wider area. Based on an evaluation conducted at the end of the month Ghazni decided to scale up the scheme to cover the entire municipality.

Paving of Asphalt sub-road Project

This RAMP UP East-supported project is approximately 70% complete but work has been suspended at the direction of the municipality due to the adverse weather conditions. Construction will resume once weather conditions improve after the winter.

Economic Development and Revenue Generation

The Local Economic Development Plan for Ghazni has been completed and translated into Dari. On December 23 the LEDP was discussed with the municipality's senior management but the mayor rejected a number of proposed projects and added some others. In January the RAMP UP East team and the municipal counterparts updated the project matrix in the LEDP and made profiles for the new projects suggested by the mayor.

Significant progress was made this month to resolve a longstanding problem with the business licensing system. The municipality succeeded in printing 143 business license fee invoices, collected Afs 60,236, and delivered all 143 licenses to the businessmen in January.

Community Engagement

On January 9, the mayor convened a citizen forum with the participation of 20 citizens, including 4 women. The participants requested municipal officials to take the necessary measures to clear the roads and streets from snow. The issue of verification and computerization of market documents was also discussed by the mayor. In addition, the mayor provided an update on municipal activities.



The citizen forum in Ghazni on January 9

The municipal public administration officer with support from the RAMP UP East public administration advisor, worked on the final review of the municipal newsletter.

Coordination

On January 8 the DOWA Director and the Economic Development Advisor and Public Administration Advisor of RAMP UP East met. The purpose of the meeting was to discuss women's participation in citizen forums. The Director showed great concern over the low participation of women in the forums and she promised that her department staff will take part in the forums from now on.

In a coordination meeting between RAMP UP East and the USAID OSM, information about the municipality's 1392 budget, the municipal conference, the Wakil-e-gozar elections, *Safayi* tax collection, and the ongoing projects and support from RAMP UP East were discussed in detail.

BAMYAN MUNICIPALITY

PROVINCE: BAMYAN

Capacity Building

Public Finance

Bamyan has almost completed its annual budget, but the mayor has declined further support from the RAMP UP East advisors in reviewing the draft. Instead, he will send the budget directly to the governor for approval.

Service Delivery Improvements

Solid Waste Collection

Following is a summary of the performance of the municipality in solid waste management during the month:

Waste Collection Summary

Municipality: Bamyan

Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|-----------|------------|--------------|-----------------------|----------|----------------------|-----------|---------------|------------|----------|-----------------------------------|----------------|-----------------|------------------|----------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | Formal | Informal | Generated | Collected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol./Trip (m3) |
| 1 | - | 1 | 6 | - | 6 | 10 | 75 | 5 | 28 | 23 | - | - | - | 23.0 | 3.8 | 3.8 | 1.7 | 2.3 |
| 2 | - | 6 | 36 | - | 1 | 10 | 70 | - | 26 | 20 | - | - | - | 3.3 | 0.6 | 20.0 | 10.0 | 2.0 |
| 3 | - | 4 | 16 | - | 1 | 8 | 60 | - | 26 | 17 | - | - | - | 4.3 | 1.1 | 17.0 | 8.0 | 2.1 |
| 4 | - | 4 | 24 | - | 1 | 6 | 70 | - | 26 | 17 | - | - | - | 4.3 | 0.7 | 17.0 | 6.0 | 2.8 |
| 5 | - | 4 | 24 | - | 1 | 5 | 70 | - | 25 | 19 | - | - | - | 4.8 | 0.8 | 19.0 | 5.0 | 3.8 |
| Total | - | 19 | 106 | - | 10 | 39 | 345 | 5 | 131 | 96 | - | - | - | 24.0 | 0.9 | 96.0 | 39.0 | 2.5 |

Bamyan is one of the few municipalities where collection performance further deteriorated. The collection coverage went down by a total of 52 drop-off sites and collection volume by 44 cubic meters. This was caused by a combination of limited resources for service delivery and the winter weather.

Asphalt Paving of Streets and Drainage Ditch Construction Project

During the winter, the municipality and RAMP UP East suspended all work related to the asphaltting of the remaining sub-roads that had not yet been completed. However, it was decided to continue the production of concrete slabs required for the sub-road drainage ditches. Some 1,158 slabs have been fabricated out of a total of 2,071 needed. This activity consists of the placement of reinforcement re-bars and casting of concrete in a temperature controlled environment. Once the slabs have been fabricated, they are placed on the drainage ditches. 740 slabs have been installed on the ditches to date and the fabrication will continue in February.



The placement of concrete slabs on the drainage ditches in Bamyan

Economic Development and Revenue Generation

Work is still ongoing to complete the final draft of the Bamyan Local Economic Development Plan. During the month of January the embedded team was busy helping the municipality in preparing revenue forecasts and their budget for the new fiscal year.

Community Engagement

The mayor of Bamyan participated in a 30 minute television roundtable with RTA on January 2. Other participants included civil society members and bazaar representatives. The discussion was about the municipality's performance in the previous months, bazaar cleaning, the city master plan, the construction of illegal buildings, and citizens' awareness about their roles and responsibilities.



The radio roundtable held in Bamyan Radio on January 2

On January 5, the mayor conducted another radio roundtable with a provincial council member, a representative from the bazaar business community, and other participants. They talked about the city and cultural master plan of Bamyan. Other topics included the shortage of drinking water in the bazaar, the construction of illegal houses, the general cleanness of the city, the awareness of citizens regarding their responsibilities, and services provided by the municipality to the citizens.

Other topics included the shortage of drinking water in the bazaar, the construction of illegal houses, the general cleanness of the city, the awareness of citizens regarding their responsibilities, and services provided by the municipality to the citizens.

The municipality convened its 22nd citizen forum on January 30 in the municipal hall. Sixteen participants representing civil society, the youth, private sector and line directorates attended the forum. Issues discussed included the problem of blockage of sidewalks by shopkeepers who use the public space to display their goods; environmental protection; and hygiene issues at hotels, restaurants, bakeries, and butcheries.



Participants at the citizen forum in Bamyan on January 30

The mayor talked about the issue of solid waste management and the budget of the municipality, while the administrative manager explained some important decisions in response to issues raised in the previous forum. These included the finalization of the Municipal Improvement Plan, the removal of shops with flammable materials like wood stores, gas shops, and fuel retailers, and the titling and numbering of streets and properties in the Dasht-e-Essah Khan area. The mayor also addressed some significant new points on the agenda, including environmental protection issues, and the responsibilities of bazaar representatives and shopkeepers.

CHARIKAR MUNICIPALITY

PROVINCE: PARWAN

Capacity Building

Public Finance

The municipal revenue manager, finance manager, and administration manager, assisted by the embedded public finance advisor, presented the 1392 budget to the municipal budget committee. The revenue manager explained the expected increase in the revenue from *Safayi* fees in 1392 that will result from the implementation of the new property registration system introduced by RAMP UP East. The mayor promised his support, and to “work shoulder to shoulder” with the revenue department to successfully implement the system. The municipal administration manager presented the changes to the Tashkeel due to the new pay and grade system and gave details on the new salary levels and the reserve calculation. The municipal staff appreciated the chance to earn higher salaries and commented that *“The increased salary system will motivate the municipal staff to work harder.”*



The revenue manager of Charikar presenting the FY 1392 forecasts at the budget committee meeting

The finance manager presented the expenditure results from 1391 and the 1392 forecasted budget

and explained that spending levels were low in 1391. The mayor promised the manager and the staff to work harder in 1392 to increase revenue and manage spending to provide better services to the citizens. The municipality also increased the payments for maternity leave to motivate female staff. The budget was approved by the budget committee, signed by the mayor. It has also been reviewed by the governor and is waiting to be presented to the provincial administrative council. After receiving approval from the provincial council the budget will be sent to GDMA for approval.

Public Service Delivery

Solid Waste Collection

The volume of solid waste collected declined slightly during the month of January. The collection backlog reached an estimated 67% of total waste generation. A summary of the solid waste collection activity in the municipality is shown in the following table:

Waste Collection Summary
Municipality: Charikar
Month: January, 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|-----------|------------|--------------|-----------------------|------------|----------------------|------------|---------------|------------|----------|-----------------------------------|-----------------|------------------|-------------------|----------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | RUE | Mun. (No.) | Man-days | Vol./ Crew (m3) | Vol./ MDay (m3) | Vol./ Truck (m3) | Trip/ Truck (No.) | Vol/ Trip (m3) |
| 1 | - | 26 | 156 | - | 5 | 75 | 20 | 40 | 560 | 186 | - | - | - | 7.2 | 1.2 | 37.2 | 15.0 | 2.5 |
| 2 | - | 26 | 156 | - | 5 | 80 | 25 | 55 | 560 | 186 | - | - | - | 7.2 | 1.2 | 37.2 | 16.0 | 2.3 |
| 3 | - | 26 | 156 | - | 5 | 60 | 23 | 54 | 560 | 198 | - | - | - | 7.6 | 1.3 | 39.6 | 12.0 | 3.3 |
| 4 | - | 26 | 156 | - | 5 | 60 | 24 | 65 | 560 | 190 | - | - | - | 7.3 | 1.2 | 38.0 | 12.0 | 3.2 |
| 5 | - | 26 | 104 | - | 5 | 40 | 16 | 50 | 560 | 160 | - | - | - | 6.2 | 1.5 | 32.0 | 8.0 | 4.0 |
| Total | | 130 | 728 | | 25 | 315 | 108 | 264 | 2,800 | 920 | | | | 35.4 | 1.3 | 184.0 | 63.0 | 2.9 |

As mentioned above, the municipality’s development budget was presented to the governor of Parwan and other provincial government officials, including the Director of Administration and the Director of Finance (*Mustofi*) as a prelude to the presentation of the proposed budget to the Provincial Administrative Council. After the presentation, the governor concurred with most of the proposed projects and budgets estimates, including the provision of additional trash bins and the expansion of the landfill for solid waste management. On the occasion, the Governor also pledged his full support for the collection of the *Safayi* fees to defray the cost of the municipality’s cleaning and greening activities. He promised to enforce tax collection in all government offices starting with his own office.

Economic Development and Revenue Generation

The municipality successfully conducted an LEDP marketing workshop on January 31. Donor agencies, line departments, private sector representatives and community elders were invited to the workshop. The mayor thanked the RAMP UP East team for their help in preparing the Charikar LEDP. In his address he said: “*The municipality will try as much as possible to implement the LEDP projects because the projects have been proposed by the residents of Charikar city. The municipality has already decided to implement 40% of the LEDP projects during this fiscal year 1392*”.

The business licensing activity is progressing well in Charikar. During the reporting period the municipality printed 315 invoices and handed them to businessmen. To date, 2,240 businesses have received their new license and the municipality has collected Afs 199,105 in fees.



Citizens of Charikar discussing the Municipal Improvement Plan for FY1392 on December 25

The property registration surveying was suspended in Charikar due to RAMP UP East funding limitations. However, the advisors are now training municipal staff and other local stakeholders on how to use the new *Safayi* fee billing and collection system to collect fees from the properties already registered. The collection of fees is scheduled to begin in mid-February. Furthermore, the mayor nominated a municipal staff member to be trained in the use of the GIS software: he has already been trained for a month by the RAMP UP East GIS technician.

RAMP UP East is proposing to allocate some additional funding for property surveying in Charikar. The municipalities of Charikar and Asadabad were selected for additional assistance because of the commitment and support of their mayors for the property registration and *safayi* fee activity. With the additional resources another 3,400 properties can be surveyed in Charikar. This would still leave more than 5,000 properties in the municipality to be surveyed. RAMP UP East has asked the mayor to pay for the surveying of these remaining properties with the new revenue from *safayi* fees.

Community Engagement

Charikar published the 7th edition of its municipal newsletter (*Payam-e-Shahar*) in 500 color copies. The new edition contains information about municipal activities, the citizens' forum, the solid waste collection campaign in the city and interviews with youth assessing their knowledge about the roles and responsibilities of citizens and municipalities.

The mayor of Charikar convened the monthly citizen forum on January 29 in the municipal conference hall. Twenty-six citizens including 3 women, Wakil-e-Gozars, youth, and civil society representatives attended the forum. Issues discussed included solid waste collection, the installation of municipal notice boards, and the collection of *Safayi* fees. The mayor also informed the participants about the new location of the six Nahia offices. The municipality plans to install 5 notice boards and 5 suggestion boxes in different areas of the city.

Coordination

On January 14 and 15 the RAMP UP East team leader participated in a meeting between municipal officials, IDLG representatives and other government line directorates. The purpose of the meeting was the determination of the municipal boundaries in preparation for municipal level elections. Eng. Anwar Adili from IDLG said that the result of the survey to determine boundary will be shared with the Independent Election Commission.



Participants at the consultative meeting to map the municipal boundaries of Charikar on January 14

MAHMUD RAQI MUNICIPALITY

PROVINCE: KAPISA

Capacity Building

Public Finance

The Mahmud Raqi municipal accounting manager attended the GDMA training for the new pay and grade system, but he did not fully understand the process or calculating the budget reserve. The public finance advisor met with the accounting manager, administrative manager and mayor to explain the new system and the changes to the organizational structure. The new structure for grade 2 municipalities like Mahmud Raqi has eliminated some of the previous positions, such as that of deputy mayor. The municipality wanted to keep its employees but couldn't find positions for them within the new structure. The mayor called GDMA to request advice on how to include these employees in the new structure. GDMA requested that the accounting manager and public finance advisor come to Kabul to discuss the issue and together they found a solution. Now the budget has been prepared and is under review by the mayor and the municipal budget committee.



The mayor of Mahmud Raqi and the administrative manager reviewed the new organizational structure with the public finance advisor.

Service Delivery Improvements

Solid Waste Management

The collection volume in Mahmud Raqi increased by 61 cubic meters this month. The municipality also managed to keep the collection backlog at less than 10% of the amount of waste generated. The solid waste collection figures for January are presented in the following table:

Waste Collection Summary
Municipality: Mahmud-i-Raqi
Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|-----------|------------|--------------|-----------------------|------------|----------------------|------------|---------------|------------|-----------|-----------------------------------|----------------|-----------------|------------------|---------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) |
| 1 | - | 15 | 90 | - | 2 | 21 | 72 | 20 | 90 | 78 | - | 1 | 6 | 5.2 | 0.9 | 39.0 | 10.5 | 3.7 |
| 2 | - | 15 | 90 | - | 2 | 22 | 75 | 21 | 90 | 80 | - | 1 | 6 | 5.3 | 0.9 | 40.0 | 11.0 | 3.6 |
| 3 | - | 15 | 90 | - | 2 | 21 | 73 | 19 | 90 | 82 | - | 1 | 6 | 5.5 | 0.9 | 41.0 | 10.5 | 3.9 |
| 4 | - | 15 | 90 | - | 2 | 21 | 73 | 19 | 90 | 82 | - | 1 | 6 | 5.5 | 0.9 | 41.0 | 10.5 | 3.9 |
| 5 | - | 15 | 90 | - | 2 | 24 | 74 | 23 | 90 | 85 | - | 1 | 6 | 5.7 | 0.9 | 42.5 | 12.0 | 3.5 |
| Total | - | 75 | 450 | - | 10 | 109 | 367 | 102 | 450 | 407 | - | 5 | 30 | 27.1 | 0.9 | 203.5 | 54.5 | 3.7 |

Municipal Office Boundary Wall Project

RAMP UP East is funding the construction of a boundary wall for the new municipal office compound in Mahmud Raqi. The project consists of the construction of a stone masonry wall, a small parking, gates to provide access to the compound and various sidewalks.

Work on the project started last year but was suspended at the direction of the municipality due to the adverse weather conditions. The project will resume when the weather conditions improve to ensure quality construction.



Opening ceremony of the Municipal Compound Boundary Wall Construction Project in Mahmud Raqi

Drainage Ditch, Sidewalk and Culverts Construction Project

On November 21, the first 'Certificate of Final Acceptance' to be issued by RAMP UP East was signed by the Chief of Party. This certificate was issued to Kapisa Kohnadi Construction Company (KKCC), the subcontractor awarded this construction project.

The issuance of the certificate signifies that the warranty period under the subcontract has come to an end, any defects identified by the municipality or the RAMP UP East QA/QC team have been rectified, the scope of the subcontractor's work has been satisfactorily completed, all contractual deliverables have been submitted and the contractual obligations of the subcontractor under this award have now come to an end.

Street Parking Lot Asphaltting and Drainage Ditch Construction

Likewise, On January 1 the 'Certificate of Final Acceptance' for this project was signed. This certificate was issued to Engineering Construction and Highway Construction Company (ECHCO), the subcontractor awarded this construction project.

Economic Development and Revenue Generation

The first draft of the Local Economic Development Plan (LEDP) has almost been completed. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held last year.

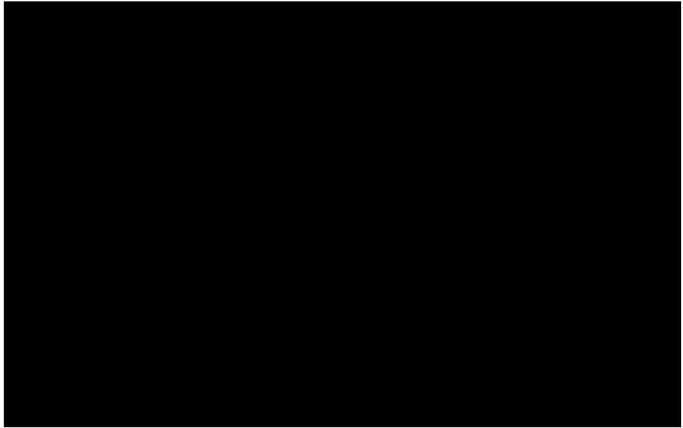
A total of 39 business license invoices were printed and handed over to local businessmen this month. All the businessmen deposited the billed amounts into the municipal bank account and received their licenses. The municipality collected Afs 14,100 in fees.

The RAMP UP East support for property registration surveys in Mahmud Raqi has been suspended due to funding limitations. However, the RAMP UP East governance team is now training municipal staff on how to use the new Safayi fee billing and collection system to collect fees from the properties already registered. The collection of fees is scheduled to begin in mid-February.

Community Engagement

On January 23 the mayor of Mahmud Raqi convened a citizen forum with the participation of 30 citizens, including 4 women. The mayor informed the citizens about the municipality's plan to collect Safayi fees from government buildings, residences and commercial properties. The revenue manager reported that in the third quarter the municipality's revenue totaled 2,138,000 AFs.

On January 21 the embedded public administration advisor held a meeting with the Planning Manager of the Department of Women's Affairs (DOWA) to seek the department's assistance in encouraging women to participate more actively in municipal citizen forums.



The citizen forum in Mahmud Raqi, January 23

BAZARAK MUNICIPALITY

PROVINCE: PANJSHIR

Capacity Building

Public Finance

The municipality of Bazarak is still in the process of preparing its budget. There was a disagreement between the mayor and the accounting manager about the tashkeel. The mayor would like to increase the tashkeel, but the revenue of the municipality is limited and not sufficient to cover the cost of more employees. In addition, the public finance advisor noted that when the functional budget was prepared the need for additional employees was not identified. The budget committee and advisors are waiting for the mayor's return from India to discuss the budget and tashkeel.

Public Service Delivery

Solid Waste Collection

The municipality managed to increase collection coverage by 51 drop-off sites and collection volume by 22 cubic meters. The solid waste collection summary table for the month follows:

Waste Collection Summary

Municipality: Bazarak

Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|-----------|-----------|------------|--------------|-----------------------|-----------|----------------------|-----------|---------------|------------|----------|-----------------------------------|----------------|-----------------|------------------|----------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | Formal | Informal | Generated | Collected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol./Trip (m3) |
| 1 | - | 4 | 8 | - | 2 | 4 | 32 | 5 | 30 | 16 | - | - | - | 4.0 | 2.0 | 8.0 | 2.0 | 4.0 |
| 2 | - | 8 | 32 | - | 2 | 8 | 32 | 2 | 35 | 16 | - | - | - | 2.0 | 0.5 | 8.0 | 4.0 | 2.0 |
| 3 | - | 4 | 8 | - | 2 | 4 | 32 | 5 | 25 | 15 | - | - | - | 3.8 | 1.9 | 7.5 | 2.0 | 3.8 |
| 4 | - | 4 | 8 | - | 2 | 4 | 34 | 7 | 25 | 20 | - | - | - | 5.0 | 2.5 | 10.0 | 2.0 | 5.0 |
| 5 | - | 4 | 8 | - | 2 | 4 | 34 | 9 | 25 | 15 | - | - | - | 3.8 | 1.9 | 7.5 | 2.0 | 3.8 |
| Total | - | 24 | 64 | - | 10 | 24 | 164 | 28 | 140 | 82 | - | - | - | 20.5 | 1.3 | 41.0 | 12.0 | 3.4 |

In keeping with the shift in the thrust of technical assistance toward budget execution, the RAMP UP East advisor held discussions with the mayor and other municipal government officials about the location of additional trash bins and a new landfill, which are to be funded from the municipal budget. The budget also emphasizes citizens' participation in solid waste management: it includes significant allocations for an integrated public information, communication, and education campaign using a combination of media (such as radio broadcasts, leaflets, and newsletters). Still part of the preparation is the ongoing participation of municipal officials, with support from the embedded advisory team, in roundtable discussions covered by the local media and in citizens' forums where environmental sanitation issues are discussed.

Economic Development and Revenue Generation

Work on the Bazarak Local Economic Development Plan has almost been completed. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held last year. It will be translated into Dari.

The municipality is using a different approach for implementing the business registration and licensing system than other RAMP UP East municipalities. The system requires business owners to collect an invoice for their business license and deposit the fee into the municipal bank account. After the municipality receives the deposit slip the revenue department prints the license certificate. In Bazarak, the municipal officials are delivering invoices directly to businesses and collecting the fees in cash. At the end of each day the municipal officers deposit the cash into the municipal bank account. The printing of invoices recently restarted in Bazarak and so far the municipality has printed 26 licenses and collected Afs 7,140.

Community Engagement

In a radio roundtable with RTA on January 23, the Administration, Revenue, Property and Sanitation and Greenery Managers each talked about their department's responsibilities and activities. The managers also discussed ways citizens can assist the municipality in providing responsive services to the public.



Radio roundtable discussion in Bazarak

JALALABAD MUNICIPALITY

PROVINCE: NANGARHAR

Capacity Building

Public Finance

The Jalalabad public finance advisor explained the new pay and grade system and reserve calculation to the municipal finance manager, but the manager stated that the municipality would not agree to the new system until there was clarification of the entrance fee payments from GDMA. GDMA had sent a letter to all municipalities explaining that the municipalities could no longer collect the entrance fee. The customs ministry will be responsible for collection and remittance to GDMA, and funds will be passed on to the municipalities. Though GDMA required the municipalities to forecast the 1392 vehicle entrance fees using the 1391 collected amounts, there is no clear indication of what amounts will be passed to the municipalities or when the payments from GDMA would be received. Jalalabad is still preparing the budget.

Service Delivery Improvements

Solid Waste Collection

In January the collection volume increased by 914 cubic meters. The municipality's collection performance is summarized in the following table:

Waste Collection Summary

Municipality: Jalalabad

Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|--------------|-----------|------------|--------------|-----------------------|--------------|----------------------|--------------|---------------|------------|----------|-----------------------------------|----------------|-----------------|------------------|---------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) |
| 1 | - | 69 | 415 | - | 18 | 311 | 154 | 201 | 1,134 | 1,011 | - | - | - | 14.7 | 2.4 | 56.2 | 17.3 | 3.3 |
| 2 | - | 68 | 412 | - | 18 | 305 | 145 | 208 | 1,153 | 1,001 | - | - | - | 14.7 | 2.4 | 55.6 | 16.9 | 3.3 |
| 3 | - | 68 | 401 | - | 18 | 312 | 146 | 212 | 1,141 | 1,021 | - | - | - | 15.0 | 2.5 | 56.7 | 17.3 | 3.3 |
| 4 | - | 67 | 388 | - | 18 | 285 | 133 | 198 | 1,141 | 933 | - | - | - | 13.9 | 2.4 | 51.8 | 15.8 | 3.3 |
| 5 | - | 67 | 407 | - | 18 | 311 | 142 | 223 | 1,152 | 1,042 | - | - | - | 15.6 | 2.6 | 57.9 | 17.3 | 3.4 |
| Total | - | 339 | 2,023 | - | 90 | 1,524 | 720 | 1,042 | 5,721 | 5,008 | - | - | - | 74.7 | 2.5 | 278.2 | 84.7 | 3.3 |

Dosaraka - Fabreka Road Improvements Project

This month the final phase of this project was completed. The only remaining activity is the installation of light bulbs in each light pole and the final inspection and handover of the project to the municipality.



Painted curbstones along the median of the Dosaraka-Fabreka road in Jalalabad.

Economic Development and Revenue Generation

A total of 6,556 business license registration forms have been entered into the new database. In January, 216 new businesses were registered and invoices were printed and delivered to the business owners. A total of Afs 64,240 was collected in business license fees during the reporting period.

The Local Economic Development Plan for Jalalabad has been completed and translated into Pashto. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held last year.

After registering over 9,700 properties, the property registration survey activity has been suspended due to funding limitations. RAMP UP East has trained the municipal staff and Nahia staff on the use the new Safayi fee system to collect fees from the properties already registered. Fee collection started in Nahia 3 in December but the district manager stopped using the new system after issuing only 11 invoices. GDMA has been informed of this situation and is investigating the reasons.

Community Engagement

On January 9 the municipality conducted a citizen forum with the participation of 130 citizens (including 30 women) representing civil society, influential elders, the merchant council, and government line directorates. The forum was covered by the local RTA station. The main focus of the forum was on the prioritization of service delivery projects for 1392.

On January 14 two municipality officials and 2 persons representing the citizens participated in a radio roundtable. The Head of Municipal Engineering reminded the audience that the municipality needs citizens' cooperation in paying the *Safayi* tax so that the municipality is able to implement better projects for the citizens in the future.

Coordination

On January 14 the RAMP UP East team met with the USAID Governance Officer to provide a briefing on completed and ongoing activities supported by the project. On January 27 the RAMP UP East public finance advisor met with a USAID representative to discuss the municipality's progress in financial management and mechanisms to support district municipalities through the RAMP East supported mentoring program.



Meeting between RAMP UP East and USAID, January 14

ASADABAD MUNICIPALITY

PROVINCE: KUNAR

Capacity Building

Public Finance

Asadabad's budget is currently being reviewed by the RAMP UP East public finance team and is expected to be presented to the mayor in early February.

Public Service Delivery

Solid Waste Collection

Compared with the December 2012 figure, the volume of waste collected in Asadabad went down by 80 cubic meters, resulting in a backlog of over 50% of total waste generated during the period. The results during the month are summarized in the following table:

Waste Collection Summary

Municipality: Assadabad

Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|----------|-----------|------------|--------------|-----------------------|----------|----------------------|-----------|---------------|------------|----------|-----------------------------------|----------------|-----------------|------------------|----------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | Formal | Informal | Generated | Collected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol./Trip (m3) |
| 1 | - | 16 | 96 | - | 2 | 21 | 31 | 6 | 80 | 37 | - | 2 | 12 | 2.3 | 0.4 | 18.5 | 10.5 | 1.8 |
| 2 | - | 16 | 96 | - | 2 | 21 | 30 | 5 | 80 | 36 | - | 2 | 12 | 2.3 | 0.4 | 18.0 | 10.5 | 1.7 |
| 3 | - | 16 | 96 | - | 2 | 21 | 29 | 8 | 80 | 38 | - | 2 | 12 | 2.4 | 0.4 | 19.0 | 10.5 | 1.8 |
| 4 | - | 16 | 96 | - | 2 | 22 | 29 | 6 | 80 | 34 | - | 2 | 12 | 2.1 | 0.4 | 17.0 | 11.0 | 1.5 |
| 5 | - | 16 | 96 | - | 2 | 22 | 33 | 8 | 80 | 40 | - | 2 | 12 | 2.5 | 0.4 | 20.0 | 11.0 | 1.8 |
| Total | - | 80 | 480 | - | 10 | 107 | 152 | 33 | 400 | 185 | - | 10 | 60 | 11.6 | 0.4 | 92.5 | 53.5 | 1.7 |

The embedded advisor continued to assist in the monitoring of projects being implemented with municipal funding. These projects include the construction of a boundary wall for the women's park, a suspension bridge, and a public market. An evaluation of the RAMP UP East-funded gravel road protection wall was conducted a year after this project was completed. The reports showed that the structures are still in good condition and the direct beneficiaries of the project, the residents of Dam Kelay village, are satisfied with it. It was noticed, however, that the project's marble marker has been damaged.

Economic Development and Revenue Generation

On January 9 the municipality of Asadabad conducted an LEDP marketing workshop. The agencies that attended the workshop included the Directorate of Environmental Protection, Directorate of Women's Affairs, Director of the Business Guilds Council, the program manager of the Agriculture Directorate, representatives from UNAMA, the USAID-DFPO, representatives of UNDP/ASGP and representatives of the governor's office. The plan was well received and uploaded by the governor's office to the website of Kunar province (<http://kunar.gov.af/ps/page/6518>).

A total of 17 invoices for business licenses were printed during the reporting period and handed over to the business owners. All the businessmen deposited the billed amounts into the municipal bank account and received their licenses. The municipality collected Afs 6,800 in fees.

Asadabad has been very cooperative in implementing the Safayi fee billing and collection system. During the reporting month the municipality printed 166 Safayi fee invoices and delivered them to property owners. This resulted in Afs 465,294 in fees, which were deposited into the municipal bank account. Based on the municipality's successful implementation of the new system, RAMP UP East is planning to use part of the remaining funds for property registration to restart property surveying and complete registration of the remaining properties in the municipality.



Community Engagement

Municipal officials inaugurated the suggestion box that was placed outside the municipal compound on January 10. The mayor will address the suggestions and complaints received in the next citizen forum.

The Local Economic Development Plan of Asadabad was presented to local stakeholders on January 9

Coordination

On January 3, the RAMP UP East embedded public administration advisor and his municipal counterpart held a meeting with the director of women's affairs to encourage the DOWA to submit articles about women's rights, gender role and the importance of women's participation in public affairs for the municipal newsletter.

Asadabad's public outreach focal point, supported by the RAMP UP East public administration advisor, visited several local businesses to introduce the municipal newsletter and encourage them to use the advertisement page of the newsletter in return for a small fee to promote their business.

MEHTERLAM MUNICIPALITY

PROVINCE: LAGHMAN

Capacity Building

Public Finance

The Revenue Manager presented the actual revenue figures to the EDAC committee and discussed the lower than expected revenue collection and the future changes to the tariff structure of the business license and property registration fees. The municipality is still working to complete its revenue forecast and has started the budget preparation for code 21 and 22 in January.

Public Service Delivery

Solid Waste Collection

Slight decreases were recorded in the municipality's collection performance during the month. However, the backlog in collection remained significant, at about two-thirds of total waste generated. The performance of the municipality is summarized in the following table.

Waste Collection Summary

Municipality: Mehterlam

Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|-----------|------------|--------------|-----------------------|-----------|----------------------|------------|---------------|------------|----------|-----------------------------------|-----------------|------------------|-------------------|----------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | RUE | Mun. (No.) | Man-days | Vol./ Crew (m3) | Vol./ MDay (m3) | Vol./ Truck (m3) | Trip/ Truck (No.) | Vol/ Trip (m3) |
| 1 | - | 11 | 66 | - | 2 | 30 | 100 | 18 | 280 | 90 | - | - | - | 8.2 | 1.4 | 45.0 | 15.0 | 3.0 |
| 2 | - | 11 | 66 | - | 2 | 30 | 80 | 12 | 280 | 100 | - | - | - | 9.1 | 1.5 | 50.0 | 15.0 | 3.3 |
| 3 | - | 11 | 66 | - | 2 | 32 | 85 | 10 | 280 | 112 | - | - | - | 10.2 | 1.7 | 56.0 | 16.0 | 3.5 |
| 4 | - | 11 | 66 | - | 2 | 32 | 70 | 12 | 280 | 90 | - | - | - | 8.2 | 1.4 | 45.0 | 16.0 | 2.8 |
| 5 | - | 11 | 66 | - | 2 | 34 | 85 | 14 | 280 | 98 | - | - | - | 8.9 | 1.5 | 49.0 | 17.0 | 2.9 |
| Total | - | 55 | 330 | - | 10 | 158 | 420 | 66 | 1,400 | 490 | - | - | - | 44.5 | 1.5 | 245.0 | 79.0 | 3.1 |

Economic Development and Revenue Generation

The Local Economic Development Plan has been completed and translated into Pashto. RAMP UP East is now trying to arrange an internal meeting with the municipality to discuss the LEDP projects and preparations for the next LEDP marketing workshop.

Coordination

On January 13, the RAMP UP East Team Leader participated in a conference call with the UNAMA Governance Assistant. The team leader gave an update about RAMP UP support to the municipality in the areas of capacity building, service delivery, revenue generation and public outreach.

GARDEZ MUNICIPALITY

PROVINCE: PAKTIA

Capacity Building

Public Finance

The budget of Gardez was received by the governor and has been given administrative council approval. Unfortunately, the budget was subsequently rejected by GDMA due to issues with the pay and grade reserve calculations. The accounting manager from Gardez did not attend the training in Kabul, so he was not aware of the correct process. The embedded public finance advisor received the information from the Kabul office regarding the requirements of the pay and grade reserve calculations. The edited municipal budget was reviewed by the RAMP UP East public finance team and it is expected to be approved by GDMA in early February.



The planning manager of Gardez prepared the FY1391 activity report with the embedded finance advisor

Service Delivery Improvements

Solid Waste Management

The municipality of Gardez collected 323 cubic meters less solid waste than in the previous month, resulting in a backlog of 63% of the amount of waste generated. The results for the month of January are summarized in the following table.

Waste Collection Summary

Municipality: Gardez

Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|-----------|------------|--------------|-----------------------|------------|----------------------|------------|---------------|------------|----------|-----------------------------------|----------------|-----------------|------------------|----------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol./Trip (m3) |
| 1 | - | 18 | 108 | - | 3 | 50 | 74 | 25 | 390 | 145 | - | - | - | 8.1 | 1.3 | 48.3 | 16.7 | 2.9 |
| 2 | - | 18 | 108 | - | 3 | 52 | 70 | 27 | 390 | 154 | - | - | - | 8.6 | 1.4 | 51.3 | 17.3 | 3.0 |
| 3 | - | 18 | 108 | - | 3 | 50 | 73 | 27 | 390 | 149 | - | - | - | 8.3 | 1.4 | 49.7 | 16.7 | 3.0 |
| 4 | - | 18 | 108 | - | 3 | 43 | 62 | 24 | 390 | 134 | - | - | - | 7.4 | 1.2 | 44.7 | 14.3 | 3.1 |
| 5 | - | 18 | 108 | - | 3 | 43 | 62 | 24 | 390 | 134 | - | - | - | 7.4 | 1.2 | 44.7 | 14.3 | 3.1 |
| Total | - | 90 | 540 | - | 15 | 238 | 341 | 127 | 1,950 | 716 | - | - | - | 40 | 1 | 239 | 79 | 3 |

Landfill Construction Project

The temporary landfill in Gardez was completed this month. After a protracted dispute between the municipality and local tribes over the location of the landfill that dragged on for several months, work on the project was finished this month. The project includes a boundary fence, cells for waste disposal, a water test well to monitor environmental impact, and the placement of a small shed for the site management crew.

Economic Development and Revenue Generation

A total of 2,205 business license registration forms have now been entered into the municipal database. However, the municipality has not yet started the implementation of the new licensing system. Only when businessmen come to the municipality and request a new license produced by the RAMP UP system will the municipality use the system. During this reporting period the municipal staff printed 44 invoices and issued an equal number of licenses. They collected Afs 22,500 in fees.



The temporary landfill site in the municipality of Gardez

The first draft of the Local Economic Development Plan for Gardez has almost been completed. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held last year. The plan will be completed and translated into Pashto by the end of February.

Community Engagement

On January 9, the municipality conducted a citizen forum chaired by the mayor. Twenty nine citizens representing different tribes, civil society, the youth association, local media and line directorates attended the forum. The mayor expressed his appreciation for women's participation in the meeting and requested them to be a part of the citizen forum and encouraged them to bring more women to share their views in the monthly meetings.

Mrs. Nasrin Oryakhel, the Director of Woman Affairs, said: "On behalf of women, we are

ready to support the municipality to make the city beautiful and pay tax." She requested the mayor to build a family park for women and children only. The citizen forum was broadcasted by Milli TV, Shamsad, Lemar National Television and all local radio stations. The mayor talked about the municipality's service delivery projects that have been prioritized by the citizens. He also encouraged the participants to spread the word about the importance of timely payment of their Safayi fees.



The opening ceremony for the Gardez landfill project

Coordination

On January 6, the USAID OSM and the RAMP UP Gardez Team Leader visited the temporary landfill construction project. Later during the month, on January 16, the head of the municipal sanitation department and a representative of the governor's office joined the USAID OSM and RAMP UP East team in a follow-up visit to the completed project.



The USAID OSM and RAMP UP East staff during a visit to the temporary landfill site on January 6

KHOST MUNICIPALITY

PROVINCE: KHOST

Capacity Building

Public Finance

The embedded public works advisor met with the municipal engineering department and the accounting manager to request their assistance in reviewing the technical assessment reports (TARs) and in preparing estimates for the development budget. The public finance advisor encouraged the municipal accountant to base the development budget on the estimates from the TARs for those projects that were included in the municipal improvement plan (MIP). After a long debate, the accounting manager agreed to this process. The budget has now been completed and is under review by the mayor and the budget committee.

Public Service Delivery

Solid Waste Collection

There was a significant increase in collection volume in Khost this month by 724 cubic meters compared to the December 2012 figure. The municipality's accomplishments in solid waste collection are summarized in the following table:

Waste Collection Summary

Municipality: Khost

Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|-----------|------------|--------------|-----------------------|------------|----------------------|--------------|---------------|------------|----------|-----------------------------------|----------------|-----------------|------------------|---------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) |
| 1 | - | 17 | 102 | - | 4 | 80 | 96 | 70 | 360 | 217 | - | - | - | 12.8 | 2.1 | 54.3 | 20.0 | 2.7 |
| 2 | - | 23 | 138 | - | 4 | 85 | 66 | 76 | 357 | 247 | - | - | - | 10.7 | 1.8 | 61.8 | 21.3 | 2.9 |
| 3 | - | 23 | 138 | - | 4 | 83 | 75 | 76 | 354 | 265 | - | - | - | 11.5 | 1.9 | 66.3 | 20.8 | 3.2 |
| 4 | - | 21 | 126 | - | 4 | 69 | 64 | 70 | 350 | 225 | - | - | - | 10.7 | 1.8 | 56.3 | 17.3 | 3.3 |
| 5 | - | 17 | 102 | - | 4 | 50 | 55 | 71 | 355 | 217 | - | - | - | 12.8 | 2.1 | 54.3 | 12.5 | 4.3 |
| Total | - | 101 | 606 | - | 20 | 367 | 356 | 363 | 1,776 | 1,171 | - | - | - | 68.9 | 1.9 | 292.8 | 91.8 | 3.2 |

Economic Development and Revenue Generation

The Khost Local Economic Development Plan has been completed and translated into Pashto. On January 26 the LEDP was discussed with the mayor and his senior management team. The municipal team and their RAMP UP East counterparts are now preparing for the second LEDP marketing workshop. Bad weather has forced the postponement of this workshop.

The property registration survey has been completed in most of the city, and land and building values have been determined by the Provincial Development Committee. The municipality is now waiting for technical assistance from RAMP UP East to help it start printing invoices and collect Safayi fees.

A total of 10 business licenses were printed and delivered to shopkeepers in January, and Afs 19,270 was deposited in the municipal bank account.

Community Engagement

The Municipality convened a citizen forum on January 1 at the municipal meeting hall. The forum was attended by 22 citizens including 4 women and 8 youth. Engineer Mohammad Sharif, the deputy mayor, explained the process of the development of the Municipal Improvement Plan (MIP) for the year 1392. He requested the participants to prioritize the development projects. Participants discussed the projects and shared their priority needs with the municipal officials.

On January 3 the deputy mayor was interviewed by Wolas Ghag Radio. He focused on municipal development projects this fiscal year. He also talked about the projects that were prioritized by the citizens in the citizen forum.

The municipality of Khost published the 8th edition of its newsletter *Mili Ehsas* in 1,500 copies and distributed them to different government offices, citizens, civil society organizations, and NGOs. The newsletter includes articles on municipal development projects, procurement of equipment for the sanitation department, a request for public participation in the solid waste management of the city, environmental protection and a message from the mayor.



A message from the deputy mayor of Khost in the municipal newsletter

PULI ALAM MUNICIPALITY

PROVINCE: LOGAR

Capacity Building

Public Finance

the municipality of Puli Alam completed its draft budget and also supported two districts, Agha and Baraki Barak, in completing their budget. These budgets were presented on



The budget committee of Puli Alam reviewed the draft budget with the mayor

January 6 to the budget committee during the municipal administrative meeting. All budget committee members, especially the mayor, appreciated the budget preparation process this year. They commented on the modernization of the accounting system and the new form of preparing the budget based on functional areas. The mayor requested that the RAMP UP East public finance advisor provides his assistance for the preparation of the budget for Khoshi district and that he prepare a presentation for the community forum to present the draft budget. Following the budget committee meeting another meeting was held on January 14. The municipal administration manager and

accounting manager, assisted by the embedded advisor, presented the proposed budget for Puli Alam and the three district municipalities. The participants focused on the Puli Alam municipal operational and development budget. The accounting manager and public finance advisor explained how the functional budget was prepared in such a way to enable the municipality to calculate the cost of providing specific services. They also explained how the development budget was prepared based on the technical assessment reports (TARs) for each of the projects identified in the MIP which had been presented at the citizen's forum. At the end of the meeting, the deputy governor noted his appreciation for the budget preparation and his hope for the successful implementation of the development projects. The budget already received the approval of the provincial administrative council and of GDMA. It will now be sent to the Ministry of Finance and the Tashkeel to the Office of Administrative Affairs.

Service Delivery

Solid Waste Collection

The municipality's collection performance continued to decline during the month of January. The collection volume was down by 42 cubic meters and the collection backlog was almost half of the total amount of waste generated during the period. The municipality's collection performance is summarized in the table below:

Waste Collection Summary
Municipality: Pul-i-Alam
Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|--------------|-----------------|------------|------------|-----------|------------|--------------|-----------------------|------------|----------------------|------------|---------------|------------|----------|-----------------------------------|----------------|-----------------|------------------|---------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | Formal | Informal | Generated | Collected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol/Trip (m3) |
| 1 | - | 9 | 45 | - | 2 | 10 | 50 | 17 | 80 | 37 | - | - | - | 4.1 | 0.8 | 18.5 | 5.0 | 3.7 |
| 2 | - | 7 | 36 | - | 1 | 10 | 36 | 12 | 75 | 27 | - | - | - | 3.9 | 0.8 | 27.0 | 10.0 | 2.7 |
| 3 | - | 9 | 54 | - | 2 | 12 | 55 | 22 | 70 | 48 | - | - | - | 5.3 | 0.9 | 24.0 | 6.0 | 4.0 |
| 4 | - | 9 | 36 | - | 2 | 8 | 44 | 11 | 70 | 32 | - | - | - | 3.6 | 0.9 | 16.0 | 4.0 | 4.0 |
| 5 | - | 9 | 45 | - | 2 | 10 | 52 | 38 | 70 | 52 | - | - | - | 5.8 | 1.2 | 26.0 | 5.0 | 5.2 |
| Total | - | 43 | 216 | - | 9 | 50 | 237 | 100 | 365 | 196 | - | - | - | 21.8 | 0.9 | 98.0 | 25.0 | 3.9 |

Fruit and Vegetable Construction Project

Due to the winter season, work on the Fruit and Vegetable Market Construction Project was suspended on December 12. Prior to the suspension the following activities were completed: site preparation; excavation for buildings 1 and 2; poured concrete and reinforced concrete for the footing and foundation of buildings 1 and 2, and; reinforced concrete columns for building 1. Work is scheduled to restart in early March.



Work on the footing and foundations of the Fruit and Vegetable Market Construction Project in Puli Alam.

Economic Development and Revenue Generation

The Local Economic Development Plan for Puli Alam has been completed and sent out for translation into Pashto. This document contains a substantially updated economic profile for the municipality together with materials produced from earlier LEDP workshops.

All businesses within the municipal area have been registered and entered into the municipal business license database. During the month of January 12 licenses were printed and delivered to shopkeepers, with Afs 13,579 deposited in the municipal bank account.

Community Engagement

On January 13 the municipality of Puli-Alam convened a citizen forum in the municipal meeting hall. The forum was attended by 30 citizens, including 11 women and 5 youth. The municipality shared the proposed annual budget for FY1392 with the citizens and the mayor briefed the citizens on the proposed new projects. He discussed the notice boards that the municipality will install in different locations so that citizens have better access to information about the municipality.



Participants at the citizen forum in Puli Alam, January 13

SHARANA MUNICIPALITY

PROVINCE: PAKTIKA

Capacity Building

Public Finance

The budget of the municipality of Sharana was submitted to and approved by the governor and the administrative council. However, it was subsequently rejected by GDMA due to issues with the pay and grade reserve calculations. The accounting manager of Sharana participated in the training by GDMA, but he did not fully understand the new process. The RAMP Up East team advised the municipality on the correct calculation of the pay and grade scale and on validating all other budget numbers. Before the RAMP UP East advisors could review the budget, the municipal accounting manager resubmitted the incorrect budget to GDMA. The accounting manager and the mayor also chose to remove the proposed funding for the solid waste management program from the FY1392 budget and to use different revenue figures than had previously been calculated. The budget submitted to GDMA does not reflect the revenue forecasting, functional budgeting, or actual accounting records prepared by the advisors and municipal accounting manager. GDMA contacted RAMP UP East in Kabul to ask why the Sharana budget had been sent with the same errors. The RAMP UP East public finance manager met with GDMA to discuss the ongoing issues with Sharana and GDMA is considering how to respond.

Service Delivery Improvements

Solid Waste Collection

The municipality maintained the same level of waste collection as during the previous month. Its performance is summarized in the following table:

Waste Collection Summary
Municipality: Sharana
Month: January 2013

| Week | Collection Crew | | | Trucks | | | No. of Sites Serviced | | Volume of Waste (m3) | | Landfill Crew | | | Collection Performance Indicators | | | | |
|-------|-----------------|------------|----------|-----------|------------|--------------|-----------------------|-----------|----------------------|------------|---------------|------------|----------|-----------------------------------|----------------|-----------------|------------------|----------------|
| | RUE (No.) | Mun. (No.) | Man-days | RUE (No.) | Mun. (No.) | No. of Trips | For-mal | Infor-mal | Gene-rated | Col-lected | RUE | Mun. (No.) | Man-days | Vol./Crew (m3) | Vol./MDay (m3) | Vol./Truck (m3) | Trip/Truck (No.) | Vol./Trip (m3) |
| 1 | - | 7 | 42 | - | 1 | 11 | 45 | 7 | 55 | 32 | - | - | - | 4.6 | 0.8 | 32.0 | 11.0 | 2.9 |
| 2 | - | 7 | 42 | - | 1 | 9 | 41 | 6 | 55 | 28 | - | - | - | 4.0 | 0.7 | 28.0 | 9.0 | 3.1 |
| 3 | - | 7 | 42 | - | 1 | 11 | 47 | 7 | 55 | 33 | - | - | - | 4.7 | 0.8 | 33.0 | 11.0 | 3.0 |
| 4 | - | 7 | 42 | - | 1 | 12 | 51 | 5 | 55 | 36 | - | - | - | 5.1 | 0.9 | 36.0 | 12.0 | 3.0 |
| 5 | - | 7 | 42 | - | 1 | 11 | 55 | 6 | 55 | 33 | - | - | - | 4.7 | 0.8 | 33.0 | 11.0 | 3.0 |
| Total | - | 35 | 210 | - | 5 | 54 | 239 | 31 | 275 | 162 | - | - | - | 23.1 | 0.8 | 162.0 | 54.0 | 3.0 |

Fruit and Vegetable Market Construction Project

The mobilization and site preparation for the Fruit and Vegetable Market Construction Project in Sharana has been completed, but construction of the fence has been stopped due to the winter season. The feasibility study for the addition of a 4th market building was completed and approved by USAID. Construction will begin as soon as the procurement process is complete and weather permits.



Excavation for the footing of the market buildings in Sharana

Economic Development and Revenue Generation

The Sharana Local Economic Development Plan will be completed by the end of February. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop.

The municipality will begin collecting business license fees again in February. At present all businesses have valid licenses.

PARUN MUNICIPALITY

PROVINCE: NURISTAN

Community Engagement

On January 1, the mayor of Parun convened the first citizen forum in the governor's compound. The forum was attended by 67 local residents including elders, religious scholars and representatives from line directorates and the governor's office. The citizens requested the assistance of the government and international donors for the implementation of construction projects, such as the gravelling and asphaltting of roads, drainage ditches, street lighting, hydropower, and the provision of drinking water for Parun residents. The mayor talked about the responsibilities and functions of the municipality, the limited sources of revenue, and municipal fees. After the forum the mayor shared a list of the prioritized projects with RAMP UP East.



Parun citizen forum, January 1

ANNEX 3 – COMMUNITY ENGAGEMENT ACTIVITIES

| Municipality | Citizen Forum | | | Newsletter | | Radio Programs / Media Outreach | | Notice Board | | Opening / Handover Events | |
|------------------------|---------------|------------|-----------|------------|----------------------|---------------------------------|-------------------|--------------|-----------|---------------------------|-----------------|
| | Number | Attendance | | Number | Total Number to Date | Number | Length of Program | Number | Status | Number | Name of Project |
| | | Male | Female | | | | | | | | |
| Bamyan (Bamyan) | 1 | 15 | 1 | 0 | 10 | 2 | 40 | 0 | 0 | 0 | 0 |
| Ghazni (Ghazni) | 1 | 16 | 4 | 0 | 7 | 1 | 50 | 4 | 4 | 0 | 0 |
| Maidan Shar (Wardak) | 0 | 0 | 0 | 0 | 8 | 1 | 15 | 4 | 2 | 0 | 0 |
| Jalalabad (Nangarhar) | 1 | 100 | 30 | 0 | 9 | 1 | 20 | 1 | 1 | 0 | 0 |
| Assadabad (Kunar) | 0 | 0 | 0 | 0 | 15 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mehterlam (Laghman) | 1 | 20 | 0 | 0 | 1 | 0 | 1 | 5 | 0 | 0 | 0 |
| Charikar (Parwan) | 1 | 23 | 3 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mahmud-i-Raqi (Kapisa) | 1 | 26 | 4 | 0 | 7 | 1 | 60 | 0 | 0 | 0 | 0 |
| Panjshir (Panjsher) | 0 | 0 | 0 | 0 | 1 | 1 | 60 | 0 | 0 | 0 | 0 |
| Gardez (Paktya) | 1 | 27 | 2 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pul-i-Alam (Logar) | 1 | 24 | 11 | 1 | 22 | 0 | 0 | 1 | 1 | 0 | 0 |
| Sharana (Paktika) | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Khost (Khost) | 1 | 18 | 4 | 1 | 8 | 1 | 15 | 3 | 3 | 0 | 0 |
| Parun (Nooristan) | 1 | 67 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 10 | 336 | 59 | 2 | 100 | 8 | 261 | 18 | 11 | 0 | 0 |

ANNEX 4 – MUNICIPAL CONFERENCE ISSUES SUMMARY

Municipal Government Administration

Issues

One of the constraints for a more effective and efficient municipal operations is the absence of a well-defined municipal government organizational structure, functional descriptions of units comprising the municipal government structure, and job descriptions and qualification requirements for the various positions in the *tashkeel* collective known as Terms of Reference for Municipalities. Municipalities are facing difficulties in recruiting qualified personnel given the present low salary ranges they are allowed to pay. The problem is especially severe in the case of engineers, which is the reason why many municipalities have not been able to implement, by themselves, many infrastructure improvement projects included in their development budgets.

Sometime in the past GDMA sent a circular to municipalities to hire engineers beyond the existing salary ranges in what is termed in the government's pay and grading system as 'super scale'. This measure, however, was later disallowed by IDLG.

Conclusions

The implementation of the public administration reform (PAR) program in municipalities is ongoing. The program will allow municipalities to recruit qualified personnel through an open, competitive process and offer them much higher salaries based on the national government's pay and grading system.

In addition, GDMA has asked and will continue to urge donors to help municipalities in coping with the shortage of engineers. Cited as an example was the assignment of qualified engineers to some municipalities by and under the payroll of UNDP's Afghanistan Sub-National Governance Program (ASGP). In developing the capacity of municipal governments, GDMA/IDLG is not working alone. Parallel and complementary efforts are being undertaken expended by other central government agencies, such as the Independent Administrative Reform and Civil Service Commission (IARCSC).

Some donor-assisted projects have resorted to capacity substitution, with their experts performing municipal engineering functions. The expectation is that knowledge and skills transfer will somehow transpire with their experts working side by side with and providing both formal and on-the-job training to municipal employees.

In its presentation, RAMP UP East unveiled a plan to 'walk through' concerned municipal officials along the various stages of the project lifecycle in implementing their development projects for 1392. The main thrust of the plan is to enable municipalities to outsource engineering functions and tasks and properly manage external services in such stages as design, construction and construction supervision, and closedown and handover. The inception of each stage of the project lifecycle will be preceded by formal/classroom training/orientation, which will then be followed by on-site coaching. Each municipality will be asked to select a 'live' project from its 1392 approved development budget, which will be the focus of technical assistance. The implementation of the plan had already been started late last year with the formulation of Municipal Improvement Plans (MIPs) and the further detailing of the projects in the MIPs through the preparation of Technical Assessment Reports (TARs).

GDMA promised to circulate the municipal TORs as soon as possible.

Financial and Assets Management

Issues

GDMA observed that many municipalities do not have proper office buildings yet. At the same time, it pointed out that a significant number of municipalities collected a mere 27% of their revenue forecasts and spent only about 30% of their development budgets for 1391 in spite of instructions from GDMA that disbursement should at least be 50%.

On the other hand, mayors raised the issue of the further erosion of their revenue-generating capacity with the recent decision of the central government to take over the collection of the city entrance fees imposed on motorized vehicles entering municipal boundaries. While the collections are supposed to be distributed back to municipalities through GDMA, no rules have so far been promulgated to govern such redistribution to allay the apprehensions of municipalities that they will completely and permanently be deprived of this revenue source. In some municipalities, the share of city entrance fees to total revenue reaches as high as 10%.

Municipalities are still plagued by the problem of land grabbing and illegal use/occupancy of municipal properties often perpetrated by high-ranking national and provincial government officials. Due to national government restrictions, such as on the rental of residential flats, municipalities are also constrained in their ability to raise more revenues from municipal assets.

Governors continue to interfere in the affairs of municipal governments. Such interference does not only occur in procurement, but can go as far as asking municipalities to finance the governors' pet projects.

Conclusions

RAMP UP East presented a budgeting and budget execution system. The system consisted, on the one hand, of procedures for a more realistic revenue forecasting based on estimated revenue base, applicable tariff, collection coverage, and collection efficiency. On the other hand, it makes use of the concept and guidelines of performance-oriented expenditure budgeting wherein cost estimates are determined only after the sequential steps of defining outcomes, selecting outputs from a range of possibilities within a given outcome, identifying the processes involve in delivering the outputs and achieving the outcomes, and finally quantifying the required inputs.

GDMA is of the view that the RAMP UP system results in realistic revenue and expenditure forecasts and in budgets that the municipalities can execute. The GDMA Director General, with the concurrence of its Head of Fiscal and Assets Management, then urged all municipalities to apply the system.

GDMA informed the forum that a decision on the city entrance fees will be reached soon and this will be circulated to all municipalities.

GDMA informed the forum that the central government has constantly been alerted about and is fully aware of the land-grabbing problem in municipalities. As a first step in solving this problem, the government has published a list of known land grabbers to discredit them and to put a stop to the practice. Still, if municipalities continue to face the problem, then they should report to GDMA, which promised to promptly report it to higher authorities in IDLG.

As to the rental of residential flats, municipalities are required by law to provide free flats and charge low rent for indigents and low-income families. GDMA encourages municipalities to instead focus on improving their revenue intakes from the Safayi Tax through the expansion of collection coverage areas and increase in collection efficiency. At the same time, municipalities were warned not to achieve increases in collection by increasing land and

property values against which the tax is assessed as this will only encourage powerful and wealthy individuals to accumulate more land holdings for speculative purposes.

GDMA has time and again explained to governors the limits of their roles and responsibilities in municipal governance. This issue is not only common to municipalities but likewise to central government line departments. GDMA will continue its efforts to hold the governors within the boundaries of influence allowed by existing laws and regulations. Furthermore, it is foreseen that this issue will finally be resolved with the enactment of the new Law on Municipalities, which defines in clear terms the relationship between the governors and the municipal government administrations. The draft of the law is now with the Ministry of Justice for review and subsequent submission to the Council of Ministers and the National Parliament.

Development Planning and Implementation

Issues

As confirmed by the IDLG Deputy Minister for Policy and Technical, in his opening/welcome remarks, master plans are essential for the sustained development of municipalities. While the majority already have and are implementing such plans, a good number of municipalities still do not have them.

Municipalities have faced many challenges of the master plans even these had already received approval from higher level government authorities. One of the biggest challenges is the strong resistance from private property owners, for example, for the establishment of cultural heritage areas and green zones, where physical development/construction is restricted. In some cases, the personal safety of municipal authorities has been threatened when they insisted on implementing the master plans, demolishing structures in areas where development is not allowed. It was thus brought up if the municipalities will be permitted to organize their own security forces.

RAMP UP East is assisting municipalities in formulating medium-term local economic development plans (LEDPs). Municipal officials however claimed that these plans have never been shared with them.

Conclusions

The Deputy Minister enjoined GDMA to provide maximum support to municipalities for them to achieve self-sufficiency.

If municipal governments have security concerns, these should be reported to GDMA so that it can coordinate and work with the Ministry of Interior (MOI) for the provision of security assistance.

In its presentation, RAMP UP East traced the participatory process of preparing the LEDPs for each municipality, which included workshops participated in by all stakeholders to explain the purpose and uses of an LEDP document, analyze the existing situation in a municipal profile, arrive at a consensus on the municipality's long-term development thrust and medium-term strategic objectives, and finally identify and prioritize investment projects for the next five years. On this basis, the LEDP was then drafted. The presentation likewise positioned the LEDP document as an instrument for mobilizing the community and the private sector for economic growth and revenue enhancement.

The draft LEDPs have already been shared with the mayors of Charikar, Maidan Shahr, and Asadabad as well as GDMA officials. This will then be followed shortly by a workshop where the LEDP will be presented to all stakeholders, including donors and private companies. This consultative process will be observed in all other RAMP UP East municipalities.

In a later remark, GDMA underscored the importance of community and private sector participation not only in hastening local development but also in promoting good governance in municipalities. It then encouraged municipalities to continue and expand existing initiatives in engaging all stakeholders in municipal affairs.

Liaison between GDMA and Municipalities

Issue

Annual conferences are too far apart to serve as an effective forum for liaison between GDMA and the municipalities. It has been suggested that a quarterly meeting, on a national and regional scale, be held between GDMA and the municipalities.

Conclusions

GDMA is continuing its program of visiting municipalities to see for itself the conditions on the ground. It also agreed to the suggestion that a quarterly meeting be held. It informed the forum that the highest echelons in the IDLG hierarchy are receptive to the idea.