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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: JULY 2011



The USAID-funded 300m Dam Kelay Protection Wall Project in Asadabad will provide flood protection for local residents

July 2011

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Contents

ABBREVIATIONS & TERMS	II
MONTHLY HIGHLIGHTS	1
MUNICIPAL PROGRESS REPORTS	3
Kabul Area: Maidan Shar, Bamyan, Ghazni	3
Charikar Area Overview: Charikar, Bazarak, Mahmud Raqi	13
Jalalabad Area Overview: Jalalabad, Mehterlam, Asadabad	18
Gardez Area Overview: Puli Alam, Khost, Sharana, Gardez	27
Central Support office Municipal Capacity Development Activities	34

ABBREVIATIONS & TERMS

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

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

Terms

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

MONTHLY HIGHLIGHTS

Service delivery projects restarted

Municipal infrastructure and service delivery projects supported by RAMP UP East were temporarily suspended in July due to funding constraints. By the middle of the month the issue had been resolved and the green light was given for the restart of the projects.

In a number of RAMP UP East supported municipalities the second phase of the solid waste management (SWM) projects commenced. For example, in Maidan Shar 18 laborers were mobilized including two foremen to start trash collecting in commercial and residential areas of the city. In Charikar, the solid waste collection project employs 29 daily wage workers. The total volume of waste collected daily from 167 drop off points is approximately 45 m³ per day or 270 m³ per week. The procurement of equipment and machinery for the SWM projects is also in process.



After a brief suspension in July due to funding constraints service delivery projects have restarted in all municipalities.

The need for solid waste collection programs has been repeatedly stated by local citizens in needs assessment surveys, citizen forums and other public consultations. The support for SWM in the first year of RAMP UP East has had a positive impact on citizen satisfaction with their municipal government, and is also reflected in municipal tax collection. For instance, in the Municipality of Maidan Shar the revenue from the collection of Safayee taxes (mainly used for trash collection and city cleaning) has increased by 20%.



Debris removal in Charikar, July 2011

Homes of Asadabad residents to be protected against flooding

The Asadabad Dam Kaley retaining wall project was selected by residents and village councils during local community consultations. This infrastructure project consists of the construction of a 300 meters long retaining wall alongside the Dam Kaley stream that traverses the village and it will protect 1,200 houses against seasonal flooding.

By the end of July, more than 80% of the construction was completed and the project has provided 1,780 person days of work for local laborers.



Progress on the construction of the Dam Kaley protection wall in Asadabad.

Sharana will get first public latrine facilities

The two RAMP UP East-funded public latrine construction projects in Sharana were temporarily suspended on July 12 due to the aforementioned budget limitations. Construction work restarted on July 21.

The latrines will have designated areas for women and men and will be constructed on an 82 sqm area located in the vicinity of the public hospital in Sharana. Each latrine will have 10 toilet cubicles – six for men and four for women – with separate access. One of the stalls will be suitable for use by the handicapped. In addition, a 3 x 5 meter wide septic tank will be constructed for the safe storage of septic waste, and a 3,000 liter water tank and a 3 KW generator will be installed.



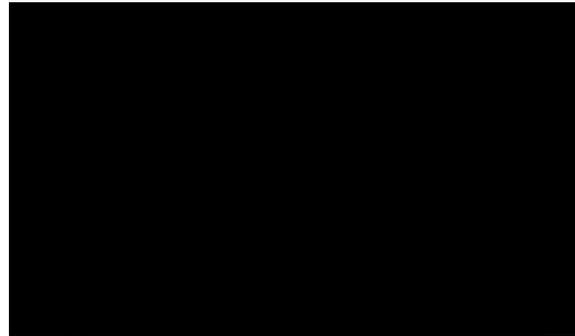
Ongoing construction of the RAMP UP East-funded public latrines project in Sharana

Promoting active community participation through Citizen Forums

In July citizen forums were held in many of the RAMP UP EAST-supported municipalities.

For example, the Deputy Mayor of Mehterlam convened a meeting with 29 participants including women, youths, shopkeepers and market vendors. The local media, a USAID representative and RAMP UP East team were also present. The pollution of the environment with plastics bags was one of the topics of discussion and the promotion of reusable cloth bags and recycling were offered as alternatives.

Proactive measures like these to prevent pollution are increasing public awareness of the adverse effects of plastics through local radio and TV, in mosques, school campaign and other public venues.



Mehterlam Deputy Mayor discusses the importance of public infrastructure maintenance with citizens, July 27

MUNICIPAL PROGRESS REPORTS

KABUL AREA: MAIDAN SHAR, BAMYAN, GHAZNI

MAIDAN SHAR MUNICIPALITY

Province: Wardak

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

The second phase of solid waste collection project started in Maidan Shar on July 31. The total number of laborers working on this project is eighteen including two foremen. The procurement of equipment and machinery for the project is in process.



The need for the project has been stated by citizens in different citizen forums. The first phase of the project has had a positive impact on citizen satisfaction from the Municipality

of Maidan Shar. Since the start of the project the municipal revenue from collecting Safayee fees has increased by 20%.

The second phase of the waste management project started and the laborers are collecting solid waste from the city

The concept note for the side walk project has been developed and the Site Engineer is working with the municipal Engineering Department to complete the design of the project. Also, the preliminary site survey for the asphalt road construction project has been completed.

The revised design of Maidan Shar's Women's and Children's Park has been submitted to the RAMP UP East Engineering Department in Kabul for final review.

The RAMP UP East Engineer and Public Works Advisor, together with the M&E Specialist, have evaluated the 1,100m Ditch Construction Project and the Solid Waste Collection Project, which were completed last year in Maidan Shar. Citizens were asked regarding the quality, impact, and effectiveness of the two projects and the future need for similar projects. Citizens appreciated the solid waste collection project and expressed the need for greater collaboration between Municipality and shopkeepers on decisions and prioritization of public infrastructure and service delivery projects. The results of the project evaluation will be shared with the Municipality.



The RAMP UP East M&E Specialist and Site Engineer interviewing citizens about the impact of USAID-funded projects on their daily lives.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

The Finance and Accounting Departments of Maidan Shar continued to receive on-the-job training from the RAMP UP East Public Finance Advisor on the development of the municipal budget, performance-based budgeting, budget/salary estimation for new staff, and the Ministry of Finance budget regulations and requirements. The municipal finance staff prepared the first quarter expenditure report for submission to IDLG.



The RAMP UP East Public Finance Advisor working with his counterpart on preparation of the first quarter report.

The municipal finance and accounting staff along with the Public Finance Advisor participated in a 2-day Revenue Forecasting training in RAMP Up East's Kabul office.

With the support of the Public Works Advisor, the Municipality of Maidan Shar developed the solid waste collection plan for the second year of RAMP UP East. The team also identified the sites for placement of new concrete trash bins in residential areas and 25 mobile trash bins in other designated areas inside the markets and bazaar. The GPS coordinates of the identified sites were recorded and added to the plan. The municipal Public Works Officer with support from the RAMP UP East embedded advisor developed an operation and maintenance plan for the Municipality's public latrine project.

The public latrine construction was delayed, but the Municipality expects construction to begin in the near future. The Public Works Advisor also worked with his counterpart to develop a checklist for regular maintenance of municipal facilities (parks, latrines, vehicles, ditches, municipal buildings and streets). Both the RAMP UP East advisor and his counterpart participated in a three-day operations and maintenance training session in Kabul. The training session organized by RAMP UP East introduced municipal staff to basic operations and maintenance implementation activities.



The Public Works Advisor and his municipal counterpart developed a checklist for the maintenance of the municipal building

The municipal Economic Development Department, with support from RAMP UP East, prepared the first quarter report of 1390 for IDLG. The registration of city-owned shops was completed and data collected during the registration is being analyzed for classification. This is in addition to the collection of primary data for the Municipality's 5-year development plan. The on-the-job training of municipal counterpart also included basic computer training.

CORE SKILLS TRAINING AND IMPACT

The Public Administration Department of Maidan Shar, with the support from RAMP UP East, collected and developed data for the next issue of the newsletter and designed new identification cards for municipal staff.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH CITIZEN ENGAGEMENT AND PARTICIPATION

Maidan Shar hosted a citizen forum on July 26 in the Gorbat Hotel. The forum was attended by 84 persons, including three women, representative of shopkeepers and municipality employees. In his opening remarks the Mayor said: “Last week we talked about the election of representatives for the shopkeepers; the citizen forum is the best place to do that.” He continued that at the moment there are some 200 shopkeepers who share their individual problems with the municipality; it is very difficult to meet with and hear the problems of every shopkeeper. To make sure that the Municipality can address the needs and concerns of all, the shopkeepers must be classified and their representatives be elected. He added that all shopkeepers should register with the Municipality. Candidates should express their interest and an election will take place where different classes of shopkeepers can elect their representatives in a free and fair manner. The elected representatives will be responsible for discussing their constituencies’ problems, concerns and demands with the Municipality.



The Mayor of Maidan Shar speaks about the shopkeepers’ class representation.

One shopkeeper, Dr. Waziri, informed the mayor that the shopkeepers will form a union so that they can formally inform the Municipality of their problems. Mr. Waziri also suggested that the shopkeepers will present a donation box and the contributions made by shopkeepers will be used for emergency needs.

INTERGOVERNMENTAL RELATIONS

On July 18 Halim Fidai, the Governor of Maidan Wardak, visited the Municipality and held a meeting with municipal and RAMP UP East staff. The RAMP UP East Team Leader briefed the Governor on the status of projects supported by USAID.

On behalf of the municipal staff, the Administrative Manager briefed the Governor on the skills learned from the RAMP UP East advisors and highlighted the importance of the citizen forum. He said that the citizen forums have helped establish a relation of trust between the Municipality and the citizens.

The Governor asked RAMP UP East to support the Municipality in the following area:



The Governor of Maidan Wardak met with municipal staff and the RAMP UP East team in the Mayor’s Office

1. Assist in the reactivation of the water supply system including the installation of new pipes. The water supply system will supply water to governmental organizations, parks, , the bazaar and residential areas;
2. Assist the Municipality in preparing the municipal five-year plan;
3. Construct a public park in the Maidan Shar main square;
4. Facilitate a free and fair election process so that the Maidan Shar shopkeepers can elect their representatives.

At the moment the Governor's office is in the process of collecting data for the preparation of a 5-year development plan for the province. The Governor requested the Mayor with the support of the RAMP UP team to prepare the municipal 5-year plan as soon as possible.

GHAZNI MUNICIPALITY

Province: Ghazni

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

In July, the Ghazni municipal engineering team surveyed the proposed transport terminal project site located 7km from the main city near Rawz-e-Mubark on GT road/Ghazni to Kabul. The initial design, bill of quantity (BOQ), project cost estimation, and site planning have been completed. Although there is some uncertainty about the availability of USAID funding for this project the plans and designs may help the Municipality find



other sources of funding, including from the national government. Meanwhile, the Municipality and RAMP UP East have started an assessment of other potential service delivery projects that could be supported by RAMP UP East.

Identifying the GPS coordinates of the potential transport terminal project site

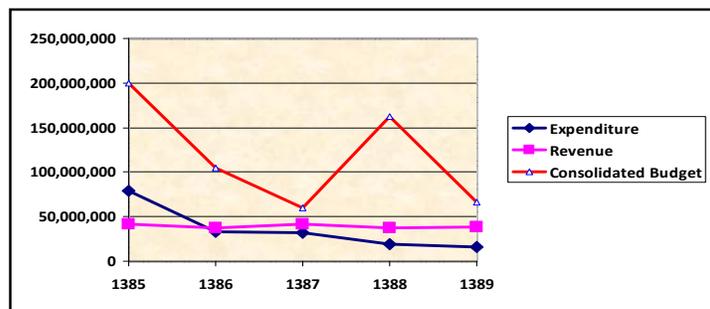
MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The Accounting Department, with support from RAMP UP East, prepared an annual action plan.

The municipal finance and accounting staff continued to receive on-the-job training in the following areas: computerization of municipal payment and payroll systems, revision of the municipal accounting manual; development of a municipal comparative revenue chart, expenditures and consolidated budget, municipal financial audit report; and principles of debit and credit.



Public Works

The municipal public works staff received on-the-job training and technical assistance in developing a checklist for regular inspection and maintenance of streets and parks. Checklist are the first step towards more formal planning and scheduled implementation of public works activities. Moreover, the Ghazni public works employees received in-house training on the use of GPS devices while working with RAMP UP East technical staff to identify the GPS coordinates of formal and informal solid waste drop off locations throughout the city. These GPS coordinates will enable the Municipality to plan for regular trash collection, calculate service cost and develop a budget to sustain the cleaning services in the city.

The RAMP UP East Public Works Advisor helped his municipal counterparts to design and draw a boundary-wall for the municipal building that will be funded by the PRT. The municipal tree planting, greenery and irrigation plans are also being developed. The implementation of these projects will build people's confidence and improve the Municipality's service delivery to citizens. The municipal counterparts were also trained in AutoCAD engineering application and GPS systems. Such trainings will improve their capacity in project planning, design and estimation.



Municipal cleaning team prepares to clean city ditches.

From 25-27 July, the municipal public works officers participated in a 3-day training on operations and maintenance checklists and task review process for municipal services. The training was held in Kabul and will enable the municipal staff to prepare a checklist for the maintenance of streets and public parks and other infrastructure.

Economic Development

The Economic Development Department of the Municipality received on-the-job training in computerization of tax collection forms and templates, business license documents, and the identification of new revenue sources for the Municipality.

Revenue Generation

The Ghazni municipal Revenue Officer received training on the business registration database (developed by RAMP UP-East), computerization of municipal revenue sources.



On-the-job training in business registration database.

CORE SKILLS TRAINING AND IMPACT

The RAMP UP East Public Administration Advisor assisted his municipal counterparts in collecting and analyzing data for the municipal newsletter (Payam-e-Shahr) and mentored them in conducting and facilitating the citizens forum held on 13 July.

The public administration advisor also provides regular training in basic administrative management skills, English language and computer applications e.g. MS Word, Excel & Power point.

Information Technology Training

At the request of the Municipality, all municipal embedded advisors provide regular basic IT training to their municipal counterparts in MS Office software including MS Word and Excel.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

The Municipality of Ghazni published the second issue of the local newsletter, Payam-e-Shahr, in 1,000 copies. This edition was sponsored by Bakhtar Gurbat Karwan Group. The newsletter will help the Municipality communicate with local citizens and share information about the Municipality's achievements, plans and services.

MUNICIPAL PUBLIC RELATION AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

On July 13 the Municipality conducted a citizens forum. Some 30 participants including a provincial council member, a representative of the Governor's office, the Department of Women's Affairs, local government line directorates, the youth association, local community elders, business associations, shopkeepers and local citizens participated in the forum.



Four women participated in the forum.

The main issues discussed in the forum included: city cleanliness, solid waste collection, payment of taxes, municipal business licenses, and transparency. The Mayor encouraged the participants to share their suggestions on how to keep the city clean. He stated: "No municipality in the world can succeed in keeping the city clean without cooperation of its residents. The proud residents of the beautiful city of Ghazni should join hands to make it an exemplary city for cleanliness."

Ghazni has a comprehensive solid waste management program, including weekly solid waste collection, weekly curbside trash, yard waste, and bulky waste collections throughout the city. The cooperation and participation of the citizens in these services helps the Municipality provide solid waste management services in an environmentally sensitive and efficient manner.

Community elder Ms. Marzia Rahim (provincial council representative) said: "Anyone doing business in the city must have a business license from the Municipality and Community Development Department. This includes stores, shops, industrial operations and home offices, as well as contractors and other businesses located in the city."

The acting Mayor (Mr. Abdul Basir) also explained the tax regulations and the mutual benefits of paying taxes to the government and the public.

RAMP UP EAST – USAID COORDINATION

On July 12, the USAID DFPO, Hafizullah Sherzai, visited the RAMP UP East municipal office to discuss the status of the program in Ghazni.

BAMYAN MUNICIPALITY

PROVINCE: BAMYAN

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Construction of the Bamyan sidewalk project, which was suspended on July 4, restarted on July 18. By the end of July about 60% of the project had been completed.

The second phase of the solid waste collection project of Bamyan commenced on July 25. The first project site, Sar-e-Bazaar, was identified by the mayor. Sixteen laborers with two foremen are working on this project.



Installation of mosaic tiles along the main road in the bazaar area in Bamyan

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Works

The Public Works Department of the Municipality received training and mentoring from RAMP UP East staff on how to properly measure different geometric shapes (length, area, volume and weight formulas) and how to develop cost estimates for different types of infrastructure projects.

Also with support from RAMP UP East, the Public Works staff completed checklists for three municipal latrines. Citizens had complained that, although the Municipality charges 2Afs for the use of the facilities, there is usually no water and the latrines are not cleaned and maintained properly. The development and implementation of a checklist and maintenance schedule will help address these complaints.

Economic Development

Bamyan conducted a survey to determine the revenue generated from shops owned by the Municipality that are rented out. The report concluded that the rent was very low compared to the shops owned by the private sector. The findings of the survey were shared with the provincial council members, shops' representatives, and municipal staff to discuss and revise the rent. The following was decided:

In the Fruit market: The rent of first class shops will be increased from 800Af to 1600 AFs; The rent of second class shops will be increased from 700Afs to 1400Afs; and the rent of third class shops will be increased from 600Afs to 1200Afs.

In the Titanic Market: The rent of first class shops will be increased from 700Afs to 800Afs; and the rent of second class shops from 600Afs to 700Afs.

The municipal Economic Development Department staff received on-the-job training and mentoring support in the collection of the Safayee tax, business registration/classification and municipal property valuation.

CORE SKILLS TRAINING AND IMPACT

The municipal Administrative Manager received on-the-job training from RAMP UP East in the development and implementation of a structured decision making process to assist him in making timely and accurate decisions. The Administrative Manager was also trained on basic computer and internet skills, focusing on page layout options for MS Excel. The municipal Administrative Manager is eager to learn more and is currently able to use a computer for his routine work.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

The ninth citizen forum conducted on July 26 in the Municipality of Bamyan was attended by 25 participants and chaired by the acting Mayor. The forum agenda focused on the performance of the Municipality in the last month and a review of the last meeting, a discussion on the start-up of projects supported by RAMP UP-East, and a discussion regarding the creation of four districts (Naheyas).



The Mayor informed the citizens about the development of a detailed map for Chehlsetoon area in Bamyan. He said the plan had been sent to the President for his approval. The Chehlsetoon town will provide housing for homeless and vulnerable citizens.

Participants in the citizen forum in the municipal meeting hall of Bamyan.

One of the forum participants, Sayed Muzafar Bazaar representative reported that asphalted roads in the bazaar area need to be repaired to avoid further damage. The Mayor responded that shopkeepers' representatives are responsible to cooperate with the Municipality to repair the damaged road.

Other citizens complained that the Municipality has failed to empty trash bins on a regular basis and that there is no drinking water available in the bazaar. Citizens requested the Municipality to provide drinking water by digging a well in the bazaar.

The new city of Dasht e Essa khan residents complained about the city's detailed plan which lacks a mosque.

Municipal Newsletters

The fourth issue of the Bamyan newsletter was completed and will be printed in 1,000 copies. The July edition of the newsletter includes messages from the Municipality and from a female citizen, a report on the 8th citizen forum and Q&A about the citizens forum, a description of the MIP, and a report on challenges faced by the tourism industry in Bamyan.

INTER GOVERNAMENTAL RELATION

A Municipal Coordination Committee (MCC) meeting was conducted on July 11, and attended by USAID, UN Habitat, ASGP, governmental officials, municipal staff and RAMP UP East.

The representative of UN Habitat said that about 13 projects are approved with each project costing up to \$70,000. All projects are either underway or will start in the very near future. The Foladi Valley road asphaltting project is not approved yet because it takes some time for processing and technical review.



The Municipal Coordination Committee (MCC) Meeting was held on 26 July

The representative of ASGP stated that ASGP focuses on the provincial level and they work with the Governor and the provincial council. Although ASGP has some municipal programs, those activities are directed from the ASGP main office in Kabul.

RAMP UP EAST – USAID COORDINATION

The USAID’s DFPO in Bamyan visited the RAMP UP office and collected information about public latrines, solid waste and sidewalk projects.

CHARIKAR AREA OVERVIEW: CHARIKAR, PANJSHIR, MAHMUD RAQI CHARIKAR MUNICIPALITY

Province: Parwan

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

The Solid Waste Collection Project that was initiated on June 27 was temporarily suspended on July 9 due to funding restrictions. The project resumed on July 19, and RAMP UP East pays 29 daily wage workers to support solid waste collection and disposal at the landfill. The staff of 29 consists of 20 collection laborers, 1 collection foreman, 1 landfill foreman, 2 landfill laborers, and 5 dump truck drivers. The total volume of waste collected daily from 167 drop off points is approximately 45 m³, or 270 m³ per week. An opening ceremony for the project was held on July 27 at the municipal building. The Mayor gave a speech thanking USAID and RAMP Up East for their support for the collection of the solid waste, the planned purchase of new dump trucks and trash bins and the construction of additional receptacles as well as the expansion of the municipal dump site. He also explained that from January 2012 onwards, the Municipality will gradually take over the operation of the solid waste collection service which is at the moment still fully funded by USAID.



Ongoing street cleaning in Charikar, July 2011

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Economic development

RAMP UP East staff met with several private sector enterprises to understand their business activities and interest in cooperating with the Municipality in service delivery projects and other activities to be undertaken as Public Private Partnership initiatives.

Revenue Generation

RAMP UP East provided on-the-job-training in July to municipal counterparts for the review of the tax base, including fees for shops, signboards, vehicles, etc. The Municipal Finance Manager said: “The reporting system as well as the quality of the municipal reports has substantially improved during the RAMP UP East project life.”

RAMP UP East has systematically trained the municipal Accounting Officer in recording of double entries in the book of accounts and the improvement of financial statements.

Public Administration

RAMP UP East staff briefed the municipal staff on the current and proposed municipal law, focusing on the municipality’s legal mandates and functions. The briefing included the existing municipal organizational structure, roles and responsibilities of the key municipal staff according to this structure.

MUNICIPAL PUBLIC RELATION AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

A citizens forum was held in the municipal conference hall on July 20. The total number of participants was 25, including 6 youth and 2 women representatives. The majority of the attendees were representatives from Wakil Guzars, shopkeepers, government offices' like Women Affairs and Cultural Department, and the media. The main topics discussed concerned the temporary slow down of the RAMP UP East assistance including the Solid Waste Collection project. Other topics included the role of citizens in keeping the city clean, the city market areas and pollution, plans of the municipal government and preparations for the Holy month of Ramazan.



The Mayor of Charikar presiding over the community form held on 20 July

Municipal Media Events

At the end of the Solid Waste Collection project's opening ceremony, Radio Dunya correspondent Mr. Ahmad Naweed interviewed the Mayor, the wakil guzar of Charsook, Mr. Haji Ghulam, and Mr. Tabib Zada, director of the Youth Union. The interviewer asked questions about public participation in the Solid Waste Collection project, especially the youth. The Youth Union representatives replied that they were already conducting city cleaning campaign activities with the participation of 100 volunteers and would like to strengthen their cooperation with the Municipality in the near future in the framework of the municipal solid waste management program.



Ribbon cutting ceremony for the Solid Waste Collection Project in Charikar

MAHMUD I RAQI MUNICIPALITY

Province: Kapisa

MUNICIPAL CAPACITY BUILDING

FUNTIONAL SKILSS TRAINING AND IMPACT

Financial Management

The municipal Finance and Accounting Managers received training on double entry accounting for both journal and ledger accounts.

Public Works

The municipal Sanitation and Greenery Manager and his office staff received on-the-job training in the preparation of the municipal asset inventory list. They also learned how to do conduct project site surveys for the planned Children's Park and Public Latrines projects.

Revenue Generation

In July, the municipal Revenue Manager and his office staff were trained on how to communicate and convince the shopkeepers to pay their dues in time (i.e. Safayee tax and business license fees).

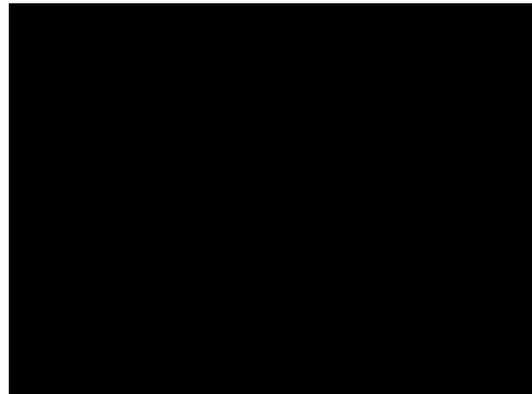


Mahmud-I-Raqi, consultation with Mayor on land development project

The Municipality of Mahmud-i-Raqi established a Revenue Enhancement Committee composed of representatives from different departments of the province, including national security. The main objective of this committee is to to expand the tax base and enhance the collection of local taxes and fees. Another objective is to prevent the encroachment on public land as a result of rural-urban migration and poverty.

Municipal Service Delivery

The Street/Parking Lot and Drainage Ditch Construction Project was inaugurated on July 30. The participants included the Major and his municipal staff, the Governor, the Chairman of the provincial council, local community representatives (Wakil Guzars), and local media representatives. The Governor stated: "This is an historical moment, I am very glad to be part of the project opening ceremony. The construction of this segment of road will increase the citizens' access to government offices and health services.



This project execution is a good sign for the implementation of the government development plan and I can promise you that if we further strengthen the cooperation between all government bodies and the donor community we will be able to provide better and more services to the residents."

On July 30 the Governor of Kapisa and the Mayor of Mahmud-i-Raqi inaugurated the Street/Parking Lot and Drainage Project.

INTERGOVERNMENTAL RELATIONS

A Provincial Council Committee (PDC) meeting was held on July 19 at Kapisa's Provincial Government office. The provincial Economic Department head briefed the participants on the preceding month's situation and new developments. The Governor drew the attention of the participants regarding to the poor participation of the departments' heads. Other participants included representatives from two NGOs, 'Afrand Afghanistan' and JARA.

BAZARAK MUNICIPALITY

Province: Panjshir

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

RAMP UP East funding for the trash collection program was temporarily suspended on July 4. As a result the trash collection service slowed down. However, the Municipality still managed to collect trash from the market areas in Anaba, Rukha districts using municipal resources.

The implementation of the RAMP Up East funded project to construct ditches, culverts and mosaic sidewalks along four sub-roads was also suspended in July. The contractor temporarily removed much of his construction equipment. Construction work has yet to resume due to difficulties in remobilizing equipment to the site. The implementation of this project is important because it will ease access to governmental buildings and houses in the neighborhood. Mr. Shah Mahmud, an ordinary citizen, said that it was a big loss that this project was stopped because it created many temporary jobs for Panjshir citizens and the work on the improvement of 4 sub-roads is unfinished.



Detail of a temporarily suspended construction project in Bazarak.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Works

Mr. Ustad Sadiq, the municipal Sanitation and Greenery Manager worked side by side with the RAMP UP East advisers to prepare design for the new solid waste management project.

Mr. Wazir Khan, Municipal Construction Manager, worked together with RAMP UP East on the preparation of the schedules for the Operation and Maintenance (O&M) of municipal projects. An inventory list of the municipal assets, facilities and projects will be completed in August.

Economic Development

Mr. Sayed Abdul Halim, the municipal Internal Controller, was trained on the computerization of the overtime form, revenue report form, budget ledger accounts, and other forms and he participated in a workshop in Kabul on revenue forecast projection and methodology.

Municipal Newsletter

The first municipal newsletter for Bazarak was prepared with technical assistance from RAMP Up East in four pages during the month of July. The newsletter will be published after the Mayor's has completed his final review.

JALALABAD AREA OVERVIEW: JALALABAD, MEHTERLAM, ASADABAD JALALABAD MUNICIPALITY

Province: Nangarhar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

There are two ongoing RAMP UP East supported projects in Jalalabad municipality: the construction of two culverts with the span of 4 meters; and the construction of 50 culverts in various zones of the city. These projects not only provide small scale infrastructure improvements to its citizen but also generate employment opportunities for the local citizens living in its catchment area. The projects also provide an opportunity to develop the technical skills of the municipal technical team.



Excavation continuing in Marastoon Square.

The construction of these projects has created an environment conducive to an improved relationship between the citizens and the Municipality. A detailed construction project report is included below:

Two culverts project progress				
Activities/Performance indicators	Performance Target	Monthly Results Accomplished		
		Previous	July	Cumulative
Mobilization of equipment	100%	0%	100%	100%
Excavation of wing wall foundation (m2)	236.2	90	28.1	118.1
Stone masonry for the abutments and wing	550	130	70	200
PCC for the bottom of wing wall (m2)	43.5	9	11	20
Total Labor Days	3,010	874	124	998
Total Wages, US\$	24,420	7,236	996	8,232

50 culverts progress				
Activities/Performance indicators	Performance Target	Monthly Results Accomplished		
		Previous	July	Cumulative
Mobilization of equipment	100%	40%	20%	60%
Excavation of foundation (m2)	2592	622	259	881
Stone masonry wok (m2)	1516.4	280	114	394
Bottom PCC work (m2)	249.7	50	30	80
Form work for RCC slabs (Sqm)	825	181.5	99	280.5
Bar bending work (tons)	16.98	3.4	2.3	5.7
Pouring of concrete in slabs (m2)	176.6	35.3	24.7	70
Total Labor Days	8,950	1,243	263	1,506
Total Wages, US \$	67,800	9,108	2,202	11,310

The construction of 2 culverts in Rokhan Mena has generated employment opportunities equivalent to 998 labor days; while the construction of 50 culverts in six districts of the city has generated employment opportunities equivalent to 1,506 labor days.

MUNICIPAL CAPACITY BUILDING FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

During the reporting period the Finance and Internal Control Officers Mia Amir Mohammad and Sher Hazrat received on-the-job training in bank book, cash book and petty cash. The training enabled them to modernize and ensure accuracy in the current accounting system.

Public Works

The municipal Public Works staff continued to receive on-the-job training. The public works advisor worked with the manager of the Sanitation Department to prepare the concept note for the new solid waste collection program. The concept note includes basic information about the purpose, objective, number, location and approximate capacity of existing formal and informal drop off locations.

Economic Development

Sher Muhammad, municipal Business Registration Manager, received on-the-job training on using the business registration database, an Excel based computer program. The database tool will be implemented in Jalalabad and it will pave the ground to register all eligible businesses to pay their taxes in a proper way. This will improve the transparency and accountability of financial reports submitted to IDLG.

The Business Registration Manager said: “The database will provide an opportunity for Jalalabad Municipality to increase its revenue by 20% to 30% and it will help the municipal revenue collection system to be standardized. We hope that RAMP UP East can assist us further.”

CORE SKILLS TRAINING AND IMPACT

During the month of July, the manager of the Administration Department, Mr. Mohammad Zahir, received training on how to prepare the work plan for his department. He received, reviewed and compiled the work plans of the officers who work in the Administration Department. The Administration Manager then developed the annual work plan and circulated it to all municipal departments and advised them to prepare a similar work plan for their department.

STAKEHOLDER & DONORS COORDINATION

On July 6, a meeting was held at the FOB with USAID and the Mayor to discuss the results of the Mayors’ Conference, held in late June, and the status of the RAMP UP East supported service delivery projects.

On July 20, a meeting was held at the Mayor’s office in Jalalabad to resolve the issue of the Automobile Parking lot project. Jalalabad Mayor Lal Agha Kakar, the USAID On Site Monitor and DFPO and the RAMP UP East team attended the meeting.

The Mayor briefed the participants and said: “I had a meeting with the Director of Nangarhar Provincial Council who claimed ownership of the parking lot project site. I hope that he will agree and accept the project to be constructed there.”

The project has been selected and prioritized by citizens in a citizen forum and it will decrease traffic congestion in the city and provide a source of revenue to the Municipality.



Coordination Meeting between teh Mayor, USAID and RAMP UP East

RAMP-UP EAST – USAID COORDINATION

On July 23 the Mayor of Jalalabad had a meeting with Senior Civilian Representative (SCR) Regional Command East, Senior USAID Rep for RC East, USAID COTR for RAMP UP East, other USAID officials and RAMP UP East staff. Although topics raised during discussions were broad they focussed on the RAMP UP East program.

The Mayor requested USAID to fund the construction of buildings in areas owned by

the Municipality to generate employment opportunities and to increase revenue of the

Municipality. One of the potential areas for investments is the construction of new towns in the neighboring province’s capital city Asadabad. The Mayor said that although the population of Jalalabad is 700,000 and it is an economic hub for the surrounding region, the funds allocated for projects in Jalalabad is only USD1 million per year, similar to funds allocated for Nuristan province. Since the security situation in Nuristan is very volatile, it he recommended to transfer funds allocated to Nuristan to Jalalabad to provide services to population of the city.



Jalalabad Mayor’s meeting with USAID representatives and RAMP UP East

MEHTARLAM MUNICIPALITY

Province: Laghman

MUNICIPAL SERVICES DELIVERY IMPROVEMENT PROJECTS

The ongoing projects in the Municipality of Mehterlam include construction of the 7.75 km. roadside ditch at Shahr-e-Naw and the 4 km sidewalk and roadside ditch in the city center. These projects not only provide priority infrastructure to the citizens but also generate employment opportunities for the local population. Although short-term in nature, the jobs are injecting much-needed cash into the economy and are a welcome respite for many, as indicated during the dedication ceremony of



Mehterlam sidewalk project under construction, July 20

the projects. It was gratifying to hear expressions of pride and joy from community members, one of whom shared: “After several years of war and conflict in this country, such a project is a sign that peace and development efforts are finally beginning in our area.”

By the end of July, the Municipality had constructed 30% of the 7.75 km. roadside ditch project and provided employment equal to 4,930 labor days.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The Mehterlam municipal Finance Manager arranged and compiled the financial data of the Finance and Revenue Departments and prepared an electronic general journal of the expenditure and revenue earned based on the source and code with support from RAMP UP East.

The municipal Finance Department also prepared a revenue forecasting presentation for staff of the department to estimate the revenue of different sources accurately.

Public Works

The municipality officials with technical support from RAMP UP East organized meetings with the local trade and merchants’ organization and Wakil Gozars (elders) on the maintenance of road side drainage ditches. Based on decisions made by the citizens forum and earlier meetings held with various organizations and Shura members, the organization members agreed to maintain the USAID-funded drainage ditch and sidewalk construction project by hiring a maintenance person. They have agreed to pay 3000Afs (USD 60) per month from their own resources to pay for the salary of the maintenance person. Similarly, the maintenance of the the second drainage ditch will be undertaken by Shura elders. Shura members have agreed that each house will donate 20 Afs to hire a maintenance person who will be assigned to maintain drains.

Routine maintenance tasks to be carried out on a daily basis include the following: removal

and disposal of the small amounts of material that may enter the drain; Maintaining slopes by cutting grass & bushes, and; protection of vegetation along the road that protects the stability of the drainage ditch.

The overall objective of the roadside drainage ditches maintenance reform initiative is to create sustainable capacity of local residents and community elders to maintain public infrastructure and reduce long-term maintenance costs and to save maintenance funds of the Municipality.

Economic Development

At the request of RAMP UP East, the municipal Inventory /Control Department compiled a list of available hardware and software for the business registration survey in Mehterlam in electronic form.

Furthermore, the Municipality carried out a survey of illicit billboards. The Municipality created a committee to register all billboards and enter them in a proper manner in the municipal database. The billboard will be registered with the Revenue Department to enhance the income of the municipality.



July 20. Examples of illegal billboards in Mehterlam.

CORE SKILLS TRAINING AND IMPACT

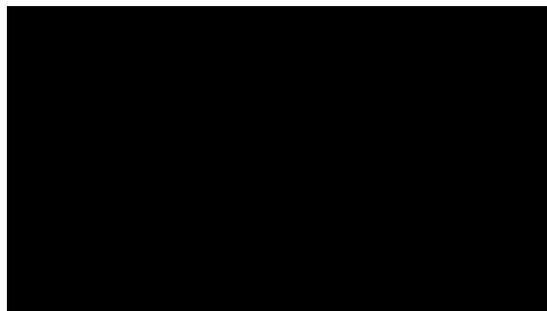
The municipal Administration staff received office management training, including filing and time management. Similarly, the new acting Administration Director was trained on the Municipality’s monthly and quarterly reports.

Information technology training and its impact. As a routine the Administration Department staff were trained on designing templates in MS Word program, and preparing and printing memos with the use of the computer. The Administration Department officer, Mr. Mohammad Khalid, confirmed” “Learning to use the computer has changed the way in which the Administration Department works. I can see the change as before it took a long time to write and type an accurate memo.”

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Deputy Mayor Sayeed Mohammad convened a municipal citizen forum with 29 participants, including 2 women, 4 youth, shopkeepers, market owners, local media, the USAID/Deputy Field Program Officer, and citizens. The meeting included active discussions. The Environmental Protection Director, Eng. Payenda Mohammad, described plastics information and resources and its



Mehterlam Deputy Mayor discusses the importance of public infrastructure maintenance with citizens, July 27

adverse effect on the environment, and he added that plastic pollution starts with industrial pollution and continues with pollution by consumers. Pollution by plastics can be reduced with easy by taking pollution prevention steps such as using cloth bags and recycling plastic packaging.

The proactive approaches to prevent plastics pollution are increasing public awareness of the adverse effects of plastic usage through local radio and TV, in mosques, school campaign and other public venues. Similarly, using cloth bag will help reduce the use of plastic bags.

On behalf of the Department of Woman Affairs Najia Sadiqi highlighted that the amount of plastics and other pollutants is increasing and the clean-up is not only the responsibility but also the duty of the citizens.

Speaking on behalf of the city's youth population, Mr. Abdul Nasser Rostam highlighted the need for public awareness practice through Radio, TV, and discussion in mosques, schools and door-to-door awareness campaigns.

Municipal magazine

The draft of the magazine Da Khaar Hindara or Mirror of the City for July 2011 was finalized and given to the press for printing. The Municipality has allocated budget for the production of a magazine during the upcoming fiscal year. The magazine will be printed on a quarterly basis.

INTERGOVERNMENTAL RELATIONS

On July 21 the Deputy Mayor of Mehterlam convened a meeting with 32 participants including the Deputy Governor, members of the provincial council, line directorates, women and youth department officials, shopkeepers, community elders and local media. The Deputy Mayor reported to the public on municipal achievements during the 1389 and 1390 year. The meeting saw active discussions and ended with sharing the upcoming development plan of the Municipality for the fiscal year 1390.



Municipal officials in Mehterlam are presenting their accomplishments during an accountability meeting.

The participants were informed about municipal revenues and expenditures and about ongoing and planned development projects.

ASADABAD MUNICIPALITY

Province: Kunar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

The Asadabad city drainage ditch construction project started on May 1 and will be completed by Aug 15 of his year.

The Asadabad Dam Kaley retaining wall project was selected and prioritized by local residents and village councils in the citizen forum. The Mayor, provincial council members and Governor have expressed their appreciation for the project. It includes the

construction of a 300m long retaining wall alongside the Dam Kaley stream between the two parts of the village, which will protect the citizens from floods and will save 1,200 houses during seasonal raining.

The construction of 86% of the protection wall has been completed. The project provided 1,780 days of employment opportunities to local beneficiaries.

Work on the Asadabad 300m Dam Kaley Protection wall project was suspended from July 4 to July 17 due to the funding constraints.

Dam Kaley elders have requested the construction of 26m additional protection wall from the Mayor, Governor and RAMP UP East.

On July 20, the construction of the 2km Kerala gravel road project started. In this project, the site verification has been completed, stores have been rented, construction materials have been delivered and work on the site is ongoing. The excavation for the foundation of a 100m protection wall has been completed and stone masonry work is ongoing.



300m Dam Kaley Protection wall Project stone masonry.



Asadabad Mayor, Municipality Engineers and Public Works Advisor monito city culverts project.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The municipal Head of Finance Department received on-the-job training on how to post transactions and financial forms from the journal into the classified, electronic ledger. His staff also completed an analysis of the revenue collected over the last five years.

Public Works

Tanzif section workers have received a 2-day training session in solid waste collection methods and planning. As a result of the training a daily and weekly task check lists have been developed to guide workers in their daily schedule. A solid waste plan was developed that collects trash from different parts of the city based on a formal schedule.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

The citizen forum – under the name of municipal accountability and consultative meeting – was held on July 13 in Asadabad.

The Mayor, Haji Abdul Ghani Abbasi, led the citizen forum, and municipal staff, Wakil Guzars, representatives of Asadabad city, Shura, influential elders, head of Women Affairs Directorate, and the principal of the girls school, youth representatives and local media also attended the forum, making a total of 26 participants, including five female and 5 youth attending.



July 13. Female participation in the community forum.

The Mayor presented the first quarterly report to the participants. He shared achievements and challenges with the citizens and said: “We started the public awareness program in Asadabad city. It is expected that solid waste will no longer be accumulated in our streets and roads.”

Haji Ismail, the Deputy Head of the Provincial Council, insisted that: “We should be practical in our decisions. Citizens should cooperate with the Municipality during the implementation of projects. Our city is our home and it needs to be kept clean and green. The media needs to play an important role in disseminating information to the citizens regarding Asadabad Municipality.”

The Director of Asadabad class association, Haji Saeed Azim, said: “The revenue of the Municipality is increasing daily due to the cooperation of merchants and shopkeepers. The shopkeepers and members of the class association will continue to cooperate in the future. The creation of the Asadabad class association is a big achievement for our Municipality.”

MUNICIPAL NEWSLETTERS

The fifth issue of the monthly newsletter (RAGHAWANA or prosperity), published on July 21 had a circulation of 1000 copies. It is a municipal self-funded newsletter receiving technical support from RAMP UP East. The General Administration Department has distributed copies of the Newsletter to local citizens, government directorates, shopkeepers, youth associations and schools.

STAKEHOLDER & DONORS COORDINATION

The USAID On Site Monitor for Asadabad regularly visited the construction site of ongoing projects and received updated information. He always attends the meetings and citizen forums in the Municipality.

GARDEZ AREA OVERVIEW: PULI ALAM, KHOST, SHARANA PULI ALAM MUNICIPALITY

Province: Logar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

The Car Parking lot-2 Project is the second project in Pul-e- Alam funded by RAMP UP East. The project was inaugurated on May 4 and at the end of July 38% of the project work was completed.



July 4. A view of the Car Parking lot-2 Project where a laborer is busy watering the cement.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The municipal Finance Officer received on-the-job training in double entry book keeping, trial balance and balance sheet preparation. He was trained on revenue collection for the first Quarter of 1390, preparation of the first quarter expenditure report and the Safayee Fees collection planning. In response to the question regarding capacity building and the impact of the program the Finance Office said: "I learned many finance related skills that I can now utilize in bringing positive changes to our Municipality."

Public Works Management

The municipal Public Works Officer received training in disposal methods of solid waste, including manure pits. This is a process where a pit is dug and filled with cow dung, organic waste, straw and leaves and covered with dirt, as a sanitary way of disposal. Each pit can be used for 5 to 6 months. When the pit is filled to capacity another will be dug. Eventually, the refuse is converted to manure, which can be returned to the fields: this method is relatively inexpensive and simple and can be used in communities with low population densities.

The Public Works Officer received on-the-job training on the health hazards of improper waste disposal, which can lead to the pollution of water and soil, contamination of foods and propagation of flies. This can lead to the spread of diseases such as typhoid, paratyphoid, fever, diarrheas, cholera, hook worm and other intestinal parasitic diseases, viral hepatitis and other infections.

Economic Development

The Revenue Generation Officer received on-the-job training on business registration and public-private partnerships.

Administration and Management Training

The municipal Public Outreach and Press Officer received training to produce the fourth issue of Pul-e-Alam's monthly newsletter. He was trained on media coordination and the organization of citizen forums and radio roundtables.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

1100 copies of the fourth edition of the municipal newsletter, Shahr maa khanai maa (our city our home) were printed. The July edition contains fifteen different topics related to the Municipality as well as advertisements. During the distribution of the newsletter and interviewing of citizens, they acknowledged that the newsletter is a good source of information explaining the operation of municipalities. In addition to this, the local businessmen expressed that the newsletter helps them advertise their businesses.

INTERGOVERNMENTAL RELATIONS

Provincial Development Committee (PDC) meeting

The Mayor participated in the PDC meeting on July 19. The Deputy Governor of Logar, a number of NGOs representatives, government authorities, representatives from USAID, the PRT and RAMP UP East and members of different media outlets participated in the meeting. The Mayor briefed participants on RAMP UP East –supported projects (Parking Lot #1 and Parking Lot #2). He said that Parking Lot #1 is almost completed and about 50% of Parking Lot #2. He added that both of the mentioned projects will be handed over to the local government once completed.



Deputy Mayor is addressing and sharing ideas with participant of the meeting, July 19.

GARDEZ MUNICIPALITY

Province: Paktia

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Sidewalk Reconstruction Project

The Gardez Sidewalk reconstruction project that started on May 22 was put on hold on July 4 due to funding constraints, and the municipal team was advised to restart the project on July 25. However, due to lack of availability of rental equipment the project restart had to be postponed until July 31.

During the month of July the Municipal Engineer, with the mentoring of RAMP UP East, conducted a site safety needs assessment. The Mayor also received support from RAMP UP East in the preparation of documentation for a concrete pavement project at the municipal hotel compound. The project was surveyed and estimated by the Municipal Engineer with the support from his RAMP UP East counterpart.



Done and the remaining part of the Gardez Sidewalk project

Public Administration

The municipal Administrative Manager received training in civil service law.

Public Work

The Maintenance Department received on-the-job training on maintenance of public latrines in Gardez city.

The municipal engineers monitored the sidewalk project and shared the report with the Engineering Department of the Governor's office. The head of the Sanitation Department received training in developing a weekly schedule, mapping of the solid waste collection project phase 1 and 2, preparing a maintenance checklist for equipment and preparing an overall maintenance plan.



The RAMP UP East Public Works Advisor and Municipal Engineer briefed the Mayor on the Maintenance Checklist.

Economic Development

The Collection Officer in the Revenue Department of the municipality received on-the-job training in Safayee fee collection. The License Officer received on-the-job training on checking the status of business licenses in the field, and issued 235 new business licenses to those businesses whose licenses had expired. This includes grocery, pharmacy, glass sellers, and currency exchange centers. The business registration process is currently ongoing.

Citizen Engagement/Public Outreach

On July 24, the Mayor of Gardez had an interview with RANA Production Company. The interview was prerecorded and was aired by the BBC Pashto service. The RANA Production had previously collected questions from Gardez citizens.

The third issue of the Gardez municipal newsletter, Sharwali Ghag or Voice of the Municipality, was produced. The newsletter was distributed by the municipal officials to citizens and governmental organizations.

KHOST MUNICIPALITY

Province: Khost

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

The municipal engineers continued receiving on-the-job training. Topics included two ways of concrete; spraying of water on concrete and covering of concrete in bags. The covered angle iron sheets are painted with anti-rust paint, which protects the cover sheet from outside elements such as rain, heat and dust.

Work on the drainage ditch and culvert rehabilitation project in Khost was about 70% completed. The following table shows some details of the labor involved in this project.

Type of labors		Number of Staff	Days per Person	Days per Labor Category	Unit Cost Per day	Total Cost Per Labor Category
Type	Title					
Skilled	Foreman	1	26	26	\$10	\$260
	Mason	3	66	22	\$17	\$1,122
	steel worker	7	182	26	\$15	\$2,730
	Storekeeper	1	26	26	\$10	\$260
Unskilled	Laborers	21	478	22.76190476	\$6	\$2,964
TOTAL						\$7,336

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The municipal Finance Department staff received on-the-job training in revenue forecasting and analyzing, budget preparation and salary charts.

Public Works

City Canal: The Public Works Officer received training on cost estimation and the process to develop a Bill of Quantity to clean the city canal. According to municipal cleaning department action plan the city canal should be cleaned bi-annually. The Bill of Quantity will be sent to the Mayor for his approval.



A view of the Car Parking Lot-2 Project

Repairing of solar street lights: Khost city has 194 solar street lights in different area that have been provided by donors. A maintenance plan has been developed with support of RAMPUP East for public lighting.

Economic Development

The Business Licensing Officer of Khost received on-the-job training in registering business licenses. By the end of July the Municipality had issued 5,700 licenses to shops and properties.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

On July 25 twelve citizens' representatives and governmental officials participated in the July citizen forum. The forum was chaired by the Deputy Mayor.

The municipal Revenue Manager briefed the participants on municipal income and its importance. He said: "The Municipality can serve its citizens only when it has sufficient revenues." He added that the Municipality is facing challenges in collecting revenue from business owners. He also said that the municipal-owned markets are in bad condition and need repairing.

Haji Mandair, a citizen, said: "We have discussed a lot about repairing the municipal markets, but we should discuss how to raise money through fees and taxes that the Municipality can collect from shops and citizens." He added that the Municipality can collect the Safayee fee and other taxes easily when people see that the Municipality works for the city and its citizens. Haji Mandair complained by saying that: "This is the 11th meeting that we have held discussing different issues but we have not seen any results."



The Deputy Mayor discussed the repair of municipal markets with participants in the citizens forum.

Haji Alif Shah, a citizens' representative, said: "We are ready to cooperate with the Municipality in the issuance of business licenses, city cleaning, waste collection etc., but the Municipality also needs to step up and provide tangible services to the citizens."

Municipal media events

After the citizen forum on July 25 a recorded interview with the Deputy Mayor was aired by Heelo Karwan Radio on the same day. The topic of the roundtable was the importance of citizen participation in municipal activities and decisions.

Stakeholder and donor coordination

On July 18 the Khost RAMP UP East team attended a meeting at OCC-P Khost with USAID\FPO and On Site Monitor. Also attending were a State Department Representative and two representatives of the PRT. The participants were briefed on RAMP UP East activities in Khost.



July 18 the Khost RAMP UP East team attended a meeting at OCC-P Khost with USAID\FPO and On Site Monitor

SHARANA MUNICIPALITY

Province: Paktika

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

The two RAMP UP East-funded public latrines construction projects in Sharana were temporarily suspended on July 12 due to budget limitations. Construction work restarted on July 21.

The latrines will have designated areas for women and men and will be constructed on an 82 sqm area located 50m from Sharana hospital. Each latrine will have 10 toilet cubicle rooms - six for men and four for women, with separate access. One of the ten (10) stalls will be suitable for use by the handicapped. In addition, a 3 x 5 meter wide septic tank will be constructed for safe storage of septic waste, a 3,000 liter water tank, and a 3 KW generator will be installed.



Ongoing construction of the public latrines project in Sharana

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public works

The municipal public works staff received training in computerizing the city master plan. In addition to this, the municipal staff was trained on solid waste management in preparation for the initiation of new solid waste collection activities included in the Municipal Improvement Action Plan for the second year of RAMP UP East support.

Revenue generation and economic development

The municipal staff received training from RAMP UP East embedded advisors on business registration, recording of bank receipts (Taraffa), and report drafting.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

On July 18 the 7th monthly community forum took place in Sharana. Although some 40 participants were invited, due to security concerns only 3 persons representing the citizens attended the meeting. Other participants included representatives of USAID and the PRT and the RAMP UP East team.

CENTRAL SUPPORT OFFICE MUNICIPAL CAPACITY DEVELOPMENT ACTIVITIES

Public Finance – Prototyping Revenue Forecasting Training

The objectives of the training were to test the effectiveness and relevancy of Revenue Forecasting training material in meeting the following objectives:

- To be able to evaluate both major and minor revenue sources to identify the factors that impact future revenue flows.
- To be able to identify new and existing revenue sources and determine the revenue characteristics (frequency, predictability, collection and calculation method)
- To be able to specify economic, demographic, and policy assumptions which will affect future revenue flows.

Main training activities (methodology)

Pre-test: A pre-training evaluation quiz was given to each of the 21 participants, including Revenue Managers and embedded Public Finance Advisors. The *average score was 53%* with a low score of 27% and high score of 87%.

Overview of Budget Cycle and Revenue Forecasting: presentation and discussion on the budget cycle and the 5 steps involved in Revenue Forecasting.



Public Finance – Prototyping Revenue Forecasting Training

Exercise on Identifying Revenue Sources: Participants were divided into 6 groups and asked to complete an exercise to determine the revenue characteristics of 3 types of municipal revenue collected in Afghan municipalities. After completing the exercise, one member of the group presented the answers and took questions.

Exercise on Analyzing Historical Data: The trainer presented multiple calculations that are used to analyze historical trends. Each calculation was presented followed by the participants completing an exercise in which they had to use the calculation method to solve the exercise.

Exercise on Specifying Assumptions: Participants returned to their original group to identify the impact of economic and demographic trends and policy decisions on municipal revenue.

Exercise on Quantitative and Qualitative Methods: The trainer presented multiple calculations and the participants completed exercises in which they were required to use the calculations to solve the exercise.

Exercise on Assessing Reliability of Projections: Participants completed an exercise on calculating the variance between the quantitative forecasts and actual revenues from prior years. These variances were analyzed and the lowest variance method was then compared to the Qualitative method exercise.

Post-test: the participants were given the same test as was given prior to the training. The results showed an overall improvement of 16% with an *average score just under 70%*, a low score of 47% and high score of 87%.