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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: JUNE 2011



Educational play about city cleanliness was held in Maidan Shar at the municipal citizen forum supported by the USAID-funded RAMP UP East program

June 2011

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ABBREVIATIONS & TERMS

AO	Assistance Objective
ACSO	Afghan Central Statistics Office
ACSS	Afghanistan Civil Service Support Program (USAID)
AIDAR	USAID Acquisition Regulations
AMSP	Afghanistan Municipal Strengthening Program (USAID/ICMA)
ANDS	Afghanistan National Development Strategy
ASI	Afghanistan Stability Initiative (USAID/DAI)
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID/DAI)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
ASGP	Afghan Sub-national Governance Program (UNDP)
AWP	Annual Work Plan
CAWSA	Commercialization of Afghanistan Water & Sanitation Activity (USAID/ICMA)
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DoS	Department of State
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DDA	District Development Assembly
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
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 within 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
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

EXECUTIVE SUMMARY

The first municipal newspaper in Khost city was printed on 11 June. The Municipality also published four pages of municipal news in the daily newspaper (Milli Ehsan). The Municipality succeeded in obtaining commercial advertisements to subsidize productions costs. Publishing the municipal news in the daily newspaper will help reach out to residents.

Puli Alam convened its 7th monthly citizen forum on 14 June. Representatives of the shopkeeper’s union, media, youth and community elders participated. Citizens were urged to participate in the city cleaning drive and to raise community awareness about city cleanliness. Sustainability of the solid waste management project was also discussed: citizens should pay the municipal service fee to support regular trash collection.

On 14 June, the Municipality of Jalalabad inaugurated the construction of 50 culverts projects in five districts of the city. More than 70 residents and GIRoA officials attended the inauguration ceremony. The Head of Wakil Gozars cut the project ribbon and proclaimed “now our citizens can walk on a dry road rather than on muddy one”.

In Sharana, construction work continued on the two public latrines projects inaugurated in May. Both projects are scheduled to be completed by the end of July. 28 laborers benefited from temporary cash-for-work opportunities generated by the project. Operations and maintenance costs for the public toilets will be offset by charging user fees.

In Gardez, the Municipality’s Revenue Generation Officer distributed business licenses to shopkeepers in the city. A distribution schedule was prepared along with tax collection timeline. The improved business registration and licenses distribution will help the municipality generate further revenue.

On 22 June, The Mayor of Mahmud Raqi announced the Municipality’s plans to establish municipal clubs at schools and to educate children about governance practices and city cleanliness.



Copy of Khost city municipal news published in daily newspaper



June 14. Wakil Gozar representative cut the project ribbon of the 50 culverts construction project



Gardez Revenue Generation Officer received on-the-job training on the distribution of business licenses

The Bazarak Revenue Generation Officer conducted a review of the last 6 years of municipal income. The report will help the Mayor understand the strengths and weaknesses of municipal revenue generation activities. An economic development plan will be drafted using this data to stimulate local economic development and expand revenue generation opportunities.

In Charikar, Media technical training by RAMP UP East enabled the recording of a citizens forum – sounds bites were then included in a follow-up radio discussion. This initiative helped to raise the profile of the Municipality and stimulated public interest and participation in city affairs.



On 20 June, 19 citizens including 9 women participated in the Charikar citizen forum

In Bamyian, the Municipality began an analysis of the tax collection mechanism. The study found that citizens in 7 of the 14 city districts do pay taxes because they have access to trash collection and other municipal services. The report urged the Municipality to ensure equal services delivery to all districts, and to focus on economic development opportunities to increase revenue opportunities.

On 20 June the Acting Mayor of Ghazni held a discussion with citizens about environmental concerns, focusing on prohibiting the use of plastic bags. He urged citizens to take individual and collective responsibility in protecting the environment by using paper bags and by making re-usable bags from recycled clothes.



June 19. The retaining wall construction site in Asadabad was supervised by the municipal Public Works Engineer

The municipality of Maidan Shar organized a public awareness seminar about trash disposal practices. More than 90 citizens attended the seminar and received information on how to use the trash bins and reduce household trash production

The 2 km road construction project in Asadabad was initiated at the end of June. Municipal officials conducted a community meeting with Kerala district elders to ensure community support. The community elders agreed that the width of the road should be 6 meters, and that citizens will not construct houses along the retaining wall. They also agreed to give up land plots located within the 6 meter road if required. These agreements were documented in an MOU between the municipality and community elders.



Mehtarlam, Side Walk under constructions

The municipality of Mehtarlam completed 25% of its 4 km sidewalk and the roadside ditch project. A total of 3,474 labor days were recorded. Municipal officials received on-the-job training in project management and quality control through daily supervision of the project.

MUNICIPAL GOVERNANCE

Afghanistan Municipal Action Planning Workshop Sets the Way Forward For MIP-Year 2

The Municipal Action Planning Workshop held at IDLG in Kabul gathered 14 municipal leaders from central and eastern Afghanistan. The two-day discussion discussed each municipality's new generation of proposed Municipal Improvement Plans (MIP) for RAMP UP East's second year.

Municipal Mayors presented the proposed activities to IDLG/GDMA and explained how these public service delivery projects will impact on improving the city and daily living conditions of Afghan citizens in participating municipalities. As the MIP-Year 2 activities were jointly selected by Municipalities and



His Excellency Mr. Abdulkhaliq Farahi inaugurated the Municipal action Planning Workshop on 28th June 2011

citizens through discussions held at Citizen Forums, the activities will contribute towards trust building and municipal & citizen cooperation and will overall serve to improve good governance and municipal public service delivery. The proposed MIP Year 2 activities will be implemented through the following three components: Capacity Building, Service Delivery and Revenue Enhancement and Economic Development.

The workshop also enabled Mayors to share and improve their knowledge about solid waste management practices as for the first time, Mayors were enabled to discuss this together. Three working groups discussed Municipal Solid Waste Management as an example of a public service delivery. The following topics were discussed with regard to Solid Waste Management as a public service:

- Sustainability of Solid Waste Management Services
- Community Involvement in Solid Waste Management
- Solid Waste Land Fills and Project Management

One of the significant outcomes of the workshop was strengthened inter-governmental cooperation and communications between the Mayors of eastern and central Afghanistan and IDLG. The Mayors gained in self-confidence and representational skills as they presented the MIP Year 2. The Workshop significantly secured the high level endorsement from the leadership of IDLG and GDMA to move forward into year 2 with approved MIPs. The workshop discussions ended positively with IDLG appreciating and commending the municipalities and RAMP UP East on their interactions as active partners and in improving the lives of citizens and conditions of the city's through the project. The RAMP UP East program was cited as a unique opportunity for municipalities to work to improve cities with the technical assistance of RAMP UP East.

MUNICIPAL MONTHLY HIGHLIGHTS

Mosaic Tiles Plant Established in Bamyan

The 7,365m long mosaic sidewalk project in Bamyan has been designed to enhance the beauty of the city that is recognized by UNESCO as a world heritage site. The project will also contribute to local economic development: the 68,500 mosaic tiles used in the project will be locally produced by a factory recently established in the city. When the sidewalk construction began in April the tiles were being manufactured in Kabul and transported to Bamyan. Manufacture in Bamyan now allows for reduced production costs using



The mosaic tiles plant recruited 9 laborers from Bamyan

local materials and better quality control, and has created employment opportunities for local residents. The tile manufacturers anticipate further opportunities in Bamyan in the future. The establishment of the first mosaic tile plant in Bamyan indicates that small businesses can grow by participating in municipal projects and be innovative in using local resources and materials.

Eight hundred small shops benefit directly from the improved appearance of Bamyan's streetscape and the ease of pedestrian access to the bazaar.

Nine Municipalities Produce Self-Funded Papers

Municipal public outreach was a new concept for many of the participating municipalities when RAMP UP East started in June 2010. Some mayors did not understand the importance of citizen engagement and public information as a means to foster improved municipal recognition.

In response the monthly municipal papers were introduced in February 2011. Municipal officials received capacity building training in writing skills and gained an understanding of the public outreach approach to citizens involvement and accountability. However when the municipal officials completed the training they realized their municipalities did not have sufficient funds to produce a municipal newspaper.



The municipal newspaper is distributed to nearly 1,000 households

Some municipalities took a proactive approach to the problem and developed media advertising plans to secure funding for the production costs of the municipal newsletter. Further training helped them produce advertising and distribution plans directed at potential advertisers and sponsors.

A pilot project was started in Bamyan city and succeeded in generating \$120 per month. The

Municipality shared its experience in producing a successful newsletter with other municipalities. Some mayors approached private sector companies to support the paper - beauty parlors, construction companies and supermarkets are among the advertisers who responded. This approach has improved links between municipalities and the private sector and achieved financial sustainability for the production of the municipal newsletters.

The advertising cost was set at between \$7 and \$10 for a small size colored advertisement. The low costs encouraged advertisers to use the newsletter to promote their business. In some cases, private companies paid the full cost of the paper production. By June, a total of 9 municipalities were producing monthly papers, 5 of these sponsored by advertisers.

The Mayor of Charikar indicated that the city had previously produced a municipal paper with donor support but “as soon the funding stopped, we stopped producing the paper”. The advertising activity is a good example of the municipality taking steps towards achieving financial self-reliance and sustainability. The newsletter has given the municipalities an important tool to promote, explain and share information with citizens.

Further training is planned to improve the municipal papers’ content and writing quality. This will ensure a well-written paper that is widely read by citizens and with appeal as an advertising medium for local businesses.

MUNICIPAL PROGRESS REPORTS

KABUL AREA: MAIDAN SHAR, BAMYAN, GHAZNI

MAIDAN SHAR MUNICIPALITY

Province: Wardak

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

SOLID WASTE MANAGEMENT PROJECT

Trash Disposal Public Awareness Seminar Held in Maidan Shar

The three months Solid Waste Management project was completed on 9 June. A total of 32 laborers benefited from this cash-for-work opportunity. The Municipal Public Works Officer has developed a concept paper for the second phase of the project which proposes an expansion of the municipal solid waste collection service to residential areas and also plans for increased municipal responsibility for the delivery of this public service.

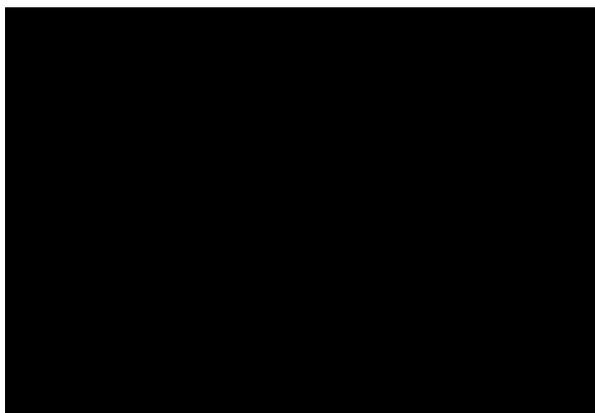
The Municipality organized a public awareness seminar about trash disposal practices. More than 90 citizens attended the seminar and received information on how to use the trash bins and reduce trash production in their homes. Educational banners were publically displayed which included pictures demonstrating positive and negative practices in using the trash bins.



Citizens learned about proper use of trash bins installed recently in the city of Maidan Shar

DRAINAGE DITCH PROJECT CLOSING CEREMONY

The completion of a 1,100 meter drainage ditch and culvert project in Maidan Shar bazaar was celebrated by the Mayor and community elders in early June. The project closing ceremony was broadcast on local TV, which helped the Municipality to promote its achievement and to inform citizens of the benefits to the city provided by this project. The completion of the drainage ditch will encourage new businesses to open in the bazaar.



The drainage ditch construction in Maidan Shar will protect shops from seasonal flooding

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

ECONOMIC DEVELOPMENT

Business Database Prepared By the Municipality

The municipal Revenue Generation Officer drafted a database of all city businesses. In addition, the officer prepared an inventory of municipal assets. Classification of these assets will help with the planning of revenue generation opportunities such as equipment rental or the sale of old items. A quarterly revenue generation chart was also developed. This will help the Municipality to better understand its income resources and improve planning for sustainable income generation.

Public Works

The Public Works Officer was trained to survey road construction sites and prepare city greenery plans and bus station drawings. A public latrine checklist was also developed to support regular operations and maintenance of the public toilets.

GHAZNI MUNICIPALITY

Province: Ghazni

MUNICIPAL SERVICE DELIVERY

The Municipal Engineer produced the initial design for the transport terminal proposed by Ghazni for donor funding. The site selection was made after surveying two locations for the planned project. However, the Municipality has to further study the project details and consult with citizens to establish if the proposed project is indeed an urgent priority for them.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The Public Finance Officer received in-house training this month in:

1. Production of a municipal financial management manual in the local language;
2. Computerization of the municipal quarterly expenditure report;
3. Development and computerization of the financial journal;
4. Computerization of municipal revenue and expenditure data for the last 5 fiscal years;
5. Production of financial balance statements.

Public Works

12 Month Solid Waste Management Plan Prepared For Ghazni

The Public Works Officer undertook the following activities:

1. Developed a solid waste management plan and budget for 12 months;
2. Designed public park drawings for a PRT-funded project;
3. Attended a one day training on solid waste projects budgeting and dumpsite identification.



Ghazni municipality developed an improved solid waste management plan

Revenue Generation

The municipal Revenue Generation Officer undertook the following activities:

1. Computerized the tax collection data and produced a revenue chart
2. Classified the municipal revenue resources
3. Improved the Revenue Generation Department's filing system

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Citizens Discuss Alternative to the use of Plastic Bags

On 20 June, the Acting Mayor of Ghazni held a discussion with citizens to reduce the use of plastic bags. The Mayor urged citizens to take individual and collective responsibility for protecting the environment by using paper bags and making re-usable bags from recycled clothes. Finding alternative to plastic products will help to reduce waste production by 60%.



Women participating in the Ghazni citizen forum urged their sisters to use paper bags when shopping

The head of the Environmental Protection Department explained the health problems caused by burning plastic products. The head of the Women's Affairs Department urged men to encourage their women to use paper bags when they go shopping. The Municipality agreed to arrange further educational seminars and meet with the plastics factory owners. That discussion will focus on finding alternative solutions to the use the plastic bags without causing a major disruption to the plastics production industry.

MUNICIPAL MEDIA RELATIONS

Ghazni Mayor Uses Radio For Municipal Planning Information

The Acting Mayor addressed citizens in a radio broadcast which focused on 10 public service delivery projects planned by the Municipality. The Mayor provided details about each project and explained citizens' participation in selecting these projects. The monthly radio discussion held at Killid Radio is designed to enhance municipal accountability and engage citizens in municipal planning.



Ghazni Mayor has been interviewed by radio on a monthly basis for the last three months.

BAMYAN MUNICIPALITY

Province: Bamyan

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

RAMP UP East currently supports two projects in Bamyan:

SOLID WASTE COLLECTION AND TRASH BINS CONSTRUCTION

Bamyian finished a three month solid waste management project in June. Municipal staff learned about improved mechanisms for trash collection that are less expensive. The Municipality also excavated five landfills for solid waste. The planned second phase of the project will help the Municipality to expand this public service to benefit more citizens through the purchase of machinery and the expansion of revenue generation that will also cover operational costs.



Five landfills were excavated in Bamyan with support of RAMP UP East

The municipality organized a public awareness seminar attended by 35 citizens. It focused on teaching citizens how to reduce trash production in the house and disposal of trash in the allocated spaces.

SIDEWALK CONSTRUCTION

Almost half of the Mosaic Sidewalk Completed

About 45% of the mosaic tiles have been installed on the 7,365m sidewalk, and the project is expected to be completed by the end of August. Municipal officials supervised the project laborers and conducted spot check for quality assurance.



The sidewalk construction project in Bamyan is expected to finish in late August

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The municipal Public Finance Officer developed an electronic template for financial reporting and attended book keeping training by RAMP UP East. An analysis of the previous 5 years municipal income was also undertaken. A Cash Flow Chart was prepared which helped the Municipality understand its regular and incidental income sources. This data will be useful for municipal financial planning.

Revenue Generation

Revenue Generation Analytical Report is produced

The Municipality issued a report on tax collection. Tax collection is irregular and not all citizens pay the municipal tax. Citizens in 7 out of 14 city districts pay municipal taxes as they have access to trash collection and other municipal services. The report urged the

Municipality to ensure equal service delivery to all city districts, and to focus on economic development opportunities.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Bamyan Citizens Request the Construction of additional Trash Bins

On 23 June, the Acting Mayor and citizens discussed the proposed implementation of the Municipal Improvement Plan for the second year of RAMP Up East. The discussion also included the expansion of Bamyan's city boundaries to include outlying districts. The completion of the solid waste management project was announced and citizens were urged to dispose solid waste in the trash bins provided.

Citizens complained that the trash bins were not available in all locations. It was therefore agreed that the municipality will install additional bins in the areas identified by the citizens.

Citizens noted that local construction companies should have been contracted for this project. The Acting Mayor urged construction companies to improve their proposals to compete in the bidding process and benefit from USAID's RAMP UP East project. He said the bidding is open but only qualified proposals would be considered.

The meeting concluded with the following recommendations:

1. The Municipality should plan for further trash bin construction;
2. The planned public latrine construction project will be supervised by Bamyan's Sanitation Officer;
3. The Provincial Council members and Governor's Office will participate in monitoring the sidewalk construction;
4. The Municipality will plan for digging a water well in the bazaar area and try to find financial support to implement this project;
5. The Municipality will assess the safety of underground fuel tanks and issue safety guidelines for petrol stations;
6. The metal works shops will be relocated away from residential areas.

MUNICIPAL MEDIA RELATIONS

On 12 June, the Mayor, shopkeepers' representatives and a Provincial Council member held a radio discussion about RAMP UP East supported projects and the distribution of new building plots. In the discussion shopkeepers were urged to not pollute the river and to improve the management of the Bazaar's public toilets. The Mayor shared the details of the Municipal Improvement Plan that consists of road asphaltting, a retaining wall, a municipal market and slaughterhouse construction. The



Bamyan Mayor urged citizens to not pollute the city river

Mayor said these projects will not be sustainable without citizens' support – in others words: the payment of the municipal tax.

MUNICIPAL NEWSLETTER

The fourth edition of the municipal newsletter included a message from the Mayor and municipal news and poems written by students about city cleanliness. The self-funded paper is sponsored by shopkeepers and 1,000 copies are distributed in the city.

MUNICIPAL COORDINATION COMMITTEE MEETING (MCC)

Bamyan Mayor Discusses Parks Construction & Water Scheme Projects

The Mayor and members of the Municipal Coordination Committee discussed the support provided by municipal capacity building programs. The USAID On-Site Monitor, UN-HABITAT, RAMP UP East and others discussed the progress of various projects during the previous months.

The following topics were discussed during this meeting:

1. UNEP support for the Municipality in designing a public park. The estimated cost of the park is USD440,000. A funding application will be made to USAID;
2. Arzo NGO confirmed a small housing project for homeless citizens;
3. USAID/ARD will start implementing a piped drinking water scheme;
4. An update on RAMP UP East supported projects, including the retaining wall construction;
5. UNDP/ASGP plans to support 12 municipalities with USD4.5 million to be spent in the areas of capacity building and implementation of small projects.

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

Province: Parwan

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS SOLID WASTE COLLECTION

Charikar to gradually transition to self-funded solid waste management

The second phase of the solid waste management project in Charikar started on 26 June. The trash collection activity was approved by USAID and three other proposed activities are awaiting development including landfill improvement, procurement of vehicles and trash bin construction in the city. The summary shows the gradual reduction in the financial support

Duration	% Budget Provision
24 th June 11 to 31 st December 2011	100%
1 st January 2012 to 31 st March 2012	75%
1 st April 2012 to 09 th June 2012	50%

The Municipality of Charikar will assume responsibility for solid waste collection over a 12 month period

provided by RAMP UP East for solid waste collection over the next 12 months. The solid waste analysis conducted over the last three months will also help the municipality to use the limited financial resources more effectively.

MUNICIPAL CAPACITY BUILDING FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The municipal Finance Officer prepared a detailed statement of income to be shared with the public. The officer was also trained to calculate the revenue forecast.

Public Works

The Public Works Officer received training on the following:

1. How to estimate solid waste operational costs;
2. How to produce weekly, monthly and annual project reports and analyze data;
3. How to prepare a trash collection schedule;
4. How to use the regular maintenance checklist for municipal assets.



On June 28 municipal officials visited a trash collection site

Revenue Generation

Preparation of an Economic Development Plan initiated in Charikar

The Economic Development Officer has analyzed and classified municipal revenue and identified potential new income resources. These resources will be included in an economic

development plan that the Municipality is preparing. This plan has 7 proposed approaches to enhance municipal revenue:

1. Introduce new types of municipal taxes and fees subject to approval by GIROA;
2. Expand the municipal tax base by increasing the number of municipal tax payers;
3. Increase the municipal tax rates subject to approval by GIROA;
4. Increase the number of Municipal Officers on the municipal tax collection team;
5. Establish a joint municipal and police committee to enforce tax collection;
6. Construct business centers and markets and lease these assets to the private sector;
7. Establish partnerships between the municipality and the private sector.

Economic Development

The municipality developed a public park investment contract with a private sector company. This contract is the second public-private partnership developed by the municipality. The public park will be refurbished by the company and will be leased to the private sector. The municipality will receive a monthly rental income. This partnership will provide a significant change in the way public parks are managed and maintained. Residents will also have additional benefits such as recreational and entertainment activities that will be provided in the park.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Mullahs to promote city cleaning drive

On 20 June, the Municipality convened the monthly citizen forum with the participation of 6 women and 19 men who included Wakil Gozars and shopkeepers. Teachers and civil society representatives were among the active female participants. The Mayor briefed the participants on the following issues:



On 20 June, 19 men and 6 women participated in the Charikar citizen forum

1. The final list of municipal service delivery projects included in the municipal improvement plan;
2. The funding approval from USAID for solid waste management and drainage ditch construction;
3. The Municipal Action Planning Workshop outcomes;
4. The municipal team tasked with cleaning drainage ditches.

The Mayor fielded citizens' questions about the state of public services. One of these issues was public latrines. The Mayor explained that the state of public latrines cannot be improved with supplying more water. It requires better public awareness in using these facilities and changes in citizen behavior. The Head of the Haj and Religious Department committed to arrange for the Mullahs to invite residents to participate in the city cleaning day that will include clearing the canals and discussing public toilets - use and hygiene.

MUNICIPAL NEWSLETTER

The Municipality produced its first municipal paper. This public educational paper was distributed to residents and government departments. The production cost of the newsletter is included in the new fiscal year's budget. To ensure the paper's sustainability, RAMP UP East trained the Municipality how to produce a media advertising plan and operating budget for one year's production. The plan was completed and is expected to generate income starting in August.

MUNICIPAL MEDIA RELATIONS

Citizen Forum recorded for the first time in Charikar

The Municipality recorded sound bites from the citizen forum after receiving media technical training by RAMP UP East. The citizen forum was followed by a radio discussion that focused on the outcomes of the forum. The municipal Public Outreach Officer interviewed the Mayor, a female representative of civil society and shopkeepers. The recording was broadcast locally on Dunya Radio. This initiative will significantly raise the profile of the Municipality and help engage public interest and participation in civic affairs.

BAZARAK MUNICIPALITY

Province: Panjsher

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

DRAINAGE DITCH, CULVERTS AND SIDEWALK CONSTRUCTION PROJECT

Bazarak Mayor urges citizens to support drainage ditch construction

The Municipality completed one quarter of the planned work at the drainage ditch site and started construction of the sidewalk. These cash-for-work opportunities generated 680 person days of employment. The Mayor made frequent visits to the construction site and ensured its smooth progress and community support in particular from households and shops located along the ditch site.



Stones supplied at the Bazarak drainage ditch site

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Works

Community elders identify dumpsites in Bazarak

The municipal Head of the Sanitation and Greenery Department met with community elders and discussed the identification of municipal dumpsites. The consultation will help the Municipality improve trash collection and plan for the installation of more trash bins. The solid waste management project concept paper was drafted along with a budget estimate for service delivery for one year. The Mayor reviewed the plan and it is expected to be finalized in July.

Public Finance

The municipal Public Finance Officer received the following on-the-job training:

1. Revised and completed the new fiscal year's budget;
2. Computerized the municipal expenditure forms and procurement policy of IDLG.

Economic Development

The Revenue Generation Officer conducted an analytical review of the previous six years' municipal income. The report will help the Mayor to better understand the strengths and weaknesses of current revenue generation activities. Using this data, an economic development plan will be drafted in the coming months.

MAHMUD RAQI MUNICIPALITY

Province: Kapisa

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

The Municipality started basic site surveys of public service delivery projects that had been selected during the recent Municipal Improvement Plan consultations. A total of 11 construction sites were surveyed in June. In addition, the following two projects received USAID approval:

1. Construction of two public latrines;
2. Construction of a 300 meter street, ditch, parking lot and retaining wall.



On June 15, the Municipality commenced 11 construction site surveys

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The municipal Finance and Accounting Officer received on-the-job training in:

1. The use of single entry accounting. This will help improve financial management through better cash flow tracking and a daily summary of receipts and expenses;
2. The use of a double entry system for expenses review, which will improve understanding of the municipality's finance status.

Public Works

The Public Works Officer developed a maintenance checklist for roads and ditches. The comprehensive checklist will enable a systematic approach to maintenance work in the city that will ensure the sustainability of public infrastructure.

Revenue Generation

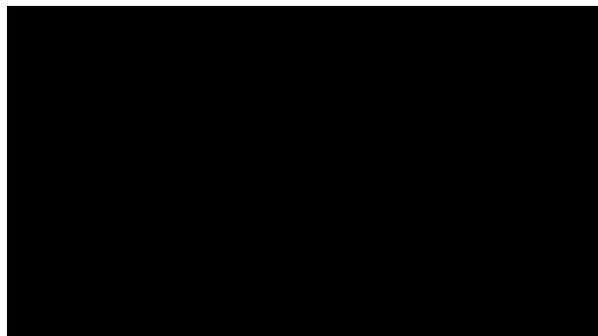
Business representatives to convey taxation messages

The municipal Revenue Generation Officer consulted with businesses in the city on nominating representatives to convey municipal messages to shopkeepers. This step will improve communication with businesses to inform them about municipal activities and to resolve issues with regards to public services. The officer was also trained how to extract data from the business registration system and how to issue electronic business licenses for license fee collection.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH CITIZEN ENGAGEMENT AND PARTICIPATION

Municipal students clubs to be established in Mahmud Raqi

On 22 June, The Mayor announced the Municipality's plan to establish municipal clubs at schools and to educate children about governance practices and city cleanliness. The Mayor briefed citizens on the completion of the business registration process. He described it as an important step towards improving transparency and systematic municipal tax collection. In addition, the Municipality announced the installation of a complaints box.



On June 22, citizens posed questions to the Mayor about the state of municipal services

Complaints from citizens will be shared with the public at each citizen forum to enhance accountability.

MUNICIPAL NEWSLETTER

The first edition of the municipal newsletter was issued. This educational paper will be self-funded when the new fiscal year's budget is approved by IDLG. The publication included a news brief on the citizen forum, the state of public services, the Municipal Improvement Plan and the launch of the public complaints box.



Sada-i-Sahar, the monthly newsletter of Mahmud Raqi

JALALABAD AREA OVERVIEW: JALALABAD, MEHTERLAM, ASADABAD JALALABAD MUNICIPALITY

Province: Nangarhar

MUNICIPAL SERVICE DELIVERY PROJECTS

Culverts construction at Rokhan Mena

The work on two culverts in Rokhan Mena area continued in June. Local labour was used for the excavation work. The project will help reduce the impact of seasonal flooding in the residential area.

Fifty culverts construction project inaugurated

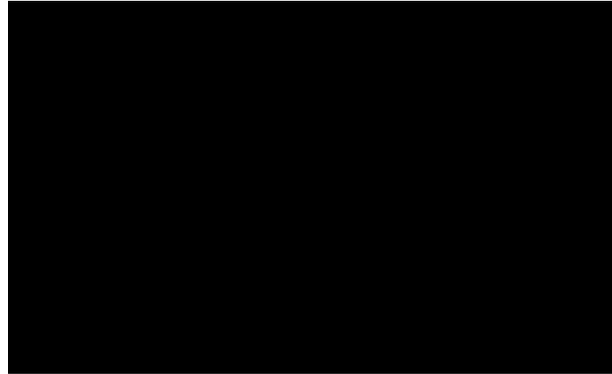
On 14 June, the Municipality inaugurated the construction of the fifty culvert projects in five districts of the city. More than 70 residents and GIROA officials attended the inauguration ceremony.

The head of Wakil Gozars cut the project ribbon and proudly announced that “Now our citizens can walk on a dry road rather than on a muddy road”. The municipal Head of the Engineering Department also observed that the project has provided good capacity building for his department.

The event received local media coverage and citizens were interviewed by TV. Citizen Asadullah told the media: “Every stone of this project has value for the residents. This is the right step in the direction of city rehabilitation. We welcome the Municipality to start the culverts construction in our area”.

Construction of 7,000 sq.m. parking lot

The parking lot construction project selected by citizens was put on hold. Members of the Provincial Council claimed ownership of the plot of land. The Mayor is currently leading efforts to resolve this problem and if not solved, further discussion will be held with the local government and IDLG/GDMA to find alternative solutions. On 13 June, the Mayor briefed the USAID On Site Monitor (OSM) about next steps to be taken by the Municipality to facilitate the parking lot construction.



June 14. Wakil Gozar representative cut the project ribbon of the 50 culverts construction project



Citizen Asadullah spoke to media about project advantages

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The municipal Revenue Generation Officer applied new codes on the revenue data as instructed by the Ministry of Finance. Further documentation of the revenue sources was prepared and shared with the ministry.

The Revenue Officer was trained to produce a municipal revenue generation plan. A review of income sources was undertaken to identify businesses that have to pay the business license renewal fee. These measures will enable the Municipality to plan, review and update license fee collections.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

MEDIA RELATIONS

Jalalabad Mayor Interviewed By Media

On 15 June the Mayor was interviewed by Hela Radio at the PRT airbase. The interview provided the city residents with information about the projects selected in the Municipal Improvement Plan. The Mayor explained the challenges facing the parking lot construction in addition to the achievements of constructing culverts across the city. The Mayor rarely gives media interviews – this event demonstrates an important improvement in the municipal media relations and public outreach.



June 15. Mayor Lal Agha gave a radio interview about the Municipal Improvement Plan

MEHTERLAM MUNICIPALITY

Province: Laghman

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Sidewalk and drainage ditch construction

By the end of June the Municipality had completed nearly one quarter of the 4 km sidewalk and the roadside ditch. A total of 3,474 labor days were recorded. The municipal officials received on-the-job training in project management and quality assurance through supervising the project on a daily basis.



Mehtarlam, Side Walk under constructions

7.75 km Roadside Ditch Construction

This month, the Municipality also completed 1.7 km of the construction work of another, 7.75 km roadside ditch project that started in April. This project provided a learning opportunity for municipal workers to improve their professional skills in the area of construction management and city planning. The project recorded 4,243 local labor days.



Ongoing roadside ditch construction in Mehtarlam

MUNICIPAL CAPACITY DEVELOPMENT

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The municipal Public Finance Officer produced computerized payroll sheets and recorded all salaries paid. The officer also analyzed the previous five years' budget with the purpose of improving planning and expenditure forecasts.

Public Works

The Public Works Officer produced a fuel and maintenance requisition form that municipal departments will start using. The form will help the Public Works Department to track assets maintenance and trash collection operational expenses.

Revenue Generation

Property evaluation and tax collection scheduled in Mehterlam

The Municipality conducted community meetings with residents of District One to discuss the planned evaluation of new properties and the proposed tax collection schedule.

The Revenue Generation Officer surveyed all the shops and listed businesses that had not paid rent in the past year and discussed these with the Mayor. The Mayor requested a property evaluation to be undertaken in order to expand municipal tax collection.

Public Administration

The Public Administration Officer received office management training through three theoretical and practical courses. The training was designed to improve task distribution, office maintenance, meetings coordination and minute taking.

ASADABAD MUNICIPALITY

Province: Kunar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

RETAINING WALL CONSTRUCTION - DAM KELLY STREAM

The construction of the Dam Kelly 300m protection wall continued for the second month and is now 75% complete. 50 local laborers were recruited and managed by the municipal staff. This project is expected to be completed in August and will help prevent seasonal flooding that affects houses and shops in the area.



June 19. The retaining wall construction site was supervised by the municipal Public Works Engineer

Resident Haji Pacha Wazir was interviewed by RAMP UP East and said: “The implementation of this project will improve the citizens’ trust in the Municipality. Citizens will voluntarily pay the municipal service fee”.

2 KM KERALA GRAVEL ROAD AND RETAINING WALL CONSTRUCTION

Community elders sign an MOU supporting gravel road construction

The preparation of the 2 km road construction project was initiated at the end of June. Asadabad municipal officials conducted a community meeting with the Kerala district elders and discussed the details of this project to ensure community support. The community elders agreed that the width of the road should be 6 meters, and that citizens will not construct houses along the retaining wall. They also agreed to give up land located within the 6 meter road space if required. This agreement was documented in an MOU between the Municipality and community elders.

The project had previously faced technical challenges because of flooding that temporarily halted work along the Pech River north of the Municipality. The implementation plan for the project was adjusted to begin construction work when the water levels returned to normal in July.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

The Public Finance Officer began using the single and double accounting systems. The officer was also trained to produce daily transactions sheet and to computerize the revenue and expenditure data for the last five years.

The municipal Engineer used the electronic monitoring sheet he produced in May to track progress on municipal construction projects on a daily basis, and to systematically document the projects’ status.

The Municipality prepared a revenue forecast for the next six years and an expenditure forecast for the next four years, incorporating the main municipal revenue resources. This municipal initiative demonstrates improved planning skills for utilizing income resources.



June 15. The municipality's Engineer recorded site visit details into project tracking sheet

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Asadabad Citizen Forum endorses Kerala gravel road MOU with the community

On 20 June, the Municipality held a discussion with 27 residents about the planned construction of the Kerala gravel road and retaining wall. The participants were updated about the aforementioned agreement between the Municipality and Kerala district elders. The forum endorsed the MOU and urged citizens to monitor the planned construction work.

Commenting on the MOU between the Municipality and the community, resident Dagarwal Shah Mahmood said: "Citizens appreciate conducting the forum and integrating citizens into the decision making process. I and the other five community elders volunteer to be the project focal point in our area and will help solve any problems that may arise".

MUNICIPAL NEWSLETTER

The fourth edition of the self-funded municipal newsletter was produced and 1,000 copies were distributed by the Municipality. The Mayor assigned an editorial committee to review the newsletter content to ensure good quality.

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

Province: Logar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Construction of car parking lot No. 1

The construction of the municipal parking lot was completed on 16 June. The four month project recorded 335 person cash-for-work labor days. It also improved the municipal capacity through on-the-job training. The municipal team was involved in the construction monitoring and learned about the process to design and construct the parking lot.



The parking lot construction in Puli Alam will reduce traffic congestion

Construction of car parking lot No. 2

About one quarter of the work was completed this month. The project created cash-for-work opportunities for local laborers from Puli Alam city. The municipal Engineers conducted frequent site visits and monitored the construction work. The parking lot construction provided the municipal officials with further learning opportunities and strengthened their supervisory role in construction management.



On June 14, the municipal Engineer monitored the parking lot construction

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

Puli Alam municipal budget approved by IDLG

The Municipality's fiscal year's budget was approved by IDLG this month without any comments or changes. The improvement in budget planning is a result of the on-the-job and classroom training by RAMP UP East that officials received in previous months. Further training was conducted as follows:

1. The use of single and double entry accountancy;
2. The production of electronic balance sheets;
3. Revenue generation documentation and management;
4. 4-Basic financial management;
5. Introduction to financial audits.

Public Works

The Municipality's Public Works Officer received solid waste management training in the following topics:

1. Solid waste recycling methods;
2. Methods for reducing the daily production of solid waste;
3. Solid waste disposal and dump site management;
4. Landfill control and sanitation policies.

Economic Development

The municipal Economic Development Officer collected and analyzed budget data for the last five years. The budget review will help in drafting performance based budgets with an understanding of the regular municipal income and expenditures. The budget will help the Municipality to plan for further revenue generation.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

Puli Alam convened its 7th monthly citizen forum on 14 June. Representatives of the shopkeeper's union, media, youth and community elders participated. The Deputy Mayor discussed the previous three months' municipal activities. Citizens were urged to participate in the city cleaning drive and to raise community awareness on city cleanliness. The sustainability of the solid waste management project was highlighted, emphasizing that citizens should pay the municipal service fee to support regular trash collection.



June 7. Shopkeepers complained about the shortage of water in public toilets

The following issues were raised at the Citizen Forum:

1. Shortage of water in public toilets and mosques (proposed generator installation to get water from the well);
2. Unfair distribution of municipal shops as some shopkeepers were allocated shops space twice;
3. Cheating in meat weight sales and the lack of a slaughter house.

MUNICIPAL NEWSLETTER

Citizens praise the municipal newsletter

The Municipality distributed 1,100 copies of the educational monthly paper. The topics included youth participation in the city cleaning day, the radio discussion on municipal

performance and the citizen forum. The paper included advertisements by shopkeepers and the Municipality.

Residents praised the newsletter. They see it as a good tool for local advertising and municipal education.

MUNICIPAL MEDIA EVENTS

Zeenat Radio Highlights The Shortage of Water In Puli Ala

On 12 June, Zeenat local radio station conducted a roundtable discussion with the Deputy Mayor, the Markets Control Manager, community representatives and Head of the Health Department.

The discussion involved the following topics:

1. Shortage of water supply in the city;
2. Citizens lack of awareness about city greenery;
3. The sale of expired medicines in the city;
4. Citizen satisfaction over municipal performance.



June 12. The municipal public outreach officer recorded the media interview aired on Zeenat radio

RAMUP UP EAST MUNICIPAL COORDINATION

Puli Alam Mayor requests municipal ownership of solid waste collection trucks

On 23 June the Mayor held a discussion with RAMP UP East about the sustainability of the solid waste management project. The Mayor requested the purchase of trash collection trucks instead of the proposed rental of vehicles. The Mayor explained that ownership of the trucks would mean empowerment of the Municipality to run its own services.

GARDEZ MUNICIPALITY

Province: Paktia

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Sidewalk construction project

The Municipality completed 40% of the planned sidewalk reconstruction project. A total of 30 laborers from Gardez benefited from this cash-for-work opportunity. Members of the provincial council conducted site visits and reported to the council on the progress of work completed by the project.



21 June. 30 laborers from Gardez benefited from cash-for-work opportunities generated by the project

Completion of the sidewalk will encourage businesses to pay the municipal service fee as a reflection of increased citizen satisfaction with municipal service delivery.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

PUBLIC WORKS

Solid waste management plan prepared in Gardez



Shop keepers provided information on the trash portion produced on a daily basis.

The following activities were implemented by the Public Works Officer:

1. Produced streets maintenance checklist and construction work monitoring template;
2. Monitored the sidewalk construction project underway;
3. Produced a concept paper for solid waste management service delivery.

ECONOMIC DEVELOPMENT

The municipal Revenue Generation Officer distributed business licenses to shopkeepers in the city. A distribution schedule was prepared along with a tax collection timeline. The improved business registration will help the Municipality generate further revenue.



Gardez Revenue Generation Officer received on-the-job training on the distribution of business licenses.

SHARANA MUNICIPALITY

Province: Paktika

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Solid waste management

This project had stopped on 9 June as the first year of RAMP UP East project ended. Further consultations were held to reshape the project with a greater focus on sustainability.

Trash bins construction

Trash bin installation was put on hold as the quality of the procured steel bars did not meet project standards. Further procurement will be required to resume the work.

Public latrines project

Sharana to charge user-fee's for use of public toilets

Construction work continued on the two public latrine projects inaugurated on 19 May. Both projects will be completed by the end of July.

28 laborers benefited from cash-for-work opportunities generated by the project.

The cost for operations and maintenance for the public toilets will be offset by charging user fees. The Municipality will hire a caretaker to collect the fees and to ensure the toilets are maintained and cleaned on a regular basis. One of the public latrines is inside the city's mosque and the other is in front of the public hospital: four of the units will be assigned for women. The municipal Engineer made frequent site visits to supervise and monitor project implementation and to ensure quality control in accordance with the project design drawings.



June 23. The construction of public latrines offered temporary jobs for 28 laborers from Sharana

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Works

The Public Works Director received on the job training in the following activities:

1. Prepared presentation for the Mayor and USAID on solid waste management;
2. Supervised the public latrines construction project;
3. Educated trash collection and landfill management laborers on the risks of burning plastic materials;



June 28. The municipal Engineer supervised the public latrine construction work

4. Conducted market control visits and checked restaurants cleanliness

Economic Development

The Revenue Generation Officer undertook the following activities:

1. Recorded bank receipts and prepared electronic tracking sheets of those receipts;
2. Made a list of businesses that had not paid the municipal tax in the last fiscal year to enable tax collection enforcement;
3. Completed an electronic list of all the shops in the city.

KHOST MUNICIPALITY

Province: Khost

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Mayor and community monitor drainage ditch rehabilitation project

About 70% of the planned drainage ditches and culverts rehabilitation work was completed - the project is expected to finish in July. It has employed 20 laborers on a cash-for-work basis. The municipal Public Works Engineer supervised the project laborers and conducted frequent site visits and materials inspections.

On 11 June, the Mayor along with GIRoA and community representatives visited the construction site and provided interviews for local TV. The Mayor explained the advantages of the ditch rehabilitation: it will prevent citizens from disposing trash in the ditch as the drainage surface will be covered. The event was aired on TV and helped in promoting this municipal achievement.



Photos of drainage ditches in the city before and after rehabilitation

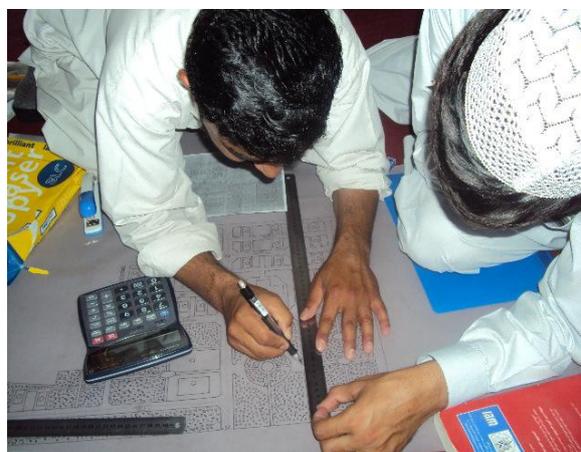
MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Public Finance

The municipal Public Finance Officer acquired the following new skills:

1. Preparation of bank reconciliation statements;
2. Use of double entry accountancy system;
3. Posting new financial entry's into the accounting electronic journal;
4. Production of electronic salary sheets.



Municipal workers receiving training on mapping solar lights locations

Public Works

Khost introduced a plan to improve trash collection management using limited resources, including the reduction of the number of laborers. This one year action plan seeks to improve the way solid waste management is run and sustained. The Municipality also identified 700 locations for solar lights along the city roads. The Public Works team was trained how to record the coordinates of each proposed location and learned how to produce a technical proposal to help develop and implement the plan.

Revenue Generation

4,500 Shops numbered by the Municipality for tax collection purposes

The municipal Revenue Generation Department documented 80% of the municipal assets and businesses, 4,500 shops received municipal plate numbers that will assist in tax collection and businesses premises identification. The Municipality also produced the monthly revenue report that provided details on income resources.

A commission established by the Governor and Mayor decided to improve a municipal building in the market and to convert it into a commercial guest house. The suggestion was made after a site visit and interviews undertaken with businesses that had indicated the need for guest house accommodation in the commercial district of Khost.



The municipal shops numbering process



MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

On 20 June, four women along with eighteen men participated in the monthly citizen forum chaired by the Deputy Mayor. The discussion focused on upgrading the city's strategic plan. The Deputy Mayor emphasized the role of citizen participation in planning the city.

The participants raised their concerns over the budget for the strategic plan and lack of funding resources available to implement the plan. The Director of the Economic Development Department explained the government will implement this plan through prioritizing the public needs and soliciting donor support. Further public consultations will be held to ensure ongoing public engagement in the city planning.



June 20. Women and men discussed the planned upgrade of the city master plan with the Deputy Mayor

MUNICIPAL NEWSLETTER

Khost Municipality Partners With Media for Municipal News Publishing

The first municipal newspaper in Khost city was produced on 11 June. The Municipality also published four pages of municipal news in the daily newspaper (Milli Ehsan). The Municipality succeeded in obtaining commercial advertisements to subsidize productions costs. Publishing the municipal news in the daily newspaper will help reach out to residents involved through this municipal partnership initiative.



Milli Ehsan newspaper included articles about the city written by municipal officials