



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

MONTHLY REPORT: MARCH 2012



*The Mayor of Assadabad was joined by the Governor of Kunar, the Director General of GDMA, and local dignitaries for the hand-over ceremony of the USAID-funded 2Km Gravel Road, Culvert Installation & Retaining Wall Construction Project.*

**15 April 2012**



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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

### Abbreviations

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
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	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

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



# MONTHLY REPORT: MARCH 2012

## EXECUTIVE SUMMARY

### Capacity Building

#### *Preparation of Standard Operating Procedures*

In this reporting period, RAMP UP East has completed the first draft of the Procurement SOP manual which was circulated for internal review. The exhibits and examples are still being translated to English. The Business Licensing SOP manual is now being readied for submission to GDMA. The outline for the revised Revenue Improvement Action Plan (RIAP) SOP manual has been drafted and is awaiting approval by the technical advisors.

#### *1391 Budget Preparation*

The solar year 1390 closed on March 20<sup>th</sup> and the municipalities were given 15 days to close the books and complete the 1391 budget. As of the end of March, Sharana had completed its budget and received approval from the Provincial Administrative committee. Two municipalities, Maidan Shar and Pul-i-Alam, completed their budget but had not yet presented it to the Provincial Committee. Two other municipalities had nearly completed the budget: Ghazni and Charikar. Seven municipalities had only started preparations by the end of the month: Asadabad, Metherlam, Khost, Bamyān, Mahmud-i-Raqi, Jalalabad, and Gardez. The remaining municipality, Panjshir, had not started and it is assumed it will not make the deadline.

#### *Implementation of excel templates for financial processes*

RAMP UP East advisors continue to assist their counterparts in recording the 1390 expenditure transactions into the Excel-based M20. Two municipalities, Maidan Shar and Pul-i-Alam, entered all 1390 cash disbursement transactions into the spreadsheet, entered all transactions into the Excel-based *Hawala* book (check book), and reconciled all cash disbursements to the municipal bank statements for 1390. Four municipalities – Charikar, Gardez, Ghazni, and Sharana – completed entering the 1390 cash disbursements into the Excel-based M20 and Hawala book. They all plan to complete the bank reconciliation in April. Four other municipalities – Asadabad, Jalalabad, Metherlam, and Panjshir – have entered some transactions into the M20 but have not developed the Hawala book and reconciled the accounting records to the municipal bank account. Historically, Panjshir and Jalalabad have not agreed to allow the RAMP Up East public finance advisor access to the expenditure records that is needed to automate the expenditure process and increase transparency. The public finance advisor in Jalalabad is reporting that the Accounting Department has begun to implement the M20. The RAMP UP East public finance team will visit the Panjshir municipal office in early April to discuss the lack of access to transactions.

Three municipalities, Bamyān, Khost, and Mahmud-i-Raqi, did not have RAMP UP East public finance advisors in place this month. Advisors have been hired for Mahmud-i-Raqi and Bamyān and they will mobilize in April: the position for Khost has recently been advertised.

## Economic Development and Revenue Enhancement

### *Business Registration Activities*

Twelve municipalities received the donated IT equipment from RAMP UP East during the month. Metherlam has refused the equipment and requested monetary compensation. RAMP UP East IT staff installed the equipment and provided basis computer training including data security/backup procedures. The equipment includes 2 desk top computers, printers and cameras that will enable the municipalities to print business licenses. Most municipalities plan to print and distribute business licenses beginning in mid-April, after the budget is completed and approved.

### *Revenue Improvement Activities*

The Revenue Improvement Action Plan (RIAP) includes three components that the municipalities have been actively working on over the last month: revenue profile, revenue forecast, and municipal capacity assessment. Five municipalities, Bamyan, Khost, Maidan Shar, Pul-i-Alam, and Sharana, completed all the components and all except Bamyan received approval from the Economic Development Advisory Committee (EDAC). The Bamyan mayor has not yet approved the RIAP as another donor-funded project, ASGP, developed a similar document. He has requested that the two documents be consolidated and then presented to the EDAC for approval.

The table below shows the status of all the RIAP components as of the end of March.

<b>Municipality</b>	<b>Revenue Profile</b>	<b>Revenue Forecast</b>	<b>Capacity Assessment</b>	<b>RIAP Approved</b>
Asadabad	v	v	v	v
Bamyan	v	v	v	
Charikar	v	v	v	v
Gardez	v	v	v	
Ghazni				
Jalalabad	v	v	v	v
Khost	v	v	v	X
Maidan Shar	v	v	v	v
Mahmud I Raqi	v	v	v	
Mehterlam	v	v	v	
Panjshir	v	v	v	
Pul I Alam	v	v	v	v
Sharana	v	v	v	v

### *Property Registration Activities*

The Property Registration system is intended to be piloted in four municipalities: Jalalabad, Ghazni, Charikar, and Khost. The surveying began in Jalalabad city on March 10. The team of 15 surveyors was able to complete surveys of 240 properties and 80 of these were entered into the property registration database. As of the end of the month, Ghazni had recruited 12 surveyors, completed their training, and planned to begin surveying in the commercial area in early April. Charikar and Khost will interview surveyors and GIS specialists in April.

## Service Delivery and Infrastructure

### Completed Projects

With the warmer weather arriving in many municipalities in March, four of the infrastructure projects were able to reach completion. In Mehterlam, the drainage ditch construction and the drainage ditch and sidewalk construction projects were completed by the end of March and awaiting final inspection. A handover ceremony will be scheduled in April. In Asadabad, the 2km gravel road and retaining wall project was completed and handed over to the municipality on March 12. In Khost, the drainage ditch improvement project was completed and a final inspection is scheduled for April, followed by a handover ceremony.

### Startup of New Projects

The warmer weather in March also brought the opportunity to begin twelve new projects in nine of the municipalities, as detailed in the following table.

Municipality	Sub-project Name	Sub-project #	Status
Asadabad	Solid Waste Collection and Bin Supply	ASD-0009	Subcontract signed
Bamyan	Reconstruction and Asphaltting Streets	BAM-0003	Subcontract signed
Bamyan	Public Latrines Construction	BAM-0005	Subcontract signed
Charikar	Drainage Ditch and Street Roughing	CHA-0008	Direct implementation started March 24
Gardez	Solid waste Bin and Enclosures	GRZ-0008	Direct implementation purchase order
Ghazni	Bazazy Sidewalk Construction	GHZ-0005	Subcontract signed
Khost	Solid Waste Collection and Bins	KHO-0008	Direct implementation purchase order
Mahmud-i-Raqi	Construction of Solid Waste Disposal Site and Receptacles	MIR-0005	Subcontract signed
Mahmud-i-Raqi	Drainage Ditch and Sidewalk Construction	MIR-0012	Subcontract started March 27
Mahmud-i-Raqi	Solid Waste Collection	MIR-0017	Direct implementation will start in April
Sharana	Road Median Construction	SHA-0008	Subcontract signed
Panjshir	Trash Receptacles and Equipment Supply	PJS-0005	Direct implementation purchase order

## Cross Cutting Activities

### Capacity Building (Gender Training Workshops)

The gender department conducted a one-day training workshop on gender equity/analysis and equality in Gardez municipality on March 16, with participation of 9 municipal and 9 RAMP UP East staff. A one-day training was also held in Sharana on March 11, with participation of 10 municipal and 3 RAMP UP East staff.

These trainings were part of phase 2 of the gender training with a focus on gender equity and equality and the importance of gender analysis in program and policy design and implementation. While most of the participants expressed positive views about the concept of gender, a majority of the participants stated that gender equity meant that men and

women will become the same and gender equality means that resources and benefits must be split evenly between men and women.

The RAMP UP East gender team will continue working with the staff to ensure they understand the concepts and apply the skills in their day-to-day activities.

### *Gender grants activities*

RAMP UP East's gender-responsive governance small grants program is implemented by four local NGOs in all fourteen municipalities. The grantee implementing the gender program in Bamyan, Ghazni and Maidan Shar municipalities (Bureau for Reconstruction and Development or BRD), helped organize an exhibition in Bamyan where 30 women entrepreneurs displayed their handicrafts, embroidery and other decorative pieces.

The gender grantee for Charikar, Bazarak and Mahmud-i-Raqi (Afghan Amputee Bicyclists for Rehabilitation and Recreation, AABRAR), held three exhibitions in Charikar, Mahmud-i-Raqi and Bazarak where 30 women entrepreneurs in each city displayed their product.

The implementer of the gender grant program in Jalalabad, Parun, Asadabad and Mehterlam (Afghanistan Relief and Rehabilitation Organization, ARARO), organized an exhibition in Jalalabad Municipality on March 14.

### *Challenges and Constraints*

The gender-responsive grants program in Sharana, Khost, Gardez and Pul-i-Alam was suspended. The agreement between RAMP UP East and the grantee (Noor Social and Cultural Organization, NSCO) has been terminated due to the inability of the grantee to implement the program. RAMP UP is exploring different options to continue the program in the aforementioned municipalities.

In Maidan Shar, the grantee (BRD) has not been able to identify a female fellow for the second round of the fellowship program. As there is no high school in the municipality, most families send their daughters to Kabul for higher education and finding a high school or university graduate who lives in Maidan Shar and is willing to work there is a challenge.

In Panshir and Jalalabad the mayors have refused to allow both male and female fellows to work in municipalities.

### *Youth Participation Small Grants Program*

The youth grant has been designed to develop youth capacities through computer training, internships and sports tournaments (cricket, volleyball, football and taekwondo) to enhance their active participation in municipal affairs. Through the internship program 50 male and female youth are working with the municipality, the Department of Women Affairs, and some local and international NGOs to gain practical experience and apply what they have learned during their training periods in the grantees' offices. The internships are currently ongoing in the municipalities of Sharana, Khost, Nurgaram (Nuristan), Mehterlam, Asadabad, Jalalabad, Maidan Shar, Ghazni and Bamyan. Eighteen other interns are currently receiving training at the grantee's offices in Mahmud-i-Raqi, Panshir and Charikar. In Parun there are only two interns. The grant program in Gardez and Pul-i-Alam is suspended due to the lack of the grantee's ability to fully implement the program and comply with financial requirements. New grantees have been selected and will start implementing the program in early April.

Through computer training programs 460 male and female beneficiaries are receiving basic skills training according to the schedules developed by the grantees in coordination with the RAMP UP East teams in Sharana, Khost, Nurgaram, Mehterlam, Asadabad, Jalalabad, Maidan Shar, Ghazni, Bamyán, Panshir, Mahmud-i-Raqi and Charikar.

The youth grantee in Bamyán, Ghazni and Maidan Shar (AREP) conducted closing ceremonies for the Taekwondo tournaments on March 7 and 13. The grantee in Jalalabad, Asadabad, Mehterlam and Nurgaram (RSSAO) organized closing ceremonies for the volleyball tournaments held in those municipalities between March 18 and 21.

The implementing partner for the youth grants in Khost and Sharana (AMRAN) also conducted closing ceremonies for the Taekwondo tournaments on March 4.

## Monthly Highlights

### *Handover of the Gravel Road, Culvert Installation and Retaining Wall Project in Asadabad*

The handover ceremony of 2 km gravel road project in the Village of Kerala, Municipality of Asadabad, took place on March 25. The project also includes a 660-meter long retaining wall along the river bank and the construction of culverts. This USAID-funded project was identified as a priority by the residents of Asadabad during a citizen forum organized by the mayor.

When the snow from the mountains begins to melt in springtime, the almost 8,000 citizens of Kerala Village in this city will no longer have to fear the seasonal flash floods, thanks to the newly constructed retaining wall that will shield the village from the raging waters of Pach River. Every year, the seasonal flooding threatens the lives of the residents and destroys homes and properties. Also, mud and silt from the river is deposited on farm lots that require many days and intensive labor to clean up. Before the road was constructed, vehicles could not pass by this strategic road that connects Asadabad to Nuristan Province. Travel by foot was also difficult.

At the handover ceremony in Asadabad, the Governor of Kunar said: “By directly addressing and engaging the concerns of Kerala residents regarding potentially destructive floods, the project increased people’s confidence in their government. This project also protects the main bridge from being damaged. It saves people’s property and provides a safe passage for the people.”

Asadabad Mayor Abdul Ghani Abbasi received the project on behalf of the citizens. In his speech, he said: “This project is one of the biggest achievements of the Asadabad municipality. With support from RAMP UP East we have addressed the needs of our people, we provided employment opportunities to local residents, and we built a relationship based on trust with our fellow citizens here in Asadabad.”

The project was handed over by USAID representative Greg Huger who lauded the governor and the mayor for their effort in bringing basic services to their constituents.



Two pictures of the same location before and after the completion of the USAID-funded gravel road, culverts and retaining wall construction project along the Pach River in Asadabad, Kunar.

### *Successful taekwondo tournament for female athletes in Ghazni*

As reported in a previous month, the Municipality of Ghazni and RAMP UP East grantee AREP succeeded in assembling two female volleyball teams from Ghazni to participate in a province-level tournament. This time around the municipality, in collaboration with the Department of Youth and Olympic Games and AREP, managed to form two female teams to compete in a taekwondo tournament. Initially it was difficult to motivate young women to take part in this sport because it was considered against local culture. But eventually enough girls were found willing to participate in a tournament with two other female taekwondo teams from the province of Bamyān. Ghazni is facing various security related and cultural challenges and this tournament gives a small group of female youths from the city the opportunity to match their skills and bravery against a group of very similar girls from a neighboring province.



*The opening ceremony of the female taekwondo tournament in the Municipality of Ghazni.*



*Female taekwondo athletes are getting ready for the tournament.*



## MUNICIPAL PROGRESS REPORTS

### MAIDAN SHAR MUNICIPALITY

#### PROVINCE: WARDAK

#### Capacity Building

The municipal accounting manager collected all the municipal line department budget plans for 1391 and the revenue projection from the revenue department and completed the draft version of the budget. Next he will enter the budget into the Excel-based template and provide it to the Provincial Committee for approval. The accounting manager also completed the 1390 bank reconciliation of all municipal expenditures.

#### Municipal Service Delivery



*Citizens participate in the municipal tree planting campaign*

The solid waste program collected 158 cubic meters of trash from 31 formal and 6 informal sites and transferred it to the landfill. The municipal engineering department also developed a checklist for the street lights, which will be used to prepare the operation and maintenance plan.

On March 21, the greenery campaign for planting 4,500 trees and plants throughout the city started, with a special focus on the Dawood Khan Mena area. The municipality purchased 2,500 plants from their own budget while the other 2,000 were provided by the provincial Directorate of Environmental Protection. The campaign is scheduled to be completed by the end of March.

#### Economic Development and Revenue Generation

The Economic Development Advisory Committee (EDAC) conducted its 5<sup>th</sup> meeting in which it finalized the Revenue Improvement Action Plan (RIAP). Furthermore, the revenue manager completed the revenue forecast for the 1391 budget and is currently working on the bank reconciliation of cash receipts.

#### Gender and Youth Activities

The youth grantee team prepared for and conducted the taekwondo competition in coordination with the mayor who agreed to pay for the accommodation and transportation of the athletes. The tournament, in which eight teams participated, was a two day event beginning on March 13<sup>th</sup>. There were 150 attendees including citizens, community elders, city council members, municipal officials and a representative of the mayor.

The gender grantee selected two new fellows on March 17<sup>th</sup> as the first batch of fellows had completed their 5 month program. The new fellows participated in a three day training to introduce them to the objectives and activities of the program.

## Community Engagement

The monthly citizen forum was held on March 29<sup>th</sup> and the focus was a discussion of the issuing of business licenses and the greenery campaign. Thirty five people attended the forum including shopkeepers, local council members, municipal officials and community elders. The markets control manager told the attendees that the municipality will start issuing computerized business licenses within two weeks after the start of the New Year. Every business is expected to apply for a license and pay the designated licensing fee. This will enable the municipality to enhance its revenues and improve service delivery to the business community and citizens. He expressed his deep concern about the selling of low quality products and expired food and drinks in the markets. Expired food items are harmful not only for adults but especially for children. He told the participants that the municipality will begin charging fines for the selling of expired products. The markets control manager also informed the citizens of the greenery campaign and asked them to help the municipality by providing water to the new trees and plants in front of their homes and businesses.



*Citizens participate in the citizen forum*

During the questions and answers session citizens suggested that the municipality should sweep the roads during the nighttime because sweeping during the day causes more dust. The participants committed to help the municipality keep the city green and welcomed the issuing of business licenses. The participants also expressed their appreciation for the youth computer training program funded by RAMP UP East, saying it is the first time the municipality has supported the youth. Previously students were traveling to Kabul for such training.

## Coordination

On March 28, UNAMA conducted a meeting with RAMP UP East in the Maidan Shar project office. The UNAMA Civil Affairs Officer and Governance Officer met with the RAMP UP East team leader. The purpose of the meeting was to better understand the RAMP UP East and ASGP capacity building and governance activities. The RAMP UP East team provided information on its training program, economic development activities and service delivery projects in the municipality.

## **GHAZNI MUNICIPALITY**

### **PROVINCE: GHAZNI**

#### **Capacity Building**

During the month, the municipality set up the Budget Committee. The establishment of this committee is part of the standard operating procedures (SOP) for the annual budgeting process. Previously the municipal staff participated in budget training conducted by RAMP UP East in the Kabul office, which introduced the staff of the accounting and revenue departments to the SOP and provided them a manual on budgeting procedures. This committee will help the municipality in preparing the budget accurately and comprehensively at the beginning of each solar year. The members of the committee include the municipal revenue officer, accounting officer, administrative officer, property officer, engineering officer, and procurement officer.

The municipal accounting clerk, assisted by the RAMP UP East public finance advisor, posted about 260 cash transactions from the manual *Hawala* Book into automated Excel Hawala template and the M20 expenditure ledger. The Hawala book, or cash book, will be used to reconcile the bank statements to the cash disbursement account for 1390. The accounting officer prepared a formal letter to Azizi Bank to request the bank statements for 1390 in order to prepare the bank reconciliation. The accounting clerk, assisted by his embedded advisor, also prepared the payroll and overtime calculations using the Excel template for all *Tashkeel* and *Ajeer* staff of the municipality for the month of Hoot 1390.

The municipal accounting officer, assisted by the RAMP UP East public finance advisor, closed the books for 1390 immediately following the end of the fiscal year on March 19. They are currently preparing the 1390 budget for submission to GDMA on April 5.

#### **Municipal Service Delivery**

RAMP UP East has received COTR consent to proceed with Project GHZ-0005 for the construction of the Bazazy sidewalk. A subcontract has been awarded to Consolidated Builders Construction Company for the work, which includes removal of an existing sidewalk and construction of a mosaic sidewalk with a reinforced concrete base over a length of approximately 3 km.

The sanitation department implemented the solid waste collection monthly schedule, developed in coordination with the embedded public works advisor, in the 1<sup>st</sup> and 2<sup>nd</sup> *Nahias* of the city. The municipality has surveyed the entire city area and determined that it needs 50 trash bins. The municipality has a landfill which was funded by the PRT Engineering Corp. Ghazni is planning to pave the road to the landfill this year.

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

The municipal licensing department participated in additional training on the business registration and licensing system conducted by RAMP UP East's economic development advisor. Specifically they practiced printing bills and updating data within the application. During the month, the municipality also received 2 desktop computers, printers and cameras from RAMP UP East which were installed in the municipal licensing department. This will allow the municipality to begin issuing business licenses next month.

## Community Engagement



*The Mayor of Ghazni requesting the active participation of the citizens in the anti-litter program.*

On March 31, the local radio station KILLID interviewed the Mayor, Mr. Abdul Basir Noory, about city cleanliness and greenery. During this interview, the Mayor stated that “No municipality in the world can succeed in keeping the city clean without the cooperation of the residents. The proud residents of the beautiful city of Ghazni should join hands to make it an exemplary city throughout the country.” He encouraged the citizen’s to actively participate in the “Anti-litter Program 2012”.

The Mayor stressed that a clean environment is a sign of healthy and civilized societies and Ghazni can be an example by keeping its houses, streets, and surroundings in a clean and tidy condition. He informed the residents of the city that under municipal environmental regulations a person caught littering would be fined AFs 300 on the spot. The Mayor also requested the residents to submit their valuable suggestions and recommendations to the municipality during the monthly citizen forums. At the end of interview, he asked the citizens again to join hands with the municipality in making Ghazni one of the cleanest and greenest cities of the country.

## Gender and Youth Activities

On March 4 and 5, RAMP UP East grantee Bureau for Reconstruction and Development (BRD) organized a Gender Responsive Governance Advocacy Training in the conference hall of the Directorate of Women Affairs in Ghazni. More than 30 women participated in the training, including the Director of the Women Affairs Department. A representative from the Governor’s office also participated. On March 7 interviews took place for two fellows to serve in the fellowship program over the next 5 months. Twelve citizens participated in the examination.

## Coordination

On March 17, the USAID OSM and DFPO and the RAMP UP East team held a coordination meeting about the RAMP UP East program in Ghazni. The USAID team was briefed about the status of selected projects, including COTR consent to proceed with the sidewalk project, and the business registration activities. The DFPO suggested that project implementation should begin as soon as possible due to time limitations and public demand. At the end of the meeting, the OSM stated his appreciation of the RAMP UP East



*Coordination meeting between the USAID team and the RAMP UP East team in Ghazni.*

team for its efforts to support service delivery projects in Ghazni and the successful completion of the business survey for the registration system.

## BAMYAN MUNICIPALITY

### PROVINCE: BAMYAN

#### Capacity Building

The municipal public works manager, engineering managers, sanitation manager, finance officer and the market control manager participated in operations and maintenance (O&M) training, which focused on estimating the ongoing maintenance costs of municipal projects, such as the city sidewalk constructed by RAMP UP East and the Peace Park. These costs will be included in the 1391 budget.

The public administration department staff, the property manager and the market control manager participated in training on using MS Publisher for designing the municipal newsletter.

#### Municipal Service Delivery

The municipal sanitation manager surveyed the local trash bins to identify those in need of repair. It was determined that repairing the trash bins is cheaper than constructing new stone masonry bins. As part of the RAMP UP East solid waste collection activity, 98 local trash bins were emptied yielding 58.3 cubic meters of trash, which was transferred to the nearby landfill.

#### Economic Development and Revenue Generation

The Revenue Improvement Action Plan (RIAP) was revised and approved by the mayor. It was subsequently presented to the Economic Development Action Committee (EDAC) and focused on analyzing selected sources of revenue including *safayi* and license fees and the estimated costs of the outreach programs. The members decided to include the estimated expenses of each outreach activity in the annual 1391 budget.



*EDAC committee meets to review and approve the RIAP.*

Two computers, printers, and cameras needed for the business registration and licensing system were supplied and installed by RAMP UP East in the municipal office. The revenue department is now fully equipped for issuing bills and printing licenses which will begin next month.

#### Community Engagement

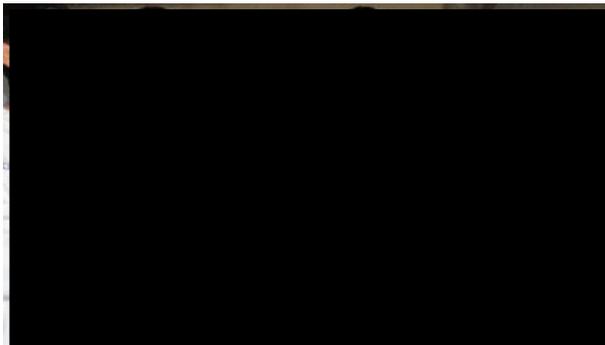
The municipal newsletter “*Shar-e-Pak*” was published, with articles describing the 12<sup>th</sup> citizen forum, the preparation of the infrastructure sector develop plan for 1391, youth community responsibilities, Islamic advice for citizens, and *safayi* fees and municipal advertisements.

#### Gender and Youth Activities

The first exhibition of the Afghan Business Women’s Handicraft was conducted on March 11 in the Noorband Qala Hotel by RAMP UP East grantee Bureau for Reconstruction and

Development (BRD). The exhibition, which ran for 3 hours, included nearly 30 types of handicrafts developed by local business women. Attendees included Bamyan citizens, local government officials, the women's affairs offices, local NGOs, and community elders. The mayor stated he would provide a place in Bande Amir Park and two places in the city for the women to sell their handicrafts and develop their businesses.

██████████, the provincial coordinator for the BRD office in Bamyan told reporters: "This is the first Afghan women's handicrafts exhibition conducted in Bamyan and we plan to conduct three more exhibitions in the next solar year (1391)." She added: "We only allow women from Bamyan to exhibit their handicrafts and products if they participated in the training conducted by BRD". This training includes developing business plans that will help ensure the smooth running of their businesses.



*Winning competitors in the taekwondo tournament receive their trophies.*

The final competition of the taekwondo tournament was conducted on March 15. Eight clubs, which included 48 athletes, competed in the Amruddin Wafa Club Hall. Attendees included many of the Bamyan city youths. The tournament was organized by RAMP UP East grantee AREP.

A representative from the International Taekwondo Federation (ITF), ██████████ said: "We appreciate the municipality for conducting such sports competitions in Bamyan. As you know, our province is poor

and backward compared to other provinces in the country. The sports program is also very weak and the government is not supporting us especially in providing proper space, a stadium, and other taekwondo sports equipment." His message to all the Bamyan youths was to "support and join sport clubs because it is good for your health and will keep you away from drug addiction."

## Coordination

A Municipal Coordination Committee (MCC) meeting was conducted on March 6 in the municipal meeting hall and included representatives from 12 donors/international organizations. The agenda included a report by ASGP regarding the approval of the four districts' budget and the plans for the municipality in the year 1391. The ASGP budget for the four municipal districts is not yet approved: that is expected at the start of the new solar year (1391). The RAMP UP East team leader briefed the participants on the Municipal Improvement Plan (MIP). The UN-Habitat representative discussed their plan for the next solar year which included construction of a conference room or meeting hall inside the governor's house yard and constructing a children care center in the city.

## **CHARIKAR MUNICIPALITY**

### **PROVINCE: PARWAN**

#### **Capacity Building**

The accounting manager prepared the Excel based payroll for the month of Hoot. By computerizing this process, he has reduced this task from nearly 4 days to just a few hours. The accounting manager also continued recording 1390 cash distributions into the Excel based M20 in preparation for reconciling the bank statements for the 1391 budget. The accounting manager commented that the computerized M20 will also assist him in presenting the accounting records for the end of year audit.

The revenue officer participated in a meeting with the public finance advisor and agreed to receive training on computerizing the cash receipts similar to the M20 cash expenditures. He will implement this process for the 1391 recording of revenue.

The accounting manager and public finance advisor worked together to complete the Excel based template for the 1391 budget. A draft version of the budget has been completed and presented to the finance officer, and will be sent to GDMA by the April 5 deadline.

#### **Municipal Service Delivery**

The RAMP UP East funded solid waste management project, which began in June of 2011, includes the provision of fuel for 5 trucks and the salary of 27 laborers. As funding is scheduled to gradually decrease over time, at the end of March the RAMP UP East support will be reduced by 50% and the municipality will assume full responsibility for funding the SWM program by June 2012. During the winter months the solid waste collection crew also participated in snow removal and sanding of roads. A citizen of Charikar said: "The trash collection workforce did a good job in cleaning the roads and streets. The laborers cleaned the snow from the roads which reduced the chances of road accidents."

The drainage ditch and street rough grading project (CHA-0003), which was stopped due to the weather, started up again on March 24. Abdur Rahman, a resident of this district, said: "Our streets are now constructed well. Now we have streets with drainage ditches and the rainwater has a passage to flow down. We have only one request: to avoid a deterioration in our environment it would be really good if we had plants and trees in front of our houses."

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

The municipal revenue manager and the RAMP UP East economic development advisor collaborated to complete the revenue capacity assessment, revenue forecast and revenue profile for Charikar, which are components of the Revenue Improvement Action Plan (RIAP). The RIAP will be presented to the Economic Development Action Committee (EDAC) in April for its review and approval.

Computer equipment needed for the printing of bills and licenses from the business registration and licensing system were delivered to the municipality by the RAMP UP East IT team. They installed the equipment in the municipal office and trained municipal staff on its operation and maintenance.

## Community Engagement

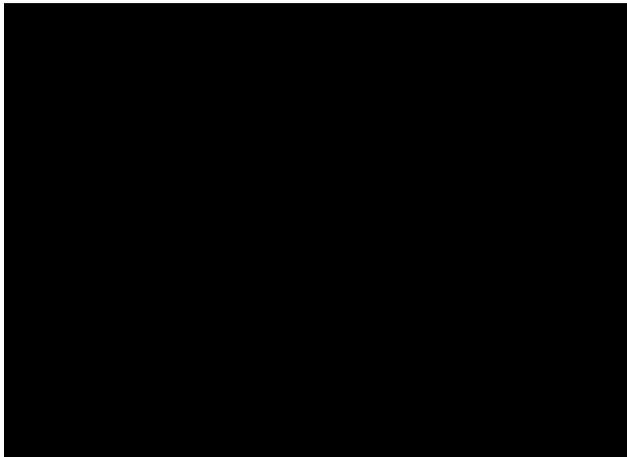
The Mayor, Mr. Khwajwh Rohullah Sadiqi, led the Charikar city cleaning campaign on February 29 and March 1, which resulted in the transfer of more than 500 m<sup>3</sup> of waste to the landfill. In some areas of the city the trash had not been collected for more than 20 years. The campaign was covered and later telecasted by Charikar National Radio and Television.



*The Mayor gave a television interview during the municipal clean-up campaign in Charikar.*

## Gender and Youth Activities

The RAMP UP East youth grant, which is being implemented in Charikar by ECW, includes three components: an internship program for 6 youths (3 male and 3 female), a computer training program for 40 youths and a sports programs. Interviews for the internship and computer training program were conducted in the last week of February and included over 500 contestants for the computer training. The selection of the 20 boys and girls was finalized on March 3 and an inauguration ceremony was held on March 12 at the Parwan Sabz Hotel. Speeches were given by the mayor, a representative of the governor, and others. They all expressed their appreciation for USAID and encouraged the youths to use this golden opportunity to achieve the highest benefit. The event was covered by Radio Dunya and RTA, and broadcast during the evening news.



*Visitors of the women's handicraft exhibition held on March 8.*

A women's handicraft exhibition was held on March 8 at the Parwan Hotel to coincide with International Women's Day. The participants included 30 female entrepreneurs who were trained by RAMP Up East grantee AABRAR to improve their business and marketing skills. Attendees of the exhibition included more than 150 guests, and the total estimated revenue earned by the entrepreneurs was 75,500 AFS. The exhibition was inaugurated by the Governor of Parwan, Mr. Abdul Basir Salangi, the Mayor and the director of the provincial Department of Women's Affairs, Ms. Shajan Yazdanparast.

## MAHMUD-I-RAQI MUNICIPALITY

### PROVINCE: KAPISA

#### Capacity Building

The mayor requested that RAMP UP East provide an hour of computer training and basic English every day to the municipal staff as most of them were having difficulties operating the spreadsheets and files. The staff was eager to receive this training and the mayor made a formal announcement at the administrative meeting. The training includes proper usage of the computers, printers and cameras that were donated by USAID/RAMP UP East for the municipality's business registration system.

The 2<sup>nd</sup> budget committee meeting was held at the beginning of the month to plan for the budget preparation. The purpose of the meeting was to project revenue for the upcoming year and ensure that all departments understand the budget calendar and their responsibilities to provide department budget reports timely.

#### Municipal Service Delivery

The road project (MIR-0004) is nearly complete. The remaining activities include the planting of trees in the median and re-application of asphalt on the roundabout. Mukhtar, a staff member of the contractor, noted: "It's very good when projects are completed with the best quality like this project."



*The mayor and his municipal staff assist in planting trees in the median of the almost completed road project.*

The drainage ditch, culverts, and sidewalk project (MIR-0012) was opened on March 27 by the mayor and other municipal officials. This project was selected by the citizens to reduce the accumulation of water on the roadways and footpaths. [REDACTED], a local resident, said: "We really appreciate the efforts made by the municipality in terms of city infrastructure development and we hope that more of these projects will be implemented in our city."

The project to supply trash receptacles and the building of an improvised landfill (MIR-0005) has been approved and the opening ceremony for the landfill was conducted on March 29. RAMP UP East is supplying 31 receptacles and the temporary landfill will be located about 6km from the city center. The opening ceremony took place at the project site in the Sharizar desert. The mayor, director of economy, director of repatriation and refugees, the provincial HR director, and a well known and eminent commander of Mahmud-i-Raqi, Commander Qamaruddin, participated in the ceremony. The RAMP UP East team provided a briefing on the project to the attendees. The mayor said: "This is the first project in our province that focuses on environmental protection and cleanliness of the city. We really hope that when this project is completed the citizens will be safe from solid and liquid waste hazards."

The manager of the sanitation and greenery department, assisted by the RAMP UP East public works advisor, monitored the solid waste collection activity to assure proper waste collection in the city and its transfer to the landfill. In this reporting period the sanitation department collected 240 cubic meters of solid waste from four bazaar areas.

A city greenery survey was conducted and the greenery plan was produced, which identified the need for the planting of new trees and the replacement of the weak/diseased ones. Over 2,000 saplings of different varieties were planted throughout the city.

## **Economic Development and Revenue Generation**

As mentioned above, the computers and printers for the business registration and licensing system developed and introduced by RAMP UP East were delivered and installed. The business license officer received additional training on the printing of licenses and the municipality will begin issuing licenses in a few weeks following the completion of the 1391 budget.



*Staff of the municipal revenue department working on the revenue forecasts for the 1391 budget.*

As part of the 1391 budget process, the 5 year revenue forecast for fixed revenue sources was completed. The mayor also announced that the municipality will establish a new town (housing scheme). The design has been completed and was sent to the Ministry of Urban Development for approval. This will provide an additional source of revenue over the next two years.

## **Community Engagement**

On March 3, the mayor was interviewed in his office by DUNYA, a local radio station. He discussed municipal activities and answered telephone questions from citizens. On March 8, the mayor was interviewed on Noorin TV, again replying to citizen questions and complaints.

## **Gender and Youth Activities**

The youth grantee (ECW), which will provide English language and computer training and sports activities in Mahmud-i-Raqi, held an opening ceremony on March 14. The event was attended by the Mayor, the Director of Agriculture, the Olympic provincial director and other relevant stakeholders.

## **Coordination**

On March 27, the USAID Deputy FPO participated in the opening ceremony for the drainage ditch, side walk and culverts project. He was briefed by the RAMP UP field team on the project prior to the ribbon cutting.

## PANJSHIR MUNICIPALITY

### PROVINCE: PANJSHIR

#### Capacity Building

The municipal accounting department compared the bank statements with the issued *Tarefa's* for the year 1390 and reconciled the discrepancies. The accounting department is in the process of entering these transactions into the Excel-based cash receipt journal. They are also beginning to use the M20 expenditure template to record 1390 cash disbursements. This month the accounting department also implemented the Excel-based payroll template and M16 form to process the payroll for the month of Hoot (March).

#### Municipal Service Delivery

The sanitation and greenery department developed a greenery plan for the year 1391 that included the purchasing of 160 pine trees. The trees were planted on March 25 throughout the municipality. The Governor of Panjshir thanked the municipality for initiating the activity and wished everyone a peaceful and green year.

Ongoing service delivery projects – the drainage ditch and sidewalk project (PJS-0003) and the street asphaltting project (PJS-0004) were still suspended due to the cold weather in Panshir.



*The Governor of Panshir took part in the tree planting campaign.*

#### Economic Development and Revenue Generation

The Revenue Improvement Action Plan (RIAP) profile has been completed and it was discussed during the 2<sup>nd</sup> Economic Development Action Committee (EDAC) meeting held on March 26<sup>th</sup> in the mayor's office. The 3<sup>rd</sup> EDAC meeting is scheduled for April 8<sup>th</sup> at which time the RIAP will be finalized.

The computer equipment for the business registration which was donated by RAMP UP East to the municipality was delivered and installed. The revenue department is receiving additional training on the use of the system.

## Gender and Youth Activities

The women's exhibition of handicrafts was conducted on March 14 in the office of the Panjshir Directorate of Women's Affairs. The participants included 30 female small business owners who had been trained by AABRAR, a RAMP UP East grantee. It is estimated that the revenue raised from the event was 20,000 AFs.



*Women exhibiting their homemade products and handicrafts at an exhibition in Panshir held on March 14..*

The internship, computer training and sports programs were opened by the Panjshir deputy governor on March 13. To date, 3 male and 1 female candidates were interviewed for the internship program and 20 males and 15 female students were interviewed for the computer courses.

## JALALABAD MUNICIPALITY

### PROVINCE: NANGARHAR

#### Capacity Building

The municipal finance office has started to enter cash disbursement transactions into the Excel-based M20 template, which has increased their knowledge of computing.

#### Municipal Service Delivery

The municipality installed 11 new metal trash bins funded through their own budget. The bins were installed in the area of *Arbapa* on both sides of the road. Prior to installing the bins, the deputy manager of sanitation conducted a survey in order to identify the best locations and two of the bins were removed and shifted to the municipality store.

Signboards were installed for two of the USAID-funded projects, the Dosaraka-Fabreka road project and the 50 culverts and side walk rehabilitation project.

#### Economic Development and Revenue Generation

Members of the revenue department participated in a two day training on surveying and property registration in the Jalalabad office. The training included the introduction of the property registration assistant surveyors. The selection of survey sites was performed during an official meeting with the manager of the 3<sup>rd</sup> *Nahia*. This was followed by the selection of the property registration team, which includes 10 male and 5 female surveyors. The team has started surveying properties and visited 240 homes in March.

A ceremony was held to recognize the donation of computers and printers by USAID to be used by the municipal revenue department for the business registration and licensing system. The ceremony, which included a ribbon cutting, was attended by the USAID DFPO and the municipal administration manager. The National Radio & Television of Afghanistan (RTA) was the main broadcaster of the event.

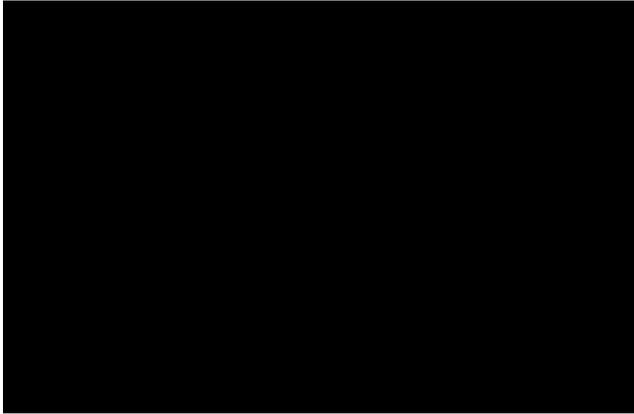


*The ribbon cutting ceremony to celebrate the donation of computer equipment for business licensing in Jalalabad.*

The equipment will allow the municipality to begin the distribution of business licenses in April. Karim Khan, the municipal registration manager, expressed his satisfaction and said: "This system will allow the municipality to distribute the licenses efficiently and create transparency and accountability in our work."

#### Gender and Youth Activities

Under the internship program managed by a RAMP UP East grantee in Jalalabad, two female interns are currently working at the Directorate of Women's Affairs and learning about gender, human rights, and public outreach. The male interns are working in the administration department of the grantee, RSSAO.



*Winners of the volleyball tournament receiving their trophies during the closing ceremony.*

On March 11-12, training on participation in local governance was conducted at the office of another RAMP UP East grantee, ARARO. Fifteen female and 15 male youths participated in the training on gender mainstreaming, governance, advocacy, leadership and management.

The volleyball tournament, which took place in the Sarajul-Emarat public park, was officially closed after the final match on March 18. The tournament was conducted in close coordination with the Jalalabad Olympic department and the department of youth affairs.

## **Coordination**

On March 13, a coordination meeting was held between the deputy mayor and the municipal construction manager regarding the removal of obstacles from the parking lot site which are still preventing the completion of the project.

## ASADABAD MUNICIPALITY

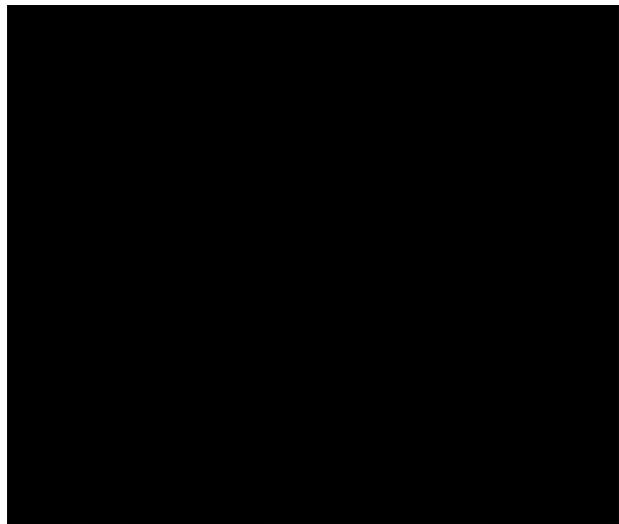
### PROVINCE: KUNAR

#### Capacity Building

The municipal accounting manager, assisted by the RAMP UP East public finance advisor, completed the *Hawala* book (check book) for the month of Hoot and collected cash disbursement data for entry into the M20 Excel-based template for the same month. Together, they also completed the payroll using the computer-based template. The head of municipal finance worked with the public finance advisor to compare all cash disbursements from *Hamal-Dalwa* 1390 with the annual bank statement to begin the bank reconciliation for the solar year.

#### Municipal Services Delivery

The 2km gravel road and culverts project (ASD-0004) was completed on March 12 and the official handover ceremony was conducted on March 25. The governor, mayor, provincial shurah head, and director general of GDMA participated in the ceremony, along with representatives of USAID and RAMP UP East. Mr. Abdul Baqi Popal from GDMA thanked USAID and the municipality for all the hard work and effective coordination. He commented: "The mayor is doing a good job increasing the municipal revenue, which shows that the municipal authority is working honestly and transparently." Engineer Abdul Ghani Abbasi, the mayor of Asadabad, noted: "We are thankful to RAMP UP East for their cooperation and support of our plans that are useful for the municipality and its citizens."



*The ribbon cutting ceremony to mark the handover of the project to the citizens of Asadabad.*

[REDACTED], representative of the Kerala Village community, thanked the municipality and USAID and commented: "This culvert and retaining wall will protect our homes and land from being washed away by floods that come when the snow begins to melt."

#### Economic Development and Revenue Generation

The 4<sup>th</sup> meeting of the Economic Development Advisory Committee (EDAC) was held on March 13 in the municipal meeting hall. The members of the committee discussed the draft version of the Revenue Improvement Action Plan (RIAP) and suggested that the plan should include proposed municipal projects for the year 1391.

#### Gender and Youth Activities

The RAMP UP East gender grantee (ARARO) conducted gender responsive training for fifteen male and female participants on March 12 and 13. The participants were trained in leadership, municipal governance, management and public awareness of gender issues.

## MEHTERLAM MUNICIPALITY

### PROVINCE: LAGHMAN

#### Capacity Building

The municipal finance manager, assisted by his RAMP UP East advisor, conducted the budget committee meeting on March 6, which was attended by all department managers and chaired by the mayor. The municipal finance manager and the public finance advisor worked together to prepare the *Tashkeel* remuneration for the 1391 budget and they prepared the payroll for the month of Hoot 1390 and updated the M20 expenditure ledger.

With the assistance of RAMP UP East staff, the municipal public works department prepared the operations and maintenance budget for the *Bafhi Saraj* guest house and *Karti Mamorin* public latrine. They also prepared checklists for street maintenance in the municipality.

#### Municipal Service Delivery

The drainage ditch project (MHT-0001) is nearly complete and will receive a final inspection in April. This month it has generated a total of 553 labor days of employment. The sidewalk and roadside ditch project (MHT-0002) was completed in March, following the installation of the mosaic tiles. During the month this project generated 510 labor days of local employment.

#### Economic Development and Revenue Generation

The municipal revenue manager, in coordination with the economic development advisor and the ASGP representative, finalized the revenue analysis and revenue forecast for the Revenue Improvement Action Plan (RIAP). The RIAP was presented during the 2<sup>nd</sup> meeting of the Economic Development Advisory Committee (EDAC) and following discussion among the participants it was finalized. The Mayor will sign the RIAP and ASGP intends to publish it.

RAMP UP East provided computers, printers, and other equipment to the municipality to support the business registration and licensing system that will enable the municipality to print and distribute licenses.



*Members of the EDAC finalize the Revenue Improvement Action Plan (RIAP) for Metherlam.*

#### Community Engagement

During the month, two citizen forums were conducted at the municipal meeting hall. The topic of both forums was the budget process for 1391 and the organization of solid waste collection in the city.

#### Gender and Youth Activities

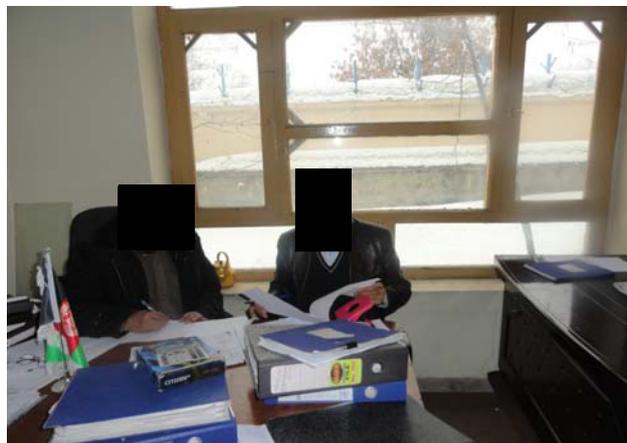
The RAMP UP East youth grantee (RSSAO) organized a volleyball tournament between March 1 and 19 with the assistance of the municipal youth directorate. A total of eight teams with 96 players participated in the event.

## **GARDEZ MUNICIPALITY**

### **PROVINCE: PAKTIA**

#### **Capacity Building**

The municipal accounting manager, with support from RAMP UP East, prepared the monthly payroll for the month of Hoot. They also worked together to reconcile all the 1390 cash disbursements in the M20 and the *Hawala* book (check book) with the Azizi bank statements. In addition, the municipal budget committee met on March 15 to prepare all departments for submitting their draft reports in time to meet the April 5 deadline. The municipal accounting manager completed the expenditure side of the draft 1391 budget.



*The municipal accounting manager and public finance advisor working together to complete the 1391 budget.*

The manager of the municipal maintenance department completed a technical survey of the ditches and culverts throughout the entire city. This survey will be used to assess areas where the municipality should construct additional ditches/culverts for proper drainage. The manager and his RAMP UP East advisor also completed the bill of quantities (BOQ) for the bazaar area ditches and culverts.

#### **Municipal Service Delivery**

The municipal sanitation department worked on both waste and snow removal. During the month, the sanitation manager estimated that over 300 cubic meters of waste was removed from the city and sent to the landfill.

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

The 4<sup>th</sup> meeting of the Economic Development Advisory Committee (EDAC) was held on March 15. The focus of the meeting was a discussion of the draft Revenue Improvement Action Plan (RIAP), which included the municipal revenue profile and 1391 revenue forecast.

RAMP UP East donated computers, printers, and cameras to the municipality to be used for the business registration and licensing system. The municipal revenue department commented that this is the first time in history that the municipality will have a proper business registration system in place.

#### **Community Engagement**

The RAMP UP Easy public administration advisor met with the mayor to discuss restarting public outreach activities, such as the citizen forum, and adding a formal municipal staff position for public outreach, which could be included in the 1391 budget proposal.

## Gender and Youth Activities

On March 5, the gender and responsive governance grantee conducted a 3 day training for thirty females on general management, internal and external communication. The females had been introduced by the Directorate of Women's Affairs. On March 10, the grantee also conducted a 3 day training for thirty male participants in similar topics.



*A session of the gender and responsive governance training in the Municipality of Gardez.*

## **KHOST MUNICIPALITY**

### **PROVINCE: KHOST**

#### **Capacity Building**

The municipal engineering team, support by the public works advisor, prepared designs, specifications and estimates for municipal projects for the solar year 1391. They also worked together preparing the description and design of the current water supply system.

The municipal accounting manager worked with the public finance advisor to reconcile all cash disbursements for solar year 1390 (*Hamal - Dalwas* 1390) that had been recorded in the Excel M20 with the bank statement. They also worked together to organize the *Hawala* book (check book) and to close the books for 1390 and prepare the 1391 budget.

#### **Municipal Service Delivery**

The municipal cleanliness manager, assisted by RAMP UP East, monitored solid waste collection activities in 3 *Nahias* (municipal districts). The municipality picked up 294 cubic meters of waste from 69 formal and 248 informal dump sites during the month.

The renovation of the women's park and canteen project (KHO-0002) was temporarily suspended due to the unavailability of materials in the municipality.

The drainage ditch project (KHO-0001) was completed during the reporting period and the final inspection has been scheduled in the first week of April.

The road reconstruction and asphaltting project (KHO-0004) is in progress and the subcontractor has completed 850 M<sup>2</sup> of stone masonry work.



*Work on the road construction and asphaltting project in Khost is underway.*

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

The municipality established the Economic Development Advisory Committee (EDAC) with the following members: Mayor, Director of Chamber of Commerce, Provincial Revenue Manager, Director of Economy, Municipal Accounting Manger, Municipal Revenue Officer, Director of Provincial Sector, and a representative of the business community.

The municipal revenue officers, assisted by the economic development advisor, completed the Revenue Improvement Action Plan (RIAP), which the mayor signed and circulated with an official letter to all municipal departments, directing them to start the activities outlined in the plan.

RAMP UP East donated computers, printers, and cameras to the municipality to be used for the business registration and licensing system. This month the municipality was able to print 83 business licenses and prepared to distribute them after the start of the new solar year.

## Community Engagement

The 5<sup>th</sup> edition of the municipal newsletter was issued on March 12 and inserted in the *Milli Ehsas* newspaper. The topics included the establishment of the EDAC, the status of municipal development projects, and the issuance of business licenses for hand carts.

A radio roundtable was aired on *Milli Ehsas* radio station on March 5, which included the deputy mayor, youth representatives, the field manager of RAMP Up East grantee NSCO, and two local citizens. The mayor gave a briefing on the development plan for solar year 1391 and the challenges the municipality faces in the implementation of these projects.



*The monthly citizen forum of Khost meets to discuss property ownership laws.*

The monthly citizen forum was held on March 18 in the municipal hall. As the mayor was away, he assigned the property manager to chair the meeting. Thirty-two citizens attended, including nine females and ten youth. The focus of the meeting was the use of governmental and private land. The chairman noted that the citizens had been informed through local media and newsletters that when they purchase land, they need to contact the municipal property registration department to obtain information of the ownership and type of land. The citizens suggested that the municipality should

establish a commission and work with the governor to find a formal solution for the land classification issue. They also suggested that the municipality should regularly update the citizens on the master plan through the local media.

## Gender and Youth Activities

On March 24 the municipality held a meeting to discuss the selection of teams for the USAID-supported football tournament. The participants in the discussion were the deputy mayor, director of Olympics, the principal of Bibi Halima girls' high school and the regional manager of the RAMP UP East supported internship and sports program. They decided that the opening ceremony for the football tournament will be held on April 7.

## PUL-I-ALAM MUNICIPALITY

### PROVINCE: LOGAR

#### Capacity Building

The municipal media and public relations officer worked with his RAMP Up East advisor to develop the municipality's public relations and outreach strategy and goals for the coming year. Additionally, the public relations officer was trained on researching topics and designing and editing newsletters. To introduce the public relations officer to interactive media, they set up an official email address for the municipal media department and practiced blogging.

The municipal media and public relations officer and the public administration advisor also worked together to prepare a presentation on the activities of the municipality in the last year, in line with the municipal annual report.

The municipal accounting manager, assisted by the public finance advisor, worked on completing the posting of all cash disbursements for solar year 1390 to the Excel-based M20 ledger. These transactions were also posted to the Excel-based *Hawala* book (check book), which was used to reconcile the transactions to the bank statements. The reconciliation was included in the 4<sup>th</sup> quarter financial report and the 1391 budget.

#### Municipal Service Delivery

On March 7 the solid waste collection project (PEA-0007) restarted, after having been suspended during the winter months. The municipal public works manager monitored the collection process and reported that 288 cubic meters were collected and transferred to the landfill this month.

The car parking lot project (PUA-0003) was still suspended for most of the month due to weather.

#### Economic Development and Revenue Generation



*EDAC members meet to review the municipal revenue profile and 1391 forecast for Pul-i-Alam.*

The municipal revenue manager, assisted by the economic development advisor, prepared multiple components of the Revenue Improvement Action Plan (RIAP), including the analyzing and forecasting of both fixed and variable revenue sources, to produce the municipal revenue profile. They worked together to assess the current capacity of the revenue department and proposed adding an additional position to the 1391 *Tashkeel* budget to increase the effectiveness of the department to collect revenue in 1391.

The Economic Development Advisory Committee (EDAC) held its 3<sup>rd</sup> meeting on March 4. During the meeting the details of the municipal revenue profile were discussed and the municipal revenue manager briefed the attendees on the revenue forecast for 1391.

## Community Engagement

The municipality issued the 12<sup>th</sup> edition of the monthly newsletter, which is widely distributed to government offices, schools, and businesses in the city. The topics included a detailed account of the 1390 actual revenue and expenses, which also stated that nearly 90% of the development budget was spent last year on projects around the city. Also included was information about the RAMP UP East visit to assess the proposal for a fruit and vegetable market and the preparations for the planting of trees in the municipality.

## Gender and Youth Activities

The 2<sup>nd</sup> and 3<sup>rd</sup> workshops on gender responsive governance were held during the month by NSCO, RAMP UP East's gender grantee, at their offices and at the Bibi Aminah Girls high school. The participants in the workshop included 15 males and 15 females and the main topics covered were leadership, gender, and public participation in the municipal affairs.



*3<sup>rd</sup> gender and governance workshop in Bibi Aminah girls high school*

## Coordination

An NGO coordination meeting was held on March 14 in the economic directorate office. The purpose of the meeting was to review the NGO activity reports for the last six solar months (*Mezan 1390-Hoot 1390*). The director of the economic department suggested that reports from all NGOs should be sent to the economic directorate for its review and submission to the Ministry of Economy.

## SHARANA MUNICIPALITY

### PROVINCE: PAKTIKA

#### Capacity Building

The municipal accountant, assisted by the public finance advisor, completed the entering of 1390 cash disbursement transactions into the Excel-based M20 template. The draft of the 1390 budget is nearing completion and it is expected to be submitted to GDMA before the deadline of April 5.

#### Municipal Service Delivery

The municipal greenery department worked to plant about 500 trees in the medians across town.

#### Economic Development and Revenue Generation

On March 22, the 5<sup>th</sup> meeting of the Economic Development Action Committee (EDAC) was held with eight of its members in attendance. The focus of the meeting was to review the revenue profile table and revenue forecasts which will be included in the 1391 budget. The forecasts were prepared during the month by the municipal revenue manager and finance officer. These two items are part of the Revenue Improvement Action Plan (RIAP), which was approved in March.

The municipal revenue department also worked on collection of *safayi* taxes from market owners prior to the closing of the accounting books at the end of the fiscal year.

#### Community Engagement

The municipality of Sharana celebrated city cleaning day on March 21. All of the line departments, City Council Association, city elders, youth, local shopkeepers, citizens, students and even children participated in this activity. The Governor of Paktika, Muhibullah Sameem, said: "As the city is our shared home and it requires the responsibility of all to take part in city cleaning, if you all take care of your city by putting the garbage of your markets and shops in these trash bins placed by the municipality throughout the city, the city will keep clean by itself and we will be protected from environmental pollution and diseases."



*Citizens of all ages actively participated in the City Cleaning Day in Sharana.*

Acting mayor Eng. M. Asif gave a message to the citizens: “Due to insufficiency of staff and vehicles we could not keep the whole city clean. As the municipality struggles to keep the city clean, we are starting to plant trees throughout the city for a better environment, protection against diseases, and to create a beautiful city.”

The monthly citizen forum was conducted on March 17 in the compound of the Governor’s House. The participants included 26 representatives of the local community, line agencies, and the city council. The mayor announced that the Interior Ministry in Kabul had sent a letter to the Paktika Police Department instructing it to remove all shops and booths from the roadsides. He suggested that a solution could be to shift the booths to the markets. He also told the citizens that the municipality plans to plant trees throughout the city and requested that the citizens participate by planting trees in front of their own shops and houses. The mayor also announced the city wide cleaning day on March 21.

Eisa Khan, the representative of the booth owners and shopkeepers, said: “We are poor people and we are not able to pay the rent for the market shops and do not have the wealth to be able to fill the shops.” Gul Zada Hamedee, the Chairperson of the City Council, said: “The municipality should give time to the booth owners and shopkeepers to prepare to shift to the markets.” He also commented regarding city greenery: “This is good news for us that the municipality will plant trees but who will maintain these?” The mayor responded by stating: “Actually, the municipality will be responsible but we are requesting the cooperation of all citizens and shopkeepers to help maintain the trees in front of their shops and houses.” The Municipality gave a deadline of April 3 for booth owners and shopkeepers to shift to the markets, otherwise the municipality will begin legal action.

## **Coordination**

On March 24, a coordination meeting was held with the USAID FPO in Paktika and the RAMP UP East field team at the municipal office. The FPO was briefed on municipal activities and current and approved projects in the Municipality of Sharana.

## APPENDIX 1 – SERVICE DELIVERY IMPROVEMENT PROJECTS

Infrastructure Projects in Progress				
No.	Municipality	Sub-project Name	Sub-project #	Progress %
1	Mehterlam	Drainage Ditch & Sidewalk Construction	RUE-MHT-0002	100%
2	Mehterlam	Drainage Ditch Construction	RUE-MHT-0001	100%
3	Khost	Renovation of Women's Park & Canteen Construction	RUE-KHO- 0002	93%
4	Khost	Drainage Ditch Improvement	RUE-KHO-0001	100%
5	Jalalabad	Dosaraka-Fabreka Road Improvement Construction Project	RUE-JBD-0007	36%
6	Maidan Shar	Sidewalk Construction Project	RUE-MSH-0008	19%
7	Mahmud-i-Raqi	Drainage Ditch, Sidewalk & Culvert Construction	RUE-MIR-0012	0%
8	Asadabad	2km Gravel Road, Culvert Installation & Retaining Wall Construction	RUE-ASD-0004	100%
9	Maidan Shar	Women's & Children's Park	RUE-MSH-0005	0
10	Maidan Shar	Sport Stadium Renovation & Construction Project	RUE-MSH-0004	22%
11	Maidan Shar	Sidewalk Construction Project	RUE-MSH-0008	19%
12	Bamyan	Reconstruction & Asphalt Paving of Streets & Drainage Ditch Construction	RUE-BAM-0003	35%
13	Bamyan	Public Latrines Construction	RUE-BAM-0005	85%
14	Charikar	Drainage Ditch Construction & Street Rough Grading	RUE-CHA-0003	97%
15	Panjshir	Street Asphalt Paving & Median	RUE-PJS-0004	85%

Temporarily Suspended Infrastructure Projects					
No.	Municipality	Sub-project Name	Sub-project #	Progress %	Status
1	Pul-I-Alam	Automobile Parking Lot 2	RUE-PEA-0003	100%	No date specified
2	Panjshir	Construction of Temp SW Disposal Site	RUE-PJS-0002	95%	No date specified
3	Panjshir	Drainage Ditch & Sidewalk Construction	RUE-PJS -0003	95%	No date specified
4	Mahmud-I-Raqi	Street Asphalt Paving and Drainage Ditch Construction	RUE-MIR-0004	85%	No date specified
5	Bamyan	Public Latrines Construction	RUE-BAM-0005	85%	Resumed April 7
6	Bamyan	Reconstruction and Asphalt Paving of Streets & Drainage Ditch Construction	RUE-BAM-0003	35%	Resuming April 15

Infrastructure Projects Under Process			
No.	Municipality	Sub-project Name	Sub-project #
1	Asadabad	Solid Waste Collection and Trash Bin Supply	RUE-ASD-0009
2	Gardez	Median Construction	RUE-GRZ-0009
3	Gardez	Landfill Construction and Operation Project	RUE-GRZ-0003
4	Ghazni	Shah Mir Asphalt Sub road #1 & Drainage Ditch Construction	RUE-GHZ-0003
5	Ghazni	Sub-road Asphalt Paving	RUE-GHZ-0004
6	Ghazni	Bazazy Side-Walk Construction Project	RUE-GHZ-0005
7	Jalalabad	Automobile Parking Lot Construction	RUE-JBD-0002
8	Khost	Solid Waste Collection and Bin Supply Project	RUE-KHO-0008
9	Mehterlam	Solid Waste Collection and Bin Supply	RUE-MHT-0003
10	Panjshir	Trash Receptacle and Equipment Supply	RUE-PJS-0005
11	Pul-i-Alam	Solid Waste Collection & Vehicle Supply	RUE-PEA-0008
12	Sharana	Road Median Construction Project	RUE-SHA- 0008

## APPENDIX 2 – COMMUNITY ENGAGEMENT ACTIVITIES

Community Engagement Monthly Report March 2012										
No	Municipality	Citizen Forum			Newsletter		Radio Programs / Media Outreach		Opening / Handover Events	
		Number	Attendance		Number	Total to Date	Number	Length of Program	Number	Name of Project
			Male	Female						
1	Bamyan (Bamyan)	0	0	0	0	7	0	0	0	
2	Ghazni (Ghazni)	1	25	3	0	5	1	60 Min	0	
3	Maidan Shar (Wardak)	0	0	0	0	3	0	0	0	
4	Jalalabad (Nangarhar)	0	0	0	1	8	0	0	0	
5	Asadabad (Kunar)	0	0	0	0	9	0	0	1	ASD-004
6	Mehterlam (Laghman)	2	47	3	0	0	0	0	0	
7	Charikar (Parwan)	0	0	0	0	3	0	0	0	
8	Mahmud-i-Raqi (Kapisa)	1	18	9	0	4	2	90 Min	2	MIR-0012 MIR-0005
9	Panjshir (Panjshir)	0	0	0	0	1	0	0	1	Youth Grant Second
10	Gardez (Paktya)	0	0	0	0	3	0	0	0	
11	Pul-i-Alam (Logar)	0	0	0	1	12	1	45 Min	0	
12	Sharana (Paktika)	1	26	0	0	1	2	60 Min	0	
13	Khost (Khost)	1	23	9	1	5	1	60 Min	0	
<b>TOTALS</b>		<b>6</b>	<b>139</b>	<b>24</b>	<b>3</b>	<b>61</b>	<b>7</b>	<b>315 minutes</b>	<b>4</b>	



## APPENDIX 3 – GENDER RESPONSIVE GOVERNANCE ACTIVITIES

Gender Responsive Governance Small Grants					
Municipality	Components	Participants		Start Date	Training Topics
		Female	Male		
Bamyan	Fellowship	1	1	March 1-13	Monitoring and its process, Evaluation, differences between audit and monitoring.
	Public participation in governance	19	14	March 7-8	Advocacy definition, advocacy process, advocacy strategy, media networking, advocacy campaigns, role and importance of women organizations in promoting gender equality at the local level.
	Women's Participation in Service Delivery	0	0		
Ghazni	Fellowship	1	1	March 1-13	Monitoring and its process, Evaluation, differences between audit and monitoring.
	Public participation in governance	18	15	March 4-5	Advocacy, advocacy process, advocacy strategies, advocacy campaign.
	Women's Participation in Service Delivery	0	0		
Maidan Shar	Fellowship	1	1	March 1-13	Monitoring and its process, Evaluation, differences between audit and monitoring.
	Public participation in governance	18	15	March 6-7	Advocacy definition, advocacy process, advocacy strategy, media networking, advocacy campaigns, role and importance of women organizations in promoting gender equality at the local level.
	Women's Participation in Service Delivery	30	0	March 4	Business planning and marketing.
Jalalabad	Fellowship	1	1	March 1-31	MS. Word, participated in second component of gender grants, working on designing of their projects,
	Public participation in governance	15	15	March 11-12	Gender mainstreaming, governance, advocacy, leadership, management.
	Women's Participation in Service Delivery	0	0		
Asadabad	Fellowship	1	1	March 1-31	MS. Word, participated in second component of gender grants, working on designing of their projects
	Public participation in governance	15	15	March 12-13	Gender mainstreaming, governance, advocacy, leadership, management.
	Women's Participation in Service Delivery	0	0		

Municipality	Components	Participants		Start Date	Training Topics
		Female	Male		
Mehterlam	Fellowship	1	1	March 1-31	MS. Word, participated in second and third component of gender grants, working on designing of their projects,
	Public participation in governance	15	15	March 24-25	Gender mainstreaming, governance, advocacy, leadership, management.
	Women's Participation in Service Delivery	30	0	March 11-12	Advertising skills, business networking, marketing skills.
Parun	Fellowship	1	1	March 1-31	MS. Word, participated in second component of gender grants, working on designing of their projects,
	Public participation in governance	15	15	March 28-29	Gender mainstreaming, governance, advocacy, leadership, management.
	Women's Participation in Service Delivery	0	0		
Charikar	Fellowship	1	1	March 1-31	Excel and PowerPoint (some options), management, how to make expenditure sheet, salary sheet, daily income sheet and overtime sheet for staff.
	Public participation in governance	30	30	March 4-7 and 25-28	Advocacy, effective communication, gender, governance, leadership.
	Women's Participation in Service Delivery	0	0		
Bazarak	Fellowship	1	1	March 1-31	Excel and PowerPoint (some options), management, how to make expenditure sheet, salary sheet, daily income sheet and overtime sheet for staff.
	Public participation in governance	0	30	March 10-13	Advocacy, effective communication, gender, governance, leadership.
	Women's Participation in Service Delivery	15	0	Feb 27-March 1	Management, marketing, business planning and book keeping skills.
M. Raqi	Fellowship	1	1	March 1-31	Excel and PowerPoint (some options), management, how to make expenditure sheet, salary sheet, daily income sheet and overtime sheet for staff.
	Public participation in governance	16	14	March 4-7	Advocacy, effective communication, gender, governance, leadership.
	Women's Participation in Service Delivery	0	0		
<b>TOTAL</b>		<b>246</b>	<b>188</b>		

## APPENDIX 4 – YOUTH ACTIVITIES

March 2012 Monthly Youth Participation Small Grants Data					
Municipality	Youth Activities				Starting Date
	Components	Participants	Male	Female	
Bamyan	Internship Program	6	3	3	10-Dec
	Computer Class	40	20	20	10-Dec
	Sports	48 (Taekwondo Tournament )	36	12	7-Mar
Ghazni	Internship Program	6	3	3	12-Dec
	Computer Class	40	20	20	12-Dec
		48 (Taekwondo Tournament)	36	12	10-Mar
Maidan Shar	Internship Program	6	3	3	13-Dec
	Computer Class	40	40	0	13-Dec
	Sports	48 (Taekwondo Tournament)	48	0	13-Mar
Jalalabad	Internship Program	6	3	3	15-Dec
	Computer Class	40	20	20	10-Oct
	Sports	96 (Volleyball Tournament)	96	0	18-Mar
Asadabad	Internship Program	6	3	3	12-Dec
	Computer Class	40	20	20	27-Dec
	Sports	96 (Volleyball Tournament)	96	0	18-Mar
Mehterlam	Internship Program	6	3	3	27-Nov
	Computer Class	40	20	20	12-Dec
	Sports	96 (Volleyball Tournament)	96	0	19-Mar
Nurgaram	Internship Program	2	1	1	10-Jan
	Computer Class	20	10	10	10-Jan
	Sports	96 (Volleyball Tournament)	96	0	21-Mar
Charikar	Internship Program	6	3	3	1-Apr
	Computer Class	40	20	20	15-Mar
	Sports	0	0	0	Nil
Mahmud-i-Raqi	Internship Program	6	3	3	10-Mar
	Computer Class	40	20	20	7-Mar
	Sports	0	0	0	Nil
Panjshir	Internship Program	6	3	3	19-Mar
	Computer Class	40	20	20	17-Mar
	Sports	0	0	0	Nil
Sharana	Internship Program	6	6	0	20-Nov
	Computer Class	40	20	20	20-Nov
		48 (Taekwondo Tournament)	48	0	4-Mar
Khost	Internship Program	6	3	3	20-Nov
	Computer Class	40	20	20	20-Nov
	Sports	0	0	0	Nil
<b>TOTAL</b>		<b>1,104</b>	<b>839</b>	<b>265</b>	

