



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: MARCH 2013



Handover ceremony for solid waste management vehicles and equipment donated by USAID to the municipality of Khost

15 April 2013

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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
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)
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
OAA	Office of Administrative Affairs

O&M	Operations and maintenance
OSM	On Site Monitor (Field-based USAID representative)
PAR	Public administration reform
PDC	Provincial Development Committee
PMP	Performance management plan
POP	Period of performance
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID Program)
RC (E, W, N, S)	ISAF Regional Command East, West, North, South
SMAP	Strategic Municipal Action Plan
SME	Small and medium enterprise
SMGA	Senior Municipal Governance Advisor (RAMP UP East Key Personnel)
SOP	Standard Operating Procedures
SOW	scope of work
SWM	Solid waste management
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
TAR	Technical assessment report
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
VET/CBSD	Vocational Education and Training and Community Based Skill Development Program (USAID program)

Terms

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

MONTHLY REPORT: MARCH 2013

EXECUTIVE SUMMARY

Capacity Building

Training and workshops

The “Scoping, Tendering and Management of Design Contracts” training for the first batch of trainees was conducted on March 4-6. The training was opened by Mr. Ahmad Sayed Faizi, Head of Municipal Organization and Capacity Building of GDMA/IDLG. In his remarks, Mr. Faizi urged the participants to absorb as much as possible of the contents of the course and be ready to apply it in their work once they return to their respective municipalities. He also emphasized the importance of making sure that municipalities are able to implement their approved development budgets and thus demonstrate self-sufficiency in continually improving service delivery.

Mr. Andrei Barannik, USAID’s Regional Environmental Advisor for Asia, Middle East and OAPA; and Mr. Harry Bottenberg, the USAID Afghanistan Mission Environmental Officer (OPPD), actively contributed to one of the training sessions. The aim of the training was to improve the capacity of all engineers in preparing engineering documents, such as SoW (Scope of Work), BoQ and Cost Estimation, Project Management during the pre-construction phase, Infrastructure Projects, Environmental Aspects, etc.



The participants receiving training on project management and scheduling



A USAID representative explains the importance of environmental mitigation in municipal solid waste management

On March 14, an evaluation meeting was held among the facilitators of the course on Tendering and Supervision of a Construction Project, right after conduct of the course for the second batch of trainees on March 11-13. Based on the feedback received from the participants and from the facilitators themselves, the agenda of the course was revised and expanded to provide more time for such topics as time management, quality assurance/control, testing procedures and progress verification and reporting. The second course in the series has been scheduled for delivery on April 22-25 for the first batch of trainees and on April 29 - May 2 for the second batch. The expected training participants are RAMP UP East engineering and public works advisors and their municipal counterparts.

Meanwhile, following existing procedures, the training design and all the materials for the Scoping, Tendering and Management of Design Contracts course have been uploaded to TAMIS and submitted to GDMA.

The following table summarizes the achievements during the month under review.

Title	Municipalities	Participants	Venue	Date	Batch	Breakdown of Participants				Gender	
						RUE	Mun.	Other	Total	Male	Female
Scoping, Tendering and Management of Design Contracts	Khost, Charikar, Mahmud Raqi, Maidan Shahr, Asadabad, Puli Alam, Gardez, Bazarak, Ghazni, Sharana	RAMP UP East Engineering and Public Works Advisors and municipal counterparts	Kabul	04-06 March	1	17	13	0	30	30	0
				11-13 March	2	12	10	0	22	22	0

Mentoring of District Municipalities

The preparatory activities for the mentoring program in the designated districts are ongoing. So far the needs assessment for determining the contents of the mentoring program has been conducted in eight out of ten municipalities. Four proposals for the mentoring program and in-kind support have been prepared and submitted to RAMP UP East management for approval.

Further work on the two other municipalities, i.e. Ghanikhail and Markaza Behsud, could not proceed because of issues raised by the host provincial municipalities. Meanwhile, the municipal team in Maidan Shar, in consultation with the mayor, has proposed Jalriz as a replacement for Markaza Behsud. The Nangarhar Provincial Reconstruction Team (PRT) for its part proposed the district municipality of Surkh Rod as a replacement for Ganikhail. These proposals have been brought to GDMA for a final decision.

Significant progress has however been achieved in several district municipalities. Rodat municipality in Nangarhar province is one of the designated municipalities where the baseline activities of the mentoring program have been completed. The team in Jalalabad will invite the staff members from the line departments such as Revenue Generation, Public Finance, Public Administration and Public Works of Rodat to receive training on the subjects that will assist them in their day-to-day performance. In addition to presenting an overall introduction, the team has been working with them on such topics as types and sources of revenue, development of a municipal economic profile, functional elements of solid waste generation – reduction, reuse, recycling and storage – Public Private Partnerships and composing of lease agreement, as well as basic orientation on computer operations.

An update on the status of the mentoring program for the designated district municipalities is summarized in the table below.

Update on Mentoring of District Municipalities

As of March 31, 2013

Task	Progress Against the Task										Due Date
	Ghazni			Laghman	Logar	Nangarhar		Parwan	Wardak		
	Jaghori	Moquor	Qarabagh	Qarghaii	Barakibarak	GhaniKhel	Rodaat	Bagram	MarkazBehsud	Saidabad	
Orientation of the municipal advisory team	done	done	done	done	done	done	done	done	done	done	12-Feb-13
Presentation of the concept to mayor/governor	done	done	done	done	done	done	done	doen	done	done	14-Feb-13
Formation of the needs assessment team	done	done	done	done	done	pending	done	done	pending	done	19-Feb-13
Conduct of needs assessment	done	done	done	done	done		done	done		done	19-28 Feb-13
Drafting of mentoring program and in-kind support proposals	done	done	done	done	done		done	done		done	28-Feb-13
Review of proposals	pending	pending	pending	done	done		done	done		pending	4-Apr-13

Updating Municipal Improvement Plans

As previously highlighted, all RAMP UP East municipalities succeeded in completing their Municipal Improvement Plan (MIP). The municipality of Ghazni was the last one submitted for review and incorporation of the municipality's viewpoints. Copies of all the MIPs were handed over to GDMA.

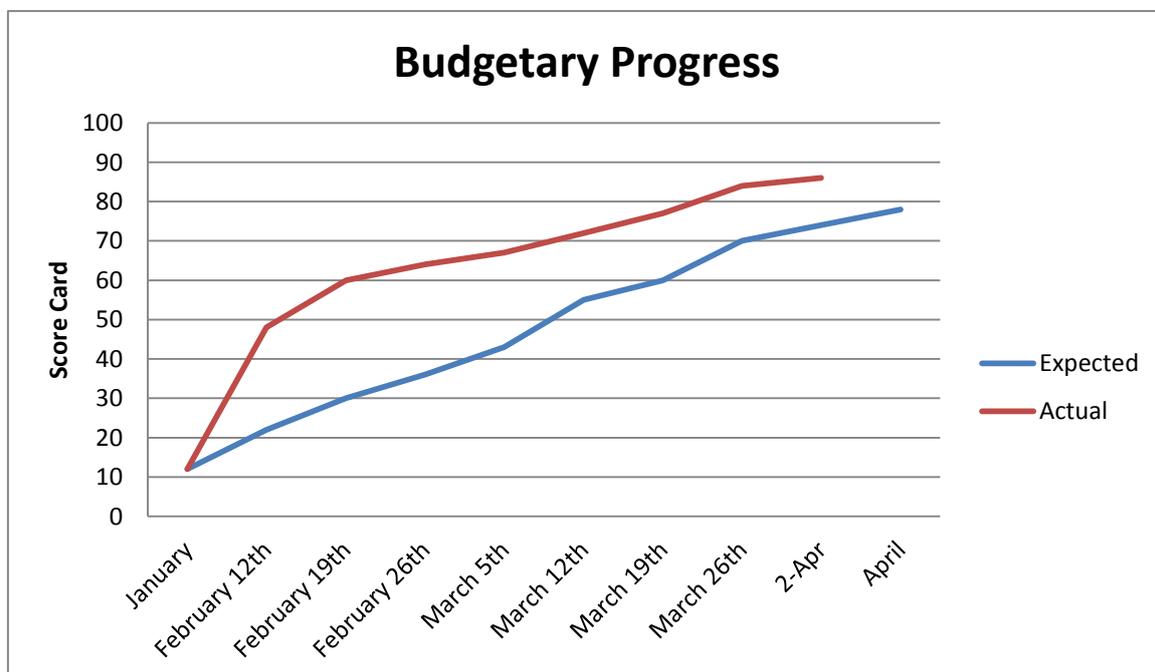
Public Finance

The procurement plans of the municipalities are nearing completion and bank reconciliations are now more regularized. During March training has been developed on a knowledge management basis that emphasizes an approach to capacitation that highlights professional conduct and due diligence to embed quality into the capacitation process. In so far as the budget monitoring imperative is concerned, the concepts of a profiled budget, accruals and project management principles are being introduced. The concept of auto-completing spreadsheets to sustain learning has been maintained and extrapolated with a spreadsheet that expands budget monitoring into benchmarking, ratio analysis and accrual.

Municipal Budget Status

Of 13 municipalities 5 have now achieved final approval of their annual budget. A further 7 are still awaiting final approval. The budget of Bazarak is with GDMA, after considerable improvements were made following the appointment of an interim accounting manager.

Our tracking graph for the municipal budgets shows continued progress, with quality and quantity exceeding expectations. The Independent Administration Reform Civil Service Commission [IARCSC] is also getting involved in the municipal budget approval process and is currently looking at the budget of Ghazni.



We anticipate a further 3 final budget approvals during the first week of April. The dashboard now shows all municipalities as green or amber for anticipated approval in April.

✓✓✓	Output achieved beyond quality standard
✓✓	Output at quality standard awaiting approval
✓	Output not achieved or challenged

Municipality	Stage 1 Internal Preparation	Stage 2 Mayoral Approval	Stage 3 Quality Control by RAMP UP	Stage 4 Provincial Approval	Stage 5 GDMA Approval	Stage 6 IDLG letter	Final Approval letter GDMA	Overall Status
Puli Alam	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Maidan Shar	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Ghazni	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓		✓✓✓
Gardez	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓
Charikar	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓
Khost	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Mahmud Raqi	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓		✓✓✓
Asadabad	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Bamyan	✓✓✓	✓✓✓		✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Bazarak	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓			✓✓
Jalalabad	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓	✓✓		✓✓
Mehterlam	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓
Sharana	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓

Procurement Planning

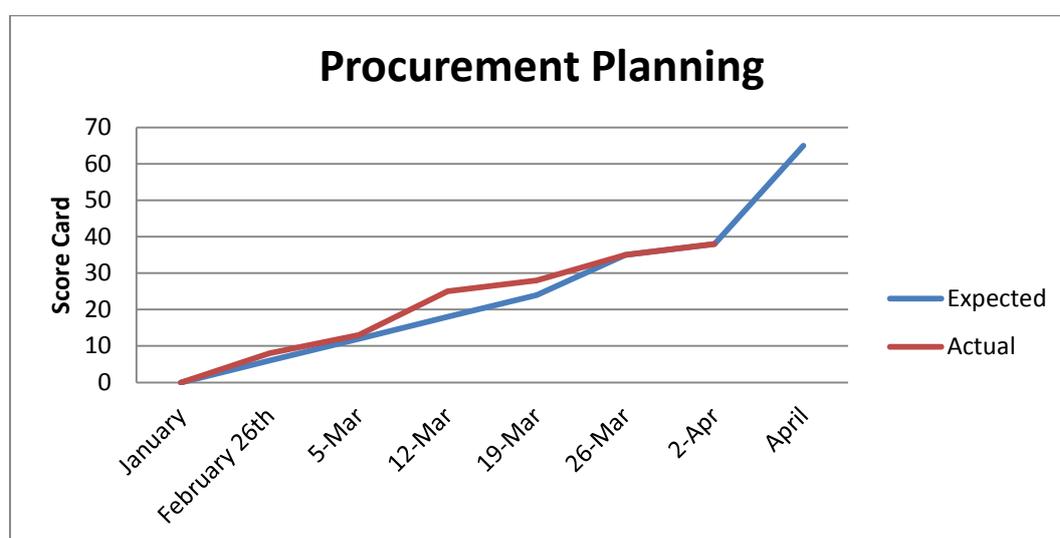
To demonstrate that the municipality's budget will be realized in procurement activity, the Ministry of Finance requires a procurement plan. RAMP UP East training in April 2012, along with a narrative and planning template, have encouraged this process and last year's result of only two plans produced is being overtaken this year by 12 municipalities who are actively creating a plan. Now that a majority of budgets are approved procurement plans are advancing apace.

All municipalities (including Bamyan) have now made a start on their procurement plan. Overall our monitoring system shows a 64% completion rate, against 43% last month and compared to 9% overall last year. The best performing municipalities are Maidan Shar and Puli Alam which are both on target, with a further three municipalities within 10% of target, and all others within 20% with the exception of Bamyan.

Targets are as follows:

Municipality	% Expected	% Achieved	Difference	Last year %
Ghazni	78	61	-17	0
Khost	78	70	-8	0
Sharana	78	69	-9	0
Maidan Shar	78	81	3	60
Mahmud Raqi	78	63	-15	0
Gardez	78	65	-13	0
Bazarak	78	67	-11	0
Assadabad	78	69	-9	0
Jalalabad	78	59	-19	0
Charikar	78	69	-9	0
Puli Alam	78	79	1	60
Mehterlam	78	61	-17	0
Bamyan	78	20	-58	0
Average	78	64	-14	9

Targets are set at a high level to challenge the municipalities and encourage greater effort and participation. This month Maidan Shar and Puli Alam overtook Sharana in the desire to be first. Quality measures are built into the template to alert advisors to review the need for qualitative intervention. Most municipalities are finding this exercise useful.



Bank Reconciliation

As reported before, RAMP UP East has developed a bank reconciliation manual and auto-completing template based on the GDMA budget manual. The objective was to encourage full monthly bank reconciliation. The municipalities that emphasized bank reconciliation this month include Charikar and Mahmud Raqi, joining Maidan Shar, Jalalabad and Sharana from last month. This is an important precursor to budget monitoring, cash flow projection and annual financial statements, which are covered in the impending budget monitoring training.

Service Delivery

Solid Waste Management

A total of 9,042 cubic meters of waste were collected during the month, which represents an improvement of 842 cubic meters over the total collection during the previous month. The accomplishments during the month of March are summarized in the following table.

OVERALL MONTHLY SOLID WASTE COLLECTION SUMMARY SHEET
Mar-13

No.	Municipality	Collection Crew			Trucks			No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew			Collection Performance Indicators				
		RUE (No.)	Mun. (No.)	Man-days	RUE (No.)	Mun. (No.)	No. of Trips	Formal	In-formal	Gene-rated	Col-lected	RUE	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ Manday (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/Trip (m3)
1	Assadabad	-	64	384	-	12	72	112	21	220	144	-	8	48	2.3	0.4	12.0	6.0	2.0
2	Bamyan	-	16	92	-	14	26	295	-	85	76	-	-	-	4.8	0.8	5.4	1.9	2.9
3	Bazarak	-	16	32	-	8	16	136	58	92	84	-	-	-	5.3	2.6	10.5	2.0	5.3
4	Charikar	-	102	622	-	20	230	124	242	2,240	830	-	-	-	8.1	1.3	41.5	11.5	3.6
5	Gardez	-	72	432	-	12	182	279	104	1,560	597	-	-	-	8.3	1.4	49.8	15.2	3.3
6	Ghazni	-	168	966	-	32	583	515	120	825	820	-	4	23	4.9	0.8	25.6	18.2	1.4
7	Jalalabad	-	272	1,538	-	72	1,239	522	920	4,522	4,082	-	-	-	15.0	2.7	56.7	17.2	3.3
8	Khost	-	98	588	-	20	218	244	239	1,315	883	-	2	12	9.0	1.5	44.2	10.9	4.1
9	Mahmud-i-Raqi	-	66	420	-	8	107	325	104	360	345	-	-	-	5.2	0.8	43.1	13.4	3.2
10	Maidan Shahr	-	72	377	-	4	41	150	47	224	169	-	-	-	2.3	0.4	42.3	10.3	4.1
11	Meherlam	-	56	336	-	10	120	376	41	1,120	508	-	-	-	9.1	1.5	50.8	12.0	4.2
12	Pul-i-Alam	-	36	198	-	8	48	205	121	280	204	-	-	-	5.7	1.0	25.5	6.0	4.3
13	Sharana	-	57	319	-	8	100	42	55	480	300	-	-	-	5.3	0.9	37.5	12.5	3.0
Total		-	1,095	6,304	-	228	2,982	3,325	2,072	13,323	9,042	-	14	83	8.3	1.4	39.7	13.1	3.0

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

Local Economic Development and Revenue Generation

Extension of Property Registration Survey in Asadabad and Charikar

Property registration surveys have now restarted in the municipality of Asadabad. The municipality requested RAMP UP East to extend its support to cover the remainder of the municipal area. RAMP UP East remobilized 9 male surveyors from the previous team and one female surveyor. Three of the old female surveyors were no longer available to join the survey team, so 3 new surveyors had to be recruited.

The newly recruited surveyors and the surveyors from the previous team received refresher training on March 24. The training explained how to conduct the survey, measure the volume of a building, boundary walls, and annexes, and how to measure the area of a property. The survey teams started work on March 25 under the direct supervision of municipal engineers.



Asadabad Mayor opening the training of property registration surveyors on March 24

The mayor commented at the opening of the training: “(...) if the municipality surveys all the properties in the municipal area for payment of safayi fees the municipality will be able to cover a high percentage of its operating costs from this revenue source”. The municipality has a policy to strengthen its fixed sources of revenue to support sustainable service delivery.

The follow-on property registration survey in Charikar started on March 28. The survey team consists of 9 male and 3 female surveyors. The surveyors are divided into groups with each group including female and male surveyors. As before, the survey teams are directly supervised by a municipal official.

The surveyors and the municipal officials received on-the-job training on March 26-27 at the municipal conference hall.



The Charikar survey team registering a property owner before measuring his property on March 27

At the end of the training the surveyors engaged in a role-play exercise. One of the surveyors played the role of a property owner and the others asked him questions as they filled in the forms. After completion of the training, the surveyors divided into four groups and started the survey under the supervision of the municipal engineer and several other officials.

The surveyors also received an official letter from the mayor explaining their task and authority to conduct the survey. A copy of this letter was sent to each municipal district manager.

Prior to beginning the second survey the municipality conducted a public awareness campaign in the target residential areas. Residents were contacted by their neighborhood heads (Wakil Gozar) and municipal district managers that Charikar municipality was restarting the property registration survey to cover more of the municipal area. People have been very supportive thus far; some residents have even shown their official land title deeds to the surveyors to help them fill in the forms. Below is a summary table showing the progress of the property registration and safayi fee collection activities for the month of March.

No	Municipality	# of properties registered this Month/ total		# of safayi invoice printed during this Month / total		Total Money deposited this Month /total		Safayi license printed this Month /total	
1	Jalalabad	0	9,739	Nil	Nil	Nil	Nil	Nil	Nil
2	Charikar	0	5,705	Nil	Nil	Nil	Nil	Nil	Nil
3	Khost	0	5,792	Nil	Nil	Nil	Nil	Nil	Nil
4	Mahmud Raqi	0	1,225	Nil	Nil	Nil	Nil	Nil	Nil
5	Asadabad	252	1,800	4	190	158,531	722,518	11	136
6	Mehterlam	0	1,568	150	550	108,392	122,297	74	83
7	Ghazni	0	3515	Nil	Nil	Nil	Nil		

Business Registration and Licensing Activities

The new business registration and licensing system is fully operational in all municipalities, although slight changes from the original implementation were introduced in Bazarak, Puli Alam, Maidan Shar, Gardez and Sharana, where a door-to-door approach became necessary to ensure full coverage of all businesses and maximize collection efficiency. A combination of both the original implementation method and the modified door-to-door service approach is being used in Mehterlam, Jalalabad and Asadabad.



The Business License Officer of Bazarak delivering business licenses, March 3

The original methodology required printing the business license invoices and then delivering them to the door step of each business. The businessmen must then deposit the fee into the municipal bank account and return to the municipality with the deposit slip. After handing over the deposit slip, the Business License Officer prints the license certificate for the business owner. Because of the reluctance of many business owners to go to the bank and then back to the municipality, a number of municipalities decided to

use the door-to-door approach, or a combination of both approaches.

Currently, the License Officer of Bazarak is printing three copies of the invoice and the license certificate. He then visits each business, and after handing over the invoice he collects the cash and gives the business owner the license certificate. At the end of each day, the License Officer deposits the cash into the municipal bank account and fills out the deposit slips himself.

Bamyan is currently trying to increase the business license fee by about 8 times compared with the old Taliban era fees. The new rate is awaiting approval from the Provincial Administration Council. After approval, the municipality will accommodate the new rates into the business registration and licensing system. A summary of progress in each municipality for the new business licensing system is shown below.

No	Municipality	# of new businesses registered/ total		# of business license bills printed this month/ total		Total fees deposited in bank (Afs) this month / Total		# of licenses issued this month / total	
1	Gardez	8	2,271	24	269	12,700	143,000	20	269
2	Jalalabad	181	6,846	181	2,399	44,780	496,240	181	1,764
3	Khost	3	5,539	31	1,199	15,650	522,189	31	1,137
4	Maidan Shar	3	366	3	71	2,100	24,100	3	71
5	Mehterlam	2	2,154	2	1,483	1,100	79,165	2	1,067
6	Mahmud Raqi	24	1,058	55	545	27,500	222,700	55	545
7	Panjshir	6	510	25	196	10,670	55,890	25	196
8	Pul-e Alam	1	1,700	1	1,180	795	1,203,524	1	1,180
9	Sharana	0	1,140	The municipality is awaiting approval of new rates for 1392.					
10	Charikar	0	2,650	55	2,304	4,150	237,100	55	2,408
11	Ghazni	248	7,222	433	1,480	160,900	396,941	480	1,205
12	Assadabad	2	1,700	25	683	12,400	231,600	25	683
13	Bamyan	The municipality is awaiting approval of new rates for 1392 before issuing licenses.							

Local Economic Development Planning Activities

The municipality of Puli Alam conducted its Local Economic Development Plan marketing workshop on March 13 in the municipal conference hall. The event was covered by Aljazeera TV and two local channels, RTA TV and Shamshad TV. The local radio station Zenat also covered the event and taped an interview with the mayor that was broadcasted the following day. Participants at the workshop included the Director of the Economic Directorate, representatives of municipal departments, community elders, and representatives of business guilds, the private sector and the head of the Logar Youth Department.

The mayor opened the workshop by expressing his appreciation of RAMP UP East's assistance in helping Puli Alam prepare their LEDP. Private sector participants were interested in all of the LEDP projects that were designed to be implemented through participation with the private sector. One of Puli Alam's leading businessmen said: *"If the municipality provides us with land in a good commercial location, we are ready to implement some of those projects and make contractual agreements with the municipality"*.

The mayor appreciated the interest and support of the private sector attendees and commented that: *"The municipality of Puli Alam will provide land for all those projects in commercial areas between roads A, B, C and D in the city"*.



The LEDP marketing workshop hosted by the mayor in Puli Alam

A representative of Khoshi district also announced: *“My sister is living in Canada at the moment, but she is interested to build a cultural center in Puli Alam city. The total investment she is thinking about is 800,000 USD. We have already had preliminary discussions with the mayor about this project”*. The representative also asked for a hard copy of the LEDP so he could think about some of the other LEDP projects as well.

An internal meeting was held with the mayor of Mehterlam on March 9. The main focus of the meeting was to review the projects and activities in the LEDP and discuss the implementation methods or business models for each project. All the projects have been reviewed by the mayor. He appreciated the input he received from local people and the technical and financial support of RAMP UP East to help prepare the plan. During the internal meeting he said: *“The projects and activities selected are based on the needs of the people and the on-the-ground realities of Mehterlam city”*.

The only project the mayor did not agree with was the renovation and upgrading of two existing cold storage buildings. The mayor said: *“The cold storage buildings belong to the Directorate of Agriculture, Irrigation and Livestock, till now they have not been handed over to the municipality. If the municipality attempts to renovate or refurbish them, the Directorate of Agriculture may accuse the municipality of interference in the directorate’s affairs. It is better to completely omit this project from the list”*. The mayor agreed with the rest of the projects, so now the embedded team, in consultation with the municipal staff, are preparing for the LEDP marketing workshop, which will be held on April 2.

A summary of the LEDP activities is shown in the following table.

No	Municipality	LEDP Status	Completion date	Translation (Dari, Pashto)	Internal meetings	Marketing Workshop
1	Asadabad	Completed	15 Oct, 2012	Completed	17 Dec, 2012	8 Jan, 2013
2	Jalalabad	Completed	1 Nov, 2012	Completed		
3	Mehterlam	Completed	17 Dec, 2012	Completed	6 Mar, 2013	
4	Bazarak	Completed	11 Feb, 2013			
5	Mahmud Raqi	Completed	21 Feb, 2013			
6	Charikar	Completed	24 Oct, 2012	Completed	29 Dec, 2012	31 Jan, 2013
7	Bamyan	Completed	12 Feb, 2013			
8	Maidan Shar	Completed	25 Nov, 2012	Completed	5 Jan, 2013	12 Feb, 2013
9	Ghazni	Completed	10 Nov, 2012	Completed	12 Dec, 2012	
10	Puli Alam	Completed	28 Jan, 2013		20 Feb, 2013	13 Mar, 2013
11	Gardez	Completed	9 Mar, 2013			
12	Khost	Completed	18 Nov, 2012	Completed	20 Jan, 2013	
13	Sharana	Completed	16 Mar, 2013			

MONTHLY HIGHLIGHTS

Handover of Solid Waste Management Vehicles to Municipalities

This month, RAMP UP East delivered solid waste collection vehicles to the municipalities of Maidan Shar, Charikar, Mahmud Raqi, Mehterlam, Khost, and Sharana. The dump trucks and skid loaders were procured as part of RAMP UP East's efforts to build the capacity of municipalities to continue to collect and dispose of solid waste within their cities. The vehicles will allow the municipalities to use their own budgets to employ collection staff and maintain dump sites that will improve the environment and quality of life for its citizens.

On March 5, more than 500 local residents, government officials, community elders, and media were present at a hand-over ceremony in the municipality of Khost. During the ceremony RAMP UP East turned over 2 dump trucks, a skid loader and 2 septic tankers to the municipality. The provincial governor, Abdul Jabar Naemi, said: *"Allow me to thank USAID for the continued generous support to Khost. On behalf of the citizens, I thank RAMP UP East for providing such valuable equipment. RAMP UP's support is not limited to the provision of these 5 vehicles: the infrastructure projects implemented and supported by RAMP UP East have changed the face of this city."*

The Head of the City Council added: *"This equipment will enable the municipality to provide reasonable waste collection services to the community. The vehicles will provide an opportunity for the municipality of Khost to respond to the needs of the citizens."*



A large crowd of spectators turned up at the handover ceremony in Khost



The handover ceremony in Mehterlam

The provincial governor, Mr. Azizi welcomed the attendees which included the mayor, the GDMA Head of Fiscal and Assets Management, tribal elders, and approximately 50 other representatives. He was appreciative of the work of USAID and RAMP UP East and called on the mayor to prepare a comprehensive maintenance plan for the donated material and to take good care of the equipment.

At the handover ceremony in the municipality of Sharana the deputy governor, Ataullah Fazly, recognized the valuable progress that the municipality has made in building its

In Mehterlam, the mayor, Abdul Muqem Nizai, along with the GDMA Strategic Planning Manager, representatives from the municipality and line directorates and 45 citizens, attended the handover ceremony of the solid waste vehicles to the municipality on March 10. The Mayor was grateful for the donation from USAID and the support from RAMP UP East. He said that the equipment will have a direct effect on the municipality's daily efforts to increase the amount of waste collected from the city as well as impact the health and hygiene of the citizens.

On March 11, solid waste vehicles were also handed over to the municipality of Puli Alam.

capacity in service delivery, solid waste management and revenue enhancement. The mayor also shared his appreciation and welcomed further assistance for city development and solid waste collection.

On March 31, GDMA's Amin Kakar shared his thoughts on the impact of RAMP UP East's support to the municipalities with the citizens and officials of the municipality of Mahmud Raqi. He said: *"IDLG/GDMA would like to thank USAID and RAMP UP East for their support. Over these past few years we have witnessed a visible change in the performance of our municipalities through the RAMP UP program. Municipal staff capacity building is ongoing, revenue has been generated, and municipal improvement plans are prepared for our development projects."* He impressed upon the participants: *"Your taxes are revenue for the municipality, and with that revenue the municipality will be able to provide better services, so each citizen needs to pay his taxes on time and take part in the development of Mahmud Raqi."*

Similarly, in Bazararak the mayor expressed his gratitude for the skid loader delivered to the municipality. He declared that: *"With the support of RAMP UP and the citizens of Bazararak, I promise that the municipality will offer better services to the citizens."* The deputy mayor encouraged the mayor to take good care of the skid loader and pay close attention to its maintenance.

In Maidan Shar, the municipality admitted they had difficulty keeping up with solid waste collection, but with the donation of the vehicles the municipality will now be able to collect and transport the solid waste to the new landfill, also provided through the assistance of USAID and RAMP UP East.



The solid waste vehicle handover ceremony in the municipality of Puli Alam



Ceremonial ribbon cutting at the handover ceremony in the municipality of Maidan Shar

As RAMP UP East moves into the final option period of the program, the handover of these vehicles marks an important turning point in offering sustainable interventions and capacity building to improve the abilities of the municipalities to provide services to their citizens. In 1392, municipal staff, supported by RAMP UP East advisors, will work to implement the performance-oriented budgets they developed for solid waste management and use the donated vehicles to augment their capacity to manage solid waste and create a cleaner and healthier environment.

MUNICIPAL PROGRESS REPORTS

MAIDAN SHAR MUNICIPALITY

PROVINCE: WARDAK

Capacity Building

Public Finance

The municipality's budget has received final approval. The delay last month was due to the misinterpretation of the Tashkeel requirement from the OOA. This was resolved by the Accounting Manager working in tandem with the embedded Public Finance Advisor. After budget approval a meeting took place with the budget committee members on details and the new Tashkeel. Feedback from members was to prioritize LEDP projects according to the procurement plan. This demonstrates the value being gained from improved coordination between budgets and procurement.

In terms of procurement planning the plan is 80% complete. (Essentially this means the plan is complete but will enter the government approval process).

The bank reconciliation process is now institutionalized and running smoothly. The Public Finance Advisor has also conducted a quality control survey on the municipality's quarterly monitoring survey and suggested some improvements for the future.

Maidan Shar has also been actively mentoring the neighboring district municipality of Sayed Abad.

The municipality has shown an improvement in the quality of its budget monitoring in the first quarter of 1392 with a 10% variance for recurring revenue and 17% for non-recurring compared with 43% last year.

Service Delivery Improvements

Solid Waste Collection

The improving weather conditions and the recent delivery of solid waste collection equipment to the municipality have brought about some improvements in collection performance. Total collection during the month reached 169 cubic meters compared to 158 cubic meters during the previous month, as shown in the table below.

Waste Collection Summary

Municipality: Maidan Shahr

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	18	92	1	8	35	11	56	38	-	-	2.1	0.4	38.0	8.0	4.8
2	18	96	1	10	39	10	56	41	-	-	2.3	0.4	41.0	10.0	4.1
3	18	85	1	9	35	12	56	43	-	-	2.4	0.5	43.0	9.0	4.8
4	18	104	1	14	41	14	56	47	-	-	2.6	0.5	47.0	14.0	3.4
Total	72	377	4	41	150	47	224	169	-	-	2.3	0.4	42.3	10.3	4.1

Sports Stadium Renovation Project

With the advent of improved weather conditions, work related to this project was restarted. However, soon after restart of the project, it became clear that there were some deficiencies that required correction. The primary deficiency noted was the quality of the mosaic tile installed. In certain areas, the tile had broken or cracked due to the expansion and contraction caused by the cold winter conditions.

In addition to the mosaic tile, deficiencies were noted in the painting of the changing rooms and the functionality of the water pump. The deficiencies are presently being addressed and will be completed in the coming weeks.



Overview of the Sports Stadium Project in Maidan Shar

Other than the deficiencies, the only work requiring completion on the project is the grassing/seeding of the soccer field.

Completed Project Close-Out

Solid Waste Collection Vehicle Supply Project: RAMP UP East delivered the new dump truck, skid loader, vibratory compactor attachment and trailer to the municipality for the continuation of its solid waste collection program. The formal handover ceremony took place this month.

Solid Waste Collection Project OY2: The final inspection was conducted and the handover letter has been signed by the Mayor of Maidan Shar. RAMP UP East is currently preparing close-out documents for this project.

Operations and Maintenance Plans

O&M Plans have been prepared and approved by the municipality for these projects:

- 1,000M Drainage Ditch Construction Project
- Solid Waste Receptacles and Collection Project (Base Year)
- Women's & Children's Park Construction Project & Sidewalk Construction Project

Economic Development and Revenue Generation

The municipality conducted its second Local Economic Development Plan workshop.

The municipality of Maidan Shar has started using the new business licensing system to issue licenses again to business owners whose licenses are now expiring. During the reporting month the municipality registered 3 new businesses to operate within the municipal boundaries and collected Afs 2,100 in fees.

Community Engagement

The municipality convened a citizen forum on February 20, which was attended by 25 citizens. The Maidan Shar acting mayor Mr. Nazir chaired the forum on March 18. Participants included 19 citizens representing the city council, business owners, civil society, and line directorates. The acting mayor briefed the participants about the municipality's plan to plant 10,000 trees in different parts of the city. He also talked about the plan to relocate butchers and vegetable shops to a newly selected place.



Maidan Shar citizen forum, March 18

██████████, city council director, said: *“In the last forum it was decided that market owners must sign a rental agreement with shopkeepers for at least 2 years. The municipality took responsibility to enforce that, however this has not happened yet.”* He continued that without a proper agreement shopkeepers will not volunteer to move to the new place. The chairperson advised the council director to submit a petition to the governor's office and provincial council to get the governor's approval for the proposal.

Another citizen by the name of ██████████, an auto mechanic, said the owner of the Katawazi market keeps increasing shop rents and this has put unreasonable burden on shopkeepers. He asked the municipality to standardize the shops rents. The acting mayor said the shopkeepers and market owners must work together to reach a mutual agreement.

As mentioned above, on March 27 the municipality of Maidan Shar received solid waste vehicles from RAMP UP East at a ceremony inside the municipality compound. Governor Abdul Majid Khgyaniwal and Mayor Mahmood Ameri thanks RAMP UP East for the support and said with the provision of the vehicles and equipment the municipality will be able to provide better and timely service to citizens.

Also on March 27, the municipal sanitation and greenery manager, Mr. Esmatullah, was interviewed by RTA and Rana television. The manager talked about RAMP UP East support to municipality's sanitation department and provision of solid waste vehicles and equipment. He also talked about the tree planting campaign.

On March 28, Maidan Shar, in coordination with government line directorates and shopkeepers, launched a one day *Hashar* and tree planting campaign. The cleaning and tree planting covered areas between Ghazi Karim Khan Park and the center of the city. The campaign was organized by the municipal sanitation and greenery department. In total 11,000 trees were planted.



Maidan Shar Hashar and tree plantation campaign, March 28

Coordination

On March 26, the RAMP UP East team along with 2 engineers from the municipality participated in a meeting with the USAID OSM for Madian Shar at the US Army compound. The purpose of the meeting was to update the OSM and FPO about RAMP UP East activities and the municipality's ongoing and planned projects. The municipality's 5 year plan was also discussed in detail. Participants agreed that there will be regular meeting moving forward with both RAMP UP East and municipal staff. The FPO, Edward Kalloo, said that he will work on a plan to train municipal engineers in the use of Microsoft Project Software.

GHAZNI MUNICIPALITY

PROVINCE: GHAZNI

Capacity Building

Public Finance

The municipality's budget is being reviewed by the Independent Administrative Reform Civil Service Commission concerning the Tashkeels. As mentioned before this is a new step for some municipalities.

In terms of procurement planning, the plan is about two thirds complete. The Public Finance Advisor has engaged the Engineering Department in reviewing the quality of the plan. This has resulted in some changes which emphasizes increased ownership of the plan by other disciplines.

This municipality was the pilot for the bank reconciliation manual before it was shared with all other municipalities. Ghazni continues to be a leader in bank reconciliation capacity.

Ghazni has demonstrated innovative behaviors in budget monitoring with the first graphical representation of budgeted versus actual amounts. Part of future RAMP UP East training is the emphasis of sharing of best practices amongst municipalities through the encouragement of communities of practice.

With the issues over the Tashkeel, Ghazni has produced an organizational chart to illustrate its compliance with the new pay and grading system.

The Public Finance Advisor has also undertaken some important on-the-job training in journals and financial reporting.

Ghazni has shown an improvement in the quality of its budget monitoring in the first quarter of 1392 with a 19% variance for recurring revenue and 2% for non-recurring compared with 50% last year.

Service Delivery

Solid Waste Collection

Collection volume improved by over 40%, from 575 cubic meters in February to 825 cubic meters by the end of March. The following table presents the municipality's solid waste collection performance.



In Ghazni the Public Finance Advisor assisted his municipal counterpart in drafting the municipal procurement plan for FY1392

Waste Collection Summary
Municipality: Ghazni
Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol/Trip (m3)
1	42	252	8	144	110	35	195	170	1	6	4.0	0.7	21.3	18.0	1.2
2	42	252	8	144	120	30	210	190	1	6	4.5	0.8	23.8	18.0	1.3
3	42	210	8	160	135	30	210	240	1	5	5.7	1.1	30.0	20.0	1.5
4	42	252	8	135	150	25	210	220	1	6	5.2	0.9	27.5	16.9	1.6
Total	168	966	32	583	515	120	825	820	4	23	4.9	0.8	25.6	18.2	1.4

The municipality of Ghazni is now piloting the collection of solid waste by contractors in a public-private partnership. The first *Nahia* was selected for this purpose. The municipality has successfully tendered and selected the contractor for the pilot privatization of solid waste collection in Nahia 1 following simple but transparent and competitive procedures. The privatization plan was first announced on local radio and television stations. Invitation letters were then sent to private businessmen who could potentially undertake the collection work to attend a pre-bid conference. During the pre-bid conference, the scope of work was explained and distributed to the attendees together with instructions on and deadline for bid submission. The selection criteria were also simple: evidence of capacity to undertake the work and lowest price. An evaluation committee was constituted headed by the mayor and with all the *wakil gozars* of Nahiya 1 as members. A total of six bids were received. The bids were opened on March 13, and the winning bidder is expected to start the execution of the contract in the near future. If the process works well, the mayor confirmed that it will be extended to other parts of the city as well.

Ghazni is also sustaining the expansion of the coverage of its curbside collection scheme at the rate of one *gozar* (village) per week.

Sub-roads Asphaltting and Drainage Ditch Construction Projects

This project was suspended during the winter. The subcontractor has submitted a detailed work plan related to the re-start of the project. The work plan was approved and project activity has resumed.

Paving of Asphalt sub-road Project

This project was also suspended due to the adverse weather conditions that prevented work from proceeding. The subcontractor has submitted a detailed work plan for the re-start of the project and construction activity resumed on 23 March.



Stone masonry work for the Paving of Asphalt Sub-Roads Project in Ghazni, 28 March



PCC for the top of a ditch for the Paving of Asphalt Sub-Roads Project

Operations and Maintenance Plans

O&M Plans were prepared and the Ghazni Mayor has provided his approval for these projects:

- Ada Kandahar Road Median/Parkway Improvement Project
- Bazazy Sidewalk Construction Project

Economic Development and Revenue Generation

The Dari version of the Local Economic Development Plan has been shared with the municipality's senior management. The senior management replaced about half of the projects initially proposed during the first workshop in April 2012 with new revenue generation projects. The municipality also added some other projects to the plan that they felt should have a positive impact on the local economy. The project list in the plan was revised and discussed again with the senior management of the municipality in March.

Ghazni registered 248 new businesses during the reporting period. The municipality succeeded in printing 433 business license fee invoices, collected Afs 160,900 and delivered 480 licenses to businessmen in March. The large number of licenses issued this month was due to the mayor's efforts to collect revenue to support the city's hosting of the International Islamic City event that Ghazni will be hosting over a 10 day period in April.

Community Engagement

The municipality of Ghazni convened a citizen forum on March 11 in the municipal meeting hall. The forum was attended by 25 participants, including Wakil Guzars, Bazaar representative, the business community and municipal staff. The Mayor introduced the newly elected *wakil-guzars* to the participants and shared their contact details. The Mayor said: *"I am very pleased to announce to you that by electing their representatives our citizens are moving a step closer to*



Citizen forum in Ghazni municipality, March 11

exercising democratic processes.”

Haji Habibullah, one of the newly elected *wakils* said: *“I am honored to have been elected by people and will do my best to serve my people and resolve their problems“.*

Coordination

On March 11, The RAMP UP East embedded team met with the USAID Activity Manager to provide an update on the issuance of business licenses and its progress. Information about the needs assessment of the district municipalities of Moqor and Jaghori was also shared.

BAMYAN MUNICIPALITY

PROVINCE: BAMYAN

Capacity Building

Public Finance

Bamyan has made most progress on its budget this month, having advanced rapidly from GDMA to final approval.

In terms of procurement planning, the plan is about 20% complete. The recently appointed Public Finance Advisor has prioritized budget capacitation and this is evidenced by the performance in that area. He has now been instructed to also encourage the preparation of the procurement plan.

The public finance advisor has worked on the quarterly revenue and expenditure reports ensuring appropriate coding and qualitative improvements. Early indications of progress are good: Bamyan's collection rate for the first quarter has shown a 6% variance for recurring revenue and 59% over collection for non-recurring compared with 23% last year.

Service Delivery Improvements

Solid Waste Collection

The municipality maintained its collection volume of about 76 cubic meters, as shown in the table below.

Waste Collection Summary

Municipality: Bamyan

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	4	24	4	7	75	-	20	20	-	-	5.0	0.8	5.0	1.8	2.9
2	4	24	4	7	75	-	20	21	-	-	5.3	0.9	5.3	1.8	3.0
3	4	24	4	7	75	-	20	15	-	-	3.8	0.6	3.8	1.8	2.1
4	4	20	2	5	70	-	25	20	-	-	5.0	1.0	10.0	2.5	4.0
Total	16	92	14	26	295	-	85	76	-	-	4.8	0.8	5.4	1.9	2.9

The municipality of Bamyan organized a city clean-up activity with the theme "our city is our home." The activity was conducted in cooperation with government and non-government organizations, including the provincial Directorate of Environmental Protection. During the event, the mayor also enjoined shopkeepers to take responsibility for cleaning spaces including ditches in front of their respective shops. The clean-up covered Dasht-i-Easa Khan, Zargaran, Sorkh Quala Sahnige, and Chaspand Hajder areas.

Municipal Engineering Capacity Building

This month RAMPUP East's Engineering Team worked closely with their municipal counterparts to support ongoing projects funded by the municipal budget. Some examples of these projects include work on the survey and design of the social park in the new city and assisting in the tree planting campaign.



Bamyan new city Social Park under Construction



Planting of 2000 sapling in the Bamyan

Community Engagement

On March 31 the RAMP UP East staff in Bamyan participated in a tree planting campaign that was initiated by *Bonyaan Guzaran Democracy dar Afghanistan* (Founders of Democracy in Afghanistan). The organizers together with the municipality provided 2,000 trees. The governor and the mayor along with other government officials joined more than 200 citizens the majority of whom were women and university students in the campaign that covered the area of Dasht-e-Eisa Khan.

CHARIKAR MUNICIPALITY

PROVINCE: PARWAN

Capacity Building

Public Finance

The municipality's budget is at the final stage with MOF and approval is expected in the first week of April. Delays were due to non-use of the new pay and grading standard form produced by GDMA. This was picked up and adjusted in the RAMP UP East review. Since then progress has been rapid.

In terms of procurement planning the plan is 69% complete, which for a municipality that did not prepare a plan last year is an improvement. The draft plan has been completed and is currently being reviewed by RAMP UP East.

Charikar has implemented the bank reconciliation template and on-going reconciliations are occurring. The Public Finance Advisor has also conducted training on accounting journals and financial reporting training. In addition, financial capacity skill sets have been developed to assist in the production of Operations & Maintenance plans including financial and non-financial performance information. This takes performance based budgeting beyond solid waste management.

Charikar continues to show tight budget monitoring in the first quarter of 1392 with an 11% variance for recurring revenue and 4% for non-recurring, compared with 10% last year.

Public Service Delivery

The municipality's solid waste collection performance showed a significant increase, from 770 cubic meters during the previous month to 830 cubic meters during the month under review, as summarized in the following table.

Waste Collection Summary

Municipality: Charikar

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Co-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	24	154	5	48	29	58	560	185	-	-	7.7	1.2	37.0	9.6	3.9
2	26	156	5	52	27	56	560	180	-	-	6.9	1.2	36.0	10.4	3.5
3	26	156	5	50	28	54	560	185	-	-	7.1	1.2	37.0	10.0	3.7
4	26	156	5	80	40	74	560	280	-	-	10.8	1.8	56.0	16.0	3.5
Total	102	622	20	230	124	242	2,240	830	-	-	8.1	1.3	41.5	11.5	3.6

To render public service that is more responsive and accountable to its constituents, the Charikar municipal government is now experimenting with the strategy of devolving service-delivery functions to the *Nahia* level. RAMP UP East's Public Works Advisor is deeply involved in this endeavor, having been tasked to provide training and capacity building assistance to Nahia managers first in the proper maintenance of public facilities, such as roads, drainage, public parks, trash bins, public baths and latrines, among others. RAMP UP East fully supports this development, even if it exerts additional demands on its resources embedded in the municipality.

Municipal Engineering Capacity Building

This month RAMP UP East's engineering team worked closely with their municipal counterparts to support ongoing projects funded by the municipal budget. Some examples of these projects include work on the survey, design, and cost estimation of the Ghul Ghundi park public toilet construction and side walk.



Gul Ghundi park public toilet construction, March 4



Gul Ghundi park side walk under construction

Economic Development and Revenue Generation

Business licensing is going well in Charikar. During the reporting period the municipality printed 55 invoices and handed them to businessmen who deposited Afs 4,150 into the municipal bank account. To date, 2,408 businessmen have received business licenses.

RAMP UP East restarted the property registration surveys in Charikar in response to repeated requests from the mayor and significant progress in a number of other areas. The municipality recruited a new survey team on March 19, consisting of 3 females and 11 males. The survey is being directly supervised in the field by municipal officials who accompany each survey team. The field surveys re-started on March 28.

Community Engagement

The mayor of Charikar chaired the monthly citizen forum in the municipal conference hall on March 5. The 37 participants, including 5 women, represented NGOs, youth groups, the Ulama council, government officials and Wakil Guzars.

The mayor informed the citizens about the installation of notice boards and suggestion boxes, the municipality's plan to collect safayi fees, the purchase of dump trucks and a skid loader for the municipality by RAMP UP East, and the submission of the 1392 budget to GDMA.

The Director of the Parwan Environmental Protection Department talked about the department's plan for greenery and beautification of the city.

Ms. Naziah Mujadadi, a representative of civil society, appreciated the municipality's efforts in solid waste collection and asked the people to dispose their garbage in the bins and designated areas.

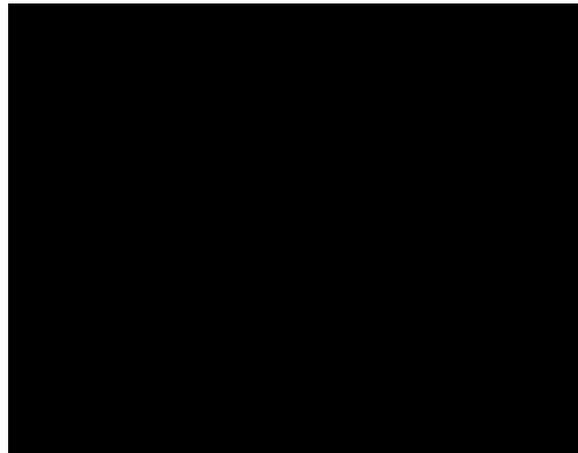


The citizen forum in the municipality of Charikar on March 5

On March 12, the RAMP UP East Chief of Party and the mayor signed the solid waste collection vehicles and equipment handover documents. The mayor and the RAMP UP East COP inspected the vehicles. The mayor said that by using these trucks the municipality will be able to collect an additional 8 to 16 cubic meters of waste from different parts of the city. The mayor also said the municipality was in need of a skid loader which has now been provided by RAMP UP East.

The first meeting of the Municipal Advisory Board (MAB) was held on March 19 in the municipal conference hall in the presence of GDMAL/IDLG representatives. Participants elected 24 members, including 3 women, for the board. In this meeting the director or chairperson, deputy chairperson and secretary of the board were also elected. In the meeting, Parwan Governor Mr. Salangi proposed that one of the deputies be a woman. Other participants agreed and selected Ms. Khatol Faqeerzada as the second deputy of the MAB. Introductory meetings about the MAB were conducted on March 13 and 16. The MAB election took place in all six districts of Charikar.

On March 31, the mayor of Charikar was interviewed by Kilid Radio. The mayor answered the reporter's questions about the spring tree plantation campaign and the municipality's ongoing projects.



Solid waste vehicles and equipment handover in Charikar, March 31



The Municipal Advisory Board Election in Charikar

MAHMUD RAQI MUNICIPALITY

PROVINCE: KAPISA

Capacity Building

Public Finance

The municipality's budget has passed and is now at the Office for Administrative Affairs. Issues with the opening cash balance have been resolved with help from the Public Finance Advisor.

In terms of procurement planning the plan is two thirds complete, which signifies good progress for an initial plan. The Public Finance Advisor commenced bank reconciliation training using the RAMP UP East template in March. Improvements were made to the first quarter 1392 revenue and expenditure surveys via specific questions were asked to determine quality of information entered. Mahmud Raqi has shown an improvement in the quality of its budget monitoring in the first quarter of 1392 with a 13% variance for recurring revenue and 24% for non-recurring compared with 75% last year.

Service Delivery Improvements

Solid Waste Management

The collection volume during the month showed a slight increase of 10 cubic meters from the 335 cubic meters recorded in February.

Waste Collection Summary

Municipality: Mahmud-i-Raqi

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	16	102	2	28	85	30	90	90	-	-	5.6	0.9	45.0	14.0	3.2
2	16	102	2	25	80	24	90	85	-	-	5.3	0.8	42.5	12.5	3.4
3	16	102	2	24	75	22	90	80	-	-	5.0	0.8	40.0	12.0	3.3
4	18	114	2	30	85	28	90	90	-	-	5.0	0.8	45.0	15.0	3.0
Total	66	420	8	107	325	104	360	345	-	-	5.2	0.8	43.1	13.4	3.2

The municipality has started a program to promote backyard composting. During the month, the mayor held a dialogue with a group of citizens to discuss the benefits of and processes involved in composting. The main objectives are to reduce the volume of waste transported to and handled at the landfill, minimize transport cost, and extend the lifetime of the final waste disposal facility.

Municipal Office Boundary Wall

This project was suspended through the winter season due to cold weather conditions. With the advent of improved weather conditions, work related to this project was restarted.

However, due to foundation issues, some re-design of the boundary was determined to be necessary. The revise design of the boundary wall will now include a metal fence on top of the base foundation rather than a solid wall constructed of brick masonry. The revised project drawings were provided to the municipality for concurrence, which was provided. The

new design will not be presented to the COR in the form of a Project Modification Proposal and upon receipt of COR consent, the project work will begin.

Billboard Construction Project

This month a site survey was conducted for a project to construct billboards..The GPS coordinates were also identified. The drawings and cost estimate has been prepared and will be submitted to the COR for consent.

Operation Management Plans

O&M Plans have been prepared and the mayor has provided approval of the plans for these projects:

- 240M Drainage Ditch, Sidewalk & Culvert Construction Project
- Street/Parking Lot Asphaltting and Drainage Ditch Construction Project
- Construction of Improvised Landfill & Supply of Trash Receptacles Project
- Public Latrines Construction Project & Drainage Ditch, Sidewalk and Culverts Construction Project.

Economic Development and Revenue Generation

The Local Economic Development Plan has been completed and is currently being translated into Dari. This document contains a substantially updated economic profile for the municipality together with a list of economic development projects that were proposed during the LEDP workshop held in April 2012.

Mahmud Raqi municipality registered 24 new businesses, printed 55 invoices, collected 27,500 Afs and delivered 55 licenses to the businessmen.

Community Engagement

The municipality of Mahmud Raqi published the 8th edition of its newsletter, *Saday-e-Shahr*, in 1,000 copies. The issues covered include information about a new insurance policy by the Ministry of Finance, an update on the asphaltting of 8.3 km ring road from Sayad to Jamal Agha, and other municipal activities. The newsletter was distributed to citizens in the bazaar, governmental offices, NGOs and youth associations.

On March 12, the RAMP UP East Chief of Party and the mayor of Mahmud Raqi signed the solid waste collection vehicle and equipment handover documents in the presence



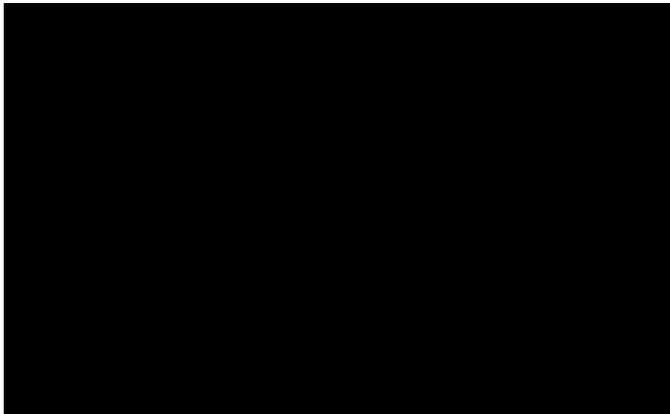
Solid waste vehicles and equipment handover in Mahmud Raqi, March 31

of the governor, provincial council head and city council representatives. The official handover ceremony was held on March 31 in which Amin Kakar, GDMA's head of administration and finance took part. Mr. Kakar thanked RAMP UP East and USAID for the generous support during the past few years. He said: *"GDMA is witness to significant improvement in municipal services and capacity and this is because of RAMP UP East support."*

Both Kakar and the mayor encouraged citizens to do their part by paying their fees on time, cooperating with the municipality in property and business registration and in solid waste management.

This month the municipal Administration Officer, with support from the RAMP UP East Public Administration Advisor, updated the information on all four notice boards which are located in Guldán square, Sayaad bazaar, Deh baba ali bazaar and in front of the municipality.

On March 26, the municipality convened a monthly citizen forum in the Dababa Ali Jama Mosque. This was a special forum held in a mosque at the request of shopkeepers and businessmen and with the participation of 54 citizens. The mayor briefed the participants about the municipality's plan to check and control the quality



Mahmud Raqi citizen forum, March 26

and expiration date of food products in the bazaar. He also shared the expenditure and revenue data for the last quarter of 1391. [REDACTED], a shopkeeper, complained that the drainage ditch in the bazaar is not deep enough and does not have covers. He said that in the last few days he had witnessed two women fall in the ditch and one broke a leg. He said that the municipality must consider the needs and problems of women who wear a burqa and with a burqa it is difficult to see properly. The mayor responded that he will look in to the issue and see what can be done.

BAZARAK MUNICIPALITY

PROVINCE: PANJSHIR

Capacity Building

Public Finance

The municipal budget is now at GDMA for approval, assisted by the newly appointed Accounting Manager and Public Finance Advisor.

The procurement plan is now two thirds complete. Although behind schedule, the progress matches with the budget progress and is to be lauded.

The Public Finance Advisor has conducted several surveys in March, including bank reconciliation, accounting, budget process and revenue forecasting survey. Bazarak has shown an improvement in the quality of its budget monitoring in the first quarter of 1392 with a 5% variance for recurring revenue and 25% for non-recurring compared with 55% last year.

Public Service Delivery

Solid Waste Collection

The collection volume slightly decreased from 88 cubic meters during the previous month to 84 cubic meters in March.

Waste Collection Summary

Municipality: Bazarak

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	4	8	2	4	34	12	25	22	-	-	5.5	2.8	11.0	2.0	5.5
2	4	8	2	4	34	18	25	24	-	-	6.0	3.0	12.0	2.0	6.0
3	4	8	2	4	34	15	20	18	-	-	4.5	2.3	9.0	2.0	4.5
4	4	8	2	4	34	13	22	20	-	-	5.0	2.5	10.0	2.0	5.0
Total	16	32	8	16	136	58	92	84	-	-	5.3	2.6	10.5	2.0	5.3

The municipality of Bazarak has computed the monthly and quarterly disbursement for solid waste management both from the ordinary and from the development budgets.

Economic Development and Revenue Generation

The Local Economic Development Plan has been completed and sent out for translation into Dari.

The municipality registered six new businesses in the business registration and licensing system this month. The municipality also issued 25 licenses to businessmen and collected Afs 10,670 in fees.

Community Engagement

The municipality of Bazarak, with support from RAMP UP East, organized a *Hashar* on March 18. This activity was undertaken in close collaboration with the council of Ulema, city council, shopkeepers and security forces. The head of the council of Ulema, Mawlawi Sulaiman talked about participation in community services and the personal responsibility to keep one's surroundings clean from an Islamic perspective. The municipality provided gloves, plastic bags, shovels and other cleaning tools. At the end of the day municipal vehicles collected and transported the trash to the landfill.

The mayor of Bazarak chaired the monthly citizen forum on March 27 in the municipal meeting hall. The forum was attended by 21 citizens, including 2 women, representing community development councils, youth association and shopkeepers. After a brief update by the mayor about business license issuance and other municipal projects and activities participants shared their concerns with the mayor.

Fatana Mahmady from Bazarak e Khas district asked the municipality to provide drinking water in schools located in the neighborhood. The mayor said that providing drinking water and other services for schools is the responsibility of the Ministry of Education and he encouraged citizens to contact the relevant authorities.

Khan Agha from Rukha district asked the municipality to build a public latrine for women in the area where the governmental offices are. The mayor said that the building of public latrines will be considered in the 1393 budget.

The solid waste vehicles purchased by RAMP UP East were handed over to the municipality in an official ceremony on March 13. The event was attended by the mayor, deputy governor, provincial council members and citizens.



Citizens and government officials clean the city in Bazarak

JALALABAD MUNICIPALITY

PROVINCE: NANGARHAR

Capacity Building

Public Finance

The municipal budget has now progressed to GDMA as predicted last month.

Jalalabad's quarterly reporting has been delayed by IDLG audit activity which has meant that the information for March expenditures is not yet available. There is not an intrinsic audit problem but the Accounting Manager has been busy providing documents and explanations to the auditors. Consequently, quarterly report information has been collated on a "best estimate" basis for expenditure although full information was available for revenue.

The municipality has begun utilizing the bank reconciliation manual and template and appropriate reconciliations are expected. Jalalabad has also been capacitating officials in Rodat district.

The municipality has shown an improvement in the quality of its budget monitoring in the first quarter of 1392 with a 20% variance for recurring revenue and 17% for non-recurring compared with 48% last year.

Service Delivery Improvements

Solid Waste Collection

During the month, the municipality achieved the same level of collection as in the previous month. Collection volume totaled 4,083 cubic meters.

Waste Collection Summary

Municipality: Jalalabad

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	68	389	18	312	133	225	1,094	996	-	-	14.6	2.6	55.3	17.3	3.2
2	68	389	18	309	135	236	1,134	1,042	-	-	15.3	2.7	57.9	17.2	3.4
3	68	378	18	311	128	225	1,142	1,002	-	-	14.7	2.7	55.7	17.3	3.2
4	68	382	18	307	126	234	1,152	1,042	-	-	15.3	2.7	57.9	17.1	3.4
Total	272	1,538	72	1,239	522	920	4,522	4,082	-	-	15.0	2.7	56.7	17.2	3.3

Dosaraka - Fabreka Road Improvements Project

All activities of the Dosaraka-Fabreka Road Improvements Construction Project have been completed successfully; the final inspection has been conducted and the preparation of the project handover documents is in process.

Operation and Maintenance Plans

O&M Plans have been prepared and submitted to the municipality for final approval for the following projects:

- Sidewalk Improvement and Rehabilitation Project
- Automobile Parking Facility Project

- Rohan Mena 4M Culvert Construction Project & 50 Culvert Construction Project.

Economic Development and Revenue Generation

New businesses continue to be registered in Jalalabad; during March, 181 new businesses were registered by the municipality. During this reporting month, the License Officer only printed invoices for new businesses and collected Afs 44,780 in business license fees.

Community Engagement

The municipal Publication Manager of Jalalabad, assisted by RAMP UP East, facilitated a 20 minute live television interview by RTA on March 5 with the municipal Sanitation Manager. During the interview the Sanitation Manager requested all citizens to assist the municipality in the tree planting campaign. He said that the municipality will plant 2,000 trees throughout the city.

The Deputy Mayor of Jalalabad assisted by RAMP UP East Public Administration Advisor, participated in a 20-minute live interview with Sharq local Television on March 13. The Deputy Mayor discussed last year's activities and the planned service delivery projects for the year 1392. He also reminded the audience about their duties to pay the municipality fees and take an active part in solid waste management. The deputy mayor also invited citizens to share their ideas on how best the municipality can serve them. A citizen who did not say his name asked whether the municipality had plans to resolve the car parking issue in the city. The deputy mayor said the municipality has already built one parking lot and plans to build more parking lots in the near future. Shah Jahan from Behsud district requested the municipality to build some bus stops in the city. The answer was that the municipality is aware of the need for bus stops and will address this problem.

This month the Jalalabad municipality printed 1,000 color copy flyers with municipal messages including a New Year's message to the citizens.

Gender and Youth Activities

This month the RAMP UP East youth participation coordinator held several meetings with the Ministry of Information, Culture and Youth as well as the ministry's branch in Jalalabad to discuss the launch of the door-to-door campaign. The concept was developed last year in consultation with municipalities and formal and informal youth organizations. The aim of the door-to-door campaign is to educate the public about their roles and responsibilities as citizens and to encourage youth to be educators in raising awareness and building relationship between municipalities and citizens. Through this campaign the youths will take an active part in helping the city and its citizens work with the municipality to achieve the vision of a community that works together to take responsibility for its city's cleaning, greenery, beautification and maintenance of their neighborhoods. The cooperation of citizens, businesses and government will influence behaviors and attitudes that will help keep the city clean and green.

Coordination

On March 18 RAMP UP East Team Leader and Public Finance Advisor met with the USAID FPO to discuss RAMP UP East's planned support to district municipalities. During the meeting issues related to the municipal budget, revenue sources, and mentoring of district municipalities were discussed as well.

ASADABAD MUNICIPALITY

PROVINCE: KUNAR

Capacity Building

Public Finance

The municipal budget has achieved final approved status. This was due to direct attendance of the Accounting Manager at GDMA supported by RAMP UP East to close the process.

In terms of procurement planning the plan is 69% complete. The procurement plan and manual is being followed completely with briefing sessions being held on procurement law.

The municipality is up to date with bank reconciliations and double entry book-keeping. Asadabad has shown a continuing positive trend in the quality of its budget monitoring in the first quarter of 1392 with a 10% variance for recurring revenue and 5% for non-recurring compared with 12% last year.

Public Service Delivery

Solid Waste Collection

The municipality's collection performance improved to 144 cubic meters from 126 cubic meters during the previous month.

Waste Collection Summary

Municipality: Assadabad

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	16	96	3	22	36	6	70	44	2	12	2.8	0.5	14.7	7.3	2.0
2	16	96	3	14	23	4	50	28	2	12	1.8	0.3	9.3	4.7	2.0
3	16	96	3	22	32	7	50	43	2	12	2.7	0.4	14.3	7.3	2.0
4	16	96	3	14	21	4	50	29	2	12	1.8	0.3	9.7	4.7	2.1
Total	64	384	12	72	112	21	220	144	8	48	2.3	0.4	12.0	6.0	2.0

New Culvert Installation

Working closely with the municipality, the RAMP UP East Public Works Advisor embedded in the Asadabad municipality has completed a site survey for the new Culvert Installation project. The RAMP UP East Public Works advisor and the Municipal Engineer prepared the design drawings and bill of quantities related to the proposed project.

Economic Development and Revenue Generation

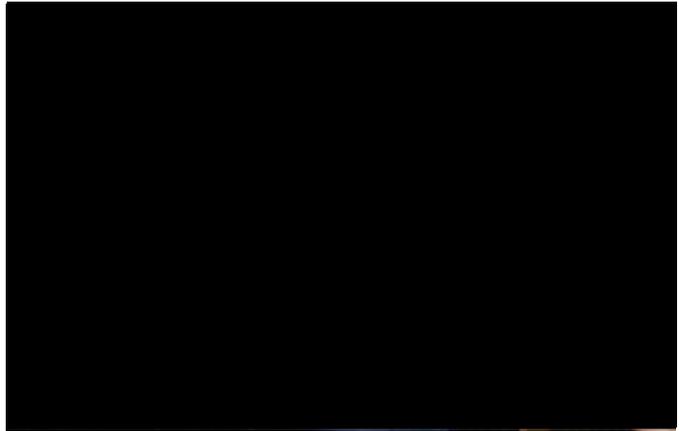
A total of 25 business license invoices were printed during the reporting period and handed over to businessmen. All the businessmen deposited the fees into the municipal bank account and received their licenses. The municipality collected Afs 12,400 in business license fees. Of the 25 license issued, two were for new businesses.

Property registration survey is extended in Asadabad municipality. The municipality requested RAMP UP East to extend property registration survey to cover the entire

municipal area. RAMP UP East recruited 9 male surveyors from the previous survey team and one female. The survey work started on March 25 and 252 new properties have already been registered.

Community Engagement

The municipality of Asadabad held a monthly citizen forum on March 27. Nineteen citizens attended. The mayor provided an update about municipal activities and the revenue collected. He also informed participants about the restart of the property registration survey. He encouraged citizens to cooperate with the registration process. He said in the next two decades the focus of the municipality will be to transform Asadabad to a tourism and industrial city. Discussions about how to plan and proceed is ongoing with the Ministry of Rural Rehabilitation and Development. The mayor said in the near future the municipality will build slaughter houses in different parts of the city, construct a conference hall on the second floor of the Green hotel, and build public latrines, the funding for which will come from the 1392 development budget.



Asadabad citizen forum, March 27

Gender and Youth Activities

The RAMP UP East youth participation coordinator held meetings with the Ministry of Information, Culture and Youth as well as with the ministry's branch in Asadabad to discuss the launch of the door-to-door campaign. The concept was developed last year in consultation with municipalities and formal and informal youth organizations. The aim of the door-to-door campaign is to educate the public about their roles and responsibilities as citizens and to encourage youth to be educators in raising awareness and building relationship between municipalities and citizens. Through this campaign the youths will take an active part in helping the city and its citizens work with the municipality to achieve the vision of a community that works together to take responsibility for its city's cleaning, greenery, beautification and maintenance of their neighborhoods. The cooperation of citizens, businesses and government will influence behaviors and attitudes that will help keep the city clean and green.

Coordination

On March 12, the mayor of Asadabad met with representatives from Dam Kalay Shura to discuss the damage to three signboards installed by RAMP UP East and the municipality for the completed projects.



Dam Kalay Shura Members in a meeting with Mayor

The mayor said: *“Two years ago you all requested the municipality to build the protection wall in Dam Kalay. The municipality with support from RAMP UP East implemented the project for you. You were pleased with the project and enthusiastically attended the opening ceremony. Now one year after the project was*

completed I am being informed that the sign boards are either damaged or defaced. As direct beneficiaries of these projects you are responsible to ensure the safety and protection of the projects.” The mayor said that this time the municipality will cover the cost of repairing the signboards, but if this is repeated then the elders will have to cover the costs.

██████████, the head of merchants groups said lack of collective responsibility by people results in damage and destruction of not only public property, but also private property. He reported that lately four shops have been damaged and broken in to by unknown people. He said: *“We as a community must take responsibility for what is happening in our neighborhoods and take measures to stop destructive actions.”*

██████████ a local representative, said: *“We are grateful to RAMP UP East and the municipality for addressing our needs; I promise that I will raise the issue with others and take responsibility for keeping the projects in good condition.”*

On March 4, Eng. Niazi from GDMA visited the municipality and RAMP UP East staff. He said the purpose of his mission was to evaluate the RAMP UP East projects and assess whether its support to the municipality has been effective. After meeting with the embedded advisors and municipal officials, Mr. Niazi visited the service delivery improvement projects.

MEHTERLAM MUNICIPALITY

PROVINCE: LAGHMAN

Capacity Building

Public Finance

The municipal budget is at the final Ministry of Finance stage for approval, after receiving GDMA approval.

The municipal procurement plan is about 61% complete.

The Public Finance Advisor and his municipal counterpart have been assisting the district municipality of Qarghai with its budget preparation. Mehterlam has shown an improvement in the quality of its budget monitoring in the first quarter of 1392 with a 11% variance for recurring revenue and 20% for non-recurring compared with 64% last year.

Public Service Delivery

Solid Waste Collection

The municipality posted a significant 31% increase in solid waste collection volume, from 387 cubic meters in February to 508 cubic meters in March.

Waste Collection Summary

Municipality: Mehterlam

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	11	66	2	28	88	13	280	120	-	-	10.9	1.8	60.0	14.0	4.3
2	11	66	2	32	92	9	280	124	-	-	11.3	1.9	62.0	16.0	3.9
3	17	102	3	28	96	11	280	130	-	-	7.6	1.3	43.3	9.3	4.6
4	17	102	3	32	100	8	280	134	-	-	7.9	1.3	44.7	10.7	4.2
Total	56	336	10	120	376	41	1,120	508	-	-	9.1	1.5	50.8	12.0	4.2

New Street Lighting Project

This month a site survey was performed for a proposed new project to construct street lighting in Mehterlam. The design drawing, scope of work and bill of quantity was also completed.

Economic Development and Revenue Generation

An internal meeting was held with the Mehterlam Mayor on March 9. The focus of the meeting was to review the projects and activities included in the Local Economic Development Plan and to discuss the implementation method and business model for each project. All the projects have been reviewed by the mayor, and the RAMP UP East governance team is now preparing for the LEDP marketing workshop on April 2.

The municipality is using the *safayi* fee billing and collection system very well; it printed 150 invoices in March and delivered them to the property owners. As a result, the municipality issued 74 *safayi* payment certificates and collected Afs 108,392.

The municipality is also fully utilizing the business registration and licensing system but they are not focusing on the issuance of licenses. The reason is that the municipality is going to use new business license fees that were approved by the Provincial Administration Committee as well as by a special economic committee suggested by the governor. The municipality is planning to start applying the new rates this year.

Community Engagement

On March 17 the municipality held a monthly citizen's forum in coordination with the Directorate of Environmental Protection. There were 22 participants in the forum including representatives of the Traffic Department, Police Department, Urban Development Directorate, Information and Culture Department, Representative of Shopkeepers' Union and market owners. The main issues discussed in the forum included the need for proper latrines in the market areas. The Director of Environmental Protection in his message to the market owners said that it is the responsibility of the market owners to build proper latrines and that his department will follow this up with those responsible. Participants also said that the latrines that are built by the municipality are not maintained properly. The municipal officials said the municipality has not been able to find interested citizens or private sector to contract the maintenance and water supply for the latrines. Participants also expressed concern over the low quality of meat in the market. Participants said that the majority of butchers slaughter the animals either in front or behind their shops, which is causing significant health problems. The municipal officials promised to discuss this with the butchers and will also work on building a proper and standard slaughterhouse.

A handover ceremony was held on March 10 for the solid waste management vehicles and equipment provided by RAMP UP East. The mayor said: *"I would like to thank USAID and the people of America for providing these much needed vehicles to the municipality of Mehterlam. I would also like to inform the citizens that with the provision of this equipment the municipality will accelerate and expand its solid waste collection efforts."*



The handover ceremony of solid waste management equipment to the municipality of Mehterlam on March 10

Gender and Youth Activities

This month RAMP UP East held several meetings with municipal officials, the department of information, culture and youth, and civil society groups to discuss the door-to-door campaign. The concept was developed last year in consultation with municipalities and formal and informal youth organizations. The aim of the door-to-door campaign is to educate the public about their roles and responsibilities as citizens and to encourage youth to be educators in raising awareness and building relationship between municipalities and citizens. Through this campaign the youths will take an active part in helping the city and its citizens work with the municipality to achieve the vision of a community that works together to take responsibility for its city's cleaning, greenery, beautification and maintenance of their neighborhoods. The cooperation of citizens, businesses and government will influence behaviors and attitudes that will help keep the city clean and green.

Coordination

On March 13, *Laghman* Provincial Governor Dr Fazalulullah Mujadadi visited the municipality of Mehterlam. During his short visit the RAMP UP East advisors briefly explained their work and support to the municipality. A joint meeting was also held. The governor said that the purpose of his visit was to see for himself the assistance provided by donor agencies to Mehterlam. He said that he is aware of the good work the municipality is doing, however more needs to be done to address the needs of citizens. He said there needs to be close



The Governor of Laghman visiting RAMP UP East office, March 13

coordination between donors, municipality and other stakeholders. The governor requested RAMP UP East to assist the municipality in the installation of street lights. In the end the provincial governor together with the mayor inspected the solid waste collection vehicles.

GARDEZ MUNICIPALITY

PROVINCE: PAKTIA

Capacity Building

Public Finance

This month finds the budget at the final Ministry of Finance approval stage and there is every indication that it will be approved in early April. The procurement plan is 65% complete.

Gardez has shown an improvement in the quality of its budget monitoring in the first quarter of 1392 with a 1% variance for recurring revenue and 4% for non-recurring compared with 10% last year.

Service Delivery Improvements

Solid Waste Management

Solid waste collection performance continued to improve in Gardez. The collection volume recorded during the month of 597 cubic meters is 119 cubic meters more than the total reported during the previous month.

Waste Collection Summary

Municipality: Gardez

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	18	108	3	46	70	27	390	149	-	-	8.3	1.4	49.7	15.3	3.2
2	18	108	3	48	73	29	390	156	-	-	8.7	1.4	52.0	16.0	3.3
3	18	108	3	46	70	25	390	149	-	-	8.3	1.4	49.7	15.3	3.2
4	18	108	3	42	66	23	390	143	-	-	7.9	1.3	47.7	14.0	3.4
Total	72	432	12	182	279	104	1,560	597	-	-	8.3	1.4	49.8	15.2	3.3

In response to the recent delivery of RAMP UP East-financed solid waste collection equipment, the municipality has advertised openings for eight additional collection workers and two drivers based on the target of providing a 100% once-a-week collection coverage of all identified dump sites, both formal and informal, as was done during the time when the municipality was still receiving financial assistance from RAMP UP East. Further improvement in the municipality's collection performance is therefore anticipated in the coming weeks.

Economic Development and Revenue Generation

A total of 2,205 business license registrations have now been entered into the municipal database. Unfortunately, the municipality has not yet implemented the system in full. Some progress was made during the reporting period and municipal license officers printed 23 business license invoices, issued 23 licenses and collected AFs 13,700 in fees.

The first draft of the LEDP has been completed. The plan contains a substantially updated economic profile for the municipality and materials produced from the LEDP workshop held last year.

On March 5, the municipality of Gardez along with local volunteers planted 4,000 trees around the Teera Bagh circle.

Coordination

On March 25, the RAMP UP East Team Leader and advisors met with the USAID COR and OSM at the FOB. The Team Leader provided information about RAMP UP East support to the municipality, the completed service delivery projects and the cooperation with the mayor and the municipal counterparts.

KHOST MUNICIPALITY

PROVINCE: KHOST

Capacity Building

Public Finance

The municipality's budget has now received final approval from the Ministry of Finance. This continues the rapid improvement mentioned last month.

In terms of procurement planning, the municipal plan is 70% complete. Last year only two municipalities completed their plans and Khost has been particularly proactive.

Khost has translated the quarterly monitoring report for revenue and expenditures prepared by the RAMP UP East advisor into the local language, and it is being used by the municipality for its own internal monitoring. The municipal Accounting Manager has stated: *"This template is useful to monitor our expenditure as well as know by percentage, how much we spent and how much is remaining in each code of developing and operating budget."*



The Deputy Mayor of Khost talking about municipal achievements

The Revenue Manager is also grateful for the translated quarterly monitoring report. This underlines that outputs considered too advanced for municipalities and for advisor use only may be a false assumption and RAMP UP East will reconsider the release of hereto unpublished material to lock into this new municipal interest in advanced material.

The municipality also leveraged its citizen forum for an in-depth discussion of the 1391 actual revenues and expenditures in a move to increase accountability and transparency.

The RAMP UP East office in Khost has met with the district mayors from Dwamanda and Ali Shir, who have requested capacity building in budget preparation, bank reconciliation and ledger compilation.

Khost has shown an improvement in the quality of its budget monitoring in the first quarter of 1392 with a 15% variance for recurring revenue and 24% for non-recurring compared with 42% last year.

Public Service Delivery

The volume of waste collected slightly decreased to 883 cubic meters during the month compared to the 985 cubic meters achieved during the previous month.

Waste Collection Summary

Municipality: Khost

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	25	150	4	55	45	66	337	189	-	-	7.6	1.3	47.3	13.8	3.4
2	25	150	6	55	63	62	321	225	2	12	9.0	1.5	37.5	9.2	4.1
3	25	150	5	53	72	62	330	232	-	-	9.3	1.5	46.4	10.6	4.4
4	23	138	5	55	64	49	327	237	-	-	10.3	1.7	47.4	11.0	4.3
Total	98	588	20	218	244	239	1,315	883	2	12	9.0	1.5	44.2	10.9	4.1

The curbside collection method in Khost has now expanded to about half of the municipal territory covering 11 gozars. Every week, the mayor selects a particular mosque where he speaks to the people after the Friday congregational prayers and, through consultation with those present, selects the gozar where curbside collection will be implemented next. On these occasions, the mayor also discusses such topics as proper waste handling, including recycling and composting, as well as domestic hazardous wastes. The municipality has also selected the first Nahiya for the pilot implementation of private participation. Details of the public-private partnership arrangement are now being worked out. The ultimate aim is to determine if a suitable public-private partnership arrangement can be established for the whole municipality.

Economic Development and Revenue Generation

A total of 2,271 business license forms have now been entered into the municipal database. However, the municipality is still not interested in implementing the fully automated system. Only when business owners come to the municipality to request a new business license are they issued a license from the new system. During the reporting month the municipal staff printed 24 business license invoices, delivered 20 licenses and collected Afs 12,700 in fees.

The first draft of the Local Economic Development Plan has been completed and is currently being edited. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held in April.

Community Engagement

On March 5 the handover ceremony for the solid waste collection vehicles and skid loader provided by RAMP UP East to the municipality of Khost took place in New Hill Park, in the presence of more than 500 local residents and officials, including the provincial governor, line ministry directors, community elders and a large numbers of citizens. The governor, Abdul Jabar Naemi, after welcoming Abdul Baqi Popal, GDMA Director, and other participants said: *“Allow me to thank USAID for the continued generous support to Khost province. On behalf of Khost citizens I thank RAMP UP East for providing such valuable equipment. RAMP UP’s support is not limited to the provision of the 5 vehicles. The infrastructure projects implemented and supported by RAMP UP have changed the face of this city.”*

On behalf of the Provincial Council, Mr. Jahan Meer Zazai, urged the municipality officials to take proper care of these vehicles and expand the trash collection services.

Deputy Mayor, Engineer Mohammad Sharif Sediqi, briefly explained the municipality activities and the support provided by RAMP UP East in enhancing the capacity of municipal

staff, support in service deliver, solid waste management, business registration and work with the revenue generation in identifying resource and increasing revenue.



Scenes from the handover ceremony of the solid waste management vehicles to the municipality of Khost

In Khost, the RAMP UP East public administration advisor and his municipal counterpart facilitated a television interview with the deputy mayor on local television channel Gharghasht. The deputy mayor talked about the 1392 tashkeel and he explained that the municipality has 213 contract positions and 73 permanent ones. This number includes solid waste collection laborers. Previously, citizens had complained that the municipality does not have enough trash collection laborers. In his message to the citizens the deputy mayor said the number of solid waste collection staff is irrelevant if citizens do not cooperate with the municipality and do not dispose their waste in the designated areas.

The mayors of Dwamanda and Ali Shir district municipalities in Khost visited the RAMP UP East office on March 14 and asked to be included in training organized by RAMP UP East. They said, they have already participated in the public finance and revenue generation trainings in the past and are very interested in being trained in other municipal functions. They said: *“We are not asking for monetary or equipment assistance. We need training and capacity building.”* Both mayors were very enthusiastic about having an opportunity to enhance their capacity. The issue was discussed with the deputy/acting mayor who promised to include them in internal municipality trainings in the future and asked RAMP UP East to do the same.



Khost Municipal Market Regulation Manager in an interview with Gharghasht TV

The municipality of Khost convened a citizen forum on March 20 in the municipal conference hall. The forum was attended by 41 participants including 12 women, 10 youth and 19 men representing city council members, line departments, local business, UNAMA’s representative, provincial council, and civil society, local NGOs, youth and shopkeepers. The deputy mayor provided a brief update on projects paid for by the municipality and the RAMP UP East supported projects in the year 1391. The Accounting Managers presented both the developmental and operational budget with participants.

██████ ██████, Director of a local NGOs ██████ said recently Khost municipality rehabilitated a women's park but unfortunately the facilities required in the park for women are not provided, she requested the deputy mayor to establish a committee to provide all facilities for women inside the park. A committee is established to check the current situation of the park the deputy mayor promised the female participants of the forum that he will provide all facilities for women.



Khost Deputy Mayor leading the monthly citizen forum.

Coordination

On March 14 the RAMP UP East team leader in Khost met with the USAID FPO, Mr. Mehmed Ali in OCCP center Matoon Thapa. The meeting was attended by Mr. SGT Ingalsbe M, ILT Roberts Ron from PRT and Mr. Fida Mohammad Ghazi USAID Project Management Specialist. During the meeting RAMP UP East briefed the participants about municipal activities and the support from RAMP UP East.

Abdul Baqi Popal, Director of GDMA, visited Khost between March 3 and 7. Mr. Popal held several joint and separate meetings with RAMP UP East and municipal staff. On March 3, the RAMP UP East team leader provided an overview of RAMP UP's assistance in capacity enhancement of municipal staff through on-the-job and in-class training, technical assistance in the design and implementation of infrastructure projects and solid waste management activities, revenue generation and small grants programs. Afterwards each embedded advisor talked in details about the nature and extent of their advice and support to their counterparts.



The RAMP UP East team leader in Khost, after a meeting with USAID

Mr. Popal was very interested in the activities related to revenue generation. He asked questions about the number of businesses that have been registered and provided with license. At the time of the visit, 5,536 businesses had been registered.

Mr. Popal asked the RAMP UP East staff to assist the municipality in marking the planned and unplanned areas, and asphalted roads of the city on a GIS map.

PULI ALAM MUNICIPALITY

PROVINCE: LOGAR

Capacity Building

Public Finance

The municipal budget is awaiting Ministry of Finance approval. The municipality has also actively supported budget preparation in two provincial districts.

Puli Alam is in the process of preparing a procurement plan. This was one of the municipalities that also produced a procurement plan last year and it is using the template from RAMP UP East to prepare a more sustainable plan.

The municipal Accounting Manager was capacitated in processing cash receipts, revenue and expense sub ledgers. Work on the preparation of financial documentation for the upcoming external audit also continued.

Service Delivery

The volume of waste collected increased by 52 cubic meters, from 152 cubic meters in February to 204 cubic meters in March.

Waste Collection Summary

Municipality: Pul-i-Alam

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	9	54	2	12	55	24	70	48	-	-	5.3	0.9	24.0	6.0	4.0
2	9	54	2	12	55	36	70	54	-	-	6.0	1.0	27.0	6.0	4.5
3	9	36	2	8	40	24	70	38	-	-	4.2	1.1	19.0	4.0	4.8
4	9	54	2	16	55	37	70	64	-	-	7.1	1.2	32.0	8.0	4.0
Total	36	198	8	48	205	121	280	204	-	-	5.7	1.0	25.5	6.0	4.3

Fruit and Vegetable Construction Project

This project was suspended during the winter and resumed on March 16. The activities currently underway include the shuttering for RCC columns, pouring concrete for the columns, and stone masonry works.



Pouring concrete for RCC columns



Preparing stone masonry works

Economic Development and Revenue Generation

Puli Alam conducted its Local Economic Development Plan marketing workshop on March 13. The event was covered by Aljazeera TV and two local channels: RTA TV; and Shamshad TV. The local radio station *Zenat* also covered the event and taped an interview with the mayor that was broadcast the following day.

The private sector representatives attending the workshop said that they were willing to participate in a number of the PPP projects included in the LEDP if the municipality provides land in a good commercial location. The mayor promised that the municipality will provide land in good commercial areas of the city to help support the projects.

All businesses within the municipal area have been registered and entered into the municipal business license database. In March, only Afs 795 was collected from one new license that was issued to a business owner.

Community Engagement

In a coordination meeting called by the provincial council, representatives of international organizations and projects were asked to provide brief information about their programs. RAMP UP East team leader gave an update about RAMP UP East support to the municipality. The meeting was chaired by the provincial council head, who emphasized the importance of good communication and coordination among implementing partners and stakeholders.

On March 11, Mr. Amin Kakar of GDMA visited the RAMP UP East office in Puli Alam. Kakar asked the advisors to explain their work and support to their municipal counterparts. He said the focus of future support should be on revenue generating projects and activities, such as the parking lot. Kakar welcomed the partnership and cost sharing between RAMP UP East and the municipality for the construction of the fruit market.

The RAMP UP East team leader attended the PDC meeting that was chaired by the governor on March 19. The meeting was attended by local and international organizations, including USAID and UNAMA, and line directorates. The participants were asked to give a brief presentation about their activities in Logar province.

On March 25, the RAMP UP East Acting COP and other senior staff from Kabul had a meeting with the governor and mayor to explain the RAMP UP East procurement policies and procedures. Both the governor and the mayor had expressed concern about the high cost of projects implemented by RAMP UP East. The acting COP explained the procurement procedures in details and provided written information about each of the service delivery project's cost, bidding, subcontractors' selection process and the monitoring and the quality control process.

SHARANA MUNICIPALITY

PROVINCE: PAKTIKA

Capacity Building

Public Finance

The municipality's budget is at the final approval stage at the Ministry of Finance, and there is every indication that it will be approved in early April. The procurement plan is 69% complete.

Sharana has shown improvement in the quality of its budget monitoring in the first quarter of 1392 with a 22% variance for recurring revenue and 25% for non-recurring compared with 80% last year.

Service Delivery Improvements

Solid Waste Collection

The municipality more than tripled its collection volume during the month, from 66 cubic meters in February to 300 cubic meters in March even if collection was undertaken only for three weeks.

Waste Collection Summary

Municipality: Sharana

Month: March 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	41	247	3	40	20	20	200	120	-	-	2.9	0.5	40.0	13.3	3.0
3	8	40	3	36	10	15	200	108	-	-	13.5	2.7	36.0	12.0	3.0
4	8	32	2	24	12	20	80	72	-	-	9.0	2.3	36.0	12.0	3.0
Total	57	319	8	100	42	55	480	300	-	-	5.3	0.9	37.5	12.5	3.0

Solid waste collection activities were postponed for three weeks in Sharana, as the new mayor diverted waste collection personnel to the refurbishment of the municipal offices and the upgrading of the park in front of the municipal building. Activities resumed right after the municipality received the delivery of two dump trucks and one skid loader donated by USAID through RAMP UP East. Moreover, the mayor assigned significantly more collection workers (41 compared to the usual 7). As a result, the collection volume in recent weeks has significantly increased. If this pace of collection continues, the municipality could very well catch up with the collection backlog.

Fruit and Vegetable Market Construction Project

Work was suspended during the winter due to the adverse weather conditions. The subcontractor has submitted a detailed work plan for the re-start of the project and resumed construction activities this month.



Site preparation for re-starting construction work on the Fruit and Vegetable Market in Sharana

Economic Development and Revenue Generation

Work on the Sharana Local Economic Development Plan is complete. The document has been edited and proofread, and has already been sent out for translation into Pashto.

Community Engagement

This month RAMP UP East provided solid waste collection vehicles and equipment to Sharana municipality. The handover event was attended by government officials, provincial council members, and community representatives. The new mayor, Obaidullah Sadaat, expressed his gratitude and said the vehicles will enable the municipal staff to expand its solid waste collection outreach.

Coordination

On March 11 the RAMP UP East Sharana team and the mayor met with the USAID OSM. The team leader explained the project selection process while the OSM explained the funding requirements and criteria for service delivery projects.



RAMP UP East Sharana staff in a meeting with mayor and OSM

During the meeting the mayor announced that he will ask RAMP UP East staff to vacate the two rooms that is used as a guest house by RAMP UP staff. He said he will provide other rooms for RAMP UP East within the compound that will need renovation. RAMP UP engineers will estimate the cost of the renovation and a decision will be made next month.

PARUN MUNICIPALITY

PROVINCE: NURISTAN

Service Delivery Improvements

The original package, which constituted of technical specifications, BOQ, work plan, engineering drawings (typical section and site plan) was prepared and went out for bid. However, during the bidding process the mayor decided to re-scope the project and this resulted in the suspension of the original request for proposals. The project was redesigned based on the new scope and submitted to USAID for re-approval. An addendum was prepared to the request for proposals based on the revised scope and design and the revised bids are due on April 18.

Small grants

In response to request by the mayor of Parun, the director of Women's Affairs of Nuristan and the governor, RAMP UP East in consultation with the above-mentioned authorities, has developed concepts for small grants to support basic economic development efforts in Parun. The grants would be used to support vocational training for women and male youths to create employment opportunities in the municipality and fill some critical gaps in the provision of basic services. Identification of partners and beneficiaries will start next month.

ANNEX 2 – POTENTIAL MUNICIPAL INCENTIVES FUND PROJECTS

#	Project #	Project Title	Project Description	Implm. Method	Project Estimate (Cost)	Esitimated Duration (Days)	Technical Assesment Complete (Y/N)	RUE/ Muni Impl (R/M)	Scheduled Start Date	Scheduled Completion Date
Bamyan (Bamiyan)										
1		Children's Park & Playground Construction	3,700 m2	SubK	\$31,493			M		
2		Coffee Shop Construction		SubK	\$31,557			R		
3		Municipal Market Construction	1,600 m2, 2 Story, 64 Store, 2 Toilets (8 Stalls)	SubK	\$684,048			M		
4		Municipal Office Building Construction	4,000 m2, 2 Story, 26 Rooms	SubK	\$397,625			M		
5		4-Municipal District Office Buildings Construction	1,000 m2, 5 Rooms	SubK	\$318,258			M		
								M		
Total MIF Project Costs - Bamyan:					\$1,462,981					
Maidan Shar (Wardak)										
1		Public Park Construction	49, 213 m2	SubK	\$405,170			M		
2		Squares/Circle Construction	3 Squares (1 x 15 and 2 x 25 m Dia.)	Dir Impl.	\$105,400			M		
3		Guest Houst Construction	450 m2, 2 Story & Basement	SubK	\$244,377			M		
4		Bus Station Construciton	7995m2	Dir Impl.	\$86,480			R		
5		Slaughterhouse Construction	800m2	SubK	\$135,407			M		
6		Street Lighting	100 Street Lights/Billboards	Dir Impl.	\$100,000			R		
Total MIF Project Costs - Maiden Shar:					\$1,076,834					
Ghazni (Ghazni)										
1		Hakim Sanayee Park Renovation	8000m2	Dir Impl.	\$19,940			R		
2		Sidewalk Stone paving	L=5000 m, W=1.50 m	Dir Impl.	\$90,000			M		
3		Plan #3 Side Ditch Construction	400m	Dir Impl.	\$29,645			R		
4		Sub-Road Reconstruction	1,650m2	SubK	\$59,897			M		
5		Park Renovation	11,902 m2	Dir Impl.	\$58,344			M		
6		Kabul-Kandahar Highway Median Construction	2000m2	SubK	\$41,800			R		
Total MIF Project Costs - Ghazni:					\$299,626					
Charikar										
1		Woman's Market		SubK	\$169,000			R		
2		Trash Bin Construction/Supply	200 Bins	Dir Impl.	\$66,700			M		
3		Street Lighting Project	85 Lights	Dir Impl.	\$85,000			R		
4		Female Bath Construction	375 m2 (10 Bathrooms, 10 Dressing Rooms)	SubK	\$116,326			M		
5		Public Latrine Construction	36 Stalls	SubK	\$75,219			M		
6		Solid Waste Management	3 Dump Trucks, 3 Tri-Cycle	Dir Impl.	\$111,600			M		
Total MIF Project Costs - Charikar:					\$623,845					

#	Project #	Project Title	Project Description	Implm. Method	Project Estimate (Cost)	Esitimated Duration (Days)	Technical Assesment Complete (Y/N)	RUE/ Muni Impl (R/M)	Scheduled Start Date	Scheduled Completion Date
Bazarak (Panjshir)										
1		Trash Bin Supply	35 Trash Bins	Dir Impl.	\$4,860			R		
2		Landfill Construction	4,800 m3	Dir Impl.	\$43,320			M		
3		Slaughterhouse Construction	400m2	SubK	\$140,360			M		
4		Bazarak Road Square Construction	23 m Diameter Circle w/ a 6.00 m Prayer Tower	Dir Impl.	\$20,000			M		
5		Apartment Building Construction	592m2, 49.3mX12m	SubK	\$647,568			M		
6		Public Latrine		SubK	\$65,000			R		
Total MIF Project Costs - Bazarak:					\$921,108					
Mahmud Raqi (Kapisa)										
1		Rehabilitation of Deh BaBa Children's Park	L=583 m, h=1.60m of Fence	Dir Impl.	\$40,994			R		
2		Rehabilitation of Ali Bazar Children's Park	498.3 m (h=1.60 m)	Dir Impl.	\$28,264			M		
3		Billboard Construction		Dir Impl.	\$8,442			R		
4		Public Latrine Construction	10 Bathrooms, 1 Guard Room	SubK	\$53,899			M		
5		Animal Market & Slaughterhouse Construction	12,000M2 and 75M Street	SubK	\$224,540			M		
6		Internet Club	48 m2, (10 Computer)	Dir Impl.	\$17,862			M		
Total MIF Project Costs - Mahmud Raqi:					\$374,001					
Jalalabad (Nangarhar)										
1		Swimming Pool Construction	40 x 25 Swimming Pool, 2 Dressing Room, 2 Shower	SubK	\$67,092			M		
2		Nahr-E-Shahi Canal Cleaning	L=4.56 KM and w=3M	Dir Impl.	\$119,540			M		
3		Rehabilitation of Kasa Burj Market	360 m2 3 Story Bldg, 54 Stores	Dir Impl.	\$174,547			M		
4		Slaughterhouse Construction	800m2	SubK	\$127,873			M		
5		Fish Farm Construction	300 m2 (1.20 m Depth)	Dir Impl.	\$63,189			M		
6										
Total MIF Project Costs - Jalalabad:					\$552,241					

#	Project #	Project Title	Project Description	Implm. Method	Project Estimate (Cost)	Esitimated Duration (Days)	Technical Assesment Complete (Y/N)	RUE/ Muni Impl (R/M)	Scheduled Start Date	Scheduled Completion Date
Asadabad (Kunar)										
1		Cricket Facility	Scope TBD	Dir Impl.	\$100,000			R		
2		Doshakhil Slab Culvert Construction	L=4.6M,w=3.6M and H=1.6M	Dir Impl.	\$4,342			R		
3		Rehabilitation of Damkali Wash	L=21M and w=3M	Dir Impl.	\$4,880			R		
4		Nawabad Kozkaly Slab Culvert Construction	L=4.60 m x w=3.6 m x h=1.60 m	Dir Impl.	\$4,342			R		
5		Nawabad Loykaly Slab Culvert Construction	l=4.60 x w=3.60 m x h=1.6M	Dir Impl.	\$4,342			R		
6		Market improvement, Slaughterhouse & Marble Factory	TBD	TBD	\$0			M		
Total MIF Project Costs - Asadabad:					\$117,906					
Mehtarlam (Laghman)										
1	MHT-0004	Street Lighting	100 Street Lights/Billboards	Dir Impl.	\$100,000			R		
2		Trash Bins	20 Bins	Dir Impl.	\$7,296			R		
3		Municipal Office Boundary Wall Construction	400 m (h=2.5 m)	Dir Impl.	\$33,883			M		
4		Municipal District Office Building Construction	132 m2, 3 Rooms, 1 Hall, 1 Bathroom	SubK	\$35,529			M		
5		4 Story Makert Building Construction	350 m2, 4 Strory, 60 Stores	SubK	\$271,743			M		
6										
Total MIF Project Costs - Mehterlam:					\$448,451					
Gardez (Paktya)										
1		Public Park Construction	25,345 m2	SubK	\$642,600			M		
2		Parking Lot Construction	4,500 m2 (200 Vehicles Capacity)	Dir Impl.	\$209,800			R		
3		Gardez Kabul Bus Station	4,200 m2 , 1 Guard Room	SubK	\$239,847			M		
4		District #2 Office Building Construction	1,400 m2	SubK	\$126,295			M		
5		Slaughterhouse Construction	860 m2	SubK	\$158,750			M		
Total MIF Project Costs - Gardez:					\$1,377,292					

#	Project #	Project Title	Project Description	Implm. Method	Project Estimate (Cost)	Esitimated Duration (Days)	Technical Assesment Complete (Y/N)	RUE/ Muni Impl (R/M)	Scheduled Start Date	Scheduled Completion Date
Pul-e-Alam (Logar)										
1		Road Rehabilitation	95,840 m2 Leveling& Grading, 11,640 m2 Cutting, 42,395 m2 Graveling	Dir Impl.	\$129,575			M		
2		Public Latrine Construction	18 Toilets, 1 Guard Room, 2 Septic Tanks	SubK	\$77,666			R		
3		Kunjak Municipality District Building	3,000 m2 Bldg, 220 m Boundary Wall	SubK	\$44,618			M		
Total MIF Project Costs - Pul-e-Alam:					\$251,859					
Khost (Khost)										
1		Road & Drainage Ditch Construction	0.63M	Dir Impl.	\$675,811			M		
2		Renovation of Hamam Market	236 Shops	Dir Impl.	\$215,647			M		
3		Renovation of Munbi-ul- Jehad Market	360 Shops	Dir Impl.	\$115,735			M		
4		Slaughterhouse Construction	40,740 m2	SubK	\$228,737			M		
5		Construction of 2nd floor of new shops in Eftikhar Market	2,551.5 m2	SubK	\$270,440			M		
6		Renovation and Canteen Costruction of Sulha Park		Dir Impl.	\$133,296			M		
Total MIF Project Costs - Khost:					\$1,639,666					
Sharana (Paktika)										
1		Park Construction	54,450 m2	SubK	\$282,468			M		
2		Sidewalk Construction	16,000 m2	Dir Impl.	\$244,800			M		
3		Drainage Ditch Construction	4,000 m (w=1.50 m, h=0.80 m)	Dir Impl.	\$234,080			M		
4		Urgon Hada Road Construction	24,000 m2	SubK	\$391,100			M		
5		Canalization (Waste Water Collection system) in city	4.00 km (1.00 m Diameter of RCC Pipe)	SubK	\$402,400			M		
Total MIF Project Costs -Sharana:					\$1,554,848					
					\$10,700,658					

ANNEX 3 – COMMUNITY ENGAGEMENT ACTIVITIES

No	Municipality	Citizen Forum			Newsletter		Radio Programs / Media Outreach		Opening / Handover Events	
		Number	Attendance		Number	Total Number to Date	Number	Length of Program	Number	Name of Project
			Male	Female						
1	Bamyan (Bamyan)	0	0	0	0	11	0	0	0	0
2	Ghazni (Ghazni)	1	25	0	0	7	1	30	0	0
3	Maidan Shar (Wardak)	1	16	1	0	8	1	15	1	RUE-MSH-0011
4	Jalalabad (Nangarhar)	1	75	19	0	9	2	40	0	0
5	Assadabad (Kunar)	1	13	0	1	17	0	0	0	0
6	Mehterlam (Laghman)	1	43	1	0	1	0	0	1	RUE-MHT-009
7	Charikar (Parwan)	1	32	5	0	7	3	20	2	RUE-CHA-0010
8	Mahmud-i-Raqi (Kapisa)	1	53	0	0	8	1	60	0	RUE-MIR-0016
9	Panjshir (Panjsher)	1	15	2	0	1	0	0	1	RUE-PJS-0012
10	Gardez (Paktya)	0	0	0	0	3	1	6	0	0
11	Pul-i-Alam (Logar)	1	45	0	1	24	0	0	0	0
12	Sharana (Paktika)	0	0	0	0	2	0	0	1	RUE-SHA-0014
13	Khost (Khost)	1	29	11	0	9	2	40	1	RUE-KHO-0010
14	Parun (Nooristan)	0	0	0	0	0	0	0	0	0
TOTALS		10	346	39	2	107	11	211	7	0

