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

**MONTHLY REPORT: MAY 2011**



*May 2011, Bamyan citizens will soon get mosaic sidewalk that will improve the city beauty and access to shops in this historical city.*

**May 2011**

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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC EAST

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

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## ABBREVIATIONS & TERMS

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

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

## Terms

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

## EXECUTIVE SUMMARY

Thirteen provincial capital municipalities located in ISAF's RC East, undertook public consultations in May 2011 aimed at identifying community needs and priorities for municipal public services. Mayors asked community members to propose and prioritize small-scale municipal service delivery improvement projects that could be funded by the Municipality with the support of the USAID-funded RAMP UP East program.

On 4 May, the Mayor of Puli Alam inaugurated the construction of the second parking lot in the city. Representatives of the Youth Association, local shopkeepers and Nahia representatives participated in the ceremony. In a public speech, the Mayor acknowledged the value of this project as it created jobs for unemployed young citizens.



*The Mayor of Puli Alam and the Municipal Engineer visited the site of the new parking lot on 3 May*

The project opening ceremony provided the municipality with a valuable opportunity to interact with community members and to promote its achievements through the media.

On 16 May, Radio & Television of Afghanistan (RTA) aired a live radio discussion between the Maidan Shar Mayor, a Provincial Council Member and a representative of the shopkeepers. The radio broadcast facilitated a discussion about the new Municipal Improvement Plan (MIP) and briefed citizens about the achievements during the previous year. Citizens were able to call the radio studio and ask the Mayor questions and he provided detailed information about proposed projects in MIP.



*Citizens of Maidan Shar were informed about the MIP process through a radio broadcast*

The Ghzani city Economic Profile was completed this month. In addition, the municipal inventory sheet was completed and a new business license template was produced. The officer computerized the new municipal revenue data and property registration form.

On 21 May, the Mayor of Sharana along with the Deputy Governor inaugurated the construction of two public latrines including 5 women's latrines. The public latrines will include a deep-well, septic tank and water reservoir. One of the public latrine sites is near the city's mosque and the other one is in front of the public hospital where women have 4 rooms of public latrines.



*On 25 May, the Municipality of Mahmud Raqi completed the construction of a 240 m sidewalk, drainage ditch and culverts*

On 25 May, the Municipality of Mahmud Raqi completed the construction of a 240m sidewalk, drainage ditch and culverts. The project closing ceremony provided the Mayor with an opportunity to speak to the media and to interact with citizens. A total of 427 daily laborers were hired to implement this project under a cash-for-work arrangement.

The Business Registration Project data collection in Charikar was completed on 30 May. The municipal staff members were assisted by RAMP UP East in a door-to-door survey to collect information on every business within the municipality boundaries. The Charikar revenue department has already completed the registration of 2,656 private businesses.

The construction of a 1,000m drainage ditch, culverts and sidewalk project in Bazarak began on 25 May. The project will provide on-the-job training opportunities: the municipality's construction department are taking a lead role in overseeing this project and municipal officials manage the technical implementation with assistance of RAMP UP East.



*The 1,000 meter drainage ditch construction project is providing Panjsher laborers with cash-for-work opportunity*

The Public Works Team of Mehterlam municipality completed a solid waste management analysis. A concept paper for improved solid waste management was also developed which focuses on the efficient use of limited human and financial resources. The document contains proposals for trash bins designs, proper reporting techniques and an improved laborers management plan.

Gardez municipality published its second self-funded newsletter with editorial support from RAMP UP East. This edition contained messages about the city cleanliness, a municipal economic growth plan and municipal advertisements.

## **MUNICIPAL GOVERNANCE**

### **GDMA establishes Technical Working Groups with RAMP UP East**

In May a mechanism for regular technical discussions was established between the General Directorate for Municipal Affairs (GDMA) and RAMP UP East. A Technical Working Group (TWG) was established for each of the 3 main components of the RAMP UP program: Capacity Building, Service Delivery, and Revenue Enhancement and Economic Development. The TWGs meet every two weeks with participation from technical staff from GDMA and RAMP UP East. The Working Groups provide a useful platform for technical discussions and the formulation of recommendations for consideration by the leadership of GDMA and RAMP UP East. Key concerns that may be discussed in the TWGs include: business registration, municipal finance and budgeting, capacity building, Strategic Municipal Action Planning, and various other policy items requiring IDLG and GDMA involvement. As part of the preparations for the next Mayors' Workshop at the end of June, the TWGs undertook a preliminary technical review of the proposed Municipal Improvement Action Plans of 13 municipalities.

## **MUNICIPAL MONTHLY HIGHLIGHTS**

### **Municipalities and citizens identify priorities for municipal service improvements**

The thirteen provincial capital municipalities participating in RAMP UP East undertook public consultations in May to identify community needs and priorities for municipal

services. Mayors asked community members to propose and prioritize small-scale municipal service delivery improvement projects that could be funded by the municipality with technical and financial support of RAMP UP East.



*The citizen forum in Ghazni citizen forum was attended by women*

The selected infrastructure and services projects, such as roads and drainage ditches, public markets, and solid waste collection, will address immediate community needs, provide opportunities for economic growth and increased municipal revenue generation, and will serve as on-the-job training opportunities for municipal officials. The municipalities will complete the proposed Municipal Improvement Plans (MIPs) in June. These plans will be presented by the mayors to the Independent Directorate of Local Governance (IDLG) at a Municipal Planning Conference scheduled to take place in Kabul at the end of June.

### **Seven municipalities prepare strategic plan for solid waste management**

Seven Afghan municipalities located in the RAMP UP East region participated in the preparation of a strategic plan for solid waste management (SWM) services. The municipalities of Charikar, Maidan Shar, Panjsher, Gardez, Puli Alam, Bamyan and Sharana conducted a systematic review of their SWM services to improve effectiveness and reduce dependency on donor funding over time. The plans propose a surge of technical support, funding support and capacity building in combination with efforts to increase the collection of municipal service fees. This will be followed by a gradual reduction in RAMP UP East funding starting at the end of 2011.

The review found most trash collection schedules were outdated, with limited services provided to new residential areas. This limited municipal service negatively affects citizens' satisfaction with their municipality. The review resulted in the identification of formal and informal dumpsites with the use of GPS. The identification of disposal sites helped to better understand the waste disposal behavior of residents.



*Before and after pictures of trash collection in Sharana city*

Staffing, equipment and scheduling recommendations were developed for each municipality based on an effective and affordable standard of service, reasonable crew productivity and capacity of municipalities to operate and maintain vehicles and equipment with significantly reduced numbers of laborers. The plans call for a systematic schedule of trash collection once a week.

With regards to vehicles, the solid waste management plan recommends the purchase of new collection vehicles as replacements for vehicles that are more than ten years old or in poor

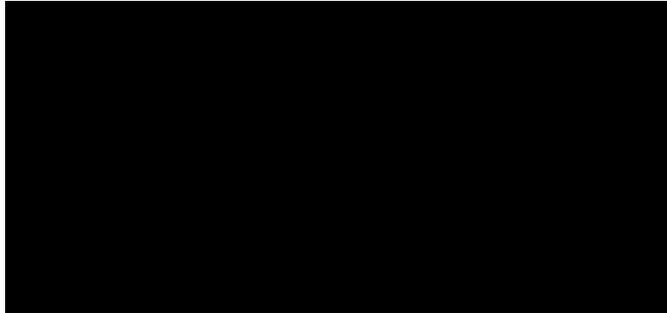
operating condition. The purchase of new vehicles with RAMP UP East funding will provide municipalities with a 10 year period to raise revenues to fund the next generation of solid waste collection vehicles.

It is anticipated that when the municipal solid waste collection service is provided on a weekly basis the level of trust between residents and the municipality will improve to the extent that residents will be more willing to pay taxes to sustain the service.

### **Business registration completed in Mahmud Raqi**

The Municipality of Mahmud Raqi in Kapisa Province completed the business registration project that began in March 2011. Some of the residents gain their livelihoods from car-dealing, retail and shop keeping. Many of these businesses were never registered with the Municipality.

The business registration and licensing system (BRLS) was developed to collect information on every business in the



municipality to ensure that businesses operate in a safe and lawful manner.

*Mahmud Raqi municipality will soon expand business license fee collection with the use of comprehensive database.*

Business registration also provides the municipality with the information needed to levy licensing and other fees required to fund municipal services for the business community.

With the assistance of RAMP UP East, the municipality developed a survey instrument and a simple database in MS Access to store business data, print different reports and official licenses and print bills. The system is also able to record fees deposited by business licensees and to generate reports on outstanding fee payments in order to improve collection. Bank reconciliation is another feature of BRLS. The system has been modified based on comments and suggestions from GDMA.

The new system enabled the Municipality to collect data from 960 businesses. According to the Mayor, Abdul Nabi Safi, the Municipality wants to create a transparent and safe environment for businesses and to also increase revenue for the small municipality. The Municipality's target for revenue is 140,000 AFS compared to the current 64,000 AFS a year. As the Mayor explained: "We hope the business registration system will help double the revenue from business licenses."

Commenting on the system's benefits for small businesses, shopkeeper [REDACTED] from Da Baba Ali Bazar said: "The business registration will result in transparency in revenue collection and business license distributions. The Municipality will also be able to provide better services to us."

### **Eight Municipalities produce initial performance based budgets**

In September 2010, RAMP UP East completed an internal survey that helped understand the existing staffing capacity in the municipal offices. The survey provided a situational report on the skills of municipal officials in the areas of public finance, economic development, revenue generation and public works.

With regard to public finance, the survey found that there was limited access to key budgetary information and a lack of coordination between accounting and budgetary processes in the municipalities. Consistent account record keeping was often absent. The accounting ledgers were single entry with very little flexibility for reporting. The survey also found that the capacity for automation of the basic accounting functions exists and was in high demand. Currently, the majority of municipalities are developing and submitting their annual budget documents to IDLG and GDMA, but many budgets are hand written without any additional information or analysis.

Since the autumn of 2010 municipal officials have received assistance from RAMP UP East to improve their accounting systems, develop performance based budgeting and improve collection and accounting of municipal revenue. To achieve these objectives, an action plan was designed consisting of the following activities: 1) perform a functional audit, 2) create a capacity building/training plan, 3) deliver core skills training, 4) provide functional skills (on-the-job) training, 5) develop standard operating procedures, 6) support performance based budgeting and 7) support a regional or national municipal conference.

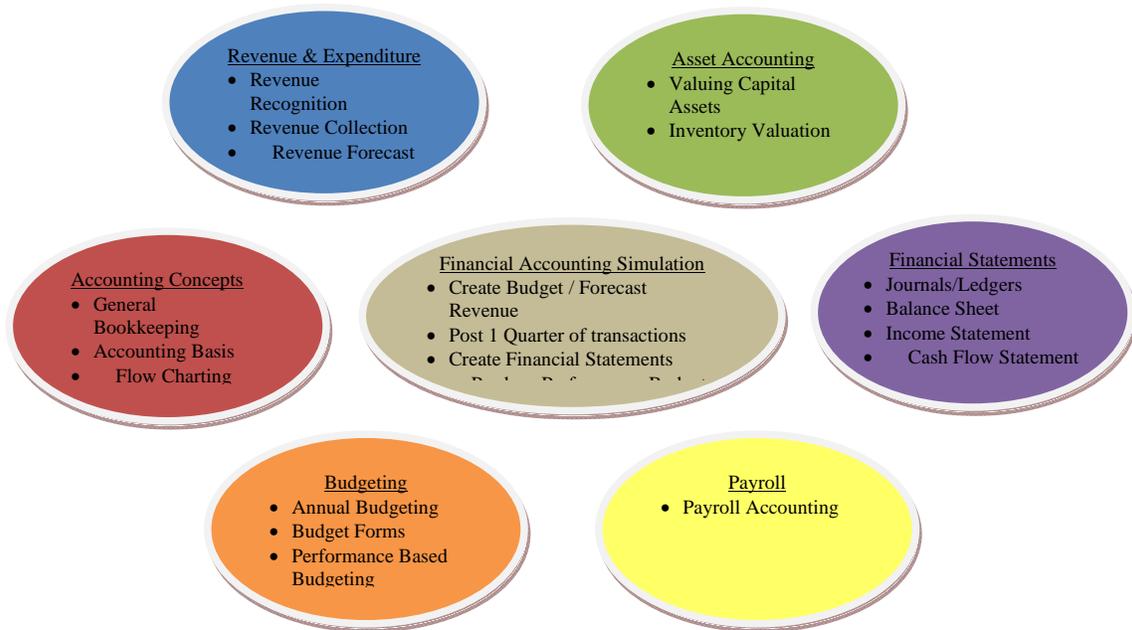
As a first step, flowcharting training was conducted which helped in developing standard operating procedures. This process helped to analyze the municipal financial operations. The flowcharting method was used to create the single entry/double entry book keeping module. It helped uncover a simple way to integrate double entry accounting by introducing a cash receipts journal. This method will be used soon to break down the accounting processes (check writing, fee collecting, etc.) to develop checklists and standard operating procedures.

In early 2011, 17 modules of core skills training were developed. The training program was designed to address a number of current needs of the municipalities. The modules design was prepared to ensure municipal officials can attain the knowledge and can complete a public finance exam to become certified as a municipal Finance Officer.

The functional (on-the-job) training is considered as one of the performance areas in Public Finance. In many cases, RAMP UP East has been able to help municipal officials through on-the-job training develop procedures or programs to address their accounting needs. For instance, in Bamyan, RAMP UP East assisted the Municipality to develop an Excel payroll spreadsheet to convert a paper based system into a more reproducible product. The budget submission forms were also converted from handwritten into Excel spreadsheets. RAMP UP East has worked with municipalities to develop and use linked budget electronic spreadsheets. Some municipalities have encountered this process for the first time as they had only had limited access to advanced technology such as computers and database systems. Currently the program is developing a budget summary and analysis for each municipality to be completed in the summer.

The introduction of performance based budgeting (PBB) is one of the key deliverables on RAMP UP East. Progress was made towards three steps: 1) set goals, 2) develop performance measures (a way to measure progress toward the goal) and 3) report on the progress annually. The participating municipalities in the RAMP UP East area were guided through steps one and two and 8 municipalities have produced initial draft performance based budgets using these methods.

Drafting the performance based budgets is a key step for future capacity building advancement and policy change. Further discussions will be held with IDLG over the implementation of these budgets and their procedures. Furthermore, municipal officials will start using procedure checklists and manuals to institute improved public finance practices.



## MUNICIPAL PROGRESS REPORTS

### KABUL AREA: MAIDAN SHAR, BAMYAN, GHAZNI

#### MAIDAN SHAR MUNICIPALITY

*Province: Wardak*

#### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

This month, the solid waste management project continued with 32 laborers and 5 foremen. Further projects concept notes were developed and site surveys undertaken by the Municipal Engineer as listed below:

1. Site survey and cost estimate of the proposed mosaic sidewalk project;
2. Site survey and cost estimate of new gravel road;
3. Revision of the women's and children's park design and cost estimates;
4. Survey of the retaining wall located in Kochi Menah and asphalt road located in Dawood Khan Menah. This site survey was conducted with the participation of community elders and the Mayor.
5. Concept paper for the construction of concrete solid waste enclosures.



*Maidan Shar Mayor, the Municipal Engineer and community elders surveyed the site of the planned retaining wall construction project*

## MUNICIPAL CAPACITY BUILDING

### FUNCTIONAL TRAINING AND IMPACT

#### Public Finance

The municipal Public Finance Officer computerized the payroll system. He also calculated the previous month's revenue with the use of an electronic template that was designed with assistance of RAMP UP East. In addition, the procurement manual was developed in the local language. The completion of the procurement procedures will improve municipal practices to ensure transparent standards for procurement.

#### Public Works

In May the Public Works Officer undertook the following activities assisted by RAMP UP East and using a learning-by-doing approach:

1. Recording of GPS coordinates for the construction of new solid waste enclosures;
2. Design of solid waste enclosure standards, drawings and cost estimates;
3. Management of the solid waste ongoing project;
4. Collection of data for sanitation and greenery that will contribute to further municipal planning.

## Revenue Generation

The Revenue Generation Officer continued working on the Municipal Economic Profile. The profile will provide a complete picture about the economic aspects of the city and potential revenue generation opportunities. With assistance of RAMP UP East, a SWOT analysis of the municipal revenue was conducted. This helped the municipality understand its resources and to consider ways to improve revenue collection.

## MUNICIPAL PUBLIC RELATIONS AND OUTREACH

### CITIZENS ENGAGEMENT AND PARTICIPATION

On 17 May, the Public Finance Director held a public consultation meeting to discuss the Municipal Improvement Plan (MIP). A total of 30 residents including 5 women and 4 youth were briefed about progress in the first year and the new projects proposed by the Municipality. Citizens urged the Municipality to focus on implementing urgent projects such as the water supply network and flood prevention.



At this meeting it was agreed that pending projects from the first year MIP would be carried over to the second year of RAMP UP east support. These projects include the construction of a public park, a women's park and the renovation of the sports stadium. In addition, for the new MIP the participants selected the following priority projects:

*Citizens of Maidan Shar were informed about the MIP preparation process through a radio broadcast*

1. Road improvements;
2. Sidewalk construction;
3. Bus station;
4. Retaining wall;
5. Solid waste management

### MUNICIPAL MEDIA EVENTS

On 16 May, Radio & Television of Afghanistan (RTA) aired a live discussion between the Mayor, a Provincial Council Member and a representative of the shopkeepers. The topic was a discussion about the Municipal Improvement Plan (MIP) and an update on the municipal achievements during the first year of RAMP UP East support. Citizens were able to call the studio and ask the Mayor questions and he provided detailed information about the proposed service delivery projects. One of the suggestions made by citizens included using artificial grass for the stadium. Others urged the Municipality to focus on water supply and the construction of a fruit market. In addition, the distribution of land plots was discussed and listeners requested the adoption of transparent process for land allocation and support for homeless families.

## MUNICIPAL NEWSLETTER INSERT

The first self-funded municipal newsletter was issued on 21 May. The “Gul Ban” municipal affairs paper included a brief on the citizen forum, the solid waste collection process, photos of municipal activities and provincial development news.

Since the newsletter was produced for the first time, further support from RAMP UP East will be required to develop the skills and understanding of municipal staff to improve the content and focus on issues that concern all citizens.



*Midan Shar produced its first self-funded municipal newsletter*

## **GHAZNI MUNICIPALITY**

*Province: Ghazni*

### **MUNICIPAL CAPACITY BUILDING**

#### **FUNCTIONAL SKILLS TRAINING AND IMPACT**

##### **Public Finance**

The Public Finance Officer received basic in-house training on the following topics:

1. Financial bookkeeping, balance sheet and banks statements reconciling;
2. Production of municipal assets inventory;
3. Production of revenue generation charts;
4. The use of a double entry accounting system;
5. Production of electronic cashbooks;

In addition, the following activities were undertaken by the Officer this month:

1. Production of a procurement procedure manual in Dari language;
2. Computerized income and expenses sheet and advance request forms;
3. Production of municipal financial correspondence documentation files.

##### **Public Works**

During May, the Public Works Officer of Ghazni was trained and undertook the following activities with the support of RAMP UP East embedded advisors:

1. Conducted a solid waste analysis of the trash volume produced throughout the city;
2. Identified formal and informal dumpsites in the city;
3. Conducted a site survey of 2 proposed locations for the municipal bus terminal;
4. Designed a public latrine project to be funded by the PRT;
5. Prepared a maintenance checklist for public parks, streets and solid waste management project



*On 19 May, the Municipal Engineer identified the planned location for a bus terminal*

##### **Revenue Generation**

The economic profile for Ghazni was completed this month. In addition, the municipal asset inventory sheet was completed and a new business license template was produced. The municipal Officer computerized the new revenue data and property registration form.

## **CORE SKILLS TRAINING AND IMPACT**

### **Public Administration**

The municipality of Ghazni developed a complaint box and placed it at the municipal building entrance. This box will help citizens to register their complaints about municipal services or concerns about alleged corruption. The box will be checked at the end of each month by the Mayor. In addition, RAMP UP East assisted the Administrative Officer to setup a notice board at the doorway of the municipal building to update the public about municipal services and activities.

The municipal Public Procurement Officer was trained to produce standard requests for quotations and to manage a public tender process.

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

On 21 May, the Mayor of Ghazni and 45 community members along with local government officials discussed the Municipal Improvement Plan for the second year of RAMP UP East support. All the proposed municipal service delivery projects were rejected and agreement was reached to request donor funding for the construction of a bus terminal in the municipality. The participants signed a document urging USAID to help the municipality finance the project.

### **MUNICIPAL NEWSLETTER**

The first municipal newsletter of Ghazni was published in May with editorial support of RAMP UP East. The commercially sponsored newsletter contained messages on city sanitation, municipal economic growth, the citizen forum held in May and the ongoing preparations for Ghazni 2013.

## **BAMYAN MUNICIPALITY**

*Province: Bamyan*

### **MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

RAMP UP East currently supports two projects in Bamyan:

#### **SOLID WASTE COLLECTION AND TRASH BINS CONSTRUCTION**

##### **BAMYAN SIDEWALK CONSTRUCTION**

The work on the 7,365m sidewalk rehabilitation continued with the installation of mosaics on 1,300square meters of sidewalk. During the implementation of this project, on-the-job training activities were undertaken and municipal officials learned about project implementation, construction management and quality assurance.



*The construction of the mosaic sidewalk continued during the month of May*

#### **MUNICIPAL CAPACITY BUILDING**

##### **FUNCTIONAL TRAINING AND IMPACT**

###### **Public Finance**

The municipal Public Finance Officer received on-the-job training that enabled him to undertake the activities listed below:

1. Computerized Ministry of Finance M-16 and M-3 forms for income and expenditures;
2. Attended in-house training on reconciling bank and municipal financial statements;
3. Adjusted accounting items codes according to the new MoF instructions of expenditures reporting rules;
4. Developed an electronic cashbook for the Municipality that documents bills and transactions as per the MoF coding guidelines.

###### **Public Works**

This month, the municipal Public Works Officer received training that applied a learning-by-doing approach for the following public works activities:

1. Conducting regular quality checks on the sidewalk construction project;
2. Developed a weekly plan for solid waste collection;
3. Attended training on municipal maintenance;
4. Started developing a concept note for the second phase of the solid waste management project;
5. Participated in a site survey of the Bamyan river retaining wall project and a proposed sub-roads rehabilitation project.

###### **Revenue Generation**

During the reporting period, the draft of the economic profile for Bamyan was finalized. In addition, the rental contracts for mobile antennas and billboards were revised and renewed. The Revenue Generation Officer was trained on the basics of business and property

registration. This is expected to improve the economic development of the Municipality and expand the number of tax payers. The potential increase in income will help cover the costs of municipal services and will help reduce dependency on donor agencies for the funding of municipal operational costs.

## **CORE SKILLS TRAINING AND IMPACT**

### **Public Administration**

The Public Administration Officer received assistance this month to prepare the quarterly municipal performance report. This report was used by the Mayor to make presentations to other GIROA officials and donors. Starting in May, the municipality is using a monthly reporting template created for each department with support from RAMP UP East. The template is designed to improve transparency and accountability of the municipal affairs.

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

The Mayor of Bamyan held a discussion with 39 residents on 17 May to consider the Municipal Improvement Plan (MIP) for the second year of RAMP UP East support. The participants who included several women had a draft copy of the plan and received a detailed explanation about each proposed municipal project. The participants agreed that unfinished projects listed in the previous MIP should still be implemented and they added the following proposed projects for the second year:



*The MIP consultation in Bamyan involved shopkeepers and community elders*

1. Solid waste collection and construction of new receptacles;
2. Landfill construction, equipment and operation;
3. Construction of asphalt sub-roads and side ditches with a total length of 1.5km along the main road of Bamyan city;
4. Slaughter house;
5. Municipal market in Bamyan new city.

## **THE CHARIKAR AREA OVERVIEW: CHARIKAR, PANJSHIR, MAHMUD RAQI CHARIKAR MUNICIPALITY**

*Province: Parwan*

### **THE MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

RAMP UP East currently supports the following municipal projects in Charikar:

#### **SOLID WASTE COLLECTION**

#### **CINEMA DEMOLITION**

The demolition of the old city cinema was completed on 31 May as per the project timeline of 45 days. It was an old building that was in disuse for many years after it had been damaged during the civil war.

During the demolition process the workers learned how to use safe demolition techniques and measures. The site of the old cinema building belongs to the Municipality and it has plans to construct a new municipal office on the site. UN-HABITAT has been approached a potential donor for the proposed new municipal building.



The demolition of the old cinema building in *Charikar* was completed in May

#### **MUNICIPAL CAPACITY BUILDING**

#### **FUNCTIONAL SKILLS TRAINING AND IMPACT**

##### **Public Finance**

The municipal Finance Officer learned this month how to improve petty cash management, records of day-to-day operational expenses, and how to analyze operational budget expenses. These steps towards improved public finance will help the Municipality to better plan operational expenditures on a weekly and monthly basis. The municipal finance officer was also able to do the monthly bank reconciliations. The regular review of the finance records will help the Municipality to improve their effectiveness and efficiency. Overall, residents should notice improvement in municipal performance through good use of public funds and the sharing of financial information on a regular basis.

##### **Revenue Generation**

Data collection for the business registration project was completed at the end of May. The municipal staff members were assisted by RAMP UP East in a door-to-door survey to collect

information on every business in the municipality. The Charikar Revenue Department has already completed the registration of 2,656 private businesses.

The establishment of a municipal business database will improve the collection of business license fees. At the beginning of the registration process, the Municipality had virtually no up to date information about the number, type and location of businesses operating in the Municipality. The revenue from business licenses was less than 8,000 Af\$ (\$175) in 1388 Hejri. If the business registration fees are increased to 150 Af\$ (based on a proposal submitted to IDLG) the total amount of revenue that could be collected next year in Charikar is around 384,750 Af\$ (US\$8,550). The success of this project will be determined by the percentage increase in business license fees and collections rates but the result will not be known until the end of the current fiscal year (March 2012).

Starting in June, the Municipality will use the new computerized database system to issue business licenses and bills for the fee's collection.

### **Economic Development**

The city's draft economic profile was completed this month. The data were checked with different government departments and the CSO office in Charikar to verify accuracy and relevance. The completed economic profile will be a source of information which provides an overview of all socio-economic sectors in Charikar Municipality, with special emphasis on economic data, existing infrastructure and the challenges the city faces with regard to local economic development. The next step of the planning process will be to analyze the city's strength, weaknesses, opportunities and threats with key municipal stakeholders from the private and public sector and the community and to prepare the municipal Economic Development Plan.

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

On 17 May, 103 citizens, including 4 women and 29 youth representatives, participated in consultations on the Municipal Improvement Plan (MIP) for the second year of RAMP UP East support.. The aim of the public meeting was to engage citizens in the municipal planning and decision making process and to select priority service delivery improvement projects. The MIP consultation included a review of projects achieved or in progress from the first year supported by RAMP UP East. A list of new project proposals identified by the municipality was also discussed. The Mayor explained the available budget and the type of municipal service delivery projects that could be implemented.



*Four women participated in the MIP consultations in Charikar*

At this meeting RAMP UP East explained that 2 projects out of the 7 identified in the first MIP were implemented while other proposals were still in development. Mayor Ghulam Sediq told citizens that the Municipality is a public entity that relies on revenue generation and that it has to improve its performance to serve the public better. The capacity building

activities supported by RAMP UP East were highlighted by the Mayor as a valuable contribution to the strengthening of the public sector of Afghanistan.

Community members emphasized revenue generation based municipal projects such as the construction of commercial shops. Citizens practiced their voting rights to decide priorities for municipal service delivery projects to be funded by RAMP UP East. The selected projects will be discussed in a workshop with IDLG/GDMA for final endorsement.



Listed below are the municipal service delivery projects selected by the citizens:

*Community members voted on priority projects in a public forum held on 17 May*

- Road construction project;
- Expansion of solid waste collection;
- Provision of drinking water;
- Slaughter house;
- Vegetable market;
- Construction of flood prevention structures;
- Old city canalization project;
- Construction of septic wells;
- Street lighting.

## **BAZARAK MUNICIPALITY**

*Province: Panjsher*

### **MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

RAMP UP East currently supports the two following municipal projects:

#### **SOLID WASTE MANAGEMENT**

##### **DRAINAGE DITCH, CULVERTS AND SIDEWALK CONSTRUCTION PROJECT**

The construction of the 1,000m drainage ditch, culverts and sidewalk project began on 25th May.

The project provides on-the-job training opportunities and the municipal construction department has undertaken a lead role in overseeing this project. Municipal officials are managing the technical implementation with assistance of RAMP UP East. The purpose of this project is to provide better pedestrian access to public services and also help municipal engineers gain new skills in construction management.



*The 1,000 meter drainage ditch construction provided Panjsher laborers with cash-for-work opportunities*

#### **MUNICIPAL CAPACITY BUILDING**

##### **FUNCTIONAL SKILLS TRAINING AND IMPACT**

###### **Public Works**

The municipal Head of Sanitation and Greenery Department continued working this month on the solid waste data collection and analysis. With the assistance of RAMP UP East, the municipal officer was able to improve labor scheduling with the use of the municipality's limited financial resources. Every morning the laborers were briefed on their tasks and the solid waste collection plan.

###### **Economic Development**

During the reporting period, the draft Panjshir municipal economic profile was finalized. The primary data collection process involved field interviews with governmental departments and key informants from the city, reviews and verification of the data collected.

###### **Public Finance**

The municipal Public Finance Officer received on-the-job training that helped him achieve the following activities:

1. Understand the concept and advantages of a performance based budget;
2. Review the municipal expenditures for FY 1389;
3. Conduct bank reconciliations.

Although the municipal staff of Panjshir lack personal computers, they worked together with the RAMP UP East staff members on their computers. The Mayor of Panshir has repeatedly

asked for project support in computerizing municipality's systems. He stated that: "In my office I have 12 regular staff (Tashkeel), including 10 who are young and eager to work with modern techniques. We have bought with our own budget a few PCs but we cannot afford to purchase PCs for all of our staff".

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

On 17 May, the Mayor of Bazarak led a meeting of municipal and community representatives to discuss the Municipal Improvement Plan (MIP) for the second year of RAMP UP East support. The participants reviewed the proposed service delivery projects that the Municipality would like to implement in 2011-2012.

The Mayor addressed the participants with a brief on the Municipality's achievements during the first year of the program. The RAMP UP East team gave a presentation on the proposed projects that were identified by the municipality and community members.



*The MIP consultation resulted in the selection of 14 municipal projects*

The participants discussed the preliminary project list that included a food bazaar, public latrines, a slaughterhouse, bus station, mourning hall and a playground beside the Panjshir River, in addition to a women's park. In response to the long list of suggestions, the Mayor explained that the city's priorities should be focused on solid waste collection, the construction of solid waste bins, and water supply. The other participants agreed to these suggestions. After discussing each proposed project, the following projects were selected by the participants by voting. However, these projects may exceed the allocated budget provided by RAMP UP East and may therefore require further discussion with the Mayor.

1. Solid waste collection;
2. Supply of solid waste receptacles and equipment;
3. Municipal building renovation and refurbishing;
4. Food market;
5. Small drinking water schemes in a cluster of villages within Panjshir municipal boundaries;
6. Public latrines in four location;
7. Four slaughterhouses ;
8. Bus stops in 19 locations along the highway and in the city;
9. A women's condolence hall;
10. Advertisement billboards in 13 sites;
11. Parking lots for light vehicles in different locations;
12. Islamic education center for women;
13. Children Park with a play ground and tools.

## **MAHMUD I RAQI MUNICIPALITY**

*Province: Kapisa*

### **MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

#### **Drainage Ditch, Sidewalks and Culverts**

On 25 May, the Municipality of Mahmud Raqi completed the construction of a 240m sidewalk, drainage ditch and culverts project. The project closing ceremony provided the Mayor with an opportunity to speak to the media and to interact with citizens. A total of 427 daily laborers were hired to implement this project under a cash-for-work arrangement.

During the ceremony, the Mayor of Mamud I Raqi addressed citizens and gave a speech about the ditch construction. He also urged citizens to pay municipal service fees and taxes to sustain public services. Commenting on the Municipality's achievements and the project's benefits, shopkeeper Sofi Karim told RAMP UP East in a street interview: "The flooding used to damage the shopkeepers goods that were put on the street. The streets were narrow without sidewalks and ditches. With the completion of this project our shops will be protected from the flooding and the streets are cleaner and wider".



*Photos before and after the drainage ditch and sidewalk construction in Mahmud i Raqi*

## **MUNICIPAL CAPACITY BUILDING**

### **FUNCTIONAL SKILLS TRAINING AND IMPACT**

#### **Public Finance**

The municipal Finance and Accounting Officer continued to receive on-the-job learning support from RAMP UP East. The following skills were taught:

1. Reconciliation of municipal bank statement with the financial journal books to improve accuracy and finance data tracking;
2. Development of a computerized payroll system (timesheets, salaries data base and paystub's issuance);
3. Computerization of the finance forms (80% was completed as of the end of May);
4. Development of the municipal revenue collection accounting system in collaboration with the Revenue Generation Department.

## Public Works

The Public Works Officer was trained this month to develop a comprehensive solid waste management plan and budget. This will enable the Municipality to survey the daily amount of solid waste produced in the city and determine efficient ways to utilize solid waste collection laborers and equipment.

## Revenue Generation

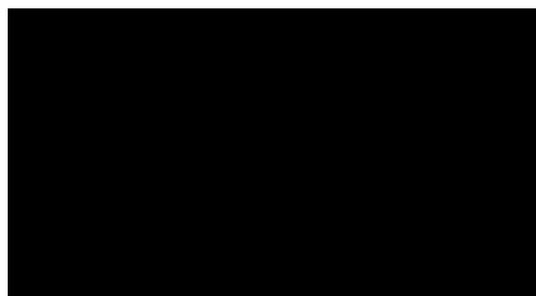
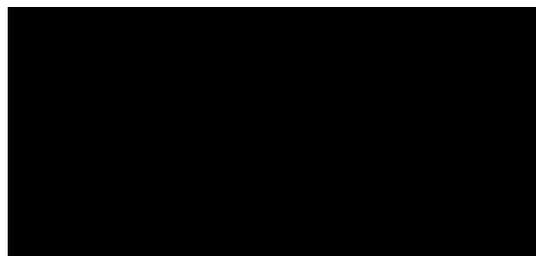
The municipal Revenue Generation Officer received on-the-job training to learn how to manage the tax collection process and computerize the collected data. Most importantly, the Municipality drafted its economic profile and the municipal officer was trained on how to collect and verify the data. The development of the economic profile is a key step for the Municipality to understand its present situation, available resources, opportunities and constraints that affect local economic development and to enhance municipal revenues.

## MUNICIPAL PUBLIC RELATIONS AND OUTREACH

### CITIZEN ENGAGEMENT AND PARTICIPATION

On 18 May, the Mayor of Mahmud I Raqi chaired the public consultation meeting to discuss the Municipal Improvement Plan. With support from RAMP UP East, the Municipality will receive \$1 million to fund projects to improve municipal public service delivery.

The participants in this public consultation included 4 women, 7 young men and 14 community elders, in addition to a representative from GDMA. The Mayor briefed citizens on the previously implemented projects. He also emphasized the need for construction of a municipal building with assistance from RAMP UP East. The RAMP UP East representative explained the program support is not limited to improving municipal services but is also focused on strengthening municipal capacity to generate revenue and operate in a professional and transparent manner.



*Citizens of Mahmud I Raqi selected municipal projects through an open voting process*

The GDMA representative urged citizens to select community-driven projects of strategic value such as water supply. He also urged the Municipality to initiate public private partnerships to increase income and to sustain public services.

Community members who participated in the public event suggested projects that were focused on revenue generation such as constructing food markets. Other projects such as paving roads were taken out of the proposed projects list due to the high cost that will exceed the available funding.

A technical study will be conducted for each project to assess its viability. IDLG/GDMA will

discuss the proposed projects in the Mayors Conference in late June and finalize the list of proposed projects.

The following projects were proposed by the citizens:

1. Municipal building;
2. Sport club for the youth;
3. Solid waste collection, installation of solid waste bins and construction of a landfill;
4. Slaughter house;
5. Public latrines in the Bazaar area;
6. Purchase of a water tanker for the Municipality;
7. Drainage ditch, sidewalks and culverts in Rigrawan road of Da Baba Ali Bazar;
8. Repair of the Rahman Khile intersection;
9. Upgrading of the municipal park;
10. A coffee shop in Sayad Bazar;
11. Food market in Now Abad Area.

## **JALALABAD AREA OVERVIEW: JALALABAD, MEHTERLAM, ASADABAD JALALABAD MUNICIPALITY**

*Province: Nangarhar*

### **MUNICIPAL SERVICE DELIVERY PROJECTS**

#### **Culverts Construction at Rokhan Mena**

On May 24, more than 50 community members along with the Deputy Mayor inaugurated the construction of 2 culverts in the city of Jalalabad. The Deputy Mayor used the opportunity to speak to the media and citizens about the city maintenance and master plans in addition to the Municipality's achievements. The project benefits were also explained with the focus on flood prevention and health hazards control.



*The municipal Engineers of Jalalabad conducted a site visit on 19<sup>th</sup> May to the culverts construction site*

Citizens were also able to make public speeches in the opening ceremony. Resident [REDACTED] said: "Our children can now access their school and commute in the city. The community can better coordinate in case of emergencies as we can cross the water canal".

Another interesting remark was made by local shopkeeper Mohammad Wali, who said: "My son was waiting for the day he can cross the street without walking through dirty water. He wanted to go to the school with his brother and sister in clean clothes".

This event contributed to promoting the Municipality's achievement and building the capacity of the municipal Public Works Engineers. The municipal Engineers conducted the site survey and contributed to the project drawings and they will be supervising the construction implementation.

### **MUNICIPAL CAPACITY BUILDING**

#### **FUNCTIONAL SKILLS TRAINING AND IMPACT**

##### **Public Finance**

This month, the Municipality's Public Finance and Revenue Generation officers were mentored in the production of the revenue generation report for the fiscal year 1389 Hejri. The officers received technical support from RAMP UP East staff to develop a new reporting formula that is self explanatory, organized and transparent.

Work also continued on the new fiscal year budget of 1390 Hejri. An improved budget template was developed, computerized and completed. The budget was sent to Nangarhar Provincial Governor for budget approval.

## Public Works

The municipal Public Works Officers gained new skills through on-the-job training. The activities listed below were undertaken with technical support provided by the program:

1. Revised the Municipality's Public Works inventory;
2. Prepared concept paper for the solid waste management project;
3. Identified informal and formal dumpsites and recorded GPS coordinates;
4. Prepared solid waste collection map that identifies trash disposal sites;
5. Prepared an electronic inventory of municipal equipments.

## Revenue Generation

The Property Registration Officer prepared a list of the Municipality's current income sources. The list was given to the Public Works Department to ensure regular maintenance of municipal property. In addition, the Planning Manager prepared an initial revenue enhancement plan and forecast of municipal expenses. This data will be incorporated into the performance based budget upon completion of the draft prepared for approval by IDLG/GDMA.

## MUNICIPAL PUBLIC RELATIONS AND OUTREACH

### CITIZEN ENGAGEMENT AND PARTICIPATION

On 15 May, Jalalabad conducted a public consultation on the Municipal Improvement Plan. Pending projects of the first year were integrated into the new plan. After intensive discussions between the Municipal Engineer and community members, the projects listed below were initially voted for and also endorsed by 8 women's representatives:



*On 15 May Jalalabad's Planning Manager led the process of the Municipal Improvement Plan Consultations*

Carryover projects from MIP-Year 1:

1. Sidewalk & ditch construction (600 m sidewalk & ditch, Bibi Aysha Girls School);
2. Park construction (1,600 m<sup>2</sup> park in Zone 4);
3. Purchase of trash Receptacles and collection vehicles.

Projects for the second year:

1. Public park rehabilitation;
2. Road construction project (Angoor bagh valley to Majboor abad);
3. Road rehabilitation from Kabul Buss station to Dosaraka;
4. Trash collection and trash bins installation;
5. Public park construction in District 6;
6. Side ditch construction in front of Department for Women's Affairs;
7. Women's park construction;
8. Sidewalks construction in different area of the city.

## **MEHTERLAM MUNICIPALITY**

*Province: Laghman*

### **MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

#### **Sidewalk and drainage ditch construction**

By the end of May, the municipality had constructed 18% of the 4km sidewalk and roadside ditch. This project provided young unemployed residents with cash-for-work opportunities. The municipal officials received on-the-job training in project management and quality assurance through supervising the project on daily basis.



*Citizens of Mehterlam benefited from cash-for-work opportunities created by the 4km sidewalk construction*

#### **7.75km Roadside ditch construction**

This month, the municipality completed 17% of the planned construction work of the 7.75km roadside ditch. At the project inauguration ceremony held in April, the Mayor stressed the need for a greater role for citizens in cleaning the ditch regularly. He also explained that this project provided a learning opportunity for municipal workers to improve their professional skills in the area of construction management and city planning.

## **MUNICIPAL CAPACITY DEVELOPMENT**

### **FUNCTIONAL SKILLS TRAINING AND IMPACT**

#### **Public Finance**

The Municipality progressed towards drafting a performance based budget. An initial budget draft of 1390 Hejri was made for the Qargahi city district. The budget consists of operational and development sections and was drafted based on forecasting the revenue and municipal expenditures.

#### **Public Works**

The municipal Public Works Team completed the solid waste management analysis. A concept paper for improved project management was also developed with focus on efficient use of human and limited resources. This document contains trash bin designs, proper reporting techniques and an improved laborers management plan.

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

The Mayor and Deputy Mayor of Mehterlam held 2 public consultation meetings to discuss the Municipal Improvement Plan (Year 2). The first meeting held on 9 May explained the available project budget and type of projects the Municipality plans to implement with citizens' support. In the second meeting held on 11 May over 30 community members voted for service delivery projects.

Citizens had the opportunity to explain their needs. One of the interesting remarks was made by the women’s representative [REDACTED], who said: “Women in Laghman province suffer violence and depression. The women’s park construction will help in reducing the mental stress that women have here and will also generate revenue for the municipality”.



More than 30 community members of Mehterlam voted for new municipal projects as part of the MIP process

The Youth Representative [REDACTED] stressed the significance of the proposed cricket pitch construction. He explained the sport activities will unify the residents, teach them about team building and keep them away from narcotics.

Finally, the meeting participants voted for the following proposed municipal projects to be implemented between July 2011 and June 2012.

1. Purchase of trash collection truck and installation of trash collection bins in different part of the city;
2. Solid waste land fill;
3. Street lights and installation of commercial boards;
4. A women’s park;
5. Asphalt street in Shahr-e-Naw Gharbi town;
6. Rehabilitation of 300m road;
7. Public toilets;
8. Cricket field;
9. Greenery space for vendors.

## MUNICIPAL NEWSLETTER

The municipal self-funded newsletter “the City’s Mirror” was drafted this month and included municipal public awareness topics. The Mayor instructed his staff to work with a professional media editor from the governmental radio to ensure the publication meets the editorial standards and that the staff members learn from the editor.



The municipal self-funded newsletter “the City’s Mirror”

## Municipal media events

On 14 May, the Deputy Mayor of Mehterlam was interviewed by the governmental radio (RTA). The discussion focused on the progress of on-going infrastructure projects in the city and the proposed new projects. The Deputy Mayor highlighted the cash-for-work opportunities supported by the USAID-funded RAMP UP East program. The 45 minute discussion enabled the Mayor to promote the Municipality’s achievements and to update listeners about the outcomes of the MIP Year 2 consultations held on 11 May.

## **ASADABAD MUNICIPALITY**

*Province: Kunar*

### **MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

#### **DRAINAGE DITCH**

On 22 May, the Mayor convened a project closing ceremony for the 600m drainage ditch that started in February. This project will enable the city bazaar to prosper through improved access to the shopping area. In this ceremony, the Mayor urged citizens and in particular shopkeepers to maintain the project and pay municipal service fees. Shopkeepers told their Mayor that they will think of a sustainable method to keep the ditch clean through involvement of the Traders Association. Others requested the Municipality to cover all the ditches in the city as a means to reduce public health hazards. The ceremony ended with media interviews given by the Mayor that promoted the Municipality's achievement and project benefits.



*The 600 meter drainage ditch after construction*

#### **RETAINING WALL CONSTRUCTION - DAM KELAY STREAM**

The construction of "Damkelly" 300m protection wall started on 5 May and will take about 90 days. The project aims to prevent seasonal flooding that regularly affects houses and shops in the area. A total of 50 local laborers were recruited and managed by the municipal staff.



*The construction of the "Damkelly" retaining wall started in early May*

#### **2 KM KERALA GRAVEL ROAD AND RETAINING WALL CONSTRUCTIONS**

The 2km road construction project faced technical challenges because of flooding that temporarily stopped the work along the Pech River north of the Municipality. The implementation plan for the project was adjusted to start in June, when the water level returns back to normal.

### **MUNICIPAL CAPACITY BUILDING**

#### **FUNCTIONAL SKILLS TRAINING AND IMPACT**

The Public Finance Officer succeeded in producing an accounting journal and income statement on his own. With the assistance of RAMP UP East, the economic profile was completed.

With regard to Public Works, the Cleaning and Greenery Officer was trained to manage solid waste collection with the use of an improved schedule that uses fewer laborers and trucks. He also drafted an Excel sheet to monitor construction projects to help track the progress made in project implementation on a regular basis.

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

On 10 May, community members including 4 women discussed the Municipal Improvement Plan for the second year of RAMP UP East support with the mayor. The meeting participants expressed their satisfaction with the way the Municipality was operating and urged the Mayor to focus on water supply network and electricity.



Each proposed project by the municipality was individually discussed and prioritized as follows:

*The women of Asadabad will access a women's park by 2012*

1. Covering the Bazaar drainage ditches;
2. Installation of solar lights in the market;
3. Road construction in "Salaar Bagh";
4. Water supply network maintenance;
5. "Nawabad" street rehabilitation;
6. Public toilets construction;
7. Parking lot;
8. Women's park;
9. Protection wall along Kunar river;
10. Road construction of Mosque street;
11. Slaughter house;
12. Drainage ditch construction near the boys' school.

## **MUNICIPAL NEWSLETTER**

The third edition of the self-funded municipal newsletter was issued this month. The newsletter included the meeting minutes of the MIP consultations, public awareness messages about self-hygiene and a report on confiscating expired medicine sold in the market. Interviews with citizens were also recorded with regards to the quality of municipal services.

## **GARDEZ AREA OVERVIEW: PULI ALAM, KHOST, SHARANA, GARDEZ**

### **PULI ALAM MUNICIPALITY**

*Province: Logar*

### **MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

The Municipality of Puli Alam currently has three projects supported by RAMP UP East.

#### **Solid Waste Collection Project**

#### **Construction of Car Parking Lot No 1**

The construction of the municipal parking lot in the city continued for a third month. A total of 353 laborers benefitted from the cash-for-work opportunities created by the project. The Mayor and the municipal Engineer monitored the work site on a regular basis which helped progress the project's construction activities.



*The Mayor of Puli alam and the municipal Engineer visited the parking lot site on 3 May*

#### **Construction of Car Parking lot No 2 Construction**

On 4 May the Mayor of Puli Alam inaugurated the construction of the second parking lot in the city.

Representatives of the Youth Association, local shopkeepers and Nahia representatives participated in the ceremony. In a public speech, the Mayor acknowledged the value of this project as it created jobs for unemployed young citizens. The project opening ceremony provided the municipality with a valuable opportunity to interact with community members and to promote its achievements through the media.



*The Head of Puli Alam municipal Engineering Department inaugurated the second parking lot construction on 4 May*

This month about 15% of the project's construction work was completed. Commenting on the new municipal achievement, resident Noorullah explained in a street interview: "We understand that donors are supporting this project but we as citizens should take responsibility for protecting and maintaining this project."

### **MUNICIPAL CAPACITY BUILDING**

#### **FUNCTIONAL TRAINING AND IMPACT**

##### **Public Finance**

This month, the municipal Public Finance Officer received assistance to improve files management and accounting. The officer reconciled bank statements with the issued checks and recorded income of the Municipality. He also learned about the procurement procedures with the purpose of improving transparency.

## **Public Works**

The Public Works Officer undertook a solid waste management analysis that included obtaining information on the daily solid waste amounts collected from the city and available resources used to support this operation. Furthermore, the officer learned new skills for the preparation of maintenance checklists and septic tanks management.

## **Economic Development**

The municipal economic profile was completed this month. In addition, the Revenue Generation Officer reviewed the document of the garments market owned by the Municipality. The Officer surveyed all the shops and listed businesses that had not paid rent in the past year. The list of unpaid rent was compiled following the inventory of the municipal assets with RAMP UP East support. The inventory enabled the Municipality to have a better understanding of its own revenue sources.

## **Public Administration**

This month, an archiving system for the Municipality was created by the Public Outreach Officer. The system includes data on the citizen forum meeting notes, newsletters produced, pictures of municipal activities and samples of any other public outreach activities.

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

Consultations for the preparation of the Municipal Improvement Plan (MIP) for the second year held in Puli Alam involved three coordination meetings with municipal officials, IDLG/GDMA and citizens. The GDMA involvement in the consultation process added value to the consultations as it provided strategic guidance for making best use of the planned municipal service delivery projects.

On 15 May, the Mayor, Wakili Gozars, youth representative, shopkeepers, media and provincial council members discussed the type of infrastructure projects proposed by the Municipality. The Mayor advised the participants to select more appropriate projects such as water supply. Community members agreed and emphasized implementing the city master plan and focusing on the revenue generation potential of proposed new projects. The list of proposed projects selected by the meeting participants included:

1. Vegetable and fruit market;
2. Public park;
3. Bus stations North and South of the city;
4. Public toilets;
5. Seven deep wells around the city;
6. Public park in Konjak district;
7. Renewal of the solid waste collection support.

Other projects identified in the first MIP will also be implemented:

1. Public park;
2. Five deep wells;
3. Children's park and play ground;

4. Sidewalk;
5. City boundary wall;

#### **MUNICIPAL NEWSLETTER**

A total of 1,100 copies of the second edition of the municipal newsletter were distributed in May. It included the following topics:

1. News on gender awareness training held by RAMP UP East;
2. The opening ceremony of the parking lot construction project;
3. Brief on the municipal achievements in the last fiscal year;
4. Brief on the roundtable held at Zeenat Radio;
5. Explanation of the public services of the Administration Department;
6. Advertisements.

In response to the issuance of the newsletter, some residents told the municipal officials that the publication made them more aware of municipal activities and decisions.

## **GARDEZ MUNICIPALITY**

*Province: Paktia*

### **MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

RAMP UP East is supporting two ongoing service delivery projects in Gardez:

#### **Solid Waste Management Project**

##### **Sidewalk Construction**

The sidewalk reconstruction project finally started on 21 May after contracting a new bidder that assured the Municipality of best value for money and high quality standards for implementation of the project. It was agreed that the project opening ceremony will be held on 9 June after some progress has been made at the construction site.

The Implementation of this project will assist the Municipality to gain public confidence and demonstrate its ability and willingness to work for ordinary citizens. Businesses will also be encouraged to pay the municipal service fee if they see improvements in municipal service delivery and citizens' satisfaction.



*The construction of the new sidewalk in Gardez will provide pedestrians with safer access to the city*

## **MUNICIPAL CAPACITY BUILDING**

### **FUNCTIONAL SKILLS TRAINING AND IMPACT**

#### **PUBLIC WORKS**

This month, the activities following were implemented by the Public Works Officer:

1. Planning improved solid waste collection schedules and monitoring of cleaning labor;
2. Produced technical document data for the solid waste collection analysis with support of the RAMP UP East Public Works Embedded Advisor;
3. Developed municipal assets check list for maintenance.

#### **PUBLIC FINANCE**

The municipal Public Finance Officer received assistance this month to improve book keeping of finance documents. The officer also learned about the differences between single and double entry systems as part of the performance based budgeting process introduced by RAMP UP East.

In response to the Mayor's request, finance documents for 2 months were reconciled with the bank account statements. Upon reporting to the Mayor, it was agreed that the Finance Officer will reconcile the finance documents every 2 to 3 months and report to the Mayor.

## ECONOMIC DEVELOPMENT

The municipal economic profile was completed this month. Further comments were made by RAMP UP East with regards to data validity. The Revenue Generation Officer collected further data and provided detailed responses to questions. This process enabled the municipal official to interact with other GIRoA Departments and learn how to provide accurate information about the city economic development aspects.

## MUNICIPAL PUBLIC RELATIONS AND OUTREACH

### CITIZEN ENGAGEMENT AND PARTICIPATION

On 18 May, the Mayor of Gardez along with Shura representatives and a member of the Department of Women's Affairs discussed the Municipal Improvement Plan for Year 2. The Mayor told citizens that all Afghan municipalities rely on revenue generation from municipal services to build the city. The MIP structure was explained to the participants by the Mayor who said he looked forward to RAMP UP East helping the Municipality to implement its planned projects with citizens' support. The Mayor shared the list of proposed municipal service projects that citizens had requested.



*The Shura representatives in Gardez were briefed on the MIP progress and selected new municipal projects*

One of the interesting ideas discussed at the meeting was public awareness of the need to support municipal services. Shura Leader [REDACTED] commented on the proposed trash bins installation: "We should concentrate on raising public awareness about the good use of trash bins. Citizen's behavior will never change even if we install 100 new trash bins as they will not use the bins. Let's organize 5 or 6 members of the community to visit mosques and markets to educate citizens on city cleanliness".

Finally, the meeting participants selected the list of proposed projects below to be implemented by the Municipality:

1. New trash bins;
2. Hiring extra cleaning laborers for solid waste management;
3. Landfill;
4. A median with greenery and fences on Gardez-Kabul Road;
5. An intersection
6. Slaughterhouse;
7. Tera City Road graveling;
8. Ditches and culverts;
9. Purchase of an excavator for the Municipality.

**MUNICIPAL NEWSLETTER**

The Municipality published its second self-funded newsletter with editorial support from RAMP UP East. This edition contained messages about city cleanliness, municipal economic growth plan and municipal advertisements. The Mayor requested RAMP UP East support for recording public service announcements and to air these through the mosques or speakers in the Bazaar. RAMP UP East asked the Mayor to prepare a detailed plan for community awareness activities for further discussion.



Copy of the second edition of Gardez municipal newsletter

## SHARANA MUNICIPALITY

*Province: Paktika*

### MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

RAMP UP East currently supports three municipal projects in Sharana:

#### **Solid Waste Management**

##### **Trash Bins Construction**

This month, 60% of the trash bins installation project was completed and the project will be finished in the third week of June. This project is expected to facilitate a consistent and systematic collection of solid waste. Furthermore, the residential and commercial areas of the Municipality will be improved through the waste collection service and health hazards will be reduced. This will encourage citizens to change their behavior by disposing of garbage in the assigned proper locations.

##### **Public Latrines Project**

On 21 May, the Mayor of Sharana along with the Deputy Governor inaugurated the construction of two public latrines including 5 women's facilities. The public latrines will include a deep-well, septic tank and water reservoir. One of the public latrine sites is inside the city's mosque and the other one is in front of the public hospital where 4 facilities will be assigned for women.



*The construction site of the public latrine project in Sharana*

Community elders used this public event to discuss the municipal role in maintaining donor funded projects. Three community members urged the Municipality to clean and maintain projects donated to the city, to prevent the city from quickly losing its achievements. The Mayor and Deputy Governor asked the participants to visit the municipal office and share their suggestions for improving the municipality's performance.

Later on, the Mayor and the municipal Engineer specified the deep-well location and checked the quality of the construction materials. The municipal Engineer was tasked by the Mayor to do regular spot checks and to supervise laborers. This project will serve as on-the-job training tool for municipal officials who will learn about public latrines construction standards and how to ensure regular maintenance of public services.

## MUNICIPAL CAPACITY BUILDING

### FUNCTIONAL SKILLS TRAINING AND IMPACT

#### **Public Works**

During this month, the Public Works Director received training in solid waste management and co-produced the concept paper for solid waste management. The preparation of the concept paper will help the Municipality to understand its resources and the requirements of the solid waste management service in terms of the number of laborers and solid waste

collection trucks to improve the trash collection process and expand it to serve all residents.

### **Economic Development**

The municipal officials continued working on the city's economic profile and further information about public services was collected. In addition, training on municipal assets management was held at the Municipality. The Revenue Generation Officer learned the methods of municipal assets registration and data tracking. This process is expected to help the Municipality improve revenue collection by having full information about the municipal owned assets and payments that are due for collection.

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

On 18 May, the Deputy Mayor of Sharana along with 10 citizens and 19 government officials discussed the Municipal Improvement Plan for the second year of RAMP UP East support. In this meeting the impact of projects supported by RAMP UP East was discussed in addition to the details of new proposed projects. The community members learned about the type of infrastructure projects that can be supported by the program. They urged the municipality to collect trash from the new solid waste bins installed in the city and to implement the new projects in a timely manner.

The following service delivery projects were selected by the meeting participants:

1. Municipal administration building;
2. Establishment of water supply for the city;
3. Drainage ditches around the city;
4. Four sidewalks;
5. Purchase of two septic tanker trucks;
6. Fruit market;
7. Continued solid waste collection;
8. Car parking lot;
9. Intersection greenery;
10. Mosque construction to serve the shopkeepers;
11. A city gate.

### **MUNICIPAL PUBLIC OUTREACH**

On 21 May, RAMP UP East held a coordination meeting with the Mayor of Sharana. The meeting focused on public outreach. The Mayor learned about the achievements of other RAMP UP East municipalities including newsletters and radio interviews. The Mayor finally agreed to issue a municipal newsletter after learning about the experience of other municipalities. This positive step by the Mayor will enable the Municipality to institute public communications and improve interaction with citizens.

## **KHOST MUNICIPALITY**

*Province: Khost*

### **MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT**

The municipal laborers in Khost completed 50% of the planned drainage ditches and culverts rehabilitation work this month. The project employed 20 laborers on a cash-for-work arrangement. The municipal Engineer managed the project site with assistance of RAMP UP East and he will conduct a final quality review when the project is completed at the end of June.



*Pictures before (left) and after (right) the implementation of the drainage ditch project in Khost*

## **MUNICIPAL CAPACITY BUILDING**

### **FUNCTIONAL SKILLS TRAINING AND IMPACT**

#### **Public Finance**

This month, the municipal Public Finance Officer acquired the following new skills:

1. Computerization of the payroll system;
2. The use of double entry accounting;
3. Spreadsheets applications.

#### **Revenue Generation**

The municipal economic profile for Khost was completed. In addition, municipal officials learned how to number each shop and create a business registration plate to facilitate revenue collection. More than 2,000 shops have been tagged so far. This process is expected to improve the municipal authority's official information about existing shops in the city and to identify potential revenue generation opportunities.

## **MUNICIPAL PUBLIC RELATIONS AND OUTREACH**

### **CITIZEN ENGAGEMENT AND PARTICIPATION**

25 citizens who included 7 women participated in the Municipal Improvement Planning consultations held in Khost on 16 May. In this meeting, the women present demanded to include at least 2 projects specific for women such as a women's conference hall. These projects will be finalized after further consultation with IDLG/GDMA.

The projects proposed by the meeting participants are as follows:

1. Ditches, sidewalk, and culverts (from Dry River up to Kochi market);
2. Ditch near Yaqubi mosque;
3. Ditch near the border police house;
4. Paving sub-roads on the city outskirts;
5. Retaining wall along the dry river;
6. 20 culverts in the city;
7. Public awareness program for city cleanliness;
8. Trash bins and solid waste collection;
9. Procuring sweeper machines for the city;
10. Women's conference hall;
11. Computer and English language training center for women.



*The Khost citizen forum on 16 May was attended by 7 women.*

### **MUNICIPAL MEDIA EVENTS**

On 16 May, the Mayor held a radio discussion with 2 female and a male citizen to discuss the Municipal Improvement Plan. The Mayor briefed citizens through Caravan Radio about the municipal plans and achievements. He also explained how the Municipality was taking positive steps in supporting municipal facilities for women, such as public parks. He announced that citizens had shortlisted 11 small scale infrastructure projects to be implemented in 2011-2012 with RAMP UP East support. This is the fourth radio interview that the Mayor participated in since October 2010, which indicates improving relations with the media and improved interactions with young women and men.

### **CENTRAL SUPPORT OFFICE MUNICIPAL CAPACITY DEVELOPMENT ACTIVITIES**

#### **Public Relations and Outreach**

From 24 to 26 May, 13 municipal officials received civic education training that involved writing skills, civic education campaign design and municipal media relations improvement.

The training resulted in an agreement that some municipalities participating in RAMP UP East will launch the following activities:

1. Four municipalities will produce a monthly press release about the outcomes of the citizen forum or projects opening and closing ceremonies;

2. Two municipalities will record sound bites from the citizen forum and share it with media;
3. Three municipalities will launch posters production contests among schools students;
4. Two municipalities will obtain a mobile phone sms bulk system and use it for revenue generation collection and city sanitation education.



*Picture taken by Mahmud Raqi Municipality was selected as the best photo for municipal facilities*

The training participants emphasized that the citizen forum should become part of the regular tasks of municipalities. The recommendation supports the sustainability of public communications. Finally, the municipalities of Bamyan, Mahmud Raqi and Puli Alam were awarded photography completion certificates.

### **Gender Mainstreaming**

The gender mainstreaming Unit organized 7 one-day training sessions about gender sensitization and mainstreaming. A total of 38 Municipal officials from Bazarak, Mahmud Raqi, Maidan Shar, Puli Alam, Gardez, Khost, and Sharana discussed the following subjects:

1. The concept of gender;
2. Consequences of gender stereotyping;
3. Social relations of gender and raising public awareness on the importance of gender mainstreaming in development programs/projects;
4. Gender-responsive leadership and governance.



*Afghan women will soon access small grants for municipal economic development and responsive governance. (Photo by Jack Barton)*

Prior to the start of the training, some participants expressed resentment towards being invited to participate in “gender training,” stating that “gender training should be for women not for men... gender is a western concept... gender is against Afghanistan’s cultural values...”. However, by the close of each training session it was evident that many of the participants’ attitudes towards and perceptions of “gender training” had changed. The following includes verbal feedback and written comments received via evaluation forms:

- Mahmood-e-Raqi Mayor: “The time has come to take practical steps to apply the knowledge we learned. The first thing we should do is begin to hire women at municipality level.”
- Logar: “Women can play an important role in municipalities and development projects, but we, men, have not given them the chance and opportunity.”
- Khost: “I never made an effort to consider or understand women’s need, concern and contribution in development and governance, but now I understand the importance.”

The feedback that the RAMP UP East team received is very encouraging. Views concerning women's participation in municipalities and development projects have become more positive, however, more work needs to be done to translate words into action. RAMP Up East plans to conduct the second phase of the training in a few months to measure the impact of the training on municipal staff's attitude toward women's participation in governance.