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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: NOVEMBER 2010



November 2010 - Asadabad Municipality drainage ditch project under construction with support of USAID RAMP-UP East.

DECEMBER 2010

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC EAST

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ANNEX I : PROJECT STATUS SUMMARY REPORT

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
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

ABOUT RAMP UP EAST

The Regional Afghan Municipalities Program for Urban Populations, Regional Command East (RAMP UP East) started in June 2010 with the purpose of creating effective, responsive, democratic, transparent, accountable, municipal governance in the fourteen provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command East. RAMP UP East is broken into three distinct components, each tied to a specific goal:

Component 1 ~ Capacity Building of the GIRoA officials at the municipal level: All activities under this component will directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP East provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

Component 2 ~ Support to the GIRoA to provide responsive, effective, and visible municipal service delivery programs: Activities carried out under Component 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of municipal service delivery projects (Municipal Projects). These projects simultaneously fill two purposes: (1) municipal projects provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP East builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long term.

Component 3 ~ Support to the GIRoA to improve economic development and revenue

RAMP UP East Target Municipalities

RAMP UP East works in all 14 provincial capitals—save Kabul city—in the provinces comprising ISAF Regional Command East (RC-E):

- **Asadabad (Kunar) **** Mahmud i Raqi (Kapisa)
- **Bamiyan (Bamiyan)** **Mehterlam (Laghman) ****
- **Charikar (Parwan)** Meydan Shahr (Wardak)
- **Gardez (Paktya)**** Panjshir/Bazarak (Panjshir)
- **Ghazni (Ghazni)**** Parun (Nuristan)
- **Jalalabad (Nangarhar) **** Pul-e-Alam (Logar)
- **Khost (Khost)**** **Sharana (Paktika) ****
- ****Key Terrain Districts:** In the April 2010 Report on Progress Toward Security and Stability in Afghanistan, the U.S. Government, ISAF and the GIRoA jointly defined 80 districts across Afghanistan as “Key Terrain Districts”. Key Terrain Districts are defined as those districts “where the bulk of the population is concentrated, and that contain centers of economic productivity, key infrastructure, and key commerce routes connecting such areas to each other and to the outside world.” Five of the 14 target municipalities for RAMP UP East are located within Key Terrain Districts, as of October 2010.

Note: As of September 2010, RAMP-UP Parun Municipality activities are on hold.

generation at the Municipal level: Activities implemented under this component directly support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP East activities under Components 1 and 2 strengthen municipal capacity and service delivery, activities under Component 3 use the capacity, service improvements, and infrastructure to facilitate business growth and job creation.

RAMP UP EAST OUTCOMES AND IMPACT

The overall objective is broken down into three expected outcomes: Increasing the capacity of GIROA municipal officials; markedly improving the delivery of municipal services to citizens in target municipalities; increasing municipal capacity to enable, support, and sustain economic growth.

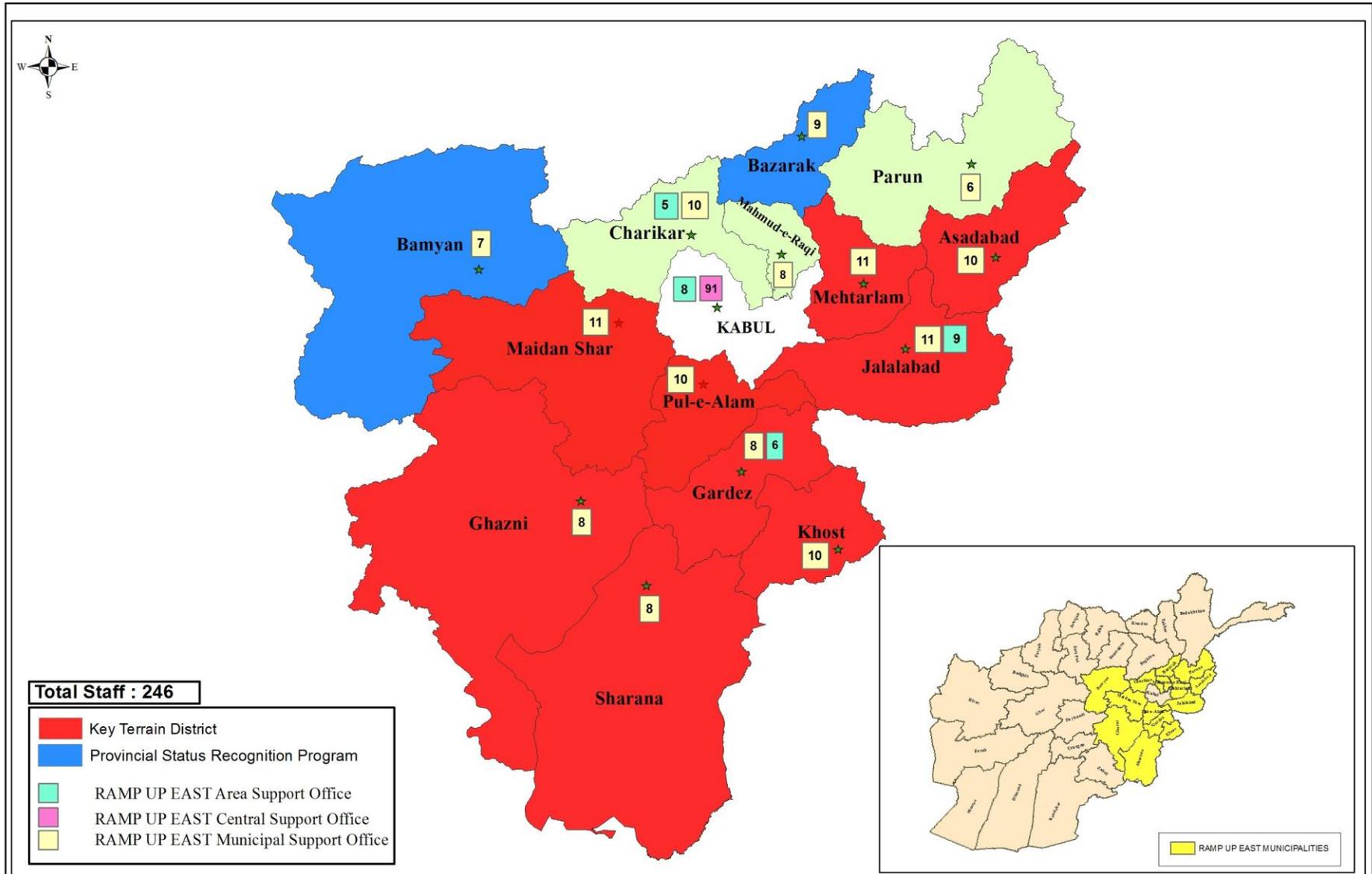
RAMP UP East's impact is measured by the degree to which Afghan citizens see local governance structures as legitimate. The perception of legitimacy is tied to receiving better services, understanding the responsibilities of municipal leaders, and playing an active role in municipal decision making. Delivery of essential services to citizens and businesses will foster a stronger revenue base more likely to comply with taxation requirements, generating greater revenues that enable a government to more effectively sustain, and potentially expand and improve, essential services. Measurement of RAMP UP East impact is a central tenet of our approach with accompanying requirements for data collection, measurements, and documentation to ensure outputs, outcomes, and impacts are clearly documented and duly analyzed.

RAMP UP EAST IMPLEMENTING PRINCIPLES

The RAMP UP East team is guided by six primary principles that are applied throughout all program activities:

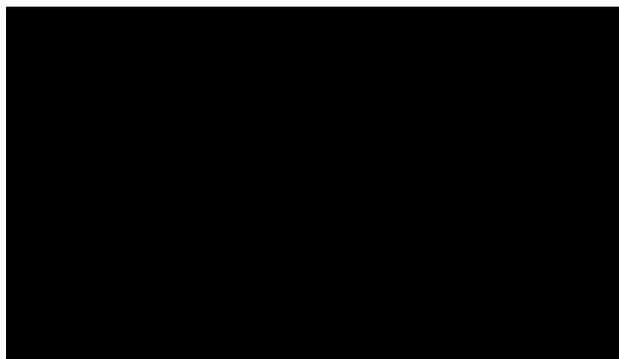
- **Afghan Ownership:** RAMP UP East will be seen as an extension of the GIROA, not as an increased foreign presence and must work within Afghan structures.
- **Afghan First:** RAMP UP East will work using Afghan regulations and systems and ensure that the project will use existing Afghan resources and assets to perform the stated objectives.
- **Demand Driven:** RAMP UP East assistance will be deployed at the Kabul and sub-national levels in accordance with the needs of the IDLG and the municipalities in which we work.
- **Long-term Capacity of GIROA;** RAMP UP East will focus on institutional development of municipalities in the long term while helping the municipalities deliver specific outcomes in the short term.
- **GIROA Empowerment:** RAMP UP East will report to both the GIROA and USAID on the impact of its work. All reports submitted to USAID will be shared with the IDLG, and GIROA institutions will be the lead voice to guide programmatic activities.
- **Learning by Doing:** The best approach to capacity-building of municipal officials, managers, and technicians is integrated training and on-the-job mentoring that provides the required follow-up support needed to avoid training disconnects. RAMP UP East will leverage classroom training with day-to-day, on-the-ground assistance to municipal staff, to help solve real problems in the communities.

USAID RAMP UP EAST OFFICE AND STAFF LOCATION



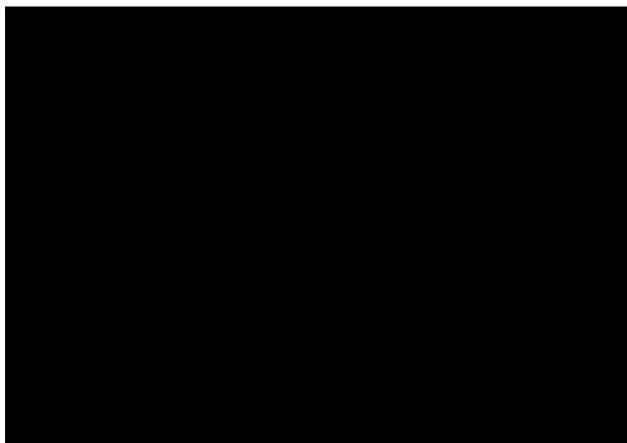
USAID RAMP-UP EAST NOVEMBER 2010 HIGHLIGHTS

On November 24th, the Provincial Governor of Nangahar and the Mayor of Jalalabad led a ceremony celebrating the completion of the Jalalabad Municipal Sidewalk rehabilitation project. The event received extensive media coverage by national and local press agencies. This 1,381m sidewalk project was prioritized by Jalalabad citizens in municipal-led citizen participatory planning sessions and designed and implemented by Jalalabad municipal officials with the support of USAID RAMP-UP East. The project implementation was owned and led by Jalalabad municipality and served to build municipal capacity in project management and revenue generation.



Nov 24th - Jalalabad, Head of the Municipal Technical Department leads the ribbon cutting ceremony for the municipal sidewalk construction project

On November 30th 2010, the Mayor of Ghazni and the Provincial Governor together with several municipal officials led a ceremony celebrating the completion of the construction of the Municipal Kandahar Ada Road Median project. This 225 m long and 5 m wide road median, constructed in the center of Ghazni city with the support of USAID RAMP-UP East, significantly reduces traffic congestion in Ghazni city center. This project is one of many municipal public works projects planned for implementation to improve Ghazni's municipal infrastructure and capacity to host the 2013 events celebrating Ghazni as the Capital of the Islamic World.



Nov 30th - Ghazni, the Mayor and Provincial Governor lead the ribbon cutting ceremony for the Ada Road Median construction project

On November 3rd 2010, the Deputy Mayor of Gardez convened a Municipal Improvement Plan development event with citizens, business and community leaders and local GIROA officials. This participatory planning event engaged citizens in identifying and prioritizing proposed municipal infrastructure projects aimed at improving municipal services delivery, enhancing economic development and generating municipal revenues. Participants also discussed current municipal capacity strengths and weaknesses and activities that



Nov, 9th - Gardez - the MIP development participatory planning event with citizens included an explanation of municipal capacity building activities

will strengthen municipal staff knowledge and skills in public finance, economic development and public works with the support of USAID RAMP-UP East.

On November 9th 2010, the Mayor of Ghazni convened a Municipal Improvement Plan development meeting that brought together 80 participants representing citizens and the business community and included seven women representatives. Discussions centered on improving municipal services delivery by identifying and prioritizing infrastructure projects and capacity building activities to be incorporated in the Municipal Improvement Plan (MIP). At the meeting, community representatives received detailed information about the MIP goals for supporting municipal public services and enhancing municipal revenue generation with the support of USAID RAMP-UP East. The discussion also helped forge a shared understanding between the municipality and citizens with regard to municipal revenue generation.



Nov 9th, seven women representatives participated in the Ghazni MIP participatory planning event.

On December 5th, the Mayor of Asadabad led the closing ceremony celebrating the completion of a 1,300 meter long road side drainage ditch construction project. The project was prioritized by Asadabad citizen representatives in municipality-led public participatory planning meetings convened by the municipality in August 2010. This project will connect the Chaghan area of Asadabad to the city's main drainage ditch system and will be operated and maintained by the municipal department of public works. Project implementation was owned and led by Asadabad municipality and served to build the capacity of municipal officials in the area of public works, project management and municipal revenue generation, with the support of USAID RAMP-UP East.

From November 21st to 23rd, RAMP-UP East central support office in Kabul hosted a 3-day capacity building workshop for 14 RAMP-UP East municipal economic development and revenue generation embedded advisors. The three-day workshop reinforced the capacity of embedded advisors responsible for transferring public management knowledge and skills to their GIROA municipal counterparts. The workshop agenda included refining action plans to institutionalize methods to increase municipal revenues, preparing municipal economic profiles and development plans and supporting public-private partnerships. Currently, USAID RAMP-UP East deploys 57 embedded advisors in 13 municipalities throughout ISAF's RC East.



Nov 21st, Kabul, Municipal Economic Development planning workshop for RAMP-UP East municipal embedded advisors

From November 28th to 30th, the USAID RAMP-UP East central support office in Kabul hosted a 3-day capacity building workshop for 13 RAMP-UP East municipal financial management embedded advisors. The three-day workshop reinforced the capacity of embedded advisors responsible for transferring public finance management knowledge and skills to their GIROA municipal counterparts. The workshop agenda included refining municipal counterpart action plans that institutionalize methods to improve municipal finance and accounting and performance based budgeting skills.

From December 6th to 8th, RAMP-UP East central support office in Kabul convened a three day municipal public relations and outreach basic skills training for 30 participants – 14 GIROA municipal staff members and 16 RAMP-UP East embedded advisors. The three-day workshop reinforced the capacity of participants to engage in effective municipal public relations and outreach activities, such as convening inclusive municipal citizen forums and producing municipal newsletters. In addition to transferring knowledge and skills in mechanisms that increase citizen participation and engagement, the workshop also focuses on mechanisms to improve intergovernmental relations between municipalities and the IDLG and stakeholder relations between the municipality and donor agencies. The purpose of these public relations and outreach activities is to improve GIROA municipal governments' legitimacy by institutionalizing public outreach and communication mechanisms that strengthen municipal governance, accountability, transparency and citizen participation.



Dec 6th, Kabul, Municipal public relation and outreach workshop for municipal officials and RAMP-UP East municipal embedded advisors

The purpose of these public relations and outreach activities is to improve GIROA municipal governments' legitimacy by institutionalizing public outreach and communication mechanisms that strengthen municipal governance, accountability, transparency and citizen participation.

On 30th November 2010, the municipality of Asadabad, with support from USAID RAMP-UP East, completed the construction of a 1,300 meter long road drainage ditch construction project. The project was prioritized by Asadabad citizen representatives in municipality-led public participatory planning meetings convened by the municipality in August 2010. This project will connect the Chaghan area of Asadabad to the city's main



Nov 30th, Asadbad drainage ditch project was supervised by the municipal Engineer.

drainage ditch system and will be operated and maintained by the municipal department of public works. Project implementation was owned and led by Asadabad municipality and serves to build the capacity of municipal officials in the area of public works, project management and municipal revenue generation.

NOVEMBER 2010 HIGHLIGHTS OF THE MIP DEVELOPMENT PROCESS

During November 2010, Municipal Improvement Plans (MIPs) were finalized by municipal officials and RAMP-UP East support staff in 13 municipalities. The MIP forms the backbone of efforts to improve and institutionalize good practices in municipal governance. It is a performance management and accountability tool, owned and implemented by the municipality, reflecting citizens' service delivery priorities, and serves to empower and build the long-term capacity of municipal service delivery providers.

Ghazni Municipal Improvement Plan to enhance municipal economic growth

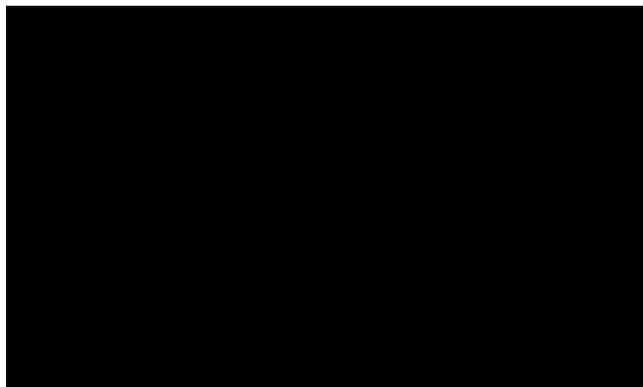
Municipal economic growth was a priority for Ghazni city citizens who participated in the Municipal Improvement Plan development meeting held on November 9th 2010. Eighty representatives, including seven women deliberated on what activities should be prioritized and incorporated in the Municipal Improvement Plan.

At the meeting, community representatives received detailed information about the MIP goals for supporting the capacity building of

the municipality, improving public services and enhancing municipal revenue generation. The discussion helped forge shared understanding between the municipality and citizens with regard to municipal income sources and budget management.

The Mayor of Ghazni, Haji Said Abdul Basir Noori explained to the participants that the municipal budget pays for the solid waste management project and municipal employee salaries. He also explained that the

municipality could operate independently when the municipality generates revenues as a result of public satisfaction with municipal performance. Haji Noori went on to comment that "The Municipal Improvement Plan enables the municipality to achieve projects that could not be funded by municipal resources alone and enables us to improve the municipal income for the future and to expand municipal services." The Mayor shared his vision of municipal public service



Nov 9th, Seven women representatives participated in the Ghazni MIP discussion.



Nov 9th, citizens of Ghazni prioritized municipal service delivery improvement projects



Nov 9th, Mayor of Ghazni addressing citizens during the MIP discussion

improvement projects that included the expansion of the solid waste management project, the construction of parking lots, the establishment of green areas and construction of a municipal restaurant that will contribute towards municipal revenue generation.

At the meeting, the Municipal Public Works Director agreed with the Mayor with regard to the necessity of revenue generation based on service improvements. Engineer Mirwais said “Our municipality has to stand on its own feet; the Municipal Improvement Plan has to focus on economic development projects to sustain municipal services and to make our constituents happy.”



Nov 9th, 80 community representatives participated in the Ghazni MIP discussion

The three hour discussion of the Municipal Improvement Plan was finalized with consensus being reached with citizens on a proposed list of municipal service delivery improvement projects. The participants asked municipal officials at the end of the meeting to come up with action plans for implementation of these projects which will be discussed in the next municipal citizen forum scheduled for December 2010.

Gardez Municipal Improvement Plan an example of democratic governance in action

Gardez citizens for the first time felt like key stakeholders in the municipal decision making process. The Municipal Improvement Plan development event on November 3rd instituted new mechanisms for democratic participatory planning to identify and prioritize municipal public service projects. Over two dozen community representatives discussed proposed municipal infrastructure projects that contribute towards municipal service improvements and revenue generation. The meeting was convened and led by the Deputy Mayor of Gardez and also included business leaders, civil society and media representatives and provincial council members.



Nov 9th, citizens of Gardez prioritized municipal infrastructure improvement projects.

The participants learned about the current municipal capacity and the proposed Municipal Improvement Plan's capacity building components that will strengthen municipal workers' skills, improve municipal public infrastructure and enhance revenue generation and economic development.



Nov, 9th, the MIP discussion included an explanation of the municipal capacity building component

Local Shura member, Engineer Abdul Ghafor requested that the city master plan and the MIP should focus on solving electricity shortage problems. He commented "the MIP implementers at the municipality have to tackle the electricity problem. Gardez city is quite cold in the winter and due to lack of electricity for heating, citizens cut trees to use the wood for the heaters. This action has led to the deterioration of the green spaces in Gardez. The municipality has to take action."

the electricity problem. Gardez city is quite cold in the winter and due to lack of electricity for heating, citizens cut trees to use the wood for the heaters. This action has led to the deterioration of the green spaces in Gardez. The municipality has to take action."

Other participants voiced common agreement that the municipal improvement plan should focus on the establishment of achievable services that the municipality is responsible for such as slaughter houses, solid waste management projects and public toilets.



9th Nov, Gardez MIP discussion included a vote on projects to include in the MIP.

The Gardez Deputy Mayor called a vote among assembled community representatives to select and rank in order of priority proposed municipal projects.

Haji Abdul Hakeem, a shopkeeper in the fruit market agreed with the MIP approach and methodology – which proposes to increase tax collection based on public satisfaction with municipal services. He explained the shopkeepers’ lack of access to a properly organized bazaar and said “I and my colleagues are happy to pay tax if the municipality manages a bazaar for us so both our income and the municipal income can increase at the same time.”



Nov 9th, business representatives request the municipality to include a slaughter house construction project in Gardez MIP

MUNICIPAL PROGRESS REPORTS

CENTRAL AREA: BAMYAN, MAIDAN SHAR, PULI ALAM

BAMYAN MUNICIPALITY

Province: Bamyan

Municipal Service Delivery Improvement Projects

At a discussion at the municipal citizen forum held in November 2010, residents of Bamyan prioritized the construction of a safe sidewalk and solid waste management project to be included in the municipal budget or incorporated in funding proposals to be submitted to donors.

Municipal Capacity Building

Functional Skills Training and Impact

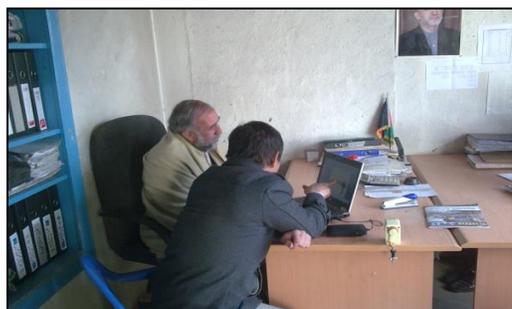
As the Municipal Improvement Plan was finalized by the municipality of Bamyan, RAMP-UP East embedded advisors began initial functional skills training in financial management, public works, economic development and revenue generation. The Financial Officer of Bamyan municipality received on-the-job training in accounting and the use of municipal financial forms and the establishment of a new administrative filing system.

The municipal engineer was trained by the RAMP-UP East Public Works Embedded Advisor on the use of computers for engineering purposes, project design and how to undertake engineering surveys. Learning by doing methodology was applied during the Peace Park survey which was completed by the municipal Engineer under the supervision of the Public Works Advisor of RAMP-UP East.

The municipal revenue generation manager was also trained by RAMP-UP East on how to conduct revenue generation assessments. The manager has begun working on a list of Bamyan municipality's existing revenue sources. An action plan was also developed for this department to ensure a regular review of asset registration for revenue collection purposes.



Bamyan City Mayor and RAMP-UP East team in consultations about Bamyan projects.



Nov 23rd, the Bamyan Administrative Officer during an on-the-job training session with RU East



Bamyan municipality will shift in 2011 from manual to computerized filing systems

Core Skills Training and Impact

Municipal administrative staff members received training by the RU East Public Administration Advisor on basic management and organizational development skills. Municipal Administrative Officers received training on MS Office basic programs. A new filing system for the Administrative Department was prepared by applying the skills already learned to develop the new system. Training on report writing skills were provided to the municipal officers to assist with regular internal reporting.

Municipal Public Relations and Outreach

Citizen Engagement and Participation

Citizens in Bamyan prioritize municipal sidewalk construction: Citizens reached agreement with the Mayor to prioritize municipal sidewalk construction to support tourism infrastructure and to reduce traffic accidents in Afghanistan's main tourist city in Bamyan. On November 24th 2010, thirty three citizen representatives including 7 youth and 13 businesses participated in the first citizen forum. This participatory meeting enabled the Mayor of Bamyan to provide an update on municipal services



and the status of current projects and to also discuss the Municipal Improvement Plan.

Nov 24th, Bamyan Eco-Tourism Hall hosted the monthly citizen forum

As this public discussion involving citizens and municipality, there were several suggestions coming from citizen representatives who were enthusiastic to be involved in improving the city. Tourism infrastructure improvement appeared to be a priority for community representatives who noted the increased number of tourists visiting Bamyan city. The Chief of Bamyan local TV, Mr. Joma Khan Mahdawi was quoted as saying “the big number of the city visitors creates traffic jams and causes traffic accidents. The construction of the sidewalk will improve citizens’ support for the municipality.”

Responding to this request, the Mayor explained that the municipality had approached some donors to construct the sidewalk and that he hopes that the proposed project will benefit everyone and reduce traffic congestion in the city.

Municipal garbage collection was also prioritized by citizens who regarded this as a key municipal responsibility. The Aga Khan Development Network representative Mr. Abdullah Mahmudi commented on this issue and said “The solid waste management is one of the big municipal problems in the city. The municipality has to find a way to collect the garbage and keep the city clean.” Community representatives also advised that the provision of electricity power supply should be a municipal responsibility.

In addition, the municipality was requested to plan for the construction of drainage ditches across Bamyan city. Community Representatives also advised that there should be more public awareness raising and effective use of media to improve city cleanliness and to promote greater

citizen responsibility - such as to dispose of waste properly. Finally, it was agreed that the citizen forum will be held on a monthly basis to institute regular communications between citizens and their municipal authorities.

Stakeholder Relations

On 28th November 2010, the RAMP-UP East Central Area Support Director and Municipal Team Leader met together with the USAID FPO to discuss the following items:

- 1- The USAID Activity Manager requested RAMP-UP East to share municipal progress reports to ensure good coordination in support of Bamyan municipal projects.
- 2- RAMP-UP East will coordinate project activities with Aga Khan Development Network
- 3- The Activity Manager suggested RAMP-UP East should provide a lighting system for the planned sidewalk improvement project.
- 4- Both parties discussed outlying district municipalities that should be incorporated in future RAMP-UP East support activities.

MAIDAN SHAR MUNICIPALITY

Province: Wardak

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

The work at Maidan Shar Bazaar continued in November with the construction of a 1,100 meter drainage ditch. At this stage, 40% of the construction work has been completed with the use of 25 laborers who were provided with cash for work opportunities. The construction of the drainage ditch will address the problem of excessive ground surface water caused by rain-water run-off or snow melt – which leads to flooding in the market area. This problem results in unhygienic ground conditions and discourages local citizens from shopping in the Bazaar. In the past, the



A view of Maidan Shar city in Wardak Province

market area flooding impacted negatively on shopkeepers' revenues and lead to citizen dissatisfaction with municipal performance as the maintenance of public shopping and business areas in the town is a municipal responsibility. According to the municipal engineering team - the project is necessary to eliminate health hazards and avoid flood damage to the market shop building foundations.

The project will assist in providing a clean and improved environment for local communities and shopkeepers. This will enable local economic development by encouraging new businesses to open for trade in the Bazaar.

During August 2010, municipal officials, with support of RAMP UP East, facilitated participatory planning meetings between shopkeepers, community representatives and the municipality to select the site for the drainage ditch. There was significant public support for the proposed drainage ditch. The three month Bazaar ditch construction project was launched in October 2010 with the participation of Maidan Shar Acting Mayor, shopkeepers and community representatives. The Acting Mayor Noor Ahmad Sakhi Zada stated “the project justifies the municipal cleaning tax collection.”

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

In November 2010, the municipal engineering team received on the job training and mentoring by the RAMP-UP East Public works embedded advisor. The team learned how to prepare a municipal assets maintenance plan and how to systemize the municipal property rental records. The team also prepared a presentation for the citizen forum that demonstrated the state of municipal services.

The development of the Maidan Shar municipal economic profile was initiated as well as on-the-

job training provided to assist with preparation of a list of the current municipal revenue resources and tax collection forms. The revenue generation department action plan was also developed and will be put into action in December 2010.

CORE SKILLS TRAINING AND IMPACT

The Head of the Municipal Administration Department was supported to develop the municipal organizational chart and TORs for two female staff recruited to work for the municipal administration and archive department. Municipal officers also received training on basic computer skills and MS Office program.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

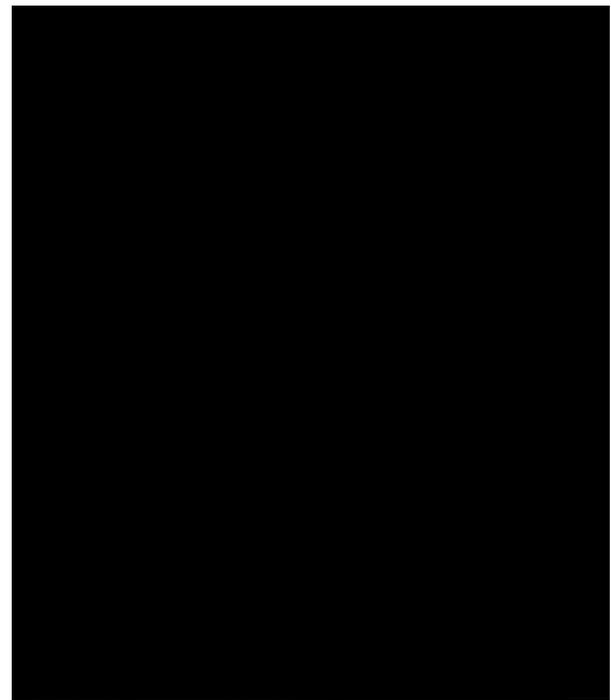
CITIZEN ENGAGEMENT AND PARTICIPATION

Maidan Shar Citizens Voice Concern over Municipal Budget Issues

The municipality-led Maidan Shar Citizen Forum held on November 10th 2010 was noteworthy for the degree to which citizens were critical of the municipality's lack of budget management. Thirty citizen representatives of Maidan Shar were vocal in their criticism of the municipal head of finance, Mr. Hadarzada.

The discussions held at the Citizen Forum began with the municipality representatives explaining the significance of public meetings aimed at identifying citizens' needs for the municipality to address and to improve government and citizen coordination and communication. Mr. Harizada was explained "these meetings assist the municipality to develop and prioritize future projects and to prepare the strategic municipal action plans" and it was during this discussion that Maidan Shar municipality was accused of not being skilled at budget management. One of the citizen representatives, Haji Janan, asked the

municipality to improve municipal transparency and accountability by sharing information about the municipality's income and budget with citizens.



Nov 10th, Maidan Shar business reps discussed the municipal budget at the monthly citizen forum

Haji Janan is quoted as saying "I have learned that the municipality has a good income from the tax payers of Maidan Shar but citizens do not know how the money is spent. We should be involved in municipal budgeting." He went on to also ask "why municipalities did not have any improvement plans over the last few years? Our city has to immediately get a development plan. I advise the plan should focus on supporting the municipal capacity building and also construct a fruit market to improve citizen incomes."

Women’s representatives at this meeting also took the opportunity to propose municipal service improvements. The representative of the Department of Women’s Affairs commented “the municipality has to pay attention to collecting garbage from the residential areas, and not just from the bazaar area.”

In addition, the Shopkeepers Union’s representative who was present, requested the municipality to allocate a specific site for building a bus station that will link the bazaar with the more populated settlements.

The participants agreed to follow up this discussion at the next municipal citizen forum but stressed the importance of having the Mayor’s participation at the Citizens Forum. According to some citizens, the Mayor’s absence had led to there being some ambiguity

about the agenda for discussion.



Nov 10th, The Department of Women’s Affairs participated in Madan Shar citizen forum

This story from Maidan Shar illustrates the vision behind the municipal citizen forums that are designed to institutionalize democratic participatory municipal governance practices where municipalities discuss public concerns with citizens leading to strengthened public accountability and increased municipal responsiveness towards meeting the needs of citizens. The forum enabled Maidan Shar citizens to discuss budgetary issues as a public concern and this is a topic that the citizens of Maidan Shar never had the chance to raise in the past.

STAKEHOLDER RELATIONS

On 24th November 2010, the USAID Activity Manager in Wardak held a meeting with RAMP UP East in Maidan Shar. The meeting focused on the ongoing work of the 1,100 m drainage ditch construction at the new Bazaar.



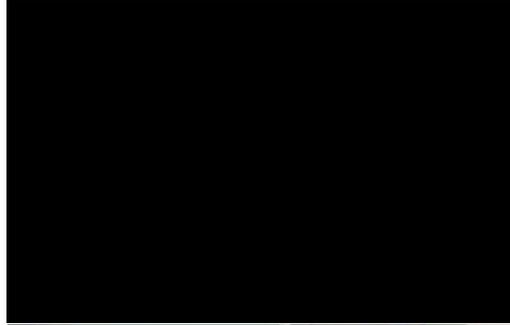
Nov 24th, meeting held in Maidan Shar between USAID Activity Manager and RAMP-UP East.

PULI ALAM MUNICIPALITY

Province: Logar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

On October 25th 2010, citizens and the Mayor of Pul-e-Alam met and jointly prioritized the construction of the automobile parking lot project and mobile trash bins installation. The Pul-e-Alam municipal engineer has completed the survey of the car parking lot. The municipal engineer received on-the-job training from the embedded RU East Public Works advisor to enable preparation of construction project designs.



Oct 25th, citizens and the Mayor prioritized the construction of the automobile parking lot project.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

The Chief of Finance Department at Pul-e-Alam municipality in Logar received on the job training during November 2010. The training provided by RAMP-UP East consisted of basic skills such as financial filing systems, accounting, book keeping and budgeting. The training began with theoretical explanations about filing and accountancy; this was followed by practical training that applied learning by doing approaches. The Municipal Chief of Finance at Pul-e-Alam is quoted as saying “we had financial files before, but the municipal members didn’t have the capacity to utilize them in a proper way”. In addition, the municipal engineer had the opportunity to design project maps under the supervision of the Public Works Advisor. The Engineer also learned about construction project management and was involved in MIP project design. This provided him with a unique opportunity to strengthen the engineering skills he learned previously.



November - The Municipal Chief of the Finance Department received on the job training

The municipal revenue generation team members were given guidance on incorporating economic data for the municipality to prepare the municipal economic profile. The team learned key economic assessment skills such as how to identify revenue generation resources, municipal asset registration and how to undertake tax collection assessments in order to increase the overall municipal income.

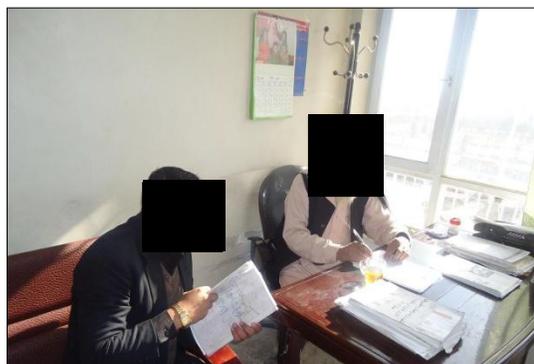
CORE SKILLS TRAINING AND IMPACT

The Administrative Manager of Pul-e-Alam municipality was trained by RAMP-UP East on municipal administration skills like record keeping and creating filing systems for each municipal department. The municipality of Pul-e-Alam requested RAMP-UP East to support the municipal office with computers and printers to implement the new filing system. “The provided training will help the municipality to classify the municipal documents in easier way and save

time” according to the municipal Administrative Manager.

The team learned also about basic management skills and how to develop an organizational structure, draft a TOR and understand the chain of command within municipal authorities.

Learning basic computer skills was also another activity that benefited municipal officers who are not familiar with the use of computers. The administrative staff members have been trained to use MS Windows XP and MS Office. The learning by doing computer skills training will enable the municipality of Pul-e-Alam to transition from manual to computerized systems.



November - the Municipal Administrative Manager of Pul-e-Alam received on the job training from the RU East Public Works Embedded Advisor

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

LACK OF WATER RESOURCES AND WOMEN’S SECURITY ARE ISSUES OF CONCERN IN PUL-E-ALAM

The first ever citizen forum held in Pul-e-Alam municipality of Logar demonstrated the public interest in voicing concerns that impact on their daily lives. The municipality which is based in a hotel and which lacks proper municipal offices managed to organize the first citizen forum on November 9th 2010. Thirty five participants, including one woman and fifteen businesses received a detailed presentation about the municipal improvement plan and the planned service delivery projects.



Nov 9th, At the Pul-e-Alam citizen forum citizens voiced concerns over the lack of water resources

Haji Muhammad Dawood Melma of the Provincial Development Committee commented on the municipal planned projects and said: “the service projects have to create an impact that is seen by everybody. The municipal income should be collected in a transparent mechanism to use this money for improving public services.”

██████████ from Kanjak town raised the issue of women’s security linked to the lack of water resources in the town. Though the citizen forum focused on municipal issues in Pul-e-Alam, citizens also used the forum to raise provincial issues. ██████████ said “our women in the village of Kanjak face daily danger because of criminals because they have to collect drinking water from outside the town. Our town is big and we don’t have a drinking water well. We ask the municipality to include the construction of the water well in the new services projects package.” The meeting finished with a joint agreement to hold monthly citizen forum

meetings to discuss citizen public issues of concern.

INTERGOVERNMENTAL RELATIONS

The municipality of Pul-e-Alam participated actively in the Provincial Development Council Meeting held on November 10th 2010. Participants included GIRoA, NGOs and USAID. The discussion focused on provincial development affairs including municipal services.

The Mayor of Pul-e-Alam discussed the planned car parking lot to be implemented by the municipality with support from RAMP-UP East. The Deputy Governor stressed that the project construction should begin quickly before the winter season begins. The participants agreed that the municipality will share the progress report with the PDC every month.



Nov 10th, Pul-e-Alam Mayor made a public address during the Provincial Development Committee meeting

CHARIKAR AREA OVERVIEW: CHARIKAR, BAZARAK, MAHMUD RAQI

CHARIKAR MUNICIPALITY

Province: Parwan

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

The Solid Waste Management project underway in Charikar municipality provides for daily garbage collection and waste disposal services. Charikar's municipal workers receive training on operations, management and maintenance of the municipal infrastructure such as drainage ditches. The training is provided with the support of RAMP-UP East embedded technical advisors.



During this period, municipal drainage ditches were cleaned on a daily basis. 32 laborers benefited from this cash for work opportunity provided by the municipality with support from RAMP-UP East. The positive public sentiments generated by the waste collection project were illustrated by Khalid, who is a citizen of the District 2 when he commented on the municipal waste collection project – he said; “This project helped to reduce pollution in the city. Now we can breathe in fresh air”.



Nov 10th Charikar garbage collection activity

Nov 22nd, Charikar, canal cleaning activity

On November 22nd 2010, the municipal team along with community representatives cleaned one of the canals in Charikar. 500 cubic meters of accumulated solid waste was removed from the canal that day – the canal had not been maintained for a significant period previously.

This led to the Mayor addressing local citizens at a community gathering where he advised that the municipality would organize city cleaning days on a regular basis.



Nov 22nd, Charikar, the Mayor visited the canal cleaning site

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

Activities undertaken in November also involved institutional strengthening of Charikar Municipality. The municipality was assisted in making progress towards computerized administration. The municipal Administrative Department began to computerize the basic

administrative forms and documentation such as for property registration, procurement and tax collection forms. The computerization of these processes will enable municipal staff members to track payments, update projects status, to improve transparency and accountability and to contribute towards improving overall administrative performance and efficiency.

Charikar's municipal officers received on-the-job training by RAMP-UP East to acquire practical computer skills that included the use of AutoCAD software applications for engineering project design, the use of Excel for office administration and Microsoft Office word to prepare governmental memorandums and other documentation.

In addition, municipal officers learned about the municipal organizational structure, the Terms of Reference and functional roles of each municipal department and organizational hierarchies and delegations of authority within the municipal institutional structure.

CORE SKILLS TRAINING AND IMPACT

The Charikar Municipal Finance Officer was provided with training to enable him to computerize business transactions using the Excel application. The Finance Officer acquired new Excel skills and knowledge and was able to utilize these to create a cash box journal in order to track financial inflows and outflows. The Finance Officer commented on the use of his new skills provided by the RAMP-UP East training: "we used to record the financial dealings manually. The manual filing system had a lot of problems with regards to data entry and documentation. Those problems are solved with the use of excel sheets. I can track and monitor the municipal financial issues."



Nov 11th, Charikar, the municipal finance officer was trained to use computer software

In addition, the municipal Engineer was trained by the Public Works Embedded Advisor to develop construction project site designs. The Municipal Engineer was trained and learned how to design project site plans and designs that meet professional design standards for engineering and construction projects.

This November period also involved the Mayor of Charikar discussing tax collection issues and related municipal capacity development needs with the RAMP-UP East team. From these discussions, it was proposed that from December 2010, the municipal Revenue Generation Department will receive on-the-job training to establish a proper computerized system for tax revenue collection.

A computerized data base of tax revenue sources and tax payer names will be recorded through appropriate data entry records within the computerized system in order to track payments, to maximize transparency and accountability of taxpaying citizens and to enable increased tax revenue collection by the municipality. These measures will enable the municipality to respond to citizen requests by providing responsive municipal services that will be implemented using municipal tax revenue resources to fund municipal services provision to Charikar's citizens and for these public services to be sustained.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

On November 20th 2010, the Mayor of Charikar convened the monthly municipal citizen forum that included the participation of 11 community representatives. The participants discussed municipal issues with the Mayor and discussions about the sustainability of projects supported by RAMP-UP East. The Mayor explained that these projects will contribute towards supporting the local economy. He also updated citizens about his recent meeting with the US PRT and USAID where the municipal economic development plan was discussed. The Mayor explained that the citizen forum will be held on a monthly basis and will have a



Nov 20th, Charikar, 11 citizens participated in the citizen forum

specific agenda related to municipal issues such as tax collection and the state of municipal public service provision to citizens.

STAKEHOLDER RELATIONS

The Mayor of Charikar met with USAID and PRT representatives in November 2010. The guests were briefed by the Mayor about the progress of municipal projects and their challenges. The RAMP-UP East team provided details of projects that were already underway and gave an update about the capacity building support being provided by RAMP-UP East.



The RU East Area Support Director explained the emphasis given by the program to plan for improvements in municipal tax revenue collection which will ultimately lead to sustainable municipal projects such as solid waste management that will benefit a broad section of Charikar municipality's citizens.

SPECIAL FEATURE

IN CHARIKAR: OPTIMISM FOR MUNICIPAL REFORMS AND IMPROVED SOLID WASTE MANAGEMENT MECHANISMS

“President Hamid Karzai has legitimacy and authority because the Afghan people have voted for him as president. The Mayors will gain the same legitimacy if they are elected. I don’t mind giving up my position to younger person elected by the public.” This was said by Haji Seddiqi Sediq Mayor of Charikar in Parwan province.

The anticipated municipal reforms which include municipal elections are welcomed by Charikar municipality. Municipal workers request the Independent Directorate of Local Governance (IDLG) to facilitate further municipal sector assistance for municipalities with regards to the organizational structure and municipal service delivery and budgeting.



Haji Seddiqi, Mayor of Charikar

The Mayor of Charikar, Haji Seddiqi acknowledged the administrative support provided by IDLG. However he explained that municipalities are independent and must earn revenue incomes for service delivery from municipal tax collection. He added “there are urgent service delivery projects that municipalities couldn’t afford paying for or even implementing.” He also explained that the citizen forums added value by convincing citizens to pay the Safai Tax. These tax payments by the public will be encouraged after the municipality shares its municipal service progress updates and plans with citizens and is quoted as saying “the citizen forums illustrate that the government should be by the people and for the people.”

In 2004, the United States Agency for International Development (USAID) began its Afghanistan Municipal Support Program. The program helped the municipality to renovate the municipal building, and with construction of the Butcher’s Bazaar and installation of public toilets and a coffee shop that generates income for the municipality.



Charikar temporary garbage collection site

In the summer of 2010, USAID launched the Regional Afghan Municipalities Program for Urban Populations (RAMP UP). The program has three main components: Income generation improvement, capacity building and quick impact service delivery projects.

Mayor Seddiqi commented on this new program “we are working with our partners to improve the municipal income generation. The municipality started from scratch in 2004. Currently, 50% of the Solid Waste Management project fee is paid by the municipality. We plan to fully support this project by increasing the municipal tax income so that the municipality can collect the garbage on daily basis.”

The solid waste management program mentioned by Charikar Mayor involves collecting trash from houses and businesses. Later on, the trash is gathered at a temporary garbage collection location where it is loaded in trucks and transported to the municipal site for waste disposal -however at the municipal site there is no proper constructed landfill for waste disposal. The temporary garbage collection point location presents problems because it is near the municipal public garden and diminishes the quality and

enjoyment of this public environment. A 13 year old boy ██████████ said when interviewed “I learned from the TV that garbage contamination leads to health hazards and wish that the municipality removes the garbage collection site from this garden.”

The environmental problems don't only exist at the temporary garbage collection site. The environmental hazard also extends to the Municipal waste dump site which has no proper land fill construction. There is an urgent need for a proper land fill to manage Charikar's solid waste.

At present, the garbage collected by the municipality is dumped and burned out of the city without any waste recycling process. ██████████, a 10 year old child picks through the garbage everyday to collect items that can be used or sold. He said “I come here to search for things that I can sell in the bazaar.”

The municipality plans to sign a contract with a private sector company to recycle the garbage and pay the municipality part of the revenue generated by the recycled items sold at the market.

In the spring of 2011, with the assistance of RAMP UP East, Charikar municipal workers will access the new temporary landfill and can look forward to learning how to improve environmental standards. This will enable the municipality of Charikar to manage waste collection and to collect revenues for this from its citizens.



██████████ picks through the garbage every morning



██████████ sells usable garbage items in the Bazar



Charikar municipality intends to excavate a new land fill site.

BAZARAK MUNICIPALITY

Province: Panjsher

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Bazarak Municipality continued to receive technical assistance from RAMP UP in project management for provision of the city's solid waste management services. The support provided includes the supply of fuel for municipal owned vehicles that were designated for collecting solid waste and to support various existing greenery initiatives to improve the city's urban environment. The project employs 10 laborers.



Nov 24th, Bazarak, laborers cleaning Rokha market

During an interview with RAMP UP East representatives, Mohammad Akbar - a citizen of Bazarak city – explained his views about Bazarak citizens' civic responsibilities for maintenance of the municipality's tidiness. He said: "a clean city is a sign of the people's unity with their city."

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

In November, municipal officers worked with their RAMP-UP advisors to develop action plans in the areas of financial management, public works and economic development and revenue generation. The municipal Engineer of Bazarak municipality received on the job training in the use of AutoCad engineering software. The Revenue Generation Officer prepared an action plan with the Economic Development embedded advisor with the first task being to establish a system to document current municipal revenues.

CORE SKILLS TRAINING AND IMPACT

The municipal Administrative Officer learned about office administration and data filing for storing and quick retrieval of documentation. The officer was also given basic training on how to label documents, to create an inventory and how to collate and file office documentation on a regular basis.



Nov 18th, the municipal Administration Department learned about municipal organizational development

STAKEHOLDER RELATIONS

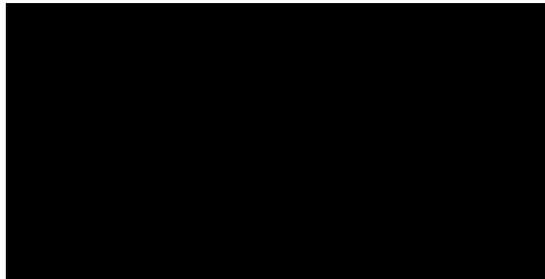
On November 22nd 2010, the Bazarak Mayor convened a donor & stakeholder meeting with the

PRT. This meeting included discussions about the proposed drainage ditch project and other municipal planned projects supported by the PRT and the recruitment of 200 laborers in various municipal projects.

On 29th November 2010, the Mayor of Bazarak arranged a meeting with citizen representatives and the PRT. The Mayor updated his guests about the status of the municipal projects including the planned Bazarak market ditch construction. The Mayor held a media discussion on Khorasan radio on municipal sanitation and improved solid waste management services.



Nov 22nd Bazarak municipal meeting with the PRT



Nov 29th, Bazarak, the Mayor meets with citizen representatives

MAHMUD RAQI MUNICIPALITY

Province: Kapisa

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL SKILLS TRAINING AND IMPACT

During November, the Finance Officer of Mahmud Raqi municipality received on-the-job-training, provided by RAMP-UP East, in administrative and financial filing systems and basic accounting. The municipal engineer received training in project management, including design, planning and budgeting for municipal infrastructure projects. The Public Works Manager received on-the-job training in solid waste management programming.



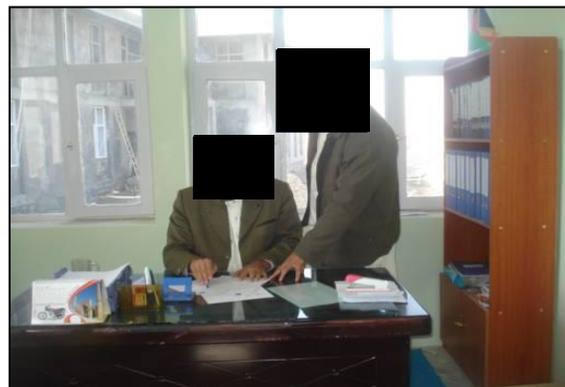
Nov 10th, Mahmud Raqi, Municipal Engineer receives on the job training

CORE SKILLS TRAINING AND IMPACT

In November, Municipal Administrative Department members learned about the municipal organizational structure and how to develop municipal job descriptions.



Nov 17th, Mahmud Raqi, the Finance Manager received on the job training



Nov 13th, Mahmud Raqi, the Municipal Administration Officer learning how to improve administrative filing

JALALABAD AREA OVERVIEW: JALALABAD, MEHTERLAM, ASADABAD

JALALABAD MUNICIPALITY

Province: Nangarhar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

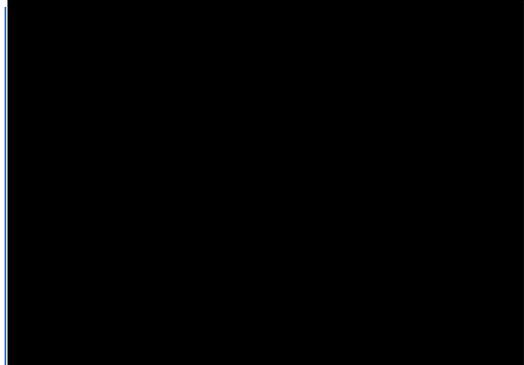
Jalalabad Municipal Sidewalk Project bolsters municipal services visibility and public support

On November 24th 2010, officials of Jalalabad municipality organized a municipal sidewalk rehabilitation project closing ceremony. The public event was chaired by the Head of the Technical Department of Jalalabad municipality Engineer Abdul Basir with the participation of community representatives and the USAID DFPO. The event had extensive media coverage which helped to bolster increased public participation in the closing ceremony

and also increased the municipality's public service visibility.

This 1,370 m sidewalk project was implemented in response to citizen demands for safer pedestrian walkways throughout the city and calls for reducing the number of road accidents. The project began on August 15 2010, and finished on November 3rd, 2010. The implementation process was owned and led by Jalalabad municipality and assisted in building the capacity of municipal officials in the area of public works, project management and municipal revenue generation.

Engineer Abdul Nasir Head of the Municipal Technical Department gave a public speech and commented on the project's public benefits. He explained "before rehabilitation, the sidewalk was very muddy most of the time; citizens were not able to use the sidewalk during the rainy season, now they can easily do that. The project completion has helped the municipality in moving forward and in gaining public support; the municipal members have been involved in every step of the project implementation. I feel the municipality has moved years ahead in its performance and capacity. Thank for USAID support of this



Nov 24th, J'bad, Head of the Technical Department leading ribbon cutting on sidewalk project



July 3rd, J'bad, the sidewalk before the project construction started



Nov, the sidewalk after the project construction completion

municipal project”.

TV and radio stations have conducted interviews with municipal officials and citizens who recognized the project’s contribution to the city. Journalist Abdul Moaid of Pajhwok news agency said “This is the first time that media has been invited to attend a municipal public event in Jalalabad. We at media agencies look forward to more positive relationships with the municipality and to be involved in capturing useful stories about the municipal achievements and municipal affairs.”

Among the municipal sidewalk project beneficiaries are the students of Nangarhar Boys School who use this sidewalk everyday and who were at risk of road traffic accidents. ██████████ is a 12th grade student that was interviewed by Ariana TV and was asked to comment on the project completion. He said “the sidewalk made the city look more beautiful and reduced the amount of dust in the city. Now we can walk safely and enjoy fresh air instead of the dusty air we used to breathe. Our clothes used to get muddy because of the sidewalk but now we can go to school and return home clean and feel well. I thank the municipality for constructing the sidewalk. I enjoyed the ribbon cutting ceremony. The event demonstrated a new development in my city.”

██████████, citizen in Nahia 1 locality, told Ariana TV “pedestrians used to walk on the main road and put their lives danger because of the traffic accidents. Now they will start using this beautiful sidewalk that will protect them from the traffic and there will be fewer traffic accidents. I request the municipality to provide regular maintenance of the sidewalk so that it stays clean and beautiful.”



Oct 20th, the Municipal Engineer supervised the sidewalk project construction



Nov 24th, the J'bad sidewalk closing ceremony received extensive media coverage.

MUNICIPAL CAPACITY BUILDING - FUNCTIONAL SKILLS TRAINING AND IMPACT

During November, the municipal engineering department received public works training in the areas of project design, project planning and supervision, GPS tracking and coordinates measurement. The municipal engineers were also trained by RAMP-UP East to design parking lots. The training applied an on-the-job-training methodology.

The municipal property registration team received support from RAMP-UP East to develop a revised list of municipal property. The list will enable the municipality to apply controls on the tax collection and identify new revenue generation opportunities.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

JALABAD PUBLISHES MUNICIPAL MAGAZINE

The Jalalabad municipality produces a monthly municipal magazine that is distributed widely across the city and some districts of Nangarar province. According to citizens interviewed by RAMP-UP East, the magazine highlights positive changes at the municipal level and families share copies of it with their friends and relatives.

██████████ is a shopkeeper at Mandawee bazaar. He commented on the magazine “I took the municipal magazine with me to my district Kama and showed it to my relatives. They were happy about the positive changes at the municipality.”

INTERGOVERNMENTAL RELATIONS

On November 28th 2010, the Mayor of Jalalabad met with the IDLG representative and discussed the MIP development process and municipal capacity building activities supported by RAMP-UP East. The Mayor requested IDLG to support the municipality through donors with improved computer systems and to conduct inter-governmental reporting training for municipal officers with support from RAMP-UP East.



Nov 28th, the Mayor met with IDLG and RAMP-UP East Team representative.

STAKEHOLDER RELATIONS

On November 3rd 2010, RAMP-UP East team gave a presentation to the Jalalabad PRT where the municipal support activities were discussed with the USAID Activity Manager and other US PRT members. The presentation content included the following items

- Program background
- Key municipal activities supported by RAMP-UP East
- The municipal capacity building program at Jalalabad municipality
- Municipal service improvement projects planned for implementation in Jalalabad city
- The municipal revenue generation support and public-private sector partnership support.



Nov 28th, J'bad USAID Activity Manager and US PRT members were briefed about municipal activities supported by RAMP-UP East.

MEHTERLAM MUNICIPALITY

Province: Laghman

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

As part of the Municipal Improvement Plan development process, citizens together with the municipality prioritized the following municipal service projects

1. Construction of 7.5KM drainage ditch
2. Support to municipal solid waste management program
3. Construction of 4.5KM drainage ditch and sidewalk

Municipal public works and engineering staff have completed scopes of work and designs for these projects, with the support of RAMP-UP East.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

On November 21st2010, the Mehterlam municipal officials convened a meeting with 6 Nahia representatives. The Mayor consulted the representatives about the proposed municipal solid waste management activities. Nahia representatives requested the Mayor to work with donors on setting up a sustainable solid waste management project. The 6 representatives highlighted the relationship between municipal performance and tax payment by citizens based on satisfactory municipal performance.



Nov 21st, Mehterlam municipal officials met with 6 Nahia representatives

ASADABAD MUNICIPALITY

Province: Kunar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

On 30th November 2010, the municipality of Asadabad, with support from USAID RAMP-UP East, completed the construction of a 1,300 meter long road drainage ditch construction project. The project was prioritized by Asadabad citizen representatives in municipality-led public participatory planning meetings convened by the municipality in August 2010. This project will connect the Chaghan area of Asadabad to the city's main

drainage ditch system and will be operated and maintained by the municipal department of public works. Project implementation was owned and led by Asadabad municipality and serves to build the capacity of municipal officials in the area of public works, project management and municipal revenue generation. The project benefited 620 laborers who received cash payments during the construction period of 90 days.

██████████, is one of the residents who benefited from the project, told the RAMP-UP East team “residents of Asadabad had big problems before the construction of the drainage ditch. The rain water used to flood our houses, shops and agricultural land. This is because the road didn’t have a proper drainage system to absorb the water. The problem is solved now and we appreciate the municipal efforts. We as citizens promise to cooperate with the municipality.”



Nov 30th, Asadbad drainage ditch project was supervised by the municipal Engineer.

MUNICIPAL CAPACITY BUILDING - FUNCTIONAL SKILLS TRAINING AND IMPACT

SUPPORTING THE MOVE TO COMPUTERIZED MANAGEMENT SYSTEMS

“The municipality had computers in the past but most staff members never knew how to use them properly. Our municipal management system is manual and very basic; we write by hand and use the calculator for accounting. Nowadays, the municipality has started witnessing a change since the staff members began receiving computer training from our advisors.”

Asadabad Mayor commented on the current status of municipal capacity where staff members have had to document finances, tax revenues, administrative issues and internal communications by hand. The lack of a proper computerized system and document control has made it easier for corrupt

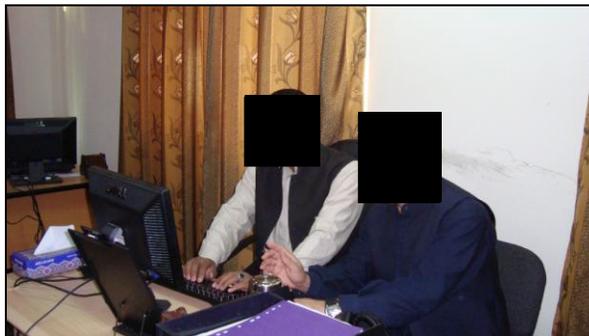


Nov, Asadabad municipal officers received on the job training in the area of revenue generation

practices.

Asadabad municipality Head of Public Service Delivery Department Mr. Sanaullah said “This department procures goods, manages public service projects and is in charge of municipal property. The municipality used to use a manual system to manage the work but we recently received capacity support from the USAID RAMP-UP East that enabled us to learn how to use the computers effectively.”

RAMP-UP East embedded advisors helped municipal officials design a computerized inventory list and create a reporting template for the Public Service Delivery Department. The team members learned to use MS-Word and are in the process of learning MS-EXCEL. Commenting on how the computerization will assist the municipality to improve tax collection, Haji Noorzada of the Municipal Revenue Generation Department said “the computerized forms of tax collection help us in finding out who did pay the tax and who didn’t. This will apply to shops, hotels, bus stations. The new system will improve the municipal income generation.”



Nov, Asadbad municipality will soon computerize most of its activities.

For Haji Mirhamza, Head of the Finance Department, the budget management for development projects and operational costs has become easier since he learned how to complete the payroll and the annual expenditure sheets.

CORE SKILLS TRAINING AND IMPACT

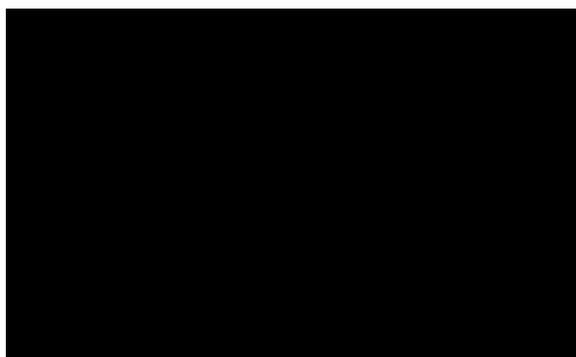
During November 2010, municipal officials requested core skills training programs that included management and information technology. According to RAMP-UP East Area Jalalabad Area Director, the Mayor of Asadabad recommended the municipal officers to start with leadership, human resources, planning and reporting skills training. Abdul Wadood of the Revenue Department said “now I am able to enter the handwritten data into computerized forms.”

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

On November 8th 2010, the Mayor of Asadbad convened a meeting with 20 business representatives. The Mayor listened to complaints about municipal sanitation. He said that businesses should also be responsible for cleaning the market. It was agreed that the municipality will increase the number of trash bins located at the bazaar.

The second item discussed was about tax collection. The Mayor and Revenue Generation Department director stressed the need for timely



Nov 8th, Mayor of Asadbad met with merchants’ representatives

tax payments by businesses to avoid the municipality levying a fine for late tax payments. Businesses demanded that the municipality should drop the fine and promised to pay the municipal taxes on time. Hahi Saed Azeem, Head of the Businesses Association commented “We request the municipality to supply the Bazar with clean drinking water. This is a first priority for merchants. The animal market is not clean. We request the municipality to clean it and spray water on the entrance twice a day to reduce the dust.”

GARDEZ AREA OVERVIEW: GARDEZ, KHOST, SHARANA, GHAZNI

GARDEZ MUNICIPALITY

Province: Paktia

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

In November 2010, Gardez municipality continued to receive RAMP-UP East technical and project management assistance for the city's solid waste management program. The project consists of garbage collection and dumping at the landfill site. The support included the supply of fuel for municipal vehicles and day-laborers engaged in the solid waste collection. During the MIP development session held early November, citizens and the Mayor requested RAMP-UP East to support paying costs to employ 40 extra laborers in order to expand and strengthen the solid waste management system. The proposal was voted on by the majority of citizens and listed in the MIP which will start being implemented in January 2011.



Gardez, the solid waste management collection project continued through November.

[REDACTED], a resident of Gardez city is looking forward to a change in the city environment. He linked municipal tax payment with improved performance of municipal services “Citizens do not have a problem in paying the tax if the municipality improves the public services. This issue is like a cycle, if the municipality will not deliver services, then citizens do not pay the tax so the solution is to get the municipality to improve the city sanitation so we pay tax.”

MUNICIPAL PUBLIC RELATIONS AND OUTREACH CITIZEN ENGAGEMENT AND PARTICIPATION

Following the MIP citizen consultations in early November 2010, Gardez municipality organized its first ever citizen forum on November 23rd 2010. Fifteen community representatives participated in the meeting where the Provincial Development Committee and businesses were also represented. During this meeting, citizens raised a complaint to the Acting Mayor about the lack of communication and coordination between the municipality and citizens. The PDC



members also requested the Acting Mayor to

Nov 23rd, Gardez, PDC members and businesses participated in the municipal citizen forum

they would like to monitor the project implementation as planned in the MIP. One of the participants commented “as community representatives, we are here to communicate citizen and municipal messages. We are here to push the wheels forward. We request the Mayor to share with us all the related municipal issues to contribute to decision making and link the people with the government.”

STAKEHOLDER RELATIONS

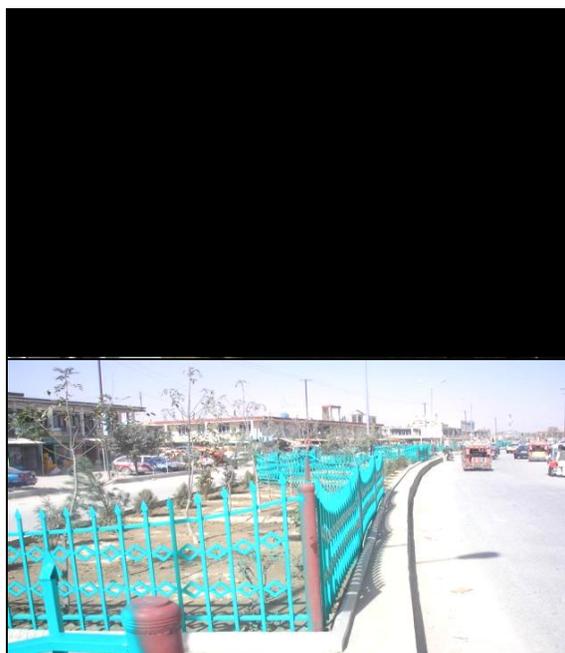
The municipality plans to lead regular coordination meetings between all the donor stakeholders involved in municipal support programs including UNDP ASGP and USAID RAMP-UP East

GHAZNI MUNICIPALITY

Province: Ghazni

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

On November 30th 2010, the Mayor of Ghazni municipality together with the provincial governor led a ceremony celebrating the completion of the construction of the Municipal Kandahar Ada Road Median project. This 225 m long and 5 m wide road median significantly reduces traffic congestion in the center of Ghazni city. The project was prioritized by Ghazni citizens and the business community in municipal-led citizen participatory planning sessions and designed and implemented by Ghazni municipal officials, with the support of RAMP-UP East. This project is one of many municipal infrastructure projects planned for implementation to improve Ghazni's municipal infrastructure and capacity to host the 2013 events celebrating Ghazni as the Capital of the Islamic World.



Nov 30th, Ghazni, the Mayor together with the Governor led the closing ceremony of the Ada Road Median project

MUNICIPAL CAPACITY BUILDING FUNCTIONAL AND CORE SKILLS TRAINING AND IMPACT

During November 2010, the municipality of Ghazni received basic training in core skills that enabled municipal officers to gain a proper understanding of municipal tasks including in finance, revenue generation and economic development. The municipality was helped by RAMP-UP East to prepare salary sheets and expenditure forms. Municipal officers also received basic training in accounting.



Nov, Ghazni, the Municipal officer received basic training in finance skills.

SHARANA MUNICIPALITY

Province: Paktika

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Sharana Citizens benefitted from improved municipal waste management services when on November 26th 2010, the 1,000m of concrete & stone drainage ditch construction project was

completed. The project closing ceremony is planned to be held in December 2010. The drainage ditch construction started on August 20th 2010 and was completed by 58 unskilled labors and 13 skilled labors. ██████████ is a shopkeeper of 11 years in Sharana - He acknowledged the changes made by the municipality with regards to municipal services and drainage ditch construction. Peer

commented “this year is different in the city; people noticed an improvement in the city cleaning. The drainage ditch can also help in making the city clean but it is the responsibility of people living in the city to keep the city clean.” Citizens were consulted about the drainage ditch location and also designed a maintenance plan that will take place upon the project closing ceremony on December 15th 2010.



Sharana drainage ditch construction started on August 20th and was completed on Nov. 26th.

MUNICIPAL CAPACITY BUILDING - FUNCTIONAL SKILLS TRAINING AND IMPACT

In November 2010, municipal officials asked RAMP-UP East to help them understand the master plan of Sharana city and to also learn how to apply Autocad in their work. Municipal officials were supported by RU East to supervise construction projects and undertake site surveys. Currently, the municipal revenue generation team is supported by RAMP-UP East to develop an economic profile and identify potential municipal revenue generation opportunities.



Nov, Sharana, The Deputy Mayor received in-house computer skills training

CORE SKILLS TRAINING AND IMPACT

In November, municipal administrative officers learned basic skills in management, organizational development and municipal authorities. The Deputy Mayor received practical training on internet and computer use.



Nov, Sharana, the municipal Administrative Officers learned basic skills in management

KHOST MUNICIPALITY

Province: Khost

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

As part of the Khost Municipal Improvement Planning process, community representatives and the Mayor agreed on priority service delivery projects including the rehabilitation of the existing drainage ditch system and solid waste management program. “Our city is full of trash. The ditches are not properly leveled and the water stays in the bottom of the ditches which creates a bad smell”, so Saleeb, a citizen of Khost commented on the current status of the drainage



Nov 7th, the women’s park site survey was conducted by the Municipal Engineer.

ditch system. In addition, women in Khost will soon enjoy access to a cafeteria located within the women’s park. Kamila Akbari from the Department of Women’s Affairs commented on the proposed project: “The women’s park should have a canteen with all the necessary facilities for women. The park is the only women’s park in Khost province.” In November,



Nov 7th, the municipal Engineer received project design training provided by RU east

municipal officers, with RAMP-UP East team support,

developed scopes of work and designs for these citizen prioritized projects

MUNICIPAL CAPACITY BUILDING - FUNCTIONAL SKILLS TRAINING AND IMPACT

Currently, Khost municipality Finance Department uses a single entry accounting system. Municipal officers complain that this system is old and unsuitable and have requested RAMP-UP East embedded advisors to train them on the double entry bookkeeping system. In addition, the Municipal Engineering Team received on the job training in Autocad software use.



Nov, Khost, finance management training

The Municipal Revenue Generation Unit, with RAMP-UP support, prepared revenue generation reports to be shared with the Mayor and IDLG on a regular basis. Burhan of the Revenue Generation Department said “RAMP-UP East support and training is going to make the reports clear and transparent.”



Nov, Khost, on the job training

CORE SKILLS TRAINING AND IMPACT

In November 2010, the municipal administrative officials received on the job training in document filing systems and are creating a new filing system that will classify documents by department and date.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

KHOST MUNICIPAL FORUM TO ENHANCE CITIZEN PARTICIPATION IN PUBLIC SERVICE DELIVERY

“The city cannot stay clean without citizens’ collaboration with the municipality. Khost municipality can increase the number of sanitation laborers, but citizens must perform their municipal duties to keep the streets clean” said the Mayor of Khost during the opening of the municipal citizen forum that was held on November 23rd 2010.

Mayor Jahan Gull and thirteen community representatives, including three women discussed the citizens’ responsibilities to municipalities. The participants shared some examples of how citizens of Khost had taken the initiative to fix municipal problems. A member of the Provincial Council, at the meeting, Mr. Inam Rahmani said “The citizens are keen to keep the city clean but they also expect the municipality to develop the infrastructure. I’m aware of 700 m ditch that was financed and constructed by citizens. This is an example of how some citizens try to find solutions to municipal problems.”

Another example of citizen engagement was shared by Jamal Tani, member of the City Council. Jamal pointed out that the municipal buildings at the old market were about to collapse because of lack of maintenance. Jamal had met with shopkeepers and explained to them their responsibilities as businessmen to renovate the building as they were the direct beneficiaries. Jamal told the shopkeepers that they should not rely on the municipality to fix everything for them. He noted that the municipality could construct a drainage ditch or upgrade the bazaar but the shopkeepers should be responsible to keep the shops in good shape.



Nov, Khost, the Revenue Generation Department received training on tax income documentation



Nov 23rd, Khost, women representatives participated in the citizen forum



Nov 23rd, Khost, participants in the citizen forum discussed illegal construction

During the meeting, Mayor Jahan Gull shared his concerns with the community representatives with regards to illegal construction. He said the municipality plans to take legal action against land grabbing and illegal construction of commercial buildings. Mayor Gull asked the forum participants to convey his message to the community since he considers the citizen forum as the communication platform between the municipality and citizens. A member of the Provincial Council, Ms. Hokmina, called upon the municipality to use the radio and TV to increase public awareness and participation in the citizen forum and inform the public about planned municipal meetings.



Nov 23rd, Khost , the Mayor made public speech at the citizen forum in front of media

Ms. Naat Bibi, another member of the Provincial Council asked the Mayor to make sure that the planned land distribution should contribute towards the municipal improvement plan and not disrupt the plan. She demanded that all the new municipal compounds should have public

parking lots, canteens and park.

Mayor Jahan Gull updated the municipal forum participants about his meeting with the Minister of MRRD with regards to service improvements and how MRRD could support Khost municipality.

The forum participants agreed on action points to raise public awareness about streets cleanliness through public radio and TV media. Mayor Gull announced at the end of the meeting that the citizen forum will be organized on a monthly basis in order to improve municipality-citizen relations and communications.

CITIZEN ENGAGEMENT AND PARTICIPATION

On November 23rd 2010, Radio Hello Caravan aired a brief radio discussion between the Mayor of Khost municipality and representatives of the Khost Youth Association and Department of Women's Affairs. The Mayor spoke about the municipal activities of construction of a park and play ground for the youth and coordination between the municipality and the Transport Department to provide young girls and boys with access to transport to go to school. The Mayor has also mentioned the new cash for work opportunities created by the municipality for the young men to help with improving livelihoods.

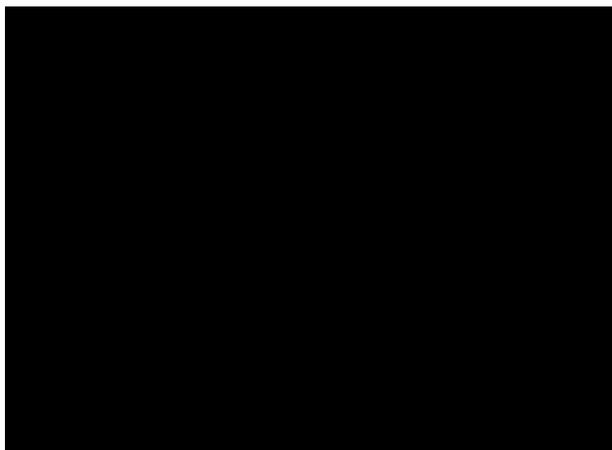


Nov 23rd, the Mayor discussed on the radio municipal issues with women and youth

CENTRAL SUPPORT OFFICE MUNICIPAL CAPACITY BUILDING ACTIVITIES

Municipal Service Delivery Projects – Building capacity in Construction Management

In November, the RAMP – UP East Engineering Support Team assisted RAMP-UP embedded public works advisors and engineers with municipal service project design and implementation. From November 8th to 11th, eighteen RAMP-UP East engineers held extensive planning sessions that resulted in finalizing project designs for 13 municipal projects and cost estimates and construction schedules for twenty nine projects. In addition, the engineering support team trained engineering embedded advisors on



Environmental Impact Assessment, so they in turn can begin training their municipal counterparts.

Nov 8th, Kabul, RAMP-UP East Embedded Advisors received Engineering support training

Municipal Economic Development & Revenue Generation Capacity Building

During October and November, municipal revenue data was collected and analyzed as part of the RAMP UP East internal baseline (functional audit) survey report. Typical municipal revenue sources include land sales (both for housing and for business), business license fees, shop rental incomes, vehicle parking fees, cleaning fees for buildings, and revenues from advertisements.



From November 21st – 23rd, 14 RAMP-UP

Economic Development and Revenue Generation Embedded Advisors participated in workshops to develop action plans detailing specific capacity building interventions with

Nov 21st, Kabul, municipal Economic Development planning session for the Embedded Advisors

performance indicators such as developing Municipal Economic Profiles and Economic Development Plans and methods to enhance municipal revenue generation and increase municipal capacity to enable, support, and sustain economic growth.

Municipal Financial Management Capacity Building

From November 28th to 30th 2010, RAMP-UP East Central Support office in Kabul hosted a 3-day capacity building workshop for 13 RAMP-UP East municipal financial management embedded advisors. The three-day workshop reinforced the capacity of embedded advisors

responsible for transferring public finance management knowledge and skills to their GIROA municipal counterparts. The workshop agenda included refining municipal counterpart action plans that institutionalize methods to improve municipal finance and accounting and performance based budgeting skills.

The result of the training was the preparation of the first draft of an action plan. This represents the capacity building activities that

embedded advisors will engage in with their municipal counterparts over the next 6 months.

The action plan is divided into four major capacity building activities with clear performance targets that are aligned with Municipal Improvement Plans, IDLG and USAID objectives: Improving the Financial Accounting System; Performance Based Budgeting; Accounting Training; and Revenue Management.

Municipal Gender Mainstreaming Activities

During November, the RAMP-UP East Gender Mainstreaming Unit developed a six-month Action Plan for women's engagement in municipal governance. The action plan consists of raising municipal staff members' awareness of Equal Employment Opportunities in addition to creating partnerships with women's groups to participate in the municipal citizen forums. The plan emphasizes improving women's participation in economic development activities by improving their access to Bazaars, warehouses and other municipal services. Civic education campaigns will also take place in order to empower women's role in municipal decision making and their understanding of municipal services delivery.

The RAMP-UP East Gender Mainstreaming Advisor met with the Mayors of: Jalalabad, Charikar and Bamyan in addition to other stakeholders such as GIROA Department for Women's Affairs. The Mayors all agreed on the necessity for increasing women's participation in municipal decision making.



Nov 28th, Kabul, financial management training for RAMP-UP east Embedded Advisors



Nov 22nd, J'bad Mayor met with RAMP-UP East Gender Mainstreaming Advisor