



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: NOVEMBER 2011



USAID Mission Director Ken Yamashita and Bamyán Mayor Khadam Husain Fetrat unveil the marker of the mosaic sidewalk project in Bamyán City during a handover ceremony on November 30, 2011.

15 DECEMBER 2011

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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
FAF	Foreign Assistance Framework
FIRUP	Food Insecurity Response for Urban Populations (USAID)
FOB	Forward Operating Base
FPO	Field Program Officer (USAID officer based at the PRT)
GDA	Global Development Alliance
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IARCSC	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association (RAMP UP East Subcontractor)
IDLG	Independent Directorate of Local Governance
INF	Infrastructure (project)
IP	Implementing Partner
IR	Intermediate Result
ISAF	International Security Assistance Force
LGCD	Local Governance and Community Development Project (USAID/DAI)
LOP	Life of Project

M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MIP	Municipal Improvement Plan
MUDA	Ministry of Urban Development Affairs
NGO	Non-Governmental Organization
NINF	Non-Infrastructure (project)
NSP	National Solidarity Program
O&M	Operations and Maintenance
OSM	On Site Monitor (Field-based USAID representative)
PAR	Public Administration Reform
PDC	Provincial Development Committee
PMP	Performance Management Plan
POP	Period of Performance
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID Program)
RC (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

MONTHLY REPORT: NOVEMBER 2011

EXECUTIVE SUMMARY

On November 29 and 30, the monthly technical working group (TWG) meetings were held among the technical and program officers of the four RAMP UP projects at the GDMA and RAMP UP East offices. The meetings were clustered into the four RAMP UP components namely capacity development, service delivery, economic development and revenue generation and cross cutting concerns. Among the significant topics discussed at the cross-cutting TWG was the organization of citizen representation bodies in the municipalities or municipal councils. RAMP UP East first established the regular TWG meetings with GDMA in May 2011 to discuss issues surrounding the three RAMP UP components. These meetings helped to involve GDMA, by providing guidance, in the design and implementation of RAMP UP East activities in accordance with GIRoA requirements. From the outset the TWGs aimed to harness good technical advisory support from the range of advisors skilled in professional and civic affairs. Even though it is not a decision making forum, the TWGs have been significant in generating recommendations for consideration by the leadership of GDMA, USAID and the RAMP UP projects. The recommendations helped to improve the overall implementation of RAMP UP activities. In August 2011, participation in the TWG meetings was expanded to include the three other RAMP UP projects.

Capacity Building

Across the 13 municipalities under RAMP UP East, various capacity building interventions were undertaken this month to upgrade the knowledge and skills of municipal employees in performing their core responsibilities. Capacity building activities are classified into core skills trainings and technical trainings. In the former category, municipal employees are trained in computing, English language, management, planning and supervising, to the level where they can perform their basic functions with ease. Technical



The revenue and finance officers of Ghazni look at a detailed municipal area map as they train for the property registration survey.

trainings are meant to deepen the municipal staff's command

and understanding of the job in specific disciplines: administration, public finance, economic development, public works and engineering. In this reporting period, trainings in both technical and core skills demonstrated progression of learning as municipal employees increasingly take the lead in the performance of tasks. There is strong inclination among all municipalities towards computerization as this facilitates work and simplifies work processes. The impact of the capacity building activities can be summarized in the comment of Asadabad Mayor Haji Abdul Ghani Abbasi when he said that "before, the revenue of the municipality was AFA 1.4 million, after capacity building activities municipal revenue is now

AFA 30 million. Before, our staff didn't know how to turn on a computer, now they are writing letters, recording revenues, preparing forms and payrolls on the computer."

Municipal Services Delivery

Four infrastructure projects were completed this month and several others are nearing the completion stage. In Jalalabad, two culvert installation projects were finished, bringing ease of access to pedestrian and vehicular traffic in the bustling commercial center of the municipality. In Logar province's capital town of Pul-i-Alam, Parking Lot 1 was completed and will potentially provide net income of USD16,000 per annum to the municipality. In Sharana, 70 concrete trash enclosures were completed and installed at different collection points in the city. Infrastructure projects affect the citizens in two ways. Firstly, they create impact and visibility of government actions and give citizens assurance that their municipal government is functioning. Ghulam Sarwar, a resident of Mahmud-i-Raqi, commented: "Residents are eagerly awaiting the completion of the road project because they are tired of plodding through mud during the wet season". Secondly, infrastructure projects, with the USAID branding, remind people that the Afghanistan government and the United States of America are working together to bring development to the country. Furthermore, construction projects bring employment to residents and serve as training ground for municipal employees on project design and management.



Miss Furkhunda, representative of the youth association, asked the municipal government to find a solution for the lack of order at the Dababa Ali Bazaar during market days, when sellers put up their products everywhere and leave a mountain of trash behind.

The RAMP UP East supported solid waste management program in seven capital towns earns for the municipality appreciation of the citizenry. Municipalities are assiduously implementing the program and advocating citizen support in terms of active participation in cleaning up their immediate environment and prompt payment of the *safayi* (cleaning) tax. The municipalities are preparing to assume responsibility for all operational costs when the projects are turned over by RAMP UP East. The solid waste management program has resulted in positive behaviors among citizens, primary of which are civic awareness and

vigilance. Furkhunda, a youth representative from Mahmud-i-Raqi, called the attention of the municipal government to bring order to the Dababa Ali Bazaar during market days and require vendors to clean up their space at the end of the day.

Economic Development and Revenue Generation

All 13 RAMP UP East municipalities are implementing the business licensing program, which has led to an increase in revenues for the municipalities. The effectiveness of the system relies on the complete recording of all business establishments operating in the area, fair valuation of payable fees, and prompt follow through of businesses owners to pay their fees. Municipalities that started the business registration campaign early this year have completed

the survey, encoded the information into database and distributed bills to businesses owners. The capacity building activities related to public finance and computing feed into the



The municipal business registration manager of Jalalabad collects information from a store owner for the business licensing campaign.

revenue generation component as municipal staff need to be adept at spreadsheet and basic mathematical computer functions to be able to implement the business registration campaign properly.

This month, municipal revenue managers have prepared lists of revenue sources in the municipalities and reviewed policies on registration and licensing. Contracts with private companies that are renewed annually have been reviewed to determine if the fees are still relevant and equitable. The municipality of Ghazni has directed its attention to property registration as another source of revenue and has requested technical assistance from the RAMP UP East team.

Community Engagement

In November four community involvement mechanisms were used across the 13 municipalities. Citizen forums remain the most popular channel with eight sessions conducted this month that were attended by 225 citizens. It is noticeable that participation of women in the forums is increasing. Six municipalities published their community newsletters this month, four conducted radio programs and two organized inauguration events.

Community Engagement Monthly Report						For the Month of November 2011				
No	Municipality	Citizen Forum			Newsletter		Radio Programs / Media Outreach		Opening / Handover Events	
		Number	Attendance		Number	Total Number to Date	Number	Length of Program	Number	Name of Project
			Male	Female						
1	Bamyan (Bamyan)	1	20	2	0	6	1	45	1	RUE-BAM-0002, Mosaic Side Walk
2	Ghazni (Ghazni)	1	18	4	0	0	0	0	0	0
3	Maidan Shar (Wardak)	0	0	0	1	2	1	18mins	1	RUE-MSH-0004, Sport Stadium Renovation
4	Jalalabad (Nangarhar)	0	0	0	0	0	0	0	0	0
5	Assadabad (Kunar)	1	19	0	0	6	0	0	0	0
6	Mehterlam (Laghman)	0	0	0	0	0	0	0	0	0
7	Charikar (Parwan)	1	35	13	1	3	1	25mins	0	0
8	Mahmud-i-Raqi (Kapisa)	1	28	4	1	3	0		0	0
9	Panjshir (Panjsher)	0	0	0	1	1	0	0	0	0
10	Gardez (Paktya)	0	0	0	0	0	0	0	0	0
11	Pul-i-Alam (Logar)	1	32	0	1	8	0	0	0	0
12	Sharana (Paktika)	1	21	0	0	1	0	0	0	0
13	Khost (Khost)	1	24	5	1	2	1	20mins	0	0
TOTALS		8	197	28	6	32	4	108 Mins	2	

Youth activities

In November, 10 out of 13 RAMP UP East municipalities started implementing activities under the youth grants program. The youth program has three components: an internship program which allows male and female students and young professionals to practice their profession in an office environment, a computer training program, and sports development activities that will include volleyball, softball, cricket and taekwondo. Municipalities currently implementing the youth activities are Bamyan, Ghazni, Maidan Shar, Jalalabad, Asadabad, Mehterlam, Gardez, Pul-i-Alam, Sharana, and Khost.

MONTHLY HIGHLIGHTS

On November 29, USAID Mission Director Ken Yamashita turned over the completed mosaic sidewalk project to the municipality of Bamyān. The sidewalk is located on both sides of the road and has a variable width. It extends 1, 473 meters along the main road. The citizens of Bamyān selected the sidewalk as a priority project and it will directly benefit more than 800 shopkeepers and vendors and their families, as well as residents who do their daily shopping in the town's main commercial area.

Bamyān Mayor Husain Fetrat accepted the project on behalf of the municipality. He thanked USAID for supporting the construction of the sidewalk and implementing other infrastructure projects and activities in Bamyān. He enjoined the shopkeepers in the area to help in keeping the sidewalk in good condition and asked the citizens to do their part in keeping their surroundings clean. Mayor Fetrat informed Director Yamashita that the sidewalk construction has invigorated trading and commerce in the area.

The Mission Director also met with Bamyān Governor Habiba Sarabi and they discussed tourism development in this historic and picturesque province. He likewise met with media representatives from 10 different TV, radio and newspaper outfits and answered their questions on the impending drawdown of international coalition forces and how USAID development assistance will affect Bamyān following the 2014 deadline. Also present at the inauguration ceremony were the chairman of the provincial council, heads of line departments in the province, municipal officials, representatives of citizen groups, shopkeepers and citizens.

Sidewalk Project Brings Boon to Business in Bamyān

██████████ is an engineer working with Solidarity Construction Company in Bamyān. On a busy week, he would come to the bazaar to purchase materials more than once a day. "You would either be splattered with mud or choked with dust," ██████████ said, referring to the previous condition of the commercial area of the city. "It is so much better now with the sidewalk laid with brick stones."

██████████ store in the Bamyān bazaar is the main source of income for his family of 14. "My sales have gone up by around 20 percent since this sidewalk was completed. I have noticed that there are more tourists and visitors who come to my store now. Residents will always come here to shop because they have no other choice but tourists can postpone their purchase or go to the next town. They won't come out of their cars or walk through bad streets because it is inconvenient," ██████████ explained. "Now we see more visitors in the bazaar," the pleased shopkeeper added.



██████████ (right), a frequent shopper in the Bamyān Bazaar, buys construction supplies from ██████████ store. Both have expressed appreciation for the USAID/RAMP UP East supported sidewalk project in Bamyān.

MUNICIPAL PROGRESS REPORTS

KABUL AREA: MAIDAN SHAR, BAMYAN, AND GHAZNI

MAIDAN SHAR MUNICIPALITY

PROVINCE: WARDAK

Capacity Building

Four staff from the Finance Department of Maidan Shar participated in a day-long training on budget preparation types methods and an overview of Afghan national budget concepts and relevant policies. The team likewise learned how to develop an operating budget.

The engineering, sanitation and greenery, social services and engineering departments were given on-the-job training on preparing a checklist that will guide them in developing an operation and maintenance plan for public infrastructure and services in the community.

The municipal administrator was given on-the-job training on organizing citizen forums and other meetings and he learned how to write a meeting agenda, prepare invitations, take minutes and write meeting reports.

Enhancement training on computer skills, basic English, report writing and preparation of organizational charts were provided this month for most of the municipal staff.

Service Delivery

Renovation of the Maidan Shar Sport Stadium started in November 1. The project is located in Dawood Khan Mina at the center of the city and was built in 2007 by the Turkish PRT. The facility needs major repairs due to heavy use and lack of maintenance. The sports stadium



On November 1, Wardak Governor Halim Faida placed the cornerstone for the Maidan Shar Sports Stadium rehabilitation work. At the end of the month, visible progress had been made on the stone masonry boundary wall.

will have new amenities such as an upgraded water supply system, dressing room and lockers, jogging track and a boundary wall. Wardak Governor Halim Fadia and Maidan Shar Acting Mayor Mahmood led in the laying of the cornerstone to start the project. The ceremony was attended by the Wardak provincial council chairman, representatives from the USAID field office and the Turkish PRT, elders and other local officials.

The solid waste collection activity continued this month, employing a cleaning crew of 16, two foremen and a landfill excavator. The cleaning team uses two rented dump trucks to collect garbage from designated points in the city. To encourage support of citizens on the environmental cleanliness drive, the municipality has installed 10 big signboards at strategic points in the city. On the other hand, the municipal sanitation and greenery manager sent official letters to shopkeepers and residents asking them to support the municipal cleanliness drive by cleaning their own surroundings and depositing their trash in garbage bins installed around the city.

Economic Development and Revenue Generation



Maidan Shar has completed the registration of all business establishments in the city. In November an additional 260 shops were surveyed and registered. Once the shops pay the assessed fee, they will receive an official license to operate in the municipality.

A municipal revenue staff interviews a store owner in Maidan Shar during the business registration survey.

GHAZNI MUNICIPALITY

PROVINCE: GHAZNI

Capacity Building

Technical Training

On November 21, 22 and 23, the administrative officer, licensing officer, accounting clerk and accounting officers of Districts 1 and 2 attended formal classroom training on municipal revenue forecasting. The training will enable them to prepare revenue forecast chart and comparative revenue analysis. In addition, the municipal accounting clerk received on-the-job training on preparing the municipal revenue forecast chart, financial flow-chart, balance sheet, income statement and payroll sheet for the month of Aqrab (November). He also participated in regular training on using Excel and Word programs.



Ghazni municipal officials attend classroom training on revenue forecasting (left) while the municipal accounting officer and RAMP UP East advisor review and analyze data for revenue chart and comparative analysis (right).

Core Skills Training

The municipal staff received on-the-job training on computerization of office documents, templates and forms, and regular English language and computer skills training. Other core skills training conducted were basic administrative management, planning, municipal procurement management, organizing meetings, preparing agenda and minutes of meetings, and reporting. New computer skills training taught this month involved creating and maintaining a database.

Service Delivery

During November, the municipality started developing an irrigation plan in order to maintain the good condition of greenery in public areas while efficiently using water and controlling pests. The public works officer and municipal engineer have worked on developing a work plan for city cleaning on a regular basis and in a timely fashion. This will help the municipality to plan towards regular city cleaning and maintenance of public areas and to prepare a budget to sustain the services in the future.



The municipal public works director and RAMP UP East advisor collaborated with the UN Food for Work Program in a clean-up activity in the city on November 11.

The city's campaign to get citizens involved in the clean-up drive received a boost from the UN World Food Program when it implemented a food-for-work activity in cleaning city streets, ditches and public area and tree planting on November 11. Citizens who participated in the program received food packages.

To sustain the city's clean up drive, the municipal engineer prepared the forms and templates for *safayi* fees collection.

Economic Development and Revenue Generation

The municipal license officer continued working on the business registration survey and in the current month 1,805 businesses were registered and 1,010 records were completed and entered into the database. The next step is to print out bills and distribute them to the business owners, who will be given a month to settle their account. Once they have paid, their business license will be released. To improve collection efficiency, the municipal revenue and license officers have prepared a work plan for municipal revenue collection, so that businesses whose fees are due will be properly notified.

On November 22, Acting Mayor Said Abdul Baseer held a meeting with the licensing officer, municipal engineer and property officer to finalize plans for the property registration campaign in the city of Ghazni. RAMP UP East presented an overview on how to develop a database for property registration and its direct effect on municipal revenue generation. At the end of the meeting, it was agreed that the municipality will begin the property tax mapping survey next month. The plan was presented to the USAID field program officer who welcomed the idea and encouraged the municipality to start the property registration in December.

Community Engagement

On November 20, the municipality of Ghazni convened its 12th monthly citizen forum, which discussed getting citizens to cooperate in cleaning their surroundings and nearby drainage ditches on a regular basis. More than 24 participants attended the forum, including five representatives of women NGOs, and *wakil guzar*, local business associations, youth, local community elders, shopkeepers, citizens and local government line directorates, and a representative of the Governor's Office.



A female participant in the forum said that "No municipality in the world succeeds without the cooperation and collaboration of its citizens. Therefore, I request everyone to give a hand and avoid creating further problems for the municipality."

The 4th edition of the municipal newsletter *Payam-e-Shahr* (City Post) was published this month. It contained articles on the city's cleanliness drive, municipal accomplishments and services, including complaints and suggestions from citizens.

Gender and Youth Grants Program

This month, the small grants for gender and youth activities kicked off in Ghazni. The gender grant has three components, namely a fellowship program for 56 young men and women, public participation in governance for 1,004 men and women, and women participation in service delivery. The grant for youth skills development focuses on computer training and sports programs for the youth.

BAMYAN MUNICIPALITY

PROVINCE: BAMYAN

Capacity Building

Technical Training

To improve his skills in budget and finance and to be more effective in mentoring the municipal staff, the RAMP UP East public finance embedded adviser attended a training at the RAMP UP East Kabul office on revenue forecasting on November 13.

This month, the municipal engineer was trained on cost estimation in the construction of a one-story building.

Core skills training

Various skills enhancement trainings were provided to the municipal staff of Bamyan to make them more efficient at work. Tutorials, coaching and on-the-job trainings conducted this month included advanced Excel operation for the accounting and finance departments, allowing them to execute complex calculations. The municipal engineer was given a tutorial on email and internet navigation. The municipal administrator was instructed on proposal writing, office management, handling conflicts in the workplace, preparation of a work plan, and explanation of municipal laws. On-the-job trainings for employees included computing skills on Word, Excel and PowerPoint.

Service Delivery

USAID Mission Director Ken Yamashita handed over the sidewalk project to the municipality of Bamyan on November 30 during a turn over ceremony attended by Mayor Husain Fetrat and Bamyan Governor Habiba Sarabi. The sidewalk is 2.5 meters wide on both sides and extends 1,473 meters down the main road. It will directly benefit more than 800 shopkeepers and vendors and their families as well as residents who do their daily shopping in the town's main commercial area. Mayor Fetrat thanked USAID for supporting the construction of the sidewalk, which has improved the appearance of the commercial district. He also thanked



USAID Mission Director Ken Yamashita (second from right), together with (from left) Bamyan Mayor Fetrat, Mr. Aziz Shafaq, head of the Bamyan provincial council and Bamyan Governor Habiba Sarabi cut the ribbon during the handover ceremony. Right photo shows Mission Director Yamashita receiving a plaque of appreciation from the provincial government.

USAID for the other activities that are currently ongoing, including assistance in improving the capacity of the municipality to provide services to its citizens and helping the municipality stimulate local economic development and increase revenue generation. Fetrat enjoined the shopkeepers in the area to help in keeping the sidewalk in good condition and asked the citizens of Bamyan to do their part in keeping their surroundings clean. The Mission Director also visited the Buddha site and held a dialogue with Governor Sarabi. A press conference was organized at the provincial building attended by representatives of 10 local and national media outlets.

The solid waste management project in Bamyan utilized 16 laborers, equipped with an excavator, two dump trucks, wheel barrows and shovels. The cleaning team collects solid waste from government office compounds, the airport area, hospital premises, the university vicinity, city streets and 10 villages.

Two infrastructure projects are ongoing in the municipality of Bamyan. These are the reconstruction and asphaltting of 29 sub-roads and installation of a drainage ditch with a total length of 1,024 feet. The sub-roads feed into the main road of the city and will greatly improve access to the bazaars. The second project is the construction of a public latrine. As of the end of the month, construction is approximately 85 percent complete.



Preparing the base for one of the sub-roads in Bamyan.

As an advocacy strategy, the municipality of Bamyan has presented letters of appreciation to shopkeepers for selling good quality, clean food at low prices to the public during the Eid holidays on November 6-8, hoping that this public acknowledgement will inspire them to continue providing good service to the public.

Economic development and revenue generation

The business registration survey in Bamyan is 95 complete as of the end of the month. The municipality anticipates higher collection rates in the coming months when all business establishments are registered and issued licenses. In previous years, around 40 percent of shops and vendors were not registered and did not have a license to operate. In total, 1,072 shops have been registered and 250 are pending until complete information is gathered. Of the registered businesses, 750 forms have been encoded to the database.



A municipal staff interviews a store owner for the business registration.

The municipality has also created a database for *safayee* taxes for more efficient collection and verification of data. Further, the municipal property manager has started to computerize the book of deeds of shops in Bazaar-e-Gholghola.

Citizen Engagement

The 11th citizen forum in the municipality of Bamyan was conducted on November 27 at the municipal meeting hall with Mayor Khadin Hussain Fetrat presiding over the consultation with 20 male and two female participants. The main topic of discussion was the planned organization of the four districts in Bamyan and electing their respective district chairmen. Also discussed was the enforcement of parking rules in commercial and hotel areas in the city. The provincial police representative said that the police will begin strictly enforcing the rule so that the citizens will realize that the local government is serious about having the ordinances followed.

The regular monthly one-hour radio roundtable program was conducted on November 15 over local private radio station PAIWAND Radio. Mayor Fetrat and Karbalaye Dawood, representative of the Bazarians (store owners association) discussed topics like the need for food safety of products sold to the public, and the seasonal price increase of food commodities and fuel. Responding to a question from a listener, Mayor Fetrat said that the municipality does not control the prices of all commodities, and only seeks cooperation from shop owners to regulate the price of basic staple food. He also responded to issues of corruption in the distribution of residential land to citizens, saying that since fees are to be directly deposited to banks and only the official bank receipt is presented to the municipality, there is no chance for anomalous transactions in the process.

CHARIKAR AREA: CHARIKAR, PANJSHIR, AND MAHMUD-I-RAQI

CHARIKAR MUNICIPALITY

PROVINCE: PARWAN

Municipal Capacity Building

Core Skills Training

The revenue director of Charikar this month learned how to prepare a development plan and quarterly revenue reports. He was also coached on preparing a matrix of license fees for different kinds of vehicles. The staff from the different departments in the municipality participated in regular computer skills enhancement training, including Basic English skills.

Technical Training

To deepen his knowledge on accounting processes, especially those that apply to municipal transactions, the finance/accounting officer received on-the-job training on internal controls and the financial reporting process. The procurement officer studied side by side with his RAMP UP East counterpart on the procurement laws of Afghanistan and focused on transactions that are commonly occurring in the municipality. To prepare the municipality to undertake the publication of the monthly newsletter on their own, the administrative officer took over most of the preparation process for the next issue of the community newsletter that will come out in December.

Municipal Service Delivery

The municipality of Charikar hired laborers on a daily basis to clean the streets and ditches and collect trash once a week from 173 designated points. The cleaning team used five dump trucks to service the populous city of Charikar. For the month of November, laborers recorded 638 man-days of work involving 22 skilled and unskilled workers, two foremen and three drivers.

Sakhizada, a resident of Charikar, commented that he has visited other cities in Afghanistan and was struck by how dirty the streets are in those areas. "Charikar is so much cleaner and I like living here," he added.



Charikar employs a team of 30 cleaners to make sure that trash is collected at the 173 designated disposal points around the city.

Three infrastructure projects are ongoing in the municipality of Charikar. These are (1) Street rough grading in District 1; (2) Construction of a 7,000-meter drainage ditch and 5,000-meter street rough grading in District 2, and; (3) expansion of the landfill site.

In November, seven kilometers of roads in District 1 was scarified, rough-graded and compacted using 32 skilled and 96 unskilled laborers. Although not complete yet, residents are already using the finished part of the road. Haji Rabani, whose house is along the road project, commented how the road has made it much easier for him to go walking. "I do not have to be concerned anymore about tripping because this road is even and the road surface is smooth."



Work on the rough grading project in District 1 of Charikar is being fast before winter sets in.

In District 2, 1,220 meters of road was scarified and 3,000 meters of street ditches were excavated by the end of the month. The drainage ditch construction and street rough grading project provided employment to 481 skilled and 837 unskilled laborers.

A delay has been encountered in the expansion of the solid waste landfill site because the excavator machinery provided by the contractor was of inferior quality. Work resumed on November 28 after the contractor was able to secure an excavator that conformed to the specifications in the contract.

Community Engagement

A citizen forum was conducted on November 27 at the Charikar municipal conference hall with 30 citizens attending. Participants included *wakil guzars* (sub-district representatives), *asnafs* (representatives of different groups of shopkeepers), youth organization, and municipal committees. Three school girls were invited but were not able to attend because of conflicting schedule. The agenda of the forum included the status and issues of projects implemented by RAMP UP East. Charikar Mayor Haji Gulam Sadiq Sadiq reported that people have started noticing how the city streets are much cleaner now after the municipality implemented the clean and green program. He thanked the *wakil guzars* for doing their job well even as he reminded them to keep performing their role of messengers of the municipality and making sure everyone in their neighborhood is aware of the clean and green program.

MAHMUD-I-RAQI MUNICIPALITY

PROVINCE: KAPISA

Municipal Capacity Building

Technical Training

In order to keep the financial transactions of the municipality in check, the finance and accounting manager of Mahmud-I-Raqi was trained on reconciliation of bank records and municipal cash journals. This will help the municipality to prevent overspending and quickly spot errors that may have been made unintentionally. The finance manager of Mahmud-i-Raqi municipality said: "The trainings provided to us are very important and help us become effective in our work. Without these systems, the conduct of our work would be unguided and may not always be right. We need this in order to have a stable organization." On the other hand, the municipal revenue unit was trained on revenue enhancement strategies in order to increase its rate of collection.

This month, the municipal sanitation and greenery manager, engineering manager and social services manager received on-the-job training according to the formal documents approved by IDLG on sanitation procedures. They also received strategic planning and economic development training.

Core Skills Training

Training on preparation of a work plan and management and leadership were the topics of the core skills training provided to the administrative manager and other staff of the municipality. The administration manager practiced his computing skill by computerizing various office documents. After being trained in previous months, the administration manager this time took the lead in the preparation of the municipal newsletter, with the embedded advisor just providing supervision and advice.

Municipal Service Delivery

In November, the municipal sanitation and greenery department continued trash collection from government premises, four local bazaars, public squares, and designated drop off points for households and districts. The municipality has an eight-man cleaning crew and uses two dump trucks to collect garbage daily. Shopkeeper [REDACTED] commented on the program saying: "Sanitation within the city has improved a lot and we thank our mayor and staff for conducting this activity regularly."



The completed base course of the road project in Mahmud-i-Raqi as of November.

There are two ongoing RAMP UP East supported projects in Mahmud-i-Raqi. The first project is the street/parking lot asphaltting and the second is the drainage ditch construction project. The road project is located near the city center and extends for 300 meters from Nejrab main road to the square (roundabout) adjacent to the provincial offices. The parking lot excavation and asphaltting is immediately adjacent to the provincial offices at the square. The existing road was in bad shape prior to construction. During heavy rains or snow, this road was impassable. The project will include the construction of standard drainage ditches on each side of the road and construction/installation of culverts around the square or roundabout intersection. Ghulam Sarwar, a resident of Mahmud-i-Raqi commented that citizens have been watching out for the completion of the project “because we are already tired of walking through deep layers of mud when the weather is wet and inhaling clouds of dust when the weather is dry.”

The two public latrines are situated at Sayaid Bazaar and Markaz Sharah Park in the center of the town. There will be separate stalls and access for men and women. Its size is 10.6 meters wide by 7.7 meters deep and one of the latrines will be equipped for the handicapped. As of November the following work components are complete: painting, installation of doors, windows and tiles, plumbing, electricity, sinks, and water tanks. The only work remaining to be done is the installation of a water pump and connection of the well to the reservoir.



The public latrine in Markaz Sharah Park will soon be available for use to the public.

█, one of the citizens, said: “This project should have been completed earlier, but it is okay with me even if it is delayed because this is the first time that Mahmud-i-Raqi will have a good public toilet.” The municipality will hire locals to maintain and collect fees for using the latrine.

Economic Development and Revenue Generation

During the month, the municipality has rented out 45 metal containers at AFA1,000 per month to shopkeepers at the Deh Baba Ali bazaar. The metal boxes are multi-purpose containers which are durable and can hold different kinds of merchandise.

Community Engagement

The third edition of the monthly newsletter was printed and distributed to residents this month. The fourth edition is being prepared and will be released in December. Through on-the-job training and coaching done in prior months, the municipal administration manager now plays a big role in the preparation of outreach activities.

PANJSHIR MUNICIPALITY

PROVINCE: PANJSHIR

Municipal Capacity Building

Technical Training

In the month of November the municipality of Panjshir was gathering its basic demographic profile in order to update its municipal economic profile. With assistance from RAMP UP East embedded advisors, the team surveyed the roads and determined that Panjshir has 20 kilometers of asphalted roads and 37 kilometers of unpaved roads. It has also surveyed the number of students in the municipality and it was established that there are 2,046 female students and 3,818 male students up to high school in the municipality.

The municipal administration manager was given on-the-job-training on computer programs for an hour per day over a period of one-and-a-half weeks. He was also coached on preparing attendance sheets and payments of laborers working on the town's infrastructure projects. In addition, he helped take photos that will be used in the newsletter.

Municipal Services Delivery

The solid waste management project in Panjshir continued this month with a team of eight laborers, 2 drivers and one supervisor using two dump trucks to collect garbage from streets and designated drop off points for households. The municipal government selected the kind of trash receptacles that they would like to use, and submitted the request to RAMP UP East. Also this month, the mayor selected the 13 billboards that will be placed around the city to inform citizens of the environmental sanitation program.



Laborers work on the construction of the temporary solid waste disposal site located at the Kulalan valley in Anaba district.

Three skilled and 13 unskilled laborers and one foreman were employed by the municipality from November 26 to 30 to work on the construction of the temporary solid waste disposal site. The municipality is waiting for the procurement of the drilling machine so that work will progress faster.



Asphalting of Road No 1 in Panjshir, which is part of the 4-road asphalting project, was completed this month. The last road is already 60 percent complete.

In this reporting period, the drainage ditch, culvert and sidewalk construction project was 90 percent completed and generated employment for four skilled and 13 unskilled workers, a foreman, storekeeper, and a water tanker driver. To speed up the work, the project needs a compactor and roller machine to compact the side walk.

As of November, three roads have been completed and the fourth road is approximately 60 percent complete. These four roads are part of the road asphalting project in Panjshir City that will

improve access to the city center where the city administrative offices and business establishments are located. The roads used to be rough dirt roads with un-engineered culvert crossings that were dilapidated and cannot support long term vehicular traffic. Three of the four roads are single-lane roadways with a five-meter road surface while the fourth road is a two-lane roadway, with each lane having five-meter road surface.

The project will provide all weather vehicle and pedestrian access to provincial government departments such as the Education, Health, Rural Development, Traffic Police, Women's Affairs and the Governor's office, and Western Union, Kabul Bank, AIB and a public bathhouse.

Economic Development and Revenue Generation

During the reporting period a total of 425 shops were registered in Panjshir. No licenses have been issued to date.

JALALABAD AREA: JALALABAD, MEHTERLAM, AND ASADABAD

JALALABAD MUNICIPALITY

PROVINCE: NANGARHAR

Municipal Capacity Building

Core Skills Training

In previous months, the finance staff was introduced to Excel and Word programs and with constant practice they have become more proficient in using these programs. The municipal administration staff and the finance unit likewise kept improving their proficiency in computing through daily practice. This month, the staff practiced creating computerized accounting and other office forms.

During the month the municipal outreach manager started gathering materials for the next issue of the municipal magazine. He was also mentored on organizing forums so that they are time-efficient and can cover the entire agenda.

Technical Training

The finance staff was given training on basic theoretical accounting as well as hands-on training on preparing electronic forms. The accounting lessons covered topics like functions, applications and purpose of accounting, as well as the accounting cycle. The staff started practical training on the preparation of different accounting books like the cash book, bank book and stock book. In the last week of the month, the staff participated in a revenue forecasting training.

The municipal administrator continued training in Excel and other computer applications. Together with the newly hired human resources manager, they prepared computerized personnel and official clearance forms.

The municipal administration this month was guided by the RAMP UP East advisor on the selection process of a new human resources manager.

Municipal Services Delivery

Two projects were ongoing in Jalalabad as of November. These include the construction of an automobile parking lot and the Dosarka Fabrika road improvement project. These projects not only provide key small scale productive infrastructure for the citizens but also generate employment opportunities for the local population living in its catchment area. With the construction of these projects the gap between the citizens and the municipality will reduce and the citizens will participate in the city's development plans.

By the end of November, the municipality had completed half of the automobile parking lot,



Workers pour cement on the sidewalk ditch on the Dosarka Fabrika road.

while providing opportunities equivalent to 346 labor days and USD 3,108 in total daily wages. However, towards the end of the month the project was temporarily suspended, pending the removal of illegal vendors, containers and a power generator from the site. These structures created a safety and health hazard and the municipality has promised to clear the site before the work on the parking lot will restart.

An estimated 25 percent of the work on Dosarka-Fabreka road improvement project was completed as of the end of the month. This project generated 1,608 labor days and USD 12,912 in daily wages.

Ongoing Projects in Jalalabad as of November 2011				
Project	Activities / Performance Indicators	Accomplishment		
		Previous Month	Current Month	Cumulative to date
Auto-mobile parking lot project	Total Labor Days	1,784	346	2,130
	Total Wages, US \$	15,120	3,108	18,228
Dosarka-Fabreka road improvement	Total Labor Days	3,680	1,608	5,288
	Total Wages, US \$	29,238	12,912	42,150

Economic Development and Revenue Generation

In the Months of October and November, the municipality of Jalalabad registered a total of 4,480 businesses. Of these, 568 business registration forms were entered into the database. During the month, the business registration department issued more than 300 new business licenses, earning AFA 89,000 in licensing fees for the municipality. To ensure preservation of files, the municipality has printed hard copies of registration forms and kept them organized in a filing cabinet for easy access.

Community Engagement

Production of the next issue of the municipal magazine started on November 30 and will feature news, updates and stories of human interest. The magazine enjoys a good readership among governmental officials, national and local NGOs, school students and the general public. The municipality would like to distribute the magazine to districts that do not regularly get news so that they can be better informed of the activities in the municipality. Also this month, the municipality started planning for the inauguration ceremony of the two completed culverts installation infrastructure projects.

Gender and youth program

The Jalalabad Deputy Director of Woman Affairs Mrs. Mahtab Malakzai was briefed about the gender grant activities of RAMP UP East in Jalalabad. Mrs. Malakzai was enthusiastic



Deputy Director of Woman Affairs Mrs. Mahtab Malakzai shows the training facility that can be used for the gender and youth activities.

about the grant funded activities and promised support for the program by agreeing to provide the space needed for the activities at the DOWA training hall. She asked if RAMP UP East can provide clean water to the DOWA personnel especially in the summer months.

Coordination

A coordination meeting was held on November 30 with the USAID field program officer and the deputy to discuss the two completed projects – the two big culvert project and the 50-culvert project. The field officers were updated on the business registration program and the issue on the temporary stoppage of work on the parking lot project because the municipality could not find a place to relocate the vendors that are affected by the construction.

ASADABAD MUNICIPALITY

PROVINCE: KUNAR

Municipal Capacity Building

Technical Training

The head of the municipal finance department received basic accounting training while the revenue collection officer received on-the-job training on proper recording of daily transactions in the expense journal. As an exercise he developed a fee matrix for the town's new water and sanitation project. On November 15, the cleaning and greening department staff received a one-day safety training in handling solid waste collection.

Core Skills Training

The municipal general administration officer received on-the-job training on conflict management to help him deal effectively with conflicts in the workplace as well as issues affecting the municipality and its clients. On November 19 the Asadabad municipal engineering, cleaning/greening and transport department staffs received on the job training on AutoCAD, basics computer operation and Basic English program. They are now using the computer in their daily tasks to further hone their skills.

Municipal Services Delivery

The two-kilometer Kerala gravel road, culverts installation and protection wall construction project is reported half-way complete as of the end of November. The project, selected by residents and the municipal government as a priority, began in July 2011 and has a target completion date of January 2012. The project consists of a 660 meter long protection wall along the Pach River and will protect around 4,000 houses from flooding. Haji Said Rahman, a resident of Kerala Village, commented that it usually takes a villager 20 minutes to get to the main road and when the project is finished it will take just five minutes. In addition, their houses will be protected during seasonal flooding.



The Asadabad municipal engineer provides daily supervision on the Kerala road and protection wall project to ensure that it is completed on schedule.

Community Engagement

Asadabad Mayor Eng. Haji Abdul Ghani Abbasi convened the monthly citizen forum on November 22 at the municipal office. The main topic of the forum was the inauguration of the new water project that will provide safe drinking water to residents. The project was funded

by the International Committee of the Red Cross. The municipality is now preparing a collection table so that residents will pay the proper fees and make the project self-sustaining.

Coordination

On November 27, a coordination meeting was held among Mayor Abassi, RAMP UP East COTR Jack Dougherty, USAID deputy field program officer, and RAMP UP East embedded staff. In the meeting, Mayor Abassi informed Mr Dougherty that before the assistance of RAMP UP East the municipality had an annual income of AFA1.4 million and with the help of the project in revenue generation, capacity building and delivery of services to the community,



Mayor Haji Abdul Ghani Abbasi greets Mr. Jack Dougherty, USAID's RAMP UP East COTR, during a coordination meeting held on November 27 at the USAID Field Office in Asadabad.

the annual revenue has increased to AFA30 million. "Before RAMP UP East, our staff did not know how to use the computer or write official letters or record revenues," the mayor said. "I can say that the project had contributed a lot to the development of the municipality and we appreciate the support of USAID," Mayor Abassi added.

MEHTERLAM MUNICIPALITY

PROVINCE: LAGHMAN

Municipal Capacity Building

Technical Training

The municipal finance department recorded all remuneration and expenditure so far incurred for the year 1390 in computerized format, and computerized the staff's monthly payroll. This exercise helped to produce all salary sheets (Forms M40, M41 and M16) including the municipal financial performance report. "Computerized recording of remuneration and expenditure and the general journal will help in presenting accurate transactions of the different units of the municipality," the municipal finance manager explained.



The revenue manager of Mehterlam is being coached by the economic advisor on the business registration system.

The public works officers this month prepared estimation and bill of quantities for the proposed animal market in the municipality. In addition, they prepared a design and estimation and bill of quantities for a three-story building. With previous training given by the embedded advisors the municipal staff are now capable of undertaking more complicated engineering tasks.

Office management training was given to the administration officer who was also trained on drafting reports. He was coached on developing scopes of work for the administration department staff.

Municipal Services Delivery

The ongoing projects of the municipality of Mehterlam include the construction of 7.75 kilometer roadside ditch at Shahr-e-Naw and 4 kilometer sidewalk and roadside ditch in the main city. These projects will not only provide key, small-scale productive infrastructure to its citizens but are also generating employment opportunities for local citizens. Although short-term in nature, these jobs are injecting much-needed cash into the economy and are a welcome respite for many, as indicated during the dedication ceremony of these projects.

Ongoing Projects in Mehterlam as of November 2011				
Project	Activities / Performance Indicators	Accomplishment		
		Previous Month	Current Month	Cumulative to date
7.75-km roadside ditch project	Total Labor Days	7,099	349	7,448
	Total Wages, US \$	42,594	5,541	48,135
4-km sidewalk and roadside ditch project	Total Labor Days	4,159	1,062	5,221
	Total Wages, US \$	32,431	8,670	41,101

Construction work on the 7.75-kilometer drainage ditch in Shahar-e-Naw of Mehtarlam City is 75 percent complete. In November, it generated a total of 349 person-days of employment and salaries equivalent to USD5,541.

The construction of the four-kilometer sidewalk with roadside ditch will cover all the roads of the market area of the Mehtarlam municipality. The city roads have been paved without constructing drainage ditches, thus the streets retain water during the wet season, and in some instances lead to the flooding of homes and damaging of properties. By the end of November, this project was about 45 percent complete. It had generated a total of 5,221 person-days of employment and daily wages equivalent to USD8,670.



The four-kilometer sidewalk project in Mehterlam before and after construction. The sidewalk project will provide convenience to residents and shoppers in this commercial area. It will also help minimize mud and dust during wet season and the summer months.

Economic Development and Revenue Generation

This month, the municipal revenue department registered an additional 120 businesses that are operating in the city. Once the records are reviewed and verified as complete, information will be entered in the computerized business registration database. Each registered shop has been provided with a metal label indicating the owner's name, and the number of the shop, zone, block, and lane.

GARDEZ AREA: GARDEZ, PUL-I-ALAM, KHOST, AND SHARANA

GARDEZ MUNICIPALITY

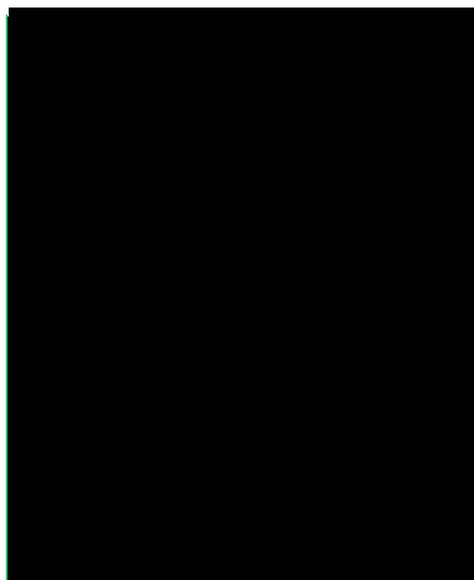
PROVINCE: PAKTIA

Municipal Capacity Building

After the attack on the municipality of Gardez on October 16, the administration decided to require all permanent staff to wear identification cards. There will be a different kind of identification for temporary employees. Registration cards were also prepared this month for municipal vehicles and personal cars of municipal officials. Weapons of municipal guards and the body guards of the mayor were likewise registered.

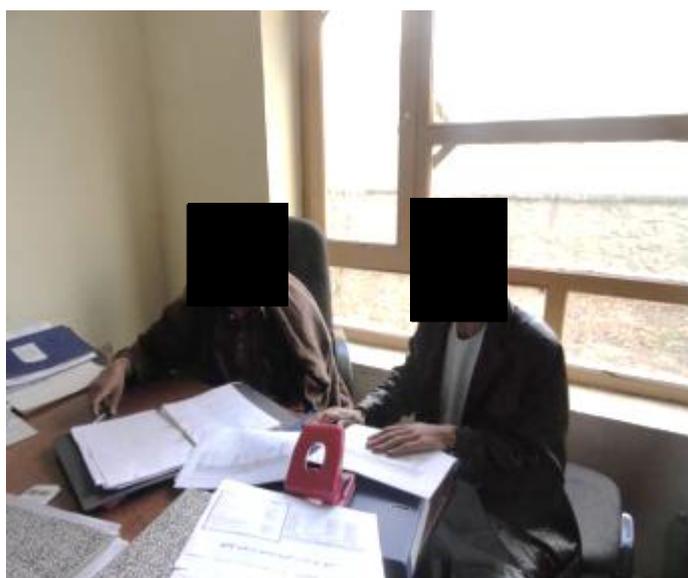
This month, the municipal administration staff was coached on writing project proposals and preparing templates for proposals and requests, which are internal forms that are submitted to the mayor for approval.

Computer training continued to be provided for the municipal staff and the lessons this month were about internet and email. For some employees who have not had any orientation yet, their training centered on learning the computer parts, turning the machine on and off and an introduction to how the computer works.



The municipality has prepared a municipal identification card, like the sample above, as a security measure.

The team in Gardez encountered a temporary setback this month with the resignation of the administrative manager. At the time of his resignation, the administrative officer had already been provided with all the RAMP UP East trainings. The municipality will be recruiting for his replacement soon.



The municipal finance officer is coached on reconciling bank statements with the municipal cash journal.

An on-the-job training was given to the head of the sanitation department on monitoring and supervising the newly hired solid waste project staff, while the services manager was mentored on preparing a monthly vehicle maintenance plan. After several training sessions, the greenery department manager is now able to do on his own greenery sketches and maps using the AutoCAD program.

The public finance advisor introduced the double entry bookkeeping to the finance unit, which resulted in the finance manager's familiarity with the T- Accounts which will be useful in his daily work. The staff was also trained on cash journal entries, and was introduced to the two kinds of cash journals – the receipts or revenue collection journal and the disbursements or expenditures journal. The team practiced recording cash receipts and cash disbursements in the journals. To round up their learning, the staff was trained on doing bank reconciliation with the municipal cash journals.

The municipality's payroll computerization program continued this month including the computerization of M20 forms and other financial and technical documents.

Municipal Services Delivery

The sidewalk construction project in Gardez restarted on November 16 and had completed 810 square meters of ground leveling and installation of mosaic tiles on a 300-square meter area. The welding of 180 square meters of fence was also completed. The sidewalk runs from the Governor's compound to the Gardez-Khost road and has a width of four meters on each side of the road. The new sidewalk will provide pedestrian access from the Gardez-Khost road to the police headquarters, Red Cross building, public hospital, government offices and the Gardez City Bank.



The mosaic sidewalk project in Gardez has an area of 525 square meters on each side of the road and will provide pedestrian access to the Gardez-Khost highway.

In November, the municipal engineer has surveyed and prepared drawings and documents of other infrastructure projects that the municipality is proposing to RAMP UP East.

KHOST MUNICIPALITY

PROVINCE: KHOST

Municipal Capacity Building

Technical Training

During the reporting period the accounting department and the revenue officer of Khost studied a flow chart detailing the process of finance and procurement transactions in the municipality. The flow chart will eliminate mistakes and bring efficiency in their work as well as help them remember the proper documentation required for specific transactions. The municipal budget format for the district of Dwamanda and expenditure forms (M20) were developed and staff was trained on filling out the forms using the proper codes.

Core Skills Training

On the job training for municipal employees this month involved preparation of office forms on the Excel program. They likewise did pronunciation drills of common English words. Administration officers Ghazi Mohammad and Sakhi, who were given inputs on leadership and management this month, said the trainings were useful and they were able to pick up good practices such as consulting the staff and listening to their suggestions.

Municipal Service Delivery Improvement Project

Work on the drainage ditch and culvert rehabilitation project which started on October 24 continued this month. The project employed a total of 22 skilled and unskilled local laborers who worked 238 man-days and earned a total of USD 1,986 in daily wages. This project consists of installing metal grate covers over the drainage ditch opening to prevent people from dumping trash into the ditch



The women's park renovation and canteen construction project which was initiated on October 15 is continuing and has

employed 16 laborers for a total of 283 man-days and USD 3,076 in daily wages. Mr. Wali a native of Khost expressed appreciation of the project saying that finally there will be a place where children can play and women can walk around safely.

The metal matting covering the ditch prevents shopkeepers from dumping their trash into the ditch in this completed section of the drainage ditch construction project in Khost. Shopkeeper Ahmad Khan (right) said that the ditch used to be a giant dumpster but now it is covered and sidewalk is clean they are attracting more customers.

Ongoing Projects in Mehterlam as of November 2011			
Project	Laborers	Man-Days	Total Wages (USD)
Drainage ditch and culvert rehabilitation project	22	238	1,986
Woman Park Renovation and Canteen Construction Project	16	283	3,076

During Eid-ul-Adaha on November 5-8, Khost Provincial Governor Abdul Jabar Naiemi assigned Deputy Mayor Mohammad Sharif to arrange *ashar* (solid waste collection campaign) before the holidays so that the city will look nice and clean for the religious festival. The shopkeepers' union, government directorates, and the citizenry were organized to participate in the *ashar*, while private construction companies lent their trucks to pick up trash.



Citizens take part in the community clean up before the Eid-ud-Adaha holiday.

For the regular trash collection program, it was agreed that shopkeepers will give AFA50 per month to help sustain the service.

Economic Development and Revenue Generation

Encoding of business registration forms into the computer started in October continued this month. This activity was performed by five municipal staff under the supervision of the embedded advisor. This month the revenue team processed 2,000 registration forms and encoded them into the database out of the total 4,200 registration forms gathered in the business survey.

Community Engagement

A citizen forum was conducted on November 19 and was participated in by 28 representatives. Deputy Mayor Engineer Mohammad Sharif solicited the help of participants in collecting the monthly bill from households for water consumption and trash collection. The municipality is experiencing problems in collecting fees and the mayor wants to emphasize that if households don't pay then the service will be cut. He said that the municipality does not have enough funds to sustain these two primary services. The group debated on whether contract to a private sector to manage the water supply and garbage collection. However, majority of those present want that these services continue to be done by the municipality.

On November 19, the Khost TV interviewed Deputy Mayor Sharif where he reported the result of the citizen forum done that day. In this interview he reiterated his appeal to citizens to pay their water bills regularly and to help clean up their immediate surroundings. He informed the TV audience that citizen representatives have decided that the water and cleaning services be done by the municipality and therefore the citizenry should do their part in paying their bill promptly.

PUL-I-ALAM MUNICIPALITY

PROVINCE: LOGAR

Capacity Building

Computerization of the municipal expense ledger account (M-20) was received positively by the municipal accounting manager and his staff, who noted that this process is much faster, more accurate, and will preserve the documents better. In November, the municipal accounting unit continued encoding transactions for solar year 1390 (2011) and will continue until all records are up-to-date in the database. The staff prepared a computerized list of revenue sources, a business license evaluation grid, and a municipal property rental table to improve the efficiency of collection of fees and taxes.

This month, the municipal public works staff learned estimation and design of a landfill project, with attention given to estimating volume and space requirements. They also trained in proposal writing, English grammar, computer operation, and other skills that will improve their effectiveness in their work.

After a brief interruption, Pul-i-Alam has restarted capacity building training for the municipal staff, particularly basic computing skills and basic English language course. Seeing the need for computerization, Mayor Mohammad Hashim Husainkhil authorized the procurement of one computer for every department and all units have gladly started computerizing their records.

Municipal Service Delivery Improvement Projects

The completed Parking Lot 1 Project is ready to be handed over to the municipality. This revenue generating facility is located in the municipal compound adjacent to route A2 of the Kabul-Gardez highway. It measures 61 meters by 26.2 meters and features a guard house/toll booth and a public toilet. Parking Lot 1 will serve about 1,500 shops in the vicinity and their clients. With an average of 100 cars parked each day, the municipality will earn a daily income of USD60 and a monthly income of USD1,800. After deducting maintenance

and salaries of two guards, the municipality will have an annual net income of USD16,000.



Construction is in progress on the Car Parking Lot 2 project.

Construction of Parking Lot 2, which is adjacent to Parking Lot No 1, is ongoing. Pul-i-Alam is a thriving city of around 90,000 residents and a second parking lot is necessary. This facility will accommodate the increasing number of shoppers in the city and buyers and sellers who flock to the city center for the regular Friday car sales.

The solid waste collection project in Pul-i-Alam, which started in August 2011, is fast creating a feeling among the

residents that their government is at work for them. With much improved services, the municipality hopes to increase its collection of *safayee* taxes from satisfied citizens. RAMP

UP East is paying for the initial implementation of the project, which includes the salaries for 16-man cleaning crew, rental of dump trucks and provision of fuel.

Community Engagement

A citizen forum attended by 33 residents was conducted on November 28, primarily to establish business associations and elect leaders and assistant leaders of each business class. With the organizations in place, communication between the municipality and business community will be facilitated. In addition, the business leaders will be tasked with policing their own ranks so that business fees are collected on time.



[Redacted], who was elected representative of used car dealers in Pul-i-Alam, promised that he will perform his role well in facilitating communication between the municipality and his group.

The eighth issue of the municipal newsletter was prepared and distributed to local organizations and the community on November 30.

Coordination

A provincial coordination meeting was convened by Logar Governor on November 22 and was participated by provincial officials, heads of line departments, representatives of USAID field office and the PRT, municipal officials, and RAMP UP East advisors. In the meeting, the Governor emphasized that all new projects to be implemented within the province should have the approval of the governor.

On November 20, the municipal team leader briefed the USAID field program officer and his deputy on newly implemented projects such as the gender and youth activities and ongoing activities like infrastructure projects and the business registration campaign.

Economic Development and Revenue Generation

The municipal revenue manager this month developed a comprehensive list of revenue sources in the municipality and reviewed contracts of private companies operating in Pul-i-Alam. The revenue unit posted advertisement notices around the community, aired announcements on radio, and published ads in the newsletter calling on the business community to support the business registration program by paying their assessed license fee so that they can legally operate their business.

SHARANA MUNICIPALITY

PROVINCE: PAKTIKA

Capacity Building

Core Skills Training

In the month of November, the municipal staff received on-the-job trainings and was coached on the following areas: basic Word program, basic English language skills, report writing, computerization of various office forms, and general book keeping.



Finance and budget officers of the municipality of Sharana attend a formal training on bookkeeping on November 23.

Technical trainings

The municipal staff was trained on preparing public awareness posters and advertisements about solid waste management program in Sharana City and the administrative officer was given formal and one-on-one lessons on the topics of basic management skills and duties of the administrative manager, preparing external letters, drafting scopes of work for the municipal staff and organizing public outreach activities.

Municipal Services Delivery

Construction work on two latrine projects in Sharana is now complete and only needs for the water reservoir to be installed to make the facilities operational. The latrines, located near the Sharana Hospital, will have two separate areas and access points for men and women. Each is equipped with a 3,000 liter water tank, a 3-kilowatt generator and a deep well, including stand and flat commodes and sinks.

The solid waste collection activity in Sharana continued this month through a team of eight workers who go around the city to collect garbage using two dump trucks. The activity started in June 2011 and will be turned over to the municipality in June of the following year. From January 2012, there will be a gradual reduction in assistance from RAMP UP East as the municipality begins to assume more of the costs in running the program.



Sturdy trash enclosures were installed at 70 different collection points in the municipality.

This month, the construction of 70 concrete trash enclosures was completed and will now be handed over to the municipality. The trash bins are located at 70 different collection points around the city.

[REDACTED], a shopkeeper in Sharana, said he is very happy to see the clean drive up happening. "As this is our city and we live here, I think it is our duty to make sure that we keep our surroundings clean," he said, although he expressed concern that the public latrines, once operational, may not be properly maintained. Another shopkeeper, Abdul Hay, said he is happy with the improvements in the municipality and hopes that the administration will also build a parking lot, and a park, and plant trees to make the city look beautiful and orderly.

Economic Development and Revenue Generation

The municipality has surveyed a total of 2,475 shops and has entered 912 forms into the database.

In an effort to increase the tax base of the municipality, the municipal revenue unit started registering new dwelling units in the city. Of the estimated 1,000 residential units, 550 have been registered this month and ownership documents distributed to owners. The municipality will install registration plates on the houses to facilitate tracking of property registration.

Community Engagement

On November 20 a citizen forum was held at the Sharana municipal meeting hall with the participation of 21 representatives of the city council, shopkeepers and government offices. Mayor Mohammad Zaher steered the discussion on the proposed publication of a bimonthly community newsletter that will be called *Khidmat* (public service), including updates and issues relating to the solid waste management program, and installation of more complaints boxes in the city. At the end of the forum it was agreed that the municipality will install complaint boxes in three places throughout the city. They also agree that if shopkeepers are caught piling their trash on the sidewalks or dumping it in the ditch, they will be fined for the first offense and their stores will be closed for a few days the second time.



Sharana Mayor Mohammad Zaher led the discussion of civic concerns in a citizen forum held on November 20.

A radio roundtable program recorded on November 21 was broadcast twice at primetime slots the following day by Paktika Mili radio station. The radio program interviewed Acting Mayor of Engineer Mohammad Zaher, Deputy Mayor Mr. Qalam Sanger, City Council Chairperson Mr. Gul Zada Hamidee, city elder and City Council Secretary Haji Khan Mohammad Amery. Bibi Hawa, Director of Women Affairs, was invited but could not attend because of other commitments.

The mayor discussed the municipal master plan and issues affecting the whole community such as water supply, electricity, sanitation, infrastructure and updates on RAMP UP East projects that are ongoing.

CENTRAL SUPPORT OFFICE CAPACITY DEVELOPMENT ACTIVITIES

Technical Working Groups Monthly Meetings

On November 29 and 30, the monthly technical working group (TWG) meetings were held among the technical and program officers of the four RAMP UP projects at the GDMA and RAMP UP East offices. The meetings were clustered around the four RAMP UP components namely capacity development, service delivery, economic development and revenue generation and cross cutting concerns. Among the significant topics discussed at the cross-cutting group was the organization of citizen representation bodies in the municipality or municipal councils.

RAMP UP East initiated the regular Technical Working Group Meetings with GDMA in May 2011. The meetings were held on a bi-weekly basis and helped to fully involve GDMA as the main national government counterpart whose role was to assist and guide the design and implementation of RAMP UP East activities in accordance with GIRoA requirements. From the outset the Technical Working Groups aimed to harness good technical advisory support from a range of advisors who were skilled in their respective professional about municipal affairs. The discussions aim to resolve implementation issues, and to generate sound recommendations that would be considered for follow-up. The TWGs were devised as a non-decision making mechanism but have been significant in generating recommendations for consideration by the leadership of: GDMA, USAID & RAMP UPs. Many of the recommendations helped to improve the overall implementation of RAMP UP programs diverse activities.

In August, at the request of RAMP UP East partners (RAMP Ups West, South, North), the TWGs included all four regional RAMP UP programs. Meetings were held once per month and became the key mechanism to enable inter-RAMP UP coordination, information and knowledge exchange and government oversight. The Technical Working Groups became a major success because it enabled the sharing of emerging lessons, resolution of implementation challenges, and became a means to consult with GDMA on key issues.

In October, GDMA adopted the TWG as its main platform for involvement and coordination for all international agencies in the country working in support of Afghanistan's municipalities. The Technical working groups now involve the participation of seven organizations: The 4 RAMP UPs, UN-HABITAT, UNDP/ASGP, and LARA.

Business Registration and Licensing System

Following the endorsement of GDMA in October for the adoption of the RAMP UP East developed business registration system, a two-day training was conducted this month for seven participants from GDMA and the three other RAMP UP projects. RAMP UP East municipal advisors also attended the training except for the municipalities of Bamyán and Mahmud-i-Raqi. The orientation and hands-on training shows collaboration among all RAMP Ups. RAMP UP West has initiated the process in its own municipalities and RAMP UP South said that it will adopt the process in its areas.

Youth Programs

In this reporting period, 891 youth from 10 municipalities took part in youth development activities implemented by RAMP UP East in partnership with the municipalities and local NGOs. The youth development program has three components which are an internship

program, computer classes and sports development activities. Four local NGOs were subcontracted to implement the programs in the localities. The NGOs will coordinate with the mayor, the youth and women's affairs departments in the municipalities and with RAMP UP East. By December, all components are expected to be implemented in the 10 municipalities.

Municipal Youth Programs					
Municipality	Youth Activities		Starting Date	Implementing NGO	
	Components	Participants			
Bamyan	Internship Program	6 (3 M 3 F)	7-Dec	AREP Afghanistan Rehabilitation and Educational Programs (AREP)	
	Computer Class	40 (20M 20F)	7-Dec		
	Sports	96 (12 Volleyball Teams)	28-Nov		
Ghazni	Internship Program	6 (3 M 3 F)	6-Dec		
	Computer Class	40 (20M 20F)	6-Dec		
	Sports	96 (12 Volleyball Teams)	18-Nov		
Maidan Shar	Internship Program	6 (3 M 3 F)	8-Dec		
	Computer Class	26 Youth (20M-6F)	8-Dec		
	Sports	96 (12 Volleyball Teams)	16-Nov		
Jalalabad	Internship Program	6 (3 M 3 F)	15-Nov		Reconstruction and Social Service for Afghanistan Organization (RSSAO)
	Computer Class	40 (20M 20F)	15-Nov		
	Sports	128 (8 Cricket teams)	17-Nov		
Asadabad	Internship Program	6 (3 M 3 F)	27-Nov		
	Computer Class	40 (20M 20F)	28-Nov		
	Sports	128 (8 Cricket teams)	3-Dec		
Mehterlam	Internship Program	6 (3 M 3 F)	27-Nov		
	Computer Class	40 (20M 20F)	27-Nov		
	Sports	128 (8 Cricket teams)	3-Dec		
Gardez	Internship Program	6 (3 M 3 F)	23-Nov	Afghan Community Development Organization (ACDO)	
	Computer Class	20 M	8-Dec		
	Sports	128 (8 Cricket teams)	8-Dec		
Pul-i-Alam	Internship Program	6 (3 M 3 F)	22-Nov		
	Computer Class	40 (20M 20F)	8-Dec		
	Sports	128 (8 Cricket teams)	8-Dec		
Sharana	Internship Program	3 M	20-Nov	Afghan Mobile Reconstruction Association (AMRAN)	
	Computer Class	20 M	20-Nov		
	Sports	128 (8 Cricket teams)	22-Nov		
Khost	Internship Program	6 (3 M 3 F)	18-Oct		
	Computer Class	40 (20M 20F)	18-Oct		
	Sports	128 (8 Cricket teams)	19-Oct		
TOTAL		1,587			