



USAID
FROM THE AMERICAN PEOPLE

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: OCTOBER 2010



NOVEMBER 2010

This publication was produced for review by the United States Agency for International Development.

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC EAST

MONTHLY REPORT: OCTOBER 2010

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

Program Title: Regional Afghan Municipalities Program for Urban Populations – Regional Command East

Sponsoring USAID Office: USAID/Afghanistan

Contract Number: 306-C-00-10-00526-00

Contractor: DAI

Date of Publication: November 15, 2010

Author: USAID RAMP-UP (East) Project Staff

CONTENTS

- ABBREVIATIONS & TERMSII**
- ABOUT RAMP UP EAST 1**
- EXECUTIVE SUMMARY4**
- THE MUNICIPAL IMPROVEMENT PLAN (MIP)5**
 - Highlights Of The MIP Development Process.....8
- PUBLIC OUTREACH HIGHLIGHTS.....13**
- MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING UPDATES15**
 - Central Area..... 15
 - Charikar Area.....21
 - Jalalabad Area.....24
 - Gardez Area.....28

- 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.

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 Districs:** 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.

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

EXECUTIVE SUMMARY

RAMP UP East's main achievement in October 2010 centered on supporting the development of Municipal Improvement Plans (MIPs) in partnership with municipal and local government officials, citizens, NGOs and private sector representatives in 13 target municipalities.

MIPs form the backbone of RAMP-UP East's efforts to achieve program objectives and 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 it serves to empower and build the long-term capacity of municipal service delivery providers. Importantly, the MIPs also serve to strengthen the link between municipal planning and development and IDLG performance objectives, as well as to GIROA's Afghanistan National Development Strategy and ensures development efforts are coordinated at the municipal level.

Each MIP, tailored to the needs and capacities of each municipality (and informed by RU-East's baseline surveys), integrates and sets timelines and performance targets for the following core activities:

- Municipal service delivery project implementation;
- Capacity building of municipal officers in core (administration, management, IT) and functional (financial management, public works / construction, planning and development and revenue generation) knowledge and skills;
- Revenue generation linked to implementation of service delivery projects and overall improvements in municipal services delivery.
- Public relations and outreach activities, including monthly citizen forums that serve to inform the public of progress made against MIP performance targets, increase transparency and serve to hold municipal officials accountable.

Throughout October and early November 2010, participatory planning sessions were convened by 13 municipalities, bringing together municipal and local government officials, citizens, NGOs and private sector representatives to develop each MIP. At these sessions, citizens (including women and youth) and business representatives were engaged in the municipal decision making that governs the selection and prioritization of key service delivery improvement projects. In many target municipalities the MIP development process was unprecedented - the first time citizens (particularly women and youth) were engaged by their municipal representatives to participate in municipal decision making. These participatory planning sessions also received extensive media coverage.

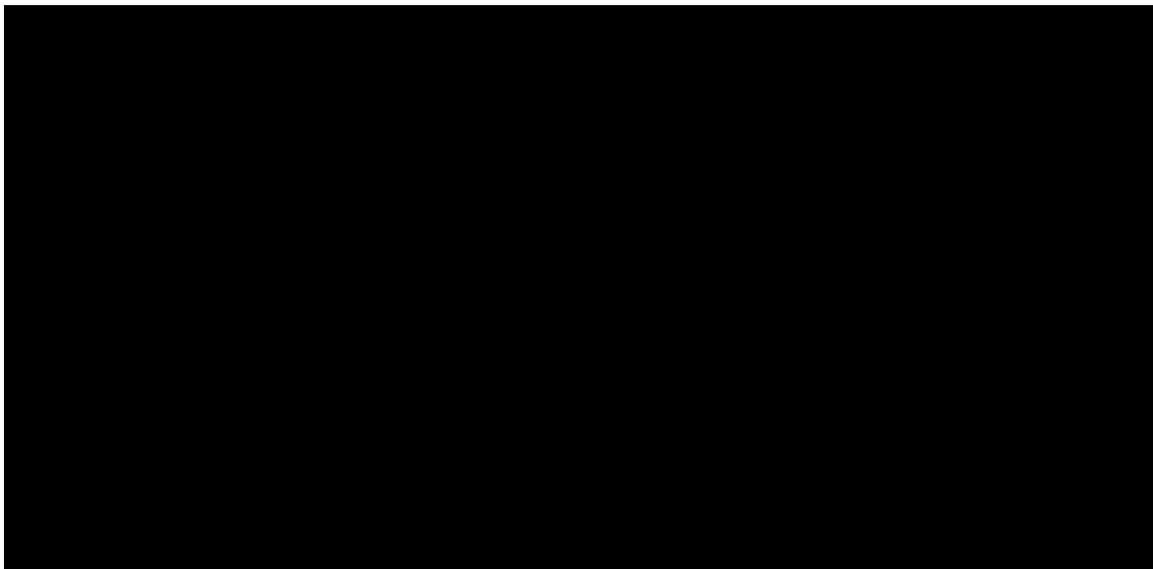
Finally, this report highlights the progress made in implementing municipal service delivery projects and capacity building efforts. There are currently nine quick response municipal service delivery improvement projects underway in eight municipalities, of which two were completed during the reporting period: 1. The Jalalabad Municipal Sidewalk Rehabilitation Project and 2. The Ghazni Municipality Road Median Project. In addition, as part of the integrated MIP

development process, there are thirty-four projects in development or awaiting USAID approval.

Municipal Service Delivery projects are designed not only to improve the delivery of essential public services, but also serve to incentivize efforts to build the capacity of municipal officials in the field of public works / construction, planning and development, financial management and revenue generation in order to ensure the sustainability of these projects and municipal institutions in general. Projects currently under development include signature projects such as construction of drainage ditches, solid waste management programs, and road and sidewalk infrastructure rehabilitation. A full summary of ongoing and planned service delivery projects is attached as Annex 1.

THE MUNICIPAL IMPROVEMENT PLAN (MIP)

The MIP is an innovative tool developed by RAMP-UP east and forms the backbone of RAMP-UP East's efforts to achieve program objectives and 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 it serves to empower and build the long-term capacity of municipal service delivery providers. Importantly, the MIPs also serve to link municipal planning and development to GIROA's Afghanistan National Development Strategy and ensures development efforts are coordinated at the municipal level.



The MIP development process has followed standard guidelines that emphasize participatory planning with the inclusion of citizens and community representatives, and an emphasis on including women and youth.

Each MIP, tailored to the needs and capacities of each municipality (and informed by RU-East's baseline surveys), integrates and sets timelines and performance targets for the following core activities:

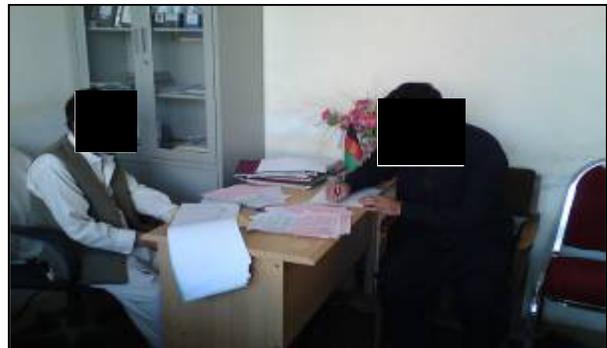
- Municipal service delivery project implementation;
- Capacity building of municipal officers in core (administration, management, IT) and functional (financial management, public works / construction, planning and development and revenue generation) knowledge and skills;
- Revenue generation linked to implementation of service delivery projects and overall improvements in municipal services delivery.
- Public relations and outreach activities, including monthly citizen forums that serve to inform the public of progress made against MIP performance targets, increase transparency and serve to hold municipal officials accountable.

One of the constraints that have impacted the effectiveness of municipalities' services is the inability and lack of skills of the municipality staff to identify and apply the required internal and external interventions to improve municipal service delivery. More significantly, municipal authorities have had insufficient skills to engage with citizens and effectively and transparently communicate the municipality's proposed plans. These municipal capacity gaps have impacted public confidence in government entities as citizen perceptions are shaped by the ability of the municipality to improve the living conditions for people and to be responsive to citizens' needs.

The MIPs serve as a performance management tool for mayors to develop realistic targets with clear timelines and specific projects that contribute to economic development and improved citizen access to municipal services. At the municipal internal level, the MIP assists authorities to identify capacity improvement needs for both core and functional skills. The MIP assists in planning and implementing a range of activities that contribute towards improving overall municipal service delivery.

The MIPs specifically assist municipal officials through trainings and mentoring by RAMP-UP East Embedded Advisors in: core skills such as basic office administration and management, human resources, computer literacy and numeracy.

These core skills improve the overall municipal staff administrative ability and office skills essential for good public services delivery and administration. In addition to the core skills training, MIPs integrate specialized training to improve functional skills such as public outreach, engineering, planning and waste management in relevant departments within each municipality.



Mehterlam: The Municipal Improvement Plan discussion involved in-depth analysis of municipal capacity.

The MIPs enable Afghan municipal workers to monitor the progress of each project and report to the public in a transparent manner (through a vehicle called Citizen Forums) on the achievements of and challenges facing the municipal administration. MIPs help maximize opportunities to

improve public perceptions of the municipality and provide a venue for the public to discuss priorities and services. A range of value-added benefits result from MIPs, for example the improved efficiency and effectiveness of the municipality's solid waste management project will encourage citizens to pay municipal taxes to sustain municipal solid waste management services. The MIP is therefore a crucial tool in facilitating a variety of inter-related benefits simply by improving the municipal capacity in delivering services. Some of these interrelated benefits include: wider public satisfaction, improved confidence in government, better urban governance, transparency, and improved public willingness to pay municipal revenues, better municipal management of the urban environment and stronger engagement of the public and municipality as active partners.

The MIPs raise the visibility and profile of Afghan municipal authorities as municipal officials engage their citizens and take ownership of the program by being actively involved in shaping the municipal capacity building needs assessment, projects identification, and implementation planning and project supervision. To ensure accountability, the MIPs identify key-players responsible for implementing different phases of projects, as well as identifying resources and developing time line for implementation. This, in turn, provides good project governance and accountability as well as improved coordination and communication within the municipality.

The MIPs feed into the larger national frameworks such as the Afghan National Development Strategy (ANDS), the IDLG Annual Operating Plan for 2010-2011 and municipally specific urban plans designed by Ministry of Urban Development.

The MIPs enhance the municipal planning to standardize the inclusion of marginalized or vulnerable groups as stakeholders of municipal activities. Although women and youth participation vary in each municipality, the MIPs help municipalities undertake short and long term measures to engage all members of their community in municipal activities and decision making.

In general, the MIP development process in each of the 13 municipalities followed the following guidelines:

1. Mayors and local officials engaged in a SWOT analysis to prioritize internal and external municipal improvement activities that are linked to RAMP-UP East program components and can be undertaken with the available financial resources.
2. The MIP draft was reconciled with existing urban plans with the involvement of stakeholders including, the Community Development Councils, the PRTs and donor agencies.
3. The MIP draft was discussed at a workshop for municipal officials to set realistic achievable targets for each proposed activity.
4. The mayor convened a Citizens' Forum to share and consult citizens about the proposed public service delivery projects and plans. Most Citizen Forums enjoyed wide public

participation of community representatives and extensive media coverage.

5. Preparations are now underway to finalize MIPs by end-November 2010. Citizens' feedback will be incorporated into a final draft that will be submitted to IDLG and USAID for review.
6. The MIP will be shared with the public and local government officials. The mayors will chair regular Citizen Forums and update the public on the progress made in implementing the MIPs. The Citizen Forums will also provide citizens with an opportunity to voice their concerns and discuss urban and municipal issues and priorities.

HIGHLIGHTS OF THE MIP DEVELOPMENT PROCESS

Upon completion of the RAMP-UP East baseline survey in **Mahmud-i-Raqi municipality** in early October, municipal officials convened several MIP meetings with the participation of



The community elders of Charikar linked the roads pavement with income improvement and jobs accessibility.

members of the Community Development Council and citizens. Municipal officials emphasized an important aspect in their participatory planning exercise which was the equitable distribution of municipal service delivery projects throughout the municipality in order to benefit the maximum number of citizens. Citizens and community representatives selected, prioritized and approved the municipal service delivery projects, including: solid waste management program, the construction of municipal landfills, drainage ditches and public

latrines. Mohammad Khan, the Kapisa Provincial Council Deputy Chair stated “The MIP helps our municipality to plan for municipal staff capacity building and municipal services. I request all the citizens to approve the proposed projects that meet citizen needs.”

In early October, **Charikar municipal officials** convened meetings to discuss the results of the baseline survey with RAMP-UP East embedded advisors and identified capacity building needs and priorities in core and functional skills that were incorporated into the proposed MIP. As part of the selection of priority service delivery projects, municipal authorities worked closely with RAMP UP East embedded technical advisors to review and reconcile selected RAMP-UP funded projects with existing community and provincial development plans, the Ministry of Urban Development and other donor agencies. Municipal authorities also convened a forum with citizens to gain their views and elicit their priorities. At the forum citizens requested improvement to basic infrastructure such as road repairs and sidewalks and these were incorporated into the MIP.

A participant of the citizen forums in Charikar stated, “During the winter and the rainy seasons the citizens of Charikar face a lot of problems in moving around the city. Paving the roads and the pedestrians pathways will ease this problem and will enable us to move around.”

During the third week of October, **Bazarak municipal officials** convened meetings with RAMP-East embedded advisors to discuss the results of the baseline survey and define capacity building priorities for inclusion in the draft MIP. Concerning discussions on municipal service delivery project implementation, Mayor Haji Suliman raised concerns with regard to the impact of cold weather conditions on the timing of proposed construction projects. On October 31, the Mayor convened citizen and municipal council consultations on the draft MIP. Citizens endorsed the launch of a solid waste management program and construction of pedestrian pavements and road construction, among other projects. The MIP draft is undergoing further developed during November.

MIP development was launched simultaneously by municipal officials in **Maidan Shar, Pul-e-Alam** and **Bamyán** municipalities, all following the standard MIP development guidelines. Following a discussion between municipal officials and RAMP-UP East embedded advisors of the baseline survey results and a SWOT analysis, municipal officials prioritized their capacity building needs. RAMP UP East embedded advisors mentored their municipal counterparts to ensure they were setting realistic performance targets for the draft MIP. Following these discussions, municipal officials convened citizen forums to engage in participatory planning with citizens on selecting and prioritizing municipal service delivery improvement projects. Draft MIPs have been completed in all three municipalities and will be finalized in November,

The MIP development process was launched in **Jalalabad, Asadabad and Mehterlam** municipalities in late September and was reported on in the September 2010 monthly report.

Gardez, Sharan, Khost and Ghazni municipalities completed the MIP drafts during the last week of October and first week of November. Detailed reports are still being compiled and will be reported on in next month's report. However, below are two preliminary reports on the MIP development process from Khost and Sharana.

KHOST MAYOR USES RADIO TO DISCUSS THE MUNICIPAL IMPROVEMENT PLAN WITH CITIZENS

“Citizens, including shopkeepers, will pay the municipal tax if the municipality delivers an adequate municipal service”, Khost City and Provincial Council members told the city Mayor during a one hour live radio discussion that was aired on October 19th on Voice of Peace – a local radio station.

The radio round-table discussion followed the Khost municipality's Municipal Improvement Plan (MIP) public consultation session, facilitated by RAMP UP East. This discussion enabled community representatives to request various service delivery projects that would benefit local communities and which can be implemented within one year.

To enable the municipality to reach local community radio listeners and engage in public radio discussions, RAMP UP East assisted the municipality to access radio stations to discuss municipal services with community representatives.

Mayor Jihan Gul explained that the implementation of the municipal improvement plan will not be accomplished rapidly. He advised that “The MIP will generate an improved municipal system that will assist municipalities to deliver public services. The water supply, construction of drainage ditches and paving of roads are complicated projects that we plan to work on within realistic time schedules.”

The Provincial Council member Mr. Daoud Shah highlighted the council’s role in establishing bridges between citizens and the municipality and explained that “Citizens want cleaner streets and increased numbers of municipal staff members in addition to public awareness programs about the municipal services”.



Peace of Voice radio in Khost became the venue for the municipality to practice transparent discussion about municipal services efficiency



RAMP UP East facilitates radio discussions about women and municipal governance

Khost municipality was criticized due to the vagueness in the tax collection system and categories. “Citizens including shopkeepers will pay their taxes but the municipality has no information materials describing the category of taxable services and goods.” Mr. In’am, a City Council member and Head of the Shopkeepers Union noted.

Ms. Zuhra Jalal of the Provincial Council mentioned the inclusion of women in the Municipal Improvement Plan discussion despite the strict social cultural practice that bans women from participating in public events. She said that women are hopeful that Khost municipality will hear their voice when planning for municipal services.

RAMP UP East plans to facilitate a series of radio discussions in all target municipalities between Mayors and communities to assist municipalities in promoting increased transparency and accountability concerning municipal services delivery.

SHARANA’S MUNICIPAL IMPROVEMENT PLANNING ENHANCES MUNICIPALITY – CITIZEN DIALOGUE

On October 24, 2010, on the day the MIP citizen forum was due to take place in Sharana municipality, none of citizens invited to the forum showed up. According to locals, the poor communication and performance of the municipal government has resulted in citizens being dissatisfied with the municipality's performance. Citizens were therefore not interested in participating in this event. It was then that the RAMP UP East Area Office Director encouraged the Mayor to go to the town center and reach out to people and listen to their concerns. The Mayor talked to citizens about the importance of their participation in the meeting. The Mayor was able to talk to people face to face and listen to their complaints and within a few hours 55 tribal representatives and citizens accompanied the Mayor to the Governor's compound to participate in the MIP forum.

The Paktika Governor and the Mayor welcomed the participants and encouraged them to speak up and voice their ideas about vital municipal projects that could improve citizens' livelihoods. The citizens present at the meeting stressed the importance of their involvement in municipal planning and decision making as a condition for public support. The MIP discussion was reported on local TV and radio stations that profiled the MIP discussion as a citizen led event.



On October 24th, citizens of Sharana stressed the importance of municipal responsiveness to public needs

A Trader and Tribal Elder - Haji Esa Khan said "It is the first time since 2003 that the local government listens to the people and gets citizens engaged in municipal affairs. I understand that these types of meetings will help the municipality to understand the basic needs of citizens for services and to develop regular consultations with community representatives about city cleaning and other issues. The municipality is a public house for all citizens and should be responsive to them."

Municipal officials, supported by the RAMP UP East team provided the forum participants with an explanation of the MIP, service delivery projects and plans to build the capacity of municipal officials to deliver better services. Participants were able to shortlist projects that were thought to be realistic and achievable, such as drainage ditch construction, sidewalks, parking lots and a solid waste management program.

The general sentiment and opinions voiced by citizens gathered at this meeting was best illustrated by a comment made by Said Abdul Ali – a trader and tribal elder: "Citizens must be consulted in all municipal public service projects; this is the only way to get citizen support. We want to be involved in the labor recruitment and project implementation. We have skilled and un-skilled laborers and all the citizens can collaborate and pay the tax if the municipality works hard to deliver services. The tax revenue will assist to improve municipal services."

To assist municipalities to deliver services and implement the MIP, municipal staff members of Sharana requested RAMP UP to help by providing training and technical support to the municipality. The capacity building assistance comprises of administrative project management training, engineering technical support, training in financial management and accounting systems

and computer classes.

RAMP UP East will finalize Sharan's MIP in November and will begin implementation of service delivery improvement projects prioritized by citizens.

PUBLIC OUTREACH HIGHLIGHTS

In October, RAMP UP East began reaching out to local media outlets in target municipalities to increase their awareness of the RAMP-UP East program and encourage them to increase their coverage of municipal affairs. RAMP-UP East staff also started training selected municipal officials on effective public relations and outreach strategies.

RADIO BROADCASTERS DISCUSS IMPROVING COVERAGE OF MUNICIPAL AFFAIRS

On October 13th, RAMP UP-East conducted an RU-East orientation for fourteen independent local radio stations that operate within RAMP UP East’s area of responsibility. The meeting also aimed to explore existing relations between media outlets and municipalities and the challenges involved in reporting on municipal affairs. Presentations at the meeting were focused on the importance of citizen participation in municipal decision making and enhancing municipal accountability and transparency. The relationship between municipalities and the media varies widely across municipalities. For example, the Khost mayor was praised for his openness with the media and his availability for radio interviews on a regular basis, while the Mayor of Mehterlam was criticized for his lack of public communication skills.



Radio station representatives demanded improved municipal communication performance

The Dunya Radio station manager based in Charikar said “we are the municipality’s partners and RAMP UP can support us by improving the municipalities’ responsiveness to media.” Another radio station representative from Sharq Radio in Jalalabad city said: “My radio station has a 5 minute program that encourages community initiatives to fix municipal problems. The Mayor and the municipal officers have not yet participated in our program. We request RAMP UP to improve municipal communications and interaction with the public.” The representatives of all fourteen radio stations agreed on the need for regular interviews with mayors to discuss municipal governance and the role of the media. Going forward, the RAMP UP East Public Relations and Outreach Team plans to facilitate meetings between mayors and local media in each municipality.

MUNICIPAL OFFICERS TO LEARN HOW TO CONVENE CITIZEN FORUMS AND PREPARE MONTHLY MUNICIPAL NEWSLETTERS

On November 30th, 32 officers representing 13 target municipalities will participate in a 3-day RAMP-UP East training on public relations and outreach practices, including training on ways to enhance citizen participation in municipal decision making, such as convening citizen forums and preparing municipal newsletters.

The table below outlines the planned training program.

Day 1 - RAMP-UP EAST PUBLIC RELATIONS AND OUTREACH TRAINING, November. 2010		
Topic	Session Topic/s	Output/s
Morning: Review and discussion of RAMP UP East Public Relations and Outreach Strategy	<ul style="list-style-type: none"> • Presentation: overview of RAMP UP East Program and work plan • Review and Q&A re the Public Relations and Outreach Strategy • MIP public relations and outreach activities for 2010-2011 (goals and mechanism) 	The training will result-in the following: <ol style="list-style-type: none"> 1- Clear understanding of RAMP UP East objectives and principles 2- Good understanding of the linkages between the program activities and the outreach strategy 3- Improved consultation on realistic and achievable municipal communication activities
Afternoon: Citizen Forums Concept and Mechanism	<ul style="list-style-type: none"> • The perspective of citizen's participation in municipal governance linked to increasing public confidence in GIRoA • Regional experiences: TV documentary show (The Indian municipal councils) • The mechanism: how to organize citizen forums, prepare participatory agenda with the inclusion of women and youth • Planning session of citizen forums 	The training will result-in the following: <ol style="list-style-type: none"> 1- Enhance the municipal officials understanding and support of participatory governance 2- Increase the capacity of municipal workers to organize public events 3- Plan further for the citizen forums with the use of practical examples
Day 2		
Morning and Afternoon: The Municipal Newsletter	<ul style="list-style-type: none"> • Intro: why municipalities need to have a newsletter? • The newsletter objectives. Criteria for successful newsletters • How to produce a newsletter: items, design information collection and citizen contribution • Practical training: how to write news piece (review of print news articles, explanation of the news writing structure) • Review and discussion of municipal news articles • Code of ethics 	The training will result-in the following: <ol style="list-style-type: none"> 1- Established basis for participatory communication products 2- Increased practical knowledge of print media production 3- Ability to understand the basics of news writing and formatting.
Day 3		
Morning and Afternoon: Practical Training	<ul style="list-style-type: none"> • Municipal story production: the participants to be divided into 6-7 groups, conduct field visits to landfills, Kabul river, drainage ditches..etc and produce municipal stories plus photos • Articles and photos evaluation. 	The training will result-in the following: <ol style="list-style-type: none"> 1- The municipal officers are able to produce useful municipal stories 2- The municipal officials are able to take meaningful photos of municipal work

MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING UPDATES

CENTRAL AREA OVERVIEW: BAMYAN, MAIDAN SHAR, PULI ALAM

BAMYAN MUNICIPALITY

Municipal Service Delivery Projects: The service delivery projects listed below were selected through MIP consultations with Bamyan residents as well as the Mayor and municipal staff. The retaining wall project in particular was highlighted by the Mayor of Bamyan as the main priority. The mayor insisted that the project was of the utmost importance to citizens of Bamyan. The projects listed below are currently in the MIP pipeline for Bamyan:

- Reconstruction of the retaining wall to prevent flooding from the river that passes by the commercial and residential areas within the city.
- Procurement and installation of trash receptacles for waste collection in different areas of the city.
- Comprehensive Solid Waste collection project.
- Public Park in the city
- Improvements to existing footpaths and creation of new footpaths
- Road gravelling project (850 M)



The Construction of Bamyan River Retaining Wall aims to protect shops and houses from flooding.



Bamyan City Mayor and RAMP UP East team had extensive consultations about the Bamyan River Wall construction plans.

Capacity Building: The RAMP UP East embedded advisor for public works has started training municipal engineers in public works / construction management and in basic planning skills. IDLG and UNDP's Afghanistan Sub-National Governance Program plan to hire a certified Municipal Engineer. RAMP UP East will provide the new engineer with on-the-job training on municipal service delivery projects.

The RAMP UP East Economic Development Embedded Advisor trained Bamyan municipal officers in core skills such as managing files and recording expenses. The Revenue Department documents were reviewed and evaluated with the use of a SWOT analysis in order to determine the best methods for municipal income generation improvement mechanisms.

The Finance Embedded Advisor also evaluated the current municipal accountancy system and budget. The Advisor has also organized in-house training in Accountancy and Finance.

For the first time, Bamyan municipal officers were able to review and understand the administrative structure of the municipality. The RAMP UP East Administrative Embedded Advisor facilitated the Administration Department work plan review. The evaluation led to the initial establishment of filing and control systems, internal rules and municipal staff organizational diagram.

Stakeholder & Donor Meetings: The RAMP UP East team conducted a series of coordination meetings with local government and donor agencies operating in Bamyan. On October 24, the Bamyan Provincial Governor and Provincial District Council members received an update on the municipal support provided by RAMP UP East. In addition, the USAID Field Program Officer (FPO) for Bamyan met with the RU East Embedded Advisors and the municipal officials and was briefed about the recent program activities and plans to work with other stakeholders. Other stakeholders that operate in the area include, AKDN, UNAMA, and the New Zealand PRT. The FPO proposed that the RAMP UP East team meet with the District Development Assembly.

MAIDAN SHAHR MUNICIPALITY

SERVICE DELIVERY PROJECTS:

MAIDAN SHAR MUNICIPAL DRAINAGE DITCH CONSTRUCTION

The Maidan Shar Bazaar - shopkeepers fear their shops and business trade will be severely constrained during winter months due to inadequate drainage infrastructure. Currently, excessive ground surface water – caused by rain-water run-off or snow melt – leads to water accumulating in the market. This results in unhygienic ground conditions and it discourages local citizens from shopping in the Bazaar.



Maidan Shar shopkeepers and citizens lack access to adequate ditches system due to the lack of funding.

This problem impacts negatively on shopkeeper's revenues and leads to citizen dissatisfaction with municipal performance as the maintenance of public shopping and business areas in the town is a municipal duty.

According to the municipal engineering team - the project is necessary to eliminate health hazards and avoid risking the shop building foundations. It is proposed that 110 m of drainage ditches will be constructed with support from RAMP UP East.

The project will assist in providing a clean and nice looking environment for local communities, shopkeepers, customers. It is thought this will enable local economic development by encouraging new businesses to open trade in the Bazaar and for citizens to shop at the location.

Municipal officials, with support of RAMP UP East facilitated consultative meetings between shopkeepers, community representatives and the municipality to select the site of the drainage ditch. There was significant support for the proposed drainage ditch.

██████████, a 28 year old shopkeeper said “It is useful and it is our responsibility to keep it clean, the municipality cannot do everything for us, they will not and cannot go inside our house for solid waste collection, it is our responsibility to help municipality and do the job together.”



Excavator is digging the project site for the MaidAN Shar municipality Drainage Ditch and Culvert construction project, supported by USAID RAMP-UP.

Overall consensus was reached to construct the drainage ditch to improve the shopping bazaar.

Upon prioritizing the citizen’s needs, RAMP UP East procured the required construction materials during the month of September and launched the project on October 26th.



The three month Bazaar ditch construction work was launched with the participation of Maidan Shahr Acting Mayor, shopkeepers and community representatives. The Acting Mayor Noor Ahmad Sakhi Zada said “the project justifies the municipal cleaning tax collection.”

Maidan Shahr Acting Mayor and Mayor Governor inaugurating the Drainage Ditch and Culvert construction project supported by USAID RAMP-UP

RAMP UP East ensured that the Maidan Shar Municipal Engineering Department participated in the drainage ditch survey, field visits and discussions to locate and design the ditch. Both teams agreed on sharing responsibility for the project execution and for quality assurance. The Maidan Shahr municipal team recognized the municipality’s responsibility to clean up the ditch on a regular basis. Part of the collected municipal tax revenue will be allocated to cover the costs of drainage ditch maintenance and labor costs. The Maidan Shahr Bazar shopkeepers appear to also be willing to take responsibility for the drainage ditch clearing and maintenance as it will impact positively on their incomes.

Capacity Building: In October, RAMP UP East provided on-the-job training to the Maidan Shar municipal engineer by conducting joint site surveys, project planning and management sessions. The team also worked closely with the Engineering and Sanitation Department and the Land and Property Department. Both Department Heads learned about internal planning, basic management and project reporting skills.

RU East embedded advisors also provided training to Maidan Shar municipal officers to identify revenue generation problems and to understand the current municipal income. The municipal officials reviewed and shared municipal income documentation with RAMP UP East team.

Administrative Support: Municipal officers worked with RAMP UP East Embedded Advisors to review the current staffing system and internal management rules. The municipal staff members incorporated their work and standard skills data into job descriptions. The organizational chart and authorities' document were also prepared during October.

Stakeholder & Donor Meetings:

Coordination Meeting Between RAMP UP East, CADG, USAID/ FPO & Municipal Officials

During October, two coordination meetings were held between RAMP UP East, USAID FPO, Central Asia Development Group (CADG) and municipal officials. USAID FPO emphasized the need for coordination in Maidan Shar to improve the donor coordination. RAMP UP East and CADG shared with each other the planned municipal support projects. As a result, it was agreed that CADG will implement the 380 m side walk project and RAMP UP will support construction of 1100 m ditch and culverts.

Municipal Discussion about Maidan Shahr Organizational Structure

The acting mayor of Maidan Shar explained to the RAMP UP East team plans for organizational reform. The Mayor suggested the establishment of a Maintenance Directorate, Planning and Investigation plus strengthening the Administrative Unit authorities.



Maidan Shahr citizens demanded municipal authorities' empowerment to deliver improved services

PULI ALAM MUNICIPALITY

Service Delivery Projects: The following service delivery projects were selected through consultations with Pul-e- Alam residents and the Mayor and municipal staff.

- Car parking lot
- Mobile Trash bins/Solid waste collection project
- Construction of children’s park
- Well construction to be used for street trees irrigation
- The municipality building construction
- Public toilets
- Boundary wall for Pul-e-Alam Municipality
- Side walk



On October 25th, Pul-e-Alam citizens prioritized the mobile trash bins installation across the city.

Capacity Building: With guidance from RAMP UP East, the Pul-e-Alam municipal engineer completed the survey of the public and children parks, the pathway, and car parking lot. The municipal engineer received on-the-job training from the embedded RU East public works expert who worked together with the municipal engineer to produce construction project designs.

The Economic Development Embedded Advisor was introduced to Pul-e-Alam Mayor and discussed the planned work activities in support of the Revenue Department. The Municipal Tax Collection Officer received basic tax collection methods training and shared revenue documents with the Advisor to help in understanding the current income sources and to plan further steps for revenue generation improvement.

Municipal officials of Pul-e-Alam learned about the attributes of successful managers and principles of good management in October. A general review of the current municipal administrative system was completed during the month and resulted in a clear understanding of the administrative structure problems and the lack of clarity of the authorities due to the absence of the organizational chart and job descriptions.

Stakeholder & Donor Meetings:

On October 25th, RAMP UP East participated in the Provincial Development Committee meeting that comprised local government officials, civil society and USAID. The RU East Team Leader gave a presentation about the program goals and planned projects in Pul-e-Alam that support municipal capacity building and service delivery.



Pul-e-Alam Municipal Improvement Plan discussion made the citizens' voice heard at the local government level

The Governor of Logar province said “I hope that the municipal projects implementation will impact on the streets cleanness and improve the municipal income.” In addition, the RAMP UP East Team Leader briefed USAID / FPO on RU East progress.

CHARIKAR AREA OVERVIEW: CHARIKAR, BAZARAK, MAHMUD RAQI

CHARIKAR MUNICIPALITY

SERVICE DELIVERY PROJECTS:

The Solid Waste Management project underway in Charikar provides for daily garbage collection and dumping at the landfill site. Municipal workers, with RAMP-UP east embedded advisor support, receive training on operations and maintenance and manage maintenance of drainage ditches and garbage collection. The Charikar municipality undertook the following activities during the month of October:

- 702 cubic meters solid waste collected and disposed.
- 234 meters ditches were cleaned.

In MIP public consultation meetings in Charikar municipality, community elders and traders discussed the service delivery projects with the Mayor. The Mayor spoke about municipal duties, tax collection, keeping the city clean and preventing pollution. The Mayor told the citizens “we need to have more consultations through forums that allow us to discuss problems and solutions.” One of the participants said “this is an important occasion that enabled us as citizens to speak openly about municipal issues.”



Charikar Solid waste Management project



Charikar Solid waste Management project reduces health hazards

Capacity Building: RAMP UP East Embedded Advisors provided municipal counterparts with training that consists of core and functional skills. The Advisors led the SWOT analysis for each municipal department and in consultation with the municipal staff initiated preparations of operational guidelines and specific tasks for MIPs. During the month of October, the municipal officers of Charikar municipality were increasingly involved in the solid waste management project leadership. The on-the-job training of the municipal officers consists of: daily planning, scheduling of labor for city street cleaning, and landfill management.

Stakeholder & Donor Meetings: Charikar Mayor briefed USAID FPO about the support provided by RAMP UP East.

BAZARAK MUNICIPALITY

Service Delivery Projects:

The Bazarak Municipality continued to receive technical and project management assistance for the city's solid waste management from RAMP UP. The support included the supply of fuel for municipal owned vehicles that were designated for collecting solid waste and tree irrigation activities.



Bazarak: Public meetings contribute to making Mayor accountable to the public

Capacity Building:

The Bazarak municipal team continued receiving mentoring and in-house support from RAMP UP East. The support provided the Mayor and the Engineering Team with an opportunity to prepare schedules for trash collection and cleaning for laborers.

The Bazarak municipality and RAMP UP East Embedded Advisors continued discussions about municipal revenue enhancement mechanisms--to assist Bazarak municipality in meeting the operating costs for the solid waste management program. These discussions are important to facilitate proper data collection and analysis for an improved tax collection approach.

Stakeholder & Donor Meetings:

During the month of October, the RAMP UP East municipal team held coordination meetings with stakeholders and donor agencies that included: UN Habitat, PDCs and USAID. On 2nd October, UN Habitat shared with RAMP UP East the drinking water project details. On 20th October RAMP UP East took part in the PDC meeting.



The US PRT stressed stakeholder coordination to ensure effective service delivery projects



Bazarak Mayor took the leadership in stakeholder field visits

The team also met with the USAID FPO and agreed to hold regular weekly and monthly meetings to discuss RAMP UP projects and activities.

MAHMOD-I-RAQI MUNICIPALITY

Service Delivery Projects:

The Mahamod Raqi Municipality conducted a series of MIP public consultations in October. The discussions focused on the selection of projects that would enhance municipal revenue generation. It was observed that citizens of Mahmod Raqi in general do understand the value of municipal tax and the link with municipal infrastructure improvement. The Mayor said “The monthly public meetings empower the municipality to perform better and gain citizen support. The meetings bring people closer to the government. The government will report to the public on the municipal activities and discuss it with them.”

The following projects were identified by citizens:

- 1- Solid waste management including the construction of landfill and the provision of trash bins
- 2- The construction of Mahmod Raqi municipality administrative building
- 3- The central city and Rigrawan road drainage ditch construction and road improvement
- 4- The municipality guest house construction
- 5- Installment of mobile public latrines
- 6- Markaz Shahar park upgrade



On October 5th, citizens of Kapisa selected projects with revenue generation in mind

In Kapisa: citizens suggested the municipality run a guest house on commercial basis to contribute to the municipal income

Capacity Building:

RAMP-UP Embedded Advisors team is in place and focusing on core skills training with municipal counterparts following the internal baseline survey and review of the municipal structure, its capacity and available resources. It was noted that Mahmod Raqi municipality lacks financial resources, office space and qualified staff members that challenges municipal service delivery and performance improvement.

Stakeholder & Donor Meetings:

On 4th October, municipal officials and RAMP UP East municipal team participated in the PDC meeting where planned municipal activities were discussed with PDC members. The acting governor appreciated the partnership between the IDLG and USAID with both working in support of municipalities.



RAMP UP East participates on a regular basis in the PDC meetings. Kapisa, October 4th

The meeting participants included: the acting Provincial Governor of Kapisa, the Mayor of Mahmud Raqi, the Education Directorate and Deputy Director, Director of Women Affairs, Provincial Council Deputy, Director of Sector & Technical Services of the Provincial Governor's Office, Director of Public Health, and the Director of Irrigation Department.

AREA OVERVIEW: JALALABAD, MEHTERLAM, ASADABAD

JALALABAD MUNICIPALITY

Service Delivery Projects:

The 1,381m long paved pedestrian sidewalk project adjacent to Nangarhar Boys High School was completed, as was planned for by the end of October. The \$110,344 project was launched on August 15th 2010 and will contribute to raising the profile and visibility of the municipality through this town-improvement project implemented by the municipality for its citizens. This project will bring about several benefits that include making the city safer, by reducing the risks of road traffic accidents, improving the town's urban landscape and enabling citizens - in particular pedestrians - to benefit from greater ease of movement brought about by the newly constructed sidewalks.



The side walk will provide students with clean and safe walking environment



J'bad municipal officers supervised the project implementation

Ahmad Tariq, a 7th class student of Nangarhar Boys High School said “before the construction of the sidewalk started, our clothes used to get muddy and dirty because of the rain. The sidewalk helps us to come to the school and return home clean and feel good. Thanks to the municipality for the sidewalk construction.” The Jalalabad Mayor will officially open the sidewalk with a ribbon cutting ceremony scheduled for after the Eid holiday at the end of November.

Capacity Building:

Highlights of RAMP-UP East embedded advisors on-the-job-training delivery this month included training of municipal engineers on planning and monitoring and maintenance of the Jalalabad Municipal Sidewalk Rehabilitation project, administrative core skills training and revenue generation training activities were also initiated. Municipal Engineers learned how to use AutoCAD design software and prepare small project proposals. Embedded Advisors reviewed the Administrative Department’s documents and discussed initial steps to enable municipal operational improvement. The income generation revenue discussion was the prime capacity building activity undertaken by the embedded advisors. The activities focused on the existing revenue collection mechanisms, the municipal income sources and procurement procedures.

Stakeholder & Donor Meetings:

RAMP UP East held two donor meetings in October. The USAID RAMP-UP East COTR visited Jalalabad Municipality on October 9th and was briefed about the on-going activities of RAMP UP East in Jalalabad city. The COTR suggested that RAMP UP East team engage the Afghan Directorate of Woman Affairs in the municipal’s public meetings and other activities that women could benefit from.

On October 30th, the Jalalabad RAMP UP East Team undertook coordination meeting with USAID/ FPO, Deputy FPO and PRT Senior Civilian Officer. It was agreed that RAMP UP East will share the following documents with the US PRT:

- 1- The Baseline Survey report
- 2- The Municipal Improvement Plan of Jalalabad
- 3- Activities report for the month of October



On October 9th, USAID COTR made Field visit to J'bad side walk project



RAMP UP East Team Leader explained to USAID COTR the quality assurance measures taken by the program

MEHTERLAM MUNICIPALITY

Service Delivery Projects:

RAMP UP East provided support to the Mehterlam municipality in organizing public consultations aimed at improving municipal service delivery projects. The meetings included Wakil-e-Gozar and community representatives. The Wakil-e-Gozar of Shar e now Ahereeq, Haji Tahir announced his support for the program, “As representative of the people I assure the municipality that citizens will pay the tax if the municipality provides effective and efficient services.”

The meeting resulted in short listing the following projects:

- 1- The construction of roadside drainage in Mehterlam city.
- 2- The construction of footpath and drainage ditch in the main Bazaar.
- 3- The management of solid waste projects and the installation of trash bins.



Mehterlam citizens assured the municipality of paying the tax based on service delivery satisfactory



The drainage ditch construction was prioritized by citizens affected by flooding

Capacity Building:

The Municipal Engineers while working on the design of the listed projects received guidance and support through mentoring from RAMP UP’s Embedded Advisors. The Embedded Advisors helped the municipal staff prepare technical documents for the projects. The projects were approved by the Head of the Municipal Technical Department and the RAMP UP advisors were requested to provide supervision and guidance during the implementation of the projects in Mehterlam.

ASADABAD MUNICIPALITY

Service Delivery Projects:

The municipality, with RAMP UP East support completed construction of 90% of the Asadabad drainage ditch along Asadabad Road during the month of October. The 600m drainage ditch will help ensure the road remains passable at all times by preventing flooding caused by surface water run-off and snow-melt during the wet winter season. It will also help in improving tree irrigation and reduce the rain water loss.



Municipal participatory planning session at Asad Abad

The drainage ditch project started on August 15th and will be handed over to Asadabad municipality during November.

The actual drainage ditch construction work began during September and involved site allocation and design undertaken in consultation with Asadabad municipality. The construction work included demarcation, excavation, and collection of river stones to be used for constructing the drainage ditch walls.



Asadabad drainage ditch will help the municipality and farmers to irrigate trees



Asadabad drainage ditch will help the municipality and farmers to irrigate trees

Capacity Building:

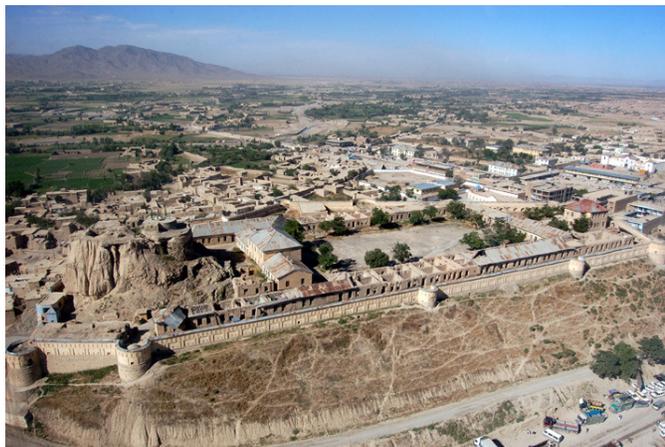
During the month of October, the Asadabad Embedded Advisors undertook in-house municipal training activities that included the following:

- 1- Work schedule computerization
- 2- English language and computer classes
- 3- Review of the internal filing systems
- 4- Maintaining of office equipments
- 5- Inventory of office equipments

AREA OVERVIEW: GARDEZ, GARDEZ, KHOST, SHARANA, GHAZNI

GARDEZ MUNICIPALITY

Service Delivery Projects: In October, Gardez municipality of Paktya continued to receive RAMP-UP East technical and project management assistance for the city's solid waste management. The project consists of garbage collection and dumping at the landfill site.



Panoramic view of Gardez city. Google.

The support included the supply of fuel for municipal vehicles and laborers that were engaged in the solid waste collection. The project activities also included drainage ditch clearing. The solid waste management project will continue until June 2011.

The municipality will also receive support from RAMP UP East for the construction of approximately 4200m of pedestrian sidewalk paving construction, repairs to the existing fence along the avenue from the Governor's office to Khost national highway.



Gardez municipality solid waste program in action



The regular drainage ditch cleaning makes roads passable

Capacity Building:

The Gardez municipal team continued to receive mentoring and in-house support for trash collection schedule preparation and labor management. Other capacity building activities will begin once the Municipal Improvement Plan is finalized.

Stakeholder & Donor Meetings:

The Gardez Area Director held an initial coordination meeting with USAID FPO on October 11. The Area Director briefed the FPO about progress and the planned municipal support projects in Gardez.

GHAZNI MUNICIPALITY

Service Delivery Projects:

The Kandahar Ada Median project construction was completed in October. The 225m length Median will provide citizens with an improved and visible aesthetic environment. The project will also contribute to the 2013 celebrations of Ghazni as Afghanistan's cultural and Islamic Capital. The project closing ceremony is planned to be held by the end of November. In addition, the existing Median of Sra Miasht Road will be replaced and provided with lighting. Citizens will benefit from a 20x 50m new parking lot that will include a boundary wall with fence and entrance gate.



The road median contributes needed municipal improvements in preparation for 2013 celebration of Ghazni as an Islamic capital

Capacity Building: MIP development process

SHARANA MUNICIPALITY

Service Delivery Projects:

Citizens of Sharana continued to benefit from the technical support provided by RAMP UP East to the municipal solid waste management project. By November 21st, citizens will also be able to benefit from the construction of 1,000m of concrete & stone drainage ditches along the main road in the center of Sharana city. The project closing ceremony is planned to be held during December.

Capacity Building: MIP development process (see above)

KHOST MUNICIPALITY

Service Delivery Projects:

As part of the MIP development process, citizens of Khost requested service delivery projects including rehabilitation of the existing drainage ditches and repairs to masonry side walls and covering of ditches with culverts. The second project is to improve the Women's Park in Khost city. Both projects are included in the draft MIP.

**The capacity building component in Khost, Sharana and Ghazni is pending the MIPs approval and projects endorsement*

