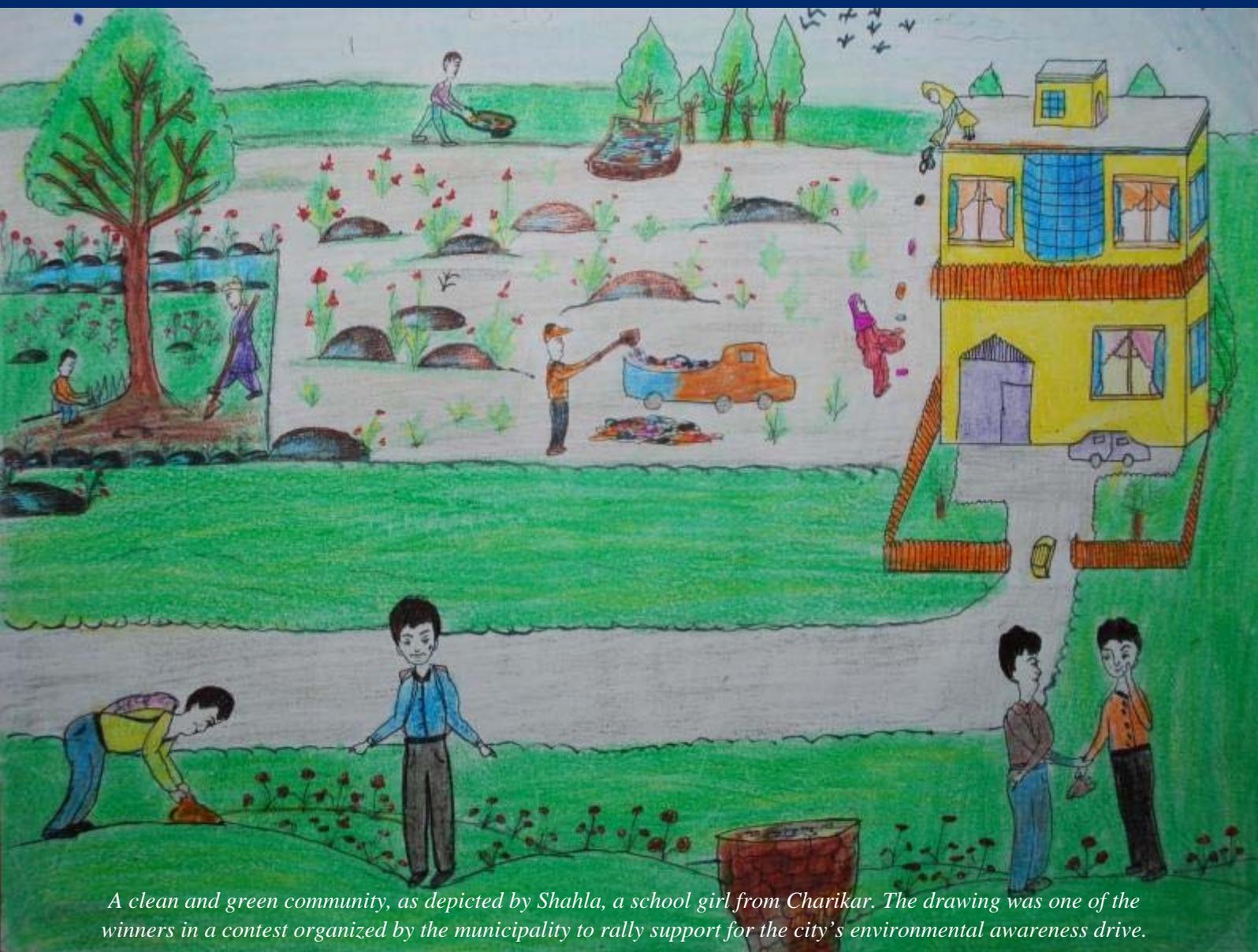




REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: OCTOBER 2011



A clean and green community, as depicted by Shahla, a school girl from Charikar. The drawing was one of the winners in a contest organized by the municipality to rally support for the city's environmental awareness drive.

15 NOVEMBER 2011

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC EAST

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

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ABBREVIATIONS & TERMS

| | |
|--------|---|
| AO | Assistance Objective |
| ACSO | Afghan Central Statistics Office |
| ACSS | Afghanistan Civil Service Support Program (USAID) |
| AIDAR | USAID Acquisition Regulations |
| AMSP | Afghanistan Municipal Strengthening Program (USAID/ICMA) |
| ANDS | Afghanistan National Development Strategy |
| ASI | Afghanistan Stability Initiative (USAID/DAI) |
| ASMED | Afghanistan Small and Medium-Sized Enterprise Development (USAID/DAI) |
| AVIPA | Afghanistan Vouchers for Increased Production in Agriculture (USAID) |
| ASGP | Afghan Sub-national Governance Program (UNDP) |
| AWP | Annual Work Plan |
| CAWSA | Commercialization of Afghanistan Water & Sanitation Activity (USAID/ ICMA) |
| CDC | Community Development Council (established under NSP) |
| CDP | Community Development Plan |
| CERP | Commander's Emergency Response Program |
| CLIN | Contract Line Item Number |
| CO | Contracts Officer |
| COP | Chief of Party |
| COTR | Contracting Officer's Technical Representative |
| DoS | Department of State |
| DAI | Development Alternatives Incorporated |
| DCOP | Deputy Chief of Party |
| DMA | Department of Municipal Affairs (Office within IDLG) |
| DDA | District Development Assembly |
| DoWA | Department of Woman's Affairs |
| EA | Embedded Advisor |
| 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: OCTOBER 2011

EXECUTIVE SUMMARY

October 2011 was an auspicious month that started with the visit of the USAID Mission Director and ended with the endorsement of the RAMP UP East-developed business registration and licensing system for adoption by municipalities across the country by the General Department of Municipal Affairs (GDMA).

On October 5, Mission Director Ken Yamashita, who assumed office in June 2011, accompanied by the Deputy Director of the Office of Democracy and Governance and the RAMP UP Alternate COTR, visited the RAMP UP East office in Kabul to meet the staff and learn about the progress of the project. He was briefed by Afghan technical staff from public finance, economic development, public works, public outreach and gender and youth on both the successes and challenges of the project. The Mission Director was interested to learn about the scope and diversity of the program and he appreciated the efforts of the whole team to strengthen local governance, improve service delivery, and support sustainable local economic development in partnership with IDLG/GDMA, the municipalities and the citizens. He said that he had visited every region of the country and that civilian and military leaders unanimously supported the RAMP UP program. The Mission Director concluded that he expects RAMP UP East to be in operation at least until the end of the second Option Year (June 2013).

Across the 13 municipalities, RAMP UP East municipal embedded advisors continued conducting a range of capacity building activities – teaching municipal staff basic accounting and developing finance forms, enhancing their Word and Excel computer skills and English language proficiency, mentoring them in project management, supervision, monitoring and reporting, and guiding them in engaging communities through active and regular communications.

The annual public opinion poll to measure citizen satisfaction with their local government was completed this month. Initial results revealed general positive changes in citizens' perception of how their local governments work as compared to their views a year ago. Results of the survey will guide RAMP UP East in programming and setting priorities during the implementation of Option Year 1.

In 13 municipalities, the business registration and licensing activity gained momentum as the local governments themselves, led by the mayors, aggressively implemented the campaign. The local governments used various channels available to them – radio, newsletter, citizen forum, billboard, direct interpersonal communications – to widely disseminate information and advocate with business owners to cooperate and support the campaign. The new business registration system was piloted in the municipality of Charikar in December 2010 and will replace the manual record keeping system which previously made the registration process lengthy and prone to errors. The successful implementation of this program prompted GDMA to endorse the system for adoption in all municipalities in the country, as announced by GDMA on October 30 during a meeting among cooperating donors and projects.

Service delivery programs, primarily solid waste management, continued to promote government presence as citizens readily see improvement in their surroundings. In October, Charikar launched a drawing contest among schoolchildren to further raise awareness among the youth and their families about their environment.

Various infrastructure programs continued this month in all 13 municipalities. In Bamyán, the construction of a mosaic sidewalk was completed in early October and will be turned over to the municipality in November. For citizens of Metherlam, the sight of construction around

their town augurs development and gives the residents a positive sense that progress has finally arrived “after many years of fighting”, as one resident commented during the inauguration ceremony of a project.

In an effort to build awareness of gender as it relates to employment opportunities, municipal service delivery priorities, and public outreach, RAMP UP East has conducted gender sensitization trainings for municipal staff and RAMP UP East embedded advisors during the month. For most of them, the training was their first exposure to the concept of gender equity and they found it novel and enlightening.

In the month of October, three youth and gender related grants were awarded to local organizations. These grants consists of fellowship programs for 56 young men and women, public participation in governance activities for 4,200 men and women and women participation in service delivery for 420 females.

HIGHLIGHTS

Surveys

The field work phase of the annual survey to measure citizen satisfaction with, trust in, and perception of their local government related to citizens' access to services provided by the municipality was completed in October. The survey asked 3,100 randomly-selected households in 13 RAMP UP East municipalities the same questions asked in September 2010. The municipality of Parun in Nuristan was not included in the survey due to the security situation in the area. An initial review of the survey results pertaining to RAMP UP East impact indicators reveals the following:

- *Citizen satisfaction with the municipal government.* 72 percent of respondents across 13 municipalities expressed satisfaction with the municipal government as compared to 64 percent in 2010, an 8 percent increase over the baseline;
- *Citizen perception that local government officials are working for their needs.* The survey results indicate that 59 percent of the respondents felt that local government officials were working to meet the needs of constituents, as compared to 55 percent in 2010, or a 4 percent increase;
- *Citizens indicating they trust their municipal officials to conduct activities to benefit the people.* 50 percent of the respondents across 13 municipalities said that their local officials were working for the benefit of the general public, compared to 48 percent in 2010, a 2 percent increase over the baseline;
- *Citizens who believe that their access to municipally-provided services has increased.* The survey showed that 58 percent of respondents across the 13 municipalities believed that their access to services provided by the municipality has increased, as compared to 47 percent in 2010, an 11 percent increase over the Base Year.

The survey results and analysis will be presented in full in a separate series of reports.

Business Registration Campaign

Thirteen municipalities under RAMP UP East continued with the business registration and licensing campaign as a way to increase municipal revenues and improve the ability of the municipality to provide targeted support to the business sector. RAMP UP East has developed a computerized system to replace the manual record keeping method which previously made the registration process lengthy and prone to errors. The new methodology was piloted in Charikar in December 2010 and by the end of September tax collection had already increased more than ten-fold. The pilot projects was evaluated with GDMA and subsequently rolled out in 12 more municipalities. In late October, GDMA endorsed the new Business Registration and Licensing System for implementation in all urban municipalities throughout Afghanistan.

Training and Internships for Female Engineers

RAMP UP East has conducted a series of trainings for female engineering students as part of an internship program aimed at increasing the participation of female engineers in municipal programs. Many female engineers have no experience in actual engineer work primarily because this field is a male-dominated profession in Afghanistan. In October, over 20 female engineers were trained on construction specific modules, particularly: construction scheduling training, quality control, and construction quality management. The training program was certified by the United States Army Corps of Engineers (USACE), which is a

seal of guarantee that the content of the program meets the standard used in large government construction projects funded by the United States. The final phase of the training program will be conducted in November or December, after which RAMP UP East will arrange an apprenticeship program where the female engineers will work side by side with RAMP UP East engineers in the municipalities.

Fraud Awareness Training Program

A fraud awareness training was conducted on October 30 at the RAMP UP East office in Kabul for nine municipal officials occupying the positions of revenue manager, property manager, administrative manager, construction manager, citizen forum officer, and computer officer. The day-long training discussed detecting and preventing fraudulent transactions and activities, thus preventing waste and abuse in the implementation of projects funded by RAMP UP East and the municipality. The participants were from the municipalities of Ghazni, Bamyan and Maidan Shar and two of them were female. The training emphasized the key role that the participants play in preventing, detecting and mitigating fraudulent transactions.

Gender

Two gender sensitization trainings were conducted this month for municipal staff and RAMP UP East national employees. One was held in Charikar for 16 participants, 7 of whom were municipal staff and nine employees of RAMP UP East. In Jalalabad, training was organized for 49 male employees, composed of 17 municipal staff from Jalalabad, Mehterlam, Asadabad and Parun and 32 from RAMP UP East. Most of the participants said it was their first time to attend such training, adding that they found the gender concept new and enlightening.

Children's Drawing Contest in Charikar

From October 3 to 8, a children's drawing contest was conducted in Charikar with the theme "Let's Take Care of Our City" among public school students from grades 3 to 8. Spearheaded by the municipality, the contest aimed to provide opportunities for adolescents and children to become more aware of their environment through art. The children were given five days to make their drawings and to involve their family in coming up with a concept, thereby expanding the reach of the environmental campaign to household members of the contestants. At the end of the contest, 967 entries were submitted and 41 drawings that best conveyed the theme were selected winners by a jury composed of representatives from the municipality, the provincial Department of Education, USAID, and RAMP UP East.

MUNICIPAL PROGRESS REPORTS

KABUL AREA: MAIDAN SHAR, BAMYAN, AND GHAZNI

MAIDAN SHAR MUNICIPALITY

PROVINCE: WARDAK

Municipal Service Delivery Improvement projects

The solid waste collection activities in Maidan Shar continued to be implemented in October with 18 laborers and two foremen collecting waste from different parts of city and transferring it to a landfill site.



Regular street cleaning in Maidan Shar has increased the perception of residents that their municipal government is working for the benefit of the people.

Public Finance

The municipal Finance and Accounting Manager and his staff received on-the-job training on preparing a bank reconciliation report for the third quarter of the Afghan fiscal year. This report will be submitted to the Wardak Governor and IDLG. In addition, the Finance and Accounting employees developed computerized sub-ledgers (M20), and payment request forms.

The Accounting Manager is now using the Excel-based employee payroll process with only minimal assistance from the RAMP UP East embedded advisor.

Public Works

The municipal Engineering and Sanitation Departments began developing maintenance check lists for existing ditches in Maidan Shar and designing operation and maintenance reports. The department conducted daily site visits to monitor solid waste collection activities and prepared weekly progress reports. RAMP UP East embedded staff held a one-day training on October 22 for the technical staff of the municipality on solid waste management and planning.

Revenue Generation

The municipal Revenue Department, with support from RAMP UP East, completed and submitted the second quarter revenue report to IDLG/GDMA and also received advisory support while preparing the quarterly bank statement reconciliation.

In October, the municipal Revenue Manager prepared contract documents for ADPAINET Advertising Company, which recently installed billboards in the municipality. Each billboard will be charged between AFA1,000 and 2,000 per month, depending on location and size. RAMP UP East provided guidance in the preparation of the contract and helped spell out terms and conditions for the use of public space.

Citizen Engagement and Participation

A pre-recorded radio round table program aired on October 22 through the local RTA station. The program reported accomplishments in the previous month as well as upcoming activities and projects. Among the topics discussed were sanitation, business licensing, and infrastructure projects and the proposed women's park that will be constructed inside the Maidan Shar public hospital. The discussants included the municipal Sanitation Manager, Social Services manager, women's representative, and the chief of the city council.



Municipal officials discuss the business registration process over a local radio station in Maidan Shar.

RAMP UP East – USAID Coordination

On October 19, a coordination meeting was held among the USAID field program officer (FPO), Deputy FPO, RAMP UP East Area Director and Municipal Team Leader at the Maidan Shar PRT. The USAID FPO recommended implementation of projects and activities that will increase the revenue of the municipality. He also suggested better coordinating with other donors like the Turkish PRT in planning and implementing activities.

GHAZNI MUNICIPALITY

PROVINCE: GHAZNI

Public Finance

The municipal Accounting Officer of Ghazni collected and documented historical revenue and expenditure data for trend analysis with support from the embedded advisor. The accounting office continues to use the excel-based payroll processing system with minimal support.

Public Works

The municipality is working on an irrigation plan to improve the greenery and watering system throughout the city.

Planning and Economic Development

In the month of October the municipality of Ghazni screened applicants to conduct business registration surveys as part of the business registration and licensing project. Eight qualified residents were selected and began collecting information from business owners. By the end of October the municipality had registered a total of 712 commercial establishments.

Core Skills Training and Impact

The municipal Administrative Officer in collaboration with the RAMP UP East Public Administration Advisor began developing electronic documents and forms. In the same period, the municipal official also started collecting and reviewing materials for inclusion in the next issue of the municipal newsletter.

With the employment applications now computerized, the municipal Administrative Officer said he is more confident that the selection of applicants based on merit and qualifications will be possible.

Management Training

In the month of October, the following trainings were conducted in Ghazni: basic administrative management, functions of management with focus on planning, municipal procurement management, organizing meetings, and preparing agenda and minutes of meeting, in addition to report writing. In addition, the embedded advisors provided regular basic IT training on standard computer applications.



The business registration and licensing team interviews a shopkeeper in a Ghazni bazaar.

Municipal Public Relations and Outreach

Acting Mayor Said Abdul Baseer called on the business community through the regular municipal affairs radio program to get their businesses registered and licensed. The program was aired on October 6 over Radio Killid, a local station.

On October 20, the municipality of Ghazni convened the 11th monthly citizen forum, with 26 participants in attendance. The most important topic discussed was the collection of unpaid municipal fees/dues and the proposal of imposing penalties and charges for long overdue payments.

Stakeholder and Donor Coordination

A small RAMP UP East-supported project grant for gender-responsive governance activities in Ghazni began implementation on October 25. The activity is implemented by the Bureau for Reconstruction and Development (BRD), a local NGO that was awarded the grant. The gender grant has the main following components: a fellowship program, public participation in governance, and women's participation in service delivery. Another grant for youth related activities was awarded to the Afghanistan Rehabilitation Educational Programs (AREP). AREP will implement an internship, computer training, and sports program for the youth in Ghazni. These grants are intended to provide practical experience and skills to the youth and students and enhance their chances of finding a good job.

RAMP UP East – USAID Coordination

A coordination meeting was held on October 26 between USAID Deputy Field Program Officer and the RAMP UP East Team Leader to discuss the status of service delivery projects and capacity building interventions for the municipal staff in Ghazni. The DFPO requested that the project identify ways to reduce the number of days that sub-projects spent in the approval process after citizens of Ghazni have identified them as a priority.

BAMYAN MUNICIPALITY

PROVINCE: BAMYAN

Municipal Service Delivery Improvement project

Four projects are currently ongoing in Bamyan. These include solid waste collection, mosaic sidewalk construction, street rehabilitation and drainage ditch construction, and latrine construction.

The mosaic sidewalk project was completed on October 4 and is scheduled for turnover to the municipality in November. The implementation of the road reconstruction, asphalt paving and drainage ditch construction project created a sense of hope and satisfaction of government performance among citizens. There are 29 sub-roads being rehabilitated. Construction of the public latrine project continued according to plan. In October the solid waste collection activity was carried out by 16 laborers and two foremen who cleaned the streets and collected garbage three times a week.



The recently completed mosaic sidewalk along the bazaar area in Bamyan makes shopping more convenient for residents.

Municipal Capacity Building

Public Works

The engineering staff was trained on budget preparation and material estimation for small (one story) buildings while the sanitation staff studied construction techniques of movable trash bins, side ditches and sub-road layers.

Economic Development

The implementation of the business registration survey continued this month with 1,000 establishments surveyed and registered of which 700 have been entered into the database. The municipal revenue report prepared in October showed that Bamyan earned an income of AFA11,621,525 in the first two quarters of the year (from 1 *Hamal* through 30 *Mezan*).

The municipality is currently in the process of raising the fees for leasing municipal property. In October, the economic development department prepared notification letters for Etisalat Mobile Company informing them of the annual increase for the lease of telephone antenna towers from a monthly fee of 15,000 AFA to 20,000 AFA.

Core Skills Training and Impact

The administrative manager of Bamyan participated in training on the reporting system of IDLG, and also received advanced skills training in using excel.

Municipal Public Relations and Outreach

The fifth edition of the municipal newsletter of Bamyan was published in October, with 1,100 copies distributed to government offices, schools, districts, bazaars, and the general public. The newsletter reported results of the tenth citizen forum, updates from the municipal mayor such as ongoing municipal projects, a section on youth participation in civic activities, including a message from a woman, and cleanliness from the point of view of religion.



The Mayor of Bamyan answers phoned-in questions from listeners during a live radio broadcast.

On October 24, a radio roundtable program was aired live through PAIWAND Radio, a local privately owned station operating in Bamyan. Bamyan Mayor Khadim Hussain Fetrat and [REDACTED], a representative of the local shopkeepers, discussed the ongoing business registration campaign and answered phone-in questions from listeners. The program will be aired every month as a public service of the newly opened radio station.

Stakeholder and Donors Coordination

A municipal coordination committee meeting was conducted on October 20 in the municipal building with 18 committee members in attendance. The group discussed updates on various construction activities in the community.

Intergovernmental relations

On October 3, a coordination meeting was held among donor agencies and development organizations including USAID, UNAMA, PRT and ASGP, to discuss capacity building programs and strengthening of local governance at provincial departments and line directorates, with focus on aligning activities so as to prevent duplication of activities. The meeting was presided over by Bamyan's governor Habiba Sorrabi.

RAMP UP East – USAID Coordination

The coordination meeting on October 15 focused on two newly awarded grants relating to gender responsiveness and youth. The grants will involve women and youth in municipal decision making and will feature fellowship and internship programs for students and new graduates looking for employment. The programs also provide information to women about setting up a business. Program activities focused on the youth seek to enhance their computer skills and sports development. The activities will be implemented by local NGOs Bureau for Reconstruction and Development (BRD) and Afghanistan Rehabilitation Education Program (AREP).

CHARIKAR AREA: CHARIKAR, PANJSHIR, AND MAHMUD RAQI

CHARIKAR MUNICIPALITY

PROVINCE: PARWAN

Municipal Service Delivery Improvement project

The municipality of Charikar leased two dump trucks in October to collect garbage from dump sites at 173 collection points scattered around the city. Twenty-two unskilled laborers, three foremen and two drivers cleaned city streets, markets and public areas which generated 726 person-days of work.

This month, the street rough grading project with a cumulative length of 8,800 meters continued using 22 skilled and 80 unskilled workers. Work on the 7,000 meter drainage ditch and 5,000-meter street rough grading is also underway with 406 skilled and 722 unskilled laborers doing the construction work. Expansion of the solid waste landfill site capacity started on October 26 and is expected to be finished in about 3 months. Three laborers and a foreman have been hired to construct the landfill extension.



Laborers implementing the 7,000 meter drainage ditch and 5,000-meter USAID-funded street rough grading project in Charikar.

Municipal Capacity Building

Economic Development

The municipal Revenue Manager of Charikar worked with the Public Finance Advisor to design a plan for revenue classification, setting of appropriate fees, and collecting outstanding taxes and fees. The manager also collaborated with the advisor in preparing drafts of various municipal property contracts and land leases.

Public Works

The Public Works Officer, with the support of the RAMP UP East embedded advisor, started implementing a safety plan to minimize the work hazards and was coached on supervising solid waste project laborers.

Public Finance

During October, the municipal Account Officer of Charikar reviewed zero based budgeting and incremental budgeting in accordance with the new municipal investment plan for 2012.

Core Skills Training and Impact

The municipal Procurement Officer supported by the RAMP UP East Public Administration Advisor reviewed the Afghanistan Procurement Law, including familiarization himself with procurement terminology, standard documents and forms.

Municipal Public Relations and Outreach

On October 26, a citizen forum was held in Charikar with 20 participants composed of wakil gozars, shopkeepers, youth representatives, and school and municipal committee representatives. In the forum, the mayor explained the current status of street improvement projects in Districts 1 and 2. During this forum, the mayor set up a mock municipal administration composed of youth leaders as training for future leadership roles.

Children's Drawing Contest

On October 3-8, 710 male and female students from eight schools in Charikar participated in a drawing contest with the theme "Let's Take Care of Our City." The contest was designed to encourage girls and boys to become interested and involved in keeping their environment clean, safe and livable. The drawing contest was a competition between schools in Charikar city with the artwork focusing on the city's efforts to heighten awareness and appreciation of its green and clean surroundings. RAMP UP



Ms. Shajan Yazdanparast, Head of the Department of Women's Affairs in Parwan, presents a certificate and school supplies to a winner in the children's drawing contest.

East conducted an orientation for 32 teachers from the eight schools on the theme and objectives of the contest. The teachers then supervised students interested in participating. The contest was designed to involve the families of the contestants in order to expand the reach beyond the students. Students and their families planned together what an ideal community should look like and the student translated that concept into a drawing. Forty-one drawings were selected as winners among the 967 entries submitted. Charikar Mayor Haji Ghulam Siddiq and other local leaders distributed the awards to the winners who also took home school supplies.

MAHMUD-I-RAQI MUNICIPALITY

PROVINCE: KAPISA

Municipal Service Delivery Improvement projects

The street asphaltting and drainage ditch construction project, one of the priority projects identified during a citizen forum in Mahmud-i-Raqi, is underway. This street connects the main road to the roundabout near the provincial office and will benefit more than 1,000 residents that regularly take this route. To effectively manage the project, the municipal engineer was trained on design, implementation and monitoring and evaluation.

A second project, the construction of public latrines, is nearing completion of major components such as the septic tank, plumbing and electrical systems, and masonry.

The solid waste management project in the municipality continued in October with six hired laborers using two dump trucks to collect garbage from designated drop off points around the city.

Municipal Capacity Building

Public Finance

In October, the Finance and Accounting Manager of Mahmud-i-Raqi received trained on preparing trial balances, income statements and balance sheets.

Public Works

The Sanitation and Greenery Manager, Engineering Manager, and Social Services Manager of Mahmud-i-Raqi were trained in program management including area surveys, analysis, data collection, and monitoring and evaluation.

Economic Development

The municipal Revenue Manager prepared the revenue section of the quarterly report and reviewed the terms of contracting and Afghanistan procurement laws.

Core Skills Training and Impact

In October, the Administrative Manager received training in computer operations and basic desktop publishing in preparation for the production of the next issue of the municipal newsletter, *Sada-i-Shahr*. He also reviewed human resources management practices and employee related issues to keep the municipality aligned with the country's civil service laws.

Municipal Public Relations and Outreach

The 3rd issue of the four-page *Sada-i-Shahr* newsletter was distributed to citizens this month. The newsletter discussed municipal service delivery. The municipality is seeking budget approval from IDLG for fund the production of the next newsletter with its own resources.

On October 19, Mayor Abdul Nabi Wahab Safi went on the air to discuss the plan to build a new town for retired soldiers that will be located in the municipality of Nejrab. His proposal was subsequently approved by President Karzai.

PANJSHIR MUNICIPALITY

PROVINCE: PANJSHIR

Municipal Service Delivery Improvement project

The solid waste collection project in Panjshir continued in October, covering the areas of Anaba, Rukha, and Bazarak. Solid waste from households and public areas was gathered 3 times a week. On October 26, construction of the temporary solid waste disposal site began.

The ongoing drainage ditch, culvert and sidewalk construction project has generated 877 person-days of employment in October and the street asphalting project, which is subcontracted to Afghan Momen Astana Construction Company, is progressing according to schedule.



Municipal engineers inspect the site of the road asphalting project in Panjshir.

Municipal Capacity Building

Public Finance

The municipal Accounting Manager and Internal Controller, together with six of their staff, attended formal classroom training for one hour every day from October 3-6 on standard accounting practices such as balanced entries, bank reconciliation and preparing financial statements.

Public Works

The solid waste management crew – composed of eight laborers, two drivers, and one supervisor – cleaned the roads of trash and picked up household garbage from drop off points using two dump trucks. In addition, the municipality has selected 13 public announcement billboards to be installed in strategic places in the community encouraging all citizens to help in the environmental campaign.

Core Skills Training and Impact

The municipality started gathering stories and material for the second issue of the community newsletter. In this issue, the municipal Administration Manager is writing a piece on the obligations of the municipal government and the responsibilities of citizens.

In October, the Administration Manager prepared a timetable for the training of all municipal staff in computer operation.

Municipal Public Relations and Outreach

The Panjshir newsletter *ShahreSabz* (Green City) will be issued every month and will focus on municipal services and development activities. The first 3 issues will be financed by RAMP UP East while succeeding issues will be funded by the municipality.

Intergovernmental Relations

On October 26, a meeting was held between Panjshir Mayor Abdul Khabir Bakhshi, IDLG/GDMA representatives, and RAMP UP East staff to discuss the closing down of a slaughterhouse to improve sanitation in the area. They also talked about modifying the plan to renovate the municipal building, since the existing structure is weak and erecting a new building will be more sensible.

RAMP UP East – USAID Coordination

On October 13, a meeting was held between the USAID Activity Manager and the RAMP UP East Municipal Team Leader to discuss the ongoing projects and activities in the municipality.

JALALABAD AREA: JALALABAD, MEHTERLAM, AND ASADABAD

JALALABAD MUNICIPALITY

PROVINCE: NANGARHAR

Municipal Service Delivery Improvement projects

There are four projects that are currently ongoing in Jalalabad. These include the automobile parking lot project, two culverts project, 50 culverts project, and Dosarak-Fabrika road improvement project. Together, the projects provided income for local laborers equivalent to USD44,940 and created 5,728 days of work. Implementation of these projects also provided learning opportunities for the municipal engineering staff who were supported by the RAMP UP East engineering advisors in the areas of project supervision, monitoring and evaluation. With the construction of these projects the gap existing between citizens and government is reduced, and more citizens are observed to be actively participating in municipal citizen forums.



Construction of the 50 culverts project in Jalalabad has generated 2,348 days of employment and wages totaling USD17,718 for local workers.

The table below shows the number of labor days and salaries generated by the four projects in October.

| Ongoing Projects in Jalalabad as of end of October 2011 | | | | | |
|---|-----------------------------------|--------------------|----------------------|---------------|--------------------|
| Project | Activities/Performance Indicators | Performance Target | Results Accomplished | | |
| | | | Previous | Current Month | Cumulative to date |
| Auto-mobile parking lot project | Total Labor Days | 8,034 | 1,100 | 684 | 1,784 |
| | Total Wages, US \$ | 53,508 | 9,396 | 5,724 | 15,120 |
| Two culverts project | Total Labor Days | 2,070 | 1,826 | 244 | 2,070 |
| | Total Wages, US \$ | 16,740 | 14,664 | 2,076 | 16,740 |
| 50 culverts project | Total Labor Days | 8,950 | 4,18 | 2,348 | 6,566 |
| | Total Wages, US \$ | 67,800 | 28,776 | 17,718 | 46,494 |
| Dosarak-Fabrika road improvement | Total Labor Days | 15,720 | 1,228 | 2,452 | 3,680 |
| | Total Wages, US \$ | 118,800 | 9,816 | 19,422 | 29,238 |

Municipal Capacity Building

Public Finance

Following the prior month's training and review of standard accounting practices, the Accounting Department developed excel based sub-ledgers and cash ledgers. The

Municipal Finance officers prepared computerized payroll for the month of Meezan 1390 (23 September - 22 October 2011), using the excel based payroll system.

Public Works

The municipal engineers of Jalalabad participated in AutoCAD training and received additional technical support in designing the construction of a 1 kilometer road leading to the Women's Affairs Directorate.

In October, the filling system of the municipal Greenery Department was developed and staff trained on operations and maintenance.

Economic Development

During the month of October, more than 2,400 businesses were surveyed and the Jalalabad municipal Revenue Department has encoded 600 business registration forms into the database. In the same period, more than 190 business licenses were issued, generating fees of AFA53,340. The Jalalabad Municipal Revenue Department reported that the revenue collected for the second quarter of 2011 was AFA49,427,057, which is 6 percent higher than the previous quarter. It is expected that as the business registration campaign gains wider coverage revenue collection will rise significantly.



Municipal Business Registration Manager, Sher Muhammad, collects information for computerized registration of businesses from a shopkeeper in the first Nahia of Jalalabad.

Public Administration

The municipal Administration Department developed a computerized salary and overtime sheet for municipal staff for the month of Mezan 1390, making the process quick and error free. The Administration Department staff was also mentored on the use of Microsoft Excel.

RAMP UP East – USAID Coordination

A coordination meeting was held on October 19 to discuss the automobile parking lot and other projects in the city. The meeting was attended by Nangarhar Governor Gul Agha Sherzai, USAID field program officers and the RAMP UP East team. The meeting aimed to resolve the issue of privately-owned trailers on the site that are rented out as shops and squatting on public land. Governor Sherzai said that he will order the trailers to be removed and vacate the premises right away so that the parking lot project will not be hampered.

ASADABAD MUNICIPALITY

PROVINCE: KUNAR

Municipal Service Delivery Improvement projects

In October, the 2 kilometer Kerala gravel road, culverts installation and protection wall construction project generated 2,663 labor days and salaries amounting to AFA945,264 for local workers. The project began in late July, 2011 and is expected to be completed by January 2012.

“Before the construction started, the road condition had deteriorated to such an extent that it was very difficult to travel by vehicles. During high floods Kerala village was divided into two segments. The floods were destroying their houses and washed away our construction materials, which were placed along the road. Now our homes and land are save from floods,” Kerala village resident Haji Mohammad Jalal said.

Municipal Capacity Building

Public Finance

The head of the Finance Department in Asadabad was trained in basic accounting, which included the preparation of financial statements and reports.

Public Works

The Municipal Engineering Department staff has started applying their newly acquired computing skills to plan and keep track of the budget and expenses of municipal projects. The municipal engineers also received trained in project monitoring.

Core Skills Training and Impact

After a series of training and practice, the municipal Administrator of Asadabad has now fully computerized all the work and records in his department. With the support of the RAMP UP East team, the Administrator has started compiling reports that will go into the monthly newsletter.

Municipal Public Relations and Outreach

On October 11, Asadabad Mayor Eng. Abdul Ghani Absi led a citizen forum that was attended by IDLG staff, the shopkeepers’ representative, elders, and heads of the directorates of cultural affairs and information, women’s affairs, environmental protection, the media, and the general public. Three of the 23 participants were women and five were youth. The Mayor presented the accomplishments of the second quarter of 2011, saying that the municipality has achieved 62 percent of the plans for the year. He reported that the municipality has collected a total of AFA8,307,852 for the second quarter and thanked RAMP UP East for helping the municipality achieve these accomplishments.

The 7th edition of *RAGHWANA*, the municipal newsletter, was published this month and was eagerly read by citizens because of its attractive graphics and content. This issue talked about the Dam Kelay handover ceremony, ongoing municipal projects, health, education, and a cultural/poetry section.

MEHTERLAM MUNICIPALITY

PROVINCE: LAGHMAN

Municipal Service Delivery Improvement projects

The ongoing 7.75 kilometer roadside ditch project in Mehterlam has generated a total of 4,159 persondays of employment and income of USD32,431 in daily wages for local laborers. By the end of October, the project reached the 75 percent completion mark.

In the same period, the municipality completed nearly 40 percent of the 4 kilometer sidewalk and roadside ditch construction project. The project generated a total of 4,159 persondays of employment and income of US\$32,431 for local workers. Although short-term in nature, these jobs are injecting much needed cash into the local economy and are a welcome respite for many, as indicated by a citizen during the dedication ceremony of these projects who said that “after several years of war and conflict in this country, this project is a sign that peace and development are now coming to our area.”



Women taking part in a public forum in Mehterlam on October 17.

Municipal Capacity Building

Public Finance

The Finance Department developed an integrated general journal for recording expenditures which will be referenced in the production of annual financial reports. The department also prepared the 1st and 2nd quarter financial reports using the computerized worksheet.

Public Works

On October 9, the staff of the municipal Public Works Department prepared a concept note for the proposed public latrines projects. The department also conducted a meeting with the Environmental Protection Director and Youth Manager to organize voluntarily participation of citizens in a city cleanliness drive.

Economic Development

The Revenue Department of Mehterlam began registering businesses operating in the city which will be entered in the business registration database. In October, 117 businesses were registered.

Core Skills Training and Impact

The municipal Administration Officer received training on writing official business letters and in general office management.

Municipal Public Relations and Outreach

Mehterlam Mayor Abdul Muqem Niazi convened a public forum on October 17 with 25 participants composed of women, youth representatives, staff of government departments, local *shura* (municipal council) representatives, and local media. The meeting was able to identify a list of priority projects that will be implemented in 2011 and 2012. “I look forward to hearing your views. Your role should not be limited to providing input on project identification but should include maintaining and protecting the project after it is handed to the community,” the Mayor told the women and youth in the *shura*.



Mehterlam municipal engineers monitor the work on the foundation of a 50-meter protection wall on the river bank that goes through a residential area of the town.

Among the priority projects identified were a women’s park, public latrines and improvement of roads in the market area. After a stimulating discussion the participants reached a consensus of recommending 29 priority projects for 2011/2012.

Stakeholder and donors coordination

On October 26, the Laghman PRT representative was given a detailed account of ongoing activities in the municipality. Mayor Niazi also briefed the PRT representative on the methodology for allocating housing plots to residents and how this activity will generate funds for the municipality. The mayor clarified the alleged irregularity in the distribution of plots saying that he is aware of it and that the exchange of money is for the re-sale of a plot to another person, which is usually the same sum as the original purchase price. The mayor said that he will continue working to resolve this issue.

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

GARDEZ MUNICIPALITY

PROVINCE: PAKTIA

Municipal Service Delivery Improvement projects

In October, the Governor of Paktia requested to add more length to an ongoing 1,050-meter sidewalk project in the municipality of Gardez. During the previous reporting period, 960 meters has already been finished and 90 meters more remained to be done. In order that the sidewalk will reach all the way to the provincial Governor's office, he requested that another 90 meters be added. This request was approved and construction will start in the next reporting period. The total length still to be constructed, therefore, is about 180 meters.

Municipal Capacity Building

Public Administration

The municipality of Gardez, with the support of RAMP UP East embedded advisors, reviewed standards for recruitment and screening of applicants for vacant positions in the municipality. The municipality is coordinating with the Chancellor of the University of Paktia to hire fresh graduates from the university to fill junior positions in the municipality.

Public Work

In October, the municipal staff and RAMP UP East embedded advisors together planned for the start of the solid waste collection project. They discussed the work schedule and plan of action, hiring of a foreman and crew and their training. They also discussed the need for the design and construction of a landfill site.



The municipal sanitation crew clears a ditch of garbage and debris in Gardez.

Public Finance

Staff of the municipal Finance Department received training on double entry bookkeeping, maintenance of a cash book, and other accounting matters. Training on database entry was also provided by the RAMP UP East team to facilitate the process of business registration.

Core Skills Training and Impact

During the month of October, the municipality of Gardez surveyed and registered 720 businesses and recorded 520 business entries in the database.

Challenges

In the morning of October 15, a vehicle carrying 3 Taliban suicide bombers attacked the municipal compound of Gardez. The insurgents were heavily armed: three rounds of RPG were fired into the municipal building killing one employee. After an exchange of fire between

the insurgents and the governor's security force all 3 insurgents were killed. One policeman was also killed and another one seriously injured in this incident. All RAMP UP East staff were unharmed and left the area for two days until the police and security forces determined it was safe for them to return.

KHOST MUNICIPALITY

PROVINCE: KHOST

Municipal Service Delivery Improvement projects

A drainage ditch and culvert rehabilitation project began on October 24 and is expected to be completed in December. The ditch is 1,896 linear meters in length and is being constructed using four skilled and four unskilled workers. The municipal engineers were training on quality control of materials and construction by their counterparts from RAMP UP East.

The Women's Park Renovation and Canteen Construction Project began on October 15. Five skilled workers and 11 unskilled laborers are working on this project. The park will give women a safe place to wait for transportation and a place where children can play. The municipal engineers and their RAMP UP East counterpart prepared a park maintenance checklist to ensure the facility will be properly maintained once it is complete. Inside the park, a canteen is being constructed that is expected to generate income for the municipality.



Construction of a canteen in the municipality of Khost. The canteen is located inside a women's park that is funded by USAID/RAMP UP East.

Municipal Capacity Building

Public Finance

The accounting staff and the Revenue Officer received training on the finance and procurement processes and following a flowchart. The flowchart will guide the staff in complying with pertinent municipal guidelines, including proper documentation to ensure the municipality is prepared for an audit by IDLG. During this month, ledgers and cash disbursement forms were computerized, with the RAMP UP East embedded advisor providing support and supervision.

Public Works

The municipal Engineering Department collaborated with the Public Works Advisor to plan and schedule all activities in order to facilitate monitoring and evaluation.

Economic Development

On October 1, the registration of business establishments in Khost commenced. Three groups, composed of five municipal officials and one RAMP UP East staff member, are conducting the survey and interviewing business owners as the first phase of the registration process. By the end of the month, 2,700 businesses were surveyed and 1,200 entered into the database. Based upon survey results, it was determined that there are around 115 small and big outlets selling food, plus 15 hotels and guesthouses. The municipal Market

Regulation Department will develop an action plan to establish sanitary guidelines for monitoring the cleanliness and food safety in these places.

Core Skills Training and Impact

The Administration Office of Khost updated and organized the filing system. Paper files were placed in new folders and these were arranged according to category. Now the staff can easily locate files, which increases the efficiency of the work process.



A sample of a computerized business registration form in Khost.

During the month, the Cleanliness and Sanitation Manager completed a computer tutorial. He is now organizing his files and encoding important documents so that they are easy to access.

Municipal Public Relations and Outreach

Twelve citizen representatives and governmental officials participated in a citizen forum at the Khost municipal compound on October 30. Acting Mayor Engineer Mohammad Sharif led the forum, which focused on the business licensing campaign and city cleanliness drive. He requested all the participants to support and encourage other citizens to help in the environmental awareness drive. The Mayor proposed the creation of *ashar* (community volunteer groups) that will be composed of shopkeepers, municipal officials and residents. A schedule will be set for the community clean-up. The participants were excited about this proposal and said they would provide spades for cleaning. As a permanent solution, they all agreed that a regular trash collection program should be implemented. A public announcement will be broadcast on October 31 to encourage all residents to participate in the community clean-up which is scheduled for November 1.

Donors and Implementing partners meeting

The grant to the Afghan Mobile Reconstruction Association (AMRA) to implement a computer training program and sports program for the youth in Khost started on October 19 with an opening ceremony at Bibi Halima Girls High School. The opening ceremony was attended by the Director of the Olympic Committee, a member of the provincial council, representative of the Women's Affairs Department, the Bibi Halima school principal, tribal elders and municipal officials.

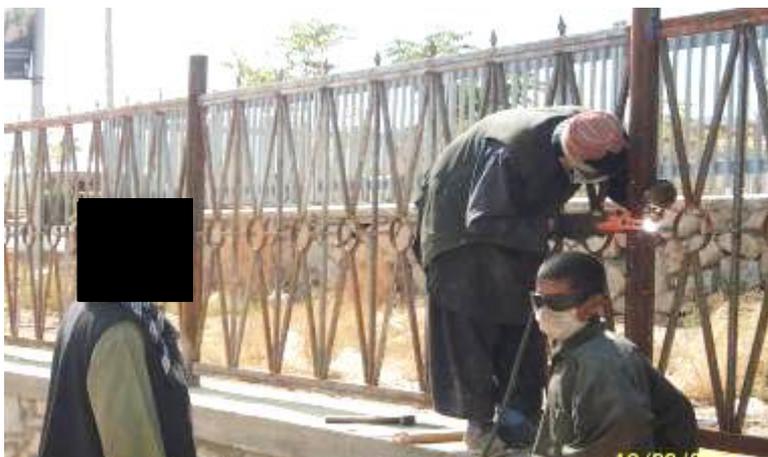
PUL-I-ALAM MUNICIPALITY

PROVINCE: LOGAR

Municipal Service Delivery Improvement Projects

The Car Parking Lot-1 project completed on September 13 is now ready for handover to the municipality. The ceremony will follow the completion of paperwork by RAMP UP East and the municipality. Another car parking lot project is continuing and this generated 579 person days of labor in the month of October. Town residents said they are pleased about this project as it shows that the government is working.

The Solid Waste Collection Project is continuing and is regularly monitored by Public Works staff supported by the RAMP UP East advisor. In October, 14 workers and 2 foremen worked on keeping the city clean. By providing this basic service, the municipality is expecting to raise its



Workers install a fence around the Parking Lot 2 project in Pul-i-Alam.

collection of *safayi* taxes (sanitation fees) as citizens receive regular services and this fee is expected to enable the municipality to sustain the service.

Municipal Capacity Building

Public Finance

The municipal Accounting Manager was supported by the Public Finance Advisor in preparing the revenue collection report for the second Quarter of the solar year 1390 and encoding it in the computer: the report will be submitted to GDMA. The Accountant and RAMP UP East advisor also worked together to prepare and automate the municipal quarterly expenditure report.

Public Works

In the month of October, the municipal Public Works Department created a schedule for *safayi* fees. *Safayi* fees are calculated according to the structure and cost of the house and the number of residents therein. The department also prepared the concept document for the landfill construction project with technical assistance from the RAMP UP East municipal team.

Economic Development

The business registration process in Pul-i-Alam is on hold awaiting the purchase of a color printer, scanner, digital camera, and computer peripherals.

In October, the municipal Economic Development Officer and the Engineering Department with the support of the embedded advisers, prepared the *safayi* notebook – a calculation of sanitation taxes per household based on the type of house and number of occupants – so that collection of fees can start as soon as possible. To publicize the tax collection drive, the municipality will be putting up banners with advertisement around the city.



The Revenue Manager of Pul-i-Alam reviewed the information gathered in a survey of business owners, as part of the town's business registration campaign.

During the reporting period, the municipality collected AFA 135,000 in fees from billboard advertisements in the city. In addition, the municipal Revenue Manager and embedded advisor prepared plans for using billboard advertisements to support the town's tax collect campaign.

Public Administration

The newly appointed Head of Administration Department of the municipality was briefed on the various activities implemented in partnership with RAMP UP East.

Municipal Public Relations and Outreach

The 7th issue of Pul-i-Alam's Newsletter *Shahr-e-Ma Khana Ma* (Our City, Our Home) came out in October with 1,100 copies printed. The newsletter carried the municipal report of accomplishments over the past six months, the town's youth program and other topics of general interest. Advertisements were solicited in order to finance the publication.

Citizens have noted positive changes in their community starting with transparency in governance through the citizen forums, newsletter and radio program. "This is a huge change in our community. Before we didn't know what was happening. Now we learn from several channels the activities and plans of the municipality," one resident said.

RAMP UP East – USAID Coordination

A coordination meeting was held among the municipal and Logar provincial officials, USAID representative, and RAMP UP East field office staff to discuss the final inspection of the Car Parking Lot-1 project, the ongoing and completed projects and the municipal improvement action plan. A bi-weekly coordination meeting is proposed in order to address concerns as soon as they occur.

SHARANA MUNICIPALITY

PROVINCE: PAKTIKA

Municipal Service Delivery Improvement projects

There are four ongoing RAMP UP East supported projects in the municipality of Sharana, namely: construction of two public latrines, solid waste collection and construction of solid waste enclosures. The public latrines will have 10 cubicles – six for men and four for women, with one area will be fitted out for disabled citizens. The latrine projects have generated a combined 784 labor days in October.

The solid waste collection program continued this month with 8 laborers cleaning public areas of trash, collecting the waste and delivering it to a landfill. Funding for this activity is currently provided by RAMP UP East but this will gradually be decreased until the municipality fully assumes the funding by June 2012. The solid waste collection activity generated 243 labor days. The construction of solid waste enclosures continued employing 20 skilled and 20 unskilled laborers and two foremen, generating 816 labor days and completing 70 enclosures. The solid waste enclosures will be handed over to the municipality in November.

Municipal Capacity Building

Public Finance

The Finance Department of the municipality reviewed double and single entry accounting and basic computer and MS office operations. With the support of the RAMP UP East embedded advisor, the Finance Department categorized files and encoded land and expenditure forms. The department also continued organizing the filing system.



The Administration Director of Sharana is being mentored on basic computer applications.

Public Works

Municipal Public Works employees received training on the implementation of the solid waste collection program which included training in topography surveys and developing residential city property documents. Sharana has about 1,000 houses, 450 of which have already been registered and their owners provided with land ownership documents.

Economic Development

On October 4, a meeting was held with the Mayor and Deputy Mayor and the Licensing Officer before the start of the business registration campaign in the Sharana bazaar district. RAMP UP East provided training on creating the database for the registered businesses.

Core Skills Training

Administrative staff participated in basic computer training and basic management principles. The Mayor was also provided with some ideas about public speaking and conducting radio programs.

Municipal Public Relations and Outreach

On October 23, a radio roundtable discussion was broadcast by Paktika Mili Radio on two prime time slots: at 9:00 in the morning and 4:00 in the afternoon. The program discussed the city master plan and urban improvement plan, including completed and ongoing programs for 2011. Sharana Acting Mayor Mohammad Zaher appealed to residents to support the development activities in the community, especially solid waste management and business registration activities.

RAMP UP East – USAID Coordination

A coordination meeting was held on October 27 and attended by the USAID field officer, municipal officials and RAMP UP East field staff to discuss the ongoing projects in the community. The Mayor requested USAID and RAMP UP East to add 10 solid waste collection laborers to assist with cleaning the entire city. He said that the municipality is planning to increase the number to 30, which is the required number of laborers in his opinion.



A coordination meeting among the Sharana Mayor, USAID representative, and RAMP UP East staff discussed upcoming infrastructure and service delivery projects in the municipality.

CENTRAL SUPPORT OFFICE CAPACITY DEVELOPMENT ACTIVITIES

Gender Training

In the month of October the Gender team conducted a one day training on gender mainstreaming (phase I of the gender training) in Charikar for seven municipal employees and nine RAMP UP East staff.

The objectives of the training were to discuss the concept of gender, social relations of gender, gender stereotyping and its societal consequences, the importance of gender-specific activities in development projects and principles of leadership and good governance. The participants, many of whom attended this kind of training for the first time, said it was a new concept for them and enlightening.

Also this month, RAMP UP East conducted gender equity and equality training in Jalalabad with 49 participants composed of 17 municipal staff and 32 project employees working in Jalalabad, Mehterlam, Assadabad and Parun. The participants learned about the difference between equity and equality and the impact of gender inequity on governance and development projects.

Women's participation in civic forums

In six municipalities, 119 citizens including 21 women attended the monthly municipal citizen forums. In Mahmud-i-Raqi an all women shura was established with the support of the Mayor and the Department of Women's Affairs. Seventeen women attended the first meeting of this groundbreaking women-only Shura.

Gender and Youth Small Grants

In mid-October four gender-responsive governance small grants were awarded, which include (1) a fellowship program for 56 young men and women; (2) public participation in governance for 4,200 men and women; and (3) women's participation in service delivery for 420 women.

Except for Charikar, Mahmud-e-Raqi and Bazarak, grants for youth participation activities have been awarded. Three local NGOs will implement the activities which include: (1) an internship program for 18 male and female youth; (2) computer training for 150 male and female youth; and (3) sports tournaments (volleyball, football, cricket and taekwondo) for 1,272 male and female youth.

The three local grantees met with the mayors, municipal officials and other local stakeholders to present their plan of activities.