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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: SEPTEMBER 2011



The ongoing business registration process in Gardez will improve service delivery for the private sector and generate revenue for the Municipality

15 OCTOBER 2011

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC EAST

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ABBREVIATIONS & TERMS

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

MONTHLY HIGHLIGHTS

FLOOD PROTECTION IN ASSADABAD

Work on the 2km Kerala Gravel Road, Culverts Installation and Protection Wall Construction Project started on 25 July and is expected to be completed by the end of January 2012. The project was selected by local citizens, village councils and community elders during a citizen forum. The project consists of constructing 18 culverts, improvement of the road, and a 660m protection wall alongside the Peach River. This will protect the road and the villagers from seasonal flooding and save about 4,000 houses from being washed away.



Progress on the USAID-funded flood protection wall along the Peach River in Assadabad.

One of the Kerala village residents, Haji Shah Mahmmod, expressed his views as follows: “The implementation of this project will make a difference in developing the confidence of the people in municipal service delivery. We have proposed and prioritized this project in a citizen forum and now we see the practical implementation of it. This will really save our houses from the seasonal floods and we will be able to have a good road for our transportation needs”.

Towards the end of September about one third of the construction work had been completed. To date the project has generated 1,715 person-days of local labor and AFN614,428 was paid out in daily wages.

CITIZEN ENGAGEMENT AND PARTICIPATION IN GHAZNI

On September 27, the Municipality of Ghazni convened its 10th monthly citizen forum to select and prioritize new service delivery projects for the Municipal Improvement Plan (MIP). More than 30 participants attended this forum including local business associations, youth association, local community elders, shopkeepers, citizens and local government line directorates. A representative of the Governor’s office and the provincial council also attended.

A discussion ensued on improving municipal services delivery by identifying, prioritizing and selecting infrastructure projects to be included in the updated MIP. Community representatives received detailed information about the MIP goals for supporting municipal public services and enhancing municipal revenue generation. At the end of the forum, the

participants prioritized and selected new service delivery and infrastructure projects. These included the paving of 3.4 km sub-roads in the city, the paving of 1.5 km sub-roads and the construction of 8,445 meters of sidewalk.

CHILDREN ART CONTEST IN CHARIKAR

Children and adolescents make up a significant portion of the population. By channeling their collective energies, they can play a major role in building a bridge between municipal governments and their adult constituents. Often blamed or viewed as responsible for littering, contributing to unkempt streets, and damaging local property and greenery, the youth are an underutilized asset who can contribute meaningfully to their communities.

The RAMP UP East Public Outreach team met with the Mayor of Charikar to discuss a proposed children's drawing contest in his Municipality. The contest will provide opportunities for adolescents and children to become more aware of their environment through art with the theme "*Let's Take Care of Our City.*" The Mayor welcomed this upcoming activity, which will strengthen the cooperation between the Municipality and citizens in raising awareness about their environment and keeping their city clean. The RAMP UP East team also secured the collaboration of the head of the Parwan Provincial Education Department to successfully implement the drawing contest. The Education Department assigned a teacher to work with the Municipality.



Parents and teachers were briefed about the upcoming children's drawing contest in Charikar.

The proposed drawing contest is an initiative designed to encourage girls and boys to get more involved and interested in their local environment by cultivating a sense of pride and ownership in their neighborhoods and communities, with a goal towards keeping their neighborhood clean, safe and livable. The drawing contest will focus on heightening awareness and appreciation of city greenery, cleanliness, and beauty. In consultation with the school authorities a cleanup activity will be organized to give children the experience of keeping their environment clean.

The children's drawing contest will be open to boys and girls in two age/grade categories: grades 3-5 and grades 6-8. All students must be attending a public or private school or a *madrasa*. The competition will be held in early October and the following preparations were completed in September:

- 32 school teachers (11 females and 22 males) were invited to the Charikar municipal conference hall to be briefed about the upcoming activity;
- The USAID OSM met with the Mayor and RAMP UP East: he was briefed on the art contest and pledged his full support for this activity;
- Parents of pupils from four schools were invited to a meeting to brief them on the activity and ask their permission for their children's participation in the drawing competition;
- All teachers and pupils selected to participate in the art competition were briefed in detail about the activity.

GENDER TRAINING

The RAMP UP East gender unit conducted a one-day gender mainstreaming and sensitization training workshop this month at the Kabul office for 53 staff members: 52 from RAMP UP East and 1 representative from IDLG.

The objectives of the training was 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 appreciated the training; many stated that it was a new concept for them and it was the first time that they had participated in gender training.

Also in September, RAMP UP East awarded several small project grants for gender responsive governance activities. The NGO implementing the grant in Bamyan, Ghazni and Maidan Shar is the Bureau for Reconstruction and Development (BRD). In Charikar, Panjsher and Kapisa the grantee is Amputee Bicyclists for Rehabilitation and Recreation (AABRAR). In Gardez, Logar, Paktia and Paktika the gender grant program will be implemented by Noor Social and Cultural Organization (NSCO). The grant for the Jalalabad area is currently awaiting COTR approval.

The three main components of the gender responsive governance grants include:

1. A fellowship program for 56 young men and women;
2. Public participation in governance for 4,200 men and women;
3. Women's participation in service delivery for 420 women.

PUBLIC OPINION SURVEY

An initial baseline public opinion survey was conducted in 13 out of 14 RAMP UP East municipalities in August 2010. The 2011 public opinion survey will measure changes in citizen satisfaction with municipal government, citizen perception that local government officials are working to serve their needs and citizens trust in GIROA officials in municipalities to conduct its activities to benefit the people of the city, after 1 year of RAMP UP East implementation. The external survey will be conducted in the same 13 municipalities as the previous year.

The public opinion survey consists of 53 questions and has been implemented among a random sample survey in all RAMP UP East municipalities, with the exception of Parun. The survey was administered to approximately 3,300 respondents. Each municipality has been assigned a specific number of respondents, based on population size. This design will provide independent statistically significant data for each individual city.

The Public opinion survey employed approximately 75 Afghan staff. Each municipality employed a survey team leader (a permanent RAMP UP East employee), plus four to six daily enumerators (depending upon required responses for that municipality). Survey leadership was provided by the RAMP UP East M&E team. Four data entry clerks were also employed on a temporary basis to enter the survey data to the database.

The survey implementation commenced with survey manager/leadership training on 7 August. Field Data Collection started on schedule during the week of 11 September and will be completed by mid October.

Data entry has begun in Kabul (to allow for third level quality control). The four data entry clerks have been entering the survey data into the database. Data entry will be completed in early November (40 working days).

Four levels of QA/QC were integrated into the survey implementation design. Survey team leaders were tasked and trained to conduct daily reviews of the 16 to 25 responses completed each day by survey enumerators with review sessions each morning prior to survey collection. Area M&E specialists were tasked with second level reviews. A third level review was conducted by the Data Quality Assurance Specialist during data entry in Kabul. Fourth



level reviews (data aggregate reviews) occurred as part of the data analysis and reporting work of National Resource Center, the US-based consulting firm assisting in the survey process. The public opinion survey analysis and draft report will be completed by mid-November.

Assadabad, 22 September. A public opinion surveyor on site puts the house number on the gate.

SECURITY CHALLENGES IN PUL-I-ALAM

On 17 September unknown armed men abducted a nephew of the Mayor in Pul-i-Alam. There was also a roadside explosion on that day. The following day insurgents hit a contracted fuel tanker with an RPG. The vehicle caught fire and burned out completely. On 24 September, a commander of a Jihadi party (*Jamiat Islami*) was killed by unknown armed persons. The next day a laborer working on the RAMP UP East supported solid waste collection project was abducted: he was later released unharmed.

Insurgents are trying to destabilize the capital centre of Pul-i-Alam. Explosive devices are routine and present considerable risks to civilians and municipal employees. The hijacking of a municipal water tanker created nervous tensions in the community because the tanker may be used by insurgents in another operation in Pul-i-Alam or elsewhere.

For the time being the RAMP UP East team of embedded municipal advisors is working from the Kabul office. Team members visit Pul-i-Alam regularly to meet with their municipal counterparts, monitor projects, and distribute wages to laborers.

The absence of the RAMP UP East team has a negative impact on the project activities. The embedded advisors are unable to conduct on-the-job training as municipal officials are rarely coming to the municipal office. The citizen forum and radio roundtables were all cancelled during the month of September.

The RAMP UP East staff will continue to work from Kabul until the security situation in Pul-i-Alam has improved.

KABUL AREA: MAIDAN SHAR, BAMYAN GHAZNI

MAIDAN SHAR MUNICIPALITY

Province: Wardak

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

There are 18 laborers, including two foremen, working on the RAMP UP East supported Solid Waste Collection Project. Two dump trucks and an excavator are rented to support the service, and in the month of September 158m³ of solid waste was collected from different parts of city and transfer to the landfill site.



A solid waste collection crew emptying bins and loading trash on a dump truck in Maidan Shar

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The municipal Finance/Accounting Manager received on-the-job training to prepare the expense report for the second quarter of the Afghan fiscal year for the Governor and IDLG. RAMP UP East also conducted a 3-day training on General Accounting (Bookkeeping) for the staff of the municipal Finance/Accounting Department.

Public works

The Engineering, Sanitation and Social Services Departments received advisory support in identifying the location for a new land fill site. The site was selected on the basis of a physical survey and analysis of potential locations recommended by the municipal technical staff.

The municipal technical staff also received two- day classroom training on the operation and maintenance check lists and task review process. The training includes an explanation of step-by-step processes for the preparation of check lists for public works projects such as public toilets, parks, and municipal buildings.

Public Finance

With support from RAMP UP East, the municipal Revenue Manager completed a list of all the shops, markets, fuel stations, governmental offices and business centers which are currently not paying their Safaya tax. Following municipal regulations, he sent a bill to these tax subjects based on information provided by the Engineering Department. The Revenue Manager also prepared the second quarter revenue report with assistance from the RAMP UP East embedded advisor.



The municipal Finance staff received training on General Accounting (Bookkeeping)

PUBLIC ADMINISTRATION

The municipal Public Administration Manager and his staff received support in organizing the administrative petitions and the filing of these petitions. He also received on-the-job training in management, planning and computer skills.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

The Acting Mayor of Maidan Shar chaired a citizen forum on September 28 in the Gorbat Hall. A total of 47 participants attended the meeting, including municipal officials and representatives of the local business community. The main agenda item was the preparation of a new city council for Maidan Shar.



The citizen forum is a platform for citizens to participate in municipal affairs and decision making

One day prior to the citizen forum all the shopkeepers were invited by Civil Services Manager Mustafa Popalzai to discuss the election and mobilize the community. They will elect a Chief City Council, Deputy City Council, and representatives from Mechanics Real Estate, Hotels and Restaurants, and General Stores.

The municipal staff collected data for the monthly newsletter and finalized the design of the 3rd edition of the newsletter.

RAMP UP EAST – USAID COORDINATION

On September 19 a coordination meeting was held between the USAID FPO, DFPO, Civilian Team Leader, State Department Representative and RAMP UP East staff at the RAMP UP East municipal office in Maidan Shar.

The meeting focused on the proposed renovation of a public park in the city supported by USAID/RAMP UP East. The FPO recommended removing the generator from this project because the municipality can provide the electricity to the park from the public grid and the Maidan Shar Power Department Manager already confirmed his support for the project.



Maidan Shar FPO visited the RAMP Up East municipal support office to discuss progress.

The second issue discussed was the digging of a well for the irrigation of the park. The FPO suggested improving the existing piped water system in the city so it would benefit the citizens and irrigate the public park.

The FPO was also proposed the rehabilitation of the two wells, water distribution network and generators which provide water to Maidan Shar. At the moment the water supply system

is not functioning due to technical problems.

The participants agreed that the RAMP UP East Team Leader and the DFPO will discuss the proposals with the municipal staff and the Mayor. The Team Leader explained that the existing water supply system is damaged by rainwater or floods and the network does not cover the whole city including the bazaar area.

The provision of water supply systems does not fall within the mandate of the municipal government, but is the responsibility of the Afghanistan Urban Water Supply and Sanitation Company (AUWSSC). Although a number of municipalities around Afghanistan have invested in water supply, these projects mainly consist of small scale community based systems, such as deep wells and public standpipes. A decision for RAMP UP East to support urban water supply schemes will require a careful assessments of the needs, the institutional responsibilities and organization, and the available resources.

GHAZNI MUNICIPALITY

Province: Ghazni

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

In September the municipal staff received training on-the-job training on general accounting, bank reconciliation, balance sheet, and general bookkeeping. They were assisted in developing various MOF forms (M21, M22 & M25) and the municipal payroll sheet (M41) for the month of Sunbula-1390. The RAMP UP East embedded advisor also provided in-house training on liabilities, owner equity and assets.



In September the municipal Finance Officer of Ghazni received training from his RAMP UP East counterpart on general bookkeeping

The municipal Finance Officer, Mr. Nasir Ahmad, was quoted as saying: “With technical support from RAMP UP East I am now able to prepare monthly payroll sheets accurately and properly”.

Public Works

The Public Works Department worked on improving the city plan with the support of RAMP UP. This plan will help the municipality in guiding the present and future growth of Ghazni city by striking a balance between residential, commercial, recreational, and institutional needs. The plan makes the best use of the available resources, addresses current community problems, and protects important physical and geographical landmarks.



The Public Works Director and his RAMP UP East counterpart reviewed the Ghazni city plan

The municipal staff also received assistance in developing a new checklist for paved roads. The checklist will help the Municipality to plan for the regular maintenance of public areas and to prepare a budget to sustain public services in the future.

Planning and Economic Development

The Municipality analyzed potential sources of revenue, including property taxes, service fees, and grants from the central government for infrastructure projects and special initiative programs. The Municipality only has control over property taxes and service fees and these two sources can be used to cover the operational needs of a municipality. However, these sources of funding are not sufficient to pay for the capital investment needs of the city for urban infrastructure and services. The following new sources were identified: the Municipality can charge taxes on local garages, parking of vehicles, slaughter-houses, trade registration, traffics fines, billboards, banners and other advertisements.

Revenue Generation

RAMP UP East is supporting its municipal counterparts in identifying potential opportunities for the privatization of public services. The Mayor of Ghazni has outsourced the collection of municipal intercity tax to a local private company. More than 10 companies attended the bid conference held at the municipal conference hall in Ghazni. The Governor, Acting Mayor, Municipal Revenue Officer, Municipal Accounting Officer, and RAMP UP East advisors attended the meeting. The highest bidder offered 40,150,000 million Afghanis per annum.

Last year the municipality collected 13,087,172 Afghanis in revenue, but after privatization this amount increased to 46,605,000 Afghanis per year. The Acting Mayor, Mr. Abdul Basir, was quoted as saying: “Privatization has been a key component of structural reform programs in the government offices throughout the world. I hope that the privatization in Ghazni municipality will result in a sustainable increase in income for the city”.

CORE SKILLS TRAINING AND IMPACT

On a regular basis, the RAMP UP East team in Ghazni provides basic management skills training in the following areas: basic administrative management, functions of management, planning, municipal procurement management, and report writing skills.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

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A discussion ensued on improving municipal services delivery by identifying, prioritizing and selecting infrastructure projects to be included in the updated MIP. Community representatives received detailed information about the MIP goals for supporting municipal public services and enhancing municipal revenue generation. At the end of the forum, all participants prioritized and selected new infrastructure projects. These included the paving of 3.4 km sub-roads in the city, the paving of 1.5 km sub-roads and the construction of 8,445 meters of sidewalk.



At the citizen forum on September 27, municipal infrastructure projects were identified and prioritized



Municipal staff from Ghazni received training on road surveying from their RAMP UP East colleagues

Newsletter

Ghazni published the 3rd edition of its municipal newsletter *Payam-e-Shahr* (City Post) prepared with technical support from RAMP UP East. This latest edition contains messages on city cleaning, an interview with Mayor about municipal achievements and services, suggestions and complaints from citizens, news on local economic development, a summary of the citizen forum held in August and a report about Ghazni, Capital of Islamic civilization 2013.

RAMP UP EAST MUNICIPAL RELATIONS

On September 21, municipal officials and RAMP UP East staff held a coordination meeting on improving municipal service delivery. The Mayor emphasized the need for the immediate preparation and approval of the proposed asphalt road and sidewalk construction projects for Ghazni. He added: “If RAMP UP cannot support us in starting up any projects this year, it will definitely create frustration among the citizens.” The participants agreed on the importance of the set up of a business registration database to start the registration process of all local businesses and traders and enhance municipal revenue.

STAKEHOLDER AND DONOR COORDINATION

On September 10, the Municipality held a coordination meeting with Texas Agribusiness Development Team (TADT), Task Force White Eagle. During the meeting, TADT donated 10 trucks for garbage collection to the Municipality in an effort to help the city in cleaning up and collecting solid waste. In addition, TADT also funded a boundary wall and the renovation of a municipal building at an estimated cost of US\$100,000.

RAMP-UP EAST - USAID COORDINATION

On 28 September, the USAID OSM, Acting Mayor and RAMP UP East Team Leader held a coordination meeting about RAMP UP East service delivery projects in Ghazni. During the meeting, the OSM was briefed on the progress of service delivery projects and capacity building activities in the Municipality.

BAMYAN MUNICIPALITY

Province: Bamyan

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

Work is ongoing on the Reconstruction and Paving of Streets & Drainage Ditch Construction Project in Bamyan. A numbers of sub-roads were selected for side ditches excavation, construction and grading.

At the same time, the Side Walk Construction Project reached about 93% completion.

The Public Latrine Project started in early August and one fifth of the work was completed. The excavation, foundation and

stone masonry for both latrine and generator room is done with RCC ring casting over the stone masonry.



The final stretch of the sidewalk construction along the main avenue in Bamyan.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public works

The Sanitation Manager received practical training on surveying landfill sites and making a selection. He was also trained on how to develop and excavate the landfill and the procedure for backfilling.

With RAMP UP East support, the Sanitation Manager learned how to construct gravel roads and relevant activities such as grading, water spraying, compaction and drainage excavation.



Survey of a potential site for the new landfill in Bamyan.

Planning, Revenue Enhancement and Economic Development

The municipal Property Manager studied land distribution in the *Dasht-e-Esakhan* new city development with technical support from the RAMP UP East Public Finance Advisor. They analyzed the revenue collected from the distribution of residential plots.

The Business Registration process started on 20 September 20 with a pre-orientation and training for the municipal staff. The Municipality of Bamyan already registered about 250 businesses and entered them in the database.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

The 10th citizen forum conducted on 27 September was chaired by the Mayor. There were 22 participants including two youth representatives. The discussion focused on city cleaning and the achievements of the Municipality in the previous month.

The mayor asked the citizens to be cooperative and maintain the municipal projects which are completed or will be complete soon, such as the public latrines and sidewalk. The participants promised to raise awareness in the community about the proper use of the new infrastructure.

The mayor said that it is the responsibility of citizens to keep their city clean and cooperate with their municipality. But one participant, Said Muzafer, criticized the Mayor and said: "The public latrines in the city are not cleaned and maintained on time so it is the responsibility of the Municipality to keep them clean all the time". Another citizen, Ali Haider, commented: "The shopkeepers put their garbage in the ditches and drop soil or construction materials on the road so they should be controlled by the municipal administration."



On 27 September, the Mayor chaired a citizen forum in the municipal hall.

PROJECT OPENING AND CLOSING CEREMONY

On 14 September the Reconstruction and Paving of Streets & Drainage Ditch Construction Project was officially launched in the presence of the Mayor, Provincial Council Head, Deputy Governor, and DFPO. Other government officials, the local and national press, and 100 representatives from the bazaar and citizens also attended the ceremony.

The Provincial Deputy Governor thanked USAID/RAMP UP East and congratulated the company that will implement the subcontract. He also congratulated the citizens of Bamyan on the award of the project, asked them to support the implementation and reminded them of their responsibility for the care of the municipal infrastructure.



14 September. The Mayor of Bamyan and the Deputy Governor cutting the ribbon for the USAID-funded Streets and Drainage Reconstruction Project.

CHARIKAR AREA: CHARIKAR, PANJSHIR, MAHMUD RAQI

CHARIKAR MUNICIPALITY

Province: Parwan

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

The Solid Waste Collection program has been running smoothly during the month of September in the 4 districts of Charikar City. A total of 643 person days of labor was provided and 1,125 m² of trash was collected.

The Municipality has requested the extension of the service to the Balaghel village, which is about 5km from the city center. The Mayor of Charikar and Parwan USAID OSM along with district #4 and Nahya#1 Managers paid a visit to the village and discussed their need to collect the trash. The Mayor told the village elders that he would be happy to provide services to their village, but on the condition that the villagers pay the safaya tax.



The Manager of the 4th Nahia in Charikar urged citizens to put waste in a proper place instead of in the drains.

Good progress was made during the month in the implementation of the two roads projects in Charikar (CHA-3 and CHA-5), which are both being implemented using direct implementation. Tables No. 1 and 2 provide an overview of the volume of work, laborers and machineries that have been hired to implement the two above-cited projects.

#	Activity	Measurement Unit	Total Measurement
1	Scarification	Meter	1650m (11 Streets)
2	Rough Grading	Meter	1570m (10 Streets)
3	Moisturizing	Meter	1570m
4	Compaction	Meter	1570m
5	Unskilled labor	Labor day	80 days
6	Skilled labor	Labor day	22 days
7	Excavators	Machine day	24 days
8	Glider	Machine day	8 days
9	Roller	Machine day	8 days
10	Water Tanker	Machine day	8 days
11	Dump trucks	Machine day	4 days

Table No. 1 RUE-CHA-0005

#	Activity	Measurement Unit	Total Measurement
1	Scarification	Meter	1220m (9 Streets)
	Excavation for foundation	Cubic Meter	1500m (750m ³)
3	PCC	Meter	41.25m (4 Streets)
4	Stone Masonry	Cubic Meter	150m ³ (3 Streets)
5	Unskilled labor	Labor day	722 days
6	Skilled labor	Labor day	406 days
7	Stone Used	Cubic Meter	4226 m ³
8	Sand Used	Cubic Meter	350 m ³
9	Cement Used	Kilogram	36500 kg
10	Uniform	Each	50 set
11	Wheel Barrow	Each	6 units
12	Shovels	Each	10
13	Excavator	Machine day	22
14	Water Tanker	Machine day	22

Table 2, RU E-CHA-0003

The municipal Engineering Department is actively participating in the monitoring of these two project's implementation. The Mayor has also visited the project site on 6 September.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Economic Development

The municipal Revenue Collection Manager, supported by his RAMP UP East counterparts, worked on the preparation of the Municipal Revenue Enhancement Plan. According to this plan the Municipality intends to expand the municipal tax base by the introduction of new taxes and fees and improving the tax and fees collection process, including registration and reporting.

Public Finance

The municipal Accounting Officer received on-the-job training in qualitative methods of forecasting such as time series, consensus and expert judgment. He also learned how to computerize the Ministry of Finance standard form used for the recording of expenses, called the M20 ledger book.

The municipal Accounting Officer learned how to forecast revenue, which will help him to prepare the municipal budget in the future. He said: "I have grasped a good amount of knowledge about revenue forecasting. Also, the computerization of M20 ledgers will save a lot of my time since it is very easy to retrieve an expense from a computerized financial system".

CORE SKILLS TRAINING AND IMPACT

The municipal Administration Manager received training on the municipal functions and preparation of the organizational structure and management chart. He was also coached by RAMP UP East on how to prepare the municipal demographic data and the department work plan.

During the reporting period the RAMP UP East Public Works advisor assisted his municipal counterpart in completing a municipal projects list and in developing a checklist for streets and ditches projects. Meanwhile, they are developing an operations and maintenance plan for all municipal parks.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CHILDREN ART CONTEST

The RAMP UP East Public Outreach team met with the Mayor of Charikar to discuss the proposed children's drawing contest. The Mayor welcomed this upcoming activity, which will strengthen the cooperation between the Municipality and citizens in raising awareness about their environment and keeping their city clean. The RAMP UP East team also secured the collaboration of the head of the Parwan Provincial Education Department in order to be

able to successfully implement the children's contest. The Education Department assigned a teacher to work with the Municipality. The venue of contest is Tajrebawi Experimental High School.



The following preparation activities were held during the reporting period:

- 32 school teachers (11 females and 22 males) were invited to the Charikar municipal conference hall to be briefed about the upcoming activity;
- The USAID/OSM met with the Mayor and RAMP UP East: he was briefed on the art contest and pledged his full support for this activity;
- Parents of pupils from four schools were invited to a meeting to brief them on the activity and ask their permission for their children's participation in the drawing competition;
- All teachers and pupils selected to participate in the art competition were briefed in detail about the activity.

The children's drawing competition will be held in early October.

Capacity Building Training for Small Construction Companies

On 19 September, RAMP UP East organized a pre-assessment training for nine local construction companies from Panjsher, Parwan and Kapisa Provinces. The selection process was focused on assessing their working skills and experiences.

The participants were informed about the objectives of the training, which aims to improve their skills to prepare competitive proposals for local construction projects.



Coordination meeting with local construction firms in Charikar.

MAHMUD-I-RAQI MUNICIPALITY

Province: Kapisa

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

On 20 September, the Mayor of Mahmud-i-Raqi Mayor signed the hand-over documents for the RAMP UP East funded construction project of 240 linear meters of side ditches. Following this procedure the Municipality has officially taken over responsibility for the maintenance of the ditches.

The municipal Engineering Department received on-the-job training on using reinforced concrete rings and slabs. This will enable the municipal engineers to improve the implementation of infrastructure projects in the future.

For the Public Latrine Project, the RCC flooring of the septic tank was completed along with the wall reinforcement. The project is used for on-the-job training of municipal engineers on the construction of a septic tank.

Work on the 300 meter Road Project in Mahmud-i-Raqi, including the construction of stone masonry, retaining walls on two sides of the road, and ditches, was almost completed within this reporting period.



The Mayor of Mahmud-i-Raqi evaluated progress documents on municipal infrastructure projects.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The Finance and Accounting Manager of Mahmud-I-Raqi was trained on the trial balance to prepare the final accounts and financial budget. This training will help the Municipality in checking the mathematical accuracy of financial transactions.

He was also trained on the preparation of bank reconciliation statements. This will help the him to determine if there are outstanding checks or wires that have not yet been transferred to recipients, or bank deposits that have not been recorded.

Public Works

The municipal Sanitation & Greenery Manager received on-the-job training on Vehicles Operation & Management and Store & Stock Management. In addition, he was trained on good governance issues like keeping citizens informed on municipal government service delivery and taking into consideration citizens' complaints and needs.



The Mayor along with other municipal staff participated in public works training.

The Sanitation and Greening Department was also advised by RAMP UP East on the collection of trash from the local bazaars. More than 400 m³ of solid waste has been collected by the Municipality and transferred to a new landfill area in Sharizar desert.

Planning and Economic Development & Revenue Generation

The Mahmud-i-Raqi municipal Revenue Manager received on-the-job training on how to prepare a revenue enhancement plan. A new source of revenue (vehicle's parking fees) has been introduced in two locations: in front of the National Security Commandment Centre and around the Mahmud-i-Raqi Bazaar.

The municipal Revenue Manager was also assisted in defining the new tariff based on government revenue regulations. A private contractor has been engaged for the collection of this new revenue source.

CORE SKILLS TRAINING AND IMPACT

The municipal Administrative Manager was trained by RAMP-UP East on Human Resources Planning that will improve the workforce. One of the goals is raising the level of job satisfaction. The Municipality can measure job satisfaction through employee opinion surveys, focus groups or one-on-one meetings with employees.

The Administrative Manager also received computer training as he said: "This will help the Municipality resolve its daily activities and prepare the newsletter with a proper design."

Intergovernmental Relations

On 28 September, the Mahmud-i-Raqi Mayor along with his RAMP UP East advisors met with the Governor of Kapisa at the Governor's Office. The purpose of the meeting was to discuss infrastructure projects. The Governor appreciated RAMP UP East's support and said: "We are ready to support as needed to implement all your good projects for Mahmud-i-Raqi city".

Stakeholder & Donors Coordination

On 14 September, the USAID/DFPO met with the Mayor of Mahmud-i-Raqi and RAMP UP East to discuss the status of projects. The focus of the meeting was on municipal projects and RAMP UP activities in Mahmud-i-Raqi. The DFPO also visited the Public Latrines and Road Asphalted projects.

On the same day, PRT representatives visited the Municipality. They met with the Mayor and RAMP UP East team. The purpose of this meeting was to get a briefing on the situation in the municipality. The PRT team also visited the RAMP UP East supported Public Latrines Project.



On September 14, the Mayor, USAID DFPO, PRT, and RAMP UP East visited a USAID-funded project in Mahmud-i-Raqi.

BAZARAK MUNICIPALITY

Province: Panjsher

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECT

The Solid Waste Collection Project in Bazarak comprises the collection of trash 13 times per month or 3 days a week from the areas of Anaba, Rukha and Bazzarakion. The project has hired 8 unskilled laborers, 2 drivers and 1 foreman to provide the trash collection service. This RAMP UP East funded project also subsidizes 50 liters of fuel for the municipal dump trucks. The project has a very visible impact on city cleanliness and environmental protection in the city.



Off-loading of solid waste at the landfill site.

The trash collection is being supervised by the Sanitation and Greenery Manager of the municipality, supported by the RAMP UP East Public Works Advisor.

About half of the Drainage Ditch, Culvert & Sidewalk Construction Project was completed within the reporting period. 468 person-days of labor was recruited by the project in September. Mr. Faiz Mullah, a local resident, said: “This project created very good job opportunities for local employment.”



Laborers are pouring concrete for the construction of a culvert.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The municipal Finance Manager received four days on-the-job training on double entry book keeping, between 22 and 25 September.

The Municipal Sanitation and Greenery Manager completed the site survey for the proposed Community Drinking Water Project. Two sites have been identified for this water supply project located in Parakh and Niaz Bigkhail villages.

Planning and Economic Development and Public Finance

Municipal staff received training on the identification and measurement of municipal boundaries.

With the assistance of staff members of the Revenue Department, the characteristics of the city districts are being determined to facilitate the business registration survey.

The municipal Finance Manager and Internal Controller received on-the-job training from RAMP UP East advisors on accounting and bookkeeping.



On-the-job training on bookkeeping in Bazarak.

CORE SKILLS TRAINING AND IMPACT

The RAMP UP East Public Administration Advisor trained his counterpart on the preparation of the municipal newsletter. The next newsletter will be published in mid October.

JALALABAD AREA: JALALABAD, MEHTERLAM, ASSADABAD

JALALABAD MUNICIPALITY

Province: Nangarhar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

The projects which are in progress in Jalalabad city include the Rohan Mena 4M Culvert Construction, the Automobile Parking Facility, the Construction and Installation of 50 culverts in various parts of Jalalabad city, and the Dosaraka-Fabreka Road Improvement Project.

These projects not only provide key small-scale productive infrastructure to its citizen but also generate employment opportunities for local citizens. These projects have the potential to generate revenue for municipality to keep the projects sustainable.

By end of September, the Municipality had completed about one quarter of the construction of the auto mobile parking lot, providing job opportunities equivalent to 692 labor days. The project beneficiaries received a total of US\$5,784 as daily wages.

During the reporting period the Municipality also constructed three quarters of the two culverts projects, providing employment opportunities equivalent to 342 labor days and paying US\$2,910 in daily wages.

Some 80 percent of the 50 culverts projects in the city was completed, creating 1,495 labor days of employment and US\$6,720 in daily wages.

By end of September 2011, work on the Dosarak-Fabreka road improvement project had just started, providing job opportunities equivalent to 1,228 labor days and paying out US\$5,796 in wages.



Progress on stone masonry work for the retaining wall along the Dosaraka-Fabrika Road.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The Finance and Internal Control officers were properly trained on the general journal and learned manual as well as computerized formats. Training on accounting principles and terminology is ongoing, while they are developing their computer skills in spreadsheets. They are now able to design basic tables in Excel such as the cash book, bank book and ledger and know how to insert rows and columns and how to format tables.

Public Works

The Engineering Department of Jalalabad prepared concept notes for three asphalt roads in the Municipality. The Women Affairs Directorate Road was surveyed to estimate the volume of cutting and filling materials and prepare cross sections and longitudinal profiles in order to design a stable asphalt road.

Economic Development

The municipal Planning Manager and Business Registration Manager prepared a proposal for the business registration survey in Jalalabad. The plan was approved by the Mayor and the training and field survey is scheduled to commence in early October.

At the end of the month the RAMP UP East team met with the USAID FPO and DFPO for Nangarhar to update them on the program and inform them about the upcoming business registration survey.

CORE SKILLS TRAINING AND IMPACT

The municipal Public Administration Department uses a records book, called *Andarag*, to maintain all municipal personnel details. With technical assistance from the RAMP UP East team, the Department has started to computerize the personnel records to help protect the data and improve municipal personnel management. In addition, with the support of RAMP UP East, the Administration Department prepared the monthly payroll and overtime sheets electronically instead of manually.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

The Deputy Mayor of Jalalabad led the monthly citizen forum on 27 September. The Chief of the Community Council, Head of Youth Department, Deputy Inspection Manager, Chairman of Youth, and local citizens attended. The forum focused on improving the city cleaning and timely payment of fees and taxes. There is active participation in the citizen forum in Jalalabad, with 52 citizens, including 9 females and 14 youths attending in September.



Deputy Mayor welcomed all the participants and thanked the Youth Department for its active participation in the citizen forums. He was not satisfied with the low participation of other governmental directorates. The Deputy mayor asked all the Nahia leaders to cooperate with the citizens in taking care of their needs. He encouraged citizens to take active part in cleaning the city and to pay their taxes on time in order to fund improvements in the city.

On 27 September, 52 participants attended a citizen forum chaired by the Deputy mayor of Jalalabad.

Noor u din “Mahmood”, Deputy of City Council, talked about city cleaning and requested the Municipality to install trash bin in different areas of the city.

RAMP UP EAST – USAID COORDINATION

On 5 September, a Coordination Meeting was held between the Municipality, USAID, and the RAMP UP East team in Jalalabad. The FPO and DFPO, Deputy Mayor, and the Head of Construction Department and.

The USAID team was briefed on the RAMP UP East supported activities in Jalalabad, including capacity building, revenue enhancement and economic development, and infrastructure and service delivery projects. The Deputy Mayor expressed his satisfaction with the support from RAMP UP East for capacity building and service delivery projects in the city.

The FPO recommended ways to intensify the cooperation and coordination between the Municipality and the RAMP UP East team. The municipal technical departments could be more involved in project preparation and implementation, and the Municipality could assign more technical staff to inspect project implementation.

ASSADABAD MUNICIPALITY

Province: Kunar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Work on the 2km Kerala Gravel Road, Culverts Installation and Protection Wall Construction Project started on 25 July and is expected to be completed by 24 January 2012. The project was selected by local citizens, village councils and community elders during a citizen forum. It is also a high priority of the Mayor. The project consists of constructing 18 culverts, filling of the road and a 660m linear protection wall alongside the Peach River which will protect the road and villagers from seasonal flooding and save about 4,000 houses from being washed away.



Progress on the USAID-funded flood protection wall along the Peach River in Assadabad.

One of the Kerala village residents, Haji Shah Mahmmod, expressed his views as follows: “The implementation of this project will make a difference in developing the confidence of the people in the municipal services delivery. We have proposed and prioritized this project in a citizen forum and now we see the practical implementation of it. This will really save our houses from the seasonal floods and we will be able to have a good road for our transportation needs”.

Towards the end of September about one third of the construction work had been completed. The project generated 1,715 person-days of local labor and Afs 614,428 was paid out in daily wages.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The Head of the municipal Finance Department received bookkeeping training which will enable him to utilize the different kinds of financial tools for the proper recording of daily transactions in journals and other financial books, as well as computerized financial forms.

Public Works

The municipal Engineering Department is able to use Excel functions and formulas for the engineering estimations and designs of construction projects. They also attended PowerPoint training for the preparation of effective presentations.

Planning and Economic Development

The Revenue Department delivered a presentation on business registration to community elders, business associations and citizens. They were also introduced to the survey and registration process.

CORE SKILLS TRAINING AND IMPACT

The Municipal Administration Officer received on-the-job training in payroll management. He is able to use a computer and prepare monthly attendance sheets and overtime sheets to calculate the monthly salaries of municipal employees.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

MUNICIPAL CITIZEN FORUMS

The monthly citizen forum was held on 14 September in Assadabad. The agenda focused on the business registration process. Suggestions from citizens on the selection of new projects to be funded from the municipal development budget were also discussed.

The Mayor led the forum and the participants included Wakil Gozar, IDLG, the Assadabad City Shura, youth representatives, the local Chamber of Commerce and Industry, merchants, influential elders, UNAMA, local officials and the media.

The Mayor announced: “We have hired four new staff in the Nahia Department, and we will present our report on achievements in second quarter at the next citizen forum. Work on our 4km Kerala gravel road project is in progress and we will start the solid waste collection project in near future”. The Mayor proposed a new housing scheme by the name of New Assadabad outside the existing city, but he asked for the cooperation of the citizens.



High turnout at the citizen form in Assadabad held on 14 September

The RAMP UP East Economic Development Advisor introduced the business registration survey. He explained the methodology and importance of the survey for businesses and citizens in Assadabad

The IDLG Economic Development Advisor and Private Sector Specialist delivered a presentation on Safaya fees and the issuance of Safaya registration books to citizens. He explained the methodology and amount of tax per house and commercial establishment.

Haji Arif, a Wakil Guzar Kerhala, said: “Construction of the 4 km road in Kerala will solve most of the transportation problems and ease access to required services of the Kerhala people”.

MUNICIPAL NEWSLETTERS

One thousand colorful copies of the seventh edition of the Assadabad monthly newsletter (*Raghawana*) were printed on 29 September. It was reviewed and edited by the municipal Administration Department. The topics published in this edition include the handover ceremony for the Dam Kelay retaining wall project and its benefits for the citizens of the area, municipal public service delivery and its impact on the health of the citizens, educational topics, general knowledge and poetry section. The Administration Department distributed the newsletter to citizens, government line directorates, shopkeepers, business associations and schools.



The September issue of the municipal newsletter of Assadabad.

Municipal Service Delivery Project Opening and Closing Ceremony

On 27 September the handover ceremony of the Dam Kelay Protection Wall was held. The Mayor, Governor, community elders, and local citizen were present during the ceremony.

In his opening speech the Mayor said: “Local citizens proposed this project to the Municipality and we successfully implemented in with good quality for you.” The Mayor briefed the participants about the length and budget of the project.

The Governor of Kunar Province urged local citizens to take care of the maintenance of the project. Haji Habibullah, Head of the Assadabad City Shura, expressed his views on behalf of the local people and said: “This



The Mayor of Assadabad, the Governor of Kunar along with local citizens at the ribbon cutting ceremony of the Dam Kelay Protection Wall Project on 27 September.

protection wall will protect our homes and land from being washed away by floods.” He added that the project created good job opportunities for local people and that the community will take care of the project.

RAMP UP EAST – USAID COORDINATION

A coordination meeting was held on 20 September to provide information about the RAMP UP East activities in Assadabad to the USAID FPO. The agenda of the meeting included the implementation process of the public opinion survey, updates on the ongoing infrastructure and service delivery projects, and capacity building activities for the Municipality.

MEHTERLAM MUNICIPALITY

Province: Laghman

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Ongoing projects in Mehterlam include the 7,750m Drainage Ditch Construction Project in Shahr-e-Naw and the Sidewalk and Drainage Ditch Construction Project in the main city. These projects will not only provide important small-scale productive infrastructure to the community but are also generating employment opportunities for local citizens. 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 during the dedication ceremony of these projects. Local citizens expressed their gratitude and shared: “After several years of war and conflict in this country, projects like these are a sign that peace and development efforts are finally beginning in our area.”

By the end of September, the two projects combined had created employment opportunities equivalent to 10,388 labor days and distributed the equivalent of US\$67,475 in daily wages.



Pictures before and after the construction of a new sidewalk and drainage ditch in the Municipality of Mehterlam.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The Public Finance Advisor prepared training materials for training on revenue forecasting for the staff of the municipal Revenue and Finance Departments. The training materials were shared with the Department Managers and they commented: “Accurate and fair revenue forecasting will assist the Finance and Revenue Departments to prepare more realistic and measurable annual budgets which will result in revenue enhancement.”

A post evaluation survey of accounting training provided by RAMP UP East on 4 September showed that accounting training helped the Finance Manager in proper management of the municipal budget and financial affairs.

Public Works

The Public Works Advisor prepared a manual for the preparation of checklists for municipal properties and public toilets. This manual and the checklists will help the Municipality in preparing a proper plan and budget estimates for the purpose of maintenance.

The municipal engineering team, with the assistance of RAMP UP East staff, prepared an operations and maintenance plan and budget for municipal properties and public toilets. The operations and maintenance plan will significantly contribute to identify problems and gaps and will assist municipal officials to secure extra resources and dedicated to Operation and maintenance.

The municipal Engineer and RAMP UP East engineers surveyed suitable locations for the construction of a new landfill, to improve solid waste management in the city and eliminate the risk of pollution and disease.



The municipal Engineer and his RAMP UP East counterpart surveying a potential landfill site.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

The Mayor of Mehterlam organized a meeting with community elders to discuss the 7.75km Drainage Ditch Project located in Shahr-e-Naw town. Residents constructed illegal walls on the project site and some of the houses are constructed illegally as well. After discussing the issues with the community representatives, they agreed to remove the illegal structures and talk with the local residents in the concerned area.



The Mayor met with community elders to discuss potential issues with the drainage ditch project.

STAKEHOLDER AND DONORS COORDINATION

A coordination meeting with the USAID FPO was held at the FOB on 7 September. The FPO was briefed on RAMP UP East capacity building activities and the progress of service delivery and infrastructure projects in Mehterlam. These projects contributed to economic growth and job creation for local residents in the Mehterlam and assisted in improving the communications and trust between citizens and the municipality.

GARDEZ AREA: GARDEZ, PULI ALAM, KHOST, SHARANA

GARDEZ MUNICIPALITY

Province: Paktia

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

The Sidewalk Reconstruction Project is nearing its completion. Work on the project was temporarily suspended by the Mayor because he requested an additional 90m of sidewalk to be constructed in front of the Governor's office, which was not part of the original plan and budget. The proposal for the addition was recently approved by USAID and the project will now soon be completed.



The Deputy Mayor of Gardez and community elders inspected the sidewalk project on 10 September.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Administration

Supported by his RAMP UP East counterpart, the Administration Manager presented a list of vacant positions in the municipal office to the local IARCSC representative. The IARCSC promised a response to the request for assistance within a month and a follow-up meeting is scheduled on 15 October.

Public Works

During the reporting period the Public Works team worked on the design of the Median and Fence Project along the Kabul - Gardez Main Road.

Staff of the Sanitation Department received training on taking GPS points for the landfill. They also surveyed the location and type of trash bins to be provided by RAMP UP East.

Public Finance

The Finance and Accounting Departments learned how to organize and label their files.

The RAMP UP East Public Finance Advisor received training at the main project office in Kabul on double entry bookkeeping. Following the training he started the on-the-job training on double entry bookkeeping of his counterparts in the Municipality.



The Revenue Manager of Gardez and his RAMP UP East counterparts are surveying a local business.

Economic development

On 15 September the business registration survey commenced in Gardez city. The Municipality was able to survey between 40 and 45 businesses per day and by the end of September more than 500 businesses were registered. The city was divided in four sections and it is estimated that it will take 12 to 14 weeks to register all the businesses.

USAID and RAMP UP East Coordination

On 28 September the COTR and A/COTR, accompanied by the RAMP UP East COP and Tax and Revenue Enhancement Team Leader, visited Gardez. They held meetings with the USAID team and military command at the PRT and were briefed by the embedded advisors on RAMP UP East achievements and challenges.

In a meeting at city hall, the Mayor requested the quick start up of the proposed service delivery projects for the second year of USAID assistance. He shared his concerns about the procurement and contracting of sub-projects and emphasized that the Municipality should be more closely involved in RAMP UP East contracting.

The Mayor led his visitors on a tour around the municipal buildings and introduced members of his team.

KHOST MUNICIPALITY

Province: Khost

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Of the Drainage Ditch and Culvert Rehabilitation Project in Khost, 1,200m has been completed out of a total of 1,896m to be repaired and covered. The project run out of funds but will restart after the bidding process for the continuation has been completed.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Finance

The staff of the municipal Accounting Department and the Revenue Officer received on-the-job training on journal transactions: they were introduced to the double entry bookkeeping system and this will help the Municipality in improving their daily activities.

The staff was also trained on the preparation and recording of bills and expenditures, which will help in balancing the budget at the end of each month. They also learned how to make payments to contractors and how to manage and control this process.



The municipal compound in Khost.

The RAMP UP East advisors also provided training on the use of Excel for payroll management and salary payments for the municipal staff. This will reduce the risk of human error in preparing the monthly payroll.

Public Works

The Deputy Mayor, Engineering Department and Cleanliness Department reviewed various designs for the solid waste bins. The Municipality accepted the single drum steel trash bin design with a capacity of 0.58 m³ and RCC receptacles with a capacity of 3 m³ for the solid waste collection system in Khost.

Planning and Economic Development

The License Officer received practical training on business registration and he is now able to enter survey data in the database, add and removing pictures, print bills for licenses, filter, and back up data. During the reporting month, Khost Municipality distributed 800 registrations to businesses in the first district (Nahia).

The Market Regulation Manager started to collect statistics on hotels and restaurants in Khost in order to design a proper action plan for controlling and monitoring them. Data for 23 hotels and 52 restaurants have been collected so far and the process is still ongoing.

The Revenue Department formed a public private partnership agreement with Afghanyar Company for the collection of fees from billboards for the next five years. The company will pay AFN 150,000 per quarter to the Municipality.



On 27 September, the Deputy Mayor of Khost was briefed on the business registration process.

Three teams have been selected and trained for the business registration survey, consisting of 4 municipal officials and 2 RAMP UP East staff. The field survey started on 28 September. Each team will complete 50 forms per day. This will enhance municipal revenues and allow the Municipality to control and manage all the business in the city.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZEN ENGAGEMENT AND PARTICIPATION

The acting Mayor of Khost convened a citizen forum on 15 September and 31 citizens and government officials participated in the event. The agenda included price and weight controls in Khost, in addition to city cleaning, the installation of trash bins and the drainage system.

Mohammad Rahim, a representative of the shopkeepers, explained some concerns of the citizens. He said that the Municipality should introduce a regular plan for trash collection and city cleaning. In addition, some infrastructure projects completed by the Municipality are of low quality and some are already destroyed: the Municipality should not accept low quality work in the future. The people of Panzaya suffer because all the water from the city flows through their village. And finally, an appropriate place should be allocated for citizens who sell goods from a push cart or wheel barrow.



The Mayor chaired the citizen forum, where a participant explained the problems of shopkeepers.

The Deputy Mayor explained that he allocated USD200,000 to manage the water flow in the city and avoid Panzaya village, but the people did not agree to donate their land to the Municipality for this purpose. Another small project has been designed to change the direction of the water flow from the city to Matoon Dry River, in an effort to prevent flooding in the city and villages.

██████████, a member of the 13 person council of shopkeepers, said: “At some construction sites, the sand and other construction materials are left on the road for a long time. That causes dirt and traffic problems in the city and it is the responsibility of the Municipality to solve this problems.

Mohammad Ibrihim Mushfiq, Head of the City Organization Commission, appreciated that “Today we solve our problems through meetings, communication and coordination; we cannot solve our problems just by criticism but we should find solutions for the problems”.

The Deputy Mayor summarized the meeting results and he said that he noted all the problems and requests and that the Municipality will try to find solutions for all the problems. He added that the Municipality has planned a project for the installation of trash bins and trash collection and requested RAMP UP East for funding and technical assistance.

PULI ALAM MUNICIPALITY

Province: Logar

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

Construction of Car Parking Lot-1 was completed on 13 September and the project is ready to be handed over to Municipality. This is a revenue generating project that will allow the Municipality to collect fees from the parked cars. Due to the security situation in Pul-i-Alam the official closing ceremony has been delayed.

The Car Parking Lot-2 Project restarted on 23 August. Work is ongoing on the guard room, the main gate, and the paving of the parking area. During the month of September 519 person-days of labor were created by this project.

The Site Engineer interviewed a local resident regarding the impact of the project. Mr. Majeed said: "Implementation of this project is a good step towards developing our city. The rush of cars and traffic jam will be reduced. We are supportive of the Municipality in all departments such as greenery, cleanliness and other services which support the development of the city."

RAMP UP East is also supporting the solid waste management program of the Municipality. Since the start of the project 274m³ of garbage has been removed from the city and transferred to the landfill site. This project is expected to improve the lives of the residents of Pul-i-Alam by providing them with a clean and green environment which reduces health hazards. The solid waste collection project was a high priority of the citizens in the city and it is service delivery project that can help the Municipality in collecting Safaya taxes from the citizens.



Overview of the USAID-funded Parking Lot-2 Project in Pul-i-Alam.



A solid waste collection crew is busy sweeping the roads of Pul-i-Alam city.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Works

During the reporting period Public works advisor worked from Kabul office and prepared concept note for construction of trash bins project for Pul-i-Alam municipality and sent that to Public works director. Public works advisor closely monitored the ongoing Solid wastes collection project in the city.

Revenue Generation

The Municipal Revenue Enhancement Manager asked for support from RAMP UP East in improving the process for the calculation and collection of the Safaya tax in Pul-i-Alam. Currently the process is complicated and time-consuming. First the property need to be identified and then the Engineering Department has to assess it. According to government regulations, the Revenue Department calculates the fees and determines a proper amount for each property in the municipality.

CORE SKILLS TRAINING AND IMPACT

The newly appointed Public Administration Manager received support from RAMP UP East in analyzing the organizational structure and demographic data of the Municipality.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

Municipal Newsletter

The monthly newsletter of Pul-i-Alam, *Shar-e-Ma, Khan-e-Ma*, (Our City, Our Home) was published in four pages and 1,100 copies in late September. This 6th edition of the newsletter covered the following topics: editorial, a message from the Mayor, a short biography of martyred Ahmad Shah (a contractor from Pul-i-Alam killed in a land mine explosion), citizens and skilled people of Pul-i-Alam, official notice from the Market Management Department, and an activity report form the Greenery and Cleanliness Department.

RAMP UP EAST – USAID COORDINATION

A meeting was held with the FPO of Logar Province on 19 September. The meeting covered RAMP UP East capacity building, service delivery, revenue enhancement and public outreach activities. The RAMP UP East municipal Team leader briefed the FPO on the project selection process.

The FPO inquired about vocational training for the youth of Pul-i-Alam. The Team Leader briefed her on the youth program of RAMP UP East, including computer training and an internship program for the youth. The FPO appreciated the information and emphasized the importance of good coordination and regular meetings to support the program activities.

SECURITY CHALLENGES

On 17 September unknown armed people abducted a nephew of the Mayor. There was also a road side explosion on that day, The following day, 18 September, insurgents hit a contracted fuel tanker with an RPG. The vehicle caught fire and burned out completely. The following week, on 24 September, a commander of a Jihadi party (*Jamiat Islami*) was killed by unknown armed persons. The next day a laborer working on the RAMP UP East supported solid waste collection project was abducted: he was released later.

Insurgents are trying to destabilize the capital centre of Pul-i-Alam. Explosive devices are routine and present considerable risks to civilians and municipal employees. The hijacking of

a municipal water tanker created nervous tensions among the civilian and municipal employees. The tanker may be used by the insurgents in another operation in Pul-i-Alam or elsewhere.

For the time being the RAMP UP East team of municipal advisors is working from the Kabul office. Team members visit Pul-i-Alam regularly to meet with their municipal counterparts, monitor projects, and distribute wages to laborers.

The absence of the RAMP UP East team has a negative impact on the project activities. The embedded advisors are unable to conduct on-the-job training of their counterparts as municipal officials are rarely coming to the municipal office. The citizen forum and radio roundtables were all cancelled during the month of September.

The RAMP UP East staff will continue to work from Kabul until the security situation has improved. The RAMP UP East field staff and security team will continue to assess the threat level regularly.

SHARANA MUNICIPALITY

Province: Paktika

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROJECTS

RAMP UP East is funding the construction of two public latrines projects in Sharana. Each latrine building will comprise 10 separate toilets - six for men and four for women. The male and female toilets will be grouped in separated areas and the individual toilets will also be suitable for use by disabled people. In addition, a caretaker room, a septic tank, a 3000 liters water tank, and a generator will be installed.



Construction of a public latrine project in Sharana funded by RAMP UP East.

Public latrine projects help to improve the overall city hygiene and sanitation and the revenue that will be collected from the users will be used for the maintenance of the facilities.

Eight laborers and one foreman worked a total of 216 person-days on this month on the solid waste collection program. About 190 m³ of waste has been collected from all parts of the city. About 4,600m of drainage ditches have also been cleaned. By accomplishing this project, it is expected that the Municipality will be able to collect more taxes and fees from businesses and households that can be used to finance operational costs such as fuel, maintenance, and labor.

To support the solid waste collection program in Sharana RAMP UP East funds the labor, fuel, and vehicle leases until June 2012. The funding will support one day per week service for all the communal drop off enclosures. Donor funding will gradually decrease over the course of the year from 100% until January followed by gradual reductions until June 2012. The Municipality will be fully



responsible for the continuation of the service after June 2012.

A truck leased by RAMP UP East emptying solid waste at the landfill site in Sharana.

This project is the first of four components of an integrated solid waste system for Sharana. The other three components – landfill operations/equipment, vehicle purchase and enclosure construction – are planned as separate sub-projects. The four components in conjunction with RAMP UP East management training and technical assistance are intended to implement an effective and sustainable solid waste management program with a planned transition to municipal funding by the end of the second year of RAMP UP East.

MUNICIPAL CAPACITY BUILDING

FUNCTIONAL TRAINING AND IMPACT

Public Works

The Mayor of Sharana requested RAMP UP East support in reviewing the master plan for New Sharana. The municipal staff was also coached on registration properties in New Sharana in the municipal property registration book.

Planning and Economic Development

The Revenue Officer received on-the-job training on business registration and database management over a two week period in September. The municipal staff, including the Revenue Officer, was also trained on comparing the bank statement with the municipal fees book.

MUNICIPAL PUBLIC RELATIONS AND OUTREACH

CITIZENS' ENGAGEMENT AND PARTICIPATION

On 18 September the Mayor convened a citizen forum at the municipal compound, attended by 25 participants. This included 13 citizens, representatives from USAID, the Head of the Provincial Council, and youth representatives.

The delay in the RAMP UP East supported service delivery projects was discussed at the forum. The Team Leader and his colleagues from RAMP UP East explained the situation.



Local media covered the monthly citizen forum in Sharana.

PROVINCIAL DEVELOPMENT COMMITTEE (PDC) MEETING

On 19 September a PDC meeting took place in the Governor's meeting hall. About 50 participants including government officials and donors agencies attended the meeting. The first topic was the security situation. The Governor expressed his satisfaction with the security situation and gave an example of the Wazakhow district meeting in which a lot of people participated without any threat. Secondly, the Paktika Economic Director provided a short report on donors' activities and announced several donor-funded projects for Paktika. Subsequently, each donor presented an activity report. RAMP UP East also provided an update but the Governor and the Mayor were not satisfied and requested RAMP UP East to implement what was agreed during the MIP planning workshop.

RAMP UP EAST – USAID COORDINATION

On 14 September a coordination meeting was held with the USAID On Site Monitor. He was briefed by the RAMP UP East team and he recommended starting up new service delivery projects as soon as possible. The participants agreed that RAMP UP East should repair the doors of the 42 existing trash bins and, instead of constructing the remaining 28 trash bins, it was recommended to purchase metal trash bins and hand over the project to the Municipality as soon as possible.

The USAID OSM also discussed upcoming projects with the Deputy Mayor and the RAMP UP East team.



The acting Mayor and Deputy Mayor met with the USAID OSM and RAMP UP East staff from Sharana and Kabul to discuss the program.

CENTRAL SUPPORT OFFICE CAPACITY DEVELOPMENT ACTIVITIES

GENDER TRAINING

The RAMP UP East gender unit conducted a one-day gender mainstreaming and sensitization training workshops at the Kabul office for 53 staff members: 52 from RAMP UP East and 1 representative from IDLG.

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 appreciated the training: many participants stated that it was a new concept for them and it was the first time that they had participated in gender training.

Also in the month of September, RAMP UP East awarded several small project grants to be used for gender responsive governance activities. The NGO implementing the grant in Bamyan, Ghazni and Maidan Shar is the Bureau for Reconstruction and Development (BRD). In Charikar, Panjsher and Kapisa the grantee is Amputee Bicyclists for Rehabilitation and Recreation (AABRRAR). In Gardez, Logar, Paktia and Paktika the gender grant program will be implemented by Noor Social and Cultural Organization (NSCO). The grant for the Jalalabad area is currently awaiting COTR approval.

The three main components of the gender responsive governance grants include:

4. A fellowship program consisting of 56 young men and women;
5. Public participation in governance for 4,200 men and women;
6. Women's participation in service delivery for 420 women.

PUBLIC OPINION SURVEY

An initial baseline public opinion survey was conducted in 13 out of 14 RAMP UP East municipalities in August 2010. The 2011 public opinion survey will measure changes in citizen satisfaction with municipal government, citizen perception that local government officials are working to serve their needs and citizens trust in GIRoA officials in municipalities to conduct its activities to benefit the people of the city, after 1 year of RAMP UP East implementation. The external survey will be conducted in the same 13 municipalities as the previous year.

The public opinion survey consists of 53 questions and has been implemented among a random sample survey in all RAMP UP East municipalities, with the exception of Parun. The survey was administered to approximately 3,300 respondents. Each municipality has been assigned a specific number of respondents, based on population size. This design will provide independent statistically significant data for each individual city.

The Public opinion survey employed approximately 75 Afghan staff. Each municipality employed a survey team leader (a permanent RAMP UP East employee), plus four to six daily enumerators (depending upon required responses for that municipality). Survey leadership was provided by the RAMP UP East M&E team. Four data entry clerks were also employed on a temporary basis to enter the survey data to the database.

The survey implementation commenced with survey manager/leadership training on 7 August. Field Data Collection started on schedule during the week of 11 September and will be completed by mid October.

Data entry has begun in Kabul (to allow for third level quality control). The four data entry clerks have been entering the survey data into the database. Data entry will be completed in early November (40 working days).

Four levels of QA/QC were integrated into the survey implementation design. Survey team leaders were tasked and trained to conduct daily reviews of the 16 to 25 responses completed each day by survey enumerators with review sessions each morning prior to survey collection. Area M&E specialists were tasked with second level reviews. A third level review was conducted by the Data Quality Assurance Specialist during data entry in Kabul. Fourth



level reviews (data aggregate reviews) occurred as part of the data analysis and reporting work of National Resource Center, the US-based consulting firm assisting in the survey process.

Assadabad, September 22 public opinion surveyor on site who put the house number on the gate.

External survey analysis and draft reports will be completed by 15 November 2011.