



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: NOVEMBER 2013



Mosaic Sidewalk Construction Project in Pul-e-Alam implemented jointly with the municipality under RAMP UP East's Municipal Incentive Fund (MIF)

15 December 2013

REGIONAL AFGHAN MUNICIPALITIES **PROGRAM FOR URBAN POPULATIONS** **– REGIONAL COMMAND 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
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)
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
OAA	Office of Administrative Affairs
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
SOW	scope of work
SWM	Solid waste management
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
TAR	Technical assessment report
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>Nahya</i>	Municipal District
<i>Wakil or kalantar</i>	Nahya 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 fee</i>	City cleaning service charge and property fee
<i>Sharwali</i>	Municipality
<i>Moqarara</i>	Regulation

EXECUTIVE SUMMARY

CAPACITY BUILDING

STANDARD OPERATING PROCEDURES (SOP) DEVELOPMENT

In a meeting on November 11, RAMP UP East's Public Finance Advisor explained to GDMA's Head of Fiscal and Assets Management the manuals for Asset Listing/Inventory and Valuation and Preparation of Annual Financial Statements. In the ensuing discussions, GDMA recognized the observed capability of RAMP UP East municipalities to apply the manuals and produce asset lists with corresponding valuations and draft annual financial statements, and committed to endorse and disseminate the manuals for application in other municipalities in Afghanistan.

CAPACITY BUILDING METHODOLOGY

Training Content, Structure and Library

Annual Budgeting for Selected District Municipalities

The training on Annual Budgeting for Selected District Municipalities was held in Jalalabad on November 11-13. Conducted by RAMP UP East Revenue Enhancement and Public Finance Directors with assistance from an official of the General Directorate of Municipal Affairs (GDMA) and Jalalabad embedded advisors, the training was attended by a total of 12 participants, or two each from the five district municipalities of Achin, Chaparhar, Khogiyani, Gankhail, and Torkham in Nangarhar and the provincial municipality of Parun, Nuristan. Two Jalalabad officials also sat in through the course to refresh their knowledge of annual budgeting forms and procedures.

The training content was basically a condensed version of the district mentoring curriculum now being implemented for 31 district municipalities in 11 provinces. The focus was to guide the participants through the annual budgeting process for them to prepare draft budgets using government-prescribed budget forms and in conformity with budget-preparation guidelines. The training, as reported previously, was designed and conducted at the request of GDMA to enable the targeted municipalities to submit their proposed 1393 annual budgets on time and at the desired level of quality and accuracy that will merit quick approvals from higher-level government authorities.

All the participating municipalities were able to prepare draft 1393 annual budget proposals, which from hereon they can continually refine and then finalize once they have closed their books of accounts at the end of the current fiscal year. The expectation is for them to submit their proposed annual budgets to GDMA on or before the deadline that usually falls on the first week of January of the following calendar year.

Strategic Planning for Sustainable Revenue Management

The training on Strategic Planning for Sustainable Revenue Management originally scheduled for November 25-28 was moved to December 2-5 due to the government's declaration of non-working days during the session of the Loya Jirga.

Solid Waste Management 3R Strategy and Program Formulation

The training materials for the Solid Waste Management 3R Strategy and Program Formulation were finalized based on the responses to questionnaires distributed to all RAMP UP East municipalities and the results of the solid waste audits conducted in five

municipalities. The training is scheduled to be conducted on December 8-11. So far, various groups, aside from RAMP UP East embedded advisors and municipal counterparts, have expressed interest and confirmed their participation in the training, as follows:

- General Directorate of Municipal Affairs (GDMA)
- Officials of the central and provincial offices of the National Environmental Protection Agency (NEPA)
- Private solid waste hauling contractors, recyclers, and compost producers

Mentoring of District Municipalities

After completing revenue forecasting and the preparation of draft revenue budgets, during the month of November participating municipalities embarked on the next major stage of the program of estimating their expenditure budgets. For this purpose, mentoring sessions focused on the following topics:

- Performance-oriented expenditure budgeting
- Citizens' involvement in development budgeting
- Technical assessment of and preparation of technical assessment reports (TARs) on development projects selected for implementation

In between the formal mentoring sessions, participants were given the opportunity to go back to their respective municipalities and apply what they have learned. It is noteworthy that all of the district municipalities appreciated the importance of public consultation in the identification and final selection of projects to be funded by their development budgets for the coming fiscal year and plan to continue the practice, not only as part of the annual budgeting process but an integral part of their public outreach programs. They likewise realized the value of a TAR, which contains essential information on each proposed project that would enable them first to formulate realistic development budgets and later, once the budgets are approved, take definitive steps toward project implementation, such as the scoping and tendering of a design contract.



Citizens' forum in Bati Kot, November 4



Citizens' forum in Kama, November 5

Next month, the district municipalities will be entering the final stages of the program. This stage will include, among others, the finalization of their expenditure budgets, the closing of the books of accounts, and the consolidation and finalization of the annual budget proposals.

The unstable security situation in some areas of the country continued to be a major constraint to the successful completion of the program for all municipalities. Last month, officials of Qarabagh in Ghazni and Saya Gerd Ghorband in Parwan were not able to attend all the mentoring sessions as roads leading to the provincial municipalities were declared unsafe for their travel. Saya Gerd Ghorband has already been back into the program since the last week of this month, with the embedded advisory team in Charikar implementing a ‘crash’ program to help this municipality make up for the lost time. Qarabagh is still out and will most probably remain so until the program ends in mid-January 2014.

ENGINEERING CAPACITY BUILDING

Technical assistance remained focused on the execution of projects funded by municipal budgets as well as those funded by RAMP UP East’s Municipal Incentive Fund (MIF), as follows:

- Projects funded by municipal budgets:
 - First floor of Asadabad Trade Center Block C and foundation works of Block D
 - Slabs and construction of protection wall in Bamyan
 - Construction of a five-story hotel in Ghazni.
 - Munbul-Jihad market repair in Khost
 - Underground market project in Mehterlam.
- MIF-funded projects:
 - Asadabad: Solar Light Construction Project (*RUE-ASD-0019*)
 - Bazarak: Public Latrines Construction Project (*RUE-PJS-0010*)
 - Charikar: Park Renovation Project (*RUE-CHA-0018*) and Water Reservoir Rehabilitation Project (*RUE-CHA-0017*)
 - Gardez: Solar Street Light Construction Project (*RUE-GRZ-0016*) and Concrete Solid Waste Enclosure Construction Project (*RUE-GRZ-0017*).
 - Jalalabad: Electric Street Light Construction Project (*RUE-JBD-0015*)
 - Mahmud Raqi: Children’s Park Rehabilitation Project (*RUE-MIR-0022*)
 - Maidan Shahr: Solar Street Light Construction Project (*RUE-MSH-0016*)
 - Mehterlam: Street Lights Installation Project (*RUE-MHT-0004*)
 - Pul-e-Alam: Mosaic Sidewalk Construction Project (*RUE-PEA-0018*)
 - Sharana: Public Park Rehabilitation Project (*RUE-SHA-0024*) and Culverts Rehabilitation and Construction Project (*RUE-SHA-0023*)



Installation of mosaic tiles in the Sidewalk Construction Project (*RUE-PEA-0018*) in Pul-e-Alam

Details of activities undertaken in each municipality are presented in the Municipal Progress Reports section of this document.

PUBLIC FINANCE

Gender-Based Budgeting Practitioners' Guide

The draft Gender-Based Budgeting System has been drawn up to pursue the IDLG and GDMA Gender Mainstreaming Guideline for Municipalities, is in turn based on the National Action Plan for the Women of Afghanistan (NAPWA). The issues addressed in the practitioners' guide include:

- A budget line for gender related activities
- Identification of increase in female employees
- Creation of female friendly work environments

The Medium Term Financial Planning Practitioners' Guide has been expanded to include gender issues and provide the advantages of:

- Creating a budgeting environment where needs of distinct groups drive budget allocations
- Creating a different focus by monitoring a budget in terms of delivery to distinct groups
- Improving transparency and accountability
- Improving relations between organs of state as they cooperate on cross cutting themes
- Increasing the advocacy of women's issues and thus providing challenge to discrimination, inefficiency, and impropriety
- Promoting policy change by providing financial evidence
- Providing accountability for outputs leading to the empowerment of the disadvantaged.

IFMS Implementation

November 2013 saw the delivery of IFMS 2.0 software from RAMP UP South, which will enable the installation of the software for selected modules in 4 municipalities in December 2013 in line with donor requirements. GDMA has lobbied strongly that the software be installed in all 13 RAMP UP East municipalities and this is receiving serious consideration despite resource and time constraints. The deadline for the installation is mid-January 2014. Training of all municipal embedded Public Finance Advisors will begin in early December.

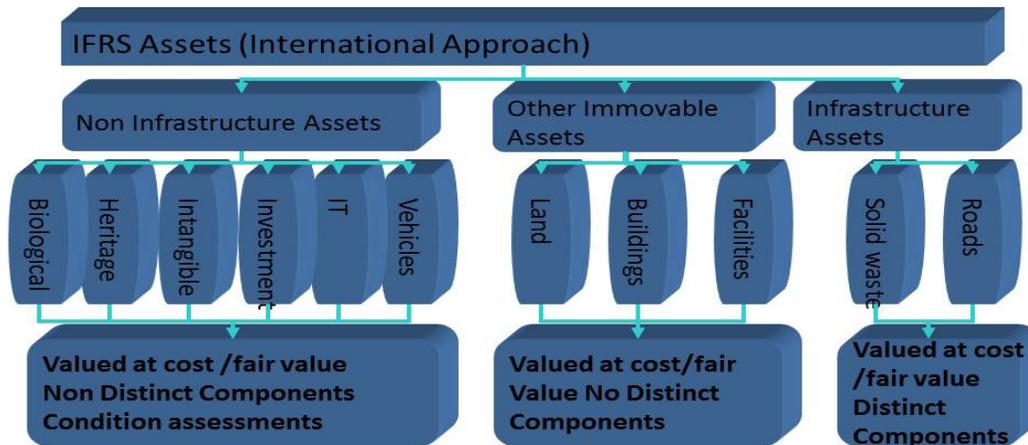
The project has also taken the opportunity to embed capacitation in recognized project management methodologies in order to ensure the project remains on time and on budget and at the desired level of quality.

Annual Financial Statement Practitioners' Guides

Two major new practitioners briefing notes have been produced on Public Private Partnership Assets and further guidance on Asset Valuation in response to preparations being made by municipalities for the 1392 accounts as part of their 1393 budget preparation.

The figure below is an example of the guidance issued for determining the basis of valuation of assets.

IFRS Assets



Internal Survey - Independent Data Quality Assessment

On November 17th, Checchi and Company Consulting Inc. conducted an independent data quality assessment (DQA) on behalf of USAID focusing on standard indicators for the United States Government's Foreign Assistance Framework strategic goal "Governing Justly and Democratically". Under this strategic goal, indicators for the program area "Good Governance" and further under the program element "Anti-corruption Reforms" were assessed. RAMP UP East monitors two corresponding indicators as part of its performance management plan, namely:

- R2: Number of government officials receiving RAMP UP East supported anti-corruption training.
- R3: Number of mechanisms for external oversight of public resource use supported.

For both indicators, information and documentation to assess and discuss data validity, reliability, timeliness, precision, and integrity were provided to the independent reviewer.

Municipal Capacity Assessment (Internal Survey)

RAMP UP East conducts annual municipal capacity assessments with municipal employees (internal) and public opinion surveys with citizen of the municipalities (external). The baseline surveys for both were conducted in 2010. The National Research Center, Inc. (NRC) has been the continuous partner of RAMP UP East in the implementation of the surveys.

The internal survey serves to measure the capacity of municipalities across several areas: general capacity, public works, public finance and financial management, and revenue enhancement. Thirteen out of the 14 RAMP UP East partner municipalities, excluding Parun, have been continuously assessed. The data collection for the 2013 municipal capacity assessments has been finalized in September and reports are currently under review. Final reports will be available in December 2013.

In relation to the survey, the following activities have been successfully implemented:

- Methodology: Method, tools and implementation procedures of previous years have been reviewed. No revisions were made in 2013.

- Interviewer Training: Embedded public finance advisors were trained in the internal survey methodology.
- Field Logistics: Translated questionnaires were distributed to the municipalities by the deadline on 5 September 2013.
- Data Collection: During September data were collected and quality control examinations of the data were conducted.
- Data Analysis and Reporting: Data analysis has been conducted and draft reports have been compiled by NRC.

Public Opinion Survey (External Survey)

To measure the social impact of RAMP UP East on municipal citizens and to inform future activities, an annual public opinion survey is conducted.

The baseline survey and the survey in 2011 did not include Parun, but covered all the other RAMP UP East partner municipalities. The survey was conducted in Parun in 2012 for the first time and again during this survey. Thus, in its fourth year of implementation, the survey will allow to measure changes and identify trends across all 14 RAMP UP East municipalities.

Each year, the number of randomly selected households ensures a 5% error margin, given a 95% confidence interval for each municipality. This year, the survey collected information from 3,364 households across all municipalities. The draft reports compiled by NRC are currently under review and will be finalized in December.

The following activities have been successfully completed for the conduct of the survey and to ensure a high level of data quality:

- Methodology: Method, tools and implementation procedures of previous years have been reviewed. No revisions were made in 2013.
- Team Leaders' Training: Thirteen public opinion survey team leaders (embedded Public Administration Advisors and some Public Works Advisors) participated in a two day refresher training on survey methodology in the RAMP UP East Kabul office on 26-27 August.
- Field Logistics: Public opinion survey team leaders started preparation for the survey start-up by finalizing the paper work for the approval of survey costs.
- Data Collection: Seventy five locals were employed as survey enumerators (four to six enumerators in each municipality, depending upon the required responses), and each attended a training before going into the field. Data were collected during September. The survey team leaders accompanied the survey teams in the field and reviewed interview sheets daily to correct any errors and remind surveyors if methods were not followed.
- Data Entry: Four full-time data entry clerks were employed as independent contractors between 15. September and 13. November to enter the survey data into the database. All data were cross-checked and if necessary revised by supervisors in the RAMP UP East M&E department before sending municipal data sets to NRC for data analysis and compilation of reports. All questionnaires have been stored as hard copies.
- Data Analysis and Reporting: Data analysis has been conducted and draft reports have been compiled by NRC.

INFRASTRUCTURE AND SERVICE DELIVERY

STRENGTHENING WASTE MANAGEMENT

Implementation of Solid Waste Collection Program

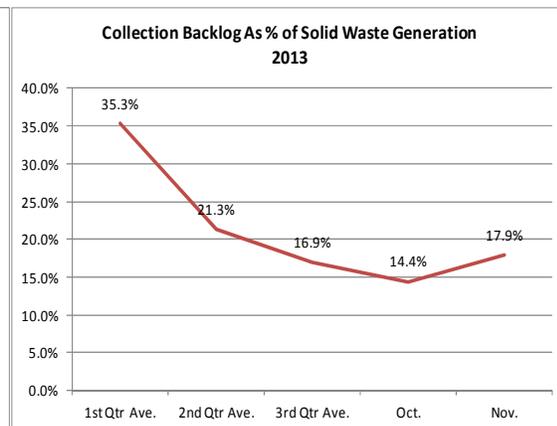
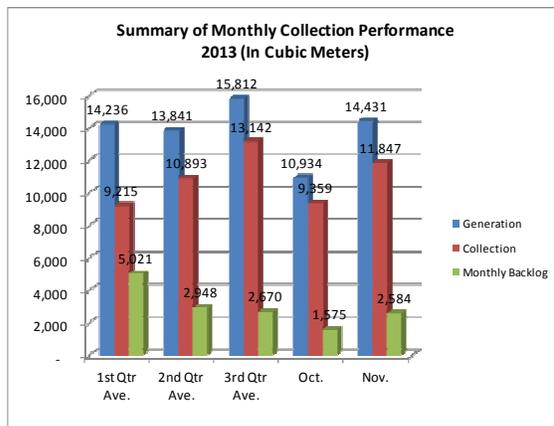
The aggregate collection volume reached 11,847 cubic meters for a weekly average of 2,962 cubic meters or 622 cubic meters more than last month's 2,340 cubic meters. Waste generation increased at a much faster pace to 14,431 cubic meters for a weekly average of 3,608 cubic meters or 874 cubic meters higher than what was recorded during the previous month.

While collection was undertaken for four weeks during the month, an inclement weather during the first week adversely affected the municipalities' collection performance. Collection was also suspended for at least two days in most municipalities during the celebration of the Tenth of Moharam holidays.

The collection performance of the 13 RAMP UP East municipalities for the month is summarized in the table below.

OVERALL MONTHLY SOLID WASTE COLLECTION SUMMARY SHEET November 2013

No	Municipality	Collection Crew		Trucks		No. of Sites		Volume of Waste		Collection Performance Indicators				
		No.	Man-days	No.	No. of Trips	Formal	In-formal	Generated	Collected	Vol./Crew (m3)	Vol./Mday (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	Asadabad	16	384	4	124	189	35	300	268	17	0.7	67.0	31.0	2.2
2	Bamyan	8	176	2	32	300	125	178	162	20	0.9	81.0	16.0	5.1
3	Panjshir	4	32	2	14	136	34	116	104	26	3.3	52.0	7.0	7.4
4	Charikar	38	874	7	364	195	290	2,400	1,310	34	1.5	187.1	52.0	3.6
5	Gardez	24	576	5	293	337	138	1,560	1,200	50	2.1	240.0	58.6	4.1
6	Ghazni	59	1,298	12	419	699	158	1,700	1,640	28	1.3	136.7	34.9	3.9
7	Jalalabad	78	1,560	20	1,292	514	873	4,645	4,356	56	2.8	217.8	64.6	3.4
8	Khost	39	878	5	268	276	239	1,388	1,004	26	1.1	200.8	53.6	3.7
9	Mahmud Raqi	18	456	3	169	398	143	400	395	22	0.9	131.7	56.3	2.3
10	Maidan Shahr	17	362	1	85	193	41	224	206	12	0.6	206.0	85.0	2.4
11	Mehterlam	36	851	3	184	529	17	1,040	744	21	0.9	248.0	61.3	4.0
12	Pul-e-Alam	12	240	2	70	187	103	275	266	22	1.1	133.0	35.0	3.8
13	Sharana	8	168	2	80	198	24	205	192	24	1.1	96.0	40.0	2.4
Total		357	7,855	68	3,394	4,151	2,220	14,431	11,847	33	1.5	174.2	49.9	3.5



The total collection backlog went up to 2,584 cubic meters from only 1,575 cubic meters a

month ago. As a percentage of solid waste generation, notwithstanding the significant increase in collection volume, the backlog went up by over three percentage points to 17.9% from 14.4%.

Under the leadership of the Deputy Mayor, Jalalabad conducted a Hashar on November 10 with the participation of wakil gozars, members of business associations, and about 100 citizens. RAMP UP East’s Municipal Team Leader and Public Works Advisor in Maidan Shahr met with the Provincial Director of the National Environmental Protection Agency (NEPA). On the



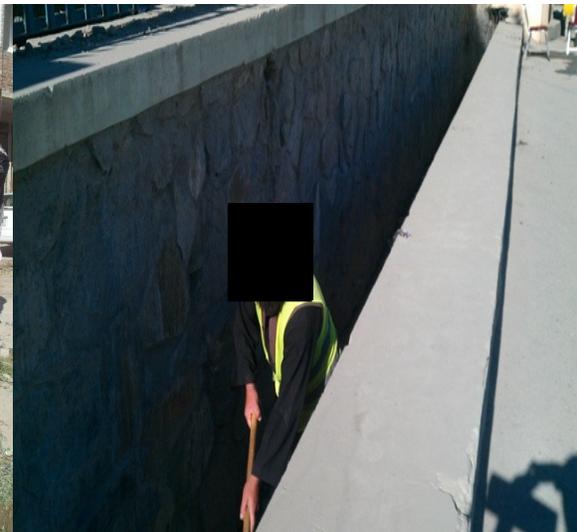
Briefing before the Hashar (Jalalabad, November 10, 2013)

occasion, the two groups exchanged information on what the other is doing in improving cleanliness and sanitation in the municipality. The meeting ended with a commitment from both groups to better coordinate and synchronize activities and exchange materials, especially those aimed at raising the awareness and involvement of citizens in environmental sanitation. Khost hired 30 additional laborers for one month to take care of past collection backlogs.

Most municipalities focused on clearing ditches and other manmade and natural drainage channels in anticipation of winter, when the task will be quite to difficult to undertake, and thus prevent flooding in spring and summer.



Briefing of newly hired solid waste collection laborers (Khost, November 18, 2013)



Drainage ditch cleaning (Mehterlam, November 20, 2013)

Septic Tank Emptying-Khost

Total collection for the month reached only 506 cubic meters out of a target of 900 cubic meters. Likewise, the number of customers served at 49 was 20 short of the target. The service was temporarily

Summary of Septic Tank Emptying Service Delivery
November 2013

Week	Collection Target				Actual Collection			
	Vol. (m3)	No. of Customers			Vol. (m3)	No. of Customers		
		Res.	Gov't	Total		Res.	Gov't	Total
1	270	13	1	14	156	13	1	14
2	250	15	2	17	155	15	2	17
3	180	16	2	18	195	18	-	18
4	200	19	1	20	-	-	-	-
Total	900	63	6	69	506	46	3	49

suspended during the last week of the month as the suction pumps of both tankers were not working. The municipality sent one of its officials to Kabul to purchase the required replacement parts. Service delivery is expected to return back to normal during the first week of the coming month.

RAMP UP East's financial assistance to the municipality ended on November 9. The continuation of the service during most of the month represents a good indication that the municipality will be able to sustain the service. Private-sector providers have reportedly started offering the same service. This emergence of competition is being viewed by the municipality from a positive angle, as something that will bring about better-quality and more efficient service delivery to the community.

3R Strategy and Program Formulation

The main activity during the month was organizing and undertaking solid waste audits in Bazarak, Charikar Mahmud Raqi, Maidan Shahr, and Jalalabad. Equipment and consumables were purchased and the municipalities sourced local laborers for the audits. Each audit lasted for two days.

On day one, waste trucks were diverted to the agreed location for smaller municipalities or samples taken from the trucks in the case of Charikar and Jalalabad. The waste pile was then mixed. On day two, waste was taken from the mixed waste pile and audited by completely separating the mixed waste into 12 components for weighing.



Mixing of selected waste pile



Separation of waste into piles for subsequent weighing

Between 800kg to 1,700kg of waste was hand-separated and weighed in each audit. This is a large sample of the total waste stream and provides confidence that the results are representative and that the sample includes household domestic waste, commercial waste, market waste, and waste from drain cleaning operations.

Initial comparisons indicate nothing unusual or unexpected in the waste composition. There was very little of the higher value recyclable material present by the time waste is delivered to the dumpsite, such as metals, glass, and paper and plastic containers. For example, more than 80% of the paper and cardboard remaining was old tissues, paper wipes and very dirty/wet cardboard, with very little recycling potential. Also from the 1,500kg of waste audited in Jalalabad, only 6 drink cans were retrieved, confirming that a relatively efficient informal recycling activity is already occurring.



Food waste



Medical waste (sharps)

The results of the audits are summarized in the table below.

Waste Type	Weight as % of Total				
	Bazarak	Charikar	Jalalabad	Mahmud Raqi	Maidan Shahr
Paper/cardboard	1.7	7.8	1.2	6.5	3.5
Glass	2.4	3.3	0.6	3.3	2.8
Plastic bags	11.6	11.2	10.0	8.8	12.3
Other Plastic	3.1	1.8	0.1	2.1	1.4
Aluminum	0.26	0.4	0.007	0.04	0.3
Other Metal	0.69	0.0	0.013	0.2	0.5
Food waste	21.0 ⁽¹⁾	15.6	16.5	22.5 ⁽²⁾	13.3
Green/Garden waste	11.3	19.0	10.4	15.1	21.1
Builders/Demolition Waste	0.3	2.5	3.9	4.8	4.7
Soil and dirt	38.1	28.4	52.6	34.5	33.8
Household Hazardous Waste	0.0	0.0	0.0	0.0	0.0
Miscellaneous	9.6	10.0	4.6	2.2	6.5

(1) The elevated food waste content is partially because a large amount of kitchen waste from the local university was included. It was mainly rice, which is not a good material to compost as the wrong types of bacteria and higher forms of organisms tend to grow.

(2) The elevated food waste content is partially because the service area includes the wet markets and only a small number of households. The dwellings are mainly peri-urban and not serviced, so the waste content is biased toward market waste.

There were significant quantities of soiled plastic bags (9-12%), food waste (15-22%), and green waste (10-21%) as well as street sweepings/dirt (28-53%).

Given the fact that the great majority of the plastic bags are dirty (both from inorganics and also organics) and would require cleaning, and the fact that the municipalities are of significant distance from the possible recycling market in Kabul, recycling plastic bags would not seem viable at this time.



Typical plastic bag sample

The recycling benefits must also be offset against the expected pollution that would result from cleaning all plastic bags, which would be essential. Much larger volumes, and also a higher proportion of clean bags, are required to make recycling economically viable.

There are few recycling options for food waste apart from feeding it to domestic animals, using them for fish food in commercial ponds, and composting at household and community levels and centrally.

Feeding domestic animals is strongly supported, but may not be possible for households with small or no yards for livestock raising. Feeding food scraps to fish is possible, but there are not many commercial-scale fish ponds in the project area.



Typical food waste

Household composting is strongly supported, community-level composting has some guarded support, and centralized composting has many hurdles to overcome for it to be economically sustainable and is therefore not recommended. The issues associated with composting include waste segregation efficiency, compost quality (such as seeds not being inactivated and presence of foreign objects), and a sustained commercial market where users are willing to pay enough to cover all operating costs.

Because the soil is mixed with other waste, it cannot be easily separated and used as cover material without mechanical equipment, such as rotating trommels or screens. This mechanical equipment is inappropriate at this stage of SWM development and the soil should just be disposed of with the other waste material. As the municipalities develop, the amount of dirt removed from drains during drain cleaning activities will naturally decrease. The percentage of dwellings with dirt floors will likewise decrease with increasing community wealth, thereby removing a major source of the soil and dirt component currently being collected for disposal

Medical waste was present as expected, based on previous observations of the waste at local dumpsites. No hazardous waste was found, apart from some dry cell batteries and fluorescent light tubes.

A summary report on the solid waste audits conducted in Bazarak, Charikar, Jalalabad, Maidan Shahr, and Mahmud Raqi was circulated to concerned embedded advisors in these municipalities. The report was subsequently presented to the mayors and municipal counterparts, particularly the Cleaning and Greening/Sanitation Managers. The results will be one of the primary materials and discussion topics during the upcoming training-workshop on Solid Waste Management 3R Strategy and Program Formulation on December 8-11, preparations for which have now reached the final stages.

The structure of the final report has been finalized and writing of various sections is continuing as data become available.

A site inspection and meetings are being organized in response to complaints about poor waste management near Bagram Air Facility. The Loya Jirga caused the planned inspection to be postponed until early December.

INFRASTRUCTURE DEVELOPMENT

Remaining CLIN 2 Project

The Road Graveling and Solar Lighting Construction Project in **Parun** achieved significant progress during the month under review. The following activities were successfully completed:

- Casting of 300 meters of concrete curbstones
- Excavation for side ditches and foundations of all light poles
- Erection of solar light poles

The stone masonry works and surface concreting of the side ditches are ongoing.



Stone masonry work and surface concreting of the side ditches of the Road Graveling and Solar Lighting Construction Project (PRN-0001) in Parun



Municipal Incentive Fund (MIF) Infrastructure Projects

There are a total of twenty-one (21) Municipal Incentive Fund (MIF) projects that have been initiated. A summary of the status of the projects is reflected in Annex 2.

Bamyan

Coffee Shop and Park Construction: The selected subcontractor for this project is under USAID vetting review since 22 September and therefore work has not yet started.

Playground and Park Construction: The construction of the water well was successfully completed. Casings, filters, hand pump, and other required accessories have been delivered to the project site and are soon to be installed.



Well digging operation in Children's Playground and Park Construction Project, Bamyan

Maidan Shahr

Solar Street Lighting Construction Project: The status of the project is described below:

- Casting of 41 foundations has been completed, including all sub-activities like fixing of the anchor bolts, leveling of their respective steel base plates, installation of the formwork, and concrete pouring.
- Foundation excavation, formwork installation, and reinforcement placement for the remaining 45 foundations are ongoing.



Light pole foundation casting in Solar Street Lighting Construction Project, Maidan Shahr

Ghazni:

Sidewalk Construction Project- Islamic Cultural Center. The project is now 61% complete. Following are the activities undertaken during the month:

- Sidewalk PCC placement.
- Curbstone casting
- Precast concrete water gutter installation
- Construction of expansion joints using marble strips
- Formwork installation for curbstones
- Compaction of gravel layer



Curbstone casting and joint construction in Sidewalk Construction Project, Ghazni

Charikar

Water Reservoir Rehabilitation: The following activities were undertaken:

- Stone pitching for the floor surface of the reservoir
- Reinforcement bars bending for the reservoir RCC floor and wall
- Concrete placement for the reservoir floor
- Formwork installation for the reservoir sidewalls
- Concrete paving a round the reservoir



RCC reservoir floor, RUE-CHA-0017, Charikar



Reinforcement and Formwork placement, RUE-CHA-0017, Charikar

Renovation of Public Park Project: Excavation, lean concreting, and stone masonry works for the boundary wall's foundation were completed. Base preparation, reinforcement placement for the construction of the fountain, and brick work on the boundary wall are in progress



Boundary wall brick work and reinforcement placement for fountain in the Public Park Renovation Project, Charikar

Renovation and Construction of Gul Ghondi Park Project: RAMP UP-East has received COR's consent to proceed with the implementation of the project. The construction works are soon to be started.

Bazarak

Public Latrine Construction Project: The construction work progressed satisfactorily with the completion of the following activities:

- Shuttering preparation for the ring beams, slabs, and columns
- Rebar placement
- RCC casting of slab, ring beam, and columns
- Brick masonry work of the partition walls

In addition, the plastering of external walls of the latrine is ongoing



Roof slab rebar placement in the Public Latrine Construction Project, Bazarak



Plastering of external walls in Public Latrine Construction Project, Bazarak

Trash Bins & Foundation Construction Project: All the activities were completed successfully on 21 November 2013. The final inspection by RAMP UP East's QA/QC department is now being arranged.



Completed trash bins. Trash Bins and Foundation Construction Project. Bazarak

Solar Energy System Project: RAMP UP East and the municipality are waiting for the vetting approval from USAID to start the implementation of the project.

Mahmud Raqi

Children Park Rehabilitation Project: Activities related to the construction of the boundary wall, such as the casting of the foundation, installation of steel posts, and fixing of the fence are nearing completion.



Installed steel posts in the Children's Park Rehabilitation Project, Mahmud Raqi



Installed boundary wall fence, Children's Park Rehabilitation Project, Mahmud Raqi

Jalalabad

Electric Street Light Construction Project: The excavation, RCC works, and fixing of anchor bolts/base plate for the electric street light poles were completed. Concrete casting of the light pole foundations is ongoing.



Reinforcement and base plate fixing in Electric Street Light Construction Project, Jalalabad

Asadabad

Solar Street Light Construction Project: The casting of 85 foundations, including reinforced concrete work and anchor bolts/baseplates installation, has been completed. The backfilling of casted foundations is ongoing.



Installation of anchor bolts and baseplates in Solar Street Light Construction Project, Asadabad

Mehterlam

Electric Street Light Installation Project: The excavation of the foundations of all the light poles and the concrete casting of 29 foundations were completed. The backfilling of the casted foundations is ongoing.



Concrete compaction and finishing activities in Street Light Installation Project, Mehterlam

Pul-e-Alam

Side Walk Construction Project: The project started on November 09, 2013. So far, site preparation and surface leveling have been completed. The positioning of the curbstones, PCC pouring beneath the mosaic tiles, and the installation of the mosaic tiles are progressing as planned.



Installation of mosaic tiles in the Sidewalk Construction Project, Pul-e-Alam

Sharana

Culvert Rehabilitation & Construction Project: The casting of the reinforced concrete slab is in progress. So far, 125 slabs have been casted and transferred to designated locations for installation. A total seven culverts have been completed.



Installed culvert slabs in the Culvert Rehabilitation & Construction Project, Sharana



Casted slabs in Culvert Rehabilitation & Construction Project, Sharana

Public Park Rehabilitation Project: The following activities were completed:

- Brick masonry for sitting area (50m³)
- Pathway concreting (19m³)
- Concrete casting of first step sitting area (16.35m³)
- RCC work on the second step sitting area (7m³)

The brick work on the boundary is ongoing.



Brick work on the boundary wall in the Public Park Rehabilitation Project, Sharana



Reinforcement placement for sitting area in Public Park Rehabilitation Project, Sharana

Gardez

Solar Street Light Construction Project: The RCC foundations for all light poles have been completed. The erection of light poles and the fixing of solar panels and other accessories are ongoing.



Erection of light poles for Solar Street Light Construction Project, Gardez

Concrete Solid Waste Enclosure Construction Project A total of 130 enclosures have been cast and are ready for delivery to the designated areas for installation.



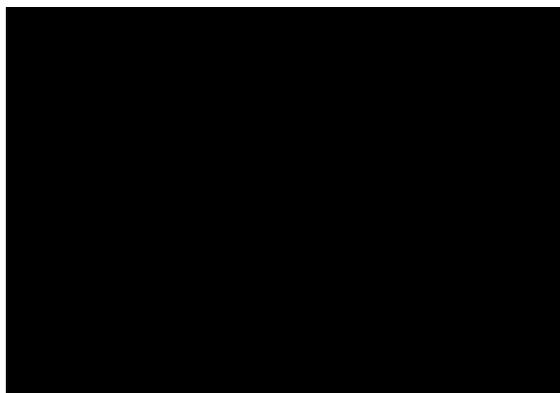
RCC casted enclosures for the Concrete Solid Waste Enclosure Construction Project, Gardez

LOCAL ECONOMIC DEVELOPMENT AND REVENUE GENERATION

REVENUE ENHANCEMENT

Extension of Property Registration

Property registration resumed in Jalalabad to cover the remaining properties in Nahia 4. Thirteen (13) Assistant Surveyors (9 male and 4 female) were hired, trained, and immediately deployed in four survey teams, each comprising of two male and one female surveyors under the direct supervision of municipal officials. During the reporting period, a total of 696 properties were surveyed, entered into the property registration database, and geo-coded in the GIS map.



Training of newly hired Assistant Surveyors in Jalalabad, November 4

In addition, the RAMP UP East Urban Planning Director trained the officials of Nahia 1 to improve their capacity to manage the property registration database. The training was conducted in preparation for the municipal implementation of property registration in other Nahias without RAMP UP East assistance.

Property registration in Charikar was completed, covering the entire municipal boundary except for Hofyan village, where many residents did not allow the surveyors to enter their premises. Efforts to resolve the issues failed. Thus, by the end of the month the mayor declared the property survey complete. The surveyors were consequently demobilized on November 30.



Mayor of Charikar distributing appreciation letters to the Assistant Surveyors, November 28

The property survey was also completed in Mehterlam. Data verification is ongoing in this municipality as well as in Mahmud Raqi.

The eight (8) assisted municipalities continue to use the Property Registration and Safayi Fee Collection system. A Summary of the property registration and safayi fee collection is shown in the table below:

No	Municipality	No. of Properties Registered		No. of Safayi Bills Printed		Total Amount Deposited (AFN)		No. of Safayi Certificates Issued	
		Month	Total	Month	Total	Month	Total	Month	Total
1	Charikar	460	10,766	63	845	56,255	204,973	26	117
2	Mahmud Raqi	completed	6,003	29	125	12,105	90,927	29	122
3	Assadabad	completed	5,826	71	381	130,595	1,207,268	48	254
4	Mehterlam	completed	6,723	0	1,580	6,188	346,647	0	257

No	Municipality	No. of Properties Registered		No. of Safayi Bills Printed		Total Amount Deposited (AFN)		No. of Safayi Certificates Issued	
		Month	Total	Month	Total	Month	Total	Month	Total
5	Jalalabad	696	10,435	4	37	16,900	61,900	9	27
6	Ghazni	Completed	3,523	123	302	314,049	773,090	82	245
7	Khost	Completed	5,608	35	199	0	169,693	0	14
8	Maidan Shahr	Completed	1595	0	0	0	0	0	0
Total to date		1,156	50,479	325	3,469	536,092	2,854,498	194	1,036

Implementation of IDLG/GDMA Gender Mainstreaming Guideline to Support Women-Owned Business

The RAMP UP East embedded team assisted municipal officials in the implementation of the Gender Mainstreaming Guideline through the preparation of a Gender Mainstreaming Implementation Plan focused on possible municipal services that could be provided to improve the operating environment for women-owned businesses. As part of the plan formulation, the RAMP UP East embedded teams facilitated discussions between municipal officials and the Directorate of Women Affairs in a number of municipalities.

1. **Asadabad:** The Director of Women's Affairs expressed her support for the implementation of the Gender Mainstreaming Guideline in Asadabad. A meeting was held in 28 November 2013 with the RAMP UP East embedded team and the municipal senior management to collaborate in helping local businesswomen improve and/or expand their businesses. On the occasion, she said *"I will provide you a list of women business owners and I will facilitate a meeting between you and them in order to identify their expectations and the support they need from Asadabad municipality."*



2. **Gardez:** On November 28, the RAMP UP East embedded team and municipal officials met the Director of Women's Affairs in Gardez. The director said *"About 50% of the population of the country is female. They are not taking part in the economic development activities. If we activate them to take part, it will be a great effort. In order for these businesses to expand, some basic facilities can be provided by the municipality. For instance, there is no market for women to sell their handicraft products and there is no toilet facilities for women."* The municipal officials agreed to add these two projects in next year's development budget. In addition, the municipality promised to add two new positions in the municipal Tashkeel to perform tasks related to women's affairs.

3. **Maidan Shahr:** On November 27, the Director of Women's Affairs promised to meet with women business owners to discuss the facilities they need to improve and/or expand their businesses. *"We will directly hear from them about their problems and challenges which the municipality can deal with,"* the director said.



Meeting with Director of Women's Affairs in Maidan Shahr, November 27

4. **Charikar:** On November 11, the embedded Economic Development Advisor and the Municipal Team Leader met with the Directorate of Women's Affairs and concerned municipal staff to discuss the Gender Mainstreaming Guideline. The municipality agreed to consider the guideline and help local women-owned business to expand with the support of pertinent municipal services.

5. **Pul-e-Alam.** Along with the Municipal Team Leader, the embedded Economic Development Advisor met with the mayor and some senior municipal officials on November 6 to discuss the need to implement the Gender Mainstreaming Guideline and explain the RAMP UP East Gender Mainstreaming Guideline Implementation Plan. The discussion focused on how the municipality can assist women to improve and/or expand their businesses by providing them with specific municipal services. The mayor agreed to allocate some amount in next year's budget to improve the enabling environment and facilitate the growth of women businesses in the municipality.

Economic Development Advisory Committees

The Mahmud Raqi Municipal Revenue Enhancement Committee of the Municipal Advisory Board met with community representatives and representatives of business guilds on November 26 to discuss possible ways of enhancing revenue generation and improving services to the local community. Following are the highlights of the meeting:



Meeting of the Revenue Enhancement Committee of the Mahmud Raqi Municipal Advisory Board, November 26

1. The municipality will print out and distribute bills for business license fees to local shopkeepers. Business guild representatives will be responsible for motivating the shopkeepers to pay license fees and to get their licenses.
2. Safayi bills will be printed and distributed to property owners in specific areas of the city. Community representatives will be responsible for advocating for payment of safayi fees by the property owners.
3. Local businessmen will be responsible for constructing sidewalks in front of their shops.

Asadabad conducted its regular Economic Development Advisory Committee meeting on November 20 attended by committee members, senior municipal management, and the RAMP UP East embedded team. The Asadabad mayor stressed that *“The committee should meet at least once a month to support revenue generation and economic development, and coordinate with local entities for contribution in support of better service delivery”*. Agreements reached during the meeting include:



Asadabad mayor chairing the Economic Development Advisory Committee meeting on 20 November 2013

1. The municipality shall provide support services for private sector investments that can contribute to economic development, revenue generation, and service delivery. These projects, deemed profitable for both the private investors and the municipality, include (a) public latrines, (b) slaughterhouse, (c) construction of two-floor building with public bath and residential rooms, (d) business centers, and (e) two-floor shop buildings.
2. Safayi fee collection will be further improved through public awareness programs. Despite the fact that governmental entities have not yet paid their safayi fee, the municipality realized an increase in safayi fee collection compared to the previous year.
3. Efforts will be exerted to cover the remaining 50% of local businessmen that have not yet applied for business licenses.
4. The municipality will consider the construction of billboard posts in preparation for the increased demand due to the upcoming presidential, parliamentary, and provincial council elections.
5. The membership of the committee will be expanded to include line departments to contribute to *“attracting the investment, supporting public awareness for revenue enhancement, and supporting the implementation of the 5-year Local Economic Development Plan”*.

Business Registration and Licensing

Business registration continues smoothly in all 13 RAMP UP East municipalities (excluding Parun municipality), which are fully utilizing the application system with assistance from the embedded advisors.

A summary of the accomplishments in business registration and licensing is shown in the table below:

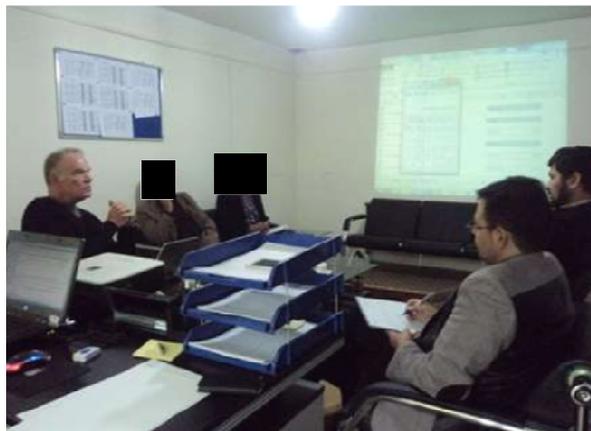
No	Municipality	No. of New Businesses Registered		No. of Business Licenses Issued		No. of Business License Invoices Printed		Total Fees Deposited in the Bank (Afs)	
		Month	Total	Month	Total	Month	Total	Month	Total
1	Gardez	7	2,346	49	507	49	507	24,700	282,300
2	Jalalabad	12	9,510	385	8,620	639	9,600	156,320	2,113,600
3	Khost	11	5,583	67	1,738	67	1,800	27,400	754,489
4	Maidan Shahr	5	421	8	129	8	129	3,900	49,900

No	Municipality	No. of New Businesses Registered		No. of Business Licenses Issued		No. of Business License Invoices Printed		Total Fees Deposited in the Bank (Afs)	
		Month	Total	Month	Total	Month	Total	Month	Total
5	Mehterlam	0	2,161	117	1,416	130	2,231	35,060	183,595
6	Mahmud Raqi	25	1,166	82	1,082	59	1,082	31,000	497,300
7	Bazarak	10	537	43	378	43	378	9,940	112,100
8	Pul-e Alam	0	1,725	86	1,164	86	1,164	77,143	1,168,865
9	Sharana	0	1,625	0	920	0	1,625	0	556,500
10	Charikar	0	2,595	117	894	321	2,226	15,490	121,498
11	Ghazni	0	8,129	429	4,896	462	4,985	148,866	1,917,730
12	Asadabad	30	1,820	58	888	51	888	17,100	299,900
13	Bamyan	0	884	22	368	22	368	9,436	169,017
Total to date		100	38,502	1,463	23,000	1,937	26,983	556,355	8,226,794

SOLID WASTE PRIVATIZATION

Charikar Moving Toward Solid Waste Contract

After the municipality indicated that it is moving forward with bidding for solid waste contracting, a RAMPUP East Kabul office delegation visited the mayor on November 4, 2013 to talk about start-up assistance and the finalization of the scope of services.



Solid waste contracting meeting with Mayor of Charikar

A series of modeling spreadsheets are under development, and are being used to assist municipalities and solid waste contract service providers in estimating costs and developing service bids. The model output for Charikar was used to frame discussions about contract costs.

The proposal is to start with a pilot in the third and fourth Nahias, using Level of Service (LOS) 3, which is door to door pick up 2 times per week. As soon as the bidding documents are finalized the bidding process will begin.



Interview of contractor and solid waste removal crew in Herat

Moving to other Nahias will depend upon the result of monitoring and evaluation to judge the positive impact of privatization. The quality analysis will also depend upon the feedback of residents and shopkeepers.

Upon hearing that the mayor of Charikar was heading to Herat for a conference, the

privatization unit seized the opportunity to have the door-to-door solid waste contracting model demonstrated for him. The privatization unit arranged with one of the Herat solid waste contractors to meet the RAMPUP East Public Works Advisor and the Mayor of Charikar and demonstrate how the system works.

A special study guide was developed to assist the Charikar team in observing the operation and in asking relevant questions. The study guide, and seeing the system in operation, enhanced the Charikar team's understanding of the operation and how it would work in their city. A start-up plan has been developed for the municipality, which includes a detailed scope of work for the operation, a quantitative model for evaluating alternatives, and a public outreach plan and budget.

Asadabad Businesses Solicit Solid Waste Contracting Bids

The City center, where almost all city businesses and shopping centers are located, has been designated as a pilot location for contracting with the private sector to provide solid waste services. The city has determined that it wants to provide jarukesh (neighborhood sweeper laborer) services, along with door-to-door pick up three times per week.

After the mayor and business guild representatives expressed interest in privatizing solid waste services, RAMP UP East developed initial documents to elaborate private sector activities in Asadabad. The next step will be to convene a session to convince community Shuras, businessmen, and Nahia Managers.

The process of contracting to privatize municipal solid waste services will be conducted based on the official bidding process of Afghanistan. A qualified company will be retained after technical review by the municipal Economic Development Advisory Committee (EDAC) and municipal officials. This process should be completed and a contract awarded by mid-December, with the start-up beginning in mid-January.

Bamyan Shopkeepers Say “Yes” to Solid Waste Contracting

A member of the RAMP UP East privatization team conducted a shura with business representatives on solid waste contracting on November 18, 2013. The consensus from that meeting was that starting door-to-door solid waste pick up for the approximately 900 businesses should begin immediately. The proposed service will be paid for by a user charge of AFN 60 per month. The mayor later indicated his support and said that he would announce the program and begin the process of procuring the services. This procurement should be completed by mid-January.



Business shura regarding solid waste collection in Bamayan on November 18, 2013

CROSS-CUTTING

During the month of November, Municipal Advisory Boards (MAB) were established in six municipalities (Asadabad, Pul-e-Alam, Maidan Shahr, Ghazni, Mehterlam, and Bazarak), bringing to ten the number of RAMP UP East municipalities that have established MABs. Gardez, Sharana, and Bamyan are scheduled to establish their MABs during the coming month, thus rounding off all 13 RAMP UP East municipalities.

RAMP UP East's grantee, Women Vocational Training and Agriculture Service Organization (WVTASO), facilitated 57 seven face-to-face and group meetings between 54 senior citizens (including 31 women) and 3,031 local residents in Bazarak and Charikar. During these meetings, the senior citizens who had previously been identified and trained by the grantee, explained the roles and responsibilities of citizens, principles of good governance, and gender sensitivity to men and women in their neighborhoods and mosques.

In Sharana and Khost, RAMP UP East's grantee, Rehabilitation Organization for Women (ROW), trained 100 senior citizens in governance, proper disposal of waste, gender sensitivity, and roles and responsibilities of citizens and municipalities. This month the trainees held 10 meetings with 198 citizens, including 75 women, and discussed proper disposal of waste, citizens' responsibility to pay their Safayi fee, and principles of good governance.

REGIONAL (EAST) MUNICIPAL CONFERENCE

Officials of the General Directorate of Municipal Affairs (GDMA) and RAMP UP East management agreed on January 28-29, 2014 as the final date of the conference. At the same time, GDMA approved the conference agenda proposed by RAMP UP East.

The English versions of the mayors' presentations have been reviewed and sent back for finalization and translation. Likewise, the English versions of the nine RAMP UP East presentations have been reviewed, finalized, and submitted for translation.

Earlier, the project briefs, together with an explanatory note, on all the ongoing projects funded by the Municipal Incentive Fund (MIF) were submitted to USAID for clearance. The briefs will be included in the folder of handouts to be distributed to conference participants.

RAMP UP East started the process of requesting quotations/formal offers from four prospective security-cleared venues. The final decision on the conference venue will be based on these quotations/formal offers.

MONTHLY HIGHLIGHTS

WOMEN SPEARHEADING 3R (WASTE REDUCTION, RE-USE, RECYCLING)

In late September 2013, RAMP UP East awarded a small grant project to Women Vocational Training and Agricultural Service Organization (WVTASO). The purpose of the grant is to promote and support 3R (waste reduction, re-use, recycling) with emphasis on composting at the household level. The project's coverage area is limited to the municipalities of Charikar, Bazarak, and Mahmud Raqi because of their accessibility from Kabul and because of the 3R initiatives already introduced by RAMP UP East embedded advisors in these areas.

The grant execution started in early October 2013 with the grantee identifying trench composting as the most appropriate method for promotion among households for being technically simple and virtually cost-free. With RAMP UP East's approval of the method, WVTASO started its campaign and the training of members of local households who express interest in the practice. The training consists of environmentally sound waste handling principles, waste separation at source, and the theoretical and practical aspects of trench composting, including an actual demonstration of the method.

So far, the training has reached a total of 276 citizens. Majority or 179 of the participants were women, which is an indication that 3R practices, particularly waste separation at source and composting, will take root among households in the aforementioned municipalities.



Composting training and demonstration in Charikar

The table shows the number of training participants in each municipality.

Municipality	Training Location	No. of Participants		
		Male	Female	Total
Bazarak	Four local gardens	36	42	78
Charikar	Five different houses	25	59	84
Mahmud Raqi	Four different houses	36	78	114
Total		97	179	276

Aside from the training, the grantee will also publish brochures explaining various composting methods to promote the practice among a wider audience. Banners will be installed to urge citizens to help in maintaining a clean environment.

SPECIAL 3-DAY BUDGET MENTORING FOR DISTRICT MUNICIPALITIES

The Public Finance Director conducted a three-day training course on annual budgeting in Jalalabad for six district municipal staff including Jalalabad. The participants were the revenue and accounting managers from each district. The ultimate objective was to enable the municipalities to submit annual budget proposals on time and at the level of quality and accuracy that meet approval standards of the various entities at the provincial and national levels, including GDMA, the Office of Administrative Affairs, and the Ministry of Finance. The training contributed to the achievements of this objective by imparting to the participants the knowledge and skills necessary to prepare an annual budget proposal, such as:



Districts municipal staff during annual budgeting training in Jalalabad

- Expenditure forecasting and budgeting
- Consolidation and submission of the annual budget
- Bank reconciliation

During the first day of the training, participants were briefed on municipal annual budget preparation and the typical challenges that a municipality faces while preparing a budget. During the second day, participants were briefed on revenue forecasting. On the third day, participants were trained practically on how to prepare a budget. As a direct result, four draft budgets were prepared for Achin, Khogyani, Gankhail, and Torkham. Parun and Chaparhar district municipalities did not have a budget available to review. Consequently they were trained using examples from other municipalities.

MUNICIPAL PROGRESS REPORTS

MAIDAN SHAHR MUNICIPALITY

PROVINCE: WARDAK

Capacity Building

Public Finance

The Municipal Accounting Manager was briefed on the GDMA/IDLG gender mainstreaming guidelines. During this briefing, the accounting manager also agreed to allocate budget for gender activities.

The General Accounting/Finance Manager was briefed on the 1393 budget preparation. Discussed during the meeting were the municipal budget calendar deadline, quality of line department budget plans, budget limitation, annual 1392 reports, and forecasting of expenditure/revenue for 1393. It was also decided that the accounting department will record all transactions in the computer-based templates and will push the line department managers to submit their 1393 budget proposals. Also, the HR Manager is working together with other departments to prepare a responsive municipal Tashkeel.



Briefing of the Maidan Shahr Accounting Manager on next year's budget preparation process and calendar.

The municipality's Accounting Manager was assisted in preparing the expenditure budget report for the month of Aqrab-1392. Based on the mayor's decision, the accounting department is required to prepare monthly and quarterly budget expenses report.

The Procurement/Service Manager was assisted in preparing the 1393 budget plan and in drafting the procurement plan for the coming fiscal year. The manager also finalized the asset entries in the computer-based asset recording template.

Mentoring of District Municipalities

Both the mayors of Jalrize and Sayedabad were mentored in:

- Preparation of development projects
- Prioritization of projects
- Conduct of technical assessment and preparation of a technical assessment report (TAR)
- Preparation of technical package for a construction project

Service Delivery

Solid Waste Collection

The total collection volume for the month reached 206 cubic meters out of the total waste generation volume of 224 cubic meters. The weekly average collection slightly declined to 52 cubic meters from 53 cubic meters during the previous month. Collection backlog as a

portion of waste generation remained at 8%.

The municipality's collection performance during the month is shown in the following table.

Waste Collection Summary

Municipality: Maidan Shar

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	17	100	1	13	54	11	56	55	-	-	3.2	0.6	55.0	13.0	4.2
2	17	82	1	12	46	8	56	44	-	-	2.6	0.5	44.0	12.0	3.7
3	17	80	1	41	41	10	56	46	-	-	2.7	0.6	46.0	41.0	1.1
4	17	100	1	19	52	12	56	61	-	-	3.6	0.6	61.0	19.0	3.2
Total	17	362	1	85	193	41	224	206	-	-	12.1	0.6	206.0	85.0	2.4

RAMP UP East's Municipal Team Leader and Public Works Advisor met with the Provincial Director of the National Environmental Protection Agency (NEPA). On the occasion, the two groups exchanged information on what the other is doing to improve cleanliness and sanitation in the municipality. The meeting ended with a commitment from both sides to better coordinate and synchronize activities and exchange materials, especially those aimed at raising the awareness and involvement of citizens in environmental sanitation.

Engineering Capacity Building

For the Solar Lights Construction Project (*RUE-MSH-0016*), the RAMP UP East engineers briefed the municipal engineers on the method of mold preparation for the poles foundations. They also explained the correct method of installing anchor bolts and base plates. They carried out level machine survey to establish the exact locations and elevations of the remaining foundations and observed the concrete pouring of the footings and made sure the quality of concrete is acceptable.

Municipal Incentive Fund Projects

Maidan Shahr Solar Street Lighting Construction Project: The excavation for the foundations of light poles has been completed. The installation of anchor bolts along with the formwork and placement of concrete are ongoing.

Community Engagement

On November 4th, Maidan Shahr in an official ceremony introduced the newly elected 18 municipal advisory board members that include 3 female to government officials and citizens. The elected members were divided in to three committees: complaint handling, public participation, and revenue enhancement and infrastructure. The event was attended by 35 people, including Mr. Pashtoonyar of GDMA, the Deputy Governor, Provincial Council members, civil society members, provincial government line directorates, the



Maidan Shahr MAB members

municipality, and RAMP UP East staff.

Mr. Pashtoonyar briefed the participants about the MAB establishment process, the board's aim, and GDMA terms of reference for the board. The members elected Mohammad Muhsen as the Chairperson, Abdul Wahid Atif and Ms. Mina Ahmadi as the Deputies and Shukrullah as Secretary of the Board.

Coordination

On November 11th a coordination meeting was held with the Department of Women's Affairs (DoWA) Director. The aim of the meeting was to discuss the implementation of the gender guideline and women's participation in local government events and employment in the municipality.



Maidan Shahr coordination meeting with DoWA

The RAMP UP East team leader and municipal official briefed the DoWA Director about GDMA's gender mainstreaming guideline and the municipality's plan to include women in its *Tashkeel*.

The director said she is thankful for the support and attention RAMP UP East and the municipality have given to women's participation in governance. She added that her office will make use of the support and encourage women to participate in municipal decision making and apply for vacant positions bearing in mind the local culture and security concerns. At the end of the meeting, she requested the municipal official and RAMP UP East to provide a marketplace for women entrepreneurs to sell their handicraft and food products.

GHAZNI MUNICIPALITY

PROVINCE: GHAZNI

Capacity Building

Public Finance

The GDMA/IDLG gender mainstreaming guideline was shared with accounting officer, who was also briefed on how to allocate a budget for gender activities. The two sides then met with the mayor to discuss the guideline. As result of the meeting, the mayor agreed to an allocation for gender-based activities in next year's budget.

The budget calendar for 1393 has been finalized with task assignments and timelines. The implementation of the calendar continued with the following being accomplished: dispatch of budget instructions to municipal departments, including the preparation of revenue and expenditure estimates, and approval of the calendar by the mayor.

An evaluation team from IDLG has arrived at the municipality to begin an assessment of municipal departments.

Mentoring of District Municipalities

The mayors of Moqor and Jaghuri were mentored on the refinement of the list of development projects as well as on the procedures for the conduct of technical assessment and the preparation, review, and refinement of technical assessment reports (TARs). Early next month, the plan is to orient the district municipal officials on the preparation of the development budget and the filling out of Form B6 Code 25.

Due to security reasons, no participant from Qarabagh attended the sessions.

Service Delivery

Solid Waste Collection

The municipality collected a total of 1,640 cubic meters of waste compared to 1,517 cubic meters during the previous month. The average weekly collection volume decreased to 410 cubic meters from 502 cubic meters. Collection backlog at 60 cubic meters was 3.5% of waste generation.

The municipality's collection performance for the month is summarized in the following table.

Waste Collection Summary

Municipality: Ghazni

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	59	354	11	93	147	41	425	364	1	6	6.2	1.0	33	8.5	3.9
2	59	236	12	87	142	37	425	341	1	4	5.8	1.4	28.4	7.3	3.9
3	59	354	12	123	205	57	425	482	1	4	8.2	1.4	40.1	10.3	3.9
4	59	354	12	116	205	50	425	454	1	6	7.69	1.28	37.83	9.7	3.91
Total	59	1,298	12	419	699	185	1,700	1,640	4	20	27.8	1.3	136.7	34.9	3.9

Engineering Capacity Building

For the Sidewalk Construction Project - Islamic Cultural Center (*RUE-GHZ-0010*), the RAMP UP East engineers checked the sidewalk bed and advised the municipal engineer on how to perform maximum dry density (MDD) test to ensure proper compaction.

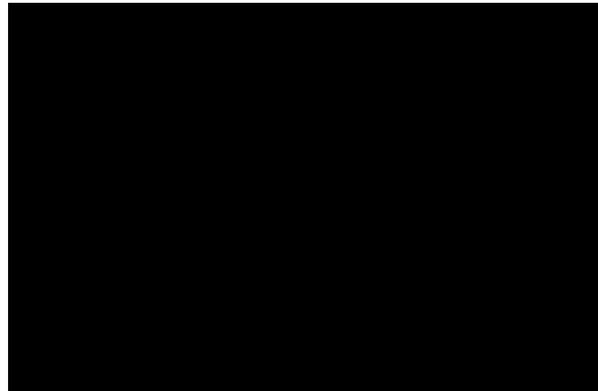
They made a quality control visit to the five-story hotel construction project and again checked the reinforcement application of the slab, beams, and columns to make sure their number, spacing, and size are according to the design drawings. They also observed the formworks of the columns and advised the municipal engineer to add more supports and bracings to prevent buckling after concrete pouring.

Community Engagement

The Mayor of Ghazni on November 5th had a 30-minute radio interview with Ghaznavyan radio/TV channel. The mayor said that the municipality believes in sharing information with citizens through different means, including electronic media, before, during, and after any service delivery project is implemented in Ghazni. He added that the timely implementation and quality of municipality projects is of utmost importance to himself and his staff. He continued that he personally monitors and controls the quality of construction materials. The mayor said the municipality will complete the ongoing infrastructure projects before the start of winter.

In response to the question about solid waste collection, the mayor said, "As far as solid waste collection is concerned, there is a mechanism to deal with solid waste collection. The mechanism will remain the same. Slight changes are however expected in terms of timetable, but in any case "I will let citizens know through radio about the new solid waste collection timetable."

The mayor visited different residential neighborhoods and markets on November 17th. He met with residents and shopkeepers and listened to their demands and feedback about municipal activities. On November 19th, the mayor convened a meeting with 16 Wakil e Guzars to discuss the issue of solid waste collection and citizens' concerns and suggestions. The Wakil e Guzars were asked to provide a brief about the status of solid waste collection in their neighborhoods. The mayor provided a list of areas and locations of ditches that needed to be properly cleaned before the start of winter. He gave the Wakils one week to complete the task and report back to him.



Mayor meeting with citizens on November 19th

On November 21st, the municipality established the Municipal Advisory Board and held the its first meeting, which was attended by the mayor, 18 MAB members, including two women, line ministry directors, the media (BBC, Ghaznavyan radio/TV), and municipal and RAMP UP East staff.

The newly elected members held an internal election and elected Mr. Haji Asadulah as the chairperson, Mr. Asghar and Ms. Nahida as the deputies, and Mr. Taj Mohammad Sekandar as the secretary of the board. The mayor said, "As of today the Municipal Advisory Board

has officially replaced the citizens' forum and its members will meet regularly to advise the municipality on how to address citizens' needs." He also welcomed the election of Mr. Delip Sing from the Sikh community as a board member.

The members were divided into five committees as per the MAB terms of reference. The committees are: Revenue Enhancement, Governance & Public Participation, Complaints Handling, Gender & Public Outreach, Economic and Infrastructure, and Cleaning, Greening and Environmental. The mayor said the MAB members will be provided with office space within the municipality.

On November 26th, the Mayor was interviewed by Ghaznavyan Radio/TV channel. The purpose of this interview was to discuss the recent price hike in gas.

The mayor was asked about the municipality's plan to control the price of commodities in the market. The mayor said the municipality distributes a price list to all sellers on a regular basis which is displayed on the window of the shops. He encouraged the citizens to inform the municipality if they notice that the price of items do not match that of the municipality list.



Mayor of Ghazni in interview with a local radio/TV, 26th

The first meeting of the advisory board was held on November 27th in the municipal hall. Participants were 18 board members, the mayor, deputy director of Afghan Chamber of Commerce, and RAMP UP East embedded advisors. The members discussed their responsibilities and the board's short- and long-term plans and meeting schedule.

BAMYAN MUNICIPALITY

PROVINCE: BAMYAN

Capacity Building

Public Finance

The Public Finance Advisor met with the Mayor concerning the gender mainstreaming guideline produced by GDMA/IDLG. Consequently, a special budget has been allocated for gender-related activities. The mayor agreed with the activities recommended as an opportunity to showcase what the municipality is already doing, such as female recruitment, establishment of a women's committee, and improvement of women's business opportunities.

A coordination meeting was held between the advisor and the accounting manager during which they agreed on a plan for the preparation of next year's budget. The budget calendar has been developed and the gender mainstreaming guideline is being included in the budget timetable for 1393. A budget committee has been formed ahead of GDMA's official instruction and is currently reviewing its budget plan, including the planning of the preparation of the Annual Financial Statements for 1392. In general, planning issues include the following:

- Consolidated Income and Expenditure Account 1392
- Balance Sheet 1392
- Annual operating expenses, revenue, and capital expenditure report for 1392
- Monitoring statement of budget variances for 1392
- Comparisons and analysis of results of 1391 with 1392
- Forecasting for 1393

The municipality is preparing interim financial statements quarterly as part of its financial monitoring. A first in Afghanistan, this activity provides decision makers with the additional information of balance sheets, cash flows, and operating statements during the financial year.

Mentoring of District Municipalities

On the 10th and 11th of November, participants from the district municipalities of Waras, Panjab, and Yakawlang were guided in the refinement of their lists of development projects for 1393. Thereafter, they were oriented on the importance of and the tasks involved in conducting a technical assessment of each proposed project and in preparing technical assessment reports (TARs).

Due to lack of transportation, no participant from Kahmard attended the sessions.

The following interim outputs were sent to the respective focal points in Kabul for review and finalization:

- Final draft revenue forecasts and revenue budgets
- Minutes and other documentations of citizens' forums
- Draft lists of proposed projects
- Draft technical assessment reports

Service Delivery

Solid Waste Collection

The municipality collected a total of 162 cubic meters of waste, which translates to a weekly average of 41 cubic meters from 27 cubic meters during the previous month. Due to a bigger waste generation volume, however, collection backlog as a percentage of total waste generation deteriorated to 9% from 8% a month ago.

The municipality's collection performance is summarized in the following table.

Waste Collection Summary

Municipality: Bamyan

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	8	48	2	9	75	40	48	45	-	-	5.6	0.9	22.5	4.5	5.0
2	8	32	2	7	75	20	40	35	-	-	4.4	1.1	17.5	3.5	5.0
3	8	40	2	7	75	25	40	37	-	-	4.6	0.9	18.5	3.5	5.3
4	8	56	2	9	75	40	50	45	-	-	5.6	0.8	22.5	4.5	5.0
Total	8	176	2	32	300	125	178	162	-	-	20.3	0.9	81.0	16.0	5.1

Engineering Capacity Building

The RAMP UP East engineer made a quality control visit to the bridge construction project and found the quality of concrete poured on the slab unacceptable. He recommended using less water to avoid leakage of cement grout and to obtain quality concrete. The engineer visited the slabs fabrication project in Zargan village and explained to the municipal workers the design proportions of the concrete mix. He advised them to protect the newly produced slabs from the cold weather. He monitored the ongoing construction of a new building for the justice department and briefed the municipal representative on how to pour concrete during cold weather.

Municipal Incentive Fund Projects

Children's Playground Project: The Site preparation, leveling, and compaction was done by the municipality as a part of its contribution to the project.

Coffee Shop and Park construction Project: The project is under USAID vetting process and yet to be started.

Community Engagement

On November 12th, the municipality published its 14th edition of the municipal newsletter (Shahr-e-Pak). This issue covers such topics as the report of the 27th citizen forum, letter from the Ministry of Urban Development Affairs regarding the implementation of the Bamyan city master plan, commemoration of the International Day of Girl Child and its ceremony, citizens' rights and responsibilities, overview of economic



Bamyan Municipal Advisory Board election in District 1

institutes and Banks in Afghanistan, an article about environmental protection, an update on ongoing infrastructure projects, and the establishment of the Municipality Advisory Board. Bamyán municipality distributed the newsletter to citizens in the bazaar, governmental offices, Bamyán University, the teacher training institute, NGOs, and youth associations.

This month Bamyán Municipality conducted the municipal advisory board elections in all four city districts. The election process was supported by ASGP with secretariat assistance from RAMP UP East. The opening ceremony and internal election among the MAB members will take place in the month of December.

On November 27th, the municipality conducted its 28th citizen forum in the municipality meeting hall with the participation of 18 persons, including 3 women. The meeting was chaired by the mayor, who informed the citizens that the development of the detailed sub-plans for Qul-e-Bedag and Ghulghula towns are almost completed. He also said that so far this year the municipality has collected AFN 170,000 in Safayi fee. He said not all residents have paid their Safayi fee this year possibly because of poverty and lack of awareness and familiarity with urban life expectations. He called on the participants to assist the municipality in collecting the fee by informing their communities about its purpose.



Bamyán citizen forum, November 27

[REDACTED], an Ajdar Women Shura member, suggested that the municipality increase its outreach activities by working closely with the department of education and the local media to promote urban culture and cleanliness.

The mayor also discussed the municipality's plan about the privatization of solid waste collection in the bazaar area. He said, "The volume of solid waste produced in the Bamyán is 10-11m³ per day and the municipality is able to collect only 7-8m³, so if the bazaar solid waste collection responsibility is given to a private sector only then can we fully cover the entire city."

Gender and Youth Activities

RAMP UP East awarded a three-month small grants program to Youth Health and Development Organization (YHDO) to implement the Support to Women Entrepreneurs grant in the municipality. The program objective is to allow women entrepreneurs to set up businesses and sell their own products in a non-threatening environment. It also allows women consumers to browse and purchase personal items in a private space. The beneficiaries are 12 women who would be able to set up stalls to sell their products at the women's only market. During the set up phase, the grantee held meetings with municipal officials, women Shuras, and the department of women's affairs to coordinate their activities.

Coordination

This RAMP-UP East Team leader participated in the monthly Bamyán Inter- Agency meeting hosted by the Department of Women's Affairs (DoWA) and chaired by UNAMA. The meeting was attended by local and international organizations, the UN, municipality, and government directorates. Issues discussed during the meeting included security and political developments as well as infrastructure projects in the province.

DoWA also hosted the Social Protection Meeting where the annual governance accountability was discussed.

During the meeting, a six-member committee from government directorates, provincial council, and civil society was formed to manage and oversee the Annual Government Accountability and Transparency Conference that is planned to take place in the last quarter of 1392.



*Bamyan Social Protection Meeting in Women's Affairs Directorate,
November 6*

CHARIKAR MUNICIPALITY

PROVINCE: PARWAN

Capacity Building

Public Finance

The preparation of annual financial statements for the municipality is reaching finalization with the posting of asset, revenue, and expense transactions in the Balance Sheets. The Public Finance Advisor, in close coordination with the municipal counterpart, completed the consolidated income and expenditure statement.

On November 5, the advisor held a meeting with the mayor regarding the initiation of a city tool tax across the municipality to generate additional revenue for the municipality. On November 20, a meeting was held on gender mainstreaming guidelines resulting in the identification of gender-based projects, such as women's market, women's public bath, and latrine. It was also resolved to ask the mayor to include these projects in the 1393 budget

Service Delivery

Solid Waste Collection

The municipality's total collection volume reached 1,310 cubic meters for a weekly average of 328 cubic meters compared to 323 cubic meters reported during the previous month. Collection backlog as a percentage of waste generation improved slightly from 46.0% last month to 45.4%.

The municipality's collection performance for the month is summarized in the table below.

Waste Collection Summary

Municipality: Charikar

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	38	228	6	74	50	65	600	250	-	-	6.6	1.1	41.7	12.3	3.4
2	38	190	6	65	45	60	600	260	-	-	6.8	1.4	43.3	10.8	4.0
3	38	228	7	75	50	65	600	300	-	-	7.9	1.3	42.9	10.7	4.0
4	38	228	8	150	50	100	600	500	-	-	13.2	2.2	62.5	18.8	3.3
Total	38	874	7	364	195	290	2,400	1,310	-	-	34.5	1.5	187.1	52.0	3.6

Engineering Capacity Building

The RAMP UP East engineer monitored the Water Reservoir Rehabilitation Project (*RUE-CHA-0017*). He briefed the municipal skilled laborers on the proper boulder filling and advised them to consider the proper slope to facilitate water through the outlet pipe. He also checked the sidewalls' formworks and gave instruction to add more support against the concrete gravity load. He observed the concrete pouring of the reservoir's sidewalls and recommended the use of vibrator machine to properly fill the concrete voids.

He visited the Park Renovation Project (*RUE-CHA-0018*) and made sure the masonry construction is satisfactory. Likewise, he inspected the construction of the storerooms and advised the municipal engineer to correct the brick masonry arc over the windows.

Municipal Incentive Fund Projects

Renovation of the Water Reservoir Project: The excavation for the outlet pipe started on October 30. The contractor provided a storage area for the construction materials delivered to the site.

Renovation of the Public Park Project: The project was initiated on October 28. The existing wall was demolished followed by site clearance and delivery of construction materials to the project site.

Rehabilitation of the Gul Ghondi Park Project: The project is still waiting for USAID vetting approval and has not been started.

Community Engagement

On November 18th, the Municipality Advisory Board held a meeting chaired by Haji Khalil, its chairperson. The meeting was attended by 35 persons, including the Charikar mayor Khwajah Rohullah Sadiqi, 6 women, 13 MAB members (2 female and 11 male), representatives of DoWA, business union, youths, civil society, line departments, and UNDP/ASGP.



Charikar Municipal Advisory Board Meeting

MAB members discussed ways to improve solid waste and Safayi fee collection. The mayor briefed the participants about the purpose and outcome of his visit to Herat, where he met with solid waste collection private contractors and visited the collection and dump sites. He said, "In Herat households are charged AFN 20 per week for door-to-door collection of waste by private contractor and it has proved a successful method." He continued that he will introduce the same method for waste collection and management in Charikar. The pilot project will first be implemented in Nahias 1 and 2. The mayor added that the municipality will work closely with RAMP UP East to develop a plan for the pilot project and a scope of work for the private sector.

The mayor expressed dismay at citizens' reluctance to pay their Safayi fee despite the significant improvement in municipality's service delivery efforts. MAB members suggested that other line departments should be brought in to assist the municipality. One suggestion was that it should be made compulsory for citizens to present their Safayi booklet (that will show whether Safayi fee has been paid or not) when applying for identification card, passport, driving license, marriage certificate, and other official documents. Those who have not paid the Safayi fee should be denied the requested document. The mayor promised to discuss the proposal with other government authorities and report back to the MAB members.

The mayor informed the participants about RAMP UP East and municipality joint projects, such as the rehabilitation of the fourth Nahia water reservoir in Sadiqi Pacha, municipality business market, street lighting, side ditch, and municipal conference hall. The mayor said that the business licensing fee is very low and a revision of the business license fee rate city is necessary to increase the revenue that the municipality can spend for better services.

On November 28th, the municipal administration manager updated the municipal notice boards in five different areas of the municipality. The updates included information about

Safayi fee, ongoing and recently completed service delivery projects, and announcements.

Gender and Youth Activities

RAMP UP East's grantee, Women Vocational Training and Agriculture Service Organization (WVTASO), facilitated 33 face-to-face and group meetings for 1,758 citizens, including 731 women. The meetings were led by 32 senior citizens (19 women and 13 men) who had been trained earlier in governance, gender sensitivity, proper disposal of solid waste, and protection of public properties. During these events, the purpose of the Strengthening Neighborhood Support to Municipalities small grant program was explained, which is to train senior citizens to serve



Meeting with Charikar women on proper disposal of solid waste, November 13

as advocates in neighborhood watch groups to oversee the disposal of solid waste in designated areas. This will not only assist the municipality and the Wakil e Guzars in keeping the cities clean, it will also engage unemployed seniors and allow them to gain status in their communities. The training for senior citizens consisted of roles and responsibilities of municipalities and citizens, gender sensitivity briefing, governance, proper waste management procedures, as well as how to organize effective neighborhood watch groups.

MAHMUD RAQI MUNICIPALITY

PROVINCE: KAPISA

Capacity Building

Public Finance

Having already produced the Annual Financial Statements, the Accounting Manager received further training to embed processes necessary for the 1392 closedown, such as;

- Development of a municipal asset management information system
- Institutionalization of asset valuation in line with formal asset valuation policies
- Creation of a municipal asset registration book
- Formal communication of policies to all departments
- Ownership of the whole process by the accounting manager
- Preparation of revenues and expenses statement
- Recognition of expenses and income in the right year

The municipal accounting manager recorded all expenditure transactions into the M20 (Expenditure Ledger) without any technical assistance from the embedded advisor. The manager was however was mentored on the classification of Infrastructure and community and biological assets of the municipality.

The Accounting Manager was trained on the preparation of Cash Flow Statements as part of the preparation for 1392 Annual Financial Statements.

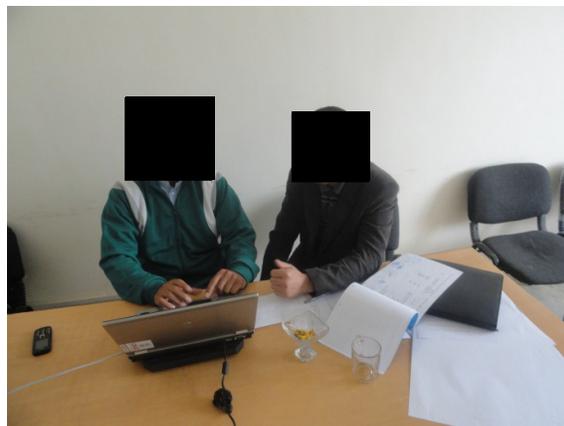
Mentoring of District Municipalities

On November 5, special advice was given to the Tagab Municipality regarding budget preparation and the legal disbursement of AFN 400 million it has in reserves. The advice covered the appropriate consultation and budget preparation, especially regarding development projects. The mayor was then invited to a special meeting at the municipality to develop this further.

The Public Finance Advisor had a meeting with the Mayor of Hesa 1 regarding the preparation of the 1393 budget. The mayor agreed to bring the development projects plan to a further meeting so that further progress on budget compilation can be made. In another meeting with the mayor, the following subjects were discussed:

- Budget definition
- Budget process
- Budget approval phases
- Revenue forecasting based on the RAMP UP East template

The mayor of Tagab expressed a desire to undergo the same training given the mayor of Hesa 1.



Budget training of Hesa 1 mayor in Mahmud Raqi.

Service Delivery

Solid Waste Management

The municipality collected 395 cubic meters of waste out of a total waste generation of 400 cubic meters. The weekly average collection volume went down slightly to 99 cubic meters from 100 cubic meters during the preceding month. Collection backlog as a percentage of current waste generation was 1.3%.

The municipality's collection performance for the month is shown in the table below.

Waste Collection Summary

Municipality: Mahmud-i-Raqi

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol./Trip (m3)
1	18	114	3	42	99	37	100	95	-	-	5.3	0.8	31.7	14.0	2.3
2	18	114	3	43	100	36	100	100	-	-	5.6	0.9	33.3	14.3	2.3
3	18	114	3	41	99	34	100	100	-	-	5.6	0.9	33.3	13.7	2.4
4	18	114	3	43	100	36	100	100	2	12	5.6	0.9	33.3	14.3	2.3
Total	18	456	3	169	398	143	400	395	2	12	21.9	0.9	131.7	56.3	2.3

Engineering Capacity Building

The RAMP UP East engineer monitored the construction of the boundary wall of the Children's Park Rehabilitation Project (*RUE-MIR-0022*), He briefed the municipal skilled laborers on the correct method of installing the stand posts.

Municipal Incentive Fund Projects

Children's Park Rehabilitation Project: The project opening ceremony took place on November 3 with the mayor, directors of government departments, and citizens as participants. Shuttering works were started and materials like crushed gravel and sand were delivered to the project site.

Community Engagement

On November 3rd, the municipality held an opening ceremony for the Children's Park Rehabilitation Project with the participation of 31 local citizens, including Kapisa's sectorial directors, the Deputy Head of the Provincial Council, Mr. Gul Muhammad, MAB members, and shopkeepers. On the occasion the mayor said, "I had promised in the citizen forums a few months ago that the municipality will construct the children's park so today we are here to witness the start of the construction work." He added that the first phase of the project includes construction of the boundary wall and that the project is jointly implemented by RAMP UP East and the municipality.

On November 20th, the municipality hosted the first MAB meeting, which was attended by 10 MAB members, including two females. During the meeting, the members discussed their responsibilities as board members and ways to resolve the solid waste collection and management problem in Sayad, particularly around the Sayad river. The members stated that they will do their best to establish and maintain a relationship based on trust between the municipality and citizens and will discuss citizens' problems with the municipal authorities. The responsibilities of the MAB committees were also discussed in detail.

On November 26th, a coordination meeting was held among MAB members, representatives of shopkeepers from Dababa Ali, and municipal officials.

Haji Hameedullah, chairperson of the MAB, said, “Our first meeting was last week and realized that the biggest challenge of the municipality was lack of citizens participation in municipal affairs. In this regard, I met some of the Dababa Ali shopkeepers and asked them to coordinate with the municipality regarding the cleanliness of their city. They told me that they are ready to support municipality but don’t know how. Then I requested them to construct the sidewalks around their shops. They agreed and now we are here to discuss this issue.”



Mahmud Raqi MAB meeting with citizens, November 26th

The mayor thanked the chairperson and other members for their active role in encouraging citizens to take part in municipal affairs and in inviting women to apply for municipal job vacancies.

Abdul Jamil, who spoke on behalf of the shopkeepers, asked the municipality for technical support, design, and cost estimate of the sidewalk. He said the cost of the sidewalk construction will be covered by the shopkeepers. Participants also discussed the possibility of extending the sidewalk construction to other areas of the bazaar.

BAZARAK MUNICIPALITY

PROVINCE: PANJSHIR

Capacity Building

Public Finance

The Public finance advisor held a meeting with the mayor on next year's budget preparation. During the meeting it was agreed to develop a plan. Since the mayor is new, he also requested close coordination while preparing the budget.

The municipal accounting manager prepared the 1393 budget calendar. On November 27, the Public Finance Advisor conducted a budget preparation training for municipal staff, detailing the individual steps and issues for the 1393 budget round. The mayor was personally thankful and added that he increased his knowledge from a very helpful course. The advisor also finalized the asset depreciation personalized course for the Acting Municipal Accounting Manager, which includes balance sheet entries.



Budget preparation training for Bazarak municipal staff

Service Delivery

Solid Waste Collection

Based on the total collection of 104 cubic meters, the weekly collection volume averaged 26 cubic meters compared with 32 cubic meters during the previous month. Collection backlog as a percentage of waste generation went up to 10.3% from 9% during the previous month.

The municipality's collection performance for the month is shown in the table below.

Waste Collection Summary

Municipality: Bazarak

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	4	8	2	4	34	10	32	29	-	-	7.3	3.6	14.5	2.0	7.3
2	4	8	2	4	34	8	30	27	-	-	6.8	3.4	13.5	2.0	6.8
3	4	8	2	4	34	10	29	26	-	-	6.5	3.3	13.0	2.0	6.5
4	4	8	2	2	34	6	25	22	-	-	5.5	2.8	11.0	1.0	11.0
Total	4	32	2	14	136	34	116	104	-	-	26.0	3.3	52.0	7.0	7.4

Engineering Capacity Building

The RAMP UP East engineer made a quality control visit to the ongoing Public Latrine Construction Project (*RUE-PJS-0010*). He observed the quality of the concrete and advised the municipal sector manager to perform a compressive strength test and briefed him on the right method of installing formworks. He checked the plaster application on the exterior walls

and showed the municipal skilled laborers the right method of plastering.

Municipal Incentive Fund Projects

Solar Energy System Project: The start of this project is awaiting receipt of the notice of eligibility from the USAID vetting unit for the selected vendor..

Public Latrine Construction Project: The layout of foundation was specified. The excavation and formwork for the foundations were completed. Ongoing activities are listed below:

- Concrete pouring for column elements.
- Formwork of Ring beams and column
- Stone masonry
- Backfilling and compaction around the excavated area



Column Reinforcement Placement in Public Latrine Construction Project, Panjshir Municipality

Community Engagement

The municipality of established the Municipal Advisory Board on November 6th with support from ASGP and RAMP UP East. The internal election was conducted on the same day and the members elected Aziz Azimi as chairperson, Abdul Matin and Ms. Nasreen as deputies, and Masoud as the secretary. The board is composed of 18 members, including 3 women.

On November 18th, RAMP UP East's Public Administration Advisor together with the municipal administration officer facilitated a coordination meeting among the municipality, Women Affairs Directorate, and civil society entities to discuss the hiring of female staff in Bazarak municipality. The participants were municipal officials, including the mayor, three women from the directorate, and representatives of women social organizations. In the meeting the Mayor said, "While I understand Panjshir is a very traditional province with very few women working in governmental offices, we at the municipality recognize women's right to work and their contribution in city affairs. Therefore, I need your assistance in encouraging women to apply for municipal jobs once publicly advertised." DoWA and civil society representatives pledged to assist the municipality in identifying qualified women on the condition that the municipality provides a separate work space and transportation and capacity building for women employees. The mayor promised to provide facilities for female staff in accordance with municipality budget and HR policy.

Gender and Youth Activities

RAMP UP East's grantee, Women Vocational Training and Agriculture Service Organization (WVTASO), facilitated 24 face-to-face and group meetings for 1,273 citizens, including 693 women. The meetings were led by 22 senior citizens (12 women and 10 men) who had been trained in governance, gender sensitivity, proper disposal of solid waste, and protection of public properties in the previous months under



Senior citizen in Anaba district briefing the citizens on solid waste management, Nov 13

the Strengthening Neighborhood Support to Municipalities small grant program. The purpose of the program is to train senior citizens to serve as advocates in neighborhood watch groups to oversee the disposal of solid waste in designated areas. This will not only assist the municipality and the Wakil e Guzars in keeping the cities clean, it will also engage unemployed seniors and allow them to gain status in their communities. The training for senior citizens consisted of roles and responsibilities of municipalities and citizens, gender sensitivity, governance, proper waste management procedures, as well as how to organize effective neighborhood watch groups.

JALALABAD MUNICIPALITY

PROVINCE: NANGARHAR

Capacity Building

Public Finance

The gender mainstreaming guideline has been received and discussed with concerned municipal parties.

The municipality has started work on revenue forecasting for the 1393 budget.

Mentoring of District Municipalities

On the 3rd, 4th, 5th and 6th of November, the district municipalities of Rodat, Bati Kot, Kama, and Surkh Rod conducted their citizens' forums through which the following projects were selected for funding by the municipalities' development budgets for the coming fiscal year:

Rodat

1. Wells
2. Slaughterhouse
3. Parking lot

Bati Kot

1. Culvert and gravel road from Medical Clinic to the central bazar
2. Shelter for bus stop
3. Culvert of Hafiz Chowck
4. Slaughterhouse
5. Ten trash bins
6. 1.5 km graveling of the road from district center to Lortay village
7. Road and culvert maintenance from Dr. Sediq Market to Butchery Bridge
8. 1 km RCC road from the main road to the main bazar

Kama

1. Graveling of Sheergar village road
2. Three RCC trash bins
3. Surrounding wall of animal market

Surkh Rod

1. Culvert of city bazar
2. Asphaltting of Sultan-pur street

Service Delivery

Solid Waste Collection

The average weekly collection in the municipality again went up to 1,089 cubic meters from 1,086 cubic meters. Collection backlog as a percentage of waste generation went up slightly to 6.2% from 6.0% due to a bigger waste generation volume.

The municipality's collection performance for the month is shown in the table below.

Waste Collection Summary

Municipality: Jalalabad

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	78	390	20	319	134	211	1,167	1,092	-	-	14.0	2.8	54.6	16.0	3.4
2	78	390	20	321	129	225	1,158	1,095	-	-	14.0	2.8	54.8	16.1	3.4
3	78	390	20	326	127	218	1,162	1,099	-	-	14.1	2.8	55.0	16.3	3.4
4	78	390	20	326	124	219	1,158	1,070	-	-	13.7	2.7	53.5	16.3	3.3
Total	78	1,560	20	1,292	514	873	4,645	4,356	-	-	55.8	2.8	217.8	64.6	3.4

Under the leadership of the Deputy Mayor, Jalalabad conducted a Hashar on November 10 with the participation of wakil gozars, members of business associations, and about 100 citizens.

Engineering Capacity Building

In the Electric Street Light Construction Project (*RUE-JBD-0015*), the RAMP UP East engineer briefed the municipal laborers on the method of installing formworks for the poles foundations.

Municipal Incentive Fund Projects

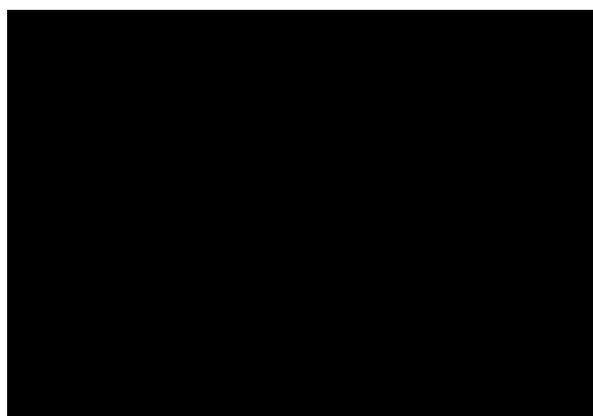
Electric Street Lighting Installation Project. The RAMP UP East and municipal engineers identified and marked the locations of the foundation for each pole based on the project documents (site plan).

Property Registration

The survey of properties in Nahia 4 is ongoing and expected to be complete by mid-January.

Community Engagement

On 10 November, Jalalabad municipality with support from RAMP UP East, organized a Hashar. The Deputy Mayor himself took part in the city cleaning efforts, joined by Wakil e Guzars, shopkeepers, and some one hundred citizens. The cleaning covered areas between the Governor's House, Pashtoonestan wats, and Talashe Chowk. The event was covered by local radio and television stations.



Jalalabad Deputy Mayor talking with Media

During the Hashar the deputy mayor was interviewed by RTA, SHARQ, Shamshad, and Aryana televisions. The focus of the interviews was on responsibilities of the municipality and citizens in keeping the city clean. The Deputy Mayor also informed citizens about the importance of proper use of trash bins in the city and requested that the citizens cooperate with their municipality in the collection of solid waste.

Coordination

The RAMP UP East Team Leader held a meeting with [REDACTED] from Afghan Support-II Project on November 12th. The purpose of the meeting was to discuss and gather information about RAMP UP East's Data Quality Assessment (DQA) of the project indicators.

ASADABAD MUNICIPALITY

PROVINCE: KUNAR

Capacity Building

Public Finance

The municipal finance officer completed the monthly bank reconciliation and prepared the monthly expenditure report. The officer also updated the M20 (Expenditure Ledger). The revenue officer, on the other hand, was assisted in preparing the monthly revenue report. The GDMA gender mainstreaming guideline was shared with the municipal counterpart. The municipal finance officer was mentored on the budget monitoring template to record and profile expenditures and revenues and interprets variances and ratios.

An impact from the new ways of thinking engendered by the Annual Financial Statements is the development of a cash advance system to increase procurement effectiveness. Such advances will be recognized as debts until transactions are confirmed. This system comes with appropriate internal controls and separation of duties.

The finance officer was assisted in entering expenditure and revenue transactions into the budget monitoring template, including monthly profiling. Highlighted variances were noted and acted upon. The Public Finance Advisor ensured that the expenditure filing system was up to date and provides future audit trails.

Service Delivery

Solid Waste Collection

The municipality's average weekly collection went up again to 67 cubic meters from 63 cubic meters during the previous month. Collection backlog as a percentage of waste generation improved to 10.7% from 11.0%.

The municipality's collection performance is summarized in the following table.

Waste Collection Summary

Municipality: Asadabad

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	16	96	4	32	48	9	75	68	2	12	4.3	0.7	17.0	8.0	2.1
2	16	96	4	28	46	9	75	65	2	12	4.1	0.7	16.3	7.0	2.3
3	16	96	4	32	48	8	75	68	2	12	4.3	0.7	17.0	8.0	2.1
4	16	96	4	32	47	9	75	67	2	12	4.2	0.7	16.8	8.0	2.1
Total	16	384	4	124	189	35	300	268	8	48	16.8	0.7	67.0	31.0	2.2

Engineering Capacity Building

The RAMP UP East engineers monitored the Solar Light Construction Project (*RUE-ASD-0019*). They explained to the municipal engineer the method of installing anchor bolts and base plates. They also checked the construction of the remaining foundations and made sure that these are erected at the required level and elevation.

In the ongoing construction of the Asadabad trade center Block D, they checked the level

and compaction of the surface and made sure it is ready for the reinforcement application. They also observed the reinforcement application of the foundation and made sure the number and sizes of the rebars follow the design drawings.

Municipal Incentive Fund Project

Asadabad Solar Street Lighting Installation Project: The locations for each light pole was specified and marked. The excavation for the foundations was started in Nawabad bazar followed by the placement of reinforcement, rebar, pouring of concrete, and placement of the anchor bolts and base plates.

Community Engagement

On November 4th, the nineteen newly elected Municipal Advisory Board members elected Haji Ajmal as the Chairperson, Ms. Elhamia Akhondzada and Haji Sayed Azim as Deputies, and Amir Hamza, as Secretary of the board. The event was attended by Mayor Abasi and 35 citizens including, 3 women. The mayor welcomed the board members and congratulated them for taking the responsibility to represent their constituency in municipal decisions. RAMP UP East's representative explained the scope of work of the MAB members.

Coordination

On November 21st, the RAMP UP East Team Leader and the municipal administration officer conducted a follow up meeting with the program officer of women's affairs to discuss GDMA's gender mainstreaming guideline. The municipality requested DoWA for a list of women-owned businesses. The pros and cons of recruitment of female municipal staff were discussed. It was decided that prior to actively inviting women to apply for municipal jobs, the municipality must consider the provision of an enabling work environment and basic facilities for women in the work place. The municipality plans to include the construction of facilities for women, such as women's park, public latrine, and market in next fiscal year's budget.

MEHTERLAM MUNICIPALITY

PROVINCE: LAGHMAN

Capacity Building

Public Finance

The municipality is preparing for the initiation of the 1393 budget process. Critical to this process is the closing of 1392 books and the finalization of the 1391 Annual Financial Statements.

The GDMA/IDLG gender mainstreaming guidelines was discussed with municipal counterparts.

The Public Finance Advisor assisted the Acting Revenue Manager in reconciling the bank statement and recording revenue receipts in the revenue journal and in preparing the draft balance sheet for year 1391.

The finance officer recorded the expenditure transactions in the budget monitoring template. He was also mentored on the expenditure variance calculation. The Revenue Manager did the monthly bank reconciliation.

Service Delivery

Solid Waste Collection

The municipality's collection performance slightly deteriorated from 188 cubic meters per week to 186 cubic meters. Collection backlog as a percentage of waste generation went up to 28.5% from 28.0%.

The municipality's collection performance is summarized in the following table.

Waste Collection Summary

Municipality: Mehterlam

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol/Trip (m3)
1	37	222	3	48	137	4	260	188	1	6	5.1	0.8	62.7	16.0	3.9
2	37	185	3	40	128	3	260	180	1	6	4.9	1.0	60.0	13.3	4.5
3	37	222	3	48	134	4	260	188	1	6	5.1	0.8	62.7	16.0	3.9
4	37	222	3	48	130	6	260	188	1	6	5.1	0.8	62.7	16.0	3.9
Total	37	851	3	184	529	17	1,040	744	4	24	20.1	0.9	248.0	61.3	4.0

Engineering Capacity Building

The RAMP UP East engineer provided technical assistance in the construction of an underground market. He briefed the municipal steel workers on the number, sizes, and spacing of rebars in the basement. He also advised the municipal supervisor to do a slump test to control the required water-cement ratio.

For the Street Lights Installation Project (*RUE-MHT-0004*), the engineer monitored the backfilling of the poles foundations and instructed the laborers to properly compact the dirt to avoid future settlement.

Municipal Incentive Fund Projects

Solid Waste Enclosure Construction Project: The project was completed on October 28. The final inspection by RAMP UP East QA/QC department has been scheduled for the coming month.

Electric Street Lighting Installation Project: The excavation, formwork, placement of reinforcements, and pouring of concrete for the foundations of the light poles are ongoing.

Community Engagement

On November 20th, the Municipal Advisory Board members convened its first meeting with the participation of the municipality's General Administration and Finance Manager and ASGP Representative. The purpose of the meeting was to introduce MAB members to the municipality and to identify small scale-projects to be supported by ASGP. The meeting was chaired by the MAB's deputy chairperson Mr. Nabi Sarwar and attended by 18 citizens, including two females, and 13 MAB members (11 male and 2 female). The Municipal representative welcomed the participants and provided some basic information about the scope and purpose of the MAB. ASGP requested the MAB members to develop a list of small-scale infrastructure projects to be considered for implementation. The members proposed the construction of a deep well and two culverts and advised ASGP to work closely with the municipal engineer.

The municipality updated the information displayed on its notice boards. The updates included information about the MAB, their responsibilities and how they can be reached, a message encouraging citizens to take part in next year's elections, and status of ongoing projects.



Mehterlam municipality public notice board, November 26

Gender and Youth Activities

RAMP UP East grantee, Peace Organization (PO), started the implementation of the Strengthening Neighborhood Support to Municipalities small grants program. The municipality introduced 50 community elders and public figures and 4 Wakil e Guzars for inclusion in the training and community education activities. Through this program, senior citizens will receive training about citizens' role in solid waste management and protection of public properties. The elders will serve as the neighborhood watch to ensure citizens dispose of their trash in designated areas. In addition to solid waste management and citizens' role in the process, the training will also cover concepts of gender and governance.

GARDEZ MUNICIPALITY

PROVINCE: PAKTIA

Capacity Building

Public Finance

The municipal Accounting Manager developed a 1393 budget preparation calendar in close coordination with other line departments. The municipality then held its first Budget Committee meeting attended by finance, revenue, engineering, administration, and procurement departments to discuss the following:

- 1392 budget variances and ratios from the budget monitoring template
- Budget preparation timetable/ calendar with the process starting in the first week of Qaws



Municipal budget committee meeting in Gardez.

The committee agreed to complete the budget preparation within 40 days, to monitor each step, and assist the finance department. So far, the forecast of administrative expenditure has been prepared.

The Municipal Accounting Manager was mentored on the budget monitoring template. The manager then updated the template by entering all of the expenditure transactions for the month of Mezan (September 22–October 22).

The Public Finance Advisor assisted the Municipal Administration Manager in preparing the monthly activities report, which also included financial activities. This report was sent to the Governor's Office and GDMA.

The gender mainstreaming guideline was presented to the administration and accounting managers, who promised to provide the required allocation in the 1393 budget and encourage women to work in the municipality.

Mentoring of District Municipalities

Chamkani, Sayedkaram, and Zurmat conducted their citizens' forums to identify and select the development projects to be funded by their 1393 annual budgets. In Sayedkaram, the event was attended by more than 250 citizens and was covered by the local mass media. On the occasion, the participants expressed their desire for the municipality to hold the forum regularly. The list of projects agreed upon in each municipality follows:

- Sayedkaram: trash bins and toilet in the masque
- Chamkani: drainage ditches, slaughterhouse, and trash bins
- Zurmat: drainage ditches, slaughterhouse, and meeting hall

Service Delivery

Solid Waste Management

Total waste collection volume reached 1,200 cubic meters for an average weekly collection of 300 cubic meters compared to 310 cubic meters during the previous month. Collection backlog as a percentage of solid waste generation increased to 23.1% from 20.0%.

The municipality's collection performance is summarized in the table below.

Waste Collection Summary

Municipality: Gardez

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	24	144	5	76	87	36	390	313	-	-	13	2.2	62.6	15.2	4.1
2	24	144	5	64	76	30	390	262	-	-	10.9	1.8	52.4	12.8	4.1
3	24	144	5	76	87	36	390	311	-	-	13.0	2.2	62.2	15.2	4.1
4	24	144	5	77	87	36	390	314	-	-	13.1	2.2	62.8	15.4	4.1
Total	24	576	5	293	337	138	1,560	1,200	-	-	50.0	2.1	240.0	58.6	4.1

Engineering Capacity Building

The RAMP UP East engineers paid a visit to the Solar Street Light Construction Project (*RUE-GRZ-0016*). They rejected the poor quality of sand delivered to the job site and asked the supplier to replace it. They also checked the reinforcement application of the footings and made sure the design drawings are followed for the numbers, spacing, and sizes of the rebars.

They observed the concrete pouring of the Concrete Solid Waste Enclosure Construction Project (*RUE-GRZ-0017*) and gave instruction to use a vibrator machine to minimize voids in the concrete mass.

Municipal Incentive Fund Projects

Solid Waste Enclosure Construction Project: The project has started. The formwork preparation, reinforcement placement, and concrete pouring are currently in progress.

RAMP UP East Solar Street Lighting Installation Project: The project commenced on October 27, with the exact locations of the light pole foundations marked and specified by the site engineer. The excavation work for foundations is ongoing.

Community Engagement

On November 3rd, the municipality published the 4th issue of its monthly newsletter in 1000 copies after an 18-month interval. This edition of the newsletter contains a message from the mayor to Gardez citizens about solid waste management, service delivery projects, and other municipal updates as well as messages from citizens.

Coordination

RAMP UP East's Senior Regional Advisor met with the governor of Paktia to discuss and resolve issues related to the solar street light project and the governor staff's interference in the implementation and scope of the project. The RAMP UP East representative explained the scope and implementation schedule and delivered a letter from RAMP UP East's chief of

party raising concerns about intimidation and interference by the governor's staff. The governor expressed his full support to the project.

KHOST MUNICIPALITY

PROVINCE: KHOST

Capacity Building

Public Finance

A budget committee meeting was held on November 5 attended by the Mayor, Accounting Manager, Senior Finance and Admin Manager, Revenue Manager, and Engineering Department Manager. The mayor required three major institutional improvements to be made to governance at the municipality which had budgetary implications, as follows:

- Creation of a department of documents and communication
- Increase in the number of revenue collection staff by two to improve revenue collection.
- Increase of five cleansing staff to improve the municipal environment

In addition, the meeting tackled the revenue shortfall in 1392. As a result, it was decided to forestall 12 development projects until 1393. A continuing land dispute with the Ministry of Defense has led to compromised revenue. The municipality has also developed two new revenue streams for septic tanker and park contracts.

The final valued list of assets are completed and submitted to the Property and Accounting Department. The municipality started the preparation of the 1393 budget. At the initial phase, the Tashkeel has been prepared and shows increases in permanent staff from 75 to 84 and contractual worker from 145 to 148

The Accounting Manager was trained to produce Annual Financial Statements for 1392 without assistance.

The gender mainstreaming guideline and proposed budget approach has been shared with the mayor, who said 'We support gender mainstreaming guideline, but we don't have space in our municipal buildings to consider all conditions'. Despite this, the municipality already has 4 women in the Municipal Advisory Board plans for building a women's latrine and increase consultation of during budget preparation

Mentoring of District Municipalities

The district municipal mayors of Alishir, Dawamanda, and Yaqubai were briefed on the importance of and the processes involved in conducting a citizens' forum, particularly in the identification and selection of projects to be funded by their annual budgets. Part of the briefing was how to prepare an agenda, draft an invitation letter, and document the proceedings of a citizens' forum.

The municipal officials were trained on the conduct of technical assessment and the preparation of technical assessment reports (TARs). The TAR template was explained in detail. The participants were likewise given an opportunity to prepare a sample TAR.

Service Delivery

Solid Waste Collection

The municipality's average weekly collection again decreased to 251 cubic meters from 281 cubic meters during the previous month. Collection backlog as a percentage of waste generation also deteriorated to 27.7% from 22.0%.

The following table summarizes the municipality's collection performance for the month.

Waste Collection Summary

Municipality: Khost

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./ Crew (m3)	Vol./ MDay (m3)	Vol./ Truck (m3)	Trip/ Truck (No.)	Vol/ Trip (m3)
1	22	132	4	55	44	37	339	189	-	-	8.6	1.4	47.3	13.8	3.4
2	23	92	4	43	59	54	345	225	2	8	9.8	2.4	56.3	10.8	5.2
3	55	330	4	83	85	71	350	285	-	-	5.2	0.9	71.3	20.8	3.4
4	54	324	6	87	88	77	354	305	-	-	5.6	0.9	50.8	14.5	3.5
Total	39	878	5	268	276	239	1,388	1,004	2	8	26.1	1.1	223.1	59.6	3.7

Khost hired 30 additional laborers for one month to take care of past collection backlogs.

Septic Tank Emptying-Khost

Total collection for the month reached only 506 cubic meters out of a target of 900 cubic meters. Likewise, the number of customers served at 49 was 20 short of the target. The service was temporarily suspended during the last week of the month as the suction pumps of both tankers were not working. The municipality sent one of its officials to Kabul to purchase the required replacement parts. Service delivery is expected to return back to normal during the coming month.

Engineering Capacity Building

The ongoing Munbul-Jihad market repair in Khost was monitored. The RAMP UP East engineers gave instruction to the municipal workers to maintain the proper slope in the roof construction to easily drain off rain water. They also inspected the old plaster of the interior walls and instructed the technical director of the municipality to entirely remove and re-do it using the best quality of paint as the quality of the existing plaster is very poor.

Community Engagement

The inauguration ceremony of the Municipal Advisory Board took place on November 5th in Khost municipal conference hall in the presence of 100 local officials and residents, including members of the Provincial Council, head of Ulama Shura, representatives of provincial peace council and line departments, influential figures, members of youth councils, representatives of civil societies, and MAB members.



The mayor of Khost during the MAB members' introduction to citizens on November 5th.

In his opening remarks, the mayor said, "Allow me to thank the MAB members for their volunteer work with the municipality." He briefly explained the terms of reference of the board members and introduced board's chairperson, deputy chairperson, and secretary.

On behalf of the provincial council, Mr. Dawood Shah Makinzoï talked about the importance of the MAB. He said, "I am optimistic that the advice and recommendations of the MAB will bring a positive change in the municipal affairs."

Kiramât Khan, MAB Chairperson, said, "The Municipal Advisory Board can only give advice and make recommendations to the mayor and municipal administration. It has no decision-making authority and the members are volunteers."

On November 12th, the Municipal Advisory Board conducted its first meeting in the municipal conference hall. The meeting was attended by 24 persons, including one female and 17 male MAB members, Gharghasht TV reporter, and 5 females representing civil society. The main issues discussed during the meeting were the privatization of solid waste collection and the issuance of a price list for all commodities in Afghani currency. The MAB chairperson said collection of waste is a big problem for Khost inhabitants, and the municipality has failed to manage



Khost Municipality MAB meeting

collection of trash and waste. He added, the mayor will be asked to participate in the next meeting to discuss the idea of privatizing solid waste collection. The MAB members discussed and emphasized that commercial transactions in the municipality should use of Afghani instead of Pakistani Rupees. They said that the municipality should issue a price list to all shopkeepers in Afghani and encourage the shopkeepers to use Afghani for all transactions. The members recommended the formation of a committee from the city council members and shopkeepers' representatives to list the prices of goods. The members also committed to fully support the municipality in enforcing this. After the issuance of the order, the municipality should fine those who fail to obey.

The mayor was interviewed by Shamsahd television on November 18th. The main focus was solid waste disposal. The mayor talked about the high volume of waste generation in the commercial area of the city. He stated that "The shopkeepers of 2nd Nahia generate a high volume of waste and they are not disposing the waste in the designated areas identified by the municipality". The mayor said the municipality has hired 50 additional temporary workers to assist in



Khost mayor being interviewed by Shamsahd TV

the street sweeping and ditch cleaning. The mayor called on all citizens, particularly the shopkeepers, to dispose their waste in the formal dump sites

On November 25th, the Municipal Advisory Board (MAB) held its 2nd meeting in the municipality meeting hall. The meeting was attended by 55 persons, including 10 women. The participants were MAB members, city council members, local media, shopkeepers' representatives, and DoWA.

The MAB chairperson, Mr. Kiramat Khan, introduced the board's committees and briefly explained each committee's responsibilities. The members then discussed citizens' problems in different areas. As the meeting was covered by the local media, the chairperson called on citizens, particularly the shopkeepers, to pay their Safayi fees and pay attention to keeping their surroundings clean.

Gender and Youth Activities

This month, 79 citizens (54 women and 25 men) from 4 city districts received information about proper waste disposal, governance, and roles and responsibilities of citizens and municipalities through face-to-face and group meetings. These orientations were led by male and female senior citizens who had been trained by Rehabilitation Organization for Women (ROW) as part of the Strengthening Neighborhood Support to Municipalities small grants program.



Khost MAB meeting, November 25th.

PUL-E-ALAM MUNICIPALITY

PROVINCE: LOGAR

Capacity Building

Public Finance

On November 6, the RAMP UP East team had a meeting with the Pul-e-Alam mayor to discuss the gender mainstreaming guideline. Other issues discussed were:

- Allocating a specific budget for gender-related activities
- Encouraging women to work in the municipality
- Recruiting women into the municipality

After the discussion, the mayor agreed to allocate two existing vacant positions to women and promised facilities, such as separate offices, a prayer room, a washroom, and transport, for female employees. He also promised to provide an allocation for gender-related activities in the 1393 municipal annual budget. As a follow-up, on November 12 the Public Finance Advisor had a meeting with municipal key departments such as Accounting, Administration, Revenue, and Services. Participants were briefed on gender budgeting and on the mayor's decision to allocate two existing vacant positions to women.

The newly recruited Accounting Manager was trained in the use of the budget monitoring template.

The Internal budget calendar was devised and presented to the Budget Committee on November 20. The mayor appreciated the work that had gone into the plan and instructed the committee to adhere to the Plan. Included in the plan were individual responsibilities, timelines, and quality Issues.



Briefing of key officials of Pul-e-Alm on gender mainstreaming guidelines

Mentoring of District Municipalities

The mayors and the municipal engineers of Barakibarak and Mohammad Agha were guided in reviewing their list of development projects for the coming fiscal year. They were likewise given an overview of the infrastructure project lifecycle with emphasis on the conduct of technical assessment and the preparation of technical assessment reports (TARs).

Service Delivery

Solid Waste Collection

The municipality's average weekly collection volume decreased to 67 cubic meters from 85 cubic meters. Collection backlog was 3.3% of waste generation.

Pul-e-Alam's collection performance for the month is summarized in the table below.

Waste Collection Summary

Municipality: Pul-e-Alam

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	For-mal	Infor-mal	Gene-rated	Col-lected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol/Trip (m3)
1	12	36	2	12	30	16	50	45	-	-	3.8	1.3	22.5	6.0	3.8
2	12	60	2	20	47	29	80	75	-	-	6.3	1.3	37.5	10.0	3.8
3	12	72	2	22	55	35	75	83	-	-	6.9	1.2	41.5	11.0	3.8
4	12	72	2	16	55	23	70	63	-	-	5.3	0.9	31.5	8.0	3.9
Total	12	240	2	70	187	103	275	266	-	-	22.2	1.1	133.0	35.0	3.8

Engineering Capacity Building

For the Mosaic Sidewalk Construction Project (*RUE-PEA-0018*), the RAMP UP East engineers checked the level and compaction of the sidewalk bed and recommended that the installation of mosaic tiles be started. They then observed the installation and gave instruction to the workers to maintain the proper slope to easily drain off storm water during rainy days.

Community Engagement

On November 4th, Pul-e-Alam announced the formation of its Municipal Advisory Board. The event was attended by 52 people representing community elders, women and youth groups, provincial government directorates, media, and municipal and RAMP UP East staff.

The 21 MAB members (4 women) through a voting process elected their chairperson, deputy, and secretary. As there were no candidates for the above positions, the members appointed Ms. Nafisa Baha as the second deputy of the board. Five committees were also established: governance and participation, economic development, revenue generation, complaints management, and environmental/greenery and cleaning.



Logar Deputy Governor, Pul-e-Alam Mayor, GDMA Representative, and PC Deputy Chairman during the MAB ribbon-cutting ceremony, November 4

In a meeting with all RAMP UPs in August, the General Director of GDMA said that MABs will be instructed to establish a gender mainstreaming committee as well. However, during the division of members into committees the GDMA representative, Mr. Azizi, said there was no need to establish a gender mainstreaming committee.

The mayor, Eng. Ahmad Khan Ulfat, talked about the importance of the board's role in municipal affairs and informed the participants that the MAB meetings will replace the citizen forums.

On November 25th, the MAB held its first meeting in the municipal meeting hall. The meeting was attended by 19 members, including three women. The MAB chairperson, Haji Bashir, said the purpose of the meeting was for the members to get to know each other and ensure all members understand the objective of the board and their roles and responsibilities. He added that the “MAB is a bridge between citizens and municipality and it plays an important role in advising the municipality on peoples’ needs and demands and in reducing the gap between the people and the municipality.” The members discussed a number of issues that need to be addressed in the near future, including Safayi fee payment, city cleanliness, and infrastructure projects.



Mahmud Raqi MAB meeting, November 25

Coordination

Municipal officials and the RAMP UP East Team Leader held a meeting with the Director of Women’s Affairs to explore the directorate’s support for the implementation of GDMA’s gender guideline. The director, Ms. Shaima Zargar, said the Ministry of Women’s Affairs had recently trained and tasked the DoWAs to monitor the implementation of the National Action Plan for the Women of Afghanistan (NAPWA) at local government levels. She said one of the priorities is increasing women’s employment in government organizations. She added that the implementation of NAPWA and the engagement of women in governmental positions are challenging because of lack of security, cultural restrictions, and lack of cooperation from government line directorates.

SHARANA MUNICIPALITY

PROVINCE: PAKTIKA

Capacity Building

Public Finance

The gender mainstreaming guideline was discussed with the mayor. The results of the discussion included a commitment to increase the number of women on the payroll in 1393 and implement capital projects oriented towards women. As evidence of this commitment, the following projects were put forward for consideration:

- Business market for women
- Prayer hall for women
- Administration building for women

Mentoring of District Municipalities

The mayors of Khair Kut and Urgon, after presenting their proposed lists of development projects, were briefed on how to refine the lists. In addition, they were provided with an overview of the entire infrastructure project lifecycle and on their roles and responsibilities at each stage to ensure project completion on time and on budget. The Public Works Advisor, in consultation with the site engineer and the Public Finance Advisor, then reviewed the technical assessment reports (TARs) on the selected development projects, as follows:

Khair Kut

1. Parking lot
2. Bridge (100m length and 6m width) connecting Malizoi village to the district bazaar
3. Deep wells in the city for provision of safe drinking water

Urgon

1. Reconstruction of roads
2. Purchase solid waste collection vehicles
3. Purchase of office equipment

Service Delivery

Solid Waste Collection

Weekly collection averaged 48 cubic meters compared to 56 cubic meters during the previous month. Collection backlog at 13 cubic meters was 6.3% of waste generation.

Sharana's collection performance for the month is summarized in the table below.

Waste Collection Summary

Municipality: Sharana

Month: November 2013

Week	Collection Crew		Trucks		No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew		Collection Performance Indicators				
	Mun. (No.)	Man-days	Mun. (No.)	No. of Trips	Formal	Informal	Generated	Collected	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol/Trip (m3)
1	8	48	2	20	45	7	50	47	-	-	5.9	1.0	23.5	10.0	2.4
2	8	40	2	20	50	6	55	45	-	-	5.6	1.1	22.5	10.0	2.3
3	8	40	2	20	53	5	50	50	-	-	6.3	1.3	25.0	10.0	2.5
4	8	40	2	20	50	6	50	50	-	-	6.3	1.3	25.0	10.0	2.5
Total	8	168	2	80	198	24	205	192	-	-	24.0	1.1	96.0	40.0	2.4

Engineering Capacity Building

In the Culvert Rehabilitation and Construction Project (*RUE-SHA-0023*), the RAMP UP East engineer reminded the municipal workers of the correct method of rebars application in the culvert slabs and to remove the formworks after the setting time of the concrete mix. He also gave instruction to the municipal engineer to remove the destroyed slabs and replaced them with new ones.

In the Public Park Construction Project (*RUE-SHA-0024*), the engineer briefed the municipal skilled laborers on the right method of backfilling and compacting. He also observed the reinforcement application of the spectator area and instructed the municipal skilled laborers to rectify the rebars placement and insert the spacers in the bed of spectator area to maintain a clear cover between the bed and the rebars.

Municipal Incentive Fund Projects

Culvert Rehabilitation and Construction Project: The casting of slab is in progress, including reinforcement placement and concrete pouring into the molds.

Park Rehabilitation Project: The construction of the boundary wall is ongoing comprising of the following:

- Excavation for the foundation
- Brick work
- Curing

Community Engagement

On November 18th the mayor held a meeting with 40 citizens to discuss the establishment of the Municipal Advisory Board. The citizens said due to the recent declaration of state of emergency in Sharana for security reasons, movement and peoples' assembly have been restricted. Despite the challenging situation, the citizens promised to try and hold elections in the mosques in the coming weeks.



Mayor meeting with citizens in Sharana office on Nov 18th

The mayor, in an interview with Mili radio/TV on November 25th, announced the municipality's plan to establish the MAB. He called on citizens to elect and nominate their representatives to the board and described the scope and responsibilities of the board members. The mayor also talked about the municipality's plan to implement GDMA's gender mainstreaming guideline by including infrastructure projects for women in the municipality's development plan.

Coordination

On November 24th, the mayor participated in the meeting of Provincial Development Committee (PDC) held at the governor's house meeting hall with the participation of the Deputy Governor, Mr. Atallah Fazli, line directorates, and representatives of international Medical Corp (IMC), World Food Program (WFP), Roots of Peace, and RAMP-UP-East. The meeting focused on development projects in Paktika province. The PDC secretary provided

a list of ongoing and recently completed development projects in the province. The deputy governor appreciated RAMP UP East support to the municipality, particularly the construction of the Fruits and Vegetables Market.

The director of economy called on the governor's office and other authorities to make necessary measures to ensure the Afghan currency is used in commercial transactions. The director said "People should not be allowed to do business in Pakistani rupees." Preparation for next year's election and women's participation was discussed by the director of women's affairs.

The mayor informed the participants about the municipality's plan to establish the MAB, which will replace the citizen forums.

Gender and Youth Activities

The Rehabilitation Organization for Women (ROW), which is implementing the Strengthening Neighborhood Support to Municipalities small grants program, conducted two separate training workshops for 40 women and 10 men on November 2nd and 3rd. The topics covered included principles of good governance and citizens' role in solid waste management. The trainees then conducted meetings with 119 neighborhood residents (including 21 women) in their homes and in mosques in six locations. Citizens were appreciative of the efforts to inform them about proper disposal of waste and promised to cooperate with the municipality.



Sharana women during training on solid waste management, Nov 15th.

PARUN MUNICIPALITY

PROVINCE: NURISTAN

Gender and Youth

The start-up activities of the Auto Repair and Carpentry small grants program that is implemented by New Era Afghanistan (NEA) commenced this month. Twenty male youth were identified in consultation with the mayor and the provincial departments of labor and social affairs and youth. The selected youth have been placed for apprenticeship with an auto repair shop and a furniture making factory. During the start-up phase, the grantee held several meetings with the mayor and the director of labor and youth affairs to discuss the monitoring plan. The trainees were also trained in roles and responsibilities of citizens and municipalities, governance, and gender sensitivity.

The RAMP UP East grantee, Women Human Rights and Media Organization (WHRMO), continued the training of twenty women in design and embroidery. The program is monitored by the municipality and the department of women's affairs. Ms. Zahida Faizan, Director of Women's Affairs, in a telephone interview with RAMP UP East's gender team said, "The program is going on well according to the grantee's work plan. Women are learning well, they are enthusiastic and grateful for the opportunity." She added that it is the first time in a long time that women are provided with an opportunity to learn new skills and eventually contribute to their families' income. In the last week of the month, the trainees were tasked to identify 5 women each and teach them the skills they have been taught so far.



Parun women during the tailoring training

ANNEX 1 – SERVICE DELIVERY IMPROVEMENT PROJECTS (ONGOING)

#	Project #	Project title	Implm. method	Scheduled start date	Contract award date	Scheduled completion date	Anticipated completion date	Percent complete %	Status/Action
Parun									
1	PRN-0001	Road Graveling and Lighting Construction Project	Sub Contract	1-Jun-13	1-Jun-13	5-Sep-13	31-Dec-13	65%	900 of 960M drainage ditch complete; 39 of 39 solar light poles erected and commissioned. Graveling work and culverts have not been completed.

ANNEX 3 – COMMUNITY ENGAGEMENT ACTIVITIES

Community Engagement Monthly Report						For the Month of: November, 2013				
No	Municipality	MAB/Citizen Forum			Newsletter		Radio Programs / Media Outreach		Opening / Handover Events	
		Number	Attendance		Number	Total Number to Date	Number	Length of Program	Number	Name of Project
			Male	Female						
1	Bamyan (Bamyan)*	1	14	3	1	14	0	0	0	0
2	Ghazni (Ghazni)	0	0	0	0	7	1	20-Minutes	0	0
3	Maidan Shahr (Wardak)	0	0	0	0	9	0	0	0	0
4	Jalalabad (Nangarhar)	0	0	0	0	11	1	20-Minutes	0	0
5	Asadabad (Kunar)	0	0	0	0	19	0	0	0	0
6	Mehterlam (Laghman)	0	0	0	0	1	0	0	0	0
7	Charikar (Parwan)	1	27	6	0	7	1	10-Minutes	0	0
8	Mahmud Raqi (Kapisa)	1	19	0	0	10	0	0	1	RUE-MIR-0022
9	Bazarak (Panjsher)	1	25	2	0	0	0	0	0	0
10	Gardez (Paktya)	0	0	0	1	4	0	0	0	0
11	Pul-e-Alam (Logar)	1	17	3	1	30	0	0	0	0
12	Sharana (Paktika)	0	0	0	0	2	1	10-Minutes	0	
13	Khost (Khost)	2	63	16	0	13	1	20- Minutes	0	0
14	Parun (Nooristan)	0	0	0	0	0	0	0	0	0
TOTALS		7	165	30	3	127	5	80	1	0

* Citizen Forum. MAB is not established in this province.