



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND EAST

MONTHLY REPORT: OCTOBER 2012



The Mayor of Charikar (in orange vest) showing the way during a volunteer city cleaning day (Hashar)

15 November 2012

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ABBREVIATIONS& TERMS

AO	Assistance Objective
ACSO	Afghan Central Statistics Office
ACSS	Afghanistan Civil Service Support Program (USAID)
AIDAR	USAID Acquisition Regulations
AMSP	Afghanistan Municipal Strengthening Program (USAID/ICMA)
ANDS	Afghanistan National Development Strategy
ASI	Afghanistan Stability Initiative (USAID/DAI)
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID/DAI)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
ASGP	Afghan Sub-national Governance Program (UNDP)
AWP	Annual Work Plan
CAWSA	Commercialization of Afghanistan Water & Sanitation Activity (USAID)
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DoS	Department of State
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DDA	District Development Assembly
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
FAF	Foreign Assistance Framework
FIRUP	Food Insecurity Response for Urban Populations (USAID)
FOB	Forward Operating Base
FPO	Field Program Officer (USAID officer based at the PRT)
GDA	Global Development Alliance
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IARCSC	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association (RAMP UP East Subcontractor)
IDLG	Independent Directorate of Local Governance
INF	Infrastructure (project)
IP	Implementing Partner
IR	Intermediate Result
ISAF	International Security Assistance Force
LGCD	Local Governance and Community Development Project (USAID/DAI)
LOP	Life of Project
M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MIP	Municipal Improvement Plan
MUDA	Ministry of Urban Development Affairs
NGO	Non-Governmental Organization

NINF	Non-Infrastructure (project)
NSP	National Solidarity Program
O&M	Operations and Maintenance
OSM	On Site Monitor (Field-based USAID representative)
PAR	Public Administration Reform
PDC	Provincial Development Committee
PMP	Performance Management Plan
POP	Period of Performance
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations (USAID Program)
RC (E, W, N, S)	ISAF Regional Command East, West, North, South
SMAP	Strategic Municipal Action Plan
SME	Small and Medium Enterprise
SMGA	Senior Municipal Governance Advisor (RAMP UP East Key Personnel)
SOP	Standard Operating Procedures
SWM	Solid Waste Management
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government
VET/CBSD	Vocational Education and Training and Community Based Skill Development Program (USAID program)

Terms

<i>Gozar</i>	Neighborhood
<i>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 tax</i>	service charge and property tax
<i>Sharwali</i>	Municipality
<i>Moqarara</i>	Regulation

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EXECUTIVE SUMMARY

Capacity Building

Training and Workshops

This month many of the training courses from September were offered again to reach the remaining advisors. In addition, briefings on the updating of the Municipal Improvement Plans (MIPs) and on Revenue Improvement Action Plan (RIAP)-Based Revenue Forecasting and RIAP Formulation were conducted for RAMP UP East team leaders and selected advisors.

A total of 72 municipal officials and representatives of local civil society organizations along with 81 RAMP UP East project staff were trained in October, for a grand total of 153 participants. An increasing number of local government counterparts will receive training in the coming month as training courses are rolled-out in each of the 13 targeted RAMP UP East municipalities.

The accomplishments during the month under review are summarized in the table below. Additional details on each of the training and workshop activities are presented in appropriate sections of this report.

Training Report for the Month of October 2012

No.	Title	Venue	Date Conducted	Participants					Mun. Participants Breakdown	
				Municipality	Position	Number			Female	Male
						RUE	Mun.	Total		
1	Solid Waste Management Annual Budgeting/Performance-Oriented Budgeting	Kabul Office	1-4 Oct 2012	Kapisa, Bamyan, Khost, Sharana, Jalalabad, Asadabad.	RUE Embedded Advisors	28	0	28	0	0
		Pul-i-Alam	22-Oct-12	Pul-i-Alam	Municipal officials and key personnel (administration, transportation, cleaning and greening, engineering, revenue, public outreach, services)	0	9	9	0	9
		Mehterlam	22-23 Oct 2012	Mehterlam	Municipal officials and key personnel (finance, revenue, engineering, zones, transportation)	0	12	12	0	12
		Gardez	22-23 Oct 2012	Gardez	Municipal officials and key personnel (administration, transportation, cleaning and greening, engineering, revenue, public outreach, services)	0	9	9	0	9
2	Safayi Tax billing and Collection System	Kabul Office	8-10 Oct 2012	Ghazni, Charikar, Khost	RUE LEDP Advisors, Municipal Revenue Managers, Engineers, Nahia Managers, GDMA officials	3	15	18	0	15
3	Anti-Fraud Training	Bamyan	14-Oct-12	Bamyan	Representatives of local civil society organizations	0	14	14	0	14
		Panjshir	15-Oct-12	Panjshir	Representatives of local civil society organizations	0	13	13	0	13
4	Briefing on MIP Updating	Kabul Office	16-Oct-12	All RAMP UP East municipalities	Team Leaders and Economic Development Advisors	25	0	25	0	0
5	RIAP-Based Revenue Projection and RIAP Formulation	Kabul Office	17-Oct-12	All RAMP UP East municipalities	Economic Development and Public Finance Advisors	25	0	25	0	0
Total						81	72	153	0	72

Submission of Training Materials to GDMA

The design of the Solid Waste Management Annual Budgeting/Performance-Oriented Budgeting training was finalized based on the experience gained from the training-of-trainers (ToT). The design, together with the slide presentations, handouts and exercises in three languages (English, Dari, and Pashto), were submitted for inclusion in GDMA's training library.

Also submitted to GDMA were the manual for the *safayi* tax billing and collection system and the three-volume manual of supplementary training needed to implement the system. The training on the *safayi* tax billing and collection system was conducted on October 8-10.

Each submission was accompanied by a brief report on the objectives of the training, when it was conducted, where, and the types and numbers of participants.

Public Finance

Since September was the end of the 2nd quarter of the Afghan fiscal year 1391, the municipalities prepared quarterly reports for their expenditures during the month of October. The table below shows a summary of the expenditures to date for both the operational and development budgets. The 1391 budget figures represent the approved forecasted expenditure allocations. The year to date totals (YTD) shows the total expenditures incurred during the first two quarters of 1391. The allocation percentage represents total spending to date as compared to the forecast. As 1391 will be a 9 month budget year, it is reasonable to expect that the expenditures to date represent between 60% and 70% of the forecasted figures.

As shown in the table, across all municipalities, overall spending for operations is at 32% and for development at 19%. No municipality has spent even half of their operational or development budget. If the current rate of spending continues in the last quarter it is unlikely that any of the municipalities will spend over 75% of their allocated budgets for either operations or development. This low spending may be due to the fact that the budget approval for all municipalities took over 3 months. As the budget was not approved during the first quarter, most municipalities did not incur expenditures, other than salaries, until mid-way through the 2nd quarter.

Another potential reason for the low levels of spending compared to the budget may be due to the lack of a systematic forecasting method for expenditures. Historically, the municipalities have prepared their expenditures budgets by increasing prior year spending levels through a method of "best guessing" with little to no support for these projections.

1391 Expenditure Analysis	Operations Budget			Development Budget		
	1391 Budget	YTD Total	Allocation %	1391 Budget	YTD Total	Allocation %
Asadabad	13,388,420	4,224,773	32%	18,031,261	212,605	1%
Bamyan	5,279,946	1,608,177	30%	38,679,419	3,297,413	9%
Bazarak	4,154,811	1,411,615	34%	20,115,301	9,290,800	46%
Charikar	16,220,782	2,611,342	16%	106,453,938	7,392,030	7%
Gardez	14,152,653	3,815,562	27%	129,199,568	18,214,336	14%
Ghazni	26,912,047	10,703,186	40%	105,068,164	3,815,939	4%
Jalalabad						
Khost	32,258,367	8,140,984	25%	292,090,077	61,752,840	21%
Mahmud Raqi	3,523,366	1,366,477	39%	17,394,514	7,935,977	46%
Maidan Shar	33,794,328	11,951,093	35%	134,330,751	33,047,720	25%
Mehterlam	21,715,630	6,377,813	29%	66,160,000	19,188,394	29%
Puli-Alam	16,208,376	7,132,140	44%	26,952,704	0	0%
Sharana	7,357,560	2,484,679	34%	96,952,468	38,433,529	40%
Total	194,966,286	61,827,841	32%	1,051,428,165	202,581,583	19%

To address this lack of systematic forecasting, RAMP UP East developed a performance oriented budgeting process focused on specific services the municipality delivers. During the last week of September and first week of October, a training of trainers (TOT) was conducted in the Kabul office for the municipal advisory teams. The focus of this training was specifically on the solid waste management (SWM) service. During the training, it was noted that this process could be applied to all the services the municipality provides. The training also included a process for preparing project estimates for the development projects.

Following the TOT, this process of forecasting was presented by the RAMP UP east advisors to GDMA. While GDMA approved of the process, it will not require the municipalities to follow the process in the preparation of next year's budget, but it will allow the mayors and municipal budget committees to choose.

In October, the municipal advisors prepared presentations on the new budget process and met with the mayors and budget committees. All of the mayors and budget committees approved of the new process and agreed to attend workshops and attempt to follow the new process in preparing the 1392 budget. Details regarding these meetings with the mayors and budget committees can be found in the weekly reports submitted in October.

The municipal reports that follow provide a comparative analysis of the 1390 and 1391 budget and expenditures. Line item expenditure analysis for each municipality, showing monthly expenditures by account code, will be posted on TAMIS in November.

Local Economic Development and Revenue Generation

Business Licensing

Business licensing has been progressing steadily in all municipalities except Ghazni and Bamyan. Prolonged delays over the past 4 months in issuing invoices in Ghazni were caused by reluctance to proceed with the implementation of the new RAMP UP East system. However, after several interventions by GDMA and a number of recent meetings with the Ghazni mayor, it was agreed that the embedded economic development advisor could help his counterparts to finally print invoices and deliver them to the local businesses.

In an attempt to increase municipal support and coordination for collecting business license fees in Puli-Alam, RAMP UP East organized a meeting with the police department and the municipal management team in the mayor's office on October 16. The reason for the meeting was to find ways to collect the revenue that the municipality had targeted in this year's budget. Due to a combination of errant tax payer behavior, limited municipal collection staff and security issues, the municipality had not been able to reach its collection target. The mayor asked the police department to assign 2 to 5 policemen to accompany each revenue collection team during their field visits to local businesses. Several other collection teams for the *safayi* fee collection, city service fee, business licensing team and municipal receivables team will also be escorted



A business owner in Ghazni receives his annual license.

On October 21, RAMP UP East met the mayor of Bamyan to discuss the challenges that Bamyan was having in implementing the business registration system. The mayor listed his concerns and recommended the system be modified to better reflect conditions on the ground in Bamyan. He was not interested in printing invoices from the system because municipal officials have been writing by hand the license fee amount on hard copies of the license certificates as they receive payment from businessmen. The municipality has already provided licenses to over 90% of the businessmen in Bamyan city. The table below shows the progress with business licensing activities:

No	Municipality	# of business license bills printed this month / total		Total fees deposited in bank (Afs) this month / Total		# of licenses issued this month/ # issued to date	
1	Gardez	7	119	6,300	61,650	7	119
2	Jalalabad	178	1,080	37,380	182,470	110	363
3	Khost	26	942	10,550	415,390	26	942
4	Maidan Shar	8	40	2,400	11,500	8	40
5	Mehterlam	120	1,487	7,020	76,025	131	1,062
6	Mahmud Raqi	20	215	3,010	76,900	10	205
7	Bazarak	6	88	1,670	21,080	6	88
8	Puli-Alam	24	905	22,629	1,015,318	24	847
9	Charikar	60	1,816	29,800	115,860	560	1,345
10	Ghazni	47	47	11,550	11,550	12	12
11	Assadabad	162	486	54,750	159,150	162	486

The General Directorate of Municipal Affairs recently instructed all municipalities to draw up their official municipal boundaries, and their municipal district boundaries. All of the RAMP UP East municipalities immediately requested technical assistance to help them draw up their boundaries and plot them on maps. During the reporting period RAMP UP East helped the municipalities of Charikar, Khost and Jalalabad to plot their municipal and district boundaries and then produced high quality GIS maps showing the boundaries.



RAMP UP East staff helping municipal engineers in Charikar to plot municipal and district boundaries.

During the reporting period, the RAMP UP East team has also been working to finalize Local Economic Development Plans for the remaining 7 municipalities (six have already been completed) and preparing for the next round of follow up LEDP workshops in the field.

Property registration

Property registration is continuing in all four pilot cities and the three new rollout cities, including Jalalabad, Khost, Charikar, Mahmud Raqi, Assadabad, and Mehterlam. The field survey team in Khost will need to be extended for one more month to complete the planned city areas within the municipal boundary. Although there are more unplanned municipal areas that still need to be surveyed these cannot be covered by RAMP UP East due to budget limitations. However, Khost already has over 4,400 properties registered in the property database. This should provide a significant tax base when the second stage of the *safayi* collection system is implemented.

Jalalabad was the first pilot municipality to start property registration. In collaboration with the municipality, RAMP UP East has now surveyed and registered 7,956 properties in the city and is now using the data collected from those properties to start collecting the *safayi* tax. Thanks to the strong support of the mayor and deputy mayor, there has been significant technology transfer from the RAMP UP team to their municipal counterparts. For example, the RAMP UP GIS technician was asked to train 3 of the municipality's engineers in the use of the ArcGIS software and property registration database.



The Deputy Mayor of Jalalabad addressing workshop participants October 17.

The RAMP UP team has now started the second stage of the tax collection process which involves printing and delivering invoices and managing the payment of the taxes into the municipal bank account. The Deputy Mayor

asked for technical assistance from RAMP UP East to help his officials at the district (*Nahia*) level to print out the first *safayi* fee invoices. To facilitate this, a two day workshop was conducted on October 17-18 to demonstrate the computerized system in the 3rd municipal district office. Participants included the Deputy Mayor, the 3rd Nahia Manager, five Nahia Officers, 13 Wakil Gozars, a representative of the Women's Affairs Directorate, an official from the Nangarhar Attorney's Office, Nahia elders, and a representative of the Anti-Corruption Directorate.

Service Delivery

Solid Waste Management

The level of solid waste collection service was sustained on average in all municipalities except for the reduced schedule during the Eid holidays. The three day holiday resulted in shortfalls in collection volumes for the week and for the month as a whole.

OVERALL MONTHLY SOLID WASTE COLLECTION SUMMARY SHEET October 2012

No.	Municipality	Collection Crew			Trucks			No. of Sites Serviced		Volume of Waste (m3)		Landfill Crew			Collection Performance Indicators				
		RUE (No.)	Mun. (No.)	Man-days	RUE (No.)	Mun. (No.)	No. of Trips	Formal	Informal	Generated	Collected	RUE	Mun. (No.)	Man-days	Vol./Crew (m3)	Vol./MDay (m3)	Vol./Truck (m3)	Trip/Truck (No.)	Vol/Trip (m3)
1	Assadabad	13	10	552	0	3	100	215	24	410	368	2	1	72	16.0	0.7	122.7	33.3	3.7
2	Bamyan	12	6	396	1	0	42	285	63	187	159	0	0	0	8.8	0.4	159.0	42.0	3.8
3	Bazarak	8	0	168	2	0	42	119	53	123	89	0	0	0	11.1	0.5	44.5	21.0	2.1
4	Charikar	16	20	544	2	5	257	79	356	1,966	1,515	0	0	0	42.1	2.8	216.5	36.7	5.9
5	Gardez	10	18	726	3	3	399	356	150	1,376	1,085	0	0	0	38.8	1.5	180.8	66.5	2.7
6	Ghazni	0	40	879	0	7	477	350	360	1,170	1,110	0	1	24	27.8	1.3	158.6	68.1	2.3
7	Jalalabad	0	63	136	0	12	691	434	837	4,373	3,331	0	0	0	52.9	24.5	277.6	57.6	4.8
8	Khost	14	8	395	1	2	216	264	408	1,225	945	2	0	44	43.0	2.4	315.0	72.0	4.4
9	Mahmud-i-Raqi	9	14	493	1	2	81	306	207	315	318	0	2	54	13.8	0.6	105.8	27.0	3.9
10	Maidan Shahr	12	6	392	1	1	60	165	54	204	166	0	0	0	9.2	0.4	82.8	30.0	2.8
11	Mehterlam	14	6	480	1	1	175	446	188	1,100	636	0	0	0	31.8	1.3	318.0	87.5	3.6
12	Puli-Alam	14	0	317	0	2	90	215	254	390	352	3	0	58	25.1	1.1	176.0	45.0	3.9
13	Sharana	8	7	315	1	1	59	192	24	210	234	0	0	0	15.6	0.7	117.0	29.5	4.0
Total				2,386			840	1,054	646	4,061	3,216			72					

Note: Number of Trips refers to the number of times a truck deposits waste in the landfill. For example, if the municipality is using two trucks and each truck deposited waste in the landfill five times during the week, then Number of Trips = 10 (2x5).

A number of municipalities increased their efforts to improve solid waste management. Most notable among these initiatives was the series of clean-up campaigns undertaken by the municipality of Charikar under the leadership of the mayor. He used these occasions to harp on the singular message that without citizens' cooperation and participation, the municipality's capacity will always be inadequate to ensure clean and sanitary living conditions for the residents.

In Jalalabad, the municipality installed an additional 20 trash bins to replace informal drop-off sites in the city. The municipality also started mobilizing a night shift for collection in the city's commercial center. The amount of waste generated in the area is so large that manual loading is insufficient. Loading trash onto the dump trucks is therefore done with a skid loader and at night, when the activity causes the least disruption.

The municipality of Khost is reported holding initial internal discussions on a public-private partnership for solid waste management in the city.

Solid Waste Management Annual Budgeting

Another round of the SWM Annual Budgeting/Performance-Oriented Budgeting training-of-trainers (ToT) course was conducted on October 1-4 for RAMP UP East embedded advisors in the seven remaining municipalities of Assadabad, Bamyan, Ghazni, Jalalabad, Khost,



Children learning to dispose of trash at Hashar Day in the municipality of Charikar

Mahmud Raqi, and Sharana. As in the first training held on September 24-27, participants were guided through the process of preparing a performance-oriented budget for solid waste management for the coming fiscal year. The process included the formulation of performance indicators and targets, which then served as basis for determining the activities and inputs needed to achieve the targets. The inputs were then translated into monetary terms and given corresponding codes based on the municipal chart of accounts. The municipal teams also successfully prepared alternative budget proposals given different scenarios of projected municipal revenue.

After the ToT, embedded advisors conducted briefings for the mayors and municipal budget committees. Initial preparations have also been undertaken to conduct the training for concerned municipal officials, in some cases

including the mayors. Minutes of meetings and training schedules have been prepared to document progress, which will culminate in the integration of the results into the municipal annual budgeting cycle. Reactions so far have been encouraging, with all municipalities expressing appreciation and acceptance of the performance-oriented approach to budgeting and agreed to the entire work plan for the preparation of the solid waste management annual budget.

To bring the process to its next logical step, embedded advisors successfully started replicating the training in the municipalities of Puli-Alam, Mehterlam, and Gardez. Based on the plan formulated by each municipal team of advisors during the ToT, the replication is to be undertaken in stages to allow municipal counterparts time to apply and internalize the performance-budgeting concepts and techniques. The replication is expected to take several weeks, depending on the availability of the municipal counterparts, but ending just before the start of the new budget calendar in the third week of December.

Regional (East) Municipal Conference

This conference is proposed to be used as the launching platform for the preparation of next fiscal year's municipal budget. One of the materials to be presented as a basis for the annual budgeting process, especially of the municipalities' development budgets, are the Municipal Improvement Plans (MIPs). The MIPs were developed at the start of RAMP UP East and have been updated periodically. The updated version this time will focus primarily on the integration into the MIPs of the Local Economic Development Plans.

An activity plan for the updating process was prepared together with an agenda for a two-day briefing of the RAMP UP East Team Leaders and Public Finance and Economic Development Advisors. During the one-day briefing conducted on October 16, the MIP updating activity plan and MIP content outline were discussed in detail. Inputs to the updating process were also presented. A modification that was introduced is the inclusion of a financing plan for each project that is selected for the updated MIPs. The guidelines

provided for project selection and prioritization underscored the utilization of municipal resources as the primary source of project financing, in an effort to ensure that municipalities will assume full ownership of the updated MIPs.

RIAP-Based Revenue Projection and RIAP Formulation

A briefing was conducted on October 17. While the preceding briefing addressed the expenditure side of the budget, this briefing focused on the revenue side. An alternative revenue projection technique was introduced, which is based on estimates of revenue base, collection coverage, collection efficiency, and applicable tariff. Participants were also oriented on the new revenue improvement action planning (RIAP) and RIAP implementation monitoring and evaluation formats and procedures.

A follow-up training is currently being developed to guide municipal revenue managers in preparing revenue projections and the draft overall revenue budget for the next fiscal year, with the assistance of the RAMP UP East Economic Development and Public Finance Advisors.

Cross Cutting Activities

The one year gender-responsive governance small grants program concluded in all fourteen municipalities. The youth participation small grants program was completed in 11 of the 14 municipalities: in Charikar, Mahmud Raqi and Bazarak this program will continue until the end of December.

The gender team facilitated briefings and consultations with RAMP UP East team leaders to work with the municipalities to include gender mainstreaming and youth participation activities in their annual budget for fiscal year 1392.

The Mayor of Parun completed a three day orientation by RAMP UP East advisors and specialists in Kabul. The advisers briefed the mayor on public finance, revenue generation, procurement, human resources, public outreach, engineering and infrastructure, good governance, anti-fraud, asset management and office filing system. The mayor also completed a one week on-the-job training in Jalalabad municipality. The mayor worked side by side with the deputy mayor of Jalalabad and department heads. He was also briefed by the RAMP UP East Jalalabad team of advisors. This month the Municipality of Parun received basic office equipment and 6 months stationary supply from RAMP UP East.

Public Opinion/External Survey

In August 2010 a baseline external public opinion survey was conducted in 13 of the 14 target municipalities and the first annual follow up survey was carried out in September 2011. The field work for the 2012 annual survey is completed in all 14 RAMP UP East municipalities (including the municipality of Parun in Nuristan).



Interview with a female respondent in Ghazni.

The 2012 external public opinion survey measures the changes in perception between September 2011 and September 2012 (RAMP UP East Option Year 1).

The Public Opinion Survey consists of interviews with as a random sample of approximately 3,400 respondents. The sample will provide independent statistically significant data for each individual city.

Survey implementation commenced with survey Team Leaders training on August 29-30. Field data collection started on schedule during the first week of September and was completed by the end of September. Four data entry clerks transferred the survey data to the database and data entry was completed at the end of October.

Four levels of Quality Assurance/Quality Control are integrated into the survey implementation design. Survey Team Leaders were tasked and trained to conduct daily reviews of the 16 to 25 responses completed each day by survey enumerators with review sessions each morning prior to survey collection. M&E specialists were tasked with second level review. A third level review was conducted by the Data Quality Assurance Specialist during data entry in Kabul. The fourth level review (data aggregate review) will occur as part of the data analysis and reporting work of the National Resource Center, the US-based consulting firm assisting in the survey processing.

The survey data analysis and reports will be completed by the end of November.

MONTHLY HIGHLIGHTS

Women's Organization Benefits from Grantee Disposition

A grassroots organization, Mullah Ghulam Women Shura, in Bamyan, received dispositioned basic office equipment and computers that were purchased by gender grantee BRD with funds from RAMP UP East. Ms. Qandigul Rezayee, the head of Mullah Ghulam Women's Shura said: "Two days after we received the equipment, twenty eight girls of Mullah Ghulam village who had long wished to find an opportunity to study computer skills, have registered their names with our organization in Bamyan to learn computer skills."



The RAMP UP East Team Leader in Bamyan handed over used office equipment to Mula Ghulam Women Shura.

Parun Municipality Receives Equipment and Training to Kick Off RAMP UP East Assistance



The Mayor of Parun (right) expressed his gratitude for the technical support and office equipment from RAMP UP East.

Between October 1 and 3, RAMP UP East hosted the mayor of Parun, Engineer Eisa Delawar, for a series of orientations by RAMP UP East technical advisors and specialists in the Kabul office. The mayor was very keen to learn about each department's functions.

The municipality of Parun received basic office furniture and other equipment from RAMP UP East. The mayor thanked USAID/RAMP UP East for the equipment and for the 3-day training with all technical and administrative teams in Kabul.

Increasing Youth Participation in Municipal Affairs through Art



"I have made this drawing to say I want my city to be like this." ██████, a grade 6 student at Alikhel girls' school is one of the 595 students who participated in the USAID sponsored drawing competition in Mahmud Raqi, entitled "Let's Take Care of Our Ancient City."

Throughout Afghanistan, USAID is working to increase citizens' involvement in municipal government affairs. Often times, the importance of involving children at a young age in the affairs of the community is overlooked. The competition sought to cultivate a sense of pride and ownership in the community through a fun activity that shows children how they too can do something at a young age to help care for their neighborhood. Students were asked to create an original hand drawn creation that would emphasize the theme of keeping the community clean and safe.

In a one day exhibition hosted at the Governor's compound in Kapisa, judges chose 30 outstanding

drawings and awarded the artists with a new backpack, school supplies, and an art kit to encourage continued creativity. Parents, teachers, students, and members of the education department were all proud of the children's work and voiced their belief in communal responsibility. The Mayor of Mahmud Raqi and the Deputy Governor also came out to show their support for the important message. More than 700 members of the community came together to celebrate the children's artwork. ██████, the father of a 9th grade participant was enthusiastic about the contest. "I see this event as a very effective way of encouraging citizens to take part in cleaning the city. I am a baker and I have closed my shop today to be here."



████████ (left) speaking with a member of the RAMP UP East team.

Through events like this, RAMP UP East is encouraging Afghans of all ages to get involved as citizens. Encouraging students to care for their neighborhood will inspire them to be better informed and more active members of the community in the future.

Interview with the Mayor of Assadabad

The Mayor of Assadabad was interviewed by RAMP UP East to discuss the accomplishments of the municipality and his experience working in Assadabad. Following is an excerpt of the highlights of the interview.

What is your vision for the future of your municipality, say in 5 or 10 years from now?

Let me say this about the future plan of Assadabad, as you know we have only a small land area and our vision for the municipality is to be a tourism city. Our natural setting is ideal for sightseeing with a very green valley, along with clean air and nice weather. I am sure that many Afghans and foreigners would like to visit Assadabad city. As I mentioned, we have limited land for agriculture with only 13% agricultural land and the rest is mountains and hills. Assadabad municipality is planning to have hotels, restaurants and a small airport near the Kunar River. When we provide facilities for tourists it will have a positive effect on increasing municipal revenue.



What has been your biggest success as a mayor? And what was (or is) your biggest challenge?

I was appointed as mayor of Assadabad in 1386. At that time the structure of the municipality was very small, we did not have revenue and the municipality had no workplace or building. We had only two rooms, one was for the mayor and the second was for all other municipal officials, and we had a total of 17 employees. We had only three vehicles and the total revenue of the municipality in 1386 was a very small amount.

When I came here as mayor, I made a plan and now you can see a two story building, furniture, carpets and computers for all our municipal officials. We have 21 vehicles and those workers who are working in the field we provided with motorcycles. We purchased a tanker, tractors, and dump trucks. We have 68 officials (contractor and officials), and regarding revenue, our revenue increased to 409 thousand AFs. So now you have to think about the big change or enhancement of revenue between 1386 and 1391. We did not have public latrines in Assadabad city, but now we have 18 public latrines (9 female and 9 male), and we built these latrines in the center of city. Now citizens have no issue using washrooms, and it is a good revenue source for the municipality: we are collecting 18,000 AFs per month. We also build sidewalks and we constructed power stations in the city, and we made a water supply system for the 20,000 citizens who are living in the city. Let me to add that we have 100 public taps in the city and all our citizens are using potable water. We also build 30,000 liter tanks in Karella and Dam Karella. We constructed a retaining wall project in Karella village with the technical support and funding from RAMP UP East, and all the mentioned projects are part of our success.

We have a lot challenges here such as determining what we want to do or delivering services on time. Some of our property was taken by force by land grabbers and we won the case in the courts, but afterwards the land was taken from us again. Another challenge is that we have little land and we cannot implement the master plan due to lack of space, so this is also a big challenge for Assadabad municipality.

MUNICIPAL PROGRESS REPORTS

MAIDAN SHAR MUNICIPALITY

PROVINCE: WARDAK

Capacity Building

Public Finance

The analysis of second quarter expenditure shows that Maidan Shar spent 35% of its operations budget in the first two quarters of 1391. If this spending rate continues the next quarter the municipality will only spend about 55% of its operating budget this year.

Last year, Maidan Shar spent 53% of its development budget, and as of the end of 2nd quarter the municipality had spent only 25% of its budget. The small percentage of development spending in Maidan Shar may be due to the significant bank balance the municipality is carrying from increased revenue last year and limited development spending during the prior years. As the development budget for 1391 is more than 200% higher than the previous year it is difficult for the municipality to spend all the available funds.

In 1390, 46% of spending was on operations and 54% on development projects. As of the end of the 2nd quarter of 1391, 27% of total spending was on operations and 73% on development.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
<i>Total Operating Expenditures</i>	20,614,936	14,925,559	72%	33,794,328	8,254,075	3,697,018	11,951,093	35%
<i>Total Development Expenditures</i>	32,876,464	17,438,998	53%	134,330,751	12,919,207	20,128,513	33,047,720	25%
<i>Total Expenditures</i>	53,491,400	32,364,557	61%	168,125,079	21,173,282	23,825,531	44,998,813	27%

Percentage of Budgeted and Actual Spending

<i>Operations Spending</i>	39%	46%
<i>Development Spending</i>	61%	54%
<i>Total Spending</i>	100%	100%

20%	39%	16%	27%
80%	61%	84%	73%
100%	100%	100%	100%

Economic Development and Revenue Generation

The embedded Economic Development Advisor participated in a two-day RIAP-based revenue projection and RIAP formulation workshop at the RAMP UP East main office in Kabul. The main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning.

The first draft of the Local Economic Development Plan for Maidan Shar has been completed and is currently being edited.

During the reporting period the municipal staff printed 8 invoices and 8 business licenses and collected 2,400 Afs in business license fees from local businessmen. The municipality of Maidan Shar decided to provide licenses only to businessmen whose licenses have expired. As a result the issuance of new licenses is slow.

Community Engagement

On October 10 Maidan Shar conducted a monthly citizen forum in the municipal hall. Citizens discussed topics such as the transfer of car mechanics and their shops to another suitable location, the classification of shops (carpenters, motorcycles, vegetable sellers, etc.), the determination of shops rent per square meter, and citizen participation in solid waste management. Nineteen participants including city council and provincial council members, local community



City council member has providing his suggestion regarding the transferring of shops

elders, shopkeepers and government officials, attended the forum. Participants agreed on a new place for car mechanic and the classification of rent for shops. A decision on the final rent will be finalized after consultation with market owners.

On October 17, RATA radio station interviewed the mayor about the issue of solid waste in the city. The mayor stressed citizens' role in solid waste management and the importance of the timely payment of the *safayi* fee. The mayor also provided an update on the status of ongoing infrastructure projects.

Gender and Youth Activities

On October 21, RAMP UP East met with Ms. Wahida Eshkoli, Head of Maidan Wardak Department of Women's Affairs. Ms. Eshkoli has a bachelor degree in Pashto literature from Kabul University. She was one of the three female interns in the RAMP UP East funded internship program implemented by AREP. In June 2012, the Ministry of Women's Affairs hired her as the head of DOWA in Wardak.

In August, she organized a peaceful march with the participation of women from all walks of life demanding access to education. She cited lack of security, discrimination and stereotypes against women by families, biased and discriminatory practices and traditions, and explained that the general view is that women are weak, dependent and incompetent. She said in an official meeting, the governor told her he was ready to assist her in any way possible, as women are helpless and dependent. Since becoming the head of DOWA, Ms. Eshkoli has managed to get her ministry's approval of her Tashkeel, transportation for her staff, developing and printing of 200 copies of the first department magazine (with financial support from the governor), and start of a literacy program (supported by the Turkish PRT). Work is also underway to start a vocational training program for women. A women's advocacy network has been established to raise awareness about the consequences of discrimination and violence against women. Speaking about her experience as an intern, Ms. Eshkoli said that the



The RAMP UP East Gender Officer meets with Ms. Wahida Eshkoli, Director of Women's Affairs, in Maidan Shar

internship program provided her with an opportunity to learn about management, using a computer, and gender issues. She proposed the program should be extended and expanded.

Ms. Eshkoli explained: “DOWA will soon conduct computer training for females.” She is hoping that by conducting the training in DOWA, families will allow their daughters to attend computer and language classes. She hoped that RAMP UP East would be able to assist by donating computers to help start the training program. On 24 October, RAMP UP East handed over 2 computers, 1 printer, 2 desks, 4 chairs, 1 bookcase and 1 printer table to DOWA in Maidan Shar. The computers were received by the Director in person.

Coordination

On October 8, RAMP UP East technical advisors briefed the mayor on their work. The team talked about municipality counterparts work in preparation for the 1392 annual budget.



The RAMP Up East team in Maidan Shar in a meeting with the mayor.

GHAZNI MUNICIPALITY

PROVINCE: GHAZNI

Capacity Building

Public Finance

Second quarter expenditure analysis shows that Ghazni spent 40% of its operations budget in the first two quarters of 1391, compared to 83% last year. If the rate of spending stays consistent the municipality will spend about 70% of its operating budget this year. Last year, Ghazni spent 92% of its development budget, but as of the end of 2nd quarter the municipality had only spent 4% of the budget. The discrepancy may be due to the significant bank balance that the municipality carried over from previous years. As the development budget for 1391 is over 200% of the previous year it is difficult for the municipality to spend all its resources.

Comparing total spending, last year 38% of total spending was on operations and 62% on development projects. As of the end of 2nd quarter, 74% of total spending was on operations and only 26% toward development projects.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
<i>Total Operating Expenditures</i>	23,358,868	19,426,714	83%	26,912,047	1,299,544	9,403,642	10,703,186	40%
<i>Total Development Expenditures</i>	33,767,832	31,043,700	92%	105,068,164	-	3,815,939	3,815,939	4%
<i>Total Expenditures</i>	57,126,700	50,470,414	88%	131,980,211	1,299,544	13,219,581	14,519,125	11%

Percentage of Budgeted and Actual Spending

<i>Operations Spending</i>	41%	38%
<i>Development Spending</i>	59%	62%
<i>Total Spending</i>	100%	100%

20%	100%	71%	74%
80%	0%	29%	26%
100%	100%	100%	100%

Service Delivery

This month the base course material was delivered and applied to all sub-streets for the Shah Mir Asphalt Sub-road #1 and Drainage Ditch Reconstruction project. In the past, the citizens of Ghazni often complained about the poor road infrastructure in the city. This project was proposed by the citizens at the MIP discussions in September 2011. The project will improve road and traffic conditions in the city and have a positive impact on the perception of citizens with regard to municipal service delivery. An improved access road will also allow faster, more efficient navigation and access for emergency vehicles such as ambulances and fire brigades. After the road is paved, the dust and pollution generated by the current gravel road will be substantially reduced and improve the health of citizens and shopkeepers.



The road in the Municipality of Ghazni before and after the base course material was delivered.

Economic Development and Revenue Generation

The Economic Development Embedded Advisor participated in a two-day RIAP based revenue projection and RIAP formulation workshop in Kabul. The main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning and to transfer the knowledge to their counterparts. The Economic Development Advisor also participated in a three day training course on October 1-4 in solid waste management annual budget preparation.

The first draft of the Ghazni Local Economic Development Plan has been completed.

Significant progress was made this month to resolve a longstanding problem with the business licensing system. The municipality succeeded in printing 47 business license invoices, collected 11,550 Afs, and delivered 12 licenses to businessmen.

Community Engagement

Ghazni conducted a monthly citizen forum on October 21 with a total of 18 participants. The mayor talked about budgeting for solid waste management. The business class representatives asked the mayor to explain the reason for different tax rates for the same products in the market. The mayor promised to investigate the issue and report back in the next forum. He informed the participants that the commodity prices are fixed on a monthly basis by a joint committee and approved by the governor.



Ghazni citizen forum on October 21

On October 18, the mayor of Ghazni participated in a live radio discussion with local radio station *Omid-e-Jawan*. Callers asked questions regarding incomplete municipal projects, the role of the municipality in controlling the price of wood, gas and gasoline in the city, and the private sector's role in solid waste management. One of the citizens called in and asked the

mayor why the municipality cannot control prices in the market. The mayor responded that the municipal Investigation Officer is monitoring the prices of different commodities in the market every day and any retailer found selling products above the fixed prices will be subject to legal action. Another citizen asked the mayor about concerns regarding the municipal staff performance in cleaning the city. The mayor said: "We have complaint boxes outside the municipal office. If any citizens feel that the municipal city cleaning staff is not coming to your neighborhood just drop your complaint in the box or directly call me so that I can investigate the issue to the full extent."



The Mayor of Ghazni in a live radio show with Omid-e-Jawan radio

BAMYAN MUNICIPALITY

PROVINCE: BAMYAN

Capacity Building

Public Finance

While Bamyan spent 80% of its allocated operations budget last year, in the first two quarters of 1391 it only managed to spend 30% of the budget. If this rate of spending is sustained during the next quarter the municipality will only spend about 59% of its operating budget. Last year, Bamyan spent 32% of its development budget, but this year spending in the first two quarters is only 9% of the budget. It is unlikely that the municipality will be able to spend more than 20% of the development budget before the end of the fiscal year.

In 1390, 24% of the municipality's total spending was on operations and 76% on development. As of the end of 2nd quarter, 33% of total spending was on operations and 67% on development projects.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
Total Operating Expenditures	3,903,164	3,113,126	80%	5,279,946	596,066	1,012,111	1,608,177	30%
Total Development Expenditures	30,236,538	9,807,573	32%	38,679,419	2,168,568	1,128,845	3,297,413	9%
Total Expenditures	34,139,702	12,920,699	38%	43,959,365	2,764,634	2,140,956	4,905,590	11%

Percentage of Budgeted and Actual

Operations Spending	11%	24%
Development Spending	89%	76%
Total Spending	100%	100%

12%	22%	47%	33%
88%	78%	53%	67%
100%	100%	100%	100%

Service Delivery

The binder course layer has now been completed for all of the sub-streets in the Asphalt Paving of Streets and Drainage Ditch Construction project. The contractor is now busy with the asphalt paving, compaction and spraying of the prime coat. The team is working hard to finish this project before the winter sets in. Although the main roads in Bamyan have been improved over time, the condition of the sub-roads remains poor. Many are dirt roads with few or no drainage structures. This project will result in 1,024 linear meters of asphalt sub-road with engineered drainage ditches.



Spraying the prime coat before completing the paving process.

Economic Development and Revenue Generation

The Economic Development Advisor participated in a two-day RIAP based revenue projection and RIAP formulation workshop in the RAMP UP East main office in Kabul. The

main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning, and to transfer this knowledge to their counterparts. The Economic Development Advisor also participated in a three day training course in solid waste management annual budget preparation.

To date, a total of 868 business license forms have been entered into the new business licensing database. However, they have all been issued using the old manual system. The reasons for this have been explained in the executive summary section of this report.

Due to overlap with existing donor projects (UN Habitat) and funding constraints it was decided to exclude Bamyan from the roll out of the new RAMP UP East developed property registration system.

Work is still ongoing to complete the first draft of the Bamyan LEDP, although all necessary data and updates for the municipal profile have been completed.

Community Engagement

The municipality held its 18th monthly citizen forum on October 17 with the participation of 21 citizens representing businessmen, local Shura, youth, different Nahia residents, and line directorates. The acting mayor briefed the citizens on the municipal activities in the past month, and the role of the citizens in keeping the city clean.

The RAMP UP East Public Administration Advisor worked with the mayor to prepare for a roundtable with Radio *Paiwand* on October 21. Other panelists included a bazaar representative and a youth association representative. The discussion consisted of a direct question and answer session between the panelists. Issues discussed included the performance of the municipality, the role of citizens in keeping the city clean, the problem of illegal construction of houses, and the classification of businesses.

Gender and Youth Activities

The gender and youth small grants programs in Bamyan concluded this month. All equipment purchased by grantees BRD and AREP were handed over to RAMP UP East. In consultation with the mayor, beneficiaries were identified and selected to receive the used office equipment and furniture.

The Mula Ghulam Women Shura (MGWS) in Bamyan was a recipient of some of the equipment with a total value of \$1,600. The Shura was established 10 years ago and its members include 500 women from Mula Ghulam village. Residents of the village had requested the Shura to facilitate computer training for women and girls. With the provision of basic office equipment and computers, the Shura will be able to fulfill its promise to the village women. As soon as the Shura finds funds to purchase a generator, the basic computer course will start.



Members of MGWS planning computer courses for women.

Coordination



The RAMP UP East team held a coordination meeting with the mayor on October 15.

RAMP UP East technical advisors and their counterparts provided an update to the mayor on their ongoing and planned activities. The issue of solid waste management budgeting was discussed during the meeting. The mayor agreed on the date for a SWM budgeting workshop after the Eid holidays. However, the mayor said that it is not possible to include the SWM budget in the 1392 municipal budget. He said that Bamyān is a small municipality and two sources of revenue will be eliminated in

the next year, the city service tax (this tax is applicable only to national borders cities in the country) and the telecommunication antenna rent (this will be transferred to the agriculture department). In addition, the new *Tashkeel* sent by the AOA (Administration Office Affairs) to the municipalities to be implemented next year will require more budget resources in the next fiscal year. Due to these budget constraints municipalities like Bamyān cannot sustain a SWM service.

CHARIKAR MUNICIPALITY

PROVINCE: PARWAN

Capacity Building

Public Finance

While Charikar spent 53% of its allocated operations budget in 1390, the municipality has only spent 16% of its operations budget in the first two quarters of 1391. Charikar spends very little of its development budget, which accounts for the large bank balance of over 100 million Afs that the municipality is currently holding. Last year, Charikar spent only 2% of the development budget. The new mayor has stated that he intends to implement development projects and in the 2nd quarter of 1392 development spending was more than double the entire spending during the previous year. If this spending level is maintained in the 3rd quarter the municipality could reach 15% of the target for development spending this year.

Last 72% of total spending was on operations and 28% on development projects. The new mayor is turning things around and as of the end of the 2nd quarter 26% of total spending was on operations and 74% went toward development projects.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
Total Operating Expenditures	10,473,864	5,571,132	53%	16,220,782	901,107	1,710,235	2,611,342	16%
Total Development Expenditures	88,755,515	2,174,487	2%	106,453,938	-	7,392,030	7,392,030	7%
Total Expenditures	99,229,379	7,745,619	8%	122,674,720	901,107	9,102,265	10,003,372	8%

Percentage of Budgeted and Actual Spending

Operations Spending	11%	72%
Development Spending	89%	28%
Total Spending	100%	100%

13%	100%	19%	26%
87%	0%	81%	74%
100%	100%	100%	100%

Economic Development and Revenue Generation

The Economic Development Advisor participated in a two-day RIAP based revenue projection and RIAP formulation workshop in Kabul. The main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning and to transfer the knowledge to their counterparts.

The first draft of the Local Economic Development Plan has been completed. The plan has now been sent to a private translation company for translation into Dari; proofreading of the Dari version is still ongoing.

Business licensing is going well in Charikar. During the reporting period the municipality printed 60 invoices and handed them to businessmen to deposit the billed amount into the municipal bank account. To date, 560 businessmen have received their licenses and the municipality has collected 29,800 Afs.

Property registration is also progressing in Charikar. During the reporting period 575 property registration forms were completed and the data from 585 forms was entered into the database. The municipality also plotted 595 properties on GIS maps.

Community Engagement

On October 8, the municipality of Charikar hosted an opening ceremony for the new phase of the Solid Waste Collection project. The mayor and his municipal staff, community representatives, and RAMP UP East staff were in attendance. Mayor Haji Rohullah Sediqi began the ceremony by saying: “Thank you to those who really work for the improvement and cleaning of our city, especially RAMP UP East, the laborers and the municipal staff. The solid waste collection support was stopped for about one month and we didn’t have the ability to run this service yet. The city was as dirty as I have ever seen in my life. Thank you RAMP UP East and USAID for providing us more support.” The mayor shared his appreciation for the effectiveness of the activity and the RAMP UP East program and encouraged the laborers to continue to work hard and be motivated as they are the backbone of the municipality. It is the impact of their hard work that is seen in the city environment and they represent the municipality in Charikar city.

The mayor continued to provide very visible leadership to the activity. On October 15, he spearheaded a clean-up campaign and composting demonstration in Numan Boys’ High School. In addition to about 300 students and school officials, prominent personalities from the surrounding community also participated in the event, which was widely publicized through the local mass media. A similar event was held on October 17 at Horah Jalali Girls’ High School with about 250 participants.



The Mayor of Charikar together with school children during a city cleaning day, October 17.

The municipality conducted a monthly citizen forum in the municipal conference hall on October 21. The forum was attended by 36 participants, including 3 women. The agenda included the solid waste collection issues, city and school cleaning campaign, municipal messages about the up-coming Eid holiday and the plan for solid waste collection during Eid, and on-going property registration process.

Gender and Youth Activities

The six interns (3 female and 3 male) supported by RAMP UP East youth grantee ECW continued working with the departments of administration, properties, and revenue in Charikar municipality.

MAHMUD RAQI MUNICIPALITY

PROVINCE: KAPISA

Capacity Building

Public Finance

While Mahmud Raqi actually spent over 100% of its operations budget in 1390, this year the municipality only spent 39% in the first two quarters. It is likely that the municipality will only be able to spend about 60% of its operating budget by the end of the year. As of the end of 2nd quarter the municipality spent 46% of the development budget, compared to 89% in the last year.

In 1390, 21% of total spending was on operations and 79% on development projects. As of the end of 2nd quarter of this year, 15% of total spending was on operations and 85% on development.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
<i>Total Operating Expenditures</i>	1,863,209	2,065,291	111%	3,523,366	623,618	742,859	1,366,477	39%
<i>Total Development Expenditures</i>	8,834,529	7,848,437	89%	17,394,514	7,773,977	162,000	7,935,977	46%
<i>Total Expenditures</i>	10,697,738	9,913,728	93%	20,917,880	8,397,595	904,859	9,302,454	44%

Percentage of Budgeted and Actual Spending

<i>Operations Spending</i>	17%	21%
<i>Development Spending</i>	83%	79%
<i>Total Spending</i>	100%	100%

17%	7%	82%	15%
83%	93%	18%	85%
100%	100%	100%	100%

Community Engagement

A children's drawing contest took place at the Governor's Compound on October 14 with the theme "Let's Take Care of Our Ancient City." A total of 727 citizens, including 406 males and 321 females, came out to support the event. The ceremony was opened with a speech from the deputy governor of Kapisa province. He said: "I really appreciate and thank the Mahmud Raqi municipality and education department members, and the helpful, timely and progressive support of USAID, in enhancing the abilities and taking positive initiatives for the citizens, and for conducting today's event, which enables our students to think about their city and keeping the environment clean. The event has also highlighted the importance of working closely with citizens, to consider their ideas and recommendations for smooth operations



The Mayor of Mahmud Raqi and the Deputy Governor of Kapisa cutting the ribbon for the Public Latrine project.

and informing government policies. I hope that these events will positively change the ideas of our people, so that all together we move towards development and better living

standards.” A total of thirty student drawings were recognized as outstanding and each artist received a back pack, school supplies, and an art kit to encourage continued creativity.

On October 18, the Mayor together with the Deputy Governor, line directorate representatives, youth association members, and civil society participated in the closing ceremony of the public latrines project located in the south corner of the municipal park. The Deputy Governor said: “When we placed the governor’s office here in Mahmud Raqi there were no other administrative buildings. It is encouraging to see public properties such as parks and public latrines being built. This is a sign of development in our city.” The Deputy Governor also asked the municipality to build a sidewalk leading to the park and the public latrines.

Service Delivery

As mentioned above the Public Latrine Construction project was completed successfully this month. The Sayaid Bazaar area located at the main entry point to Mahmud Raqi city is known as a very crowded area where most citizens go to shop. There are around 700 shops that sell food stuffs and household goods. There are no public latrines in that area or in the vicinity as well as at city administrative center. The lack of public latrines has become a major challenge for the city. Two public latrines projects were proposed to be included in the MIP because the municipality has limited resources due its small population and narrow tax base. The total population of Mahmud Raqi is around 60,400 residents. The construction of the two public latrines contributed to the improvement of sanitation infrastructure and hygiene in two public places: Sayaid Bazaar and Markaz Sharah public park, located near the municipality’s administrative center.

Economic Development and Revenue Generation

The Economic Development Embedded Advisor participated in a two-day RIAP based revenue projection and RIAP formulation workshop in the RAMP UP East main office. The main objective of the training was to learn how to forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning.

The first draft of the Local Economic Development Plan of Mahmud Raqi has been completed and is currently being edited. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held in April.

A total of 20 business license bills were printed and handed over to businessmen in October. All the businessmen deposited the fees into the municipal bank account and received their licenses, and the municipality collected 3,010 Afs.

Property registration is going well in Mahmud Raqi. During the reporting period 535 property registration forms were completed and data from 115 forms were entered into the safayi tax system. The municipality also geo-coded 495 properties.

Gender and Youth Activities

All six interns in Mahmud Raqi continued working with different departments of the municipality this month. The interns assist with data entry, filing, letter writing and other administrative tasks.

BAZARAK MUNICIPALITY

PROVINCE: PANJSHIR

Capacity Building

Public Finance

The municipality of Bazarak spent 34% of its operations budget in the first two quarters of 1391, compared to 69% during the last year. Last year, Bazarak spent 77% of its allocated development budget, As of the end of 2nd quarter the municipality had spent 46% of the development budget. These spending rates are consistent with last year's and it is expected that the municipality will spent close to 75% of its development budget by the end of the year.

Last year 28% of total spending was on operations and the balance on development projects. As of the end of 2nd quarter, 13% of total spending was on operations and 87% went toward development projects.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
Total Operating Expenditures	4,979,808	3,460,615	69%	4,154,811	598,508	813,107	1,411,615	34%
Total Development Expenditures	11,450,872	8,868,664	77%	20,115,301	4,011,199	5,279,601	9,290,800	46%
Total Expenditures	16,430,680	12,329,279	75%	24,270,112	4,609,707	6,092,708	10,702,415	44%

Percentage of Budgeted and Actual Spending

Operations Spending	30%	28%
Development Spending	70%	72%
Total Spending	100%	100%

17%	13%	13%	13%
83%	87%	87%	87%
100%	100%	100%	100%

Economic Development and Revenue Generation

On October 16-17, the Economic Development Advisor participated in a two-day workshop on RIAP-based revenue projection and RIAP formulation in Kabul. The main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning and to transfer the knowledge to the municipal counterparts.

Work on the Bazarak Local Economic Development Plan is progressing well. The first draft of the LEDP has been completed and is now being edited. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held in April.

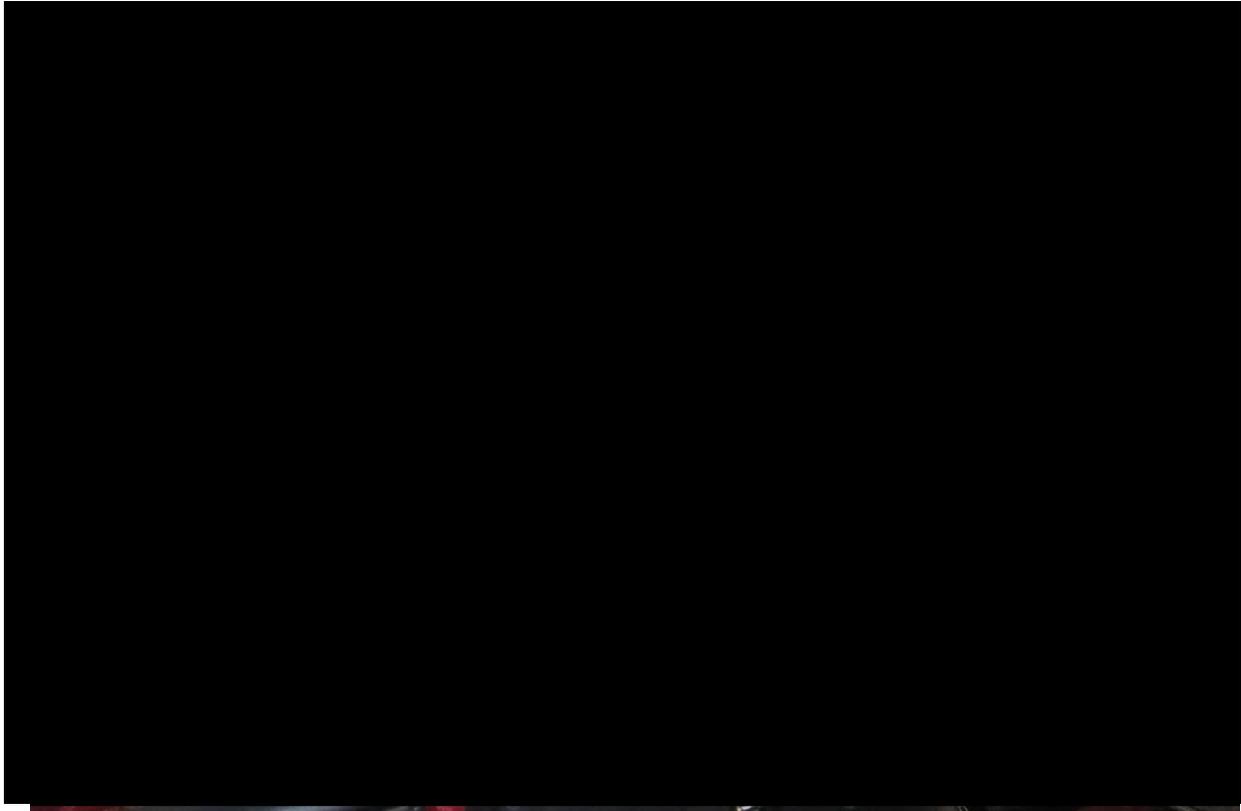
After a long delay the RAMP UP team in Bazarak was finally able to restart printing business license bills and issuing business licenses in cooperation with the revenue manager. A total of 6 bills were printed and 6 licenses were issued. A total of Afs 1,670 has been deposited in the municipal bank account.

It has been decided that due to overlap with existing donor projects and budget constraints Bazarak will not be included in the roll out of the new property registration system.

Gender and Youth Activities

On October 9, youth grantee ECW facilitated the closing ceremony of the computer training in Bazarak. The basic computer training that started in March ended this month. Through

this program, 40 youth (20 male and 20 female) learned basic computer hardware, MS Office applications and Internet skills. The deputy governor, head of the Bazarak culture and information department, the head of the youth department, and the head of the Bazarak anti-narcotics department and municipal officials attended the closing ceremony.



On October 9, 40 trainees from the municipality of Bazarak graduated from a 6-month computer course.

JALALABAD MUNICIPALITY

PROVINCE: NANGARHAR

Economic Development and Revenue Generation

The Economic Development Embedded Advisor participated in a two-day RIAP-based revenue projection and RIAP formulation workshop in the RAMP UP East main office in Kabul. The main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning and to transfer the knowledge to their counterparts.

To date, a total of 5,280 business license registration forms have been entered into the new business license database. A total of 178 invoices were printed and delivered to businessmen, although, only 110 of them deposited the billed amount and received their licenses. A total of 37,380 Afs was collected in business license fees.

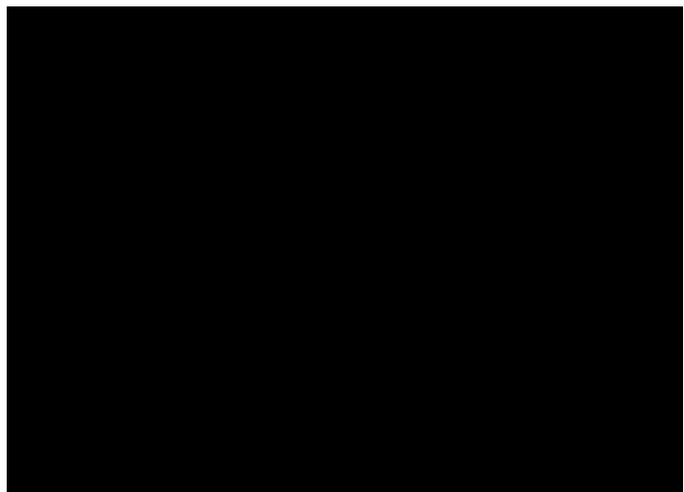
The first draft of the Local Economic Development Plan has been completed and is currently being translated into Pashto. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held in April.

Jalalabad was the first pilot municipality to start property registration with technical assistance from RAMP UP East in the 3rd Municipal District. Two and a half months ago, the survey teams expanded their work to the 4th Municipal District and recently they moved to the 1st District. They will now continue until they finish surveying all the districts in the municipality; expected by the end of December.

The municipality decided to decentralize the safayi tax billing and collection to the district level. To facilitate this, the RAMP UP team held a two day workshop on 16 and 17 of October in the 3rd Municipal District to help the district officials implement the new system.

Community Engagement

A citizen forum was held in Jalalabad on October 17. The mayor addressed traffic issues as well as price controls and the increasing popularization of Afghani currency in the city. There has been a noticeable increase in female participants at the Jalalabad citizen forums. Attendance went from 0 in the first six months to 29 females at the forum this month. The total number of participants reached 129 citizens. The Deputy Mayor requested Wakil-e-Gozars to mobilize their related area members in order to clean their environment and pay the municipal fees on time. He also pointed out the problem of vehicles and rickshaws driving without legal permits or licenses.



Citizens of Jalalabad, including 29 females, attended the monthly citizen forum on October 17.

On October 17 the Deputy Mayor participated in a 15 minute TV interview with Radio Television of Afghanistan (RTA) in the Jalalabad municipality. During the interview, he reminded citizens that the municipality must generate enough revenue to provide public services. This is only possible if citizens cooperate with the municipality in paying their safayi fees to the municipality on time. He also reminded market owners, shopkeepers and citizens to park their vehicles in the designated areas (parking lots). He said that those citizens who fail to abide by government law to use Afghan currency will be penalized.



Deputy Mayor of Jalalabad talked with Local TV in municipality compound.

Gender and Youth Activities

The Gender Responsive Governance Small Grants program that started in October of 2011 ended on October 4. During the life of the program, the RAMP UP East grantee, ARARO, facilitated four exhibitions in which 30 women displayed their products and put to practice the skills (marketing, customer service, bookkeeping, Afghan labor law, public private partnership) they were taught in class. In addition to the capacity building of female entrepreneurs, the program provided an opportunity for two male and two female high school graduates to learn about basic office skills such as report writing, management, leadership and filing systems. Also, 300 citizens (including 150 women) received training in roles and responsibilities of citizens and municipalities, advocacy, effective communication, gender and good governance. The equipment purchased by the grantee will go to a community based organization and the youth department of Jalalabad.

On October 13, the RAMP UP East team handed over some equipment (12 computers, 28 chairs, 12 tables and other office equipment) to the department of youth of Jalalabad. Mohammad Asif, administration manager and Dr. Aqela jan, youth information center manager, said the department will utilize the above in the department's information center where youth will be able to learn computer applications.



The youth department of Jalalabad received office equipment from a RAMP UP East grantee, October 13.

Coordination

On October 25, a coordination meeting was held at the USAID office on the Jalalabad base. The group discussed the solid waste management annual budget preparation work plan.

The RAMP UP team leader briefed the meeting participants about the ongoing and completed municipal activities supported by RAMP UP.



The RAMP UP East Jalalabad Municipal support team in a meeting with USAID.

ASADABAD MUNICIPALITY

PROVINCE: KUNAR

Capacity Building

Public Finance

While Asadabad spent 72% of its allocated operations budget in 1390, this year the municipality has only been able to spend 32% of its operations budget in the first two quarters. It is therefore likely that the municipality will only spend about 60% of its operating budget this year. Last year, Asadabad actually exceeded the spending limit for its development budget, but as of the end of 2nd quarter the municipality had only spent 1% of the budget.

Comparing total spending, last year 32% of total spending was on operations and 68% on development projects. As of the end of 2nd quarter, 95% of total spending was for operational expenditures and only 5% on development projects.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
Operating Expenditures	10,017,997	7,200,956	72%	13,388,420	905,132	3,319,641	4,224,773	32%
Development Expenditures	15,251,400	15,343,749	101%	18,031,261	187,734	24,871	212,605	1%
Total Expenditures	25,269,397	22,544,705	89%	31,419,681	1,092,866	3,344,512	4,437,378	14%

Percentage of Budgeted and Actual Spending

Operations Spending	40%	32%
Development Spending	60%	68%
Total Spending	100%	100%

43%	83%	99%	95%
57%	17%	1%	5%
100%	100%	100%	100%

Economic Development and Revenue Generation

The Economic Development Advisor participated in a two-day workshop on RIAP-based revenue projection and RIAP formulation in the RAMP UP East main office in Kabul. The main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning and to transfer the knowledge to their counterparts. The Economic Development Advisor also participated in a three day workshop on October 1-4 on solid waste management annual budget preparation.

The Local Economic Development Plan of Assadabad municipality has been completed and has been sent out for translation into Pashto. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held in April.

A total of 162 business license invoices was printed and handed over to businessmen this month. All the businessmen deposited the billed amounts into the municipal bank account and received their licenses. The municipality collected 54,750 Afs in business license fees.

Property registration is progressing in Assadabad. During the reporting period 378 property registration forms were completed and data from 317 forms was entered into the new system. The municipality also geo-coded 337 properties on GIS maps.

Community Engagement

The fourteenth issue of the Asadabad monthly newsletter (RAGHAWANA) was published on October 20. This month's newsletter contains information about the municipality's second quarter accountability and consultation meeting, reports of the citizen forum, the responsibilities of the Tanzif department, property distribution, and other municipal and social reports along with a poetry section.



The monthly newsletter of Asadabad

Gender and Youth Activities

The one year Gender Responsive Governance Small Grants program ended on October 4. During the life of the program, RAMP UP East grantee ARARO facilitated four exhibitions in which 30 women displayed their products and put to practice the skills (marketing, customer service, bookkeeping, Afghan labor law, public private partnership) they were taught in class. A total number of 241 people visited these exhibitions. In addition to the capacity building of female entrepreneurs the program provided an opportunity for two male and two female high school graduates to learn about basic office skills such as report writing, management, leadership and office filing systems. In addition, 300 citizens (including 150 women) received training in the roles and responsibilities of citizens and municipalities, advocacy, effective communication, gender and good governance. The equipment of this grantee will go to youth department, DOWA and the municipality.

On October 23, the Asadabad municipality and the Youth and Women's Affairs Departments received office equipment (12 computers, 28 chairs, 12 tables, 1 printer and 1 projector with screen and its table and two white boards) from RAMP UP East. The equipment was purchased by ARARO and RSSAO for the gender responsive governance and youth participation small grants.

Ms. Nasima Shafiq Sadaat, the Director of Women's Affairs of Asadabad, said her office will continue computer training for women. She added that DOWA has already identified computer instructors for the course. Mr. Hashmatullah, the youth department representative, said: "This equipment will help us start computer training courses for youth and manage our office administrative tasks in an effective way."

Coordination

The municipality has asked RAMP UP East to support a children's drawing contest. A team from the RAMP UP East Kabul office traveled to Asadabad to meet with the mayor and other municipal officials to outline the details of the contest. The Asadabad team also met with Department of Education to discuss the plan for the contest.

MEHTERLAM MUNICIPALITY

PROVINCE: LAGHMAN

Capacity Building

Public Finance

An analysis of expenditures in the second quarter shows that while Mehterlam spent 72% of its operations budget last, the municipality has only spent about 29% of its operations budget in the first two quarters of 1391. If this spending rate is maintained in the next quarter the municipality will only spend about 50% of its annual operating budget. Similarly, last year Mehterlam spent over 100% of the development budget but as of the end of the 2nd quarter the municipality has only spent 29% of its 1391 budget.

Last year 20% of the municipality's overall spending was on operations and 80% on development. As of the end of 2nd quarter, 25% of total spending went to operations and the remaining 75% was spent toward development projects.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
Total Operating Expenditures	24,724,790	17,801,433	72%	21,715,630	2,350,205	4,027,608	6,377,813	29%
Total Development Expenditures	50,972,708	70,621,627	139%	66,160,000	4,743,471	14,444,923	19,188,394	29%
Total Expenditures	75,697,498	88,423,060	117%	87,875,630	7,093,676	18,472,531	25,566,207	29%

Percentage of Budgeted and Actual Spending

Operations Spending	33%	20%
Development Spending	67%	80%
Total Spending	100%	100%

25%	33%	22%	25%
75%	67%	78%	75%
100%	100%	100%	100%

Service Delivery

The construction of the Mehterlam Solid Waste Landfill was completed this month and is ready to be handed over to the municipality. Previously, the municipality did not have a proper landfill and trash bins to systematically provide solid waste collection services in the city. People used to dump their trash in the street and the amount of trash increased every day, causing severe environmental and health problems for the residents. The landfill will enable the municipality to better manage its solid waste service and it will improve the environment for its citizens.



Completed fencing for the Mehterlam Landfill

The Solid Waste Collection and Trash Bin Supply project is another RAMP UP East supported project that was completed as part of the municipality's efforts to manage solid waste more effectively. This project will provide sustained funding and technical assistance to the extent needed to implement a functioning basic collection service. The project was

designed to have an overall low annual operating cost in order to improve the sustainability of the service.

Economic Development and Revenue Generation

The Economic Development Advisor participated in a two-day RIAP-based revenue projection and RIAP formulation workshop in Kabul. The main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning and to transfer the knowledge to their counterparts.



Solid Waste Collection bins installed in Mehterlam.

A total of 3,584 business license application forms have been entered into the database in Mehterlam. During the reporting period 120 invoices were printed and delivered to businessmen, and 131 businessmen deposited their license fees into the municipal bank account. (Eleven had received their invoices during the previous month). A total of 7,020 Afs was collected from the businessmen in license fees.

The first draft of the Local Economic Development Plan has been completed and is currently being edited. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held in April.

Property registration is progressing well in Mehterlam. During the reporting period 649 property registration forms were completed, although, no data was entered into the safayi tax billing and collection system. The municipality geo-coded 582 properties on GIS maps.

Community Engagement

On October 10, fifty eight citizens attended the monthly municipal citizen forum. The forum was conducted in the governor's office and the issue discussed was accountability. Each municipality department head was asked to present their activity and expenditure report. Both RAMP UP and ASGP assisted in facilitation of the forum.



Mehterlam citizen forum on October 10.

Gender and Youth Activities

The gender responsive governance small grants program that started on October 5 last year ended this October. During the life of the program, the grantee, ARARO, facilitated four exhibitions in which 30 women displayed their products and put to practice the skills (marketing, customer service, bookkeeping, Afghan labor law, public private partnership) they were taught in class. A total of 219 citizens visited the exhibitions. In addition to the capacity building of female entrepreneurs the program provided an opportunity for two male and two female high school graduates to learn about basic office skills such as report writing,

management, leadership and filing systems. In addition, 300 citizens (including 150 women) received training in roles and responsibilities of citizens and municipalities, advocacy, effective communication, gender and good governance. The equipment purchased by the grantee with funds from RAMP UP East will be handed over to the Mehtarlam Department of Women's Affairs and the Department of Youth.

GARDEZ MUNICIPALITY

PROVINCE: PAKTIA

Capacity Building

Public Finance

By the end of the second quarter the municipality of Gardez had spent 27% of its annual operations budget for fiscal year 1391, compared to 54% in 1390. At this rate of spending the municipality will spend this year about the same percentage as last year. Last year, Gardez only spent 6% of its development budget: as of the end of 2nd quarter the municipality had increased that to 14% of this year's budget.

In a comparison of total spending, last year 38% of total spending went to operations and 62% to development projects. As of the end of 2nd quarter, 17% of total spending was on operations and 83% on development.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
<i>Total Operating Expenditures</i>	14,929,388	8,070,303	54%	14,152,653	1,359,586	2,455,976	3,815,562	27%
<i>Total Development Expenditures</i>	217,641,150	13,309,668	6%	129,199,568	10,186,595	8,027,741	18,214,336	14%
<i>Total Expenditures</i>	232,570,538	21,379,971	9%	143,352,221	11,546,181	10,483,717	22,029,898	15%

Percentage of Budgeted and Actual Spending

<i>Operations Spending</i>	6%	38%
<i>Development Spending</i>	94%	62%
<i>Total Spending</i>	100%	100%

10%	12%	23%	17%
90%	88%	77%	83%
100%	100%	100%	100%

Economic Development and Revenue Generation

The Economic Development Advisor participated in a two-day workshop on RIAP-based revenue projection and RIAP formulation in Kabul. The main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning and to transfer the knowledge to their counterparts.

A total of 2,112 business license registration forms have now been entered into the municipal database. However, the municipality has still not commenced with implementing the new system.

The first draft of the Local Economic Development Plan has been completed and is currently being edited. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held in April.

RAMP UP East decided that due to budget constraints the new property registration system will not be rolled out in the municipality of Gardez.

KHOST MUNICIPALITY

PROVINCE: KHOST

Capacity Building

Public Finance

while Khost spent 74% of ITS operations budget last year, the municipality has only spent 25% of the allocation in the first two quarters of 1391. If this rate of spending continues during the next quarter the municipality will only spend about 50% of its operating budget. Last year, Khost spent 42% of the development budget. As of the end of 2nd quarter, the municipality had spent 21% of this year's budget. The small percentage of development spending in Khost may be due to the significant bank balance the municipality is carrying over from previous years. As the development budget for this year is more than twice as large as last year's it is difficult for the municipality to spend all its resources.

Last year 21% of total spending was on operations and 79% on development projects. As of the end of 2nd quarter of this year, 12% of total spending was on operations and 88% on development projects.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
<i>Total Operating Expenditures</i>	18,532,232	13,784,771	74%	32,258,367	1,907,324	6,233,660	8,140,984	25%
<i>Total Development Expenditures</i>	125,543,317	53,076,097	42%	292,090,077	11,802,715	49,950,125	61,752,840	21%
<i>Total Expenditures</i>	144,075,549	66,860,868	46%	324,348,444	13,710,039	56,183,785	69,893,824	22%

Percentage of Budgeted and Actual Spending

<i>Operations Spending</i>	13%	21%
<i>Development Spending</i>	87%	79%
<i>Total Spending</i>	100%	100%

10%	14%	11%	12%
90%	86%	89%	88%
100%	100%	100%	100%

Economic Development and Revenue Generation

The Economic Development Advisor participated in a 2-day RIAP-based revenue projection and RIAP formulation workshop in Kabul. The main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning and to transfer the knowledge to their counterparts. The Advisor also participated in a 3-day workshop on October 1-4 on solid waste management annual budget preparation.

The Local Economic Development Plan for Khost has been completed and was sent out for translation into Pashto. This document contains a substantially updated economic profile for the municipality, together with materials produced from the LEDP workshop held in April.

Khost was one of the first pilot cities included in the property registration activity. A total of 506 properties were surveyed during the reporting period and data from 315 forms were entered into the safayi tax billing and collection system. A total of 531 properties was geocoded into GIS maps in October.

A total of 26 business licenses were printed and delivered to local shopkeepers in October, and a total 10,550 AFs was deposited in the municipal bank account.

Community Engagement

On October 10 the acting mayor together with a representative of provincial council, the director of the city council, shopkeepers, and several line departments, celebrated the opening ceremony of the solid waste collection project. The mayor stated that local government officials and citizens have identified and prioritized the project in a citizen forum. 45% of the expenses of the project are funded by RAMP UP East and 55% by the municipality. The project will cover three *Nahias* of the city and solid waste will be collected from 128 identified formal and informal drop-off sites. The collected waste will be dumped in a landfill maintained by the municipality.

At the opening ceremony, all the participants stated that implementation of the project will have a positive impact on the lives of the citizens of Khost city.



Opening ceremony of the solid waste collection program in the municipality of Khost, October 10.

The municipality conducted a citizen forum on October 17 in the municipal meeting hall. The forum was attended by 24 participants. Engineer Mohammad Sharif, the deputy mayor, stated: “Today we are gathered to discuss current problems and issues of the citizens in the city and identify the responsibilities of community elders in cleaning of the city.” He continued with: “Our mission is to inspire community pride, public awareness and promote citizens’ responsibilities in making the city clean and beautiful. In order to apply this vision we need your cooperation and collaboration.”



Khost citizen forum, October 17

Kiramath Khan Khapalwak, the Director of Business Associations, said: “The citizens and community elders have to participate in the forums and municipal meetings because this kind of citizen involvement will ensure that the municipal planning and decision-making process will reflect our needs and priorities.”

Gender and Youth Activities

The gender responsive governance small grants program was completed this month. The grantee conducted training for 240 (120 male and 120 female) participants on gender, leadership, governance, communication, advocacy and roles and responsibilities of municipalities and citizens. The grantee also trained 30 women entrepreneurs in marketing skills, management, book keeping, Afghan labor law, fund raising, and public private partnership and customer service skills. Two exhibitions were facilitated where women displayed their food and handicraft products.

Coordination

On October 8 a coordination meeting was held with UNAMA Governance Officer Mr. Yoseph Damena at the RAMP UP East project office in Khost. The Team Leader briefed the UNAMA representative about RAMP UP East support to the municipality.

PULI-ALAM MUNICIPALITY

PROVINCE: LOGAR

Capacity Building

Public Finance

The analysis of expenditures in the 2nd quarter shows that Puli Alam spent 44% of its operations budget for 1391. The municipality has not yet incurred any development expenditures this year: last year the municipality spent 58% of its development budget.

Comparing total spending, last year 35% of total spending went to operations and 65% to development projects. As of the end of 2nd quarter of this year, 100% of all spending has been for operations.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
<i>Total Operating Expenditures</i>	21,256,073	14,399,447	68%	16,208,376	1,155,127	5,977,013	7,132,140	44%
<i>Total Development Expenditures</i>	46,315,029	26,869,112	58%	26,952,704	-	-	-	0%
<i>Total Expenditures</i>	67,571,102	41,268,559	61%	43,161,080	1,155,127	5,977,013	7,132,140	17%

Percentage of Budgeted and Actual Spending

<i>Operations Spending</i>	31%	35%
<i>Development Spending</i>	69%	65%
<i>Total Spending</i>	100%	100%

38%	100%	100%	100%
62%	0%	0%	0%
100%	100%	100%	100%

Economic Development and Revenue Generation

The Economic Development Advisor participated in a two-day workshop on RIAP-based revenue projection and RIAP formulation in the RAMP UP East main office in Kabul. The main objective of the training was to learn how to properly forecast fiscal budgets and to understand the importance of Revenue Improvement Action Planning and to transfer the knowledge to their counterparts. The Advisor also participated in a three-day workshop on solid waste management annual budget preparation.

The first draft of the Local Economic Development Plan for Puli Alam has been completed and will soon be sent out for translation into Pashto. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held in April.

Due to budget constraints, it was decided not to include the municipality of Puli Alam in the roll-out of the property registration activity.

All businesses within the municipal area have been registered and entered into the municipal business license database. During the month of October, 24 licenses were printed and delivered to shopkeepers, with Afs 22,629 deposited in the municipal bank account.

Service Delivery

The Fruit and Vegetable Market Construction Project is underway. Soil testing and the excavation for the foundation was completed this month. This market is a high priority of the citizens and the business community. Providing a safe, permanent location for fruit and vegetable sellers will improve the quality of produce, reduce traffic, and increase revenue for the municipality.



The site for the new market and the mixer preparing concrete for the the foundation.

Community Engagement

On October 15, Puli-Alam conducted a citizen forum in the municipal meeting hall. A total of 30 participants including 4 females and 6 youth participated. The mayor discussed the removal of solid waste from residential areas and how to pay the *safayi* fees.

The monthly newsletter of the municipality was published in four pages and 1,200 copies. The newsletter contained a variety of topics including revenue and expenditures, a report of the monthly citizen forum, environmental issues, construction of the Nahia Kunjak building with municipal funding, and some advertisements.

Coordination

On October 7, the mayor of Puli-Alam and the RAMP UP East team leader conducted a meeting with all advisors who received training on preparing the solid waste management planning and budgeting. The advisors provided a briefing on the objectives of the training as well as issues that will be followed up in the coming weeks.

On October 8, the RAMP UP East team leader attended, as an observer, the NGO coordination meeting at the Department of Economy. The purpose of the meeting was to discuss preparing and submission of the first 6 month report to the government. NGO representatives provided an update about their activities in the province.

SHARANA MUNICIPALITY

PROVINCE: PAKTIKA

Capacity Building

Public Finance

In the first two quarters of 1391 the municipality of Sharana has spent 34% of its operations budget, compared to 65% last year. If this rate persists the municipality will only spend about 50% of its operating budget this year. By the end of 2nd quarter the municipality had spent 40% of its development budget.

Last year 26% of total spending was on operations and 74% on development projects. As of the end of 2nd quarter of this year 6% of total spending was on operations and 94% went towards development projects.

Operating & Development Budget	1390 Budget	1390 Actual	Allocation %	1391 Budget	1st Qtr	2nd Qtr	Year to Date Total	Allocation %
Total Operating Expenditures	4,474,314	2,898,191	65%	7,357,560	853,313	1,631,366	2,484,679	34%
Total Development Expenditures	106,513,884	8,371,756	8%	96,952,468	17,992,123	20,441,406	38,433,529	40%
Total Expenditures	110,988,198	11,269,947	10%	104,310,028	18,845,436	22,072,772	40,918,208	39%

Percentage of Budgeted and Actual Spending

Operations Spending	4%	26%
Development Spending	96%	74%
Total Spending	100%	100%

7%	5%	7%	6%
93%	95%	93%	94%
100%	100%	100%	100%

Economic Development and Revenue Generation

Work on the Sharana Local Economic Development Plan is progressing well. A first draft will soon be completed, edited and proofread. This document contains a substantially updated economic profile for the municipality together with materials produced from the LEDP workshop held in April.

Due to budget constraints Sharana will not be included in the roll out of the property registration activity.

Community Engagement

On October 18, the deputy mayor of Sharana chaired a citizen forum. Twenty seven participants representing local community elders, line directorates, and citizens attended the forum.



The Deputy Mayor of Sharana talked with participants in a citizen forum on October 18.

The main issue discussed in the forum was the municipal *safayi* tax. The deputy mayor said that the *safayi* fee is the main source of revenue for the municipality and timely payment will assist the municipality to provide public services to the citizens. City Council Association Chairman Haji Niaz Mohammad said: "I will share this with all shopkeepers and will announce in the media to pay the *Safayi* fee to the municipality on time, otherwise there will be a fine."

The deputy mayor was interviewed by Tolana Radio on October 18. He talked about municipal activities and infrastructure projects in the city.

Gender and Youth Activities

The gender responsive governance small grants program concluded this month. A total of 50 women entrepreneurs were trained in roles and responsibilities of the municipality and citizens, effective communication, gender, advocacy, leadership and governance. The participants received additional training in Afghan labor law, business networking, communication, customer service, fund raising, management, public private partnership, and marketing skills. Two exhibitions were facilitated where women displayed their food and handicraft products. Both exhibitions attracted over a hundred visitors from civil society, and the private and public sector.

PARUN MUNICIPALITY

PROVINCE: NURISTAN

Gender and Youth Activities

The gender responsive governance small grants program in the province of Nuristan started in October 2011 and ended on October 4 of this year. During the life of the program the grantee, ARARO, facilitated four exhibitions in which 30 women displayed their products and put to practice the skills (marketing, customer service, bookkeeping, Afghan labor law, public private partnership) they were taught in class. In addition to capacity building of female entrepreneurs, the program provided an opportunity for two male and two female high school graduates to learn about basic office skills such as report writing, management, leadership and office filing system. Also, 300 citizens (including 150 women) received training in roles and responsibilities of citizens and municipalities, advocacy, effective communication, gender and good governance.

Capacity Building

The Mayor of Parun completed a three day orientation by RAMP UP East advisors and specialists in Kabul. The advisers briefed the mayor about public finance, revenue generation, procurement, human resources, public outreach, engineering and infrastructure, good governance, anti-fraud practices, asset management and office filing systems. The mayor also completed a one week on-the-job training in Jalalabad municipality. He worked side by side with the deputy mayor, Hakimuding Amarkhel, and department heads. The mayor was also briefed by the RAMP UP East team in Jalalabad.

The new Mayor of Parun, Eng. Eisa Delawar, was appointed last April. Mr. Delawar has a bachelor degree in civil engineering (road construction) from Kabul University. The municipality's *Tashkeel* consisting of three staff members has recently been approved by GDMA and the mayor will recruit his personnel in November. Once confirmed, the new staff will receive on-the-job training at the RAMP UP East offices in Kabul and Jalalabad.

The municipality of Parun was established in 2010/2011 (1390). Since its establishment the municipality has had two mayors. However, due to lack of office space, funding and personnel, the mayors have resigned shortly after being appointed.



The new offices of the Municipality of Parun. RAMP Up East has donated furniture and office supplies to help the mayor establish his presence in the municipality.

On October 3, RAMP UP East handed over basic office equipment and supplies to the mayor of Parun. In a small ceremony at RAMP UP East office in Kabul, the mayor graciously received the second hand equipment. He said: “The office supplies will be enough for 6 months and I hope that by then the municipality will have generated enough revenue to purchase additional office supplies.” The mayor said that spending time at RAMP UP East was like studying and learning at a university. “I learned so much in the past three days that now I am equipped with the knowledge to perform my duties as a mayor. I am grateful to RAMP UP East advisors for sharing their knowledge and expertise with me.” He invited the RAMP UP East team to visit Parun. He also said that as soon as he gets back to Parun he will set up his office and will invite citizens for the first town hall meeting. He will share the municipality’s vision with people and will listen to citizens’ expectations and priorities. The mayor added that after he sets up his office other government agencies and the citizens will take the municipality seriously.

Parun is a poor and isolated municipality that is not easily accessible by road. Road improvements and street lighting have been identified as the community’s priority needs. RAMP UP East will continue to support the mayor and his new staff to determine and assist with the capacity building and service delivery needs of the municipality.



ANNEX 2 – COMMUNITY ENGAGEMENT ACTIVITIES

Municipality	Citizen Forum			Newsletter		Radio Programs / Media Outreach		Opening / Handover Events	
	Number	Attendance		Number	Total Number to Date	Number	Length of Program	Number	Name of Project
		Male	Female						
Bamyan	1	21	0	0	0	1	80 minutes	1	Re-opening of sub road project BAM-0003
Ghazni	1	18	0	1	7	1	50 Minutes	0	
Maidan Shar	1	19	0	0	6	1	15 Minute video		
Jalalabad	1	99	29	0	0	1	15 Minutes	0	
Assadabad	0	0	0	1	14	0	0	0	
Mehterlam	1	47	2	0	0	0	0	0	
Charikar	1	35	3	1	7	6	45 minutes	1	CHA-008 and CHA-0014
Mahmud Raqi	0	0	0	0	0	0	0	1	Construction of Public Latrines MIR-0008
Bazarak	0	0	0	0	0	0	0	0	0
Gardez	0	0	0	0	0	0	0	0	0
Puli-Alam	1	35	4	1	19	0	0	0	0
Sharana	1	27	0			1	15 minutes		
Khost	1	24	0	0	0	0	0	1	Solid Waste Collection Project KHO-0016
Total	9	325	38	4	53	11	220 Minutes	4	5

ANNEX 3 – YOUTH ACTIVITIES

Municipality	Grantee	Internship program				Computer training				Sports events				Total Beneficiaries		
		Date	Male	Female	Total	Date	Male	Female	Total	Date	Male	Female	Total	Male	Female	Total
Bamyan	AREP				0				0				0	0	0	0
Ghazni	AREP				0				0			0	0	0	0	0
Maidanshar	AREP				0				0			0	0	0	0	0
Bazarak	ECW	March 19-12	3	3	6				0			0	0	3	3	6
Charikar	ECW	April1-12	3	3	6				0			0	0	3	3	6
Mahmud Raqi	ECW	April 10-12	3	3	6				0			0	0	3	3	6
Jalalabad	RSSAO				0				0			0	0	0	0	0
Mehterlam	RSSAO				0				0			0	0	0	0	0
Assadabad	RSSAO				0				0			0	0	0	0	0
Nurgram	RSSAO				0				0			0	0	0	0	0
Gardez	AMRAN				0				0			0	0	0	0	0
Pule-e-Alam	AREP				0				0			0	0	0	0	0
Sharana	AMRAN				0				0			0	0	0	0	0
Khost	AMRAN				0				0			0	0	0	0	0
Total			9	9	18		0	0	0		0	0	0	9	9	18