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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

**MONTHLY REPORT: JUNE 2012**



*Photo: Maymana citizens discuss the ongoing construction of the Women's Park Improvement Project as part of a citizen-monitoring visit organized by the Maymana Municipality, with RU-N support, on June 5, 2012.*

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## ABBREVIATIONS & TERMS

CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DAI	Development Alternatives Incorporated
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
GDMA	General Directorate of Municipal Affairs
GIRoA	Government of the Islamic Republic of Afghanistan
IDLG	Independent Directorate of Local Governance
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MTL	Municipal Team Leader
NGO	Non-Governmental Organization
PAAG	Public Administration Advisory Group
PBB	Performance Based Budgeting
PBT	Project-based Training
PRT	Provincial Reconstruction Team
RAMP UP program)	Regional Afghan Municipalities Program for Urban Populations (USAID
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
RU-N	RAMP UP North
SDAG	Service Delivery Advisory Group
SOP	Standard Operating Procedures
SOW	Scope of Work
TA	Technical Assistance
TAMIS	Technical Assistance Management Information System
TOR	Terms of Reference
ToT	Training of trainers
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

### Terms

<i>gozar</i>	Neighborhood
<i>nahya</i>	Municipal District
<i>qaryadars</i>	village leaders
<i>wakil or kаланter</i>	<i>nahya</i> or <i>gozar</i> representative
<i>Tashkeel</i>	administrative structure of a GIRoA entity
<i>Safayi tax</i>	service charge and property tax
<i>Moustoufiat</i>	the provincial-level branch of the Ministry of Finance

## **ABOUT RAMP UP NORTH**

The purpose of the Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is to create effective, responsive, democratic, transparent, and accountable municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North will: (1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, (2) markedly improve the delivery of municipal services to citizens in target municipalities, and (3) increase municipal capacity to enable, support, and sustain economic growth. As a result of the RAMP UP North, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

## EXECUTIVE SUMMARY

In the month of June, RU-N began investigating options to provide relief support to the Sar-e-Pul municipality, where heavy flooding in May damaged city infrastructure and residential areas. Following an initial rapid survey of the site on June 2, RU-N proposed a number of emergency intervention projects to help repair the damage caused by the flooding. Throughout the month, RU-N worked to mobilize additional staff for this effort, and has also conducted surveys and site assessments for the proposed projects.

On RU-N sub-projects, SDAG members and municipalities, with RU-N support, identified round three sub-project priorities in six municipalities. Seven of the second round sub-projects also reached the procurement phase during June, with the RFPs being distributed to qualified businesses. Throughout this month, advisors also coordinated with municipalities to ensure the successful transfer of the first round RU-N sub-project activities to municipal control, and provided assistance on ensuring the sustainability of these municipal services. Construction on the last ongoing first round sub-project, the Maymana Women's Park Improvement project, is progressing on-schedule.

Business registration and licensing continues in the five municipalities engaged in the process. Four municipalities have completed the printing tax bills and have begun issuing licenses to business owners that have paid their taxes. The remaining municipality, Sar-e-Pul, also began printing and distributing tax bills during this month.

## PROGRAMMATIC HIGHLIGHTS

- In terms of capacity building, RU-N advisors continue to provide ongoing technical assistance on the process of business registration and project management, including citizen monitoring of project implementation in Maymana. Advisors also held consultations with citizens and municipal officials on ways to ensure the sustainability of the first round projects, especially on trash collection services that have now transferred over to municipal control. The RU-N technical team provided functional training at the bid opening and evaluation in Kunduz on June 26-28.
- Following the submission of Maymana's annual municipal budget to GDMA/IDLG on June 16, all nine municipalities have now successfully completed their budget preparation process with RU-N support, and are waiting for approval.
- Eight of the round one sub-projects have been completed, and the management of project activities has transferred over to municipal control. Construction on the remaining round one sub-project, the Maymana Women's Park Improvement project, is progressing according to schedule and being monitored by the municipality and citizens, with RU-N support. Seven of the round two sub-projects have reached the procurement phase, with the Kunduz bid opening and evaluation held at the end of June. On round three sub-projects, RU-N advisors facilitated SDAG meetings to select project priorities in six municipalities.
- Business registration activities continued throughout June in all five targeted municipalities- Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul, and Taloqan. The printing of tax bills has been completed in four of the municipalities (Aybak, Faizabad, Pul-e-Khumri, and Taloqan) and the distribution of tax bills completed in three (all but Pul-e-Khumri). Sar-e-Pul began printing tax bills this month, following a meeting of the Provincial Administrative Council on the pending issue of tax rates for businesses.

## CAPACITY BUILDING

### Technical Assistance (TA)

Technical assistance continued to be provided by RU-N advisors this month on topics including the business registration process, citizen monitoring, and municipal budgeting. In Maymana, RU-N advisors have provided ongoing technical assistance to citizen groups on how to monitor the progress of construction for the first round Women's Park Improvement project. Technical assistance on capacity building was also provided by RU-N officials in Aybak, Faizabad, Taloqan and Pul-e-Khumri on the process of business registration and licensing to municipal officials responsible for managing the new computerized systems. Specific training was provided on the data entry process, printing of tax bills and licenses, and issuing licenses to business owners.



*RU-N advisors provide guidance and technical assistance to citizens in Maymana on monitoring construction for the Women's Park Improvement Sub-Project on June 13, 2012.*

RU-N advisors continued to provide support on the budgeting process for municipalities. Advisors collaborated with municipal officials in Maymana to submit their completed budget on June 16 to IDLG/GDMA for approval, which also marked the final budget submission from all nine northern municipalities. Advisors in Mazar-e-Sharif worked with the Revenue Department to provide support on budget execution and preparing the quarterly revenue report. In Faizabad, RU-N advisors provided technical assistance and training to the Head of the Accounting Department on June 11 on how to prepare estimated and actual revenues in the municipal budgeting process. At the request of GDMA, advisors in Aybak also provided support to municipal officials on budget preparation for six municipal districts.

### Consultations

Following the completion of eight of the first round RU-N sub-projects, this month advisors held extensive consultations with municipal officials to ensure the successful transition of sub-project activities to municipal control and the long-term sustainability of these efforts. Advisors in Faizabad, Mazar-e-Sharif, Pul-e-Khumri, Kunduz, Sheberghan, and Taloqan continued to monitor trash collection activities that were transferred by RU-N to municipal control, and consulted with municipal officials on their findings and potential issues discovered during these monitoring efforts. In Mazar-e-Sharif and Taloqan, advisors also met with the SDAG to discuss municipal efforts to sustain trash collection services. In Sar-e-Pul, officials also consulted municipal officials about the sustainability of the RU-N supported improvements to the municipal park.



*A RU-N Advisor in Faizabad meets with the Central Statistics Directorate on June 10, 2012, to discuss information for the Municipal Economic Profile.*

Advisors have also held regular consultations with municipal officials, as well as other government representatives, on coordinating information for municipal notice boards and municipal websites, as requested by GDMA. Information requested for the municipal notice boards from all nine northern municipalities was submitted to GDMA on June 17. Consultations have also been held with municipal

officials and government departments, in collaboration with the Mayor's Office, on the collection of information for Municipal Economic Profiles.

### **Regional Workshops/Conferences**

No regional workshops were held this month, however the RU-N regional office held internal trainings for staff on gender awareness on June 26 and ethics and compliance on June 27. An internal Training of Trainers (ToT) was conducted on June 28 for those members of the Technical Program Team who will be facilitating the Project Management Regional Workshops scheduled for July 3 – 4 and July 9 -10.

### **Functional Training / Project-based Training (PBT)**

RU-N advisors provided functional training on citizen engagement and outreach to municipal officials and SDAG members during SDAG meetings on sustainability of the first round sub-projects and the selection of the third round sub-projects. SDAG meetings to select the third round sub-projects were held in Maymana, Sar-e-Pul, Kunduz, Faizabad, Sheberghan, and Aybak. Functional training was also provided on the procurement process to observing municipal officials and citizens on bidder eligibility and qualifications at the bid opening and evaluation for the second round sub-project in Kunduz Municipality on June 26.

## **SUSTAINABLE SERVICE DELIVERY IMPROVEMENT SUB-PROJECTS**

The first round of RU-N sub-projects is nearing close out in eight northern municipalities. Sub-project activities were officially handed over in June to the municipalities of Faizabad and Sar-e-Pul. RU-N advisors continue to support the municipalities beyond the completion of RU-N supported activities, however, through continued monitoring of municipal efforts to manage these services. In addition, RU-N advisors also work with the municipality and citizens to monitor the progress of construction for the Maymana Women's Park Improvement Sub-Project, which is still ongoing after having started on May 21.



*Laborers contracted by the Kunduz Municipality continue to pick up trash on June 10, 2012. RU-N advisors provide monitoring support for the municipality to ensure that activities continue according to the planned schedules.*

RU-N advisors continue to follow-up on the second round of RU-N sub-projects, which are mostly entering the procurement phase. The bid opening and evaluation for the Kunduz City Park Improvement Sub-Project took place on June 26-28, and RFPs have been issued for six additional sub-projects in Aybak, Mazar-e-Sharif, Maymana, Sar-e-Pul, Sheberghan, and Taloqan. The bid openings and evaluations for these municipalities have been scheduled in July. The Pul-e-Khumri sub-project has also been approved and is entering the procurement phase. The Faizabad Scope of Work for the proposed construction of latrines continues to be revised in order to ensure the viability and sustainability of the sub-project in terms of water access and the location of the construction site.

Summaries of the status of sub-projects (the first and second rounds) can be found in the tables below:

<b>First Round Sustainable Service Delivery Improvement Sub-projects —Status as of June 30, 2012</b>			
<b>Municipality</b>	<b>Sub-project Type</b>	<b>Status</b>	<b>Notes</b>
Aybak	Park Improvement	Closed	Closed Out
Faizabad	Trash Collection	Completed	Handover to the municipality on June 6
Kunduz	Trash Collection	Completed	Awaiting approval for disposition of equipment before moving to close out
Maymana	Women's Park Improvement	Ongoing	Estimated 50% complete
Mazar-e-Sharif	Trash Collection	Completed	Awaiting approval for disposition of equipment before moving to close out
Pul-e-Khumri	Trash Collection	Completed	Awaiting approval for disposition of equipment before moving to close out
Sar-e-Pul	Park Improvement	Completed	Closing ceremony held June 6
Sheberghan	Trash Bin Fabrication	Completed	Awaiting approval for disposition of equipment before moving to close out
Taloqan	Trash Collection	Completed	Awaiting approval for disposition of equipment before moving to close out

<b>Second Round Sustainable Service Delivery Improvement Sub-projects —Status as of July 1, 2012</b>			
<b>Municipality</b>	<b>Sub-project Type</b>	<b>Status</b>	<b>Notes</b>
Aybak	Public Latrines	Procurement	Bid opening scheduled for July 11
Faizabad	Public Latrines	Under review	New location identified with key stakeholders and water source under investigation; SoW currently being revised, expected to be submitted for approval on July 18
Kunduz	City Park Improvement	Procurement	Bid opening and evaluation held June 26-28
Maymana	Public Latrines	Procurement	Bid opening and evaluation scheduled July 16-17
Mazar-e-Sharif	Trash Collection	Procurement	RFP and PO announced and posted on ACBAR Website
Pul-e-Khumri	Park Construction	Approval	Clarifying whether the sub project was approved as a final proposal; concept was approved June 9
Sar-e-Pul	Market Improvement	Procurement	Bid opening and evaluation scheduled for July 17-18
Sheberghan	Public Latrines	Procurement	Bid opening and evaluation scheduled for July 11
Taloqan	Park Improvement	Procurement	Bid opening and evaluation scheduled for July 1-2

RU-N advisors also began the process of selecting third round project priorities throughout June. SDAG meetings to discuss possible sub-projects were held in Maymana, Sar-e-Pul, Kunduz, Faizabad

Sheberghan, and Aybak. During these meetings, RU-N advisors worked with municipal officials to guide citizens in the selection of three or four project priorities, which were then reviewed by the technical team at the RU-N regional office.

A list of the current prioritized project concepts is as follows:

<b>Municipality</b>	<b>Title of Proposed Sub-Project Priority</b>
Maymana	Construction of Bus Terminal
Sheberghan	Central Park Improvement
Aybak	Rehabilitation of Football Stadium
Sar-e-Pul	Construction of a Market in District 2
Mazar-e-Sharif	Construction of a Park in District 8
Taloqan	Construction of a Parking Lot in the West Side of the Municipal Park
Kunduz	Steel Grates for Drainage Covers
Pul-e-Khumri	Construction of a small market in the 1st, 2nd & 3rd District
Faizabad	Construction of Park/Garden

### **Sar-e-Pul Post-Flooding Assistance Project**

In June, RU-N began assessments on potential assistance efforts for the Sar-e-Pul area, where heavy flooding damaged infrastructure throughout the city. During an assessment mission on June 2, RU-N management, advisors and engineers visited Sar-e-Pul and consulted with the Mayor on areas of possible support. Based on the assessment report from that visit, and subsequent USAID approval, the RU-N team has begun conducting surveys, site assessments, and scopes of work for potential relief projects to the area. Project proposals under development include the construction of one pedestrian bridge, repairing or construction of a vehicular bridge, the repairing of roads and culverts, and a canal-cleaning and repair project employing local labor from families whose houses were damaged during the floods. RU-N advisors have also been coordinating with other organizations participating in the relief effort to ensure a streamlined and coordinated approach for assistance.



*RU-N advisors and engineers, along with municipal officials, conduct a survey at the site of a planned culvert construction project in Sar-e-Pul on June 26, 2012.*

## **BUDGET PREPARATION AND REVENUE GENERATION**

Following Maymana’s submission of their budget proposal to GDMA on June 16, all nine municipalities have successfully submitted their 1391 nine-month municipal budgets for approval. Marking the completion of this landmark, RU-N advisors held discussions on the lessons learned from the budget preparation process and submitted their conclusions to the RU-N regional office.

The business registration process continued in Aybak, Faizabad, Taloqan, Sar-e-Pul and Pul-e-Khumri. All tax bills have been distributed in Aybak, Faizabad and Taloqan, where municipal officials with RU-N support have made strong progress on distributing licenses to businesses that have paid their taxes. Pul-e-Khumri continues to distribute tax bills and also began issuing licenses this month. Following a discussion during the Provincial Administration Meeting on June 18 in Sar-e-Pul on the outstanding issue of setting rates for business licensing fees, RU-N advisors and the Municipality began printing tax bills for distribution to business owners.

Details in relation to business registration and licensing, including a comparison with the previous year, are listed in the table below:

Municipality	Registered Businesses and Licenses Issued (Baseline-1390)	Newly Registered Businesses (1391)	Printed Tax Bills	Issued Tax Bills	# of Licenses Issued	Increase in Number of Businesses Registered	% Increase in Businesses Registered
Faizabad	884	2106	All	All	218	1222	138%
Taloqan	1600	4510	All	All	1150	2910	182%
Pul-e-Khumri	3300	3836	All	760	389	536	16%
Aybak	1395	1924	All	All	930	529	38%
Sar-e-Pul	1184	1555	500	0	0	371	31%
<b>Grand Total</b>	<b>8363</b>	<b>13931</b>				<b>5568</b>	<b>66.5%</b>

## CITIZEN ENGAGEMENT

### Citizen Surveys and Beneficiary Group Meetings

RU-N advisors in most municipalities continued to conduct citizen surveys to determine the public response to RU-N supported sub-projects and municipal services. Following the completion of the first round of RU-N sub-projects, and the handover of sub-project activities to municipal control, advisors in Pul-e-Khumri, Sheberghan, Kunduz, and Sar-e-Pul held post-project surveys to assess the changes in public perception of municipal services as a result of the completed sub-project. The results of these post-project surveys showed generally positive public reactions. For example, the post-project survey held in Sheberghan from June 3-7 found that 95% of respondents were satisfied with the trash collection activities implemented during the RU-N sub-project.



*RU-N advisors conduct a pre-project survey on the planned latrine construction project with Aybak residents on June 20, 2012.*

Given the challenges of handing over trash collection activities, in addition to post-project surveys, advisors in Kunduz, Mazar-e-Sharif, Faizabad, Taloqan and Pul-e-Khumri conducted citizen monitoring of beneficiary groups to determine whether trash collection services were being maintained under municipal management. The results of these surveys were discussed with the municipality, to ensure that municipal officials were aware of public opinion regarding the continuation of these services.

In preparation for the start of the second round of RU-N sub-projects, advisors also began conducting pre-project surveys during the month of June. RU-N advisors in Aybak, Kunduz, Maymana, Pul-e-Khumri, Sheberghan, Sar-e-Pul and Taloqan all conducted pre-project surveys with municipal citizens on their views of the project prior to its inception during the last two weeks of June.

### **Service Delivery Advisory Group Meetings**

Throughout June, RU-N advisors organized eight SDAG meetings to discuss the sustainability of the first round sub-projects and the selection of the third round sub-project priorities. SDAG meetings on the first round sub-project sustainability in Mazar-e-Sharif, Taloqan, and Faizabad aimed to address citizen concerns on trash collection sustainability and provide the municipality with feedback on their planned continuation of the services. SDAG meetings to identify third round project priorities were also held in Aybak, Maymana, Sar-e-Pul, Sheberghan and Faizabad.



*SDAG members discuss the sustainability of municipal trash collection services in Mazar-e-Sharif District 5 on July 11, 2012. The Mayor agreed to address the issues raised by citizens during the meeting.*

## PLANNED JULY ACTIVITIES

RU-N advisors will focus on the following activities in July:

- Two Regional Workshops on Project Management are scheduled for July 3-4 and 9-10. These workshops will provide functional, practical training on all stages of the project management cycle, and as a result of the training municipal officials and citizen representatives, with support from RU-N advisors, will have drafted their Service Delivery Improvement Plans (SDIP) and monitoring plans for the third round sub-projects.
- The Sar-e-Pul Post-Flooding Assistance Project will continue to plan and implement activities throughout July. A newly mobilized team of a Project Management Capacity Building Advisor, two engineers, a public outreach advisor, and a public works advisor, are expected to begin providing support to the relief projects. RU-N expects that the Scope of Work for a canal cleaning and repair project will be completed and the RFP launched. Significant progress is also expected on the designs for projects to repair roads and culverts. RU-N will collaborate with the Department of Rural Rehabilitation and Development (DRRD) on the surveys and designs of the bridge repair and rehabilitation projects.
- Progress on RU-N sub-projects will continue in July, as RU-N advisors will finalize the selection of project concepts and begin developing the third round sub-project Scopes of Work. Procurement on the second round sub-projects is expected to progress through the month, and the final first round sub-project in Maymana is expected to be completed by the end of the month.
- Gender Awareness Training is planned to start during the month of July, with workshops being held at municipalities for municipal officials and SDAG representatives.
- RU-N advisors will continue to support the business registration and licensing process in Aybak, Faizabad, Taloqan, Sar-e-Pul and Pul-e-Khumri, including the finalizing of the printing of tax bills in Sar-e-Pul and the distribution of tax bills in Pul-e-Khumri. The distribution of licenses will continue in Aybak, Faizabad and Taloqan.
- RU-N advisors will continue to work on finalizing and submitting the information requested by GDMA for municipal websites, as well as completing Municipal Economic Profiles.