



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

MONTHLY REPORT: October 2012



*Photo: The Head of the Mayor's Office in Aybak presents during the Municipal Gender Mainstreaming Workshop held with RAMP UP North support. -October 2, 2012*

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## Abbreviations & Terms

CLIN	Contract Line Item Number
CO	Contracting 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	Regional Afghan Municipalities Program for Urban Populations (USAID program)
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
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>Kalantar / Wakil</i>	Nahya or gozar representative
<i>Moustoufiat</i>	The provincial-level branch of the Ministry of Finance
<i>Nahya</i>	Municipal District
<i>Qaryadars</i>	Village leaders
<i>Safayi</i>	Service charge and property tax
<i>Tashkeel</i>	Administrative structure of a GIRoA entity
<i>Zarang</i>	Three-wheeled motorized vehicle

## About RAMP UP North

Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is working to create effective, responsive, democratic, transparent and accountable municipal governance in the nine provinces comprising 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 program, Afghans 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

RAMP UP North continued to provide ongoing support to the nine northern municipalities this month, through capacity building and technical support for the implementation of the Round Two projects and the development of project concepts and proposals for Round Three and Round Four projects.

Eight Gender Mainstreaming Workshops were held in October, where municipal officials worked with citizens to develop practical Gender Mainstreaming Action Plans. RAMP UP North advisors also worked with municipal officials to discuss the Municipal Management and Capacity Building Plans (MMCBPs) that were developed last year and update them for implementation in the coming year.

## Programmatic Highlights

- Eight of the nine Round One projects have been closed out and officially handed over to the municipality.
- Round Two projects are being implemented in all nine northern municipalities, with municipalities, advisors and citizens regularly monitoring implementation progress. Implementation began in October on the **Public Latrine** project in Faizabad and the **Trash Collection in District Three** project in Mazar-e-Sharif.
- Municipalities continued to make progress on developing concepts and proposals for the Round Three and Round Four projects. Concepts for Round Three projects such as the **Bukhdi Park Construction in District 8** in Mazar-e-Sharif, the **Park Improvement** project in Sheberghan, and the **Parking Lot Construction** in Taloqan all received approval in October, and proposals for projects in Faizabad and Kunduz are also being finalized.
- Gender Mainstreaming Workshops were held in eight municipalities by RAMP UP North advisors in conjunction with municipal officials. During the workshops, participants developed municipal gender mainstreaming plans with recommendations for municipalities to take practical steps to improve the ability of women to interact and work with the municipality. Feedback from participants was positive and often suggested that these workshops were the first time that gender training had been conducted in the municipalities.
- Business registration and licensing activities continued this month in all five targeted municipalities: Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul and Taloqan. Advisors continued to work with municipal officials on encouraging the payment of business licensing fees through holding *kalantar* meetings and forming committees of municipal officials to develop enforcement mechanisms.

## Programming Activities

### Capacity Building

RAMP UP North staff provided capacity-building support to municipal officials on the on-going implementation of the Round Two projects, including project monitoring and control. RAMP UP North also worked with municipal officials in Aybak, Sheberghan, and Maymana to begin the budgeting process by reviewing the municipal development budgets and prioritizing projects to implement in the remainder of the fiscal year.

Advisors worked with municipal officials to update their Municipal Management and Capacity Building Plans (MMCBPs) for the upcoming year in Maymana, Sar-e-Pul, Aybak, Kunduz, Faizabad, Pul-e-Khumri and Sheberghan. Municipal advisors first met with the Mayor to discuss the process, and then scheduled a meeting with municipal officials to review and update the plan. In Sheberghan, for example, where municipal officials met on Oct. 16, the Mayor led a discussion on capacity-building needs in the municipality, which included a representative from the UNDP ASGP program.

### Technical Assistance (TA)

RAMP UP North advisors continued to provide technical assistance through practical methods, such as developing Round Three and Round Four projects concepts and proposals and continuing the business license registration process. Technical assistance was also provided to municipal officials in Sar-e-Pul as part of the Post-Flood Assistance Projects. For example, on Oct. 15, the Procurement Manager from Sar-e-Pul Municipality attended the bid opening and evaluation process for the **Construction of a Vehicular Bridge** project and was briefed on the procurement process. On Oct. 21, the Sar-e-Pul Municipal Construction Manager also participated in a pre-construction meeting for a **Road Repair** project at the Mazar-e-Sharif Regional Office, where he was briefed on the procurement process and project management.

### Consultations

RAMP UP advisors provided consultation to municipal officials, SDAG members, and business *kalantars* on various topics, such as the implementation of the Round Two projects, acceleration of the business licensing process, and development of the Round Three and Round Four project concepts and proposals. For example, on Oct. 2 RAMP UP North Sar-e-Pul advisors worked with the municipality to facilitate a meeting with business *kalantars* to discuss the acceleration of businesses paying their registration fees and obtaining their licenses; *kalantars* agreed to coordinate with their constituents on the importance of paying the registration fees.

### Regional Workshops/Conferences

Gender mainstreaming workshops were conducted by RAMP UP North in eight municipalities during October: Aybak, Faizabad, Kunduz, Mazar-e-Sharif, Pul-e-Khumri, Sar-e-Pul, Sheberghan and Taloqan. Participants in the trainings included municipal staff and officials, representatives from the Directorate of Women's Affairs, SDAG members, and civil society representatives. Following a series of presentations and discussions, workshop participants worked in groups to develop a gender mainstreaming action plan for their municipality. Mayors and municipal officials who attended the meeting committed to



RAMP UP North advisors discuss budget expenses for 1391 in Faizabad. – Oct. 10, 2012



Municipal officials update their MMCBP with RAMP UP North support in Faizabad. – Oct. 23, 2012



A Gender Mainstreaming Workshops is held at the Kunduz municipality. – Oct. 3, 2012

implementing the recommendations that were included in the plans by participants. Feedback from participants was strongly positive overall. For example, following the workshop held in Aybak on Oct. 2, many participants said that this was the first time they had ever participated in a gender training and the Mayor said that after the training he was committed to hiring more women to work in the municipality.

**Participants in Municipal Gender Mainstreaming Workshops**

Municipality	Date of Workshop	Men	Women	Total
Aybak	October 2, 2012	23	7	30
Faizabad	October 14, 2012	18	8	26
Kunduz	October 3, 2012	21	3	24
Maymana	September 26, 2012	25	11	36
Mazar-e-Sharif	October 26, 2012	22	13	35
Pul-e-Khumri	October 11, 2012	20	13	33
Sar-e-Pul	October 3, 2012	10	2	12
Sheberghan	October 1, 2012	15	8	23
Taloqan	October 2, 2012	19	6	25
<b>Total</b>		<b>173</b>	<b>71</b>	<b>244</b>

**Sustainable Service Delivery Improvement Sub-projects**

The Round One projects have all been completed and all projects, except for Maymana, have been officially closed-out. The Round One **Trash Collection** projects were officially handed over to Municipal Officials in Sar-e-Pul on Oct. 1 and in Mazar-e-Sharif on Oct. 13. RAMP UP North advisors in Mazar-e-Sharif have also been actively monitoring the sustainability of the first round trash collection project and ensuring that the municipality continues to provide trash collection services to residents in District 5. RAMP UP North staff and advisors also conducted sustainability surveys on the Round One projects throughout October to assess how the municipalities are continuing to operate and maintain the Round One projects that were handed over to the municipalities over three months ago. Most surveys found that the municipalities continue to sustain these services. For example, in Sheberghan advisors noted that the **Trash Collection** services are being continued by the municipality according to the schedule from the trash bins installed by RAMP UP North. In municipalities where potential sustainability issues were identified, advisors have begun to follow up with the municipalities to identify solutions.

Round Two projects have entered the implementation phase in all nine northern municipalities, with work being regularly monitored and inspected by RAMP UP North advisors and Regional Office staff. The Round Two **Trash Collection in District 5** project in Mazar-e-Sharif had a kick-off meeting on Oct. 13 and RAMP UP North advisors also held pre-project surveys with local residents in the beginning of October on citizen views about trash collection services. Construction on the **Public Latrine** project in Faizabad began in early October, but faced initial delays as a result of a nearby road construction that hindered the transport of project materials to the site.

Progress on the other Round Two projects has also been significant this month. The sub-contractor for the **Public Latrine** project in Sheberghan, for example, had already reached 75% completion by the end of October, with the construction of the water well having already been completed. In Sar-e-Pul, the **Rehabilitation of the Wheat and Flour Market** project has also reached 45% completion by the end of the reporting period; the contractor completed the plastering, wiring and plumbing for the market latrine.



Participants display their certificates following the Municipal Gender Mainstreaming Workshop in Taloqan. – Oct. 2, 2012



RAMP UP North advisors hand over the documentation from the Round One Trash Collection project to Mazar-e-Sharif municipal officials. – Oct. 13, 2012



Representatives from the Governor's Office monitor the progress on the Round Two Park Improvement project in Kunduz. – Oct. 9, 2012

Throughout October, RAMP UP North advisors have worked to actively engage citizens in the implementation and monitoring process for the Round Two projects. RAMP UP North advisors organized joint monitoring visits to project sites with municipal officials and SDAG members in Kunduz, Sar-e-Pul, Aybak, Maymana and Sheberghan. During a participatory citizen monitoring visit held in Kunduz on Oct. 23, for example, the SDAG members reported that they were pleased with sub-contractor’s work on the **City Park Improvement** project and asked the municipality to contribute to park improvements by planting trees and greening the park area. RAMP UP North advisors have also conducted Citizen Report Cards to assess public satisfaction with ongoing project implementation during October and found overall that citizens were pleased with the work being done by sub-contractors.



Citizen representatives from the SDAG work with RAMP UP advisors and municipal officials to monitor the Round Two City Market Improvement project in Sar-e-Pul. – Oct. 16, 2012

**Citizen Report Cards: Percent of Respondents ‘Very Satisfied’ or ‘Slightly Satisfied’ with Improvements made by the Round Two Project**

Municipality	Citizen Report Card Completion Date	Respondents Satisfied with the Project Improvements
Aybak	October 1, 2012	88%
Maymana	October 10, 2012	80%
Sheberghan	October 1, 2012	88%
Kunduz	October 8, 2012	68%
Taloqan	October 1, 2012	74%
Sar-e-Pul	October 9, 2012	90%

On Round Three projects, municipalities and RAMP UP North advisors continued to make progress developing project concepts and proposals. Municipalities that had previously identified potential problems with their proposed projects, such as Aybak, Maymana and Sar-e-Pul, were conducting comprehensive feasibility checks on their new proposed project ideas at the beginning of October. Other municipalities, such as Mazar-e-Sharif, Sheberghan and Taloqan, had their project concepts approved in October and have now progressed to developing and finalizing their project proposals.



RAMP UP North advisors conduct a Citizen Report Card survey with Aybak residents on the Round Two Grain Market Improvement and Public Latrine Renovation project. – Oct. 1, 2012

RAMP UP North advisors also made significant progress beginning to develop their Round Four project concepts. Municipal officials and RAMP UP North advisors in Faizabad, Kunduz, Sar-e-Pul, Taloqan and Sheberghan completed feasibility checks on the projects prioritized by the municipality and the SDAG by the end of October. Advisors in Sheberghan also submitted a draft of the project concept by the end of the month.

**RAMP UP North Project Updates**

Municipality	Project Name	Project Round	% Complete	Comments
Aybak	Central Park Improvement	R1	100%	Closed Out
	Grain Market Public Latrine Construction and City Park Public Latrine Renovation	R2	50%	PO conducted a site visit on Oct. 22. Construction of Latrine in the Park expected to be completed in mid November.
	Football Stadium	R3	-	Feasibility check for proposed projects, ongoing.
	TBD	R4	-	Feasibility check for proposed projects, ongoing.
Faizabad	Trash Collection	R1	100%	Closed Out
	Latrine Construction	R2	-	Sub-contractor commenced construction of the water and the pre-construction meeting planned for Nov. 01.
	Park Improvement & Parking Lot Construction	R3	-	Concept approved by COR. Preparing to submit proposal to COR.
Kunduz	Park Construction in District 1	R4	-	Feasibility check complete; concept to be developed.
	Trash Collection	R1	100%	Closed Out
	City Park Improvement	R2	60%	Work is progressing well.
	Drainage System Reconstruction	R3	-	Concept approved by COR. Proposal being written.
Maymana	Construction of Shop Kiosks	R4	-	Feasibility check complete; concept to be developed.
	Women’s Park Rehabilitation	R1	100%	Closed Out
	Public Latrine Construction	R2	90%	Project work is progressing very well.

	Wheat and Flour Market Improvement	R3	-	Feasibility check complete; concept developed and under review.
	Restaurant and Coffee Shop Construction at Women's Park	R4	-	Project concept changed.
<b>Mazar-e-Sharif</b>	Trash Collection	R1	100%	Waiting COR approval of the 10% retention cost to move to close out.
	Trash Collection, District 3	R2	20%	Project is monitored regularly.
	Bukhdi Park Construction, District 8	R3	-	Concept approved by COR and the proposal is in progress.
	TBD	R4	-	Field advisors are conducting pre-feasibility checks for potential projects.
<b>Pul-e-Khumri</b>	Trash Collection	R1	100%	Closed Out
	Family Park Construction	R2	1%	Contractor has started work and a QA team will visit the project to see work quality.
	Public Latrine	R3	-	Concept reviewed and issued to SDFO
	Sport Stadium or Street Lighting	R4	-	Field advisors are conducting pre-feasibility checks for potential projects.
<b>Sar-e-Pul</b>	Central Park Rehabilitation	R1	100%	Closed Out
	City Market Improvement	R2	45%	Regular monitoring conducted by advisors and Municipal Officials
	Trash Collection/Fabrication of Trash Bins	R3	-	Feasibility check complete; concept to be developed.
	Construction of Family Park Phase1	R4	-	Concept reviewed and issued to SDFO.
<b>Sheberghan</b>	Trash Collection	R1	100%	Closed Out
	Latrine Construction	R2	75%	Construction of the water well is 100% complete.
	Park Improvement & Sports Area Construction	R3	-	Concept approved by COR and the proposal is in progress.
	Construction of Bus Terminal	R4	-	Concept reviewed and issued to SDFO.
<b>Taloqan</b>	Trash Collection	R1	100%	Closed Out
	City Park Improvement	R2	40%	Work behind schedule because the municipal contribution of sand and gravel has been delayed.
	Parking Lot Construction	R3	-	COR approved concept on October 28, project proposal in development.
	Construction of Children's Park	R4	-	Feasibility check complete; concept to be developed.

### Revenue Generation

The business registration process continued on schedule in all five targeted municipalities. By the end of the reporting period, 6,109 new licenses were issued to business owners and RAMP UP North advisors continued to develop different methods to accelerate the speed of the licensing process. For example, in Taloqan, RAMP UP North advisors met with municipal officials on Oct. 8 to review the licensing process and the number of businesses being licensed, and nominated two officials from each district to follow up with local businesses. In Aybak, the municipalities worked with RAMP UP North advisors on Oct. 16 to establish a committee to work on different enforcement methods for the licensing process.



Business owners arrive at the municipality to receive their business licenses in Taloqan. – Oct. 10, 2012

### Business Registration and Licensing

Municipality	Registered Businesses and Licenses Issued (Baseline-1390)	Newly Registered Businesses (1391)	Printed Tax Bills	# of Licenses Issued	% Increase in Registered Businesses
Faizabad	884	2,106	All	1132	138%
Taloqan	1,600	4,510	All	1865	182%
Pul-e-Khumri	3,300	3,836	All	1473	16%
Aybak	1,395	1,924	All	1370	38%
Sar-e-Pul	1,184	1,555	All	269	31%
<b>Grand Total</b>	<b>8,363</b>	<b>13,931</b>	<b>-</b>	<b>6,109</b>	<b>66.5%</b>

### Sar-e-Pul Post-Flood Assistance Project

In October, sub-contractors began and made significant progress on the Post-Flood Assistance Projects. The **Canal Cleaning** project reached 95% completion by the end of the reporting period, with both the cleaning of the canals and the construction of the protection wall nearly complete. After being awarded,



Workers clean the canals as part of the Sar-e-Pul Post-Flood Assistance Projects. – Oct. 8, 2012

construction on the **Footbridge** and **Flood Protection Wall** began in early October and both projects have made progress throughout the month, initially by diverting the path of the water flow and starting excavations. A pre-construction meeting for the **Road Repair** project was held on Oct. 21, with participation from the sub-contractor and the municipality. The project is expected to begin in early November.

On Oct. 23, the Mayor of Sar-e-Pul also participated in media outreach for public awareness about the municipal work on flood mitigation projects. The Mayor was interviewed in a live RTA broadcast and also by the Pajhwak news agency.

### Planned Activities, November

RAMP UP North advisors will focus on the following activities in November:

- Progress on RAMP UP North projects will continue in November, with many Round Two projects nearing completion. Round Three and Round Four project concepts and proposals will continue to be developed by the municipalities with RAMP UP North support.
- RAMP UP North will continue to implement the Sar-e-Pul Post-Flood Assistance Project, with the **Road Repair** project expected to begin construction in November.
- Municipal officials have planned, with RAMP UP North support, to present the updated Municipal Management and Capacity Building Plans (MMCBPs) to the SDAG for discussion before finalizing their plans for the upcoming year.
- A **Regional Workshop on Standard Operating Procedures (SOPs)** is scheduled for the end of November for municipal officials, with a focus on the practical development and application of SOPs relevant to regular municipal functions.
- RAMP UP North advisors will continue to support the business registration and licensing process in Aybak, Faizabad, Taloqan, Sar-e-Pul, and Pul-e-Khumri and continue to follow up with municipalities in developing enforcement mechanisms for the payment of business registration taxes.



RAMP UP North staff conduct surveys as part of the sustainability assessment for the Round One Trash Collection project in Sheberghan. – Oct. 7, 2012



Construction workers in Kunduz continue work on the Round Two Park Improvement project. – Oct. 31, 2012