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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

MONTHLY REPORT: March 2013

Sheberghan R3 Bukhdi Park Improvement and Sports Area Construction Project Work Progress - March 18, 2013



APRIL 15, 2013

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

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CONTENTS

ABBREVIATIONS.....	4
SUMMARY OF PROJECT OBJECTIVES AND RESULTS.....	5
ABOUT RAMP UP NORTH	5
EXECUTIVE SUMMARY.....	5
CLIN I - CAPACITY BUILDING	5
<i>Functional Training.....</i>	<i>6</i>
<i>Engineering Support and Capacity Building</i>	<i>6</i>
<i>Workshops.....</i>	<i>7</i>
<i>Municipal Budget Development.....</i>	<i>7</i>
CLIN II - SERVICE DELIVERY	8
<i>Sustainable Service Delivery Programs.....</i>	<i>8</i>
CLIN III - REVENUE GENERATION AND ECONOMIC DEVELOPMENT	13
<i>Revenue Generation Action Plans</i>	<i>13</i>
<i>Business Registration and Licensing.....</i>	<i>13</i>
<i>Customer Service Centers</i>	<i>14</i>
<i>Geographic Information System (GIS)</i>	<i>14</i>
CROSS-CUTTING ACTIVITIES	15
<i>Citizen Engagement.....</i>	<i>15</i>
<i>Expanding the Role of Women</i>	<i>15</i>
<i>Municipal Strategic Communications Plans.....</i>	<i>15</i>
SAR-E-PUL POST-FLOOD ASSISTANCE	16
<i>Public Outreach.....</i>	<i>16</i>
UPCOMING ACTIVITIES.....	17

ABBREVIATIONS

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
NAPWA	National Action Plan for the Women of Afghanistan
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)
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-wheel, motorized vehicle

SUMMARY OF PROJECT OBJECTIVES AND RESULTS

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 conducted two key Regional Workshops this month on Municipal Strategic Communications (March 11-13, 2013), and Revenue Generation Action Plans (March 25-28, 2013). As a result of these workshops, municipalities are preparing Strategic Communication Plans and Revenue Generation Action Plans, which will be implemented throughout the remainder of the year.

RAMP UP North advisors also made significant progress on the Business Registration and Licensing Process in the six municipalities that have started implementing the new Integrated Financial Management System (IFMS) database. All six municipalities have signed Memorandums of Understanding (MoUs) with RAMP UP North that specify both parties' responsibilities during the process. RAMP UP North and the municipalities have also begun recruiting survey teams and data entry staff, as well as developing routing maps for the surveying process. RAMP UP North continues to provide on-the-job technical training to municipal staff on how to implement the new database system.

Engineering Advisors are working with municipalities in developing plans and designs for key projects identified as priorities in the municipal development budgets for the FY 2013 (1392) fiscal year. During the development of these plans, RAMP UP North advisors are providing regular on-the-job training and mentoring for municipal officials in the Construction Departments.

On March 13, 2013, RAMP UP North held Job-Readiness Training for seven interns at the Regional Office in **Mazar-e-Sharif**. Conducted by the DAI Country Recruitment Manager, the training aimed to train interns who had completed a four-month internship the previous day.

CLIN I - CAPACITY BUILDING

Capacity Building of GIROA Officials at the Municipal Level - All activities under Contract Line Item Number (CLIN) 1 directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP North provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level. This Capacity Building is provided through functional training related to the Sustainable Service Delivery Improvement projects, regional-level workshops and technical assistance.



RAMP UP North conducts a Municipal Strategic Communications Regional Workshop with municipal officials and SDA members. – March 11, 2013



RAMP UP North assists the municipality in conducting a post-project survey for the Sar-e-Pul City Market Improvement project. – March 06, 2013



A Ribbon Cutting Ceremony is held for the Kunduz R2 City Park Improvement project. – March 11, 2013

FUNCTIONAL TRAINING

RAMP UP North advisors provided functional training to municipal officials in areas related to project management and key municipal functions, including: business registration and licensing, procurement and public-private partnerships. For example:

- *Business Registration and Licensing:* RAMP UP North advisors provided training to municipal officials on implementing the new computerized Integrated Financial Management System (IFMS) database and how to print tax bills and business licenses. For example, advisors in **Sar-e-Pul** provided training on data entry and using the system to the Municipal License and Revenue Officers on March 12, 2013.
- *Procurement:* RAMP UP North held procurement training in six municipalities this month during bid opening and evaluations for Round 4 projects that were held in **Pul-e-Khumri** on March 10-11, 2013, **Taloqan** on March 12-13, 2013, **Faizabad** on March 18-19, 2013, **Sheberghan** on March 24-25, 2013, **Sar-e-Pul** on March 27-28, 2013 and **Maymana** on March 31, 2013. During the training, the RAMP UP North team explained Afghan and USAID Procurement rules and regulations to municipal officials and SDAG members participating in the meeting.
- *Public-Private Partnership Agreements:* RAMP UP North advisors provided training to municipal officials about procurement rules and regulations required to contract a municipal property as a public-private partnership (PPP) in **Sar-e-Pul** on March 17, 2013, and **Pul-e-Khumri** on March 18, 2013. For example, RAMP UP North advisors provided on-the-job technical training to the **Sar-e-Pul** Revenue Manager on how to draft the terms and conditions in the lease agreement for the R2 *Public Latrine* project according to procurement law and procedures.

RAMP UP North also aims to provide ongoing internal job training to RAMP UP North staff. On March 13, 2013, RAMP UP North held Job-Readiness Training for seven interns at the Regional Office in **Mazar-e-Sharif**. Conducted by the DAI Country Recruitment Manager, the training aimed to train interns who had completed a four-month internship. Training included curriculum vitae (CV) and cover letter writing, internet job hunting and honing interview skills.

ENGINEERING SUPPORT AND CAPACITY BUILDING

The RAMP UP North Engineering Advisors continued to assist the Municipal Construction Department staff with the preparation of plans, designs, and bills of quantities (BoQs) for priority projects from the Proposed Project List (PPL) in the municipalities' annual development budgets for 2013 (I392).

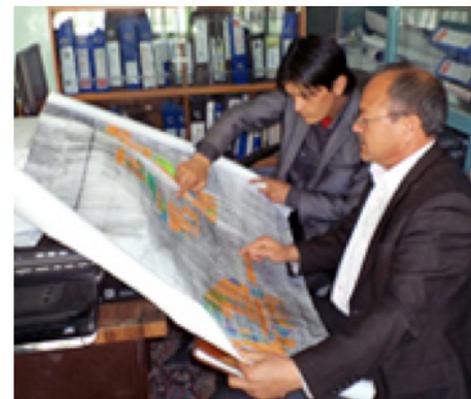
- In **Andkhoy**, Engineering Advisors provided technical assistance this month on plans for municipal projects including: a market reconstruction, public latrines, a seed market, gravel road construction, and improvements to the Babur Park.
- Engineering advisors in **Aybak** provided technical assistance to the designs and BoQs for a new municipal administration building, which was surveyed with RAMP UP North assistance on March 04, 2013. Aybak advisors also helped survey and design two additional municipal PPL projects on March 13, 2013.
- In **Aqcha**, advisors have supported the municipality in developing designs and BoQs for a solar lighting project, which was completed by the end of March.
- In **Kunduz**, RAMP UP North Engineering Advisors have provided assistance this month on the plans, designs and BoQs for five high-priority development projects from the municipality's PPL.
- The RAMP UP North advisor in **Maymana** worked with the municipality to complete the drawings and BoQs for a road-gravelling project.
- RAMP UP North advisors met the **Pul-e-Khumri** Municipal Engineering team and the Mayor on March 18, 2013, to help them formulate a plan for the survey, design and estimation of assigned projects from the municipality's I392 PPL.
- On March 5, 2013, the **Sar-e-Pul** Engineering Advisor provided training to municipal officials on how to use a theodolite (an instrument used for precisely measuring angles in horizontal and vertical planes). Advisors are also providing assistance to municipal officials in developing the drawings for Sar-e-Pul's new administrative building.



The RAMP UP North technical team conducts training on project procurement as part of the R4 bid opening and evaluation process in Sar-e-Pul. – March 27, 2013



Advisors in Khulm assist the municipality in developing the revenue and expense report. – March 25, 2013



RAMP UP North Engineering Advisors work on the design of priority municipal projects from the PPL list. – March 25, 2013



Advisors in Sar-e-Pul provide on-the-job engineering training to municipal officials. – March 05, 2013

- In **Sheberghan**, the Engineering Advisor provided technical assistance to municipal officials on the designs and BoQs for sidewalks and ten shops in the municipality, including those planned as part of the RAMP UP North R4 **Bus Terminal Construction** project. Sheberghan advisors have also provided assistance for projects on the municipal grounds, graveling small streets, and gravel compaction of streets.
- In **Taloqan**, the Engineering Advisor met with municipal engineers on March 31, 2013, to coordinate the plans and designs for two projects: a university park and municipal shops.

WORKSHOPS

RAMP UP North conducted two regional workshops in March on Municipal Strategic Communications (March 11-13, 2013) and Revenue Generation Action Plans (March 25-28, 2013), with participation from all 12 municipalities where RAMP UP North is currently active.

The Regional Workshop on Municipal Strategic Communications was held to enhance the capacity of Public Outreach Advisors, SDAG members and municipal communication managers on municipal public outreach and citizen engagement activities. Participants received training in key communications concepts and in the principles and legislative framework for strategic communication. They learned how to develop a communication strategy and how to implement a communication plan. Participants drafted a sample strategic communication plan during small group exercises and with technical assistance and guidance of RAMP UP North staff.

Feedback from the workshop participants (23 municipal officials, all men, and 10 SDAG representations, including seven men and three women) on the workshop evaluation showed that participants appreciated receiving training on strategic communications, especially on practical exercises such as mock interviews and role-plays. Participants also requested follow-up workshops to reinforce the lessons and concepts of the workshop.

The Regional Workshop on Revenue Generation Action Plans was held to discuss revenue generation, good governance and to review the 55 different revenue codes that each municipality can use to collect revenue. Municipalities were then challenged to come up with five to ten immediate, short-term, and long-term actions they could take to increase revenue. As a result of the workshop, participants more clearly understood the importance of revenue generation and how to prepare profile worksheets for each available revenue source. RAMP UP North Advisors also provided technical support to participants, helping them to prepare Revenue Generation Action Plans for their municipalities.

Municipal officials reported in the workshop evaluation that they believed the training would help them in their daily work, as well as provide new ideas for how to generate revenue for the municipality. Participants also requested a follow-up workshop: first, to help them measure their own progress against their Revenue Generation Action Plans; and second, to begin developing definitions for those revenue codes that currently lack definition and collection guidelines for those codes for which such guidelines are currently not available.

MUNICIPAL BUDGET DEVELOPMENT

RAMP UP North advisors continue to provide support to municipalities in developing, revising and submitting their annual budgets for FY 2013 (1392). By the end of March, two municipalities (**Aybak** and **Pul-e-Khumri**) had received approval of their municipal budgets, and **Sheberghan** and **Andkhoy** had revised and resubmitted their budgets based on feedback received from IDLG/GDMA or the Governor's Office.



Municipal officials and RAMP UP North advisors survey the site of a priority municipal project in Maymana. – March 17, 2013



Participants present the results of their small group discussion during the Municipal Strategic Communications Workshop in Mazar-e-Sharif. – March 12, 2013



The Revenue Generation Action Plan Regional Workshop was held from March 25 28, 2013, in Mazar-e-Sharif.

1392 MUNICIPAL BUDGET PREPARATION AND APPROVAL STATUS – MARCH 31, 2013

Municipality	Drafted	Public Budget Hearing	Submitted to Governor	Governor Signs	Submitted to IDLG / GDMA	IDLG / GDMA Approval	MoF Approval	OAA Approval	Public Budget Meeting

Andkhoy	Feb. 21	None	<i>Budget resubmitted on Mar. 31</i>	-	-	-	-	-	-
Aqcha	Dec. 18	Jan. 09	Jan. 13	Jan. 15	Jan. 18	-	-	-	-
Aybak	Jan. 21	Dec. 02	Jan. 26	Feb. 05	Feb. 07	Feb. 20	Mar. 11	Mar. 18	-
Faizabad	Jan. 06	Dec. 30	Jan. 24	Jan. 30	Feb. 16	-	-	-	-
Khulm	Jan. 20	Jan. 21	Jan. 26	Jan. 28	Feb. 12	-	-	-	-
Kunduz	Dec. 23	Jan. 02	Jan. 22	Jan. 29	Feb. 02	-	-	-	-
Maymana	Jan. 20	Dec. 26	Mar. 10	-	-	-	-	-	-
Mazar-e-Sharif	Jan. 10	Jan. 12	Jan. 20	Jan. 21	Jan. 26	Mar. 12	Mar. 19	-	-
Pul-e-Khumri	Dec. 13	Dec. 17	Jan. 23	Feb. 05	Feb. 10	Feb. 20	Mar. 09	Mar. 16	-
Sar-e-Pul	Dec. 23	Jan. 13	Jan. 24	Feb. 05	-	-	-	-	-
Sheberghan	Dec. 3	Jan. 06	Jan. 29	Jan. 29	Mar. 25	-	-	-	-
Taloqan	Nov. 26	Dec. 30	Jan. 30	Feb. 27	Mar. 04	Mar. 12	-	-	-

CLIN II - SERVICE DELIVERY

Support the GIRoA to deliver services to citizens in target municipalities and enhance citizen perception of municipal governance - Activities carried out under CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of Service Delivery Improvement Projects (SDIPs). These projects simultaneously fill two purposes: (1) they provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP North builds capacity with a clear learning-by-doing approach, solidifying the GIRoA's capacity to sustainably deliver services to citizens in the long-term. These projects will be selected by the community, approved by the municipality, monitored by both and sustained by expanded municipal revenues.

SUSTAINABLE SERVICE DELIVERY PROGRAMS (SSDIPs)

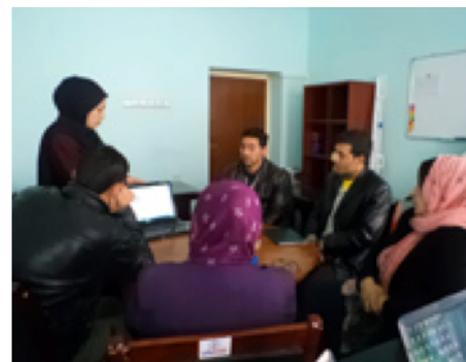
RAMP UP North's activities promote sustainable service delivery by providing seed money to support small-scale, Sustainable Service Delivery Improvement Projects (SSDIPs). These projects provide a platform for the delivery of iterative, project-based functional training related to key municipal functions and responsibilities, such as project management, procurement, budget preparation and revenue generation.

Round One (RI) Project Highlights

RI projects in the nine provincial municipalities are completed and handed over to the respective municipalities; however, RAMP UP North continues to regularly monitor the projects with participation from both the community and the municipality. For example, during March, RAMP UP North Embedded Advisors conducted weekly monitoring of the RI **Mazar-e-Sharif Trash Collection** project in District 5.

Progress is being made on new RI projects in the three new district municipalities of Aqcha, Andkhoy and Khulm. Concepts for all three RI projects for the district municipalities were completed and submitted to the Regional Office for review.

- In **Khulm**, RAMP UP North advisors worked with municipal officials to conduct the technical survey of the RI **Bus Terminal Construction** project on March 07, 2013, and shared the general plan and drawings with the Mayor on March 24, 2013.
- In **Andkhoy**, the Mayor and municipal staff visited the RI **Bus Terminal Construction** project site along with the RAMP UP North team, and the RAMP UP North Engineering Advisor began working on the project requirements.



Municipal officials and SDAG members participate in a Lessons Learned Meeting on the R2 Public Latrines Construction project in Sheberghan. – March 04, 2013



RAMP UP North conducts a site inspection on the progress of the R2 Family Park Construction project in Pul-e-Khumri. – March 18, 2013



A Ground Breaking Ceremony is held for the R3 Park Improvement project in Faizabad. – March 11, 2013

Round Two (R2) Project Highlights

By the end of March, eight of nine R2 projects are in the closeout phase. The remaining project in **Pul-e-Khumri** had a delay in the municipal contribution of site preparation that was resolved last month. By the end of March, the municipality was close to completing their contribution and the contractor for the **Park Improvement** project was 58% complete with construction.

This month, the R2 projects nearing closeout were holding Ribbon Cutting Ceremonies, conducting participatory citizen monitoring visits on project sustainability, conducting post-project surveys, and holding lessons learned meetings to identify project management improvements for future project rounds. RAMP UP North advisors are also working with municipal officials on projects that will be operated by private companies by providing technical assistance on the procurement process for public-private partnerships (PPPs).

- Ribbon Cutting Ceremonies to announce publicly the completion of the project were held for the **Aybak R2 Public Latrine** project on March 03, 2013, and the **Kunduz R2 City Park Improvement** on March 11, 2013. Following the ceremony in Kunduz, the Public Outreach Advisor and municipal staff distributed flyers to youths in the boys and girls schools to announce the opening of the park and encourage citizens to visit.
- Participatory citizen monitoring visits to the completed R2 project sites were conducted in **Aybak** on March 17, 2013, and **Taloqan** on March 04, 2013. In Aybak, participants identified items for the contractor to repair that would fall under the warranty period and the contractor agreed to the repairs. RAMP UP North advisors also conducted monitoring of the R2 **Mazar-e-Sharif Trash Collection** project in District 3 on March 04, 2013, and found that most of the ditches in District 3 areas, especially the main roads, were clean.
- Post-project surveys of citizen satisfaction with the R2 projects, which are conducted with municipal officials and SDAG members, were held in **Faizabad** on March 25, 2013, and in **Sar-e-Pul** on March 5-6, 2013.
- Lessons Learned Meetings to review the process of the R2 project implementation and discuss the results of the pre-project and post-project surveys were held in **Maymana** on March 5, 2013, **Taloqan** on March 4, 2013, and **Sheberghan** on March 4, 2013. During the meeting in Maymana, the Deputy Mayor noted the importance of not only having such analysis, but also sharing it with relevant stakeholders.
- On the ongoing construction of the **Pul-e-Khumri R2 Family Park Construction**, advisors regularly conduct site inspections with municipal officials. RAMP UP North also shared the lease agreement for the project with procurement department staff on March 19, 2013, and obtained their feedback in preparation for contracting the latrine to the private sector following completion.

Round Three (R3) Project Highlights

Four vetting approvals were received during March for projects in Pul-e-Khumri, Kunduz, Mazar-e-Sharif and Aybak. The only remaining vetting approval for R3 is for Sar-e-Pul **Trash Collection** project, two tractor and trailer.

By the end of the month, four R3 projects were underway, and three more projects were scheduled to begin on April 1, 2013, including Aybak, Pul-e-Khumri and Kunduz. The Projects Office and Grants, Subcontracts and Compliance (GSC) departments held a preconstruction meeting with the subcontractors at the Regional Office in Mazar-e-Sharif on March 27, 2013.

- Sub-contractors for projects in **Faizabad, Maymana, Sheberghan and Taloqan** received the Notice to Proceed with project construction on March 05, 2013. Work is on schedule in all four municipalities, and RAMP UP North advisors and engineers regularly monitor progress and quality. For example, the Quality Assurance / Quality Control Engineer noted some quality concerns during a monitoring visit on March 18, 2013, to the R3 **Park Improvement** in **Faizabad**, and the sub-contractor agreed to resolve the issues.



RAMP UP North advisors distribute flyers about the opening of the Kunduz R2 City Park Improvement project. – March 24, 2013



RAMP UP North advisors monitor sustainability of the R1 Trash Collection services in Mazar-e-Sharif District 5. – March 13, 2013



Aybak holds a Ribbon Cutting Ceremony for the R2 Public Latrine project. – March 03, 2013



RAMP UP North advisors and SDAG members conduct a post-project survey for the R2 Public Latrine project in Faizabad. – March 25, 2013

- Kick-Off Meetings for the R3 projects to introduce the sub-contractors to municipal officials and SDAG members were held in **Taloqan** on March 11, 2013, and **Faizabad** on March 6, 2013.
- Ground Breaking Ceremonies were held in **Faizabad** on March 11, 2013, **Maymana** on March 12, 2013, and **Sheberghan** on March 13, 2013. The ceremonies provided municipal officials and citizens a public venue to express their commitment to supporting project implementation. For example, in **Maymana**, the Faryab Governor discussed the importance of the **Wheat & Flour Market Improvement** project, as well as the necessary maintenance. Market shopkeepers and citizens committed to have an active role in implementing and maintaining the project. During the ceremony in **Sheberghan** for the **Park Improvement** project, the Provincial Governor thanked USAID for funding this project and for the ongoing support to the municipality.
- Following the start of construction, advisors facilitated citizen monitoring site visits in **Sheberghan** on March 25, 2013 and **Faizabad** on March 27, 2013. During the site visit to the R3 **Park Improvement & Parking Lot** project in **Faizabad**, for example, municipal officials and SDAG members were satisfied with the ongoing work, noting that the contractor had hired laborers (skilled and unskilled) from the local area.



A Ground Breaking Ceremony is held for the Sheberghan R3 Bukhdi Park Improvement and Sports Area Construction project. – March 12, 2013



Construction progresses on the Sheberghan R3 Bukhdi Park Improvement and Sports Area Construction project. – March 26, 2013



A site inspection is held for the Taloqan R3 Parking Lot Construction and Park Improvement project. – March 31, 2013

USAID VETTING APPROVAL DELAYS

Municipality	Project	Vetting Submitted	Vetting Approved	Days at USAID
Sheberghan	Park Improvement	9-Jan-13	24-Feb-13	46
Taloqan	Parking Lot Construction	10-Jan-13	24-Feb-13	45
Faizabad	Park Improvement / Parking Lot	10-Jan-13	24-Feb-13	45
Sar-e-Pul	Trash Collection (Tractors / Trailers)	10-Jan-13	-	-
Maymana	Wheat & Flour Market Improvement	23-Jan-13	26-Feb-13	43
Kunduz	Drainage Rehabilitation	30-Jan-13	14-Mar-13	43
Pul-e-Khumri	Latrine Construction	7-Feb-13	11-Mar-13	32
Aybak	Family Park Construction	11-Feb-13	12-Mar-13	29
Mazar-e-Sharif	Bukhdi Park Reconstruction (D8)	12-Feb-13	14-Mar-13	30

Round Four (R4) Project Highlights

The COR has approved all R4 Proposals, with the exception of Faizabad, and most R4 projects are currently in the procurement process.

Bid openings and evaluations were held in **Pul-e-Khumri** on March 10-11, 2013, **Taloqan** on March 12-13, 2013, **Faizabad** on March 18-19, 2013, **Sheberghan** on March 24-25, 2013, **Sar-e-Pul** on March 27-28, 2013 and **Maymana** on March 31, 2013. Municipal officials and SDAG members are invited to observe the bid opening and evaluation process, and media is also invited to cover the process. For example, the bid opening for the **Sar-e-Pul R4 Mini-Football Playground** project was conducted with 17 people in attendance, including seven citizens (one man and six women), and four municipal officials including the Mayor and the Procurement Manager. A total of six companies submitted bids. All of the participants, in particular the women, took an active role in both the financial and technical evaluation sessions.

Round Five (R5) Project Highlights

Five provincial municipalities that are participating in the Round 5 projects have submitted their Concept Notes for review by the Regional Office this month. Municipal officials and SDAG members took the lead in developing these concepts during the Project Management Regional Workshop in February, with technical assistance and oversight provided by RAMP UP North advisors.

- Advisors in **Kunduz**, **Pul-e-Khumri**, **Maymana**, and **Aybak** have begun work on site identification for the projects and developing designs and BoQs. Advisors conducted a site visit on March 06, 2013, to the **Mazar-e-Sharif R5 Karti Khurasan Park Improvement** project in District 7 and discussed the project with



A bid opening and evaluation is held for the R4 Park Construction Project in Faizabad. – March 18, 2013

the Municipal Engineer to ensure the project conforms to the District 7 Master Plan.

- Municipal officials with support from RAMP UP North advisors completed the supporting documents for the R5 projects, including the Service Delivery Improvement Plan (SDIP), Monitoring Plan, Communication Plan, and O&M Plans for the *Bukhdi Park Improvement* project in *Sheberghan* and the *Bus Terminal Construction* project in *Aybak*. These documents were submitted for review to the Regional Office.

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECT STATUS

Municipality	Round	Project Title	Start Date	Planned End Date	% Complete	Comments
Aybak	R1	Aybak Park Renovation	28-Oct-11	10-Jan-12	100%	CLOSED
	R2	Public Latrines Construction & Rehabilitation	8-Aug-12	7-Feb-13	100%	Final payment is in process and move to close out.
	R3	Family Park Construction	1-Apr-13	1-Jul-13	0%	Preconstruction Meeting held on March 27 and NTP issued for April 01.
	R4	Mini-Football Field Construction			0%	Project at BAFO stage and may require additional cost.
	R5	Bus Terminal Construction			0%	Concept developed and under review.
Mazar-e-Sharif	R1	Trash Collection	26-Jan-12	25-Apr-12	100%	CLOSED
	R2	Trash Collection	13-Oct-12	12-Jan-13	100%	Invoice #3 in process.
	R3	Bukhdi Park Reconstruction (D8)			0%	Received vetting approval 14 March. Finalizing Neg Memo.
	R4	"I" Park Construction (D6)			0%	COR approved Proposal March 9. Bid Opening & Evaluation planned April 03-04.
	R5	Karti Khurasan Park Construction (D7)			0%	Concept developed and under review.
Maymana	R1	Women's Park Improvement	22-May-12	7-Aug-12	100%	CLOSED
	R2	Public Latrines Construction	8-Aug-12	20-Nov-12	100%	Release of 10% retention for the public latrine is in process.
	R3	Wheat & Flour Market Improvement	5-Mar-13	5-Jun-13	1%	Contractor working on the base course under foundation, PCC under foundation and foundation reinforcement.
	R4	Fruit & Vegetable Market Construction			0%	COR approved Proposal March 18. Bid Opening & Evaluation March 31.
	R5	Grain Market Improvement			0%	Concept developed and under review.
Sar-e-Pul	R1	Public Park improvement	25-Jan-12	25-Mar-12	100%	CLOSED
	R2	City Market Improvement	8-Aug-12	30-Apr-13	100%	Contractor is working on additional works.
	R3	Trash Collection			0%	PO assessed the sample trash containers March 28.
	R4	Mini-Football Field Construction			0%	Bid Opening & Evaluation conducted March 27-28.
Taloqan	R1	Trash Collection	1-Feb-12	1-May-12	100%	CLOSED
	R2	City Park Improvement	8-Aug-12	15-Dec-12	100%	Sub contractor rectified the punch list defects and 10% retention payment is under process.
	R3	Parking Lot Construction & Park Improvement	5-Mar-13	5-Jun-13	5%	Subcontractor is working on the site leveling of parking lot area. Excavation of parking lot pad and ditch completed. Stone masonry

						under the ring beam is ongoing.
	R4	Children's Park Construction			0%	Bid Opening & Evaluation conducted on 12-13 March.
Kunduz	R1	Trash Collection			100%	CLOSED
	R2	City Park Improvement	10-Aug-12	15-Feb-13	100%	Warranty period end date is 01 April.
	R3	Drainage Rehabilitation	1-Apr-13	1-Jul-13	0%	Preconstruction Meeting held on March 27 and NTP issued for April 01.
	R4 / R5	Sports Stadium Improvement			0%	Round 4 and Round 5 Projects to be combined.
Faizabad	R1	Trash Collection	1-Feb-12	7-Jun-12	100%	CLOSED
	R2	Latrines Construction	2-Oct-12	28-Feb-13	100%	Invoice #3 in process. Warranty end date 30 April.
	R2	Water Well Construction	18-Nov-12	15-Feb-13	100%	Meeting to be scheduled with contractor.
	R3	Park Improvement & Parking Lot Water Well Construction	5-Mar-13	5-Jun-13	4% 0%	Stonemasonry wall in progress. Bidding process.
	R4	Park Construction (D1)			0%	Proposal in approvals process.
Pul-e-Khumri	R1	Trash Collection	12-Feb-12	24-May-12	100%	CLOSED
	R2	Family Park Construction	1-Oct-12	10-May-13	58%	Contractor's time extended due to delay in municipal contribution. Payment #2 paid.
	R3	Public Latrine Construction	1-Apr-13	1-Jul-13	0%	Preconstruction Meeting held on March 27 and NTP issued for April 01.
	R4	Sports Stadium Improvement			0%	Bid Opening & Evaluation conducted on 10-11 March.
	R5	Grain Market Improvement			0%	Concept developed and under review.
Sheberghan	R1	Trash Bin	30-Jan-12	10-Mar-12	100%	CLOSED
	R2	Public Latrines Construction	8-Aug-12	30-Nov-12	100%	10% retention paid and moving to closeout.
	R3	Bukhdi Park Improvement & Sports Area Construction	5-Mar-13	5-Jun-13	3%	Municipal requested changes on project site. PO is working on work change order request.
	R4	Bus Terminal Construction			0%	Proposal in TAMIS approval process. Bid Opening & Evaluation conducted on March 24-25.
	F5	Bukhdi Park Improvement (Phase II)			0%	Concept developed and under review.
Aqcha	R1	Trash Collection			0%	Concept developed and under review.
Andkhoy	R1	Bus Terminal Construction			0%	Concept developed and under review.
Khulm	R1	Bus Terminal Construction			0%	Concept developed and under review.

ENVIRONMENTAL COMPLIANCE

Projects implemented by RAMP UP North include four activity types, namely Municipal Solid Waste (MSW) Management, Sanitation and Latrines, Small-Scale Road Activities, and Small-Scale Infrastructure. Due to the relatively small-scale scope of these projects, as well as the low-input construction methods and emphasis on utilizing manual labor, relatively minor potential for significant adverse environmental impacts is incurred.

For projects that address municipal park upgrades, environmental mitigation has focused on personal protective measures for laborers, pedestrian and vehicular traffic safety considerations, timely disposition of spoils and wastes, and work site dust controls.

This month, RAMP UP North Engineers developed Environment Screening Checklists (ESCs) and Environment and Monitoring Mitigation Plans (EMMPs) for the R4 projects for all nine provincial municipalities. The RAMP UP North Engineering Director also attended USAID Environmental Compliance refresher training in Kabul on March 05, 2013.

RAMP UP North advisors also continuously monitor environmental compliance and safety issues. For example, advisors conducted an inspection of the **Faizabad R3 Park Improvement and Parking Lot** project on March 27, 2013, and noted that the general use of personal protective equipment needed improvement. The RAMP UP North advisors instructed the contractor to follow safety regulations, and also worked with the municipality to remove excavated materials from the project site.

CLIN III - REVENUE GENERATION AND ECONOMIC DEVELOPMENT

Support to the GIRoA to Increase Revenue at the Municipal Level - Activities implemented under this CLIN support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP North activities under CLIN 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity and service improvements to facilitate business growth and job creation.

REVENUE GENERATION ACTION PLANS

As a result of the Revenue Generation Action Plan workshop that was held from March 25-28, RAMP UP North advisors and municipal officials began work on finalizing the first drafts of the Revenue Generation Action Plans (RGAPs) and providing initial English translations of the plans. In **Kunduz**, RAMP UP North advisors worked with the Revenue and Account Managers to finalize the first draft of the Revenue Generation Action Plan on March 31, 2013, and sent it for review.

BUSINESS REGISTRATION AND LICENSING

RAMP UP North is continuing support to the Business Registration and Licensing process that began last year in **Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul and Taloqan**, by working with municipal officials to increase the business licensing rates for business owners. RAMP UP North has been working with municipalities on enforcement plans to encourage business owners to pay their business registration fees and then receive their license. For example, in **Aybak** on March 05, 2013, RAMP UP North worked with the Mayor and the Licensing Manager to launch an awareness campaign on business licensing, and a municipal team was assigned to go door-to-door to distribute tax bills. The municipality also drafted a letter that was issued the next day to the national television station to increase business owners' awareness of their responsibility to pay the registration fee. In **Taloqan**, advisors met with municipal officials on March 12, 2013 and also on March 26, 2013, and as a result of these meetings, the Taloqan Municipality has coordinated with the Governor's Office and the police department on the enforcement plan for ensuring the payment of taxes.

RAMP UP North has also expanded support since February 2013 on the Business Registration and Licensing Process to the municipalities in **Andkhoy, Aqcha, Khulm, Kunduz, Maymana**, and **Sheberghan**. RAMP UP North also met with UNDP/ASGP



Workshop participants have small group discussions during the Revenue Generation Action Plan Regional Workshop. - March 19 2013



The Mayor in Maymana signs the MoU with RAMP UP North on the Business Registration and Licensing Process. - March 05, 2013



Prospective survey team members for the business registration process take a written test in Khulm. -March 31, 2013



The Aybak Revenue Officer and RAMP UP North advisor meets with Business Kalanters on enforcement of the business licensing fees. - March 13, 2013

and Mazar-e-Sharif Municipal Officials this month to discuss the possibility of implementing the new Integrated Financial Management System (IFMS), however UNDP/ASGP expressed their preference to continue implanting their current system. A final decision from the Mazar-e-Sharif Municipality on which system to use is expected by the end of April.

In the six municipalities that have started the process, RAMP UP North advisors held meetings with municipal officials to sign Memorandums of Understanding (MoUs) that set forth the respective commitments and obligations of the municipality and RAMP UP North, including the implementation of the Integrated Financial Management System (IFMS) software and will build the capacity of the municipality's staff in revenue management. MoUs were signed by the Mayors in **Kunduz** on March 03, 2013, **Andkhoy** on March 04, 2013, **Sheberghan** on March 04, 2013, **Khulm** on March 05, 2013, **Maymana** on March 05, 2013, and **Aqcha** on March 06, 2013.

Business registration survey teams were recruited to conduct the initial business survey. Vacancies for the survey team positions and data entry staff were announced in all municipalities, with the recruitment process ongoing throughout March. For example, in **Khulm**, RAMP UP North advisors assisted the municipality in conducting a written test for potential survey team members and identified six qualified candidates on March 31, 2013.

RAMP UP North advisors also worked with the municipalities and the RAMP UP North GIS team to develop routing plans for the survey teams this month. Advisors also collected baseline data on the number of licenses issued in 1390, to establish a 12-month baseline measurement before the new business registration system will be implemented. Advisors in **Sheberghan**, **Maymana**, **Aqcha**, and **Andkhoy** collected and submitted the baseline data for the business registration process this month.



The Mayor in Aqcha signs the MoU with RAMP UP North on the Business Registration and Licensing Process. - March 06, 2013

BUSINESS REGISTRATION AND LICENSING PROGRAM STATUS – MARCH 2013

Municipality	Registered / Licensed Businesses 1390 (Baseline)	Total Revenue 1390 (Baseline)	Registered Businesses 1391 (Baseline)	Total Revenue 1391	Licenses Issued YTD 1392	% of Registered Businesses YTD 1392 (1391 Baseline)	Revenue YTD 1392	% of Total Revenue 1390 (Baseline)
Aybak	1,395	335,400	1,924	420,343	180	9%	58,130	17%
Faizabad	884	202,000	2106	452,749	149	7%	68,150	34%
Pul-e-Khumri	3,300	1,701,650	3836	1,261,058	505	13%	214,550	13%
Sar-e-Pul	1,184	316,920	1555	229,800	157	10%	52,230	16%
Taloqan	1,600	700,000	4510	1,880,725	179	4%	135,550	19%
Total	8,363	3,255,970	13,931	4,244,675	1170	8%	528,610	16%

CITIZEN SERVICE CENTERS

RAMP UP North continued preparations for establishing Citizen Service Centers (CSCs), with advisors conducting feasibility assessments this month for establishing the centers in **Aqcha**, **Andkhoy**, **Khulm** and **Sheberghan**. In total, 11 feasibility assessments have now been conducted (Mazar-e-Sharif was not included since it is receiving support from UNDP/ASGP to establish a similar center), and eight municipalities have met the minimum criteria for establishing a center. Feasibility criteria that were assessed include the availability of a reasonable space for the center and the commitment of the Mayor to dedicate resources to make these centers sustainable.

Aybak, Aqcha and Sheberghan will be the first municipalities to receive assistance to establish CSCs, and will also serve as demonstration models to the other municipalities that will receive assistance later this year. Field visits to these municipalities for discussions with Mayors on preparations for establishing the centers were planned in early April.



A RAMP UP North advisor conducts the feasibility assessment for the Citizen Service Center in Sheberghan. - March 11, 2013

GEOGRAPHIC INFORMATION SYSTEM (GIS)

RAMP UP North is using GIS to survey urban municipal boundaries and to provide basic identification of land use. Municipalities use this data to help manage Master Plans and to enhance revenue generation as they manage businesses and property registrations.

RAMP UP North GIS team conducted meetings this month to work with municipal officials to establish district boundaries in **Sheberghan** on March 04, 2013, **Pul-e-Khumri** on March 06, 2013, **Andkhoy** on March 11, 2013, **Aqcha** on March 13, 2013, and **Khulm** on March 17, 2013. Meeting participants also discussed different ways the municipality can use GIS Maps.

Following the completion of these field visits, the GIS team worked on the digitization of parcel boundaries for district municipalities. They completed quality control for the **Faizabad** and **Aybak** municipalities this month. The team also re-demarcated the district boundaries of **Taloqan** municipality, as its number has been increased from four districts to six districts, per the request of Taloqan municipal officials.

In **Mazar-e-Sharif**, RAMP UP North advisors met with municipal officials and the Head of District 10 on March 31, 2013, to discuss the GIS mapping process for the Mazar-e-Sharif Municipality. In the meeting advisors collected information about important locations to include on District 10 maps.



Aqcha Municipal Officials discuss GIS mapping for their municipality with the RAMP UP North team. - March 13, 2013

GIS WORK PROGRESS – MARCH 2013

Municipality	Digitizing Individual Land Parcels	Identification of District Boundaries	Quality Control Complete
Andkhoy	7%	90%	-
Aqcha	30%	80%	-
Aybak	100%	100%	100%
Faizabad	100%	100%	100%
Khulm	20%	85%	-
Kunduz	80%	95%	-
Maymana	100%	100%	-
Mazar-e-Sharif	-	100%	-
Pul-e-Khumri	98%	80%	-
Sar-e-Pul	100%	100%	100%
Sheberghan	100%	80%	-
Taloqan	98%	100%	-



The GIS team meets with the Sheberghan Municipality to discuss the GIS mapping process. - March 04, 2013

CROSS-CUTTING ACTIVITIES

Sustainable Service Delivery Improvement Projects serve not only as the centerpiece for municipal capacity building, but also as the foundation for community engagement and enhanced revenue collection.

CITIZEN ENGAGEMENT

RAMP UP North advisors and **Sar-e-Pul** municipal officials began drafting the Post-Flood Assistance Projects educational campaign this month. This initiative will help to raise awareness of citizens in Sar-e-Pul on the impact of the Post-Flood Assistance Projects and their impact on the city and its development plan. Flyers will be distributed amongst local citizens and schools next month.

EXPANDING THE ROLE OF WOMEN

RAMP UP North supports the government's efforts to address existing gender inequities in public engagement and access to municipal decision-making. RAMP UP North encourages women's participation in municipal affairs through training and technical assistance, supporting women's engagement in the Service Delivery Advisory Groups and also through the development and implementation of the Municipal Gender Mainstreaming Plans.

RAMP UP North Public Outreach Advisors continue to work with municipal officials to facilitate meetings on gender and follow up on the implementation of the Municipal Gender Mainstreaming Action Plans. In **Kunduz**, a meeting was organized with key municipal officials to review the status of Gender Action Plan on March 18, 2013. Participants in the meeting emphasized that women must be involved in key meetings, decision-making processes and other municipal affairs. The Accounts Manager



RAMP UP North coordinates with the Department of Women's Affairs to identify female contractor for operating the RI Women's Park Project in Maymana. - March 17, 2013



Andkhoy officials review the main lessons from the Municipal Strategic Communications Regional Workshop. - March 18, 2013

emphasized that Kunduz Municipality has announced vacancies where women are encouraged to apply. In Mazar-e-Sharif, advisors helped facilitate a meeting of municipal officials on March 26, 2013, where participants discussed the issue of the lack of adequate toilet facilities for women and potential solutions were found.

The **Maymana** RAMP UP North team coordinated a meeting with the Department of Women's Affairs on March 17, 2013, regarding identifying potential women contractors for the project lease agreement for the RI **Women's Park**. Participants agreed to schedule the next joint meeting for the bidding process with the SDAG, municipal officials and the Department of Women's Affairs.

MUNICIPAL STRATEGIC COMMUNICATIONS PLANS

Following the Regional Workshop on Municipal Strategic Communication that was held on March 11-13, 2013, RAMP UP North advisors conducted meetings with municipal officials to provide an overview of the key points of the training, as well as to discuss the process for developing a Strategic Communications Plan for the municipality. Meetings were held in **Aybak**, **Sheberghan**, **Andkhoy** and **Aqcha** (March 18, 2013); **Taloqan** and **Mazar-e-Sharif** (March 19, 2013); **Maymana**, **Kunduz**, and **Khulm** (March 26, 2013); **Sar-e-Pul** and **Pul-e-Khumri** (March 27, 2013).

Work on the Municipal Strategic Communications Plan for **Aybak** is already underway. On March 25, 2013, RAMP UP North advisors met with municipal officials including the Head of Construction Department and Head of Office to discuss the Strategic Communications Plan. The Municipal Head of Office noted comments for efficient service delivery for citizens through municipal districts and the cleaning department.

SAR-E-PUL POST-FLOOD ASSISTANCE

In May 2012, torrential rain triggered flash flooding in Sar-e-Pul, a municipality of approximately 70,000 residents. These flash floods killed 22 people, left thousands homeless and sheltered in mosques and schools, and destroyed or damaged municipal infrastructure, including the municipality's main flood protection retaining wall. As a result of the wall being breached, floodwater destroyed numerous homes, collapsed one pedestrian bridge, damaged approximately six kilometers of roadway and related culverts and drainage ditches, and substantially damaged the approaches to a vehicular bridge.

With the support of USAID, RAMP UP North met with the Sar-e-Pul Mayor to conduct a rapid assessment of the flood damage and determined that the program had the appropriate technical capacity to respond. USAID provided \$1,119,500 for post-flood projects including canal cleaning and rehabilitation, footbridge, road repairs, a canal retaining wall, and a vehicle bridge.

Work on the **Vehicle Bridge Construction** project has continued on schedule. The Sar-e-Pul Mayor and RAMP UP advisors monitored the project on March 17, 2013, and determined that the project was being implemented as per design and specifications. The RAMP UP North Monitoring and Evaluation team also monitored the project on March 27, 2013.

Work on the **Footbridge Construction** project was slowed last month due to financial issues with the contractor and the fact that his employees had not been paid. The engineering team monitored the project on a daily basis and met with the sub-contractor to help resolve the issues.



Sheberghan officials review the main lessons from the Municipal Strategic Communications Regional Workshop. - March 18, 2013



Municipal officials in Khulm begin preparing a draft of the Municipal Strategic Communications Plan. - March 26, 2013



The RAMP UP North Engineering Director inspects the Sar-e-Pul Vehicle Bridge project. - March 12, 2013

SAR-E-PUL POST-FLOOD ASSISTANCE PROJECT STATUS

Municipality	Round	Project Title	Start Date	Planned End Date	% Complete	Comments
Sar-e-Pul	PFA 1	Canal Cleaning and Repair (19.6 Km)	11-Sep-12	31-Dec-12	100%	Project Scope: 19.6 Km Canal Joint site inspection with subcontractor conducted on March 27. 10% retention to be processed after inspection.
	PFA 2	Emam Road & Culvert Repairs	28-Nov-12	27-Mar-12	100%	Project Scope: 1.28 Km Road & 2 Culverts Warranty period ends April 04.
	PFA 3	Lelami Road & Culvert Repairs	1-Dec-12	1-Apr-12	100%	Project Scope: 1.32 Km Road & 6 Culverts Warranty period ends May 07.
	PFA 4	Canal Retaining Wall Construction	8-Oct-12	31-Mar-13	100%	Project Scope: 44.5m Retaining Wall Invoice #4 paid. Warranty period ends April 28.
	PFA 5	Construction Inspection & Testing (QA/QC)	10-Dec-12	30-May-12	15%	Meeting with contractor to be rescheduled.
	PFA 6	Footbridge Construction	8-Oct-12	15-Apr-13	82%	Project Scope: 20m Bridge Invoice # 3 is paid. Due to slow work a meeting held with subcontractor at RAMP UP North Regional Office March 27. Subcontractor agreed to accelerate the progress by next week.
	PFA 7	Vehicle Bridge Reconstruction	21-Jan-13	15-Jun-12	31%	Project Scope: 16m Bridge Contractor is working on stone masonry of abutment and wing walls.

UPCOMING ACTIVITIES

- Ground Breaking Ceremonies are scheduled for the Taloqan R3 *Construction of Parking Lot and Park Improvement* project, the Mazar-e-Sharif R3 *Bukhdi Park Reconstruction* project, the Kunduz R3 *Drainage Rehabilitation* project, the Pul-e-Khumri R3 *Public Latrine Construction* project, and the Aybak R3 *Family Park Construction* project.
- The bid opening and evaluation will be held for the Mazar-e-Sharif R4 "*I Project*" *Park Construction (D6)* project.
- The Property Registration Regional Workshop is scheduled for April 22-25, 2013.
- Business registration surveys will start in Khulm next month.