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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

MONTHLY REPORT: April 2013

Biweekly Monitoring of Mazar-e-Sharif's R2 *Trash Collection* Project. – April 16, 2013



MAY 15, 2013

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

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ABBREVIATIONS

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

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 launched the Local Economic Development (LED) Strategic Planning Process with a three-day Training-of-Trainers (ToT) workshop. The workshop was held in RAMP UP North's Regional Office in Mazar-e-Sharif on April 22-24, 2013. The ToT will be followed by meetings with municipal mayors to brief them on the LED Strategic Planning Process and to encourage each municipality to form a steering committee and to identify a strategic planning team to guide the process.

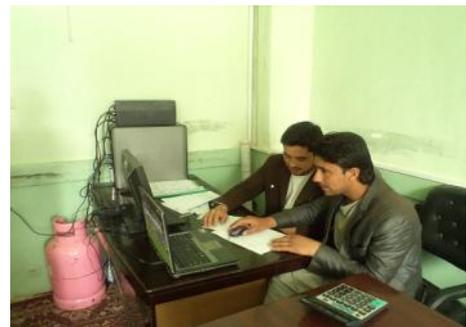
RAMP UP North Embedded Advisors (EAs) made progress on the Business Registration and Licensing Process. To date in Afghan Fiscal Year 1392, RAMP UP North has assisted five municipalities (**Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul** and **Taloqan**) in issuing more than 2,000 businesses licenses. This has helped municipalities bring in more than 1,139,000 Afghani in revenues. (*See Business Registration and Licensing, page 13.*)

Engineering Advisors worked to strengthen the capacity of their municipal counterparts by jointly developing plans, designs and Bills of Quantity (BoQs) for key projects identified as priorities in the municipal development budgets for the FY 2013 (1392). 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 April 29, 2013, the RAMP UP North Hydrologist and Project Manager visited the **Sar-e-Pul** Municipality to present findings on flood mitigation measures to key stakeholders as part of the post-flood assistance activities. The presentation was well received.



RAMP UP North held an LED Strategic Planning Process ToT on April 22- 24, 2013, in Mazar-e-Sharif.



RAMP UP North assists the Maymana Municipality Engineering Department with drawings for a high-priority development budget project. - April 09, 2013



RAMP UP North EA assists Taloqan Business License Distribution process. - April 24, 2013

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.

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 in the five municipalities that first implemented the business registration process (**Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul, and Taloqan**) continued to train and support municipal officials to increase the business licensing rates for business owners. For example, in **Taloqan**, advisors worked with the Revenue Manager, License Manager and four District Managers on April 01, 2013, to increase the speed of fee payments and license issuing.
- *Procurement:* In a continuation of the capacity strengthening support provided to municipalities by the RAMP UP North EAs, the Regional Office Grants, Subcontracts and Compliance (GSC) team held a procurement training in the form of a Bid Opening and Bid Evaluation for the **Mazar-e-Sharif R4 "I" Park Construction (D6)** project. The training was held April 03, 2013, with municipal officials and community members in attendance.
- *Public-Private Partnerships (PPPs):* RAMP UP North EAs facilitated the PPP procurement process for the **Maymana R1 Women's Park Improvement** project on April 13, 2013. During the Bid Opening Ceremony, the lease agreement terms and conditions were explained by municipal officials. The project was awarded to the winning bidder on a 9-month lease management contract.

The **Sar-e-Pul** Municipality, with technical support from RAMP UP North EAs, established a PPP for maintenance of a public latrine that was constructed as part of the R2 **Wheat and Flour Market Improvement** project. The contract was signed on April 14, 2013, and the latrine was opened to the public on April 21, 2013.

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 (1392).

The RAMP UP North Engineering Advisor continued assisting the **Maymana** Municipal Engineering Department in estimating the Bill-of-Quantity (BOQ), monitoring the road gravelling project and drawing the plans for the three - cabin latrines.



A RAMP UP North Advisor meets with the Faizabad Construction Department to discuss their development budget project list. - April 21, 2013



RAMP UP North EA provides on-the-job training to the Faizabad Municipal Collections officer. - April 30, 2013



RAMP UP North facilitates handover of the Sar-e-Pul Municipality's public latrine to the PPP subcontractor. - April 17, 2013

On April 28, 2013, the RAMP UP North Engineering Advisor provided technical assistance to the Sar-e-Pul Municipal Engineering and Construction Managers to complete the BoQ and to draft designs and drawings for the municipal administrative building.

The RAMP UP Embedded Engineering Advisor provided technical assistance to the **Sheberghan** Municipality Construction Department staff on the preparation of plans, designs, and BOQs for selected projects from the municipality's development budget Proposed Project List (PPL). As a result of the technical assistance, plan and designs for the concrete and tiling work in the municipal yard was completed and the Advisor monitored the ongoing work with the Municipal Construction Manager.

The **Andkhoy** Municipality plans to implement four projects in the current fiscal year: the construction of three public latrines; Babur Park Improvement; and the construction of seven gates in the seed market. The RAMP UP North Engineering Advisor provided assistance in drafting the designs and BoQ for three public latrines as this is the Municipality's highest priority development budget project.

WORKSHOPS

RAMP UP North conducted a regional workshop on the Local Economic Development (LED) Strategic Planning Process. The training was held at the Regional Office in Mazar-e-Sharif on April 23-24, 2013. It was preceded by a one-day Training-of-Trainers (ToT) held on April 22, 2013.

The LED Strategic Planning Process ToT was attended by RAMP UP North Municipal Team Leaders (MTLs), Revenue Enhancement, Economic Development, and Public Outreach Advisors from six ring road municipalities: **Kunduz, Pul-e-Khumri, Aybak, Mazar-e-Sharif, Sheberghan** and **Maymana**. The aim of the ToT workshop was to acquaint participants with the basics of the LED and train them to be able to run LED strategic planning workshops for municipal staff in their own municipalities.

In the following weeks, RAMP UP North Embedded Advisors, with support from the Regional Office, will brief mayors on LED and encourage them to form a steering committee and to identify a strategic planning team.

MUNICIPAL BUDGET DEVELOPMENT

RAMP UP North Advisors continued to provide support to municipalities in developing, revising and submitting their annual budgets for Afghan Fiscal Year 1392. The approvals process was sluggish during the month with only two municipalities (**Faizabad** and **Mazar-e-Sharif**) receiving budget approval from the President's Office of Administrative Affairs (OAA). Two municipalities (**Aybak** and **Pul-e-Khumri**) who had received OAA approval in March held Public Budget meetings in April.



RAMP UP North Engineering Advisor provides technical assistance to the Sheberghan Municipality Construction Department. - April 19, 2013.



Andkhoy Engineering Advisor worked on R1 Bus Terminal Construction project design and drawing. Project drawings were shared with Andkhoy municipality officials. - April 30, 2013

1392 MUNICIPAL BUDGET PREPARATION AND APPROVAL STATUS

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	Feb. 27/ Mar. 31	Apr 15	Apr. 16	-	-	-	-
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	Apr. 17
Faizabad	Jan. 06	Dec. 30	Jan. 24	Jan. 30	Feb. 16	Apr. 04	April.16	April 24	May. 13

Khulm	Jan. 20	Jan. 21	Jan. 26	Jan. 28	Feb. 12	-	-	-	-
Kunduz	Dec. 23	Jan. 02	Jan. 22	Jan. 29	Feb. 02	Apr. 23	-	-	-
Maymana	Jan. 20	Dec. 26	Mar. 10	Apr. 03	Apr. 21	-	-	-	-
Mazar-e-Sharif	Jan. 10	Jan. 12	Jan. 20	Jan. 21	Jan. 26	Mar. 12	Mar 19	Apr. 02	-
Pul-e-Khumri	Dec. 13	Dec. 17	Jan. 23	Feb. 05	Feb. 10	Feb. 20	Mar 09	Mar. 16	Apr. 16
Sar-e-Pul	Dec. 23	Jan. 13	Jan. 24	Feb. 05/ Apr. 06	May. 2	-	-	-	-
Sheberghan	Dec. 3	Jan. 06	Jan. 29	Jan. 29	Mar. 25/31	-	-	-	-
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 IMPROVEMENT PROJECTS

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 (R1) Projects

Though all R1 projects in the nine provincial municipalities are completed and handed over to the respective municipalities, RAMP UP North continues to regularly monitor the projects with participation from both the community and the municipality.

Concepts have been approved for all three district-municipality R1 project. Municipal officials and Municipal Team Leaders (MTLs) are working to finalize designs, Bills of Quantity (BOQs) and Proposals.

Round Two (R2) Projects

By the end of April, eight of nine R2 projects were completed. The remaining project in **Pul-e-Khumri** has suffered numerous delays due to poor weather and slow municipal contribution. By the end of April, the project was 76% complete. The following events of note for R2 projects took place during the past month:

- The sustainability check of the **Aybak R2 Public Latrines Construction and Rehabilitation** project was conducted by SDAG



Pul-e-Khumri Municipality's second Public Budget Hearing in the Municipal Hall. - April 16, 2013.



RAMP UP North EA assists Mazar-e-Sharif R1 Trash Collection sustainability monitoring. - April 21, 2013.



RAMP UP North EAs, SDAG members and PAG representatives participate in the Aybak R2 Public Latrine Construction project Sustainability Assessment. - April 07, 2013

members and the RAMP UP North EA on April 07, 2013. The SDAG members were happy with the improved sanitation resulting from the implementation of the project.

- A ribbon-cutting ceremony was held for the **Taloqan R2 City Park Improvement** project on April 01, 2013. In attendance were representatives from the Takhar Governor's office, the Taloqan Mayor, Provincial Council Members, the Heads of Government Line Departments, SDAG members and citizens.
- RAMP UP North advisors coordinated a site visit for the USAID Evaluation team to the **Kunduz R2 City Park Improvement** project on April 02, 2013. The team observed that the municipality has completed planting trees, flowers and other greenery for the park as part of their municipal contribution and is currently working on selecting a contractor for a public-private partnership agreement to operate and maintain the park.

Round Three (R3) Projects

By the end of April, R3 projects were being implemented in all nine provincial municipalities.

- RAMP UP North EAs facilitated the kickoff meeting for the **Bukhdi Park Reconstruction** project in **Mazar-e-Sharif** Municipality meeting hall. The subcontractor was introduced to municipal officials and their respective responsibilities agreed.
- The ground breaking ceremony for the R3 **Family Park Construction** project in **Aybak** was held on April 15, 2013. The ceremony was attended by the Deputy Governor, Mayor, the Head of Economy Directorate, the Head of Women's Affairs, Service Delivery Advisory Group (SDAG) members and project beneficiary group (PBG) members.
- The ground breaking ceremony for the **Kunduz R3 Drainage Rehabilitation** project was held on April 08, 2013, in the Municipal compound.
- A ground breaking ceremony for the **Pul-e-Khumri R3 Public Latrine Construction** project was held April 11, 2013, at the Pul-e-Khumri Municipality. Members of the Craftsmen Association and SDAG members participated in the ceremony which was covered by local media.
- The **Taloqan** Municipality conducted a ground breaking ceremony on the R3 **Parking Lot Construction and Park Improvements** project on April 01, 2013. The Governor and other participants laid the foundation stone for the project.

Round Four (R4) Projects

RAMP UP North continues to work closely with municipal officials on project development and implementation. Municipal officials have taken the lead in developing documentation for the project and are working on designing implementation plans for municipal contributions to the projects.

All Proposals, except for Sheberghan and Kunduz, are approved. The Project Office is working with the Kunduz MTL to reduce proposed project costs on the combined R4/R5 project.



The Pul-e-Khumri R2 Family Park Construction project as seen during a routine monitoring visit. - April 14, 2013



The Kunduz R2 City Park Improvement project as seen during the Final Inspection conducted April 21, 2013.



RAMP UP North EA and Mazar-e-Sharif Municipal Officials discuss the R3 Bukhdi Park (D8) project during a monitoring visit. - April 30, 2013

Round Five (R5) Projects

Five provincial municipalities have submitted their Concepts to the Regional Office for review. The sixth municipality, Kunduz, is implementing a combined R4/R5 project. Municipal officials and SDAG members took the lead in developing the Concepts with technical assistance and oversight provided by RAMP UP North EAs.

The following table outlines the progress of RAMP UP North SSDIPs as of the end of April 2013.

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS STATUS

Municipality	Project Round	Project Title	Start Date	Planned End Date	% Complete	Comments
Andkhoy	R1	Bus Terminal Construction			0%	COR approved concept April 30. Site survey commenced.
Aqcha	R1	Trash Collection			0%	Concept approved by COR April 30. RFQ for supply of tractors will be issued next week.
Aybak	R1	Aybak Park Renovation	28-Oct-11	10-Jan-12	100%	CLOSED
	R2	Construction of Public Latrine in Grain Market and Revocation of Public Latrine in Aybak City Park	8-Aug-12	7-Feb-13	100%	10% retention released. Issued Project Closeout and Final Acceptance Certificate.
	R3	Family Park Construction	1-Apr-13	1-Jul-13	10%	Stone masonry works continued.
	R4	Mini-Football Field Construction			0%	BAFO complete cost modification issued to COR for approval April 01. Vetting documents issued April 18.
	R5	Bus Terminal Construction			0%	COR approved concept May 01.
Faizabad	R1	Trash Collection	1-Feb-12	7-Jun-12	100%	CLOSED
	R2	Public Latrines Construction	2-Oct-12	28-Feb-13	100%	PPP in procurement process. Invoice #3 in process. PO to issue Project Closeout and Final Acceptance Certificate.
	R2	Water Well Construction	18-Nov-12	15-Feb-13	100%	Release of 10% retention in payment process.
	R3	Re-construction of a Park and Construction of a Parking Lot	5-Mar-13	5-Jun-13	27%	Work continued on excavating for water pipework in park and fixing mosaic tiles, continued construction of the Gazebo and fence installation. Issued Payment Certificate 1.
	R3	Water Well Construction			0%	BAFO negotiations complete. Subcontractor to mobilize next week
	R4	District I Park Construction			0%	Proposal issued to COR for approval April 28. BAFO complete. Municipality continued backfilling park at a reduced rate. MTL organized a meeting with Mayor to discuss the reduction. Outcome to be discussed next week. Proposal to be reviewed by team and resubmitted to COP.
Khulm	R1	Bus Terminal Construction			0%	Concept approved by COR for approval April 30. Project Office continued site survey
Kunduz	R1	Trash Collection			100%	CLOSED
	R2	Municipal Park Improvement Project	10-Aug-12	15-Feb-13	100%	PPP in procurement process. Issued Project Closeout and Final Acceptance Certificate. All defects cleared.

	R3	Drainage Reconstruction	1-Apr-13	1-Jul-13	10%	Contractor continues to fabricate steel grids (1,850m out of 3,600m) and 150m installed. Municipality continued cleaning drainage ditches and removal to landfill site
	R4/R5	Municipal Park Stadium Improvement			0%	PO reviewing designs and finalizing BoQ. Round 4 and Round 5 Projects to be combined.
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%	CLOSED
	R3	Grain Market Improvement	5-Mar-13	5-Jun-13	35%	Processing payment 1. Continued roof truss work and started brickwork in stall areas.
	R4	Fruit & Vegetable Market Construction			0%	BAFO complete
	R5	Grain Market Improvement			0%	Concept to be revised to include an increase in municipality contribution.
Mazar-e-Sharif	R1	D5 Trash Collection	26-Jan-12	25-Apr-12	100%	CLOSED
	R2	D3 Trash Collection	13-Oct-12	12-Jan-13	100%	Invoice 3 on hold until tractor door is replaced.
	R3	Bukhdi Park Reconstruction (D8)	25-Apr-13	24-Jul-13	2%	Contractor delivering backfilling material to site.
	R4	"I Project" Park Construction (D6)			0%	Proposed subcontract to be issued to DAI HO for approval
	R5	Karti Khurasan Park Construction (D7)			0%	
Pul-e-Khumri	R1	Trash Collection	12-Feb-12	24-May-12	100%	CLOSED
	R2	Family Park Construction	1-Oct-12	10-May-13	76%	Contractor continued work but progress is slow. PO has organized meeting with contractor next week. Municipality completed erecting steel columns for solar lighting as part of their ongoing contribution.
	R3	Public Latrine Construction	1-Apr-13	1-Jul-13	8%	Shuttering of RCC ring beam on stone masonry is complete. One day lost due to rain.
	R4	Construction of a Stadium			0%	BAFO complete. Municipality continued removing debris and trash from the site and plan to complete before the end of April.
	R5	Grain Market Improvement			0%	Municipality developing Concept. Public Works Advisor completed design and will discuss with stakeholders.
Sar-e-Pul	R1	Central Park improvement	25-Jan-12	25-Mar-12	100%	Closed
	R2	Wheat and Flour Market Improvement	8-Aug-12	30-Apr-13	100%	Preparing Project Closeout and Final Acceptance Certificate.
	R3	Trash Collection			10%	All 20 containers fabricated and completion expected in the next two weeks. RFQ for supply of tractors to be issued next week.
	R4	Mini-Football Field Construction			0%	Proposed contract will be issued to DAI HO for approval
Sheberghan	R1	Trash Collection	30-Jan-12	10-Mar-12	100%	CLOSED
	R2	Public Latrines Construction	8-Aug-12	30-Nov-12	100%	CLOSED

	R3	Bukhdi Park Improvement	5-Mar-13	5-Jun-13	48%	Signed change order request received. The impact is a cost increase of \$1,293 and a time extension of 30 days to relocate vehicle park. Installation of new fence is 90% complete. Continued installation of new truss over existing coffee shop and installing new wiring. Municipality commenced fabrication of solar light poles. Commenced fabrication of playground equipment. Processing payment 1.
	R4	Bus Terminal Construction			0%	Proposal issued to COR for approval April 28. BAFO complete. Received signed CSOW (amended revision).
	F5	Bukhdi Park Improvement (Phase II)			0%	COR approved Concept April 30.
Taloqan	R1	Trash Collection	1-Feb-12	1-May-12	100%	CLOSED
	R2	Park Rehabilitation	8-Aug-12	15-Dec-12	100%	Preparing Closeout and Final Acceptance certificate. 10% retention released.
	R3	Construction of Parking Lot and Park Improvement	5-Mar-13	5-Jun-13	28%	Ring beam continued and 82% of fencing complete. Invoice 1 in process.
	R4	Children's Park Construction			0%	Proposed subcontract to be issued to DAI HO for approval.

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.

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

The RAMP UP North EA conducted a coordination meeting with the **Kunduz** Mayor regarding the property registration process and Property Registration Regional Workshop on April 29, 2013.

RAMP UP North advisors held a meeting with **Faizabad** Municipal Revenue staff to discuss the process of increasing revenue through the collection of municipality loans. The team recommended including any vehicles/trucks coming to **Faizabad** City in the tax collection. The RAMP UP North embedded team set target rates of 82 licenses per week for the Revenue Department.



A RAMP UP North EA supports the Kunduz Revenue Officer in reviewing the Revenue Generation Action Plan for the **R5 Municipal Park Stadium Improvement** project. -April 08, 2013



A RAMP UP North EA conducts a coordination meeting with the Kunduz Mayor regarding the property registration process. - April 29, 2013

BUSINESS REGISTRATION AND LICENSING

The RAMP UP North EA provided an orientation on the **Business Registration and Licensing** program, and its goals and objectives for both the survey and data entry teams. The teams were also briefed on the Integrated Financial Management System (IFMS) the process of survey, the methodology of survey and how to deal with business owners.

On April 30, 2013, RAMP UP North EAs conducted a meeting with the **Faizabad** Municipal Collection Officer regarding license distribution. The Action Plan was again shared with the Mayor and the target of 82 licenses per week, was highlighted. The Collection Officer brought up the issue of the lack of personnel and said that due to city expansion, achieving the target with only one officer is not possible. He was advised to discuss the issue with the Mayor and to get support from district officers to achieve the goal.

The RAMP UP North team met with the **Aybak** Mayor on April 30, 2013, to discuss how to speed-up the business registration and licensing process. The weekly target is 80 licenses. Last week the municipality issued 15 licenses and the week before they issued 34. As result of the meeting, the Mayor assigned a larger municipal team to accelerate the licensing process. However, due to heavy rains in **Aybak** City last week, the Revenue Department was not able to meet business owners.

In **Khulm**, RAMP UP North EAs facilitated meetings with the Mayor on the business registration process and updated the Mayor on the Business Registration and Licensing Survey. The lack of a branch of Kabul Bank is a major hurdle for those wishing to pay the license fee. Currently, the only bank in **Khulm** is the Maiwand Bank. EAs have suggested to the Mayor that he open an account in the Maiwand Bank in order to facilitate the process of payments for the customers. The Mayor agreed to promptly resolve the issue. Another obstacle is the lack of trade bills (*Layeha sinfi*) in the **Khulm** Municipality. The Mayor stated that the trade bill will be provided from the Mazar-e-Sharif Municipality, as Khulm is a Balkh district.



RAMP UP North meets with the Faizabad Municipal Collection Officer and relevant team members to discuss business license distribution. - April 22, 2013



A RAMP UP North EA discusses the business registration and licensing process with the Khulm Mayor. - April 23, 2013

BUSINESS REGISTRATION AND LICENSING PROGRAM STATUS – MARCH 2013

Municipality	Registered / Licensed Businesses 1390 (Baseline)	Total Revenue 1390 (Baseline)	Registered Businesses 1391	Total Revenue 1391	Licenses Issued YTD 1392	% of Registered Businesses YTD 1392 (1391 Total)	Revenue YTD 1392	% of Total Revenue YTD 1392 (1391 Total)
Aybak	1,395	335,400	1,924	420,343	340	18%	108,480	26%
Faizabad	884	202,000	2106	452,749	233	11%	107,800	24%
Pul-e-Khumri	3,300	1,701,650	3836	1,261,058	780	20%	406,850	32%
Sar-e-Pul	1,184	316,920	1555	229,800	268	17%	87165	38%
Taloqan	1,600	700,000	4510	1,880,725	472	10%	472,350	25%
Total	8,363	3,255,970	13,931	4,244,675	2093	15%	1,139,045	27%

CITIZEN SERVICE CENTERS

RAMP UP North organized meetings with key municipal officials in **Sheberghan** and **Aqcha** on April 01, 2013, and in **Aybak** on April 02, 2013, to discuss the process for establishing Citizen Service Centers (CSCs). RAMP UP North EAs assisted the **Aybak** Municipality in the establishment of their Citizen Service Center (CSC) subcommittee on April 07, 2013.

RAMP UP North continued preparation for establishing Citizen Service Centers (CSCs) in **Aqcha**, **Aybak**, **Sar-e-Pul** and **Sheberghan**. By the end of the month, MOUs for CSC implementation had been signed by all four mayors and site development projects were in the design phase.



The Aybak Mayor meets with RAMP UP North's Technical Program Team regarding the establishment of a CSC. - April 18, 2013

LOCAL ECONOMIC DEVELOPMENT (LED)

Economic Profiles have been developed for all provincial municipalities. Using these profiles as a springboard, RAMP UP North is developing a full-scale Local Economic Development Strategic Plans for each of the six ring-road provincial municipalities. In doing so, RAMP UP North and its municipal counterparts will engage business leaders and citizens, including the provincial-level economic development technical advisory subcommittees and citizen advisory groups.

The goal of the LED Strategic Plans is to build municipal capacity to manage local economic development. The focus on local economic development contributes directly to citizens' welfare by fostering the growth of private business which subsequently leads to job creation. This provides income to families and improves the overall quality of life for citizens, which is the essential mission of mayors and municipal administrations.

The LED Strategic Planning progress will be implemented in three parts, referred to as milestones. These milestones include: Getting Started (April 22 – May 20, 2013); Process Implementation (May 20 - October 17, 2013) and the Product (October 18 – November 30, 2013). Each milestone is broken down into sections and progress against each section will be captured in subsequent reports.

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.

The RAMP UP North GIS team conducted meetings with municipal officials to establish district boundaries and to digitize land parcels. By the end of the month, the digitization of individual land parcels was completed in 11 of 12 municipalities. The quality control for the digitization process has been completed in **Aybak**, **Faizabad**, **Pul-e-Khumri** and **Sar-e-Pul**.

RAMP UP North Regional GIS Advisors facilitated a coordination meeting between Head of Districts and local elders to review and discuss the Mazar-e-Sharif GIS map and districts boundaries. RAMP UP North Advisors presented the updated GIS map of Mazar City to municipal officials and citizen representatives. The final version of the Mazar City GIS map has been approved by municipal officials and will be sent to the Governor for approval.



RAMP UP North staff participate in the Local Economic Development (LED) Strategic Planning Process Training of Trainers.
- April 22- 24, 2013

GIS WORK PROGRESS – APRIL 2013

Municipality	Digitizing Individual Land Parcels	Identification of District Boundaries	Quality Control Complete
Andkhoy	100%	95%	-
Aqcha	100%	95%	-
Aybak	100%	100%	100%
Faizabad	100%	100%	100%
Khulm	100%	95%	90%
Kunduz	100%	95%	-
Maymana	100%	100%	-
Mazar-e-Sharif	45%	100%	-
Pul-e Khumri	100%	95%	100%
Sar-e-Pul	100%	100%	100%
Sheberghan	100%	90%	-
Taloqan	100%	100%	-

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

During the month of April, RAMP UP North EAs facilitated joint citizen monitoring visits for R3 projects in **Aybak** (April 23, 2013), **Kunduz** (April 21, 2013), **Maymana** (April 9, 2013), and **Sheberghan** (April 30, 2013).

In **Khulm**, RAMP UP North Embedded Advisors (EAs) facilitated a meeting with the Municipal Planning Manager, Revenue Manager, Administrative Manager and Property Manager regarding the Citizen Engagement Improvement Plan and provision of complaint boxes in district locations. The meeting mostly focused on how to establish and improve a strong working relationship between the municipality and the citizens of the district. **Khulm** Municipality promised to address any issues with assistance of RAMP UP North Embedded Advisors.

Service Delivery Advisory Group (SDAG) members and the Head of District 2 in **Aybak** monitored the **Family Park Construction** project and identified an issue with the stone masonry on April 21, 2013. Subsequently, the RAMP UP North Engineer had a meeting with the subcontractor to resolve the issue. A Public Budget Hearing took place in Aybak on April 17, 2013. The purpose of the meeting was to share and explain the approved 1392 budget and the previous quarter's activity report with SDAG members and citizens.

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.

The Regional Office of RAMP UP North conducted a Gender Meeting for Regional Office staff on April 04, 2013, to discuss progress made on the office's Gender Mainstreaming Action Plan. As a result of these successes, the Gender Group will update the Gender Mainstreaming Action Plan with the progress that has been made so far and then circulate this to all staff for comment.

MUNICIPAL STRATEGIC COMMUNICATIONS PLANS

RAMP UP North advisors continue to work on developing Strategic Communications Plans for the municipalities following the Regional Workshop that was held last month. Meetings were held in **Sheberghan** and **Kunduz** (April 03, 2013) and in **Khulm**, **Andkhoy**, and **Aqcha** (April 02, 2013) with municipal officials to discuss the current state of municipal communications and general ideas on how to improve communications, which will be included in the Strategic Communications Plans. In **Andkhoy**, for example, the Mayor expressed his appreciation to RAMP UP North for the technical assistance they provided in developing the plans..

RAMP UP North Staff also met with **Sheberghan** municipal officials to review the status of the existing Municipality's Strategic Communications Plan. As a result, the Strategic Communications Plan was updated with activities that had been achieved to date and attendees were reminded of the work ahead.



The Sheberghan Provincial Governor participates in a site monitoring visit of the R3 Bukhdi Park Improvement project. -April 04, 2013



Aybak R3 Family Park Construction project Monitoring by RAMP UP North team and SDAG members. - April 21, 2013



Sheberghan Municipal Strategic Communication status update meeting. - April 02, 2013

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, canal retaining wall, and bridge.

RAMP UP North issued a Notice of Termination by Default on April 25, 2013, to the **Footbridge Construction** project contractor. The contractor was given seven days to correct stated reasons for default. The completion date for the project is projected to extend beyond the end of May 2013.

On April 29, 2013, the RAMP UP North Hydrologist and Project Manager visited the **Sar-e-Pul** Municipality to present findings on flood mitigation measures to key stakeholders. Meeting participants included the Mayor and Procurement Manager from Municipality, Department of Rural and Rehabilitation Development's Engineering Manager, representatives from Provincial Water Management and National Disaster Management Authority.

The Hydrologist's presentation, including recommendations for short- to long-term flood mitigation measures, was well received. The presentation is being translated into Dari and will be shared with the Municipality upon completion.



Sar-e-Pul Vehicle Bridge Reconstruction project work progress on April 22, 2013.



RAMP UP North Hydrologist and Project Manager visit the Sar-e-Pul Municipality to present Hydrology findings to key stakeholders. - April 29, 2013

SAR-E-PUL POST-FLOOD RESPONSE PROJECT STATUS

Project Title	Start Date	Planned End Date	% Complete	Comments
Canal Cleaning and Repair	11-Sep-12	31-Dec-12	100%	Project Scope: 19.6 Km Canal 10% retention released and moving to close out
Emam Road & Culvert Repair	28-Nov-12	27-Mar-12	100%	Project Scope: 1.28 Road Km & 2 Culverts Release of 10% retention in process.
Lelami Road & Culvert Repairs	1-Dec-12	1-Apr-12	100%	Project Scope: 1.32 Km Road & 6 Culverts Warranty period ends May 07.
Canal Retaining Wall Construction	8-Oct-12	31-Mar-13	100%	Project Scope: 44.5m Retaining Wall. Final inspection complete and 10% retention will be released.
Construction Inspection & Testing (QA/QC)	10-Dec-12	30-May-12	20%	Tests are on-going
Footbridge Construction	8-Oct-12	30-May-13	82%	Project Scope: 20m Bridge Issued Notice of Termination by Default on April 25. The subcontractor has seven days to correct stated reasons for default. The completion date will extend beyond end May.
Vehicle Bridge Reconstruction	21-Jan-13	15-Jun-12	56%	Project Scope: 16m Bridge Contractor submitted a request to delay works on shuttering for twenty days due to water levels in the canal. PO will meet the subcontractor May 12. Invoice 2 being processed.

UPCOMING ACTIVITIES

- RAMP UP North will continue to work on the Citizen Service Centers and support systems necessary.
- LED Strategic Planning Process team members will meet with mayors to introduce the process and to elicit their support. A Regional Workshop is planned for mid-May.
- MTLs will continue to support municipalities in drafting documentation for R4 / R5 SSDIPs.
- A Property Registration Regional Workshop will be held in May at the Mazar Regional Office for municipal revenue managers and officers from all 12 municipalities supported by RAMP UP North. This regional workshop will serve to initiate program activities supporting the implementation of property registration in all 12 municipalities. The system being implemented is the Integrated Financial Management System (IFMS) developed by RAMP UP South and endorsed by GDMA.