



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

MONTHLY REPORT: August 2013

The *Safayi* registration survey continues in Taloqan. – August 28, 2013



SEPTEMBER 15, 2013

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MONTHLY REPORT: AUGUST 2013

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– Regional Command North

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ABBREVIATIONS

CLIN	Contract Line Item Number
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CSC	Citizen Service Center
DAI	Development Alternatives, Incorporated
DoWA	Department of Women'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
IFMS	Integrated Financial Management System
LED	Local Economic Development
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>Qabala</i>	Property ownership documents
<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

PROGRAM 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 EAs met with two **Pul-e-Khumri** district municipalities of **Doshi** and **Khinjan** at the request of the Mayors on August 22, 2013, to introduce the RAMP UP North program and objectives. Both Mayors welcomed support from RAMP UP North and expressed interest in assistance with budget preparation, business registration and licensing and *Safayi* registration, in helping them to provide services for their communities.

The *Safayi* registration initiative continued in all 12 municipalities. Municipal officials continued implementing the *Safayi* Registration Communications Plans with the support of RAMP UP North Embedded Advisors (EAs) in order to raise community awareness and acceptance of the initiative. During the month, more than 46,000 land parcels were registered across 12 municipalities.

Support for revenue generation continued through the ongoing business registration and licensing initiative. During the month, more than 1,200 business licenses were issued across 11 municipalities. A pilot Local Economic Development (LED) Workshop III was held in Mazar-e-Sharif August 29, 2013. The day-long workshop engaged participants in refining the list of strategic economic development issues facing the municipality and in defining potential interventions to address them. EAs also continued to support the LED initiative by preparing for five Workshop IIIs scheduled for September 2013.

Work continued on Sustainable Service Delivery Improvement Projects (SSDIPs), with various rounds being implemented in 11 municipalities. EAs continued to provide ongoing support to municipal staff to monitor all ongoing projects and completed Round 2 (R2) projects, and to complete



Sustainability survey conducted on the Taloqan R2 City Park Improvement project. – August 14, 2013



EA meets with two Pul-e-Khumri district municipalities regarding the potential for RAMP UP North support. – August 21, 2013



Iron truss installation for the Sar-e-Pul R4 Mini-Football Field Construction project. - August 05, 2013

submittal documents for district-municipality Round 1 (R1) and Round 5 (R5) projects.

Work also continued on the Citizen Service Centers (CSCs), with regional office technical staff completing project concepts and proposals and continuing to process map services and functions to be provided through the centers.

CLIN I - CAPACITY BUILDING

Capacity Building of GIRoA Officials at Municipal Level

On August 21, 2013, RAMP UP North EA worked with Head of the Aybak Cleaning and Greening Department to develop a Standard Operating Procedure (SOP) for trash collection (door-to-door, gozar and city wide) as well as tree irrigation. The EA also worked with Head of the Archive Department to provide an SOP for municipal documentation processing. Each Department Head committed to finalizing their SOP by the end of next week.

SKILLS TRAINING THROUGH PROJECT IMPLEMENTATION

RAMP UP North emphasizes an experiential, "learning-by-doing" approach to capacity building with the Sustainable Service Delivery Improvement Projects (SSDIPs) serving as the primary training platform. Functional skills training, including on-the-job training and technical assistance, focus on developing the practical skills necessary to enable municipal staff to more effectively perform their daily tasks and responsibilities.

RAMP UP North provided capacity strengthening through on-the-job and practical training in conjunction with SSDIP projects. During the month, Engineering EAs focused on supporting the municipalities through on-the-job training in areas such as surveying, designing and developing bill-of-quantities (BoQs). Highlights are noted below.

SSDIP Round One (R1) Capacity Strengthening

- In **Khulm**, the Engineering Advisor provided technical assistance to municipal officials by jointly monitoring the municipality contribution for the R1 **Bus Terminal Construction** project on August 27, 2013. Technical assistance included review and instruction on cutting, filling and leveling of the project area for up and coming RAMP UP North contribution.

SSDIP Round Three (R3)

- RAMP UP North Embedded Advisors (EAs) and the **Pul-e-Khumri** Municipal Sectorial Manager monitored the R3 **Public Larine Construction** project. As a result of the visit, the subcontractor was advised to keep the doors and windows clean and free of cement and mortar prior to handing the project over
- **Maymana** municipality continued work on the municipal contribution of a drainage system for the R3 **Wheat and Flour Market Improvement** project. The project ribbon cutting ceremony was held on August 27, 2013. The Mayor described the importance of the project and its impact on business. He also remarked on the market shopkeeper's commitment to maintaining their shops in the market. The Municipal Engineer and RAMP UP North Embedded Advisors (EAs) regularly monitored the project.



RAMP UP North Engineering Advisor provides technical assistance to the Sar-e-Pul Municipal Construction Manager. – August 05, 2013



EAs, Pul-e-Khumri Mayor and SDAG and PAAG group members meet to select a R5 project. - August 05, 2013



EAs conduct site monitoring of the Pul-e-Khumri R3 Public Latrine Construction project. – August 15, 2013



Site monitoring conducted on the Taloqan R4 Children's Park Construction project. – August 13, 2013

SSDIP Round Four (R4) Capacity Strengthening

- RAMP UP North EAs and **Taloqan** municipal officials conducted a joint monitoring of the R4 **Children's Park Construction** project on August 14, 2013.
- The RAMP UP North Engineering Advisor provided on-the-job training to the **Sheberghan** Municipal Construction Department Engineer during a monitoring of the R4 **Bus Terminal Construction** project on August 14, 2013. During the training, the EA provided technical training on how to monitor ongoing work.
- RAMP UP North staff facilitated the **Maymana** R4 **Fruit and Vegetable Market Construction** project kickoff meeting on August 20, 2013. A few days later, on August 24, 2013, a ground breaking ceremony of the project was held. The Mayor, municipal officials, SDAG and PBG members, citizens and representatives from the Governor's office participated. An EA explained the planned activities of project and participants promised their support in monitoring the project in order to ensure the quality of the project.



Maymana R4 Fruit and Vegetable Market Construction project ground breaking ceremony. - August 27, 2013

SSDIP Round Five (R5) Capacity Strengthening

- RAMP UP North EAs facilitated a meeting with the **Pul-e-Khumri** Mayor and SDAG and Public Administration Advisory Group (PAAG) members on August 05, 2013. The group discussed the roles of the SDAG and PAAG and selected the **Family Park Improvement** project as the R5 project.
- In **Aybak**, the RAMP UP North team met the Governor, Mayor, Head of Sector Services, Director of Economy and Head of Urban Development on August 14, 2013. The purpose of the meeting was to update participants on the status of RAMP UP North project implementation and to obtain approval for the R5 **Bus Terminal Construction** (Phase II) project for the Aybak to Mazar-e-Sharif route. As a result of the meeting, key project documents (including the Provincial Development Committee, Master Plan and Municipal Land Titling certificates) were signed by participants. A kickoff meeting was held on August 18, 2013 with the participation of the Deputy Mayor, SDAG and PBG members, as well as the Head and Engineer of the subcontracting agency. RAMPUP North staff explained the Confirmation Scope-of-Work (CSOW) and reviewed the responsibilities of each party involved in the project.
- In **Pul-e-Khumri**, RAMP UP North EAs facilitated a coordination meeting with the Mayor and Head of the Sectorial Department to discuss the municipality's contribution to the R5 **Grain Market Improvement** project. During the meeting, the Mayor stated that the municipality will build a ticket distribution booth and will drill a semi-deep well. The Mayor and Head of the Sectorial Department also issued an official letter regarding the municipal contribution to the R2 **Family Park Improvement** project as the R5 **Grain Market Improvement** project.
- On August 13, 2013, the RAMP UP North team facilitated a meeting with the **Maymana** Mayor, municipal officials and citizens to discuss a third phase of work on the Wheat and Flour Market first supported during Round Two (R2) SSDIP implementation. Participants prioritized the removal of an old shelter and the construction of a new shelter inside the market. The municipality committed to removing the old structure as the municipal contribution for the project.



Aybak municipal officials review Master Plan Certification required for the R5 Bus Terminal Construction project. - August 14, 2013



Monitoring of the Pul-e-Khumri R4 Sports Stadium Improvement project conducts. - August 14, 2013



EA holds a coordination meeting with international organization program representatives regarding LED workshop in Pul-e-Khumri. - August 20, 2013

REGIONAL WORKSHOPS / TRAININGS / CONFERENCES

Functional skills training learned through SSDIP implementation is reinforced through a companion series of workshops as well as conferences and other trainings.

On August 29, 2013, RAMP UP North piloted the Local Economic Development (LED) Workshop III in **Mazar-e-Sharif** Regional Office. The objectives of the workshop were to: refine strategic issues; define potential interventions to address strategic goals; preselect possible interventions; and to finalize the vision and mission. More than 40 people attended the workshop including members of the Mazar-e-Sharif LED Steering and Strategic Planning Committees, Municipal Advisory Board (MAB) members as well as key RAMP UP North staff from the five other ring-road municipalities where the Workshop III will next be held.

The day-long workshop was a series of interactive exercises designed to engage participants in refining the list of strategic economic development issues facing the municipality and defining potential interventions to address them. Issues identified included the need for the creation of capacity at the municipal level to manage LED as well as the need for the improvement of municipal services and infrastructure. Services identified include garbage collection services and the need to begin addressing the construction of a municipal sewage system.

At the end of the event, participants expressed their satisfaction with the process and their continued support for it. The next step is the evaluation of strategic interventions and to select the most feasible. Workshop III's are planned for **Sheberghan, Aybak, Pul-e-Khumri, Maymana and Kunduz** in September 2013.

MUNICIPAL BUDGET DEVELOPMENT

RAMP UP North advisors continue to support the municipalities in finalizing their annual budgets for 1392 (2013) and following up on the approvals process.

During the month, two municipalities held Public Budget Meetings. During these meetings, municipal officials reviewed the approved budget as well as the status of the development budget projects. In **Mazar-e-Sharif**, municipal officials presented their department achievements to-date, based on the 1392 Annual Plan. In attendance were the Mayor, Municipal Advisory Board members, Mazar-e-Sharif citizens and RAMP UP North Embedded Advisors (EAs) who provided technical assistance. At the end of meeting, the Head of the MAB provided recommended: that *Safayi* registration tax for each household should be low in order for people to be able to pay; and monthly coordination meetings should be held between the MAB and municipal officials in order to reflect and address issues and concerns raised by citizens.

During the budget meeting in **Sar-e-Pul**, the Mayor presented updates on the development projects from 1391 as well as progress on the current 1392 projects. A total of 19 people (including 3 women) attended the meeting. Of these participants, five were PAAG members and 14 were SDAG members. Participants commented on the municipal development budget projects. Municipal officials took note of the comments for future consideration.



Breakout groups work on strategic LED issues during Workshop III in Mazar-e-Sharif. – August 29, 2013



Mazar-e-Sharif Municipality conducts a Public Budget Meeting. – August 22, 2013



Sar-e-Pul Municipality holds a Public Budget Hearing Meeting. – August 28, 2013

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Municipality	Drafted	Public Budget Hearing	Submitted to Governor	Governor Signs	Submitted to IDLG / GDMA	IDLG / GDMA Approval	OAA Approval	MoF Approval	Public Budget Meeting
Andkhoy	21-Feb-13	None	27-Feb-13 / 31-Mar-13	15-Apr-13	16-Apr-13	19-May-13	01-Jun-13	06-Jun-13	26-June-13
Aqcha	18-Dec-12	09-Jan-13	13-Jan-13	15-Jan-15	18-Jan-13	26-Mar-13	10-Apr-13	06-May-13	-
Aybak	21-Jan-13	02-Dec-12	26-Jan-13	05-Feb-13	07-Feb-13	20-Feb-13	11-Mar-13	18-Mar-13	17-Apr-13
Faizabad	06-Jan-13	30-Dec-12	24-Jan-13	30-Jan-13	16-Feb-13	04-Apr-13	16-Apr-13	24-Apr-13	13-May-13
Khulm	21-Jan-13	26-Jan-13	26-Jan-13	28-Jan-13	12-Feb-13	07-Apr-13	15-Apr-13	22-Apr-13	24-Jul-13
Kunduz	23-Dec-12	02-Jan-13	22-Jan-13	29-Jan-13	02-Feb-13	23-Apr-13	07-May-13	14-May-13	08-Jul-13
Maymana	20-Jan-13	26-Dec-12	10-Mar-13	03-Apr-13	21-Apr-13	16-Jun-13	02-Jul-13	06-July-13	23-Jul-13
Mazar-e-Sharif	10-Jan-13	12-Jan-13	20-Jan-13	21-Jan-13	26-Jan-13	12-Mar-13	19-Mar-13	02-Apr-13	22-Aug-13
Pul-e-Khumri	13-Dec-13	17-Dec-12	23-Jan-13	05-Feb-13	10-Feb-13	20-Feb-13	09-Mar-13	16-Mar-13	09-Apr-13
Sar-e-Pul	23-Dec-13	13-Jan-13	24-Jan-13	05-Feb-13 / 06-Apr-13	02-May-13	06-May-13	05-Jun-13	17-Jun-13	28-Aug-13
Sheberghan	03-Dec-12	06-Jan-13	29-Jan-13	29-Jan-13	25/31-Mar-13	19-May-13	21-May-13	10-Jun-13	-
Taloqan	26-Nov-12	30-Dec-12	30-Jan-13	27-Feb-13	04-Mar-13	12-Mar-13	09-Apr-13	01-May-13	11-Jul-13

*Double-date entries show the dates for the initial submission and the resubmission date, following clarification and/or revision where requested of the Municipality.

CLIN II - SERVICE DELIVERY

Support GIROA in Delivering Services to Citizens and in Enhancing Citizens' Perception of Municipal Governance

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.

On August 26, 2013, GDMA held a meeting with USAID RAMP UP representatives and UNDP and UN-Habitat representatives to discuss projects being implemented in the municipalities. Participants updated the group on recent activities and GDMA requested that each program send an update of all of the projects including photos to GDMA.

Round One (R1) Projects

All nine provincial municipality R1 projects are completed and handed over to the respective municipalities. During the month, RAMP UP North received the non-expendable property (NXP) approval for the **Aqcha R1 Trash Collection** project trailers, and the purchase order was issued to the supplier. In addition, a kickoff meeting was held for the **Andkhoy Bus Terminal Construction** project on August 18, 2013.



A joint monitoring of the Khulm R1 Bus Terminal Construction project site. - August 27, 2013



Joint sustainability check of the Sar-e-Pul R2 Wheat and Flour Market Improvement project. - August 27, 2013

Round Two (R2) Projects

All R2 projects are completed; seven are closed out and the remaining two (**Mazar-e-Sharif** and **Pul-e-Khumri**) are scheduled for closeout in September.

Round Three (R3) Projects

By the end of the reporting period, five R3 projects were complete, and tractors and trailers for the **Sar-e-Pul Trash Collection** project were delivered. Work on the remaining R3 projects progressed slowly during the first half of the month, due to the *Ramadan* and *EID* holidays. However, by the end of the month, subcontractors had drafted work plans to reflect a newly proposed completion date. Projects were continually monitored by RAMP UP North Engineering EAs.

Round Four (R4) Projects

By the end of August, work on seven of eight R4 projects was underway. Work was slowed early in the month due to *Ramadan* and *EID* holidays. However, by the end of the month, subcontractors had drafted work plans to reflect a newly proposed completion date. Subprojects are continually monitored by RAMP UP North Engineering EAs.

Round Five (R5) Projects

The concept for the **Maymana R5 Grain Market Improvement (Phase II)** project was approved by the COR, and the regional office staff completed the engineering scope-of-work (SoW) and finalized designs for Phase III of the project. A preconstruction meeting was held August 15, 2013, for the **Aybak** and **Sheberghan** projects, and work began. Vetting approval for the **Kunduz Sports Stadium Improvement** was received August 28, 2013.

RAMP UP North regional office staff began work on a survey for the **Pul-e-Khumri Family Park Improvements**.

The following table outlines the progress of RAMP UP North SSDIPs and Citizen Service Centers (CSC) as of the end of August 2013.



Citizens monitor the Sheberghan R4 Bus Terminal Construction project. – August 20, 2013



Citizens monitor the Pul-e-Khumri R4 Sports Stadium Improvement project. - August 05, 2013

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS STATUS

Municipality	Project	Project Title	Start Date	Planned End Date	% Complete	Comments
Andkhoy	R1	Bus Terminal Construction	15-Aug-13	14-Nov-13	1%	COR approved Proposal July 30. Subcontract documents issued to HO.
	CSC	Citizen Service Center	TBD	TBD	0%	Concept in internal approval process. Survey commenced and working on foundation design and BoQ.
Aqcha	R1	Trash Collection	15-Sep-13	14-Nov-13	0%	PO issued to supplier. Delivery date planned for September 14.
	CSC	Citizen Service Center	TBD	TBD	0%	COR approved Proposal August 19. RFP issued and bid return date is 02 September 02.
Aybak	R1	Aybak Park Renovation	28-Oct-11	10-Jan-12	100%	CLOSED
	R2	Public Latrines Construction and Rehabilitation	8-Aug-12	7-Feb-13	100%	CLOSED
	R3	Family Park Construction	01-Apr-13	30-Jul-13	100%	Handed over to Municipality
	R4	Mini-Football Field Construction	05-Jun-13	04-Sep-13	44%	Plastering latrine and installing poles around football area.
	R5	Bus Terminal Construction (Phase I)	15-Aug-13	14-Nov-13	3%	Aybak / Pul-e-Khumri Route COR approved proposal July 30. NTP issued for Aug. 15.
		Bus Terminal Construction (Phase II)	TBD	TBD	0%	Aybak / Mazar-e-Sharif Route Proposal in development.
CSC	Citizen Service Center	TBD	TBD	0%	COR approved proposal July 07. BAFO	

						complete and received vetting approval August 27.
Faizabad	R1	Trash Collection	1-Feb-12	7-Jun-12	100%	CLOSED
	R2	Latrines Construction	2-Oct-12	28-Feb-13	100%	CLOSED
		Water Well Construction	18-Nov-12	15-Feb-13	100%	CLOSED
	R3	Park Improvement and Parking Lot	5-Mar-13	6-Jul-13	100%	Subcontractor cleared punch list.
		Water Well Construction	1-Jul-13	1-Aug-13	13%	Subcontractor recommenced drilling.
R4	Park Construction (D1)	18-Jun-13	17-Sep-13	6%	Municipality carrying out additional backfilling. Completed grading and continued stone masonry work and installing fences.	
Khulm	R1	Bus Terminal Construction	TBD	TBD	0%	RFP issued July 07. Bids opened July 24 and at BAFO stage. Proposal under review waiting signed PDC.
	CSC	Citizen Service Center	TBD	TBD	0%	Concept in internal approval process. Survey commenced and working on foundation design and BoQ.
Kunduz	R1	Trash Collection	14-Feb-12	16-May-12	100%	CLOSED
	R2	City Park Improvement	10-Aug-12	15-Feb-13	100%	CLOSED
	R3	Drainage Rehabilitation	1-Apr-13	20-Jun-13	93%	Completed final measurements - 70 m ² still to be fabricated and installed.
	R4	Market Stalls Construction	-	-	-	Project cancelled in consultation with municipal officials and citizens.
	R5	Sports Stadium Improvement	TBD	TBD	0%	COR approved proposal July 21. Vetting approval received August 28. Subcontract documents issued to HO (CO approval required).
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	Wheat and Flour Market Improvement	17-Mar-13	30-Jun-13	100%	Handed over to the municipality. Municipality completed base course on the drainage system.
	R4	Fruit and Vegetable Market Construction	20-Aug-13	19-Nov-13	1%	HO approved Subcontract documents. Preconstruction meeting August 15. Kickoff meeting held August 20.
	R5	Wheat and Flour Market Improvement (Phase II)	TBD	TBD	0%	COR approved concept July 10. Proposal in internal review process. Engineering SoW completed and issued to GSC.
		Wheat and Flour Market Improvement (Phase III)	TBD	TBD	0%	Finalize designs and complete BoQ.
	CSC	Citizen Service Center	TBD	TBD	0%	Concept in internal approval process. Survey commenced and working on foundation design and BoQ.
Mazar-e-Sharif	R1	Trash Collection	26-Jan-12	25-Apr-12	100%	CLOSED
	R2	Trash Collection	13-Oct-12	12-Jan-13	100%	Engineering Advisor exploring alternatives to replace or repair tractor door.
	R3	Bukhdi Park Reconstruction (D8)	25-Apr-13	24-Jul-13	62%	Continued work on construction of pergola roof and sidewalks.
	R4	"I" Park Construction (D6)	05-Jun-13	04-Sep-13	30%	Constructing platform, south boundary wall and excavating for shaded areas.
	R5	TBD	TBD	TBD	0%	NA
Pul-e-Khumri	R1	Trash Collection	12-Feb-12	24-May-12	100%	CLOSED
	R2	Family Park Construction	01-Oct-12	18-May-13	100%	Processing release of retention.
	R3	Public Latrine Construction	07-Apr-13	30-Jul-13	100%	Defects recorded and subcontractor informed to commence clearing defects.
	R4	Sport Stadium Improvement	05-Jun-13	04-Sep-13	51%	Subcontractor commenced RCC for entrance gates and continued stone and brick masonry works.
	R5	Family Park Improvements	TBD	TBD	0%	Concept in internal approval process.

						Developing proposal. Survey complete and finalizing design and BoQ.
	CSC	Citizen Service Center	TBD	TBD	0%	Concept in internal approval process. Survey commenced and working on foundation design and BoQ.
Sar-e-Pul	R1	Public Park Improvement	25-Jan-12	25-Mar-12	100%	CLOSED
	R2	Wheat and Flour Market Improvement	8-Aug-12	30-Apr-13	100%	CLOSED
	R3	Trash Collection	TBD	TBD	19%	Tractors and trailers delivered to municipality.
	R4	Mini-Football Field Construction	05-Jun-13	04-Sep-13	42%	Constructing and painting pergola, compacting sidewalks and constructing poles around football area.
	CSC	Citizen Service Center	TBD	TBD	0%	COR approved proposal August 19. Engineering SOW complete.
Sheberghan	R1	Trash Bin	30-Jan-12	10-Mar-12	100%	CLOSED
	R2	Public Latrines Construction	08-Aug-12	30-Nov-12	100%	CLOSED
	R3	Bukhdi Park Improvement and Sports Area Construction	05-Mar-13	05-Jul-13	100%	Completed
	R4	Bus Terminal Construction	18-Jun-13	17-Sep-13	52%	Works ongoing as per schedule.
	F5	Bukhdi Park Improvement (Phase II)	15-Aug-13	14-Nov-13	5%	Subcontractor constructing frame and truss and continued construction of boundary wall and fence.
	CSC	Citizen Service Center	TBD	TBD	0%	COR approved concept July 07. Proposal issued to COR July 21. Considering the use of a Conex. Engineering SoW complete.
Taloqan	R1	Trash Collection	01-Feb-12	01-May-12	100%	CLOSED
	R2	City Park Improvement	08-Aug-12	15-Dec-12	100%	CLOSED
	R3	Parking Lot Construction and Park Improvement	12-Mar-13	06-Jul-13	100%	Handed over to the municipality. Defect inspection to be scheduled.
	R4	Children's Park Construction	07-Jul-13	06-Oct-13	17%	Constructing latrine and continued constructing boundary wall.

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-impact construction methods and emphasis on utilizing manual labor, relatively minor potential for significant adverse environmental impacts is incurred.

On August 15, 2013, RAMP UP North project office team members participated in an environmental refresher training event held in Kabul. Though the training was conducted primarily for USAID staff, implementing partners were also invited to attend the event. During the training, a new form was introduced to replace the Environmental Screening Checklist (ESC) and Environment Mitigation Monitoring Plan (EMMP) was introduced. As a result of the training, RAMP UP North began the Environmental Review form.

MUNICIPAL DEVELOPMENT BUDGET PROJECT SUPPORT

RAMP UP North technical staff and embedded advisors are working side-by-side with relevant municipal staff to provide the necessary functional training and technical assistance to implement one or more projects from each municipality development budget; doing so will also serve to increase each municipality budget execution rate.



Work continues on the Mazar-e-Sharif R4 "I" Park Construction D6 project boundary wall. - August 05, 2013



Safayi registration survey continues in Sar-e-Pul. - August 05, 2013

RAMP UP North continued to provide technical support and coordination to 36 municipal development budget projects spread across all 12 municipalities. Support includes development of plans, designs and BoQs for projects valued at more than 592 million AFN (or more than \$10.4 million USD). As a result of this support, documentation for eight municipal development budget projects was completed this month, bringing the total to 27 across 11 municipalities.

RAMP UP North staff in **Sar-e-Pul** provided on-the-job training on August 05, 2013, to the municipality's Construction Manager, assisting him to prepare the Grain Market improvement designs. As a result of this training, the manager completed the drawings and design. On August 28, 2013, the Engineering EA provided technical assistance to the Sar-e-Pul Construction Manager for the project bill-of-quantities (BoQ). As a result, 30% of work was completed.

On August 14, 2013, EAs provided technical assistance to **Sheberghan** municipal officials regarding procurement processes. As a result of this assistance, municipal procurement procedure documents were reviewed and approved.

An EA met with the **Khulm** Mayor regarding the design and drawing for the **Green Park Construction** on August 25, 2013. An Engineering EA continued to provide technical assistance on the design and drawing of the project.

The bid announcement was posted for the **Aybak Administration Building Expansion (D1)** project in early August. Municipal officials held two bid openings (**Administration Building Expansion D1**, and construction of a building in D3) August 28, 2013. In attendance were Provincial Procurement Committee members, Provincial Finance Department Officers and Anticorruption Department representatives, Urban Development Department representatives, municipal officials, EAs and four construction companies. The bids were opened and shared with participants, and a committee is evaluating the technical documents.

Drawings for two development projects in **Andkhoy (3-Building Latrine Construction and Babur Park Improvement)** were shared with municipal officials for the purpose of coordination and technical assistance. In addition, EAs met with the municipality regarding the design of the projects.

In **Taloqan**, EAs met with municipal officials on August 27, 2013, to get an update on the procurement process for the municipal development budget projects. Municipal officials reported that the Engineering Department received the list of approved development budget projects from the Finance Department on July 16, 2013. They suggested that the procurement process begin July 20, 2013, but have not yet received an official response from the Finance Department.



Maymana R4 Fruit and Vegetable Market Construction project ground breaking ceremony. -August 27, 2013



Kunduz R3 Drainage Rehabilitation project during a monitoring site visit on August 29, 2013.

RAMP UP NORTH SUPPORTED MUNICIPAL DEVELOPMENT BUDGET PROJECTS

Municipality	#	Project Title	Estimated Budget			Est. Start Date	Est. Completion Date	
			(AFN)	Plan	Design			BoQ
Andkhoy	1	3-Building Latrine Construction	3,000,000	100%	70%	0%	TBD	TBD
	2	Babur Park Improvement	750,000	100%	50%	0%	TBD	TBD
Aqcha	1	Solar Street Lighting	2,754,000	100%	100%	100%	TBD	TBD
Aybak	1	Office Surrounding Wall Construction (D3)	7,000,000	100%	100%	100%	TBD	TBD
	2	Grain Market Construction	5,581,774	100%	100%	100%	TBD	TBD
	3	Administration Building Expansion (D1)	4,000,000	100%	100%	100%	TBD	TBD

Faizabad	1	Kafshdozi Street Drainage	1,741,750	100%	100%	100%	1-Jul-13	TBD
	2	Trash Container Construction (D2)	163,343	100%	100%	100%	1-Jul-13	TBD
	3	Trash Container Construction (D5)	408,352	100%	100%	100%	1-Jul-13	TBD
Khulm	1	Intersection Construction	1,250,000	100%	100%	100%	TBD	TBD
	2	Green Park Construction	1,250,000	100%	35%	0%	TBD	TBD
	3	Sidewalks Construction	2,500,000	100%	0%	0%	TBD	TBD
Kunduz	1	Sidewalk Mosaic Installation	3,000,000	100%	100%	100%	TBD	TBD
	2	Culvert Construction	2,000,000	100%	100%	100%	TBD	TBD
	3	Park Construction (Saredawora)	2,000,000	100%	100%	95%	TBD	TBD
Maymana	1	Road Graveling (D4)	494,916	100%	100%	100%	06-Mar-13	20-June-13
	2	Public Latrine (D5)	2,498,000	100%	100%	90%	06-Mar-13	TBD
	3	Public Latrine (D1)	2,000,000	100%	100%	100%	TBD	TBD
Mazar-e-Sharif	1	Office Construction (D5)	3,000,000	100%	100%	100%	TBD	TBD
	2	Katibas ¹ Construction	105,000,000	100%	100%	100%	05-Nov-12	03-Feb-12
	3	Stadium Land Surround	163,000,000	100%	100%	100%	05-Nov-12	03-Feb-12
Pul-e-Khumri	1	Chishma Shafa Guest House Construction	21,500,000	100%	100%	100%	TBD	TBD
	2	Women's Prayer Hall Construction	10,000,000	100%	100%	50%	TBD	TBD
	3	Gravelling of Karkar sub-streets	171,000,000	100%	100%	100%	TBD	TBD
Sar-e-Pul	1	Public Bath Construction	1,500,000	0%	0%	0%	TBD	TBD
	2	Public Latrine Construction (D2)	1,000,000	0%	0%	0%	TBD	TBD
	3	Administration Building Construction	30,000,000	100%	100%	100%	TBD	TBD
	4	Grain Market Construction (D2)	25,000,000	100%	100%	30%	TBD	TBD
Sheberghan	1	Tile and Brick Masonry Wall	1,074,570	100%	100%	100%	TBD	25-Aug-13
	2	Atahi Road Improvement	472,500	100%	100%	100%	1-May-13	26-June-13
	3	Bus Terminal Shops	2,500,000	100%	100%	100%	TBD	TBD
	4	Road Graveling (Yakabaq and Merwais Mina Roads, 5km)	3,600,000	100%	100%	100%	1-May-13	06-Aug-13
Taloqan	1	Takhar University Park Construction	1,500,000	100%	100%	100%	TBD	TBD
	2	Taloqan Shops Construction	7,431,715	100%	100%	100%	TBD	TBD
	3	Roundabout Construction	2,000,000	100%	100%	100%	TBD	TBD
	4	Culvert Construction (various areas)	1,000,000	100%	100%	100%	TBD	TBD
TOTALS	36		592,970,920					

CLIN III - REVENUE GENERATION AND ECONOMIC DEVELOPMENT

Support to the GIROA to Increase Revenue at the Municipal Level

SAFAYI REGISTRATION

Safayi registration (formerly referred to as property registration) is a major, fixed source of municipal revenue with strong potential for revenue enhancement. Thus, RAMP UP North is working closely with municipalities to survey, map and register properties in each municipality. As a result of this initiative, properties will be registered with the municipality, and property owners will pay their Safayi tax directly to a designated bank, with the payment being deposited directly into the municipality's bank account. As a result of this initiative, municipalities will enjoy a significant and stable source of revenue.



RAMP UP North POA continues distributing Safayi flyer to increase public awareness in Kunduz. – August 22, 2013

¹Monument

² Municipal Contribution

Safayi registration continued in all 12 municipalities with 46,579 parcels registered. In August, 34 percent of all land parcels previously identified by the municipality, were registered. This brings the total percent of land parcels registered to-date to 51 percent.

In addition to surveying and data entry, RAMP UP North EAs continued to work closely with municipalities to implement the *Safayi* Registration Communications Plans. RAMP UP North staff held refresher training workshops or individual on-the-job training in all municipalities to enhance the capacity of the surveyors to collect accurate data. During the training, special attention was paid to techniques and methods on how to measure and calculate the building area and boundaries. As a result of the training, data collection by the surveyors has proven to be more accurate and complete, and the quality of the survey documents has significantly improved.

In early August, RAMP UP North EAs held a coordination meeting with **Andkhoy Kalantars**, the District Head and municipal officials to discuss the *Safayi* registration survey process. During the meeting, EAs sought support for *Safayi* registration surveyors. Participants promised their cooperation with the survey teams. During the month, the *Safayi* registration process was accelerated by adding five new surveyors to the survey team.

In **Faizabad**, *Safayi* registration training was provided to back-up surveyors. Training covered challenges addressed by the current survey teams. EAs also held a meeting in Faizabad on August 14, 2013, to assist *Safayi* registration surveyors in reviewing and improving the survey process in the field.

On August 14, 2013, RAMP UP North EAs met with the **Khulm** Mayor to review *Safayi* registration survey achievements and the monitoring process. EAs also continued to publicize the initiative through the distribution of flyers to mosques on August 04, 2013. On August 18, 2013, EAs participated in a meeting with Khulm municipal officials, community leaders, businessmen, *Kalantars* and *mullahs* to discuss the implementation of the *Safayi* Registration Communications Plan. EAs explained RAMP UP North activities in Khulm district, particularly the ongoing *Safayi* registration survey process. Participants expressed appreciation for RAMP UP North's support and in turn, pledged their support to the *Safayi* registration survey teams. Also municipal officials and EAs conducted a joint monitoring of *Safayi* registration surveyors on August 27, 2013. The purpose of monitoring was to strengthen the capacity of municipal officials to monitor surveys and to provide feedback to surveyors on their performance.

In **Kunduz**, RAMP UP North EAs also met with the Mayor to discuss the ongoing survey. The Mayor called on the heads of the districts to support the survey teams. In addition, EAs held a coordination meeting with the Mayor regarding *Safayi* registration in Districts 3, 4 and 5 on August 27, 2013. The EA shared experiences from implementing the survey in Districts 1 and 2. As a result of the meeting, the Mayor assigned a Municipal District Coordinator to organize a meeting with District Heads to discuss the upcoming *Safayi* survey in their districts and to elicit their support. The Municipal Districts Coordinator held a meeting with District 3, 4 and 5 Heads, *Kalantars* and *mullahs*. As a result of the meeting, the participants pledged their support for the initiative.

In **Maymana**, EAs met with the Mayor on August 28, 2013, to discuss *Safayi* Registration survey for the six additional districts. The Mayor expressed his appreciation for the ongoing work and promised his continued support. RAMP UP North EAs continued to raise community awareness of the *Safayi* registration initiative by distributing flyers.



EAs conduct *Safayi* refresher training in Sar-e-Pul. – August 15, 2013



Safayi Registration surveyors are measuring houses in Faizabad. – August 25, 2013



EA monitor Khulm *Safayi* registration surveyors in the field. – August 28, 2013



Aqcha Gozar *Kalantar* accompanies *Safayi* registration surveyors during survey. – August 27, 2013



Safayi surveyors sketch maps during the survey process in Sar-e-Pul. – August 27, 2013

RAMP UP North Advisors conducted orientation training for six newly hired *Safayi* registration surveyors in **Aybak** on August 14, 2013. The municipal focal point and EAs monitored the *Safayi* registration survey process on August 21, 2013. The monitoring focused on the work of newly hired *Safayi* registration surveyors who were provided feedback on ways to collect accurate data. In addition, public awareness outreach activities are ongoing to increase citizen awareness and to encourage their cooperation with surveyors.

On August 28, 2013, the EA visited *Safayi* surveyors in **Taloqan**. The visit found that residents in Mashtanihi *gozar* had prevented the survey. The EA met with the Mayor to discuss the situation. As a result, the Mayor advised the team to hold a meeting with *Kalantars*, *mullahs* and elders of the *gozar* to make them aware of the process and to elicit support for the initiative.

The table below details RAMP UP North’s progress on the *Safayi* Registration initiative as of the end of August 2013:



The *Safayi* registration survey continues in Maymana. – August 28, 2013

SAFAYI REGISTRATION

Municipality	Total # of Parcels (Baseline)	1392 YTD Registered Properties	1392 YTD Properties Registered as % of Total Parcels	1391 Total Revenue	1392 YTD Revenue	1392 YTD Revenue as % of 1391 Total Revenue
Andkhoy	7,743	1,548	20%	179,584	298,965	166%
Aqcha	6,227	3,934	63%	346,103	110,253	32%
Aybak	3,692	5,208	141%	2,264,976	250,519	11%
Faizabad	8,108	5,867	72%	496,330	169,555	34%
Khulm	6,344	5,820	92%	114,560	82,340	72%
Kunduz	25,010	10,845	43%	11,824,572	4,044,859	34%
Maymana	11,501	8,161	71%	198,871	74,519	37%
Mazar-e-Sharif	8,150	6,207	76%	4,687,078	2,828,620	60%
Pul-e-Khumri	15,713	7,092	45%	1,185,928	106,218	9%
Sar-e-Pul	3,559	4,233	119%	354,503	9924	3%
Sheberghan	29,605	5,914	20%	806,753	134,835	17%
Taloqan	12,077	4,841	40%	2,257,652	525,940	23%
TOTALS	137,729	69,670	51%	24,716,910	8,636,547	35%

BUSINESS REGISTRATION AND LICENSING

Afghan municipalities do not receive financial transfers from the central government. Consequently, own-source revenues must fund municipal budgets and essential services. Increased revenues are, therefore, critical to the sustainability of service delivery improvements and increased citizen satisfaction with municipal government; however, until citizens believe that increased taxes and revenues will result in improved services, it can be expected that they will remain disinclined to contribute fully to municipal revenue generation plans. This situation is further exacerbated by a lack of transparency and pervasive corruption.

Increased revenue generation in municipalities is also critical if they are to implement and sustain the service delivery improvements and infrastructure that will be necessary to support economic growth and development and allow them to realize their full economic potential. Toward this end, RAMP UP North is working with municipal officials in 11 municipalities to implement business registration and licensing and provide municipal revenue staff with the necessary functional training to sustain the program.



Businessmen in Faizabad wait to receive a license from the Municipality. - August 22, 2013

RAMP UP North continued to support the business registration and licensing initiative in the 11 municipalities where it is being implemented. During the reporting period, 1,288 licenses were issued across all municipalities bringing the total number of licenses issued to-date to 9,737 (38% of the number of businesses registered in Afghan Fiscal Year 1391).

In **Faizabad**, RAMP UP North EAs met with the Revenue Department in late August, to discuss expediting the business licensing and distribution. As a result of the meeting, the Revenue and Collections Officer agreed to accelerate the process and stated that they ask for continued support from the Police Department for licenses distribution

The business registration survey was completed in **Andkhoy** in mid-August, and survey forms entered into the IFMS database. Municipal officials are busy printing and distributing tariffs and business licenses. In addition, EAs met with vendors and *Kalantars*, to brief them on the business registration and licensing initiative and to elicit their support in complying with the municipal law. Participants agreed to support the initiative and to seek licenses for their own businesses. Municipal officials, with support of EAs, visited vendors to address the issue of nonpayment. Though vendors have been issued tax bills, they are not paying their tax bills at the bank. As a result of the visit, vendors have agreed to pay their tax bills at the bank.

The following table details progress on business registration and licensing. RAMP UP North began supporting the business registration and licensing process in **Andkhoy, Aqcha, Khulm, Kunduz, Maymana** and **Sheberghan** in late May 2013. Thus, the number of licenses issued year-to-date (YTD) and the percent of business registered in 1392 compared to 1391 will be lower in comparison to the **Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul** and **Taloqan** municipalities, where RAMP UP North has been working since 2012.

BUSINESS REGISTRATION AND LICENSING

Municipality	Licensed Businesses	Registered Businesses	*Total Licenses Issued	Licenses Issued YTD	% of Licensed Businesses YTD to 1391
	1390 (Baseline)	1391	1391	1392	
Aybak	1,395	1,924	1,520	1035	54%
Faizabad	884	2,106	1,225	542	26%
Pul-e-Khumri	3,300	3,836	1,927	2,197	57%
SBusar-e-Pul	1,184	1,555	609	709	46%
Taloqan	1,600	4,510	2,173	1,480	33%
Subtotals	8,363	13,931	7,454	5,963	43%
Andkhoy	1,039	1,784	1,784	184	10%
Aqcha	2,390	2,835	2,835	1112	39%
Khulm	300	210	210	314	150%
Kunduz	3,516	3,516	3,221	470	12%
Maymana	1,843	1,843	1,843	837	45%
Sheberghan	2,163	1,581	1,581	857	54%
Subtotals	11,251	11,769	11,474	3,74	32%
TOTALS	19,614	25,700	18,928	9,737	38%

CITIZEN SERVICE CENTERS

RAMP UP North is working with municipal officials in four northern municipalities (Aqcha, Aybak, Sar-e-Pul and Sheberghan) to develop CSCs (often referred to as One Stop Shops). CSCs are a municipal communication and coordination mechanism that, if appropriately implemented with the full support of the Mayor, offers businesses and citizens streamlined access to municipal services, improved service delivery and enhanced customer service.



Business registration and licensing outreach activities conducted in Andkhoy. – August 24, 2013



Printing of business licenses continues in Aqcha municipality. – August 29, 2013



Tariff distribution to businesses continues in Sheberghan. - August 05, 2013



A RAMP UP North EA conducts a CSC citizen survey in Sar-e-Pul. - August 05, 2013

RAMP UP North is working to increase the number of Citizen Service Centers (CSCs) to key municipalities along the ring-road. Four CSCs have been under development since April 2013, in the **Aqcha**, **Aybak**, **Sar-e-Pul** and **Sheberghan** municipalities. During the reporting period, this initiative was expanded to include the municipalities of **Andkhoy**, **Khulm**, **Maymana** and **Pul-e-Khumri**, as previous assessments indicated CSCs could be successfully implemented in these municipalities. Meetings with the respective mayors also confirmed their support for the implementation of such facilities.

In **Sar-e-Pul**, RAMP UP North EAs continued the Citizen Service Center (CSC) citizen survey on August 05, 2013. During this survey, five citizens were surveyed on the current status of services provided to citizens by the municipality. Data from the survey was compiled and sent to the RAMP UP North Regional Office for further evaluation and analysis. Also, an EA met with the Municipal Construction Manager to share the CSC process map and flowchart related to sketching and specifying land measurements. The construction manager added some changes to flowchart and confirmed the process.

On August 05, 2013, RAMP UP North Regional Office staff met with the **Aybak** Mayor to discuss the CSC bid opening and evaluation. EAs also reviewed and edited the CSC process map for business registration, *Safayi* registration, land distribution, lease agreements and contract issues. The process map and flowcharts were shared with key municipal officials who edited and approved them.

RAMP UP North regional office staff and EAs met the **Khulm** Mayor to discuss establishing a Citizen Service Center (CSC) in the municipality. They briefed the Mayor on the purpose of a CSC, highlighting the potential for improving and streamlining municipal services for citizens. A Memorandum of Understanding (MoU) and other related documents were shared with the Mayor who expressed his full support. While in the municipality, the team met with the Department Heads for each service that would be offered through the CSC and then visited two possible locations for the CSC. Also during the month, EAs completed a survey of municipal officials and continued to survey citizens for the CSC. Engineering EAs worked on the site assessment and drawings and drafted a plan for the proposed CSC. On August 25, 2013, the Mayor signed the CSC MoU.

On August 18, 2013, RAMP UP North staff met the **Maymana** Mayor and municipal officials to discuss the possible establishment a CSC. The team explained on the purpose of a CSC, highlighting the potential for improving and streamlining municipal services for citizens. The Mayor expressed his support for the project and requested the team to accelerate the process. After the visit, the team identified a site inside the municipality where the CSC could be located. EAs conducted a CSC baseline survey with **Maymana** municipal officials and citizens. The data was shared with the regional office for further analysis.

Municipal Officials, with support of a RAMP UP North EA, conducted a citizen CSC baseline survey in **Sheberghan** on August 19 and 20, 2013. The purpose of the survey was to evaluate how citizens are currently interacting with municipality and to identify issues and concerns. The survey was also conducted with nine municipal departments.

RAMP UP North staff met with **Andkhoy** municipal officials in late August, regarding the establishment of a CSC. Officials were briefed the importance of a CSC and, as a result, agreed to support the initiative. A meeting was also conducted to identify a site for the proposed CSC.



RAMP UP North EA and Aybak municipal Official is working on the CSC process map and flow chart. – August 27, 2013



TPT staff meets with Pul-e-Khumri municipal officials to discuss establishment of a CSC. - August 20, 2013



TPT staff meets with Maymana municipal officials to discuss establishment of a CSC. - August 18, 2013



EA conducts a CSC citizen survey in Aqcha. – August 29, 2013

In **Aqcha**, RAMP UP North staff met with municipal officials to discuss next steps for the CSC project implementation and to review responsibilities of each party.

The following table captures progress to-date on the establishment of CSCs:

CITIZEN SERVICE CENTERS

PHASE 1 MUNICIPALITIES

ACTIVITY	AQCHA		AYBAK		SAR-E-PUL		SHEBERGHAN	
	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date
Concept Note	100%	-	100%	-	100%	-	100%	-
Baseline Surveys	100%	-	100%	-	100%	-	100%	-
Process Mapping	70%	15-Oct-13	70%	15-Oct-13	70%	15-Oct-13	70%	15-Oct-13
Advisory Board	75%	30-Nov-13	75%	30-Nov-13	75%	30-Nov-13	75%	30-Nov-13
Services	90%	31-Oct-13	90%	31-Oct-13	90%	31-Oct-13	90%	31-Oct-13
Staffing	50%	31-Jul-13	50%	31-Jul-13	50%	31-Jul-13	50%	31-Jul-13
Regional Workshop	0%	30-Nov-13	0%	30-Nov-13	0%	30-Nov-13	0%	30-Nov-13
Communications Plan	75%	30-Sep-13	75%	30-Sep-13	75%	30-Sep-13	75%	30-Sep-13
Facility Design	100%	-	100%	-	100%	-	100%	-
Facility Procurement	80%	15-Dec-13	95%	15-Dec-13	N/A	-	80%	15-Dec-13
Facility Construction	0%	31-Aug-13	0%	30-Sep-13	55% ²	31-Aug-13	0%	15-Sep-13

PHASE 2 MUNICIPALITIES

ACTIVITY	ANDKHOY		KHULM		MAYMANA		PUL-E-KHUMRI	
	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date
Concept Note	100%	-	100%	-	100%	-	100%	-
Baseline Surveys	50 %	30-Nov-13	50%	30-Nov-13	50%	30-Nov-13	50%	30-Nov-13
Process Mapping	50%	31-Oct-13	50%	31-Oct-13	50%	31-Oct-13	50%	31-Oct-13
Advisory Board								
Services								
Staffing								
Regional Workshop								
Communications Plan								
Facility Design								
Facility Procurement								
Facility Construction								

LOCAL ECONOMIC DEVELOPMENT

The goal of RAMP UP North's Local Economic Development (LED) initiative is to build municipal capacity to manage local economic development. Economic Profiles have been developed for all provincial municipalities.

² Municipal Contribution

Using these profiles as a springboard, RAMP UP North is developing 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 in building and strengthening the local economy.

The focus of LED activities during the reporting period was on implementation of the **Sheberghan** Workshop II, piloting the Workshop III in **Mazar-a-Sharif**, and preparing for the remaining five Workshop IIIs.

On August 25, in **Sheberghan**, the LED Workshop II was conducted with the participation of the LED Strategic Planning Committee, representing important stakeholders including municipal and government officials, professors and students of local universities and entrepreneurs. During the workshop, participants prioritized the most important information, extracted from different materials, including the Economic Profile (summarized in “Final Findings”) and structured it in a strengths, weaknesses, opportunities, and threats (SWOT) table. Then, based on the SWOT analysis, they determined a limited number of critical issues facing economic development.

Members of the LED Steering Committee were also actively involved in the facilitation of the workshop. For example, one of the members of the committee gave a presentation on LED basics, to the audience. In addition, two municipal staff members assisted in facilitating the workshop by recording selected issues on SWOT charts. The Mayor attended the full workshop, actively participating as a group member.

EAs also worked closely with all six municipalities, in order to prepare them for Workshop III. Activities included meeting with LED steering committees to review critical issues for further discussion and input, as well as finalizing vision and mission statements.

On August 29, 2013, RAMP UP North piloted the LED Workshop III for **Mazar-e-Sharif**. The objectives of the workshop were to: refine strategic issues; define potential interventions to address strategic goals; preselect potential interventions; and to finalize the vision and mission. During the workshop, participants prioritized the list of critical issues developed during Workshop II, into a list of strategic issues. This refined list will now form the core of the LED strategy. After the strategic issues were determined, a brainstorming followed to define potential interventions.

In **Aybak**, EAs facilitated a meeting with the LED Steering Committee on August 14, 2013. The purpose of the meeting was to review LED critical issues for further discussion and input. The committee reviewed the upcoming LED process including Workshop III and decided to include additional participants. The committee also approved the final version of critical issues. In addition, an EA met with the German Society for International Cooperation (GIZ) project manager on August 20, 2013, to invite GIZ to participate in the upcoming Workshop III. During the meeting, the EA explained the goals and objectives of the LED initiative as well as the role of experts and specialized persons in LED planning. As a result of the meeting, the GIZ representative agreed to participate in the event.

On August 15, 2013, a RAMP UP North EA met with the **Mazar-e-Sharif** Municipal Administrative Department Manager to discuss the creation of an LED unit. The Administrative Department has added two positions (Economic Development Manager and Economic Development Assistant) to the 1392 *Tashkeel*, but approval is still pending.



LED Workshop II participants in Sheberghan work on SWOT analysis to define critical issues. – August 25, 2013



LED Workshop II conducted in Shebergha – August 25, 2013



Aybak LED Steering Committee holds a meeting to review and revise the LED vision and mission statements. – August 05, 2013



Pul-e-Khumri LED Steering Committee meets to finalize the LED Plan vision and mission. – August 20, 2013

On August 22, 2013, EAs met with the **Pul-e-Khumri** LED steering committee to finalize the LED Plan vision and mission, including comments from Workshop II. In addition, EAs held a coordination meeting with representatives from UNAMA, AKDN and ACTED, in order to share and discuss the draft LED Plan. They were invited to comment on the draft plan and to participate in the upcoming Workshop III. As a result of the meeting, participants provided feedback on the plan and promised to cooperate with and to support the municipality with LED.

The status of the LED strategic planning process is captured in the table below. A percentage indicates progress to date for a specific activity, while a date indicates the activity was completed as of that date.

LED STRATEGIC PLANNING PROCESS STATUS

Milestones	PREPARATION		PROCESS IMPLEMENTATION				PRODUCT	
	Training-of-Trainers	Getting Started	Workshop I- Vision / Mission (Regional)	Workshop II Critical Issues (Field)	LED Municipal Conference	Workshop III-LED Interventions (Field)	Workshop IV- Strategic Plan Review (Field)	Final LED Strategic Plans
Municipality		April 25– May 20		June 3-27		August 11 – September 5	September 30 - October 17	November 30
Aybak	Apr 22-24	04-Jun-13	May 20-21	05-Jun-13	June 17-18	40%	10%	20%
Kunduz		12-Jun-13		26-Jun-13		40%	10%	20%
Maymana		12-Jun-13		24-Jun-13		40%	10%	15%
Mazar-e-Sharif		30-May-13		03-Jun-13		29-Aug-13	10%	20%
Pul-e-Khumri		04-Jun-13		10-Jun-13		40%	10%	20%
Sheberghan		19-Jun-13		25-Aug-13		40%	10%	15%

PUBLIC-PRIVATE PARTNERSHIPS

Due to the limited potential of existing own-source revenues and shrinking international donor programs, municipalities have shown an increasing interest in exploring public-private partnerships (PPPs) to improve service delivery and revenue generation. This interest is evidenced in the implemented SSDIPs, as the municipalities are increasingly looking to the private sector to operate and/or manage municipal facilities, such as parks, public latrines, bus and taxi facilities, and markets. RAMP UP North is providing technical assistance to support municipalities in drafting the necessary agreements to formalize the public-private partnerships contemplated with their SSDIPs.

During the reporting period, work continued on establishing public-private partnerships (PPPs), with one partnership formed in **Faizabad** on August 22, 2013. To-date, a total of 9 PPPs, with estimated revenues of more than 1.5 million AFN, have been initiated with RAMP UP North support. RAMP UP North staff are actively working with municipal officials to support two PPPs that are in the procurement process in **Pul-e-Khumri** and **Taloqan**, as well as an additional 15 PPPs still under consideration across 11 municipalities.

On August 26, 2013, RAMP UP North staff met with the **Aybak** Deputy Mayor regarding the PPP for the Family Park. As a result of the meeting, the Deputy Mayor decided to re-announce the PPP through Aybak National TV, and include an approved design and BoQ for future municipal improvements inside the park. This action is in response to a study conducted by EAs that indicated there were no responses to the initial bid solicitation due to a lack of



EAs conduct citizen monitoring of Faizabad R4 Park Construction D1 project. - August 21, 2013



EA meets with the Pul-e-Khumri Municipal Procurement Officer regarding the R3 Public Latrine Construction project PPP. - August 15, 2013

existing facilities, such as a guard room and playground equipment, which make it difficult to attract private interest and investment due to limited opportunities for revenue generation.

A RAMP UP North EA met with the **Pul-e-Khumri** Municipal Procurement Department Officer to discuss the **R3 Public Latrine Construction** project PPP. According to the officer, the proposal documents have been collected and sent to the Governor's office along with an official letter outlining the selection of bid opening members. The project PPP bid opening was conducted on August 25, 2013. The highest bid was 57,000 AFN per year. Before finalizing the PPP, the proposed tender will be published next, with a contract subsequently being awarded to the successful bidder.

RAMP UP North EAs met with **Taloqan** municipal officials regarding the procurement process of R3 **Parking Lot Construction and Park Improvement** project on August 29, 2013. They were informed that the PPP award date is set for September 26, 2013.

In **Faizabad**, the documentation for the R3 **Park and Parking Lot** project PPP was completed and sent to the Governor's Office for processing. The Government Procurement Department specified August 20, 2013, as the date for the procurement process to commence. On August 22, 2013, RAMP UP North staff and municipal and provincial government officials met to award the project PPP. A total of five bids were received, and the highest bidder was awarded a 3-month contract that will see the project managed through the end of the fiscal year.

Progress on RAMP UP North-supported PPP's is provided in the table below:

PUBLIC-PRIVATE PARTNERSHIP STATUS

Municipality	Round	Project	Project End Date	PPP Signed	Agreement Duration	Est. Value (AFN)
Andkhoy	R1	Bus Terminal	TBD	Pending	TBD	TBD
Aybak	R2	Public Latrines	01-Oct-12	22-Mar-13	10 Months	106,000
	R2	Public Latrines	07-Feb-13	22-Mar-13		
	R3	Family Park	TBD	Pending	TBD	TBD
	R5	Bus Terminal	TBD	Pending	TBD	TBD
Faizabad	R2	Public Latrines	28-Feb-13	22-May-13	7 Months	140,000
	R3	Park and Parking Lot	06-Jul-13	22-Aug-13	3 Months	95,000
	R4	Park (D1)	TBD	Pending	TBD	TBD
Khulm	R1	Bus Terminal	TBD	Pending	TBD	TBD
Kunduz	R2	City Park	15-Feb-13	19-May-13	12 Months	210,000
	R5	Sports Stadium	TBD	Pending	TBD	TBD
Maymana	R1	Women's Park	07-Aug-13	09-April-13	9 Months	45,500
	R2	Public Latrines	20-Nov-12	15-Jan-13	12 Months	41,000
	R4	Fruit and Vegetable Market	TBD	Pending	TBD	TBD
Mazar-e-Sharif	R3	Bukhdi Park (D8)	TBD	Pending	TBD	TBD
	R4	"I" Park (D6)	TBD	Pending	TBD	TBD
Pul-e-Khumri	R3	Public Latrines	30-Jul-13	In Process	TBD	TBD
	R4	Sports Stadium	TBD	Pending	TBD	TBD
Sar-e-Pul	R2	Wheat and Flour Market Latrine	30-Apr-13	21-Apr-13	8 Months	14,975
	R4	Mini-Football Field	TBD	Pending	TBD	TBD

Sheberghan	R2	Public Latrines	30-Nov-12	21-Dec-12	12 Months	41,100
	R2	Bukhdi Park and Sports Fields	05-Jul-13	10-July-13	12 Months	813,000
	R4	Bus Terminal	TBD	Pending	TBD	TBD
	R5	Bukhdi Family Park	TBD	Pending	TBD	TBD
Taloqan	R3	Parking Lot and Park	06-Jul-13	In Process	TBD	TBD
	R4	Children's Park	TBD	Pending	TBD	TBD

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 information to help manage Master Plans and to enhance revenue generation as they implement and manage new businesses and Safayi registration programs.

A delegation from the General Directorate for Municipal Affairs (GDMA) visited **Kunduz** in late August, to meet with key municipal officials and Line Ministry Directors to review and approve new municipal boundaries. A similar delegation had also visited **Mazar-e-Sharif** and **Sheberghan** municipalities in July and approved their new municipal boundaries.

The newly approved municipal boundaries are based on the boundaries established by GIS staff working in close coordination with municipal officials. Boundaries established to aid in the *Safayi* registration and to support municipalities in future elections of municipal officials and to aid in municipal planning. For example, in **Mazar-e-Sharif**, the Governor and Mayor reviewed the newly approved boundaries. Based on an increased number of gozar boundaries, the Governor approved two new police stations in order to serve all city *gozars*.

GIS staff also continued to prepare maps for the *Safayi* registration survey teams.



Safayi registration surveyors used map provided by GIS team to conduct survey. – August 14, 2013



RAMP UP North team meets with Kalantars and elders of District 1 regarding Safayi Registration survey process. – August 29, 2013

GIS WORK PROGRESS

Municipality	Digitization	Total No. of Land Parcels	Identification of Sub-district Boundaries	No. of Sub-districts per Municipality	Quality Control Completed
Andkhoy	100%	9,553	100%	4	100%
Aqcha	100%	6,227	100%	2	100%
Aybak	100%	5,210	100%	2	100%
Faizabad	100%	9,236	100%	6	100%
Khulm	100%	6,741	100%	4	100%
Kunduz	100%	29,285	100%	8	20%
Maymana	100%	13,331	100%	10	15%
Mazar-e-Sharif	100%	73,130	100%	10	-
Pul-e Khumri	100%	24,213	100%	4	100%
Sar-e- Pul	100%	9,426	100%	5	100%
Sheberghan	100%	35,000	100%	4	-
Taloqan	100%	17,796	100%	6	-
TOTAL	100%	239,148	100%	65	-



EAs and citizens monitor the Pul-e-Khumri R4 Sports Stadium Improvement project. – August 05, 2013

CROSS-CUTTING ACTIVITIES

Sustainable Service Delivery Improvement Projects serve not only as the center piece for municipal capacity building, but also as the foundation for community engagement and enhanced revenue collection. Major cross-cutting

activities include community engagement, expanding the role of women, and transparency and stakeholder ownership.

The Regional Office Community Engagement Team and EAs continued to support citizen engagement activities in each municipality. While many ongoing activities (citizen report cards and pre- and post-project surveys) were supported, a key activity this month was to continue implementing the *Safayi* Registration Communications Plans for all 12 municipalities and work on preparation for phase two, which includes moving the registration to new areas of each municipality. Activities, including working with municipal officials and community leaders to share information about the initiative through mosques and schools are highlighted below.

On August 26, 2013, GDMA held a Cross-Cutting Activities meeting with representatives from USAID, RAMP UP, UNDP and UN-Habitat. They discussed the Gender Mainstreaming Guidelines and the group shared ideas about the implementation of the plan in the municipalities. At end of the meeting, it was suggested and agreed upon that a follow-up meeting was necessary to establish an action plan for promoting the Gender Mainstreaming Guidelines. A tentative date of September 08, 2013, was set.

Citizen Monitoring

This month citizen monitoring visits took place in Faizabad, Pul-e-Khumri, and Sheberghan starting this process for Round 4 projects. The purpose of these monitoring visits is to inspect the work of the contractor and ensure that it meets the expectations of the municipality and citizens.

RAMP UP North EAs, SDAG and Project Beneficiary Group (PBG) members participated in the first citizen monitoring of the **Pul-e-Khumri R4 Sports Stadium Improvement** project on August 05, 2013. The monitoring group found that work was progressing on the site. They highlighted the importance of properly curing concrete and cement mortar with the subcontractor.

RAMP UP North EAs and four SDAG members, including two female members, participated in the first citizen monitoring of the **Faizabad R4 Park Construction** project. Overall, the group was pleased with the progress of work and satisfied with the questions they had regarding the construction design and activities. One of the SDAG members commented on the importance of having toilets available for women at the park.

On August 20, 2013, a team conducted a citizen monitoring composed of SDAG members and municipal officials of the R4 **Bus Terminal Construction** project in Sheberghan. The purpose of the monitoring was to review the ongoing work of the project and to provide recommendations for the remaining works.

Sustainability Survey

EAs continued to engage municipal officials and SDAG and PBG members in monitoring completed R2 projects. During the month six (6) site visits were conducted in six (6) municipalities. These site visits provide an opportunity for citizen groups to review the project activities and ensure that they are maintained by the municipality.

SDAG members, municipal officials and EAs conducted a sustainability survey of the **Faizabad R2 Latrines Construction** project on August 27, 2013. The survey found that the latrine is clean is being used by the public.

On August 15, 2013, RAMP UP North EAs facilitated a citizen sustainability monitoring of the R2 **Public Latrine Construction** project in **Sheberghan** along with SDAG members and municipal officials. The purpose of the monitoring was to check if the latrine was being well maintained by the



EAs and citizens check the Sheberghan R2 Public Latrine Construction project. – August 14, 2013



SDAG members and EAs conduct a sustainability check of Faizabad R2 Latrines Construction project. – August 27, 2013



EAs conduct a report card survey for the Mazar-e-Sharif R4 "I" Park Construction D6 project. - August 15, 2013



RAMP UP North POA continues distributing Safayi flyer to increase public awareness in Kunduz. – August 22, 2013

subcontractor. As a result monitoring, the team found the project is being well maintained and that people are using the latrine. The team expressed their appreciation to the subcontractor and recommend advertising the latrine in the local media to raise awareness of the facility.

RAMP UP North EAs, SDAG members and municipal officials conducted a sustainability check of the **Aybak R2 Public Latrine Construction and Rehabilitation** project on August 06, 2013. During the check, the team found the project is operational and is being well maintained.

Community Engagement

EAs worked closely with municipal officials and citizen groups to solve problems in the field and ensure that the *Safayi* activities continued to go according to schedule.

In **Taloqan**, EAs attended a meeting on August 29 with municipal officials and District 1 elders regarding the *Safayi* registration survey. After a long discussion between the Mayor and participants, the Mayor convinced District 1 elders to support the surveyors.

A meeting was conducted with **Andkhoy City Kalantars** to discuss raising public awareness and support of the *Safayi* registration survey. As a result of the meeting, the *Kalantars* expressed appreciation for the survey and promised to work closely with the survey team.

Citizen Report Cards

EAs continued to engage citizen opinion on project activities through citizen report card surveys. During the month, three surveys were conducted in three municipalities. These surveys provide an opportunity for citizens to evaluate the work of the contractor and provide feedback on the project itself. Overall the feedback is acceptable and better, with the exception of a few ratings as unacceptable. In these cases, the information from these surveys is shared with our projects office who works with the municipality and contractor to address the concerns.

In **Mazar-e-Sharif**, RAMP UP North Advisors conducted a citizen report card survey of 50 citizens regarding the R4 **"I" Park Construction (D6)** project on August 14 and 15, 2013.

A citizen report card survey of the **Aybak R4 Mini-Football Field Construction** project was conducted on August 21, 2013. The purpose the survey was to get citizens' views regarding the project work and quality and their comments on municipal service delivery. One-hundred citizens (50 men, 50 women) were surveyed and the data has been entered into database. Results of the survey show that citizens are generally satisfied with the quality of the work.

On August 21 and 22, 2013, EAs conducted a citizen report card survey of 50 men and women on the **Sar-e-Pul R4 Mini-Football Field Construction** project. The purpose of the survey was to ensure the quality of work and citizen's recommendation for the project.

Citizen Engagement Via Media

RAMP UP North EAs and **Sheberghan** municipal officials continued *Safayi* registration outreach activities. EAs distributed flyers door-to-door in advance of the survey. Flyers have also been placed on mosque walls to publicize the initiative. In addition, teams went shop-to-shop meeting with businessmen to explain the business registration and license distribution process.

In **Maymana**, RAMP UP North EAs held a meeting with *Kalantars* and D3 residents on August 05, 2013, to discuss *Safayi* registration and the positive



R4 Mini-Football Field Construction project report card survey conducts in Aybak. – August 21, 2013



Sar-e-Pul R4 Mini-Football Field Construction project citizen report card survey. – August 21, 2013



Municipal Gender Mainstreaming Action Plan is updated in Sheberghan. – August 21, 2013

impact this survey will have on the community. Participants pledged their support to the survey team.

During a televised interview, SDAG members described their role in representing citizens in the decision making process in **Aybak** Municipality, crediting RAMP UP North with enabling this mechanism. They discussed their role in informing municipality decision making, particularly on development projects. The Acting Mayor, credited RAMP UP North with enhancing the capacity of the municipality to conduct both *Safayi* and business registration and to monitor ongoing projects. At the end the interview, the interviewed along with SDAG, municipal officials and citizens visited project sites of both ongoing and previously implemented projects. Citizen expressed their satisfaction with the projects.

EXPANDING THE ROLE OF WOMEN

RAMP UP North supports government 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 municipal Gender Mainstreaming Action Plan.

In the month of August, RAMP UP-North focused on two main activities regarding expanding the role of women: implementing the gender mainstreaming plans of the 9 municipalities and supporting the activities of GDMA regarding their newly devised gender mainstreaming guidelines.

On August 25, 2013, RAMP UP North team members attended a Technical Working Group organized by the General Directorate of Municipal Affairs (GDMA). The aim of the gender mainstreaming meeting was to take stock of gender mainstreaming activities of IDLG and GDMA and its partners, and to discuss ways forward in improving networking among female staff members of participating organizations. Representatives from USAID-RAMP UP, UNDP and UN-Habitat attended the meeting. At end of the meeting, it was suggested and agreed upon that a follow-up meeting in early September was necessary to establish an action plan for promoting the Gender Mainstreaming Guidelines.

In **Sar-e-Pul**, a woman was recruited (based on her unsolicited expression of interest) to the Archive Department. Preliminary recruitment documents have been submitted to the Governor's Office for further processing. EAs continue to support the municipality in implementing their Gender Mainstreaming Action Plan (GMAP) which includes expanding the number of women working in the municipality.

The **Sheberghan** Municipal Gender Group, with coordination support from EAs, met to review and update the GMAP on August 21, 2013. As a result of the meeting, the group prioritized the hiring of two female staff for the municipality's Administration Department and the conducting of a capacity building training for all female staff.

In **Taloqan**, RAMP UP North EA updated the GMAP and sent it to the regional office on August 22, 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



The deck of the footbridge is prepped for pouring. – August 21, 2013

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.

The Sar-e-Pul **Footbridge Construction** project subcontractor completed pouring the concrete for the deck slab. The construction of **Vehicle Bridge** continued. However, late in the month, the subcontractor was unable to start pouring concrete until six bearings were delivered, inspected, approved and fitted. This work is expected to be completed in early September 2013. The Department of Rural Rehabilitation and Development (DRRD) continued to work on completing the redesign and BoQ for the wing walls.

The following table captures progress to-date on the post-flood assistance projects in Sar-e-Pul:



Sar-e-Pul Vehicle Bridge Reconstruction project. - August 06, 2013



Sar-e-Pul Mayor visits the Vehicle Bridge Reconstruction project. – August 21, 2013

SAR-E-PUL POST-FLOOD ASSISTANCE PROJECT STATUS

Round	Project Title	Start Date	Planned End Date	% Complete	Comments
PFA-001	Canal Cleaning and Repair	11-Sep-12	31-Dec-12	100%	Project Scope: 19.6 Km Canal CLOSED
PFA-002	Emam Sahib Road and Culvert Repair	28-Nov-12	27-Mar-12	100%	Project Scope: 1.28 Road Km & 2 Culverts Certificate of Sub Project final Close Out & Acceptance issued to MTL.
PFA-003	Lelami Road and Culvert Repairs	1-Dec-12	1-Apr-12	100%	Project Scope: 1.32 Km Road & 6 Culverts Certificate of Sub Project final Close Out & Acceptance issued to MTL.
PFA-004	Canal Retaining Wall Construction	8-Oct-12	31-Mar-13	100%	Project Scope: 44.5m Retaining Wall 10% retention payment document submitted to GSC office on June 18.
PFA-005	Construction Inspection & Testing (QA/QC)	10-Dec-12	Ongoing	25%	Tests are on-going
PFA-006	Footbridge Construction	8-Oct-12	30-Jul-13	96%	Project Scope: 20m Bridge Completed RCC deck slab and installing railing posts and back filling. DRRD completing redesign and BoQ for the wing wall.
PFA-007	Vehicle Bridge Reconstruction	21-Jan-13	30-Aug-13	75%	Project Scope: 16m Bridge. Time extension request approved by CO. Completed form work and preparing for concrete pour.

UPCOMING ACTIVITIES

Due to *Ramadan* and *Eid* periods in July and early August, work slowed on R3 projects. RAMP UP North staff will work with subcontractors to complete achievable work plans and will seek approval for newly proposed completion dates. During September, work is scheduled to begin on remaining district-

municipality R1, and provincial municipality R4 and R5 projects, as well as the CSCs.

Support will continue to municipalities through the *Safayi* registration, business registration and licensing, CSC and LED initiatives. The LED strategic planning process will continue with LED Workshop IIIs in the provincial ring road municipalities of **Aybak, Kunduz, Maymana, Pul-e-Khumri** and **Sheberghan**. Process mapping for services that will be provided by the new citizen service centers in **Andkhoy, Khulm, Maymana, and Pul-e-Khumri** municipalities, will be completed.