



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

**MONTHLY REPORT:** September 2013

RAMP UP North Embedded Advisor monitoring Safayi registration surveyors measuring houses and completing forms in **Khulm** – September 25, 2013



**OCTOBER 15, 2013**

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

**MONTHLY REPORT: SEPTEMBER 2013**

**Program Title:** Regional Afghan Municipalities Program for Urban Populations  
– 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

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 39,000 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 1,700 business licenses were issued across 11 municipalities. The LED Workshops III were held in the following six municipalities: **Sheberghan, Pul-e-Khumri, Maymana, Kunduz, Aybak, and Mazar-e-Sharif**. The day long workshop entails shortlisting the strategic economic issues the municipality should address to improve the local economy and developing strategies to do so.

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 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.

RAMP UP North continued to engage citizens and encourage the participation of women through mechanisms such as citizen report cards and sustainability checks. During the month of September, the following activities took place:



RAMP UP North Regional Office M&E team monitoring *Safayi* registration survey process in Maymana – September 25, 2013



Maymana LED Steering Committee selecting strategic interventions – September 26, 2013



Rapid assessment being performed in Doshi and Khunjan Municipalities – September 25, 2013



Aqcha R1 Trash Collection project and CSC kick off meeting – September 15, 2013

10 citizen monitoring visits, 3 sustainability checks, 3 citizen report cards, 3 pre/post project surveys, 3 Service Delivery Advisory Group (SDAG) meetings, 4 *Kalantar* meetings, and 1 lessons learned meeting. In Andkhoy, a meeting occurred on September 30, 2013, to introduce a women-lead *Shura* to the municipality and encourage the women involved to participate in the municipality's activities.

## CLIN I - CAPACITY BUILDING

### Capacity Building of GIRoA Officials at Municipal Level

#### 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 projects and developing bills-of-quantities (BoQs). Highlights are noted below.

#### SSDIP Round One (R1) Capacity Strengthening

- In early September, the **Andkhoy** Mayor, municipal technical officials and the RAMP UP North Engineering Embedded Advisor (EA) visited **R1 Bus Terminal Construction** project. The excavation and stone masonry for the boundary wall was in progress. Municipal technical officials assisted in measuring quantities, checking the quality of construction and assisting with the monitoring of work progress. The designs for the municipal contribution projects (a restaurant, a coffee shop, two trash bins and five offices for bus transport agencies) have been submitted for approval to the provincial Governor's office, and the Mayor promised to speed up their implementation. The **Andkhoy** Mayor, the RAMP UP North Project Manager and Embedded Advisors (EAs) met on September 17, 2013, to discuss the Citizen Service Center (CSC) and R1 project. A monitoring visit, also on September 17, 2013, showed the progress of work and quality of the stone for the boundary walls of the R1 project were acceptable.
- In **Aqcha**, a meeting was held to discuss both the R1 **Trash Collection** project and the CSC kickoff meeting on September 15, 2013. The provincial Governor, the Mayor, representatives of the Intelligence Department, police chiefs and local elders participated. As a result, local authorities and citizens expressed their satisfaction with the completed work of **Aqcha** Municipality with the support of RAMP UP North. Cleaning activity began in the *Imam Termizy* and *Wali Bay Gozars* of District 1.

#### SSDIP Round Two (R2) Capacity Strengthening

- On September 03, 2013, a sustainability monitoring of **Mazar-e-Sharif R2 Trash Collection** project was conducted in District 5 and results shared with municipal officials. The project was found to be ongoing with tractors continuing to collect trash door-to-door.



Work progressing on Andkhoy R1 Bus Terminal Construction project – September 02, 2013



Work progressing on Sar-e-Pul R3 Trash Collection project – September 17, 2013



Meeting with the Andkhoy Mayor to discuss the municipality's contribution to the Andkhoy R1 Bus Terminal Construction project



Sustainability check of the Mazar-e-Sharif R2 Trash Collection project - September 03, 2013

### SSDIP Round Three (R3) Capacity Strengthening

- The Engineering EA met with **Kunduz** Construction Department staff on September 02, 2013, regarding the completed R3 **Drainage Rehabilitation** project. The EA provided details on completed activities of the project. On September 11, 2013, EAs, Service Delivery Advisory Group (SDAG) members and municipal officials conducted the final inspection of R3 project and identified some defects needing attention, such as completion of some of the grills and trash removal. A punch list has been prepared and submitted to the subcontractor with a deadline for rectifying these defects by September 15, 2013.
- On September 03, 2013, the **Mazar-e-Sharif** Mayor and the Head and the Deputy of the Municipal Advisory Board (MAB) signed the Service Delivery Improvement Plan (SDIP) for the R3 **Bukhdi Park Reconstruction (D8)** project.
- In **Taloqan**, EAs monitored the R4 **Children's Park Construction** project on September 10, 2013. They found that the tube well has been dug as per the design to a depth of 45 meters. They were also able to confirm that the stone masonry of the surrounding wall in the east, south and west side of the park was completed and that the subcontractor is working on the super stone masonry (Kursy), ring beams, upper stone masonry column, sidewalk base course and the shuttering of the latrine slab.
- On September 09, 2013, the RAMP UP North QA/QC engineer and municipal design engineer monitored the **Aybak** R4 **Mini-Football Field Construction** project. The construction work was in progress on sidewalk mosaics and on the PCC of the spectator stairs. In addition, the team advised the subcontractor to carry out testing of the RCC surrounding the foundations and to smooth the wall of the latrine. The subcontractor committed to rectifying the defects.
- On September 15, 2013, the RAMP UP North team facilitated the R3 **Trash Collection** project kickoff meeting in **Sar-e-Pul** municipality's meeting hall. More than 42 people including the Head of the Olympic Committee, the District Governor, *Kalantars*, school student representatives and local media attended. The Mayor explained project activities including the installation of 20 trash bins in three districts and introduced the subcontractor. The Mayor also commented that the sustainability of the project relies on citizen support. The Mayor highlighted that this project will provide job opportunities for local citizens and flyers were distributed to all participants. The Mayor announced that participants can show their support for the project by participating in a clean-up campaign on September 18, 2013.

### SSDIP Round Four (R4) Capacity Strengthening

- Early September 2013, the **Aybak** Municipal Design Engineer and EAs monitored the R4 **Mini-Football Field Construction** project. The group found that work was ongoing on the sidewalks, painting of the latrine walls and preparation of a base course for the playground. On September 18, 2013, the mentioned teams also monitored the R4 project, determined that the white stone on the spectator bench was not according to the Bill of Quantities (BoQ) and asked the subcontractor to rectify this as soon as possible. In late September, they once again monitored the project, and the EA obtained a Reinforced Cement Concrete (RCC) test to determine the strength of



Work in progress on the Mazar-e-Sharif R3 **Bukhdi Park Reconstruction D8** project – September 02, 2013



Work progressing on the Sar-e-Pul R4 **Mini-Football Field Construction** project – September 03, 2013



Site monitoring of the Pul-e-Khumri R4 **Sports Stadium improvement** project – September 03, 2013



The Aybak Municipal Design Engineer and EAs monitor the Aybak R4 **Mini-Football Field Construction** project – September 05, 2013

the concrete and demonstrate to the Municipal Design Engineer the value of such tests in ensuring the quality of installed RCC.

- In **Taloqan**, RAMP UP North EAs conducted joint monitoring of the R4 **Children's Park Construction** project in early and mid-September 2013. Monitoring results showed that the tube well and stone masonry for the surround wall was completed on three sides. The subcontractor is currently working on the pointing of the stone masonry, and other ongoing work was satisfactory.
- On September 03, 2013, the **Mazar-e-Sharif** Mayor and the Head and the Deputy of the Municipal Advisory Board (MAB) signed the Service Delivery Improvement Plan (SDIP) for the **Mazar-e-Sharif R4 "I" Park Construction D6** project.
- On September 09, 2013, the **Maymana** Municipal Engineer and the EA monitored the R4 **Fruit and Vegetable Market Construction** project, finding that work on the foundation of the shelter, the brick work of the masonry wall and the plastering of the boundary wall was ongoing. On September 23, 2013, the RAMP UP North EA and Municipal Engineer monitored the R4 **Fruit and Vegetable Market Construction** project in **Maymana**. The monitoring team found the construction to be satisfactory and according to project design.
- RAMP UP North EAs and the Municipal Cleaning and Greening Manager monitored the **Pul-e-Khumri R4 Sports Stadium Improvement** project on September 15, 2013. They asked the subcontractor to remove excess construction materials from the stadium parking area, so that the municipality can begin filling and leveling as part of the municipal contribution for the R4 project.
- The RAMP UP North Engineering Advisor facilitated a joint monitoring of the **Sheberghan R4 Bus Terminal Construction** project on September 25, 2013. The purpose of this joint visit was to provide on-the-job training to the Municipal Construction Department Engineer. The **Sheberghan** Mayor and Municipal Construction Manager also participated in the monitoring visit.

#### SSDIP Round Five (R5) Capacity Strengthening

- On September 02, 2013, the **Aybak R5 Bus Terminal Construction** project ground breaking ceremony was held. Participants included the Independent Directorate of Local Governance (IDLG) Inspection Director, Mayor, Head of the provincial Economy Department, Head of Women Affairs, Service Delivery and Advisory Group (SDAG) and Project Beneficiary Group members. Then on September 10, 2013, a joint monitoring of the R5 project was conducted. Work was underway on the stone masonry of the foundation, the foundation PCC and the welding of the canopy column. The monitoring team found that the construction is satisfactory and according to design documents. On September 22, 2013, the bid opening for the R5 **Bus Terminal Construction Phase II** project took place. Municipal officials, RAMP UP North EAs, the Regional Office procurement team and Service Delivery Advisory Group (SDAG) members participated in the bid opening.
- A pre-construction meeting was held with the subcontractor of the **Mazar-e-Sharif R5 Karti Khurasan Park Construction D7** project in RAMP Up North's Regional Office on September 08, 2013. EAs also informed the Mayor of the project approval and scheduled the project kickoff meeting for September 15, 2013.



EAs participate in joint monitoring of the Taloqan R4 Children's Park Construction project - September 10, 2013



Quality check of the Maymana R4 Fruit and Vegetable Market Construction project - September 24, 2013



Monitoring of the Aybak R5 Bus Terminal Construction project - September 10, 2013

- On September 16, 2013, the RAMP UP North team in **Maymana** held a bid opening and bid evaluation meeting for the concreting of the market yard for the **Grain Market Improvement** project (R5 Phase 1). Four submitted bids were evaluated, three of which were shortlisted for Best and Final Offer (BAFO).
- In **Kunduz**, the R5 **Sport Stadium Improvement** project kickoff meeting was held on September 16, 2013, and the subcontractor agreed to start implementation on September 21, 2013. RAMP UP North EAs and municipal engineers reviewed the designs and two municipal engineers have been assigned to carry out monitoring and evaluation during the implementation phase. On September 25, 2013, EAs together with the Mayor and Municipal Construction Department members visited the R5 project and provided necessary guidance to the subcontractor for demolition and site preparation for the project. It was observed that the project work is commencing according to design plans.
- The RAMP UP North Engineering Advisor facilitated a joint monitoring of the **Sheberghan R5 Bukhdi Park Improvement (Phase II)** project on September 22, 2013. The purpose of the joint visit was to provide on-the-job training to engineers employed in the municipality's construction department. The Mayor and Municipality Construction Manager also participated.



Monitoring of Kunduz R5 Sports Stadium Improvement project – September 25, 2013



Sheberghan R5 Bukhdi Park Improvement (Phase II) project – September 23, 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.*

**Aqcha** municipal officials conducted a public budget meeting with **Kalantars** and EAs on September 03, 2013, to review the approved budget and the amounts allocated for each budget line item.

RAMP UP North EAs provided technical assistance to the **Sheberghan** Municipal Finance and Construction Department in conducting a public budget hearing on September 15, 2013. The purpose of the budget hearing was to engage citizen support for municipal activities, to inform citizens about the process for budget approval and budget allocations. The Accounting Manager explained the process and took participants through the budget document. The Construction Manager presented completed projects, ongoing projects and projects in planning. At the end of the meeting, the Mayor answered citizen's questions. Participants expressed their appreciation of **Sheberghan** Municipality for this transparent approach to municipal budgeting.



Aqcha municipal officials conducted a public budget meeting - September 03, 2013

## 1392 BUDGET PROCESS – FORMULATION & APPROVAL

| Municipality | Drafted   | Public Budget Hearing | Submitted to Governor | Governor Approves & Signs | Submitted to IDLG / GDIMA | IDLG / GDIMA Approval | MoF Approval | OAA Approval | Post-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    | 03-Sep-13                           |
| Aybak        | 21-Jan13  | 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 /<br>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  | 15-Sep-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 |

### 1393 BUDGET PROCESS – PROPOSED PROJECT LIST (PPL)

| Municipality   | Internal Administrative Meeting | Budget Committee Appointed | Draft PPL Developed | Draft PPL Presentation Prepared | Draft PPL Presented to MAB | Public Hearing on Draft PPL | Summary Report to Mayor & MAB | Draft PPL Approved by MAB & Mayor | Plans, Designs & BoQs Initiated |
|----------------|---------------------------------|----------------------------|---------------------|---------------------------------|----------------------------|-----------------------------|-------------------------------|-----------------------------------|---------------------------------|
| Andkhoy        | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Aqcha          | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Aybak          | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Faizabad       | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Khulm          | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Kunduz         | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Maymana        | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Mazar-e-Sharif | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Pul-e-Khumri   | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Sar-e-Pul      | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Sheberghan     | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |
| Taloqan        | October                         | October                    | November            | November                        | November                   | November                    | November                      | November                          | December                        |

### 1393 BUDGET PROCESS – FORMULATION & APPROVAL

| Municipality   | Revenue Projections Completed | Unit Specific Plans Completed | Draft Budget Submitted to Governor | Governor Approves & Signs | Submitted to IDLG / GDMA | IDLG / GDMA Approval | MoF Approval | OAA Approval | Post-Approval Public Budget Meeting |
|----------------|-------------------------------|-------------------------------|------------------------------------|---------------------------|--------------------------|----------------------|--------------|--------------|-------------------------------------|
| Andkhoy        | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Aqcha          | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Aybak          | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Faizabad       | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Khulm          | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Kunduz         | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Maymana        | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Mazar-e-Sharif | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Pul-e-Khumri   | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Sar-e-Pul      | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Sheberghan     | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |
| Taloqan        | December                      | December                      | December                           | January                   | January                  | February             | February     | March        | April                               |

*\*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.*

#### Round One (R1) Projects

All nine provincial municipality R1 projects are completed and have been handed over to the respective municipalities.

For the **Aqcha Trash Collection Project**, RAMP UP received the non-expendable purchase (NXP) approval for the trailers and was able to purchase them this month. The kickoff meeting took place on September 15, 2013, and the project is ongoing.

In **Andkhoy**, the **Bus Terminal Construction** project is ongoing, and the subcontract was approved for the **Bus Terminal Construction** project in **Khulm**.

#### Round Two (R2) Projects

All R2 projects are completed, seven are closed out and the remaining two in **Mazar-e-Sharif** and **Pul-e-Khumri** will be closed out in October.

#### Round Three (R3) Projects

Six projects are complete. The **Sar-e-Pul Trash Collection** project began this month and is ongoing. It started with a kickoff meeting and a three day clean-up conducted by the municipality and citizens.

#### Round Four (R4) Projects

All R4 projects are ongoing and are continually monitored by RAMP UP North advisors and municipal officials.

In **Aybak**, the **Mini Football Field Construction** project work is delayed until the subcontractor receives the artificial grass. On September 23, 2013, the project was monitored by the Engineering Advisor and the Municipal Engineering Manager.

#### Round Five (R5) Projects

The **Bus Terminal Construction** project in **Aybak** and the **Bukhdi Park Improvement Phase II** project in **Sheberghan** are both progressing.

The **Sports Stadium Improvement** project in **Kunduz** started and is currently at 10% complete.

The proposal for the **Maymana R5 Grain Market Improvement (Phase II)** project was approved by the COR and bids have been received.

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

#### SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS STATUS

| Municipality | Project | Project Title | Start Date | Planned End | % | Comments |
|--------------|---------|---------------|------------|-------------|---|----------|
|--------------|---------|---------------|------------|-------------|---|----------|



RAMP UP North QA/QC Engineer monitoring Aqcha R1 Trash Collection project – September 22, 2013



Monitoring of Pul-e-Khumri R4 Sports Stadium Improvement project – September 23, 2013



Monitoring of the Andkhoy R1 Bus Terminal Construction project – September 17, 2013

|          |       |  | Date             |                  | Complete    |  |
|----------|-------|--|------------------|------------------|-------------|--|
| Andkhoy  | R1    | Bus Terminal Construction                              | 15-Aug-13        | 14-Nov-13        | 8%          | Excavating for boundary wall and commenced constructing wall   |
|          | CSC   | Citizen Service Center                                 | TBD              | TBD              | 0%          | Concept approved by COR Sep 02. Proposal to COR for approval Sep 14. Bids for foundations being evaluated. Bid launched for Connex Sep 18. Bid return is Sep 26.                       |
| Aqcha    | R1    | Trash Collection                                       | 15-Sep-13        | 14-Nov-13        | 85%         | Vendor delivered tractors and trailers to Aqcha Sep 08. Kick Off meeting held Sep 15.  |
|          | CSC   | Citizen Service Center                                 | 15-Sep-13        | 26-Oct-13        | 0%          | Proposal approved by COR Aug 19. Subcontractor commenced works on new septic tank.   |
| Aybak    | R1    | <b>Aybak Park Renovation</b>                           | <b>28-Oct-11</b> | <b>10-Jan-12</b> | <b>100%</b> | <b>CLOSED</b>  |
|          | R2    | <b>Public Latrines Construction and Rehabilitation</b> | <b>08-Aug-12</b> | <b>07-Feb-13</b> | <b>100%</b> | <b>CLOSED</b>  |
|          | R3    | <b>Family Park Construction</b>                        | <b>01-Apr-13</b> | <b>30-Jul-13</b> | 100%        | Handed over to Municipality  |
|          | R4    | Mini-Football Field Construction                       | 5-Jun-13         | 30-Sep-13        | 85%         | Subcontractor to provide grass samples. Installing terazzo tile gates  |
|          | R5    | Bus Terminal Construction (Phase I)                    | 15-Aug-13        | 29-Nov-13        | 36%         | Continued construction of boundary wall and construction of latrine wall.  |
|          | R5    | Bus Terminal Construction (Phase II)                   | TBD              | TBD              | 0%          | COR approved proposal Sep 24. Preconstruction meeting to take place Sep 29.  |
|          | CSC   | Citizen Service Center                                 | TBD              | TBD              | 11%         | Subcontractor constructing stone masonry wall and continued demolishing internal walls and commenced excavation for latrine.   |
| Faizabad | R1    | <b>Trash Collection</b>                                | <b>01-Feb-12</b> | <b>07-Jun-12</b> | <b>100%</b> | <b>CLOSED</b>  |
|          | R2    | <b>Latrines Construction</b>                           | <b>02-Oct-12</b> | <b>28-Feb-13</b> | <b>100%</b> | <b>CLOSED</b>  |
|          | R2    | <b>Water Well Construction</b>                         | <b>18-Nov-12</b> | <b>15-Feb-13</b> | <b>100%</b> | <b>CLOSED</b>  |
|          | R3    | <b>Park Improvement and Parking Lot</b>                | <b>05-Mar-13</b> | <b>06-Jul-13</b> | <b>100%</b> | Subcontractor cleared punch list.  |
|          | R3    | Water Well Construction                                | 01-Jul-13        | 30-Sep-13        | 14%         | Held meeting with subcontractor regarding slow progress. Subcontractor to change to drilling machine (reached 37.5m)   |
|          | R4    | Park Construction (D1)                                 | 18-Jun-13        | 17-Sep-13        | 30%         | GSC to instruct subcontractor to increase resources. Constructing stone masonry for shaded areas and PCC for walk ways. Backfilling - Municipality to commence additional backfilling. |
| Khulm    | R1    | Bus Terminal Construction                              |                  |                  | 0%          | COR approved proposal Aug 26. Preconstruction meeting to take place Sep 29.  |
|          | CSC   | Citizen Service Center                                 |                  |                  |             | Concept approved by COR Sep 02. Proposal issued to COR for approval Sep 14. RFP for foundations issued and bids being evaluated. Bid launched for Connex Sep 18. Bid return is Sep 26. |
| Kunduz   | R1    | <b>Trash Collection</b>                                | <b>14-Feb-12</b> | <b>16-May-12</b> | <b>100%</b> | <b>CLOSED</b>  |
|          | R2    | <b>City Park Improvement</b>                           | <b>10-Aug-12</b> | <b>15-Feb-13</b> | <b>100%</b> | <b>CLOSED</b>  |
|          | R3    | Drainage Rehabilitation                                | 01-Apr-13        | 20-Jun-13        | 100%        | Defects cleared and warranty period started.   |
|          | R4/R5 | Sports Stadium Improvement                             | 10-Sep-13        | 9-Jan-14         | 3%          | Subcontractor commenced demolition works.  |
| Maymana  | R1    | <b>Women's Park Improvement</b>                        | <b>22-May-12</b> | <b>07-Aug-12</b> | <b>100%</b> | <b>CLOSED</b>  |
|          | R2    | <b>Public Latrines Construction</b>                    | <b>08-Aug-12</b> | <b>20-Nov-12</b> | <b>100%</b> | <b>CLOSED</b>  |
|          | R3    | <b>Wheat and Flour Market Improvement</b>              | <b>17-Mar-13</b> | <b>30-Jun-13</b> | <b>100%</b> | Handed over to the municipality. Municipality completed drainage   |

|                |     |   |                  |                  |             |  |
|----------------|-----|---|------------------|------------------|-------------|--|
|                |     |   |                  |                  | system.     |  |
|                | R4  | Fruit and Vegetable Market Construction                     | 20-Aug-13        | 19-Nov-13        | 50%         | Continued stone masonry works, PCC on top of drainage system and constructing RCC foundations for main shelter.  |
|                | R5  | Wheat and Flour Market Improvement (Phase II)               | TBD              | TBD              | 0%          | Proposal approved by COR Sep 24. Preconstruction meeting to take place Sep 29.   |
|                |     | Wheat and Flour Market Improvement (Phase III)              | TBD              | TBD              | 0%          | Bid launched and bid return date is Sep 22. Proposal approved by COR Sep 24.   |
|                |     | Trash Collection Support                                    |                  |                  | 0%          | Concept in TAMIS in internal approval process  |
|                | CSC | Citizen Service Center                                      |                  |                  |             | Concept approved by COR Sep 02. Proposal issued to COR for approval Sep 15. Bids for foundations being evaluated. Bid launched for Conex Sep 18. Bid return is Sep 26.                 |
| Mazar-e-Sharif | R1  | <b>Trash Collection</b>                                     | <b>26-Jan-12</b> | <b>25-Apr-12</b> | <b>100%</b> | <b>CLOSED</b>  |
|                | R2  | <b>Trash Collection</b>                                     | <b>13-Oct-12</b> | <b>12-Jan-13</b> | <b>100%</b> | Subcontractor to supply and fit tractor door.  |
|                | R3  | Bukhdi Park Reconstruction (D8)                             | 25-Apr-13        | 30-Sep-13        | 90%         | Continued work on construction of sidewalks, pergola roof, leveling and compacting pitch area. Plastering boundary wall. Subcontractor has requested an extension to complete the work |
|                | R4  | "I" Park Construction (D6)                                  | 05-Jun-13        | 30-Oct-13        | 45%         | Installing steel tubes around football area and continued constructing platform, finishing benches and gate pillars.   |
|                | R5  | Trash Collection Support                                    | TBD              | TBD              | 0%          | Concept in TAMIS in internal approval process  |
| Pul-e-Khumri   | R1  | <b>Trash Collection</b>                                     | <b>12-Feb-12</b> | <b>24-May-12</b> | <b>100%</b> | <b>CLOSED</b>  |
|                | R2  | <b>Family Park Construction</b>                             | <b>01-Oct-12</b> | <b>18-May-13</b> | <b>100%</b> | Processing release of retention.   |
|                | R3  | <b>Public Latrine Construction</b>                          | <b>07-Apr-13</b> | <b>30-Jul-13</b> | <b>100%</b> | Defects recorded and subcontractor informed to commence clearing defects.  |
|                | R4  | Sport Stadium Improvement                                   | 05-Jun-13        | 04-Sep-13        | 76%         | Installing and painting fence and constructing stone at spectator area.  |
|                | R5  | Family Park Improvements                                    | TBD              | TBD              | 0%          | COR approved concept Sep 03. Proposal in internal TAMIS approval. Bid evaluation started Sep 26.   |
|                | CSC | Citizen Service Center                                      |                  |                  |             | Concept approved by COR Sep 02. Proposal issued to COR for approval Sep 14. Bids for foundations being evaluated. Bid launched for Conex Sep 18. Bid return is Sep 26.                 |
| Sar-e-Pul      | R1  | <b>Public Park Improvement</b>                              | <b>25-Jan-12</b> | <b>25-Mar-12</b> | <b>100%</b> | <b>Closed</b>  |
|                | R2  | <b>Wheat and Flour Market Improvement</b>                   | <b>8-Aug-12</b>  | <b>30-Apr-13</b> | <b>100%</b> | <b>Closed</b>  |
|                | R3  | Trash Collection  | 8-Sep-13         | 14-Nov-13        | 80%         | Trash collection continued D1 and D2   |
|                | R4  | Mini-Football Field Construction                            | 05-Jun-13        | 30-Sep-13        | 72%         | Continued constructing sidewalks, steel mesh around football area and installing benches.  |
|                | CSC | Citizen Service Center                                      | 22-Sep-13        | 10-Oct-13        | 0%          | Subcontractor commenced work Sep 23.   |
| Sheberghan     | R1  | <b>Trash Bin</b>  | <b>30-Jan-12</b> | <b>10-Mar-12</b> | <b>100%</b> | <b>CLOSED</b>  |
|                | R2  | <b>Public Latrines Construction</b>                         | <b>08-Aug-12</b> | <b>30-Nov-12</b> | <b>100%</b> | <b>CLOSED</b>  |
|                | R3  | <b>Bukhdi Park Improvement and Sports Area Construction</b> | <b>05-Mar-13</b> | <b>05-Jul-13</b> | <b>100%</b> | Warranty period complete and issued 10% retention payment certificate and will move to close out   |

|         |     |   |           |           |      |   |
|---------|-----|---|-----------|-----------|------|---|
|         | R4  | Bus Terminal Construction                     | 18-Jun-13 | 10-Oct-13 | 87%  | Subcontractor completing bus shelter, waiting hall shelter and painting fence.  |
|         | F5  | Bukhdi Park Improvement (Phase II)            | 15-Aug-13 | 14-Nov-13 | 34%  | Installing mosaic tiles on sidewalks, PPC at women shop area, continued repairing truss work. Leveling sidewalk areas, plastering walls and continued brick works in shop area. |
|         | CSC | Citizen Service Center                        | TBD       | TBD       | 0%   | Concept approved by COR Sep 02. Proposal issued to COR for approval Sep 15. Bids for foundations being evaluated. Bid launched for Conex Sep 18. Bid return is Sep 26.          |
| 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                  | 7-Jun-13  | 31-Oct-13 | 31%  | Continued constructing latrine, pointing boundary wall and constructing gate posts.   |

## 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.*

The **Maymana** Municipality, with the assistance of the RAMP UP North team, contracted the construction of a public latrine in the District 5 R4 ***Fruit and Vegetable Market Construction*** project as a municipal contribution. The subcontractor started the excavation of the planned semi-deep well for the latrine on September 10, 2013. The Municipal Engineer and EAs continued monitoring the project.

On September 18, 2013, in **Taloqan**, EAs held a meeting with municipal officials to update them on the procurement processes. Municipal officials also confirmed that the Engineering Department has completed the design, BOQs and plans for all PPLs.

The table below details RAMP UP North's support to municipal development budget projects:

### RAMP UP North Supported Municipal Development Budget Projects

| Municipality | # | Project Title                             | Estimated Budget (AFN) | Plan, Design, BOQ | Municipal Procurement | BoQ  | Est. Start Date | Completion Date |
|--------------|---|---|------------------------|-------------------|-----------------------|------|-----------------|-----------------|
| Andkhoy      | 1 | 3-Building Latrine Construction           | 3,000,000              | 100%              | 95%                   | 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% | Jul-1-13        | TBD             |
|              | 2 | Trash Container Construction (D2)         | 163,343                | 100%              | 100%                  | 100% | TBD             | TBD             |
|              | 3 | Trash Container Construction (D5)         | 408,352                | 100%              | 100%                  | 100% | Jul-1-13        | TBD             |
| Khulm        | 1 | Intersection Construction                 | TBD                    | 100%              | 50%                   | 0%   | TBD             | TBD             |

|                |           |  |                    |      |      |      |           |            |
|----------------|-----------|--|--------------------|------|------|------|-----------|------------|
|                | 2         | Green Park Construction                              | TBD                | 100% | 55%  | 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 town)                  | 2,000,000          | 100% | 100% | 100% | TBD       | TBD        |
| Maymana        | 1         | Road Graveling (D4)                                  | 494,916            | 100% | 100% | 100% | Mar-6-13  | Jun-20-13  |
|                | 2         | Public Latrine (D5)                                  | 498,000.0          | 100% | 100% | 100% | Sep-10-13 | TBD        |
|                | 3         | Public Latrine (D1)                                  | 2,000,000          | 100% | 100% | 40%  | TBD       | TBD        |
| Mazar-e-Sharif | 1         | Office Construction (D5)                             | 3,000,000          | 100% | 100% | 100% | TBD       | TBD        |
|                | 2         | Katibas Construction                                 | 11,186,008         | 100% | 100% | 100% | Nov-05-12 | Feb-3-13   |
|                | 3         | Stadium Land Surround                                | 16,144,758         | 100% | 100% | 100% | Nov-05-12 | Feb-3-13   |
| Pul-e-Khumri   | 1         | ChishmaShafa 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)                       | 25000000           | 100% | 100% | 90%  | TBD       | TBD        |
| Sheberghan     | 1         | Tile and Brick Masonry Wall                          | 1,074,570          | 100% | 100% | 100% | TBD       | Aug-25-13  |
|                | 2         | Atahi Road Improvement                               | 472,500            | 100% | 100% | 100% | May-1-13  | June-26-13 |
|                | 3         | Bus Terminal Shops                                   | 2,500,000          | 100% | 100% | 100% | TBD       | On going   |
|                | 4         | Road Graveling (Yakabaq and Merwais Mina Roads, 5km) | 3,600,000          | 100% | 100% | 100% | May-1-13  | Aug-06-13  |
| 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 (different areas of city)       | 1,000,000          | 100% | 100% | 100% | TBD       | TBD        |
| <b>TOTAL</b>   | <b>36</b> |  | <b>592,970,920</b> |      |      |      |           |            |

## 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.*

Safayi registration continued in all 12 municipalities with 39,064 land parcels being surveyed in September. This brings the total number of parcels surveyed year-to-date (YTD) for 1392 to 107,913, which is 71% of the total land parcels identified and digitized by RAM UP North's GIS team.



EAs meet with SDAG members regarding the Safayi registration survey in Sheberghan – September 15, 2013

In addition to surveying and data entry, RAMP UP North EAs continued to work closely with municipalities to implement the *Safayi* Registration Communications Plans. In seven municipalities with continuing *Safayi* registration, EAs organized SDAG and *Kalantar* meetings to review the communications plan for the upcoming districts.

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.

EAs in **Andkhoy** met with District 1 *Kalantars* in early September to elicit their support in increasing public awareness of the *Safayi* registration survey. *Safayi* registration is completed in District 1, District 2 and District 3. The team continued surveying in District 4. *Kalantars* promised their support of surveyors in the field in a *Kalantars* meeting on September 19, 2013.

On September 08, 2013, in **Khulm**, the RAMP UP North Public Outreach Advisor (POA) distributed *Safayi* flyers and municipal awareness letters to mosques to increase public awareness and met with the representative of *Gozar Haknazar* to explain the *Safayi* process. On September 15, 2013, EAs also met with **Khulm** *Kalantars* to increase their awareness of the *Safayi* registration survey process and give them flyers to distribute to members of their community. On September 18, 2013, EAs and municipal officials conducted a participatory monitoring visit of *Safayi* registration surveyors in District 1 and District 3. The purpose of the monitoring was to quality check completed forms and to check maps against surveyed properties. An EA met with the **Khulm** Property Department Manager regarding *Safayi* registration survey achievements on September 25, 2013, to explain the method of surveying properties in the field.

This month, *Safayi* registration surveyors started surveying in **Sar-e-Pul** District 3. RAMP UP North EAs and the RAMP UP North regional office Monitoring and Evaluation team monitored *Safayi* surveyors on September 16, 2013. The quality of completed forms was found to be satisfactory and surveyors were found to be conducting the surveys properly.

On September 02, 2013, EAs met with **Aqcha** *Gozar Kalantars* to discuss the *Safayi* registration survey process which is scheduled to begin in four *Gozars*. As a result, *Kalantars* pledged their support for the process. Consequently some issues were identified with *Safayi* registration survey forms in **Aqcha**, so the EA stopped the survey process in order to carry out a quality check. Once this is completed, the necessary actions will be taken and the survey work will re-commence.

In **Faizabad**, the survey process is progressing well. A refresher training for *Safayi* registration surveyors was conducted on September 23, 2013. In this training, EAs emphasized how to correctly measure and survey properties, how to establish good relations with residents, and how to accurately complete the survey forms.

**Aybak** municipal officials and RAMP UP North EAs monitored the *Safayi* registration survey process on September 09, 2013. The monitoring team found the process to be progressing well. As of September 15, 2013, the *Safayi* registration team completed the property surveying, with a total of 6,224 parcels, as verified against RAMP UP North Geographic Information System (GIS) mapping.



Refresher training for Mazar-e-Sharif *Safayi* registration surveyors – September 24, 2013



Monitoring of the *Safayi* registration surveyors in Khulm – September 18, 2013



A POA visits a teacher training college in Aqcha to raise *Safayi* registration awareness – September 17, 2013



EA monitoring Aybak *Safayi* Registration surveyors in field– September 11, 2013

On September 10, 2013, the RAMP UP North team worked with **Pul-e-Khumri** District 1 and 4 managers to identify the *Gozar* boundaries on digital maps and submitted these to RAMP UP North's GIS team for further processing. Moreover, on September 25, 2013, refresher training was conducted for the *Safayi* registration surveyors, *Wakil Gozars* and municipal officials by EAs and technical staff from the RAMP UP North Regional Official.

On September 07, 2013, EAs facilitated a meeting with *Kalantars* and *Mullahs* of District 3 in **Sheberghan** regarding the outreach activities for the *Safayi* registration survey. EAs explained the importance and process of *Safayi* registration surveying and introduced the surveyors to participants. EAs distributed *Safayi* flyers to participants, and the Mayor asked *Mullahs* and *Kalantars* to coordinate with *Safayi* surveyors during the survey in the field.

RAMP UP North EAs met with **Mazar-e-Sharif** District 4 *Wakil Gozars* on September 15, 2013, to discuss the start of *Safayi* registration activities. The EAs explained the survey process, shared GIS printed maps, and gave flyers to the *Wakil Gozars* so that they could distribute the flyers to citizens at the mosques. A full day of training was conducted for new surveyors and as a refresher for current surveyors on September 24, 2013.

The **Taloqan**, RAMP UP North EAs met with municipal officials regarding completed *Safayi* surveys on September 17, 2013. The Mayor stated that he was confident surveyors will now encounter fewer issues when following up on surveys.

The table below details RAMP UP North's progress on the *Safayi* registration initiative as of the end of September 2013:



**Safayi registration survey team in Pul-e-Khumri – September 24, 2013**



**A site visit of Safayi registration surveyors in Taloqan – September 18, 2013**

## SAFAYI REGISTRATION

| Municipality   | Total # of Parcels         | 1392 YTD Properties Surveyed | 1392 YTD Properties Surveyed as % of Total Parcels | 1391 Total Revenue | 1392 YTD <sup>2</sup> Revenue | 1392 YTD Revenue as % of 1391 Total Revenue |
|----------------|----------------------------|------------------------------|--|--------------------|-------------------------------|---|
| Andkhoy        | 9,555                      | 4,707                        | 49%  | 179,584            | 298,965                       | 166%  |
| Aqcha          | 6,044                      | 5,626                        | 93%  | 346,103            | 110,253                       | 32%   |
| Aybak          | 5,159                      | 6,224                        | 121%   | 2,264,976          | 250,519                       | 11%   |
| Faizabad       | 9,236                      | 7,942                        | 86%  | 496,330            | 169,555                       | 34%   |
| Khulm          | 6,344                      | 10,141                       | 160%   | 114,560            | 82,340                        | 72%   |
| Kunduz         | 29,075                     | 13,164                       | 45%  | 11,824,572         | 4,044,859                     | 34%   |
| Maymana        | 13,563                     | 12,594                       | 93%  | 198,871            | 74,519                        | 37%   |
| Mazar-e-Sharif | 18,414 <sup>1</sup>        | 11,303                       | 61%  | 4,687,078          | 2,828,620                     | 60%   |
| Pul-e-Khumri   | 16,584                     | 8,077                        | 49%  | 1,185,928          | 106,218                       | 9%  |
| Sar-e-Pul      | 7,611                      | 5,584                        | 73%  | 354,503            | 9924                          | 3%  |
| Sheberghan     | 24,805                     | 11,724                       | 47%  | 806,753            | 134,835                       | 17%   |
| Taloqan        | 22,958                     | 10,827                       | 47%  | 2,257,652          | 525,940                       | 23%   |
| <b>Totals</b>  | <b>150,934<sup>3</sup></b> | <b>107,913</b>               | <b>71%</b>   | <b>24,716,910</b>  | <b>8,636,547</b>              | <b>35%</b>                                  |

Notes:

- <sup>1</sup>Total number of parcels for Mazar-e-Sharif includes only those districts in which RAMP UP North is the implementing partner for *Safayi* registration; these are Districts 1, 4 and 6.
- <sup>2</sup>YTD Revenues are updated quarterly and are derived from the quarterly revenue reports the municipalities submit to GDMA.
- <sup>3</sup>The total number of parcels is derived from 2011 aerial photography that has been used by RAMP UP North's GIS team to create digitized base maps with municipality, district, block and parcel numbers. Including formal and informal areas, over 250,000 parcels have been digitized for the 12 municipalities supported by RAMP UP North. Of these parcels, 150,934 are within the boundaries of the municipalities and serve as the baseline for the purposes of *Safayi* registration

## 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.*

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, 1,711 licenses were issued across all municipalities bringing the total number of licenses issued to-date to 11,492 (45% of the number of businesses registered in Afghan Fiscal Year 1391).

In **Faizabad**, EAs conducted a meeting with the Municipal Revenue Manager to discuss business license distribution on September 04, 2013. As a result of the meeting, the Revenue Manager promised to accelerate business license distribution with support from the provincial police department. In addition, EAs provided technical assistance in entering old data into the Integrated Financial Management System (IFMS) database.

In **Khulm**, RAMP UP North EA conducted a meeting with the Municipal Revenue Manager to discuss business registration and license distribution on September 10, 2013. As a result, the Municipal Revenue Manager promised to accelerate license distribution with the support of police department. The Municipal Revenue Manager assigned a team to follow up on business licensing with business owners to ensure they deposit the payment into the municipal bank account in order to secure their licenses. On September 25, 2013, an EA met with the Municipal Revenue Manager to review the business registration enforcement plan in order to increase the number of business licenses being issued. Moreover, the EA assisted the Municipal Revenue Manager in using the IFMS database to register businesses and print licenses.

The RAMP UP North team was busy this month training the new Municipal Revenue and Collection Officer of **Andkhoy** Municipality on the Integrated Financial Management System (IFMS) database. The Municipal Finance Officer will also undergo the training on September 10, 2013.

In **Kunduz**, EAs organized a meeting with the Mayor, Municipal Revenue Manager and *Kalantars* regarding the reduction of the tax rate for business registration and licensing, following complaints made to the municipality. *Kalantars* explained that the rate had been 500AFN last year, but had increased to 800AFN. Following discussion, the municipality agreed to reduce the rate back to 500AFN.

In **Taloqan**, RAMP UP North EAs provided technical assistance to the License Distribution Department in order to assist them to increase the number of businesses registered and speed up license distribution. Specifically, they assisted the Municipal License Department in using and



EA training a new municipal employee on the IFMS database system in Andkhoy – September 12, 2013



Distribution of tariffs to businesses in Sar-e-Pul –September 12, 2013



EA assisting Khulm Municipal Revenue Manager in using the IFMS database – September 26, 2013



Meeting of Andkhoy business *Kalantars* regarding business registration and licensing – September 24, 2013

updating the Integrated Financial Management System (IFMS) database to record business registration licensing data.

In **Andkhoy**, several meetings occurred to encourage business owners to obtain a business license. On September 18, 2013, EAs organized a *Kalantar's* meeting where the *Kalantar's* suggested that the municipality and EAs meet specifically with pharmacies, carpet sellers and second hand sellers, as these groups were not registering their businesses. This meeting took place on September 24, 2013, and the representatives of these groups explained they already obtain licenses from other government agencies. It was explained that the license from the municipality was a requirement, despite other registrations.

Progress on the business registration and licensing initiative is provided in the table below:

## BUSINESS REGISTRATION & LICENSING

| Municipality     | Licensed Businesses<br>1390<br>(Baseline) | Registered Businesses<br>1391 <sup>1</sup> | *Total Licenses Issued<br>1391 <sup>2</sup> | Licenses Issued YTD<br>1392 | Licenses Issued YTD as % of 1391 Registered Businesses |
|------------------|---|--|---|-----------------------------|--|
| Aybak            | 1,395                                     | 1,924                                      | 1,520                                       | 1170                        | 61%  |
| Faizabad         | 884                                       | 2,106                                      | 1,225                                       | 566                         | 27%  |
| Pul-e-Khumri     | 3,300                                     | 3,836                                      | 1,927                                       | 2,456                       | 64%  |
| Sar-e-Pul        | 1,184                                     | 1,555                                      | 609   | 755                         | 49%  |
| Taloqan          | 1,600                                     | 4,510                                      | 2,173                                       | 1,633                       | 36%  |
| <b>Subtotals</b> | <b>8,363</b>                              | <b>13,931</b>                              | <b>7,454</b>                                | <b>6,580</b>                | <b>47%</b>   |
| Andkhoy          | 1,039                                     | 1,784                                      | 1,784                                       | 421                         | 24%  |
| Aqcha            | 2,390                                     | 2,835                                      | 2,835                                       | 1363                        | 48%  |
| Khulm            | 300                                       | 210  | 210   | 407                         | 194%   |
| Kunduz           | 3,516                                     | 3,516                                      | 3,221                                       | 702                         | 20%  |
| Maymana          | 1,843                                     | 1,843                                      | 1,843                                       | 996                         | 54%  |
| Sheberghan       | 2,163                                     | 1,581                                      | 1,581                                       | 1023                        | 65%  |
| <b>Subtotals</b> | <b>11,251</b>                             | <b>11,769</b>                              | <b>11,474</b>                               | <b>4,912</b>                | <b>42%</b>   |
| <b>TOTALS</b>    | <b>19,614</b>                             | <b>25,700</b>                              | <b>18,928</b>                               | <b>11,492</b>               | <b>45%</b>   |

## CITIZEN SERVICE CENTERS

*RAMP UP North is working with municipal officials in eight northern municipalities (Aqcha, Aybak, Sar-e-Pul, Sheberghan, Andkhoy, Khulm, Maymana, and Pul-e-Khumri) 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.*

RAMP UP North is working to increase the number of Citizen Service Centers (CSCs) that will be established in 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. In September, four additional municipalities of **Andkhoy, Khulm, Maymana, and Pul-u-Khumri** were officially approved by the COR and added to this list. Meetings with the respective mayors also confirmed their support for the implementation of such facilities.

RAMP UP North team members met with the **Andkhoy** Mayor to discuss establishing a CSC committee on September 4, 2013. As a result of the meeting, the Mayor agreed to establish a committee. EAs requested that the committee include municipal officials, citizens, community elders and members of the women's council. Eight people representing this diverse



EA assists Taloqan municipal officials to update the business registration database – September 19, 2013



EA briefs the Andkhoy Mayor on CSC development activities – September 04, 2013

group were selected to serve on the committee. Also, the team successfully completed the CSC survey with municipal officials (15) and citizens (50). The database has been submitted to the Regional Office for analysis. EAs also conducted a pre-assessment with citizens and municipal officials.

In **Maymana**, on September 3, 2013, a CSC committee of six persons (4 men, 2 women) was created from SDAG members and with the participation of the Mayor. In mid-September, the team conducted a Citizen Service Center (CSC) survey, including a total of 20 questionnaires. RAMP UP North and the Municipality are also exploring the possibility of opening up a Pashtany Bank branch inside the CSC. At this time, the plan is placed on hold due to the fact that the bank states they do not have the staff to do so at this time. This branch would allow citizens to register their businesses and pay taxes without the hassle of long lines in banks.

The **Pul-e-Khumri** CSC design and BoQ were completed on September 12, 2013, and sent to the Regional Office for review. The municipality established a CSC committee on August 20, 2013

On September 02, 2013, an EA met with the **Khulm** Mayor to review the draft drawing of the CSC, and on September 8, 2013, to secure his approval of the Confirmation of Scope of Work (CSoW). In **Khulm**, the Mayor selected seven people representing civil society, youth, the municipality and women to serve on the committee. The POA conducted CSC citizen monitoring for September with 20 citizens. The resulting data has been collated and sent to the Regional Office for analysis. In addition, the EA continued to work on CSC process maps with municipal officials and met with the **Khulm** Mayor on September 25, 2013, to review the CSC process maps with him and asked for his comments and suggestions. The Mayor reviewed the maps and had no comments. On September 22, 2013, EAs met with the Mayor to discuss the inclusion of a bank branch in the CSC, who stated that it was not necessary. According to the Mayor, the municipality does not have a large number of daily transactions and a branch of Maiwand bank is open across the street from the municipality. Instead, the space would better be occupied by the Municipal Finance Officer.

The facility design and the BoQ for the **Sheberghan** CSC are completed and the request for proposal (RFP) announced on September 10, 2013.

In **Aqcha** on September 10, 2013, a CSC citizen survey was conducted with 50 municipal officials and citizens and the data entry and analysis is currently underway.

On September 11, 2013, EAs conducted the monthly CSC citizen survey in **Sar-e-Pul** with 20 citizens to ascertain the current status of municipal services. The data has been collated and sent to the Regional Office for further analysis.

In **Aybak**, the CSC kick-off meeting took place on September 16, 2013, and was attended by municipal officials, the subcontractor, Service Delivery Advisory Group (SDAG) members and RAMP UP North EAs. The RAMP UP North Engineering Advisor and the Municipal Engineer conducted a monitoring visit to the site on September 17, 2013, and reported that the subcontractor was working on the site preparation and excavation. On September 25, 2013, the RAMP UP North Technical Program Team (TPT), Deputy Mayor and Head of the Technical and Sectorial Department met to discuss the location of the latrine for the CSC. The new location of the latrine was approved and a work change order will be issued to the subcontractor.

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



An EA conducts a CSC survey in Maymana - September 11, 2013



EA and Khulm Mayor reviewing CSC process maps - September 25, 2013



Sheberghan CSC survey - September 10, 2013



Monitoring of Aybak CSC construction - September 25, 2013

## CITIZEN SERVICE CENTERS

| PHASE 1 MUNICIPALITIES |            |                 |            |                 |            |                 |            |                 |
|------------------------|------------|-----------------|------------|-----------------|------------|-----------------|------------|-----------------|
| ACTIVITY               | AQCHA      |                 | AYBAK      |                 | SAR-E-PUL  |                 | SHEBERGHAN |                 |
|                        | % Complete | Target End Date |
| Concept Note           | 100%       | -               | 100%       | -               | 100%       | -               | 100%       | -               |
| Baseline Surveys       | 100%       | -               | 100%       | -               | 100%       | -               | 100%       | -               |
| Process Mapping        | 90%        | 15-Oct-13       | 90%        | 15-Oct-13       | 90%        | 15-Oct-13       | 90%        | 15-Oct-13       |
| Advisory Board         | 75%        | 30-Nov-13       | 75%        | 30-Nov-13       | 75%        | 30-Nov-13       | 75%        | 30-Nov-13       |
| Services               | 100%       | 31-Oct-13       | 100%       | 31-Oct-13       | 100%       | 31-Oct-13       | 100%       | 31-Oct-13       |
| Staffing               | 75%        | 30-Nov-13       | 75%        | 30-Nov-13       | 75%        | 31-Oct-13       | 75%        | 30-Nov-13       |
| Regional Workshop      | 0%         | 30-Nov-13       | 0%         | 30-Nov-13       | 0%         | 30-Nov-13       | 0%         | 30-Nov-13       |
| Communications Plan    | 90%        | 30-Sep-13       | 90%        | 30-Sep-13       | 90%        | 30-Sep-13       | 90%        | 30-Sep-13       |
| Facility Design        | 100%       | -               | 100%       | -               | 100%       | -               | 100%       | -               |
| Facility Procurement   | 95%        | 30-Sep-13       | 95%        | 30-Sep-13       | N/A        | -               | 95%        | 30-Sep-13       |
| Facility Construction  | 40%        | 15-Dec-13       | 06%        | 15-Dec-13       | 95%        | 13-Oct-13       | 0%         | 15-Dec-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       | 80%        | 31-Oct-13       | 50%        | 31-Oct-13       | 50%          | 31-Oct-13       |
| Advisory Board         | 75%        | 30-Nov-13       | 75%        | 30-Nov-13       | 75%        | 30-Nov-13       | 75%          | 30-Nov-13       |
| Services               | 100%       | 31-Oct-13       | 100%       | 31-Oct-13       | 100%       | 31-Oct-13       | 100%         | 31-Oct-13       |
| Staffing               | 50%        | 15-Dec-13       | 50%        | 15-Dec-13       | 50%        | 15-Dec-13       | 50           | 15-Dec-13       |
| Regional Workshop      | 0%         | 30-Nov-13       | 0%         | 30-Nov-13       | 0%         | 30-Nov-13       | 0%           | 30-Nov-13       |
| Communications Plan    | 50%        | 15-Oct-13       | 50%        | 15-Oct-13       | 50%        | 15-Oct-13       | 50%          | 15-Oct-13       |
| Facility Design        | 100%       | -               | 100%       | -               | 100%       | -               | 100%         | -               |
| Facility Procurement   | 95%        | 15-Oct-13       | 95%        | 15-Oct-13       | 95%        | 15-Oct-13       | 95%          | 15-Oct-13       |
| Facility Construction  | 0%         | 15-Jan-14       | 0%         | 15-Jan-14       | 0%         | 15-Jan-14       | 0%           | 15-Jan-14       |

## 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. 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 September 2013 was on implementation of Workshops III, and processing its outcomes. After implementing the series of Workshop III, the LED team facilitated a review of the outcomes and assisted in shortlisting ideas for interventions to address the strategic objectives and in determining the final selection of interventions/projects. The processing



**Aybak LED Workshop III conducts – September 04, 2013**

involved RAMP-UP North field LED teams and relevant steering committees. The LED team was also engaged with preparations of Workshops IV and drafting strategic planning documents.

Workshops III took place in **Sheberghan** on September 03, 2013, **Aybak** on September 4, 2013, in **Pul-e-Khumri** on September 05, 2013, in **Maymana** on September 10, 2013, and in **Kunduz** on September 15, 2013. The events were conducted with the participation of the LED Strategic Planning Committees of each city, which represent important municipal and community stakeholders. During the workshops, participants refined a list of critical issues defined in Workshop II, into a list of strategic issues that should be addressed by municipalities in order to promote the local economy. It is a critical step in developing a LED strategy. Strategic issues defined in Workshop III varied in each municipality and, for example, include developing investment offers, addressing garbage collection, improving water system, collaboration with LED stakeholders or supporting women in conducting economic activities. Through the brainstorming session, participants developed a list of potential interventions for each of the strategic issues, which was meant as the input for further processing by steering committees. In addition, strategic planning committees reviewed the final draft of the vision and mission statements.

To illustrate this, the **Kunduz LED Workshop III** participants numbered 46 (four representatives of the municipality and 42 representatives of the community and key LED stakeholders). One of the highlights of this workshop was the outstanding participation of women (21), who actively participated in discussions and contributed significantly to the workshop. During the event, participants reviewed critical issues developed during Workshop II and then defined strategic issues. A brainstorming process resulted in about ten different ideas for addressing each strategic issue (objective). Members of the strategic planning committee also reviewed the final draft of the vision and mission.

Secondly, processing the outcomes from previous workshops, brainstorming ideas for interventions was conducted in two phases: (1) initial review conducted by field LED teams and the regional office and (2) final review by steering committees. This process was held in all 6 municipalities (**Sheberghan, Pul-e-Khumri, Maymana, Kunduz, Aybak, and Mazar-e-Sharif**). In the first phase, the lists of ideas for interventions, developed during Workshop III were initially reviewed and short lists of the most feasible interventions developed for each of the reviewed municipalities. In the second phase, the LED team assisted the steering committees of each municipality to review and discuss shortlisted potential interventions and decide which of them will be included in the final LED strategic plan.

To illustrate the process, in **Sheberghan**, on September 23, 2013, the Steering Committee, including the Mayor, Deputy Mayor and Director of Economy discussed the short-listed projects, providing many insights into them, which influenced their final selection of projects. In the beginning, the Mayor expressed his full commitment to the LED strategic plan: *“LED strategic plan is essential for municipality. Maybe other organizations can operate without such a plan, but in case of municipality, it is a must. I fully commit to lead the process to the end and implement the Plan”*

In **Pul-e-Khumri**, the meeting with the steering committee took place on September 24, 2013. Members of the committee, including the Deputy Mayor and all important stakeholders, discussed the shortlisted projects and made the selection.



Kunduz LED Workshop III participants are working in groups – September 15, 2013



Kunduz LED Workshop III participants work on SWOT analysis – September 15, 2013



LED Workshop III participants work in groups to refine the list of critical issues into strategic issues in Maymana – September 10, 2013



LED workshop III conducted in Pul-e-Khumri – September 05, 2013

In **Aybak**, where the steering committee met on September 25, 2013, the dynamic discussion illustrated the feeling of ownership of the strategic plan by the municipality and its partners (e.g. Director of Economy). Municipal officials proposed one additional project: the development of a center for fresh and dry fruits, which will not only provide a venue for selling the fruits, but also focuses on marketing the products.

Similarly, in **Maymana**, where the steering committee met on September 26, 2013, the discussion resulted in the selection of projects that feasibly can be implemented by the municipality. The discussion also contributed to ensuring ownership of the entire strategic plan by the municipality.

In addition, the LED team progressed on the preparation of municipal economic profiles in **Khulm**, **Aqcha** and **Andkhoy**. On September 3, 2013, an EA conducted a meeting with the **Khulm** Mayor to discuss how to collect reliable data in order to develop the economic profile. The Mayor promised his assistance and suggested how to collect reliable information. Preparation for municipal economic profiles continued for these municipalities, and regional office technical staff continued to work with field teams to collect and process information

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



EA meets with Khulm Mayor to discuss eth the municipal economic profile - September 05, 2013

## LED STRATEGIC PLANS

| Milestones     | PROCESS IMPLEMENTATION                 |                                     |                          |  |   | PRODUCT                   |
|----------------|--|-------------------------------------|--------------------------|--|---|---------------------------|
|                | 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   |  | June 3-27                           |                          | August 11 – September 5                | September 30 - October 17                 | November 30               |
| Aybak          | May 20-21                              | June 5                              | June 17-18               | September 4                            | 60%                                       | 30%                       |
| Kunduz         |  | June 26                             |                          | September 15                           | 60%                                       | 30%                       |
| Maymana        |  | June 24                             |                          | September 10                           | 60%                                       | 30%                       |
| Mazar-e-Sharif |  | June 3                              |                          | August 29                              | 60%                                       | 30%                       |
| Pul-e-Khumri   |  | June 10                             |                          | September 5                            | 80%                                       | 30%                       |
| Sheberghan     |  | August 25                           |                          | September 3                            | 80%                                       | 30%                       |

## 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.*

A total of 10 public-private partnerships (PPPs), with estimated revenues of more than 1.5 million AFN, have been initiated with RAMP UP North support. Two PPP projects are in the procurement process in Taloqan and Pul-e-Khumri, and another 12 PPPs are under consideration.



EA and municipal officials meet regarding R3 Parking Lot Construction and Park Improvement project PPP in Taloqan – September 11, 2013

In **Taloqan**, EAs met with municipal officials regarding the R3 Parking Lot PPP. The municipality announced the call for proposals for the PPP on TV. The winning proposal was selected from four applicants, and the contract award of 10,000 AFN is pending.

The procurement process of the **Pul-e-Khumri R3 Public Latrine Construction** project (*Muzayeda*) PPP was completed on September 22, 2013. The winning bid for this project is 60,000 AFN/per year, and the subcontractor shall be responsible for operating and maintaining the latrine.

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



PPP procurement process for Pul-e-Khumri R3 Public Latrine Construction project – September 22, 2013

## PUBLIC-PRIVATE PARTNERSHIPS

| Municipality          | Round | Project                                  | Project End Date | PPP Signed  | Agreement Duration | Est. Value (AFN) |
|-----------------------|-------|--|------------------|-------------|--------------------|------------------|
| <b>Andkhoy</b>        | R1    | Bus Terminal                             | TBD              | Pending     | TBD                | TBD              |
| <b>Aybak</b>          | 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              |
| <b>Faizabad</b>       | 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              |
| <b>Khulm</b>          | R1    | Bus Terminal                             | TBD              | Pending     | TBD                | TBD              |
| <b>Kunduz</b>         | R2    | City Park                                | 15-Feb-13        | 19-May-13   | 12 Months          | 210,000          |
|                       | R5    | Sports Stadium                           | TBD              | Pending     | TBD                | TBD              |
| <b>Maymana</b>        | 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              |
| <b>Mazar-e-Sharif</b> | R3    | Bukhdi Park (D8)                         | TBD              | Pending     | TBD                | TBD              |
| <b>Pul-e-Khumri</b>   | R2    | Family Park                              | 18-May-13        | In Process  | TBD                | TBD              |
|                       | R3    | Public Latrines                          | 30-Jul-13        | In Process  | TBD                | TBD              |
|                       | R4    | Sports Stadium                           | TBD              | Pending     | TBD                | TBD              |
| <b>Sar-e-Pul</b>      | R2    | Sar-e-Pul Wheat and Flour Market Latrine | 30-Apr-13        | 21-Apr-13   | 8 Months           | 14,975           |
|                       | R4    | Mini-Football Field                      | TBD              | Pending     | TBD                | TBD              |
| <b>Sheberghan</b>     | 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              |
| <b>Taloqan</b>        | R3    | Parking Lot and Park                     | 06-Jul-13        | In Process  | 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.*

This past month, the RAMP UP North GIS team focused on generating and printing maps for the *Safayi* registration initiative and coordinating with UNDP/ASGP to assist them in starting *Safayi* registration in **Mazar-e-Sharif**.

The RAMP UP North GIS team and EAs held a coordination meeting with UN-Habitat, UNDP/ASGP and **Mazar-e-Sharif** municipal officials to discuss district borders and the revised *Safayi* registration survey process. The coordination meeting was held in order to discuss ongoing projects and to share information and data such as satellite imagery, maps, databases and other information relevant to the **Mazar-e-Sharif** Municipality.

The GIS team completed printing maps for the *Safayi* registration survey teams and worked on their quality control. This past month, the team both created and printed approximately 3,000 maps and is working on quality control and preparation of maps for the *Safayi* registration field survey teams. In September, they completed this work in **Pul-e-Khumri** and **Maymana**, with the work for the rest of the municipalities to be done in October.



The GIS team participates in a donor coordination meeting in Mazar-e-Sharif Municipality – September 03, 2013

## GIS WORK PROGRESS

| Municipality   | Digitization | Land Parcels Identified* | Sub-district Boundary Identification | Sub-districts | 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             | 38%                       |
| Maymana        | 100%         | 13,331                   | 100%                                 | 10            | 40%                       |
| 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             | -                         |
| <b>TOTAL</b>   | <b>100%</b>  | <b>239,148</b>           | <b>100%</b>                          | <b>65</b>     | <b>-</b>                  |

## 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.*

### Establishment of Municipal Advisory Boards:

Three members of RAMP UP North's team traveled to Kabul on September 15, 2013, to attend a Training of Trainers (TOT) organized by GDMA. The purpose of the meeting was to train participants on how to establish Municipal Advisory Boards (MAB) as a support to GDMA. RAMP UP North has been asked to establish MABs in **Maymana**, **Sheberghan**, and **Pul-e-Khumri**. A TOT is planned for October 7-8 2013, to train RAMP UP North's EAs and municipal officials.

### Latrine Survey:

In order to understand the reasons why women are not using the public latrines, a women's latrine survey was conducted in **Faizabad**, **Maymana**,



Citizens checking the sustainability of Faizabad R2 Public Latrine Construction project – September 25, 2013

**Aybak** and **Sheberghan**. In each location, a total of 40 women were interviewed. While it is expected that the reason is mainly cultural, RAMP UP North hopes the survey will provide some insight as to how the latrines might be improved or modified to make them more attractive to women. Similar surveys are planned for **Pul-e-Khumri** and **Kunduz** in the coming weeks.

**Meeting in Andkhoy to Encourage the Participation of Women:**

On September 30, 2013, the District Governor of **Andkhoy** hosted a meeting to encourage the participation of women in the municipality’s activities. Supported by RAMP UP North EAs, the meeting included a number of women from **Andkhoy** representing a women-lead *Shura* who, at the conclusion to the meeting, agreed to participate in future municipal activities.

**Citizen Monitoring Visits**

Citizen monitoring visits are a tool used by the municipality to gauge citizens’ opinions regarding the work of the subcontractor and the municipality on subprojects. Organized by RAMP UP Embedded Advisors, they include municipal officials, members of the Service Delivery Advisory Group (SDAG) and Project Beneficiary Group (PBG). They occur three times during the life of the project, and the feedback from these visits is channeled back to the municipality and subcontractor.



**Citizen monitoring of the Sheberghan R4 Bus Terminal Construction project – September 23, 2013**

**CITIZEN MONITORING VISITS**

| Municipality   | Round | Project Title                                  | Date      | Comments   |
|----------------|-------|--|-----------|--|
| Aybak          | R2    | Public Latrine Construction and Rehabilitation | Sep-17-13 | The team was pleased to find the latrines open and being used  |
| Sar-e-Pul      | R2    | Wheat and Flour Market Improvement             | Sep-24-13 | One water tap was broken and should be fixed and the facility was in need of cleaning.                       |
| Shebregghan    | R2    | Public Latrine Construction and Rehabilitation | Sep-19-13 | Latrine was found to be well maintained, clean, functioning, and was being used by the public                |
| Mazar-e-Sharif | R3    | Bukhdi Park Reconstruction D8                  | Sep-2-13  | Work was found to be satisfactory  |
| Faizabad       | R3    | Water Well Construction                        | Sep-17-13 | The work had faced previous stoppages and the SDAG head requested that work be accelerated                   |
| Kunduz         | R3    | Drainage Rehabilitation                        | Sep-11-13 | Defects were noted such as paint for grills and grill gaps- they should be rectified before closing ceremony |
| Sar-e-Pul      | R3    | Mini-Football Field Construction               | Sep-11-13 | Work was found to be satisfactory  |
| Taloqan        | R3    | Parking Lot Construction and Park Improvement  | Sep-11-13 | Work was satisfactory- parking lot should be kept clean & payments collected for usage                       |
| Pul-e-Khumri   | R4    | Sports Stadium Improvement                     | Sep-10-13 | Work should speed up and consider curing of the cement   |
| Shebregghan    | R4    | Bus Terminal Project                           | Sep-23-13 | Work was found to be satisfactory and they expressed appreciation for the subcontractor                      |

**Citizen Report Cards:**

Citizen report cards are small surveys conducted with residents in and around the project area to get a sense of citizen satisfaction with ongoing project construction. Report cards are done twice in the lifetime of a project by RAMP UP North’s Public Outreach Advisor (POA) and target 25 men and 25 women. Relevant feedback is then channeled back to the implementing parties to improve the quality of their work.

**CITIZEN REPORT CARDS**

| Municipality | Round | Project Title | Date | Comments |
|--------------|-------|---------------|------|----------|
|--------------|-------|---------------|------|----------|

|              |    |                              |           |  |
|--------------|----|------------------------------|-----------|--|
| Faizabad     | R4 | Children's Park Construction | Sep-9-13  | 50 persons (25 men and 25 women) were surveyed and are satisfied with the work- no one rated work as poor. |
| Pul-e-Khumri | R4 | Sport Stadium Improvement    | Sep-23-13 | 50 persons were surveyed and showed the citizens appear to be satisfied with the project                   |
| Shebregan    | R4 | Bus Terminal Project         | Sep-1-13  | 50 persons were surveyed and showed the citizens appear to be satisfied with the project                   |

### **Sustainability Checks:**

Sustainability checks are conducted after a project has been completed to ensure that it is properly maintained. Once a project is complete, it is handed over to the municipality who continues to maintain it themselves or contracts a private company to maintain it through a public private partnership (PPP). Sustainability checks occur on a monthly basis for six months following the completion of the project, and participants typically include SDAG members, PBG members, municipal officials and RAMP UP EAs.

## **SUSTAINABILITY CHECKS**

| Municipality   | Round | Project Title               | Date      | Comments   |
|----------------|-------|-----------------------------|-----------|--|
| Faizabad       | R2    | Public Latrine Construction | Sep-25-13 | The latrine is clean and people are using it   |
| Mazar-e-Sharif | R2    | Trash Collection            | Sep-3-13  | Results from the survey were shared with municipal officials in order to improve service delivery. |
| Aybak          | R3    | Family Park Construction    | Sep-2-13  | The construction is going according to contract specification. No defects noted                    |

### **Pre and Post Surveys**

Pre and Post project surveys are conducted in order to determine changes in public opinion regarding municipal service delivery. These surveys are conducted before the project was started and after the project has been completed. They target 50 residents (25 men and 25 women) in the areas near the project site and ask them a series of questions to get their views on the need for the project and their overall support of the municipality.

## **SURVEYS – Pre / Post**

| Municipality   | Round | Project Title               | Date      | Comments  |
|----------------|-------|-----------------------------|-----------|---|
| Faizabad       | R2    | Public Latrine Construction | Sep-25-13 | The latrine is clean and people are using it  |
| Mazar-e-Sharif | R2    | Trash Collection            | Sep-4-13  | Results from the survey were shared with municipal officials in order to improve service delivery |
| Aybak          | R3    | Family Park Construction    | Sep-2-13  | The construction is going according to contract specification. No defects noted                   |

### **Service Delivery Advisory Group (SDAG) / Kalantar Meetings**

Service Delivery Advisory Groups (SDAGs) were formed in 2011 to create diverse citizen advisory bodies in the provincial municipalities where RAMP-UP North works. Each SDAG was created with a quota for women and youth to ensure greater participation from these two groups. In Mazar-e-Sharif, a Municipal Advisory Board (MAB) was established by the municipality which replaced the function of the SDAG. The three district municipalities do not have SDAGs, and therefore RAMP UP North organizes *Kalantar* meetings in their place to disseminate information, solve problems, and gain local support on issues.

## **SERVICE DELIVERY ADVISORY GROUP (SDAG) / KALANTAR MEETINGS\*\***

| Municipality | Round | Topic for meeting   | Date      | Comments  |
|--------------|-------|---|-----------|---|
| Andkhoy      | N/A   | Safayi registration, business license registration, & CSC | Sep-18-13 | Meeting with <i>Kalantars</i> to discuss all issues. This discussion lead to the next meeting focused solely on business registration |
| Andkhoy      | N/A   | business license registration                             | Sep-24-13 | Meeting with business <i>Kalantars</i> to encourage business owners to register their businesses                                      |
| Shebregghan  | N/A   | Safayi registration                                       | Sep-15-13 | Meeting with SDAG to discuss the <i>Safayi</i> registration communication plan  |
| Taloqan      | N/A   | Safayi registration                                       | Sep-18-13 | Meeting with SDAG to discuss the <i>Safayi</i> registration communication plan  |
| Pul-e-Khumri | N/A   | Safayi registration                                       | Sep-17-13 | Meeting with SDAG, <i>Kalantars</i> , and PBG members to discuss the <i>Safayi</i> registration communication plan                    |
| Aqcha        | R1    | Trash Collection project                                  | Sep-12-13 | Meeting with <i>Kalantars</i> to prepare for upcoming kick-off ceremony   |
| Sar-e-Pul    | R3    | Trash Collection project                                  | Sep-4-13  | Meeting with <i>Kalantar's</i> , <i>Mullahs</i> , municipal officials, and citizens to prepare for upcoming kick—off ceremony         |

### **Lessons Learned Meetings:**

At the end of each project, a lessons learned meeting is organized between the SDAG members and municipal officials to review the results of the pre-project and post-project surveys, and to review the overall project process to discuss the key lessons and ways to improve future project implementation.

### **Lessons Learned Meetings**

| Municipality | Round | Project Title                      | Date      | Comments   |
|--------------|-------|------------------------------------|-----------|--|
| Maymana      | R3    | Wheat and Flour Market Improvement | Sep-11-13 | Municipal Revenue Manager emphasized the importance of analysis of service provision |

## **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.*

On September 25, 2013, the **Vehicle Bridge Reconstruction** project subcontractor completed the casting of concrete for the deck slab, which was monitored by the RAMP UP North Engineering Advisor and QA/QC Engineer. Construction of the **Footpath Bridge Construction** project has been completed. The project was monitored by the RAMP UP North Engineering Advisor on a daily basis

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



**The Sar-e-Pul Footbridge Construction project is nearly completed - September 17, 2013**



**Sar-e-Pul Vehicle Bridge Reconstruction project – September 25, 2013**

## SAR-E-PUL POST-FLOOD ASSISTANCE PROJECTS

| Round   | Project Title                             | Start Date | Planned End Date | % Complete | Comments  |
|---------|---|------------|------------------|------------|---|
| PFA-001 | Canal Cleaning and Repair                 | 11-Sep-12  | 31-Dec-12        | 100%       | <b>Project Scope: 19.6 Km Canal Closed</b>  |
| PFA-002 | Emam Sahib Road and Culvert Repair        | 28-Nov-12  | 27-Mar-12        | 100%       | <b>Project Scope: 1.28 Road Km &amp; 2 Culverts.</b> 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%       | <b>Project Scope: 1.32 Km Road &amp; 6 Culverts</b> Certificate of Sub Project final Close Out & Acceptance issued to MTL.                      |
| PFA-004 | Canal Retaining Wall Construction         | 8-Oct-12   | 31-Mar-13        | 100%       | <b>Project Scope: 44.5m Retaining Wall.</b> 10% retention payment document submitted to GSC office on June 18.                                  |
| PFA-005 | Construction Inspection & Testing (QA/QC) | 10-Dec-12  | 30-Sep-13        | 25%        | Tests are on-going  |
| PFA-006 | Footbridge Construction                   | 8-Oct-12   | 30-Jul-13        | 100%       | <b>Project Scope: 20m Bridge.</b> Warranty period starts 26 Sept.   |
| PFA-007 | Vehicle Bridge Reconstruction             | 21-Jan-13  | 30-Aug-13        | 95%        | <b>Project Scope: 16m Bridge.</b> Received vetting approval Sep 29. Issued Cost Mod request to HO - for issuance to CO. Concrete pour complete. |

## UPCOMING ACTIVITIES

RAMP UP North staff will work with subcontractors to complete achievable work plans and will seek approval for newly proposed completion dates. During October, work is scheduled to begin on remaining R4 and R5 projects, R1 District municipalities and the CSCs.

Support will continue to municipalities through *Safayi* registration; business registration and licensing; implementation of CSCs in **Aqcha, Aybak, Sar-e-Pul, Sheberghan, Khulm, Pul-e-Khumri, Maymana** and **Andkhoy**; establishment of Municipal Advisory Boards (MABs) for **Sheberghan, Maymana** and **Pul-e-Khumri**; and the LED strategic planning process, with LED Workshop IVs in the provincial ring road municipalities of **Aybak, Kunduz, Maymana, Pul-e-Khumri** and **Sheberghan**.