



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

MONTHLY REPORT: November, 2013.

Trash Collection project handover in Aqcha. - November 28, 2013.



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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	Directorate 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

In November, the RAMP UP North technical team conducted three regional workshops.

- A Gender Mainstreaming Regional Workshop for the district municipalities: **Khenjan, Doshi, Dawlat Abad, Khuja Sabzposh, Shirin Tagab, Khulm, Andkhoy** and **Aqcha**.
- A Customer Service Excellence for Citizen Service Centers (CSCs) Pilot Workshop, for **Aqcha** and **Sar-e-Pul** CSC staff and CSC Advisory Boards representatives.
- Regional Procurement Training for Municipal Advisory Board (MAB) members and municipal staff from **Mazar-e-Sharif, Sheberghan, Sar-e-Pul, Maymana, Aybak, Pul-e-Khumri, Kunduz, Taloqan, Faizabad, Aqcha, Andkhoy, Shirin Tagab, Dawlat Abad, Khuja Sabzposh, Khulm, Doshi**, and **Khenjan**.

*Safayi registration survey activity is completed in **Aqcha, Aybak, Faizabad** and **Khulm**. In the remaining seven municipalities, 9,350 properties were surveyed, bringing the total properties surveyed across all municipalities to end November, 2013, to 186,103.*



In **Aybak**, SDAG members present a letter of appreciation to RAMP UP North in a MAB transition meeting. – November 12, 2013.



The **Pul-e-Khumri** Mayor distributes certificates to workshop participants. - November 05, 2013.



*Safayi registration data entry clerks continue entering surveyed forms into database in **Andkhoy**. - November 21, 2013.*



*Safayi registration survey teams working in **Maymana**. – November 27, 2013*

Support for revenue generation continued through the ongoing business registration and licensing initiative. During November, 2,270 licenses were issued across 11 municipalities, bringing the total to end November to 15,196 (59% of the number of businesses registered in Afghan Fiscal Year 1391).

The focus of Local Economic Development (LED) activity during November 2013 was on the completion of strategic documents, proofreading and translations. The RAMP UP North LED team also worked to include LED units in municipal budgets and *Tashkeels*.

The RAMP UP North GIS team completed the digitization of individual land parcels for the five recently added district municipalities of **Doshi**, **Khenjan**, **Dawlat Abad**, **Shirin Tagab** and **Khuja Sabzposh**.

Citizen Service Center construction work on the foundations for the conexas is complete in all five municipalities, and conexas have been delivered to **Khulm** and **Sheberghan**. The **Sar-e-Pul**, **Aqcha** and **Aybak** CSC building construction is complete.

RAMP UP North continued to provide capacity strengthening through on-the-job and practical training in conjunction with SSDIP projects. During November, Embedded Advisors continued to support municipalities in monitoring project progress and continued compliance with designs and technical specifications. Two trash collection projects were handed over to municipalities for their continued management, and the opening ceremony for the **Sheberghan R4 Bus Terminal Construction** project was held on November 12, 2013, at which the Jawzjan Provincial Governor thanked USAID, on behalf of the Government and citizens of Sheberghan, for its support.

RAMP UP North facilitated Municipal Advisory Board (MAB) elections in **Sheberghan**, **Maymana** and **Pul-e-Khumri**. In conjunction with the establishment of the MABs, Service Delivery Advisory Boards (SDAGs) are being disbanded and RAMP UP North is working with municipalities to ensure continued citizen engagement.

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.

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.



A Kalantars meeting in **Mazar-e-Sharif**. - November 17, 2013.



In **Sar-e-Pul**, the RAMP UP North team identifies district boundaries, using GIS maps. - November 27, 2013.



A RAMP UP North Advisor met with the head of District 7 and the Municipal Revenue Manager to review the draft proposal for the **Mazar-e-Sharif R5 Trash Collection** municipal contribution. - November 04 2013



The citizen report card survey of **Faizabad R4 Park Construction (D1)** project underway. The data has been entered into the database and sent to the regional office for further analysis. - November 11, 2013.

Provincial Municipality Projects

In the nine provincial municipalities supported by RAMP UP North, all Round 1 projects are closed out.

The **Mazar-e-Sharif R2 Trash Collection** project, which is pending the installation of a replacement tractor door, is expected to be completed in December. The **Pul-e-Khumri R2 Family Park Construction** project is complete and is awaiting a cost modification before closing out.

Round 3 projects in **Aybak, Sar-e-Pul, Maymana, Pul-e-Khumri, Sheberghan** and **Taloqan** are all moving to close out.

The RAMP UP North contributions to the trash collection projects in both **Sar-e-Pul** and **Aqcha** are complete and the projects have been transferred to the municipalities to continue services. The **Sar-e-Pul R3 Trash Collection** project was formally handed over to the municipality in a ceremony held on November 25, 2013. **Sar-e-Pul** municipality has assigned a supervisor to oversee ongoing trash removal, and RAMP UP North is providing technical assistance to help the municipality with implementation.

Work progressed on all Round 4 and Round 5 projects, and monitoring visits continued.

The **Sheberghan R4 Bus Terminal Construction** project was completed and the opening ceremony was held on November 12, 2013, with the participation of the Governor, Deputy Governor, representatives of ten government departments, the Mayor, media, citizens and RAMP UP North Embedded Advisors. The Jawzjan Provincial Governor thanked USAID, on behalf of the Government and citizens of Sheberghan, for its support to the municipality with the implementation of projects; the coordination with the municipality; and the capacity building of its municipal staff. After the ribbon cutting ceremony, passengers and bus agencies started using the bus terminal services.

RAMP UP North Embedded Advisors and the municipal design engineer visited the **Taloqan R4 Children's Park Construction** project four times during November. The installation of the fence, the electricity feed to the latrines and the plastering of the exterior walls were all completed and the subcontractor was busy working on the reinforced cement concrete (RCC) bench, anti-oxide painting of the fence, the reconstruction of the cantina and the playground installations.

RAMP UP North EAs and the municipal design engineer monitored the **Aybak R5 Bus Terminal Construction** project each week in November, 2013. The ceiling, the welding of the fence for the boundary walls and the excavation of the foundation for the shelter, were all in progress. The central column footing was not found to be in accordance with project design, and the subcontractor agreed to demolish and rebuild. One of the monitoring visits held involved Service Delivery Advisory Group (SDAG) members, who checked the latrine, the drainage, the walls, the waiting hall and the roof, and found all these works to be in good order.

The Confirmation Scope of Work (CSoW) for the **Mazar-e-Sharif R5 Trash Collection Support (D7)** project was translated into Dari and both the Dari and English versions were signed by Mayor and the Municipal Advisory Board (MAB), on November 11, 2013.

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The **Sheberghan R4 Bus Terminal Construction** project opening ceremony. – November 11, 2013.



The subcontractor is installing mosaic tiles on the **Kunduz R5 Sports Stadium Improvement** project. November 11, 2013



Lessons learned meeting held in **Faizabad** for the **R3 Park Improvement and Parking Lot** project. The RAMP UP North team explained the results of last survey conducted. – November 05, 2013.



The RAMP UP North team facilitates the **Maymana R5 Grain Market Improvement** project Ground Breaking Ceremony with the participation of SDAG and PBG members, municipal officials, district representatives and citizens. – November 06, 2013.

The RAMP UP North team facilitated the first citizen monitoring of the **Kunduz R4/5 Sports Stadium Improvement** project with the participation of municipal officials and SDAG members on November 19, 2013. SDAG members were satisfied with the materials used and the work being carried out.

The RAMP UP North team and municipal design engineer monitored the **Maymana R4 Fruit and Vegetable Market Construction** project on November 19, 2013, finding the construction work satisfactory and according to the project design.

On November 19, 2013, a RAMP UP North Embedded Advisor and the municipal engineer monitored the **Pul-e-Khumri R4 Sports Stadium Improvement** project. The municipal engineer reiterated the engineering department's support.

District Municipality Projects

Work on the **Andkhoy** and **Khulm** projects continued, as per the revised construction schedule. In **Aqcha**, the **Trash Collection** project is completed and the tractors and trailers were handed over to the municipality. The RAMP UP North team is providing technical assistance to help the municipality continue the trash collection service.

The **Andkhoy R1 Bus Terminal Construction** project was monitored by the Mayor, who found work to be progressing on the painting of the boundary walls, stone masonry, waiting hall and bus garage roofing, shuttering and concreting of footing column rings.

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



Citizens monitor the **Andkhoy R1 Bus Terminal Construction** project. Citizens expressed appreciation of the project and increased municipal service delivery. – November 06, 2013.



A RAMP UP North Public Outreach Advisor facilitates a citizens' visit to the **Aqcha R1 Trash Collection** project. During the event, Gozar representatives committed their support of and cooperation with **Aqcha** municipality. – November 05, 2013.

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS STATUS

Municipality	Project	Project Title	Start Date	Planned End Date	% Complete	Comments
Andkhoy	R1	Bus Terminal Construction	15-Aug-13	30-Nov-13	80%	Installing fences and erecting steelworks for bus shelter. Reviewing Change Order (USD 8,000)
	CSC	CSC Foundations	01-Oct-13	31-Oct-13	100%	
	CSC	CSC Conex				Sub Contract awarded. Selected conex and roof truss work commenced.
Aqcha	R1	Trash Collection	15-Sep-13	21-Nov-13	100%	Received signed letter of Disposition for Tractors and Trailers.
	CSC	Citizen Service Center	15-Sep-13	30-Nov-13	100%	
Aybak	R1	Aybak Park Renovation	28-Oct-11	10-Jan-12	100%	CLOSED
	R2	Public Latrines Construction and Rehabilitation	08-Aug-12	07-Feb-13	100%	CLOSED
	R3	Family Park Construction	01-Apr-13	30-Jul-13	100%	Moving to close out
	R4	Mini-Football Field Construction	05-Jun-13	30-Nov-13	95%	Subcontractor sourcing quality artificial grass. Once installed this will complete the works.
	R5	Bus Terminal Construction (Phase I)	15-Aug-13	30-Nov-13	92%	Installing fences and tiling latrine
	R5	Bus Terminal Construction (Phase II)	01-Oct-13	31-Dec-13	43%	PCC of terminal floor and constructing steelwork.
	CSC	Citizen Service Center	15-Sep-13	30-Nov-13	92%	CSC office complete and commenced internal plaster of latrine.
Faizabad	R1	Trash Collection	01-Feb-12	07-Jun-12	100%	CLOSED

	R2	Latrines Construction	02-Oct-12	28-Feb-13	100%	CLOSED
	R2	Water Well Construction	18-Nov-12	15-Feb-13	100%	CLOSED
	R3	Park Improvement and Parking Lot	05-Mar-13	06-Jul-13	100%	10 % retention paid.
	R3	Water Well Construction				Sub contract terminated for default. RFP launched 01 December and bid return 07 December.
	R4	Park Construction (D1)	18-Jun-13	30-Nov-13	69%	Laying terrazzo tiles and Back filling shaded areas. Possible de scope - depending on weather.
Khulm	R1	Bus Terminal Construction	01-Oct-13	22-Jan-14	26%	Constructing septic tank and RCC for waiting area columns. Excavating foundations for elevated water tank. Subcontractor started nearly one month late.
	CSC	CSC Foundations	01-Oct-13	31-Oct-13	100%	
	CSC	CSC Connex				Conex delivered and site installation commenced.
Kunduz	R1	Trash Collection	14-Feb-12	16-May-12	100%	CLOSED
	R2	City Park Improvement	10-Aug-12	15-Feb-13	100%	CLOSED
	R3	Drainage Rehabilitation	01-Apr-13	20-Jun-13	100%	Warranty period expires 16 Nov.
	R4/5	Sports Stadium Improvement	10-Sep-13	09-Jan-14	51%	Constructing roofing at brickwork at stand area. Laying mosaic tiles.
Maymana	R1	Women's Park Improvement	22-May-12	07-Aug-12	100%	CLOSED
	R2	Public Latrines Construction	08-Aug-12	20-Nov-12	100%	CLOSED
	R3	Wheat and Flour Market Improvement	17-Mar-13	30-Jul-13	100%	Moving to close out
	R4	Fruit and Vegetable Market Construction	20-Aug-13	19-Nov-13	98%	Installation of columns and truss works are ongoing.
	R5	Wheat and Flour Market Improvement (Phase II)	01-Oct-13	31-Dec-13	95%	Concrete works ongoing and installing steel grills. Delay due to materials delivery for Phase II
		Wheat and Flour Market Improvement (Phase III)	01-Oct-13	27-Jan-14	28%	Subcontractor commenced constructing foundations for steel columns.
		Trash Collection Support			0%	Concept issued to COR for approval 07 Nov. Reviewing proposal. Received vetting approval 30 Oct.
	CSC	CSC Foundations	01-Oct-13	31-Oct-13	100%	
CSC	CSC connex				Sub Contract awarded. Selected conex and roof truce work commenced.	
Mazar-e-Sharif	R1	Trash Collection	26-Jan-12	25-Apr-12	100%	CLOSED
	R2	Trash Collection	13-Oct-12	12-Jan-13	100%	Subcontractor to supplied the door. They are going to install it by this week and move to close out.
	R3	Bukhdi Park Reconstruction (D8)	25-Apr-13	15-Nov-13	100%	Subcontractor to clear defects. PO raising BoQ to fully enclose perimeter wall.
	R4	"I" Park Construction (D6)	05-Jun-13	30-Nov-13	88%	Subcontractor continued football pitch fencing, laying artificial grass and rebuilding wall.
	R5	Trash Collection Support	TBD	TBD	0%	Proposal approved by ACOR 27 Nov. Bid opening is 28 Nov. Proposal uploaded and in internal review. Vetting approval received 30 Oct.
Pul-e-Khumri	R1	Trash Collection	12-Feb-12	24-May-12	100%	CLOSED
	R2	Family Park Construction	01-Oct-12	18-May-13	100%	Issued Cost Mod (Deduct) to COR for approval. Once approved will move to close out.
	R3	Public Latrine Construction	07-Apr-13	30-Jul-13	100%	Moving to close out

	R4	Sport Stadium Improvement	05-Jun-13	20-Nov-13	94%	Painting fence and PCC at basketball area.
	R5	Family Park Improvements	01-Oct-13	31-Jan-14	0%	Sub contract terminated
	CSC	CSC Foundations	01-Oct-13	31-Oct-13	100%	
	CSC	CSC Connex				Sub Contract awarded. Selected conex and roof truce work commenced.
Sar-e-Pul	R1	Public Park Improvement	25-Jan-12	25-Mar-12	100%	CLOSED
	R2	Wheat and Flour Market Improvement	08-Aug-12	30-Apr-13	100%	CLOSED
	R3	Trash Collection	08-Sep-13	14-Nov-13	100%	Issued letter of Disposition for Tractors and Trailers.
	R4	Mini-Football Field Construction	05-Jun-13	30-Sep-13	72%	Subcontractor sourcing good quality artificial grass.
	CSC	Citizen Service Center	22-Sep-13	10-Oct-13	100%	CLOSED
Sheberghan	R1	Trash Bin	30-Jan-12	10-Mar-12	100%	CLOSED
	R2	Public Latrines Construction	08-Aug-12	30-Nov-12	100%	CLOSED
	R3	Bukhdi Park Improvement and Sports Area Construction	05-Mar-13	05-Jul-13	100%	Moving to close out
	R4	Bus Terminal Construction	18-Jun-13	10-Oct-13	100%	Completed and 4th payment is in the process.
	F5	Bukhdi Park Improvement (Phase II)	15-Aug-13	14-Nov-13	95%	Installing children playground equipment.
	CSC	CSC Foundations	01-Oct-13	31-Oct-13	100%	Backfilling activities are in progress.
	CSC	CSC Conex				Sub Contract awarded. Selected conex and roof truss work commenced.
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%	Moving to close out
	R4	Children's Park Construction	07-Jun-13	30-Nov-13	92%	Painting fences and columns, Installing playground equipment. Lighting to be installed.

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. 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 survey activity is completed in Aqcha, Aybak, Faizabad and Khulm. In the remaining seven municipalities, 9,350 properties were surveyed, bringing the total properties surveyed across all municipalities this year to date to 186,103.

Andkhoy:

- The *Safayi* registration survey is near completion and the data entry started on November 19, 2013.
- Survey forms are being checked for quality and surveyors are making corrections to data and revisiting sites where required.
- In the first valuation committee meeting, the RAMP UP North team gave an overview of all completed *Safayi*



In Aqcha, a RAMP UP North Safayi team rechecks Safayi registration survey forms, to verify data and ensure accuracy. – November 04, 2013.

registration activity and explained *Safayi* valuation methodology. The valuation committee members decided that valuation will be based on distance from the central Bazar.

Khulm:

- The *Safayi* registration survey was completed on November 03, 2013.
- On November 06, 2013, RAMP UP North EAs held a meeting with municipal officials, to discuss *Safayi* valuation, in particular the process and methodology.
- In mid-November, the RAMP UP North team facilitated the establishment of the *Safayi* valuation committee with the Mayor.
- Data entry clerks were given further training and began entering *Safayi* registration form data into the Integrated Financial Management System (IFMS) database.



A RAMP UP North *Safayi* specialist training data entry clerks in **Khulm**. – November 27, 2013.

Kunduz:

- On November 05-06, 2013, RAMP UP North EAs and municipal officials organized two meetings with **Kunduz Wakil-e-Gozars** of districts 3 and 5, to explain the process of the *Safayi* registration survey. They have since distributed flyers in mosques and relayed the message to citizens at prayer time.
- RAMP UP North Embedded Advisors (EAs) discussed the implementation of the *Safayi* Valuation Action Plan with the Mayor, on November 07, 2013. The Governor approved the formation of and selection methodology for the *Safayi* valuation committee.
- A Public Outreach Advisor distributed *Safayi* registration information flyers to increase public awareness.
- In a meeting in late November, municipal officials, representatives of governmental organizations and *Safayi* valuation committee members categorized properties into six financial zones.



Safayi registration surveyors continue work in **Kunduz**, with RAMP UP North EAs monitoring surveyors on daily basis. – November 26, 2013.

Maymana:

- The RAMP UP North team facilitated a *Safayi* valuation committee meeting on November 04, 2013. In this meeting, participants determined the financial zones of ten districts and fixed their respective values.
- On November 10, 2013, a RAMP UP North Embedded Advisor and the Municipal Revenue Officer met with District 9 *Wakil-e-Gozars* and residents to explain the valuation process for *Safayi* registration. *Wakil-e-Gozars* and residents committed their support to the *Safayi* valuation process.
- The RAMP UP North team facilitated a *Safayi* registration valuation and public budget hearing on November 18, 2013. During the meeting, the drafted *Safayi* Valuation Action Plan was presented; comments were listed and the plan revised accordingly. The Proposed Project List (PPL) for the 1393 Budget was also presented and revised with comments.



Safayi registration valuation committee and public budget hearing meeting in **Maymana**. – November 18, 2013.



Monitoring of **Taloqan** *Safayi* registration surveyors. – November 27, 2013.

Taloqan:

- At a *Safayi* valuation committee meeting, municipal officials, SDAG members and citizen representatives categorized properties into financial zones.
- The RAMP UP North Public Outreach Advisor distributed *Safayi* registration information flyers to Takhar University students.

Aybak:

- In early November, the municipality established a *Safayi* valuation committee, with the support of RAMP UP North.
- On November 19, 2013, the RAMP UP North team facilitated the first *Safayi* registration valuation committee meeting. The committee decided to divide properties into two zones: commercial and residential.
- In a public meeting, with the participation of Municipal Advisory Board (MAB) members, Heads of *Gozars*, municipal officials and citizens, the municipality were asked, and agreed, to include eight representatives of the MAB and the Heads of *Gozars* in final decision-making relating to the *Safayi* valuation committee.

Sheberghan:

- RAMP UP North EAs facilitated two *Safayi* valuation committee meetings with municipal officials, on November 03-04, 2013. The meetings focused on financial zoning and valuation methodology.
- Valuation committee members also drafted a letter to GDMA requesting some clarifications on valuation of land.
- Public outreach activities to increase public awareness are ongoing.
- The data entry teams continued entering survey forms into the database.

Pul-e-Khumri:

- The *Safayi* registration survey process was completed in District 4.
- The municipality sent a letter to the Governor requesting approval for the establishment of a *Safayi* valuation committee.

Sar-e-Pul:

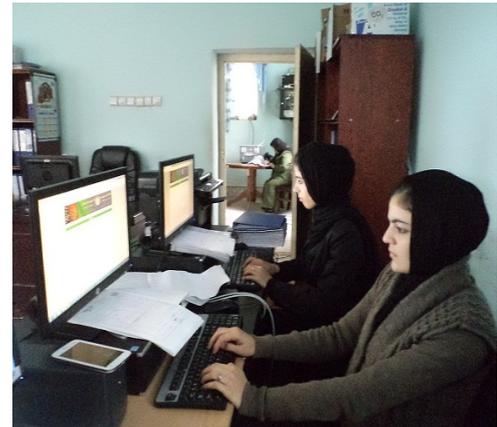
- Upon the request of the Mayor, additional *Gozars*, who had not been previously considered, were included in the *Safayi* registration initiative.
- Public outreach events were conducted and the GIS team prepared maps of the new *Gozars*.
- A RAMP UP North database specialist trained business registration and *Safayi* registration data entry teams.
- The RAMP UP North team performed quality control of survey forms and continued monitoring surveyors in the field on a daily basis.

Mazar-e-Sharif:

- On November 11, 2013, a RAMP UP North advisor held a meeting with the Head of District 6 and *Kalantars*, to



The *Safayi* registration survey is ongoing in Districts 4, 5 and 6 of Taloqan. – November 12, 2013.



Sheberghan municipal data entry staff working on *Safayi* registration data entry. – November 06, 2013.



In Pul-e-Khumri, the *Safayi* registration team meets to identify District 3 boundaries using GIS mapping. – November 04, 2013.



Safayi registration surveyors are measuring properties in Mazar-e-Sharif. – November 20, 2013.

coordinate *Safayi* registration survey activity. After the meeting, information flyers were distributed to increase public awareness.

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

SAFAYI REGISTRATION						
Municipality	Total # of Parcels	1392 YTD Properties Surveyed	1392 YTD Properties Surveyed as % of Total Parcels	1391 Total Revenue	1392 YTD Revenue	1392 YTD Revenue as
						% of 1391 Total Revenue
Andkhoy	9,555	8,756	92%	179,584	656,173	365%
Aqcha	6,044	8,289	137%	346,103	559,737	162%
Aybak	5,159	6,224	121%	2,264,976	1,383,730	61%
Faizabad	9,236	12,159	132%	496,330	173,935	35%
Khulm	6,344	12,055	190%	114,560	98,700	86%
Kunduz	29,075	26,241	90%	11,573,419	9,162,703	79%
Maymana	13,563	20,586	152%	2,205,468	1,522,213	69%
Mazar-e-Sharif	18,414	21,693	118%	30,788,771	32,167,799	104%
Pul-e-Khumri	16,584	18,593	112%	1,054,116	1,002,647	95%
Sar-e-Pul	7,611	6,194	81%	354,503	218,509	62%
Sheberghan	24,805	25,837	104%	1,557,666	718,248	46%
Taloqan	22,958	19,476	85%	4,842,628	4,460,247	92%
Totals	169,348	186,103	110%	55,778,124	52,124,641	93%

Notes:

- ¹Total 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.
- ²YTD Revenues are updated quarterly and are derived from the quarterly revenue reports the municipalities submit to GDMA.
- ³The 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. Increased revenue generation in municipalities is 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.



Andkhoy municipal officials, the Head of Police and Kalantars meet to discuss business registration and licensing. – November 12, 2013.

This month, **Maymana, Aqcha, Sar-e-Pul, Sheberghan, Taloqan, Kunduz** and **Khulm** municipalities, with the assistance of RAMP UP North, continued distributing business licenses to business

owners. The team also continued supporting municipalities in their efforts to implement business registration and licensing enforcement action plans, to speed up the license distribution process. As a result, 2270 licenses were distributed, bringing the total to date, to 15,196.

In **Andkhoy**, following a successful meeting with *Kalantars* of vendors, District Heads, the people’s council, police representatives and municipal officials, business license distribution increased. Municipal officials and RAMP UP North EAs continued shop-to-shop awareness-raising activity, to encourage business license fee payment. The Mayor has also assigned two municipal staff to continue this awareness-raising initiative on daily basis.

In **Khulm**, a RAMP UP North EA provided the Markets Manager with a list of outstanding licenses, securing agreement from the Markets Manager to visit each of those listed, to urge them to complete their license registration and payment. The EA also met with the Acting Revenue Manager to discuss the implementation of the penalty system, as part of the business registration enforcement plan. On November 06, 2013, the RAMP UP North Public Outreach Advisor met with businessmen, to raise awareness of the business registration and licensing initiative. Some of these business owners confirmed that they have already received their licenses and promised to encourage others, who had not yet done so, to register.

To support enforcement of license payment, **Faizabad** Municipality asked the banks not to provide loans to unlicensed shopkeepers.

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



A RAMP UP North Embedded Advisor meets with a **Taloqan** municipal official to assist him in updating the business registration and licensing database. – November 06, 2013.



Public outreach activity relating to business registration and license distribution in **Khulm**. – November 06, 2013.

BUSINESS REGISTRATION AND LICENSING						
Municipality	Licensed Businesses 1390 (Baseline)	Registered Businesses 1391 ¹	*Total Licenses Issued 1391 ²	Licenses Issued This Week	Licenses Issued YTD 1392	Licenses Issued YTD as % of 1391 Registered Businesses
Aybak	1,395	1,924	1,520	30	1,569	82%
Faizabad	884	2,106	1,225	26	704	33%
Pul-e-Khumri	3,300	3,836	1,927	65	2,834	74%
Sar-e-Pul	1,184	1,555	609	18	811	52%
Taloqan	1,600	4,510	2,173	59	2,056	46%
Andkhoy	1,039	1,784	1,784	98	700	39%
Aqcha	2,390	2,835	2,835	129	1,869	66%
Khulm	300	210	210	18	450	214%
Kunduz	3,516	3,516	3,221	140	1,608	46%
Maymana	1,843	1,843	1,843	40	1,223	66%
Sheberghan	2,163	1,581	1,581	47	1,372	87%
TOTALS	19,614	25,700	18,928	670	15,196	59%

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.

Vetting approval was received on November 10, 2013, for the CSC conexes in **Andkhoy, Khulm, Maymana, Pul-e-Khumri** and **Sheberghan**. Construction work on the foundations for the conexes is complete in all five municipalities and conexes have been delivered to **Khulm** and **Sheberghan**. The **Sar-e-Pul, Aqcha** and **Aybak** CSC building construction is complete.

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



GDMA representatives and RAMP UP North EAs monitoring the CSC project in **Aybak**. – November 27, 2013.

CITIZEN SERVICE CENTERS								
PHASE 1 MUNICIPALITIES								
ACTIVITY	AQCHA		AYBAK		SAR-E-PUL		SHEBERGHAN	
	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date
Concept Note	100%	-	100%	-	100%	-	100%	-
Baseline Surveys	100%	-	100%	-	100%	-	100%	-
Process Mapping	98%	5-Dec-13	98%	5-Dec-13	98%	5-Dec-13	95%	5-Dec-13
Advisory Board	90%	5-Dec-13	90%	5-Dec-13	90%	5-Dec-13	90%	5-Dec-13
Services	100%	-	100%	-	100%	-	100%	-
Staffing	85%	20-Dec-13	85%	20-Dec-13	85%	20-Dec-13	85%	20-Dec-13
Regional Workshop	50%	-	0%	-	50%	-	0%	-
Communications Plan	70%	6-Dec-13	70%	6-Dec-13	70%	6-Dec-13	70%	6-Dec-13
Facility Design	100%	-	100%	-	100%	-	100%	-
Facility Procurement	100%	-	100%	-	N/A	-	100%	-
Facility Construction	100%	15-Dec-13	82%	15-Dec-13	100%	-	40%	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	100%	-	100%	-	100%	-	100%	-
Process Mapping	95%	5-Dec-13	95%	5-Dec-13	95%	5-Dec-13	94%	5-Dec-13
Advisory Board	80%	5-Dec-13	80%	5-Dec-13	85%	5-Dec-13	86%	5-Dec-13
Services	100%	-	100%	-	100%	-	100%	-
Staffing	85%	20-Dec-13	85%	20-Dec-13	85%	20-Dec-13	85%	20-Dec-13
Regional Workshop	0%	-	0%	-	0%	-	0%	-
Communications Plan	70%	6-Dec-13	60%	6-Dec-13	60%	6-Dec-13	60%	6-Dec-13
Facility Design	100%	-	100%	-	100%	-	100%	-
Facility Procurement	100%	-	100%	-	N/A	-	100%	-
Facility Construction	30%	31-Oct-13	40%	31-Oct-13	30%	31-Oct-13	30%	31-Oct-13

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.

RAMP UP North EAs are working to ensure the inclusion of LED positions in the *Tashkeel* and municipal budget. To further this, the LED team drafted a letter for the General Directorate of Municipal Affairs (GDMA) requesting support for the creation of LED units, and GDMA committed to send the letter to all LED participating municipalities.

RAMP UP North EAs had an internal administrative meeting with the **Mazar-e-Sharif** Deputy Mayor and the finance, revenue, construction, and cleaning and greening managers, on November 07, 2013. In this meeting the setting up of an LED unit was discussed and proposed for inclusion in the 1393 *Tashkeel* and budget. An agreement was also made to include two projects from their LED strategic plan in the 1393 development budget. In **Pul-e-Khumri** an LED manager has been nominated by the municipality to lead LED activity. LED field teams are also facilitating the inclusion of LED projects in municipal development budgets. In **Maymana**, three LED projects have already been included.

Prior to proofreading the project descriptions, all municipalities held consultations with their respective Steering Committees. The last remaining municipality, **Pul-e-Khumri**, held its meeting on November 10, 2013, and all comments have been noted and included in the revised documents.

Proofreading and a final review of all six ring road municipalities' (**Mazar-e-Sharif**, **Aybak**, **Pul-e-Khumri**, **Kunduz**, **Sheberghan** and **Maymana**) strategic plans were completed. The plans are now being translated, and the agreed design of the final document applied.



A RAMP UP North EA is sharing the LED strategic plan with the **Pul-e-Khumri** Mayor. – November 06, 2013.



Citizen report card survey for the **Aybak R5 Bus Terminal Construction** project. – November 19, 2013.



Safayi registration valuation committee meeting with the Heads of Gozars and citizens in **Aybak**. – November 20, 2013.

LED STRATEGIC PLANS						
	PROCESS IMPLEMENTATION					DELIVERABLE
	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		3-27 Jun 2013		11 Aug - 05 Sep 2013	30 Sep – 17 Oct 2013	30-Nov-13
Aybak	20-21 May 2013	5-Jun-13	17-18 Jun 2013	4-Sep-13	7-Oct-13	100%
Kunduz		26-Jun-13		15-Sep-13	10-Oct-13	100%
Maymana		24-Jun-13		10-Sep-13	9-Oct-13	100%
Mazar-e-Sharif		3-Jun-13		29-Aug-13	8-Oct-13	100%

Pul-e-Khumri	10-Jun-13	5-Sep-13	2-Oct-13	100%
Sheberghan	25-Aug-13	3-Sep-13	3-Oct-13	100%

GEOGRAPHIC INFORMATION SYSTEMS (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 enhance revenue generation as they implement and manage new businesses and Safayi registration programs.

During the month of November 2013, the RAMP UP North GIS team completed the digitization of individual land parcels for the five recently added district municipalities of **Doshi**, **Khenjan**, **Dawlat Abad**, **Shirin Tagab** and **Khuja Sabzposh**. The base mapping of these district centers has been printed for district boundary identification and demarcation. In addition, the team completed the final mapping for phase II of **Pul-e-Khumri** District 3 and phase III of **Sheberghan** District 1. The GIS team supported *Safayi* registration surveys in the field with map printing and also worked with a GIS/Database Advisor to collate GIS documentation and link GIS data to IFMS.



Safayi valuation action plan meeting in which participants selected zones, using GIS maps, in Kunduz. – November 26, 2013.

GIS WORK PROGRESS

Municipality	Digitization	Total No. of Land Parcels	Identification of Sub-district Boundaries	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	100%
Maymana	100%	13,331	100%	10	100%
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	-
Doshi	100%	1,403	-	-	80
Khenjan	100%	664	-	-	70
Dawlat Abad	100%	1,017	-	-	-
Khuja Sabzposh	100%	609	-	-	-
Shirin Tagab	100%	810	-	-	-
TOTAL	100%	243,651	100%	65	-

**includes digitized parcels within sub-district boundaries as well as informal areas external to the district boundaries*

REGIONAL WORKSHOPS / TRAININGS / CONFERENCES

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

In November, the RAMP UP North technical team conducted three Regional Workshops.

Gender Mainstreaming Regional Workshop for District Municipalities

On November 12-13, 2013, RAMP UP North conducted a Gender Mainstreaming Regional Workshop in Mazar-e-Sharif for municipal officials and RAMP UP North Embedded Advisors (EAs) from the five recently added municipalities of **Khenjan, Doshi, Dawlat Abad, Khuja Sabzposh** and **Shirin Tagab**. In addition, RAMP UP North EAs from **Khulm, Andkhoy** and **Aqcha** and technical specialists from the regional office attended.

The objectives of this workshop were to raise district municipality awareness of gender issues, help district municipalities to develop their own municipal gender mainstreaming action plan, and to support RAMP UP North Embedded Advisors in their continued mentorship of municipal officials. Participants drafted gender mainstreaming action plans for each of the five abovementioned district municipalities.

“It was my first participation in a workshop on Gender Mainstreaming. As a result of this workshop, we drafted a Gender Mainstreaming Action Plan for our municipality by technical assistance of RAMP UP North advisors” said Mohammad Saleh, Accounts and Administration Manager of **Khuja Sabzposh** District Municipality. *“We hope to proceed and implement this plan for improvement of our municipality”* added Saleh.

Further trainings will take place in January 2014 for municipal officials from the three remaining district municipalities of **Aqcha, Khulm,** and **Andkhoy**, in order to prepare gender mainstreaming action plans for their municipalities.

Customer Service Excellence for Citizen Service Centers (CSCs) Pilot Workshop

This workshop was held on November 19-21, 2013, for **Aqcha** and **Sar-e-Pul** CSC staff and representatives of the CSC Advisory Boards. RAMP UP North Public Administration Advisors and Municipal Team Leaders also attended. Topics covered included: the principles and concepts of customer service excellence; building customer service relationships; communicating effectively with customers, including overcoming common barriers to effective listening; and serving difficult customers. Workshop outcomes included the development of a mission statement for each CSC, as well as a Customer Service Pledge and Customer Bill Of Rights, each of which will be professionally reproduced and posted in the respective CSCs.

Regional Procurement Training for Municipalities

RAMP UP North held a Regional Procurement Workshop for 17 municipalities in the regional office on November 23-25, and 26-28, 2013, for more than 60 participants. The training was divided into two separate three-day workshops, each comprising a one-day training of trainers (ToT) for RAMP UP North EAs, and a two-day workshop for all participants. Participants included Municipal Advisory Board (MAB) members and municipal staff, including procurement managers and officers, revenue managers, and other administration and operational staff from **Mazar-e-Sharif, Sheberghan, Sar-e-Pul, Maymana, Aybak, Pul-e-Khumri,**



Participants from **Khenjan** District Municipality draft the Gender Mainstreaming Action Plan in group exercise work. - November, 13, 2013.



Participants in a group exercise in the pilot CSC regional workshop in **Mazar-e-Sharif**. -November, 21, 2013.



Members of the **Sar-e-Pul** MAB monitor the R3 **Trash Collection** project. – November 11, 2013.



Monitoring of **Mazar-e-Sharif Safayi** registration surveyors. – November 19, 2013.

Kunduz, Taloqan, Faizabad, Aqcha, Andkhoy, Shirin Tagab, Dawlat Abad, Khuja Sabzposh, Khulm, Doshi, and Khenjan. The overall objective of this workshop was to increase the basic understanding of Afghan procurement law, in order to promote competitive, transparent, and fair municipal procurement practices. Participants were very positive about the experience and requested further procurement training from RAMP UP North.

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.

On November 06, 2013, the RAMP UP North team and **Maymana** municipal officials held a budget preparation and financial management workshop for **Dawlat Abad, Shirin Tagab and Khuja Sabzposh** municipalities. **Maymana** municipal officials, who have themselves taken part in similar workshops supported by RAMP UP North, are now able to support other district municipalities in their province. During the workshop, participants practiced the preparation of a sample budget for their municipalities with the support of **Maymana** municipal officials and the RAMP UP North team, and they also took part in a budget hearing role-play. On November 04-05, 2013, a budget preparation workshop was also held in **Pul-e-Khumri** for **Khenjan** and **Doshi** municipal officials. As in **Maymana**, **Pul-e-Khumri** was able to support this workshop, due to their previous experience of working with RAMP UP North on their own budget.

On November 07, 2013, in **Mazar-e-Sharif**, RAMP UP North EAs conducted an internal administrative meeting with the Deputy Mayor and the finance, revenue, construction and cleaning and greening managers, regarding the selection of budget committee members and the 1393 budget preparation process. The budget committee was appointed and the 1393 Proposed Project List (PPL) was reviewed. The Deputy Mayor asked department heads to start working on preparing plans for the 1393 budget. The drafted PPL has been shared with Mayor for review.

Aybak municipality has included a Local Economic Development Unit in its 1393 Municipal *Tashkeel* and added the construction of new roads, lighting for 106 km of city roads, and the creation and distribution of a monthly brochure supporting trash collection efforts and *Safayi* payments to their 1393 budget plans.

Shirin Tagab and **Dawlat Abad** municipalities added new development projects to their PPLs. These include a municipality hotel in Shirin Tagab; the construction of a surrounding wall for the municipal building; and road gravelling of Qoraish Road and Green Market in Dawlat Abad.

The **Andkhoy** Mayor and Finance Manager have preliminarily identified four prioritized development projects for 1393: the demolition of the old municipal building; the construction of a municipal building; Babur Park improvement; and public latrine construction.

Following the establishment of a budget committee, **Taloqan** proposed the construction of 17 shops and the concreting of 7km of



The RAMP UP North team facilitated a meeting with **Maymana** municipal officials to list development projects for the 1393 municipal budget. – November 11, 2013.



A meeting held with **Dawlat Abad** municipal officials to establish a budget committee. -November, 19, 2013.



Sustainability check of the **Maymana R3 Wheat and Flour Market Construction** project. -November 20, 2013.



A RAMP UP North EA meets with **Khuja Sabzposh** municipal officials regarding the establishment of a budget committee. -November, 19, 2013.

road in districts 5 and 6, for inclusion in its 1393 development budget.

Sheberghan Municipality selected four of its seven incomplete 1392 development projects for inclusion in the PPL for its 1393 development budget.

In **Faizabad**, municipal officials and Service Delivery Advisory Group (SDAG) members added one more project, Trash Collection Points in District 6, to its PPL.

In **Kunduz**, a meeting was also organized with municipal officials to review and finalize budget preparation Standard Operating Procedures on November 05, 2013. They reviewed their 1392 development budget and began identifying potential 1393 development projects.

The **Aqcha** budget preparation committee met on November 07, 2013, to discuss their 1393 budget. They are currently working on the remaining 1392 budget projects and are planning and prioritizing them in the 1393 budget.

The **Khulm** Mayor appointed a team comprising revenue, finance and administrative managers, to work on the preparation of the 1393 budget.



Municipal officials comparing the results of pre and post project surveys for the **Taloqan R3 Park Improvement and Parking Lot** project. The surveys show that citizens and municipal officials are happy with the project results and USAID's support. – November 04, 2013.

1392 BUDGET PROCESS – FORMULATION & APPROVAL

Municipality	Drafted	Public Budget Hearing	Submitted to Governor	Governor Approves & Signs	Submitted to IDLG / GDMA	IDLG / GDMA 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	1-Jun-13	6-Jun-13	26-Jun-13
Aqcha	18-Dec-12	9-Jan-13	13-Jan-13	15-Jan. 15	18-Jan-13	26-Mar-13	10-Apr-13	6-May-13	3-Sep-13
Aybak	21-Jan-13	2-Dec-12	26-Jan-13	5-Feb-13	7-Feb-13	20-Feb-13	11-Mar-13	18-Mar-13	17-Apr-13
Faizabad	6-Jan-13	30-Dec-12	24-Jan-13	30-Jan-13	16-Feb-13	4-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	7-Apr-13	15-Apr-13	22-Apr-13	24-Jul-13
Kunduz	23-Dec-12	2-Jan-13	22-Jan-13	29-Jan-13	2-Feb-13	23-Apr-13	7-May-13	14-May-13	8-Jul-13
Maymana	20-Jan-13	26-Dec-12	10-Mar-13	3-Apr-13	21-Apr-13	16-Jun-13	2-Jul-13	6-Jul-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	2-Apr-13	22-Aug-13
Pul-e-Khumri	13-Dec-13	17-Dec-12	23-Jan-13	5-Feb-13	10-Feb-13	20-Feb-13	9-Mar-13	16-Mar-13	9-Apr-13
Sar-e-Pul	23-Dec-13	13-Jan-13	24-Jan-13	05-Feb-13 / 06-Apr-13	2-May-13	6-May-13	5-Jun-13	17-Jun-13	28-Aug-13
Sheberghan	3-Dec-12	6-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	4-Mar-13	12-Mar-13	9-Apr-13	1-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	6-Nov-13	6-Nov-13	20-Nov-13	November	November	November	November	November	December
Aqcha	23-Oct-13	27-Oct-13	November	November	November	November	November	November	December
Aybak	22-Oct-13	23-Oct-13	November	November	November	November	November	November	December
Faizabad	28-Oct-13	4-Nov-13	12-Nov-13	25-Nov-13	27-Nov-13	November	November	November	December

Khulm	7-Nov-13	7-Nov-13	November	November	November	November	November	November	December
Kunduz	28-Oct-13	28-Oct-13	20-Nov-13	November	November	November	November	November	December
Maymana	28-Oct-13	29-Oct-13	11-Nov-13	12-Nov-13	18-Nov-13	18-Nov-13	November	November	December
Mazar-e-Sharif	7-Nov-13	7-Nov-13	November	November	November	November	November	November	December
Pul-e-Khumri	6-Nov-13	October	November	November	November	November	November	November	December
Sar-e-Pul	6-Nov-13	October	November	November	November	November	November	November	December
Sheberghan	13-Nov-13	18-Nov-13	November	November	November	November	November	November	December
Taloqan	4-Nov-13	4-Nov-13	5-Nov-13	20-Nov-13	November	November	November	November	December
Doshi	19-Nov-13	November	November	November	November	November	November	November	December
Khenjan	November	November	November	November	November	November	November	November	December
Khwaja -Sbzposh	18-Nov-13	November	November	November	November	November	November	November	December
Shirin Tagab	19-Nov-13	27-Nov-13	November	November	November	November	November	November	December
Dawlat Abad	19-Nov-13	27-Nov-13	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

MUNICIPAL BUDGET DEVELOPMENT 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 development budget execution rate.

On November 06, 2013, a RAMP UP North Public Administration Advisor worked with the **Aybak** Deputy Mayor to develop the municipal *Tashkeel* for 1393. The Deputy Mayor committed to speed up the provision of the *Tashkeel* and also asked the revenue manager to send a letter to municipality departments soliciting revenue information for the 1393 budget.



MAB election to select a representative for civil society in **Sheberghan** municipality. – November 05, 2013.

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)	Plans	Design	BoQ	Est. Start Date (Month/Year)	Est. Completion Date (Month/Year)
Andkhoy	1	3-Building Latrine Construction	3,000,000	100%	100%	10%	2014	2014
	2	Babur Park Improvement	750,000	100%	50%	0%	2014	2014
Aqcha	1	Solar Street Lighting	2,754,000.00	100%	100%	100%	-	-
	2	Park	400000	0%	0%	0%	-	-
Aybak	1	Office Surrounding Wall Construction (D3)	7,000,000	100%	100%	100%	5-Oct-13	23-Mar-14
	2	Grain Market Construction	5,581,774	100%	100%	100%	-	-
	3	Administration Building Expansion (D1)	4,000,000	100%	100%	100%	5-Oct-13	4-Jul-14
Faizabad	1	Kafshdozi Street Drainage	1,741,750	100%	100%	100%	-	Planned for year 1393
	2	Trash Container Construction (D2)	163,343	100%	100%	100%	-	Planned for year 1393
	3	Trash Container Construction (D5)	408,352	100%	100%	100%	-	Planned for year 1393
Khulm	1	Intersection Construction	1,250,000	100%	100%	100%	-	-
	2	Green Park Construction	1,250,000	100%	35%	0%	-	-
	3	Sidewalks Construction	2,500,000	100%	0%	0%	-	-
Kunduz	1	Sidewalk Mosaic Installation	3,000,000	100%	100%	100%	-	-
	2	Culvert Construction	2,000,000	100%	100%	100%	-	-
	3	Park Construction (Saredawora town)	2,000,000	100%	100%	100%	-	-
Maymana	1	Road Graveling (D4)	494,916,00	100%	100%	100%	Mar-13	Jun-13
	2	Public Latrine (D5)	498,000.00	100%	100%	100%	Sep-13	-
	3	Public Latrine (D1)	2,000,000	100%	100%	50%	-	-
Mazar-e-Sharif	1	Office Construction (D5)	3,000,000	100%	100%	100%	1392	1392
	2	Katibas Construction	11,186,008	100%	100%	100%	Nov-12	Feb-13
	3	Stadium Land Surround	16,144,758	100%	100%	100%	Nov-12	Feb-13
Pul-e-Khumri	1	ChishmaShafa Guest House Construction	21,500,000	100%	100%	100%	-	-
	2	Women's Prayer Hall Construction	10,000,000	100%	100%	100%	-	-
	3	Gravelling of KarKar sub-streets	171,000,000	100%	100%	100%	-	-
Sar-e-Pul	1	Public Bath Construction	1,500,000	0%	0%	0%	-	-
	2	Public Latrine Construction (D2)	1,000,000	0%	0%	0%	-	-
	3	Administration Building Construction	30,000,000	100%	100%	100%	-	-
	4	Grain Market Construction (D2)	25,000,000	100%	100%	100%	-	-
Sheberghan	1	Tile and Brick Masonry Wall	1,074,570	100%	100%	100%	-	25-Aug-13
	2	Atahi Road Improvement	472,500	100%	100%	100%	1-May-13	26-Jun-13
	3	Bus Terminal Shops	2,500,000	100%	100%	100%	Aug-13	On going
	4	Road Graveling (Yakabaq and Merwais Mina Roads, 5km)	498000	100%	100%	100%	1-May-13	06-Aug-13
Taloqan	1	Takhar University Park Construction	1,500,000.00	100%	100%	100%	-	-
	2	Taloqan Shops Construction	7,431,715.00	100%	100%	100%	-	-
	3	Roundabout Construction	2,000,000,00	100%	100%	100%	02Nov-13	05-Jan-14
	4	Culvert Construction (different areas of city)	1,000,000,00	100%	100%	100%	-	-
TOTAL	36		344, 104, 770					

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 ten public-private partnerships (PPPs), with estimated revenues of more than 1.56 million AFN, have been initiated with RAMP UP North support. Another three PPPs are in the procurement process, two of which (for **Sheberghan R4** and **Taloqan R3**) are in the final stages of contract completion, and further ten PPPs are under consideration.

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

PUBLIC-PRIVATE PARTNERSHIPS (PPPS)						
Municipality	Project Round	Project	Project End Date	PPP Signed	Agreement Duration	Est. Value (AFN)
Andkhoy	R1	Bus Terminal	TBD	Pending	TBD	TBD
	R2	Public Latrines	07-Feb-13	22-Mar-13	9 Months	79,499
Aybak	R4	Mini Football playground	TBD	In progress	TBD	TBD
	R5	Bus Terminal	TBD	Pending	TBD	TBD
Faizabad	R2	Public Latrines	28-Feb-13	22-May-13	7 Months	140,000
	R3	Park and Parking Lot	06-Jul-13	22-Aug-13	3 Months	95,000
	R4	Park (D1)	TBD	Pending	TBD	TBD
Khulm	R1	Bus Terminal	TBD	Pending	TBD	TBD
Kunduz	R2	City Park	15-Feb-13	19-May-13	12 Months	210,000
	R4/5	Sports Stadium	TBD	Pending	TBD	TBD
Maymana	R1	Women's Park	07-Aug-13	09-Apr-13	9 Months	45,500
	R2	Public Latrines	20-Nov-12	15-Jan-13	12 Months	41,000
	R4	Fruit and Vegetable Market	TBD	Pending	TBD	TBD
Mazar-e-Sharif	R3	Bukhdi Park (D8)	TBD	Pending	TBD	TBD
Pul-e-Khumri	R3	Public Latrines	30-Jul-13	22-Sep-13	12 months	60,000
	R4	Sports Stadium	TBD	Pending	TBD	TBD
Sar-e-Pul	R2	Wheat and Flour Market Latrine	30-Apr-13	21-Apr-13	8 Months	15,000
	R4	Mini-Football Field	TBD	Pending	TBD	TBD
Sheberghan	R2	Public Latrines	30-Nov-12	21-Dec-12	12 Months	41,100
	R2	Bukhdi Park and Sports Fields	05-Jul-13	10-Jul-13	12 Months	813,000



Business registration and licensing public outreach activities started in **Faizabad** with municipal announcers. More shopkeepers are now visiting the municipality, to complete the licensing process. – November 10, 2013.

	R4	Bus Terminal	TBD	In progress	TBD	TBD
	R5	Bukhdi Family Park	TBD	Pending	TBD	TBD
Taloqan	R3	Parking Lot and Park	06-Jul-13	In Process	TBD	TBD

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 (MABs):

RAMP UP North Embedded Advisors (EAs) and the Deputy Mayor facilitated the election process for the MAB members in Districts 2 and 3 of **Sheberghan** on November 05, 2013. During the event, the EAs and the Deputy Mayor explained the process for terms of candidacy. Citizens then elected their representatives for the **Sheberghan** MAB, including two representatives from District 2 (one *Wakil Gozar* and one elder) and three from District 3 (one *Wakil Gozar* and two elders). Additionally, the elections for the youth representative for the MAB took place on November 26, 2013, and one male and one female, were selected.

In **Maymana**, the RAMP UP North team facilitated meetings regarding Municipal Advisory Board (MAB) elections in districts 4, 5, 6 and 10 on November 11, 12 and 19, 2013, respectively. EAs and the municipal focal point explained the MAB Terms of Reference (ToR). Citizens from each district selected *Wakil Gozars* and elders as their MAB representatives.

In **Pul-e-Khumri**, MAB election for districts 3 and 4 took place on November 12, 2013. Municipal officials, civil society representatives, local media, *Wakil-e-Gozars*, elders and RAMP UP North EAs participated. One *Wakil-e-Gozar* and one elder was selected from each district. On November 27, 2013 the RAMP UP North team facilitated Municipal Advisory Board (MAB) leadership elections. The chairman, deputy chairman and a female secretary were elected.

As the Municipal Advisory Boards are being established, RAMP UP North is working on transitioning Service Delivery Advisory Groups (SDAG) to MABs. The first step is a ceremony to thank SDAG members for their service on these committees. The first of these ceremonies took place in **Aybak** on November 12, 2013. SDAG members were thanked for their service and discussed lessons learned. The Deputy Mayor confirmed that citizen engagement will be continued with the establishment of the MAB. Appreciation letters were presented to the 26 SDAG members and 15 municipal officials who were involved in the SDAG's work. SDAG members also thanked RAMP UP North with their own appreciation letter to the team.

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



In **Pul-e-Khumri**, a RAMP UP North EA facilitated a meeting with the head of District 1 and *Wakil Gozars* regarding the establishment of a Municipal Advisory Board (MAB). – November 05, 2013.



The transition ceremony of SDAG to MAB, in **Aybak**. – November 12, 2013



A public outreach advisor facilitated the **Taloqan R3 Parking Lot Construction and Park Improvement** project sustainability check. The team found the Park opened and advised leasers to keep the park clean and the drainage free of trash. - November 12, 2013.

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 VISITS

Municipality	Round	Project Title	Date	Comments
Sheberghan	R5	Bukhdi Park Improvement (Phase II)	05-Nov-13	Citizens appreciated the subcontractor's work, quality of the construction, materials used, and the municipality's achievements regarding citizen involvement in monitoring of the project.
Aqcha	R1	Trash Collection	05-Nov-13	Aqcha Gozar representatives announced their support and cooperation with Aqcha municipality.
Andkhoy	R1	Bus Terminal	06-Nov-13	Citizens appreciated the establishment of the bus terminal.
Taloqan	R4	Children's Park	05-Nov-13	SDAG members found the completed project to be as per design and SOW.
Maymana	R4	Fruit & Vegetable Market Construction	06-Nov-13	The work was progressing well, and visitors were satisfied with the work.
Maymana	R5 – Phase 1	Grain Market Improvement	06-Nov-13	Project work was progressing well and visitors were satisfied with the work.
Pul-e-Khumri	R4	Construction of Football Stadium	11-Nov-13	SDAG members & municipal officials have monitored R4 Stadium project and appreciated RUN activity in Pul-e-Khumri,
Sar-e-Pul	R3	Trash Collection Project	11-Nov-13	The team was asked to increase public awareness of the Trash Collection project throughout the city.
Maymana	R5-Phase 2	Grain Market Improvement	26-Nov-13	The quality of work and materials was accepted by the monitoring team, which included SDAG, PBG & municipal officials.
Faizabad	R4	Park Construction	24-Nov-13	The SDAG Members and Faizabad Municipality representative were satisfied with the work, and advised the contractor to accelerate the activities due to the coming of winter.

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. RAMP UP North's Public Outreach Advisor (POA) does report cards twice in the lifetime of a project, which 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
Sheberghan	R4	Bus Terminal Construction	06/07-Nov-13	Citizens stated that the municipal should take care of the bus terminal after the project is completed.
Faizabad	R4	Park Construction Project	11-Nov-13	Citizens requested that there would be latrines in the park designated for women only.
Aybak	R5	Bus Terminal Construction (Phases I & II)	19-Nov-13	Citizens stated that parking area should be enough big, and public awareness should be done to encourage people to keep the area clean.
Sheberghan	R5	Bukhdi Park Improvement (Phase II)	20/21-Nov-13	A total of 50 citizens and project beneficiaries were surveyed the citizens requested for female workers inside the park, for example, as security guards. Additionally, they suggested construction of a playground and gym for women.
Maymana	R4	Fruit & Vegetable Market Construction	25-Nov-13	Most of the interviewees expressed their satisfaction and claim that the project is being implemented very well and is on the right path so far.

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
Sheberghan	R3	Bukhdi Park Improvement and Sport Area Construction project	12-Nov-13	The park was well maintained and cleaned by the private contractor. All the equipment was functioning properly and there was nothing broken or damaged in the park. People were using the park and appreciated the hard work of the lease agreement contractor.
Taloqan	R3	Parking lot and Park improvement	12-Nov-13	The parking lot was not being cleaned and drainages were clogged with trash. The issue is discussed with the municipality and contractor for cleaning the drainages before the winter and the Mayor promised to clean before the winter is coming.
Maymana	R3	Wheat & Flour Market Improvement	20-Nov-13	It is well maintained and cleaned by the shopkeepers.
Taloqan	R2	City Park Improvement	19-Nov-13	SDAG members were satisfied as they said the park is being used by the people, cleaned, and there isn't any negative feedback. They appreciated the work of the Taloqan Municipality and RUN.
Faizabad	R3	Parking lot	26-Nov-13	The parking lot was well maintained and cleaned by the private contractor.
Kunduz	R3	Drainage Reconstruction	27-Nov-13	Some parts were clean and others full of trash. Municipal officials have stated that the Mayor has plans for the municipality to clean all of the drains with the assistance of citizens before winter. At the end of monitoring SDAG Members requested the municipality to submit the key of the grill to the shopkeepers so they can keep the drainage clean and to discourage the practice of allowing bathroom water to flow into the drainage.

Pre and Post Project 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.

Pre and Post Project Surveys

Municipality	Round	Project Title	Date	Comments
Pul-e-Khumri	R3	Public latrine	25-26-Nov-13	The post project survey was conducted among 50 citizens in Pul-e-Khumri City. They beneficiaries were satisfied from public latrine and they requested from municipality to have more attention in cleaning.

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
Faizabad	R3	Park Improvement and Parking Lot	05-Nov-13	The pre and post test surveys found that citizens were mostly satisfied with the performance of the municipality with 80% at satisfied and above. The municipality agreed to continue to work on improving its service delivery activities.
Taloqan	R3	Parking Lot and Park Improvement	04-Nov-13	RUN EAs conducted the lesson learned meeting with the Taloqan mayor, municipal officials and SDAG members. The mayor & municipal officials were satisfied with RAMP UP and they appreciated the work done

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.

The Vehicle Bridge Reconstruction project is 95% complete and open to traffic. The subcontractor continued leveling and compaction of the Eastern side of the bridge. On November 06, 2013, the project was monitored by a RAMP UP North Monitoring and Evaluation specialist and the Engineering Advisor.

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



Sar-e-Pul residents are using the footbridge; recently constructed by RAMP UP North. – November 05, 2013.



Sar-e-Pul R3 Trash Collection project progresses. - November 12, 2013.

SAR-E-PUL POST-FLOOD ASSISTANCE PROJECT STATUS

Round	Project Title	Start Date	Planned End Date	% Complete	Comments
PFA-001	Canal Cleaning and Repair	11-Sep-12	31-Dec-12	100%	Project Scope: 19.6 Km Canal Closed
PFA-002	Emam Sahib Road and Culvert Repair	28-Nov-12	27-Mar-12	100%	Project Scope: 1.28 Road Km & 2 Culverts. Certificate of final completion and acceptance signed and move to close.
PFA-003	Lelami Road and Culvert Repairs	1-Dec-12	1-Apr-12	100%	Project Scope: 1.32 Km Road & 6 Culverts. Certificate of final completion and acceptance signed and move to close.
PFA-004	Canal Retaining Wall Construction	8-Oct-12	31-Mar-13	100%	Project Scope: 44.5m Retaining Wall. Certificate of final completion and acceptance signed and move to close.
PFA-	Construction Inspection &	10-Dec-12	15-Nov-13	25%	Tests are on-going

005	Testing (QA/QC)					
PFA-006	Footbridge Construction	8-Oct-12	31-Oct-13	100%	Project Scope: 20m Bridge. Warranty period starts 26 Sept. Working of the payment of the previous subcontractor.	
PFA-007	Vehicle Bridge Reconstruction	21-Jan-13	31-Oct-13	95%	Project Scope: 16m Bridge. Bridge open to traffic and subcontractor back filling. Received vetting approval 29 Sept. Issued Cost Mod request to HO - for issuance to CO.	

UPCOMING ACTIVITIES

Construction work continues on R4 and R5 SSDIPs for **Maymana, Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul, Sheberghan** and **Taloqan** and on **Khulm** and **Andkhoy** R1 projects.

Business license distribution will continue in **Faizabad, Taloqan, Kunduz, Pul-e-Khumri, Aybak, Khulm, Aqcha, Andkhoy, Sar-e-Pul, Sheberghan** and **Maymana**.

Safayi registration survey and valuation process will continue and the surveys of remaining municipalities are expected to be completed soon. The data entry teams will be uploading data from the survey teams into the database in all municipalities.

During December, 2013, additional regional workshops are planned: Citizen Service Center (CSC) Excellence Service Training for the remaining municipalities and a CSC Functional Training ToT and regional workshop for **Andkhoy, Khulm, Maymana** and **Pul-e-Khumri** and for **Sar-e-Pul, Aqcha Sheberghan** and **Aybak**.

The opening of the **Sar-e-Pul** and **Aqcha** CSCs is pending the delivery and installation of office furniture, equipment and supplies; the completion of customer service and functional training for their respective staff; and further orientation of the CSC Advisory Boards.