



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

QUARTERLY REPORT: October – December 2012

*Taloqan Public Budget Meeting – December 30, 2012*



JANUARY 30, 2013

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## Abbreviations & Terms

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

### *Terms*

<i>Gozar</i>	Neighborhood
<i>Kalantar / Wakil</i>	Nahya or gozar representative
<i>Moustoufiat</i>	The provincial-level branch of the Ministry of Finance
<i>Nahya</i>	Municipal District
<i>Qaryadars</i>	Village leaders
<i>Safayi</i>	Service charge and property tax
<i>Tashkeel</i>	Administrative structure of a GIRoA entity
<i>Zarang</i>	Three-wheeled motorized vehicle

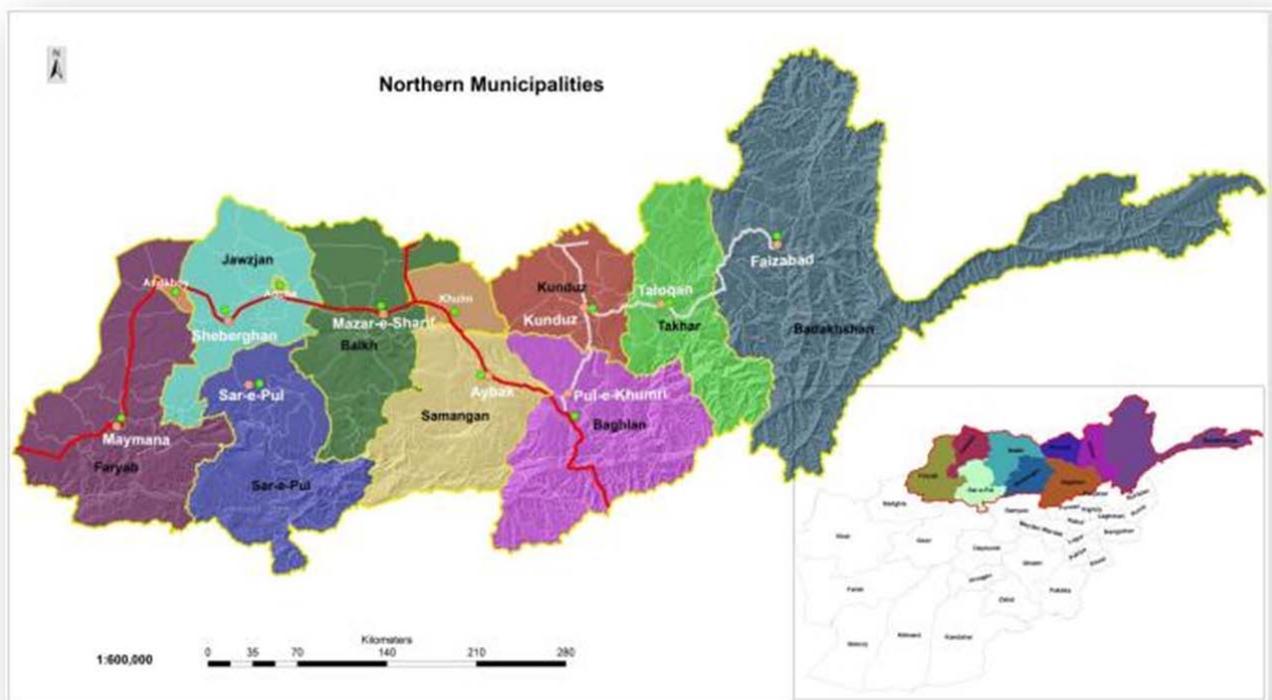
## RAMP UP North Overview

*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 RAMP UP North, 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.*

*RAMP UP North is operating in the following provincial municipalities: Aybak, Samangan; Faizabad, Badakhshan; Kunduz, Kunduz; Maymana, Faryab; Mazar-e-Sharif, Balkh; Pul-e-Khumri, Baghlan; Sar-e-Pul, Sar-e-Pul; Sheberghan, Jawzjan; and Taloqan, Takhar.*

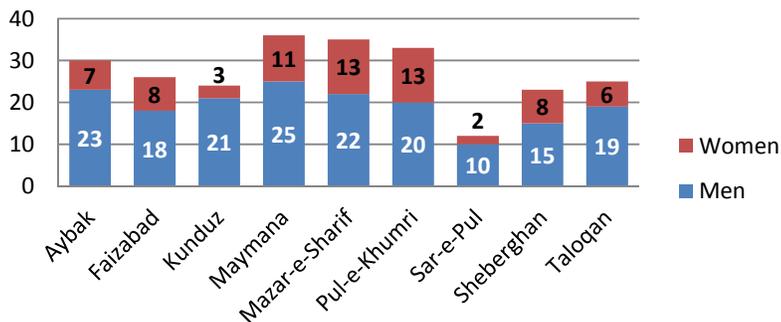


## Executive Summary

RAMP UP North Embedded Advisors (EAs) continued to support municipalities through project planning and implementation. RAMP UP North also provided capacity building not only through the projects, but also through workshops and trainings held throughout the quarter.

- September 26 – October 26, Gender Mainstreaming Workshops:** Workshops for municipal officials were held in eight municipalities by RAMP UP North advisors between September 26 (Maymana) and October 26 (Mazar-e-Sharif). During the workshops, participants developed municipal gender mainstreaming plans with recommendations for municipalities to take practical steps to improve the ability of women to interact and work with the municipality. Feedback from participants was positive and often suggested that these workshops were the first time that gender training had been conducted in the municipalities.

### Gender Mainstreaming Workshops



- November 14, RAMP UP North Engineer’s Orientation:** Embedded Engineers from all nine municipalities, as well as two engineers from the Sar-e-Pul Post-Flood Assistance project, attended the three-day orientation. It provided Engineers with an opportunity to not only familiarize themselves with the Regional Office staff and systems, but to also build networks and ties between the Engineers based in the different municipalities, so that they could help each other and learn from each other’s experience.
- November 26, Standard Operating Procedures (SOP) Training-of-Trainers, Mazar-e-Sharif:** Prior to the regional conference, RAMP UP North Embedded Advisors were trained on SOPs.
- November 27-28, Standard Operating Procedures Regional Workshop, Mazar-e-Sharif:** More than 40 Public Administration Advisory Group (PAAG) members and other municipal department / unit heads attended the workshop.
- December 4-5, Municipal Conference, Mazar-e Sharif:** This semi-annual conference provided an opportunity for municipalities to share experiences and best practices. A major focus of the conference was budget execution, as one of the RAMP UP North priorities for the next year is to improve budget execution rates so that municipalities can spend more of their own funds to improve service delivery. Seven municipal mayors, municipal officials from nine municipalities, representatives from the General Directorate for Municipal Affairs (GDMA), members of the municipal Service Delivery Advisory Groups (SDAGs), USAID officials, and RAMP UP North technical staff were in attendance.
- December 10: Training-of-Trainers, Budget Execution and Financial Management, Mazar-e-Sharif:** The training was designed to train Embedded Advisors on how to increase the capacity of municipal officials to conduct efficient and effective budget planning and to demonstrate financial management software in preparation for the Regional Workshop on these technical areas on December 11-12
- December 11-12, Budget Execution and Financial Management Regional Workshop, Mazar-e-Sharif:** The training was designed for Municipal officials to: train them on how to conduct efficient and effective budget planning and to increase awareness and comprehension of GDMA



RAMP UP North Engineers participate in an orientation session at the Mazar-e-Sharif Regional Office. - November 14, 2012.



RAMP UP Community Engagement Manager addressed Municipal Conference attendees.

budgeting requirements and deadlines, as recently issued in the circular letter; and to demonstrate financial management software to improve budgetary accounting practices, as well as municipal property registration and business registration practices and related revenue collections,

RAMP UP North advisors worked closely with municipal officials to prepare annual budgets and to help officials plan public budget hearings. Last year RAMP UP North not only prepped municipal staff for public budget hearings, but also supported facilitating group discussions and breakout sessions that provided feedback on the budget. This year, municipal officials in Mazar-e-Sharif took the lead in facilitating discussions and breakout sessions, demonstrating confidence in the public outreach process and the need to gather citizen feedback on the proposed budgets.

All nine Round One (R1) projects were handed-over to municipalities and two Private Public Partnerships were created in order to maintain the Latrines in Maymana and Sheberghan municipalities.

All nine municipalities were actively implementing Round Two (R2) projects, and projects in **Kunduz** and **Aybak** were nearing substantial completion during this quarter. Work on R2 projects was suspended in **Faizabad** due to cold weather and in **Pul-e-Khumri** due to a delay in the municipal contribution of preparing the site for construction. The RAMP UP North regional team scheduled a visit to Pul-e-Khumri Municipality to meet with the newly appointed mayor in order to get the project back on track.

All Round Three (R3) project concepts were approved, and seven out of nine R3 proposals were approved. By the end of the quarter, municipal officials and SDAG members were well into planning Round Four (R4) projects, and plans were underway for training and support to municipalities to develop Round 5 concepts and proposals.

The Support Office team in Mazar-e-Sharif was also busy preparing to expand the program into three new district municipalities: **Aqcha (Jawzjan Province)**; **Andkhoy (Faryab Province)**; and **Khulm (Balkh Province)**.

Business License Registration is progressing in all five targeted municipalities. Business owners in the municipalities are paying their taxes directly to the bank and receiving their licenses for the current year. During the quarter, 2,581 licenses were issued. RAMP UP North advisors continued to support municipalities to accelerate the speed of the licensing process.

## Capacity Building

*RAMP UP North provides capacity building to municipalities through on-the-job training, focused workshops and one-on-one training. In addition to the intensive learning-by-doing training done around the Sustainable Service Delivery Improvement Projects (SSDIPs), the program also builds capacity through technical assistance and consultations with municipalities and citizen groups as well as regional workshops and conferences.*

### Technical Assistance (TA)

*RAMP UP North provides support to municipalities through experience-based, on-the-job training, coaching and mentoring around key governance functions.*

RAMP UP advisors provided consultation to municipal officials, SDAG members, and business *kalanter*s on various topics, such as the implementation of the Round Two projects, acceleration of the business licensing process, and development of the Round Three and Round Four project concepts and proposals

### Municipal Budget Preparation

RAMP UP North Embedded Advisors (EAs) assisted municipal officials on budget preparation. Assistance included: organizing Internal Administrative Meetings to establish Municipal Budget Committees; developing Proposed Project Lists (see



*RAMP UP North Advisors attend a budget committee meeting in Aybak. – November 20, 2012*



*Faizabad Public Budget Hearing. – December 30, 2012*



*Aybak Public Budget Hearing. – December 02, 2012*



*The RAMP UP North Embedded Advisor explains the Revenue Database to the Municipal Computer Operator. - October 10, 2012*

following) for development projects to be implemented in the coming year; and organizing SDAG meetings and public hearings to present the Proposed Project List for the 1392 budget for public comment.

As a result of RAMP Up North support, Budget Committees were established in all nine municipalities.

In early December, the RAMP UP North Embedded Advisors in **Faizabad** provided technical assistance to the head of the Administration Department. During the meeting, the Department Head sent an official letter to all municipal departments requesting them to draft unit-specific plans for the 1392 budget.

In December, RAMP UP North conducted a Budget Execution and Financial Management Regional Workshop for municipal officials and a Training-of-Trainers (ToT) with RAMP UP North Embedded Advisors. (See *Regional Conferences / Workshops*).

Embedded Advisors in Sar-e-Pul and Taloqan worked with municipal officials in reviewing the development projects in the 1391 development budget and prioritizing projects for completion by the end of the fiscal year or inclusion in next year's budget. Advisors in Taloqan met with the Public Administration Advisory Group (PAAG) on November 13, and determined that most projects could be completed by the end of the year but two projects would need to be included in next year's budget. In Sar-e-Pul, the RAMP UP North Embedded Engineer assisted municipal officials in reviewing the planned projects in the 1391 development budget and developing a prioritized list of projects to be completed this year.

Embedded Advisors worked with municipal officials in all nine provinces to develop a summary presentation of the Proposed Project List (PPL) for the 2013 development budget, which was presented to SDAG meetings organized in all three municipalities on December 18.

PPLs are often most important to citizens as they are one of the most tangible contributions to the community. PPLs often include infrastructure projects such as roads or markets that benefit the community.

PPLs are included in the development budget of the municipality. Municipalities must first determine which projects on their current budget are a priority and expected to be completed during the current year. Projects that are not completed can be included as part of the next year's budget, along with other new municipal projects proposed by the various departments.

A common complaint from citizens is that the municipalities are not prioritizing projects with citizen input. RAMP UP North has worked with the municipalities to foster citizen input through the budgeting process, including public budget hearings where PPLs are reviewed with the community and where their feedback is taken into consideration by the municipality before finalizing the list.

*Municipal Management and Capacity Building Plans (MMCBP)*

Early in the quarter, RAMP UP North advisors worked with municipal officials to update their Municipal Management and Capacity Building Plans (MMCBPs) for the upcoming year in **Maymana, Sar-e-Pul, Aybak, Kunduz, Faizabad, Pul-e-Khumri, Taloqan, Sheberghan** and **Mazar-e-Sharif**. Municipal Advisors first met with the Mayor to discuss the process, and then scheduled a meeting with municipal officials to review and update the plan. For example, in Sheberghan, where municipal officials met on October 16, the Mayor led a discussion on capacity-building needs in the municipality, which included a representative from the UNDP/ASGP program.

Municipal officials in **Sheberghan, Kunduz, Sar-e-Pul, Taloqan, Maymana and Pul-e-Khumri** also presented the proposed updated MMCBP to citizen representatives during a joint meeting of municipal officials and the SDAG.

*Technical Support to SSDIPs*

RAMP UP North Embedded Advisors provided capacity building and assistance to municipal officials in developing pre-project survey questionnaires for the Round Three and Round Four project concepts. Embedded Advisors in **Faizabad** worked on



*Pul-e-Khumri Municipality Public Budget Hearing. – December 24, 2012*



*A meeting in Maymana to discuss the Proposed Project List (PPL). – November 21, 2012*



*Citizens attending the Taloqan Public Budget Hearing review the Proposed Project List (PPL). – December 30, 2012*



*Joint PAAG and SDAG meeting in Sar-e-Pul on November 5, 2012, to discuss updates to the MMCBP.*

the Round Three pre-project survey questionnaire with municipal officials on November 12, Embedded Advisors in **Kunduz** worked on the Round Three and Four questionnaires on November 14, and Embedded Advisors in **Sheberghan** worked on the Round Four questionnaire on November 12.

RAMP UP North Embedded Advisors continued to provide technical assistance through practical methods, such as developing Round Three and Round Four project concepts and proposals and continuing the business license registration process. Technical assistance was also provided to municipal officials in Sar-e-Pul as part of the Post-Flood Assistance Projects.

Other technical support activities included:

- On October 15, the Procurement Manager from **Sar-e-Pul** Municipality attended the bid opening and evaluation process for the **Construction of a Vehicular Bridge** project and was briefed on the procurement process. On October 21, the Sar-e-Pul Municipal Construction Manager also participated in a pre-construction meeting for a **Road Repair** project at the Mazar-e-Sharif Regional Office, where he was briefed on the procurement process and project management.
- In early December, Embedded Advisors in **Maymana** assisted the Municipal Construction Manager in preparing the Unit Specific Plans for the budget, which were submitted to the Mayor. While in **Sheberghan**, Embedded Advisors worked with the Municipal Engineering Department to assess, select, and identify development projects for the coming year. In **Mazar-e-Sharif**, RAMP UP North Embedded Advisors met with the Revenue Department staff to assist in developing revenue plans for the coming year, as well as to prepare the revenue report from the municipal districts for the last year.
- In **Aybak**, Embedded Advisors also worked with municipal officials on December 9 to provide technical assistance to the Accounts Manager and Revenue Manager on the budget execution process.
- On November 5, the RAMP UP North Project Manager visited **Sar-e-Pul** and held a coordination meeting with the Mayor. In **Pul-e-Khumri**, RAMP UP North Embedded Advisors facilitated a joint SDAG and PAAG meeting to establish sub-committees to conduct site visits and monitor the sustainability of the first round **Trash Collection** project and the progress of the second round **Family Park Construction** project.

### Workshops/Conferences

RAMP UP North regularly holds interactive training events to demonstrate the application of specific competencies and skills. These intensive training sessions provide the foundation for the regular and on-going technical assistance provided by RAMP UP North advisors.

#### Gender Mainstreaming Workshops

Gender mainstreaming workshops were conducted by RAMP UP North in eight municipalities during October: **Aybak, Faizabad, Kunduz, Mazar-e-Sharif, Pul-e-Khumri, Sar-e-Pul, Sheberghan** and **Taloqan**. Participants in the trainings included municipal staff and officials, representatives from the Directorate of Women's Affairs, SDAG members, and civil society representatives. Following a series of presentations and discussions, workshop participants worked in groups to develop a gender mainstreaming action plan for their municipality. Mayors and municipal officials who attended the workshop committed to implementing the recommendations that were included in the plans by participants.

Feedback from workshop participants was strongly positive. For example, following the workshop held in Aybak on October 2, many participants said that this was the first time they had ever participated in a Gender Training and the Mayor said that



Members of SDAG and PAAG discuss MMCBP in Faizabad Municipality - October 23



Sheberghan bid opening for Round 3 Park Improvement & Sports Area Construction. December 5, 2012



Sar-e-Pul Joint SDAG & PAAG Meeting. - November 5, 2012



Pul-e-Khumri Gender Mainstreaming Workshop. - November 10, 2012

after the training he was committed to hiring more women to work in the municipality.

*Participants in Municipal Gender Mainstreaming Workshops*

Municipality	Date of Workshop	Men	Women	Total
Aybak	October 2, 2012	23	7	30
Faizabad	October 14, 2012	18	8	26
Kunduz	October 3, 2012	21	3	24
Maymana <sup>1</sup>	September 26, 2012	25	11	36
Mazar-e-Sharif	October 26, 2012	22	13	35
Pul-e-Khumri	October 11, 2012	20	13	33
Sar-e-Pul	October 3, 2012	10	2	12
Sheberghan	October 1, 2012	15	8	23
Taloqan	October 2, 2012	19	6	25
<b>Total</b>		<b>173</b>	<b>71</b>	<b>244</b>



**Faizabad Gender Mainstreaming Workshop. – October 14, 2012**

*Standard Operating Procedures Workshop*

On November 27-28, the RAMP UP North support office facilitated a Standard Operating Procedures (SOP) Regional Workshop in Mazar-e-Sharif. More than 40 Public Administration Advisory Group (PAAG) members and other municipal department / unit heads attended the workshop.

The workshop trained participants on: the benefit of preparing and using SOPs; understanding how to prepare an SOP; using SOP templates to customize SOPs for use in their municipalities; identifying tasks and activities in their municipalities for which SOPs are needed; preparing an SOP for the FY1392 annual budget preparation process; and developing an action plan for the preparation of needed SOPs upon returning to their municipalities.



*RAMP UP North Advisor among with five municipal department’s managers working on Action Plans for preparation of SOPs in Sheberghan Municipality, on January, 02, 2013.*

*Municipal Conference*

On December 4-5, RAMP UP North convened a Municipal Conference in Mazar-e-Sharif. In attendance were seven municipal mayors, municipal officials, General Directorate for Municipal Affairs (GDMA) representatives, Service Delivery Advisory Group (SDAG) members, USAID officials, and RAMP UP North technical staff.

This semi-annual conference provided an opportunity for municipalities to share experiences and best practices with regard to service delivery projects, community engagement, revenue generation efforts, and strategic communication, among other topics. Another major focus of the conference was budget execution, as one of the RAMP UP North priorities for the next year is to improve budget execution rates so that municipalities can spend more of their own funds to improve service delivery, rather than continuing to rely on international donor support.

**Municipal mayors and other officials attend the Municipal Conference, held in Mazar-e-Sharif - December 5, 2012**

The conference provided an opportunity for municipal representatives to interact directly not only with their peers, but also with their central government counterparts at GDMA and local constituent representatives who provided feedback on current and planned services for their communities. In particular, the role of citizen engagement was a prevalent theme throughout discussions, often returning to the importance of public buy-in to various governmental programs and overall accountability of mayors to their communities.



<sup>1</sup> Maymana is included in this list for context and continuity through they held their workshop on Sept. 26.

*Budget Execution and Financial Management Regional Workshop*

RAMP UP North conducted a Budget Execution and Financial Management Regional Workshop for municipal officials and RAMP UP North Embedded Advisors in the Mazar-e-Sharif Regional Office from December 11-12, 2012. The RAMP UP North technical team also conducted Training-of-Trainers (ToT) with the Embedded Advisors on December 10.

The Regional Workshop was developed to assist municipalities in developing 1392 annual budgets that reflect citizens’ priorities and are prepared in an accurate and timely manner that meets all GDMA requirements. The workshop also provided an introduction to an integrated financial management software system that will automate budgetary accounting, financial reporting, and business and property registration processes.

During the conference, participants also engaged in a discussion on how to increase the execution rates of their development budgets in the coming year. RAMP UP North advisors worked with participants on timelines for the budget preparation process that would allow municipal officials to prepare project designs and specifications prior to the approval of the budget, while awarding the contracts following GDMA/IDLG approval, so that municipalities would have additional time to implement the projects prioritized in their development budget. Following discussions, municipal officials agreed that these new timelines would be a key element in helping the municipalities spend their budgets effectively on their planned development projects in the coming year.

Initial feedback from participants was positive overall, with officials expressing their satisfaction with the timeliness of the budget conference in relation to the budget preparation calendar issued by GDMA.

**Private Public Partnerships (PPPs)**

*Due to the limited potential of their existing revenue sources and the prospect of reduced international donor support, municipalities are increasingly looking to public-private partnerships as a means of improving service delivery, revenue generation, and sustainability.*

RAMP UP North technical staff and Embedded Advisors are assisting municipal staff in four municipalities (**Aybak, Sheberghan, Maymana** and **Faizabad**) in developing appropriate lease and/or management agreements – Public Private Partnerships (PPPs) – for their R1 projects. These agreements are helping to establish contractor performance standards and appropriate monitoring and enforcement mechanisms, and are promoting transparency in the procurement and performance of the agreements. RAMP UP North advisors are also assisting municipal staff to comply with relevant Afghan procurement law and rules of procedure in the procurement of these PPPs.

**Sheberghan** Municipality awarded the first such PPP on December 18, for the lease and operation of a new public latrine constructed with RAMP UP North support. A PPP was also issued in **Maymana** to manage public latrines.

In the coming months, several additional public-private partnerships will be implemented in other municipalities for management of municipal facilities such as parks, a bus station, and several types of markets.

**Economic Development / Revenue Enhancement**

*Economic development and revenue generation are essential to improved and sustained service delivery, increased citizen satisfaction, and the creation of a municipal environment and infrastructure that can support economic growth and development. Activities supporting this priority include the development of economic development plans, the deployment of business and property registration software, and the implementation of revenue generation plans in all municipalities; doing so*



*RAMP UP North technical program staff present materials on the budget preparation process during the Regional Workshop on December 11, 2012.*



*Mayor participates in final inspection of the Sheberghan Public Latrine Construction project. December 2012*



*A RAMP UP North Advisor provides guidance on the business registration and licensing database to a municipal official in Pul-e-Khumri on November 12, 2012.*

collaboratively with ASGP in those municipalities where this program is also an implementing partner.

RAMP UP North is assisting five municipalities (Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul, and Taloqan) in expanding their revenue base through business registration. With the support of RAMP UP North Embedded Advisors, municipal staff are using different methods including business *kalanTERS* meetings, media campaigns, other public outreach methods and enforcement (including closing shops that fail to comply) to accelerate the payment of license fees and distribution of licenses.

Embedded Advisors in Faizabad held a meeting with private banks to enlist their support in enforcing business registration and licensing. The banks agreed to issue loans to businesses that have registered with the municipality.

Details on business registration and licensing, including progress against the baseline as well as a comparison with the previous quarter are shown in the table below:

**Business Registration and Licensing Progress**

Municipality	Survey Start Date	Unregistered Businesses	Licenses Issued Oct-Dec 2012	% Licenses Issues
Aybak	3/11/12	529	456	86%
Faizabad	3/12/12	1,222	252	21%
Pul-e-Khumri	3/14/12	536	802	150%
Sar-e-Pul	3/13/12	371	539	145%
Taloqan	3/15/13	2,910	532	18%
<b>Total</b>		<b>5,568</b>	<b>2,581</b>	<b>46%</b>

*Geographic Information System (GIS)*

In **Maymana**, the RAMP UP North team assisted municipal officials in identifying the *Nahia* boundaries of Maymana City on the city map provide by the RAMP UP North GIS unit. The boundaries of the city and the *Nahias* were identified and sent to back to the RAMP UP North support office for inclusion in a revised map.

The GIS unit, operating from the RAMP UP North Support Office, is working to digitize and develop base maps for all nine municipalities. The two main objectives of the RAMP UP North GIS team are to digitize parcel boundaries for each of the nine municipalities and to make large scale base maps (1,000 to 10,000 scales). This will help the project meet current mapping demands and will be the basis for each municipality’s future mapping needs.

The digitization is being done on a 60cm monochrome image taken between April and July 2011. Completion of digitization will be followed by door-to-door business registration survey within one or two representative districts in each municipality. The data collected during the survey will be fed into a database that would be linked to the relevant parcel(s) in ArcGIS.

Once a fully functioning GIS system is established for each municipality, it will be handed over to the relevant municipality. In order to ensure sustainability of the system, RAMP UP North plans to train 2-3 municipal staff to run, maintain and update the GIS system.

The following table shows the progress of this GIS activity by the end of the quarter.

Municipality	% Digitizing Complete	% District Boundary Complete	% Quality Control Complete
Aybak	-	100%	-
Faizabad	83%	-	43%
Kunduz	-	-	-
Maymana	83%	100%	-
Mazar-e-Sharif	-	80%	-
Pul-e Khumri	25%	-	-
Sar-e- Pul	100%	100%	100%
Sheberghan	58%	-	-
Taloqan	83%	60%	-



Mazar-e-Sharif advisor assists in on-the-job training with municipal revenue staff. –November 27, 2012



Taloqan Municipality Business Distribution. – October 10, 2012



RAMP UP North advisors conduct meeting with Municipal Staff to identify sub-district and municipality boundaries in Taloqan. - December 04, 2012.

## Sustainable Service Delivery Improvement Projects (SSDIPs)

RAMP UP North's activities promote sustainable service delivery by providing seed money to support small-scale, Sustainable Service Delivery Improvement Projects (SSDIPs). These projects provide a platform for the delivery of iterative, project-based functional training related to key municipal functions and responsibilities, such as project management, procurement, budget preparation, and revenue generation. SSDIPs not only improve livelihoods and to link community to government but also to provide technical assistance to municipal staff through real-world tasks, thus forming the foundation of lasting capacity building.

All nine Round One (R1) projects were handed-over to the municipalities. All nine municipalities were actively implementing Round Two (R2) projects, with projects in Kunduz and Aybak nearing substantial completion during the quarter. Also, two Private Public Partnerships were created in order to maintain the Latrines in Sheberghan and Maymana. (See PPPs above.)

All Round Three (R3) projects concepts were approved and seven out of nine R3 proposals were approved. By the end of the quarter, municipal officials and SDAG members were well into planning Round Four (R4) projects and plans were underway for training and support to municipalities to develop Round Five (R5) concepts and proposals.

Up through Round Four (R4), RAMP UP North Embedded Advisors worked closely with municipal officials and community groups to develop project concepts and proposals that reflected community priorities and their engagement. During the Round Five project development phase, RAMP UP North will shift the responsibility of developing initial project concepts and proposals to municipal officials, with RAMP UP North advisors taking a supporting role with assistance and technical support.

### Round One (R1) Project Highlights

RAMP UP North staff worked closely with citizen groups and municipalities to monitor the sustainability of all completed R1 projects. Deficiencies identified by citizen groups and or RAMP UP North staff were reported to the municipalities who committed to taking appropriate action to correct the issues.

- The Maymana Municipality continued work on their contribution to the **Women's Park** project, having finished the southern and eastern walls, except for painting. The municipal contractor is continuing to work on the remaining municipal contribution, the construction of public latrines. RAMP UP North Embedded Advisors continue to work with municipal officials to monitor the contractor's progress.

Monthly sustainability monitoring of R1 projects was conducted with the participation of the Service Delivery Advisory Group (SDAG), municipal officials and project beneficiaries in **Aybak, Faizabad, Kunduz, Mazar-e-Sharif, Pul-e-Khumri, Sar-e-Pul, Sheberghan** and **Taloqan**. Monitoring visits were held to ensure the projects are being maintained.

In Aybak, following the sustainability monitoring visit that was conducted to the **Central Park Improvement** project on November 7, Embedded Advisors organized a meeting with the Mayor. During the meeting the results of the visit were discussed with the Mayor, especially the electricity for park lamps. The Mayor promised that municipal staff would address these issues as soon as possible.

In November, **Faizabad** Embedded Advisors conducted a joint monitoring visit of the **Trash Collection** services with citizen representatives (November 6) that determined the services are continuing well. **Pul-e-Khumri** Embedded Advisors worked with the municipality to establish a joint SDAG and PAAG monitoring committee for the trash collection services. **Mazar-e-Sharif** RAMP UP North Embedded Advisors assisted municipal officials to organize a **Kalanters** meeting, establish a Technical Working Group, and perform monthly citizen monitoring of the R2 **Trash Collection** project.



Citizens and RAMP UP North advisors jointly monitor the sustainability of the Round One Trash Collection project in Sheberghan on November 13, 2012.



In Maymana, work continues on the boundary wall to the Women's Park, which is the municipality's contribution to the project, on November 12, 2012.



RAMP UP North advisors meet with kalanters from Mazar-e-Sharif District 5 to discuss the sustainability of the first round trash collection project on November 5, 2012.



Advisors and Municipal Officials Monitoring Public Latrine Project in Sheberghan- October 22

In December, the RAMP UP North team met with the Head of District Five in **Mazar-e-Sharif** and conducted a weekly monitoring of this area. As a result some accumulation of trash was discovered in the area. This issue was addressed with the contractor and resolved.

Sustainability Monitoring will begin in **Maymana** once the municipal contribution of the walls and latrines is complete.

*Mazar-e-Sharif Trash Collection Project Site Visit, November 22, 2012*



*Round Two (R2) Project Highlights*

Early in the quarter, RAMP UP North began work on all nine R2 projects. During the course of the quarter, four projects neared completion, and two were put on hold. Harsh winter weather in Faizabad halted work on the project, while a delay in the municipal contribution in Kunduz halted work on the project there.

Embedded Advisors in all nine municipalities monitored the progress being made on the Round Two projects in their municipalities throughout the quarter.

- In December, the Mazar-e-Sharif **Trash Collection** project in District 3 began the second month of implementation, with citizens actively participating in the project by putting out their trash on time for pick up. RAMP UP North Embedded Advisors also organized a meeting of the *kalanTERS* in District 3 on November 13, 2012 to discuss increased public awareness about the trash collection schedule, as well as payments of the *Safayi* tax by residents.
- RAMP UP North team in **Aybak** worked with the Municipal Construction Department’s Design Engineer to select three to five priority projects from the Proposed Project List (PPL) for preparation of documentation and design. In addition, the Embedded Advisors and the Design Engineering and Construction Department (DECD) monitored the *Public Latrine* project in the *Aybak Grain Market* to check the quality of work on December 25.
- In **Maymana**, RAMP UP North handed over the *Public Latrine* project to the municipality on December 25. The municipality’s follow-on PPP has been announced for bidding.
- During a participatory citizen monitoring visit held in **Kunduz** on October 23, for example, the SDAG members reported that they were pleased with the contractor’s work on the **City Park Improvement** project and asked the municipality to contribute to park improvements by planting trees and greening the park area.
- In **Pul-e-Khumri**, site inspection and monitoring of the project is ongoing, citizen’s report cards have been completed and the relevant authorities signed the certificate of compliance with the Master Plan.
- In November, RAMP UP North Engineers and Embedded Advisors monitored the ongoing work for the **Park Improvement** Projects in **Taloqan, Kunduz** and **Pul-e-Khumri**. Embedded Advisors in Kunduz specifically focused on



*Monitoring From Construction of Public Latrine in Grain Market of Aybak-Oct 22*



*Site inspection of the Taloqan Park Improvement project. – October 31, 2012*

working with the contractor to stay on target for the construction schedule, as they are behind schedule and need to complete all concrete work before winter.

- The contractor in **Pul-e-Khumri** has been significantly delayed, as his work is dependent upon the municipal contribution of trash removal, leveling and compacting. Initially, the municipality was delayed due to issues with their equipment. This delay was then extended due to the appointment of a new mayor. RAMP UP North is continuing to work with the new mayor and municipality to get the project back on track.
- RAMP UP North Embedded Advisors organized the final inspection of the **Maymana Public Latrines** project on November 21. The inspection was conducted with nine citizen representatives. Participants inspected all aspects of construction and completed the punch list for the project. It was noted that an isolated water reservoir and leveling outside the latrine was needed. The contractor was responsive and completed these tasks during the same week.

### Round Three (R3) Project Highlights

Progress continued on concepts and proposals for R3 projects with RAMP UP North staff working to finalize documentation.

- In **Faizabad**, the RAMP UP North embedded team facilitated a meeting with Service Delivery Advisory Group (SDAG) representatives, the Public Administrative Advisory Group (PAAG) and the evaluation committee which was formed for the Round Three bid opening. RAMP UP North embedded team introduced its roles and objectives to the evaluation committee members.
- The **Maymana Grain Market Improvement** submittal documents and project proposal was under review by the RAMP UP North Support Office.
- **Mazar-e-Sharif** RAMP UP North team assisted the District Eight engineer to prepare the Operation and Maintenance Plans for the **Bukhdi Park Reconstruction** in District 8.
- In **Taloqan**, the Service Delivery Improvement Plan, Monitoring Plan, Operations Plan, and Maintenance Plan for the Children’s Park were submitted to Mazar Regional Office in December, for review.
- Embedded Advisors in **Kunduz** organized a SDAG and PAAG meeting on November 20 to develop the Service Delivery Improvement Plan (SDIP) for the Round Three **Market Stalls** project concept. Embedded Advisors in **Maymana** completed a draft project proposal for the **Grain Market Improvement** project that was submitted for review. The RAMP UP North Embedded Engineer worked with the Sar-e-Pul Construction Manager to design concrete trash bins that will be installed in District 2 as part of the Round Three **Trash Collection** project.
- In Sar-e-Pul, an SDAG meeting was held on November 5 to discuss the third and fourth round RAMP UP North projects. Participants agreed to prioritize a **Trash Collection Project** for the third round project, which would build concrete trash bins in District 2 and steel trash bins in the other city districts.
- The RAMP UP North Embedded Engineer along with the Municipality Construction Manager identified appropriate locations to install trash bins.

### Round Four (R4) Project Highlights

- In December, the Communications Plan was drafted with the assistance of **Kunduz Municipality** for the **Market Stalls Construction** project. The Operations and Maintenance (O&M) plan is in development.
- The questionnaire for R4 projects in **Aybak** was prepared by the RAMP UP North team on December 23. The Dari Version of the questionnaire together



RAMP UP North advisors organize a participatory citizen monitoring visit to the Round Two project site of the City Park Improvement in Taloqan on November 12, 2012.



RAMP UP North staff support the Mazar-e-Sharif Municipality in conducting pre-project surveys for the Round Three Bukhdi Park Improvement project. - November 21, 2012



Advisors in Pul-e-Khumri inspect the Round Three project site for the proposed Public Latrine project. - November 19, 2012.



RAMP UP North Advisors perform a feasibility check in Sar-e-Pul, of nine SDAG selected projects for Round 3 and Round 4. - October 9, 2012

with the O&M Plan was prepared in close coordination with the Aybak Construction Department Design Engineer.

- The RAMP UP North team in **Mazar-e-Sharif** worked with municipal officials to hold a Project Beneficiary Group (PBG) meeting on November 20, at the Siddiq Shaheed High School in District 6 to discuss the proposed **Park Improvement** project.
- The RAMP UP North Senior Director of Field Operations visited the proposed site for the **Family Park** project in **Sar-e-Pul** on November 21, and discussed possible site changes for the location of the park with the Mayor. Subsequently the Family Park project was dropped and a new concept is under development for a **Mini-Football Field** at the same location.
- In **Sheberghan**, RAMP UP North Embedded Advisors worked closely with the mayor and municipal construction manager in November, to develop a project proposal for the **Bus Terminal Construction** project. The municipal contribution to the project is the construction of six shops in the Bus Terminal. The project proposal was sent to the RAMP UP North support office for processing.

RAMP UP North Embedded Advisors and assigned municipal staff conducted a pre-project survey for the **Bus Terminal Construction** project in Sheberghan. Some 50 citizens residing near the project were surveyed. R4 pre-project surveys were also held in Maymana, Kunduz and Faizabad this quarter.

- Municipal officials worked with the SDAG to develop the Service Delivery Improvement Plans (SDIPs) for the **Maymana Bukhdi Park Construction** and the Round Four projects in Sheberghan and Maymana.

### Functional / Project Based Training

RAMP UP North Embedded Advisors continued to use the service delivery improvement projects as a way to train municipal officials in key areas, including project definition, monitoring, procurement, public outreach, and public works. RAMP UP North Embedded Advisors provided training on the project selection process as part of SDAG meetings to select R4 and R5 project priorities.

As part of the implementation of the R1 project in Maymana, RAMP UP North Embedded Advisors engaged citizens and municipal officials in onsite monitoring of construction projects.

Engineers embedded in all nine northern municipalities, along with two additional engineers working on the Sar-e-Pul Post-Flood Assistance Project, traveled to the Mazar-e-Sharif Regional Office this week to participate in a three-day orientation program. The engineers, which had joined RAMP UP North over the past month, were jointly briefed on the program’s methods and process for developing and implementing sub-projects while building municipal capacity for service delivery.

The three-day orientation provided engineers with an opportunity to not only become familiar with the Regional Office staff and systems, but also to build networks and ties between the Engineers based in the different municipalities, so that they could help each other and learn from each other’s experiences.

Following the orientation, the Municipal Team Leaders and Embedded Advisors also participated in a briefing session on Public Private Partnerships (PPPs) that will be implemented in some municipalities following the completion of the Round Two projects. Advisors discussed the procurement process for PPPs and sample contracts for the creation of municipal PPPs.

The following table shows the progress of RAMP UP North projects as of December 31, 2012:



Public Administration Advisory Group Meeting regarding the update of the Municipal Management Capacity Building Plan and R2, R3 and R4 projects. – October 31, 2012



RAMP UP North advisors in Kunduz meet with municipal officials to discuss the development of a pre-project survey for the Round Three and Round Four projects on November 14, 2012



Citizens and municipal officials monitor the Round Two Latrine Construction Project in Faizabad. – November 21, 2012

RAMP UP North Project Progress

Municipality	Project Name	Project Round	% Complete	Comments
Aybak	Central Park Improvement	R1	100%	<b>CLOSED</b>
	Grain Market Public Latrine Construction and City Park Public Latrine Renovation	R2	95%	<b>Park Latrine</b> construction 90% complete. Grain Market latrine 40% complete. 1 <sup>st</sup> invoice paid. 2 <sup>nd</sup> invoice issued to GSC.
	TBD	R3	-	PO surveyed 4 potential projects, submitted results to MTL.
	TBD	R4	-	PO surveyed 4 potential projects, submitted results to MTL.
Faizabad	Trash Collection	R1	100%	<b>CLOSED</b>
	Latrine Construction	R2	48.1%	Faizabad Public Latrine Construction project continues normally. The contractor completed placement of portion walls of septic tank. Water well contractor work is in progress and 77 meters of well drilled.
	Park Improvement & Parking Lot Construction	R3	-	Faizabad (Park Improvement / Parking Lot): bid opening done and companies' evaluation is under progress. RUN based team facilitated a meeting with SDAG representatives, PAAG and committee of evaluation which came for R3 bid opening.
	Park Construction (District 1)	R4	-	Faizabad (Park Construction in D1): Drawing, BoQ and Developing of Project Proposal are in progress to be submitted for final review.
	Bus Stop Shelters Construction	R5	-	Sub project selected. Additional research required and concept to be developed
Kunduz	Trash Collection	R1	100%	<b>CLOSED</b>
	City Park Improvement	R2	96%	The work is ongoing on construction of latrine construction and installation of wiring.
	Drainage System Reconstruction	R3	-	The project proposal is further modified and sustainability work sheet developed for sustainability and maintenance of the project and sent to Regional Office.
	Shop Kiosks Construction	R4	-	Master plan certificate signed and has been sent to Regional Office. Communication plan developed. O&M Work Ongoing. PDC certificate signed and sent to Mazar.
	Street Paving	R5	-	Project selected. Additional research required.
Maymana	Women's Park Rehabilitation	R1	100%	Construction of latrine continues as municipality contribution.
	Public Latrine Construction	R2	100%	Handed over to municipality
	Wheat & Flour Market Improvement	R3	-	Proposal Approved
	Fruit & Vegetable Market Construction	R4	-	Concept under development.
Mazar-e-Sharif	Trash Collection, District 5	R1	100%	<b>Completed.</b>
	Trash Collection, District 3	R2	75%	<i>Kalantar</i> meeting held to review project progress, followed by monthly citizens monitoring of D3.
	Bukhdi Park Construction, District 8	R3	-	Communications and Operation & Maintenance plans prepared.
	District 6 Park I Construction	R4	-	SDIP and monitoring plan prepared.
Pul-e-Khumri	Trash Collection	R1	100%	<b>CLOSED</b>
	Family Park Construction	R2	40%	100% of the bricks masonry is completed,
	Public Latrine	R3	-	Third option location surveyed by PO. PO to complete survey and estimation Oct. 18. SDFO reviewing concept
	TBD	R4	-	The concept note and SDIP developed.
Sar-e-Pul	Central Park Rehabilitation	R1	100%	<b>CLOSED</b>
	City Market Improvement	R2	87.6%	3rd installment processed the completion of 75% work
	Trash Collection	R3	-	Submittal documents sent to Regional Office for possessing.
	Construction of Family Park - Phase 1	R4	-	
	Construction of Family Park - Phase 2	R5	-	Project selected and concept to be developed. Includes mini football area, fencing and seating area.
Sheberghan	Trash Collection	R1	100%	<b>CLOSED</b>
	Latrine Construction / Well Construction	R2	100%	Construction 100 % completed and handed over the project to municipality officially.
	Park Improvement & Sports Area Construction	R3	-	Bid opening has been conducted in Sheberghan municipality; the contractor will be selected soon.
	Bus Terminal	R4	-	Project Proposal developed and sent to Mazar for the further process.
	Bukhti Park Improvement (Phase 2)	R5	-	Project selected and concept to be developed.
Taloqan	Trash Collection	R1	100%	<b>CLOSED</b>
	City Park Improvement	R2	100%	Work is completed and will be hand over to Municipality.
	Parking Lot Construction	R3	-	Drawing, Proposal , Concept and SDIP of Parking Lot & Monitoring Plan & Maintenance Plan & Communication Plan has been Prepared and already submitted to Mazar Regional office for further process
	Children's Park Construction	R4	-	SDIP, Monitoring, Maintenance & Communication Plans submitted to Mazar Regional Office. Proposal in process.
	City Park Improvement	R2	100%	Work is completed and will be hand over to municipality.

### Sar-e-Pul Post-Flood Assistance Project

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, flood water 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 vehicle bridge.

On Oct. 23, the **Sar-e-Pul** Mayor participated in the media outreach for public awareness about the municipal work on flood mitigation projects. The Mayor was interviewed in a live RTA broadcast and also by the Pajhwak news agency.

A kick-off meeting was held on November 5 for the **Emam Sahib Road Repair and Culvert Construction Project**, and the RAMP UP North Project Manager also inspected the project sites on November 5 following heavy rains.

A pre-construction meeting for the **Lelami Road Graveling and Culverts Rehabilitation** project was conducted in RAMP UP North's Support Office on November 26. The contractor accepted all terms and conditions. The project started November 28, with the demolishing of the existing two culverts along with some excavation.

RAMP UP North Embedded Advisors continued to regularly monitoring projects in **Sar-e-Pul**. The **Lelami Road and Culverts Rehabilitation** project in District 1 and 2 of Sar-e-Pul City progressed, with the contractor working on filling, leveling, and compacting. Side ditch excavation is completed to 450m on both sides of the road.

During the quarter, work on the **Footbridge** continued on schedule. The contractor worked on the stone masonry of the southern part of the abutment and wing walls. In addition, work was done on the pointing of stone masonry wall and the surrounding foundation was filled.

On November 26, the **Footbridge** project was inspected by the Deputy Mayor and Construction Manager of Sar-e-Pul Municipality. Both of them were impressed with the quality of the work.

### Environmental Compliance

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

For projects that address municipal park upgrades, environmental mitigation has focused on personal protective measures for laborers, pedestrian and vehicular traffic safety considerations, timely disposition of spoils and wastes, and work site dust controls. Mitigation for projects that address municipal solid waste collection has also emphasized environmentally sound waste transportation measures.

The implementation of community trash cleanup and collection programs have a three-fold positive effect of improving municipal service delivery programs,



Pre-construction Meeting of one of Sar-e-Pul's Post-Flood Assistance Projects - Mazar-e-Sharif - October 21



Mayor of Sar-e-pul interviewing with local TV Stations to encourage citizens to assist with Post Flood Assistance Projects in Sar-e-pul. - October 23, 2012



A local man carefully crosses a temporary footbridge constructed by the community in Sar-e-Pul. RAMP UP North is working to construct a new footbridge. - December 6, 2012

mobilizing the community to interact and cooperate with their municipalities, and improving the urban environment by removing trash and waste from public areas.

Environmental Compliance Checklists were completed for all Round Three projects. Eight projects were found to have “Negative determination(s) with conditions.” Thus, the following mitigation measures will be applied as appropriate:

Municipality	Project	Mitigation Measures
Aybak	Drainage Reconstruction	<ul style="list-style-type: none"> <li>• Spray water on road surfaces and work areas to suppress dust generation during windy or dusty conditions</li> <li>• Test water quality for water supply purposes in lab. Sample to be analyzed for chemical, physical and bacteriological parameters</li> <li>• Workers provided with personal protective equipment based on work activity</li> </ul>
Faizabad	Parking Lot Construction	<ul style="list-style-type: none"> <li>• Workers provided with personal protective equipment based on work activity</li> <li>• Spoils, solid waste and construction debris removed in a timely manner to a municipally-approved disposal site.</li> <li>• Public safety controls installed as appropriate including: barriers, fencing, boundary walls, safety cones, and warning signs, caution tape</li> </ul>
Kunduz	Drainage Reconstruction	<ul style="list-style-type: none"> <li>• Workers provided with personal protective equipment based on work activity</li> <li>• Spoils, solid waste and construction debris removed in a timely manner to a municipally-approved disposal site.</li> <li>• Public safety controls installed as appropriate including: barriers, fencing, boundary walls, safety cones, warning signs, and caution tape</li> </ul>
Maymana	Wheat & Flour Market Improvement	<ul style="list-style-type: none"> <li>• Workers provided with personal protective equipment based on work activity</li> <li>• Spoils, solid waste and construction debris removed in a timely manner to a municipally-approved disposal site.</li> <li>• Public safety controls installed as appropriate including: barriers, fencing, boundary walls, safety cones, and warning signs, caution tape. Also, provide vehicular safety measures if work activities encroach upon or disrupt normal traffic patterns.</li> </ul>
Mazar-e-Sharif	Bukhti Park Construction	<ul style="list-style-type: none"> <li>• Workers provided with personal protective equipment based on work activity</li> <li>• Spoils, solid waste and construction debris removed in a timely manner to a municipally-approved disposal site.</li> <li>• Public safety controls installed as appropriate including: barriers, fencing, boundary walls, safety cones, warning signs, and caution tape</li> </ul>
Pul-e-Khumri	Public Latrine	<ul style="list-style-type: none"> <li>• Spray water on road surfaces and work areas to suppress dust generation during windy or dusty conditions</li> <li>• Test water quality for water supply purposes in lab. Sample to be analyzed for chemical, physical and bacteriological parameters</li> <li>• Latrines shall provide containment of sanitary waste and liquids and be emptied and disposed as needed at a municipally-approved disposal site. Latrine to be evaluated based on ecological conditions prior to use.</li> <li>• Workers provided with personal protective equipment based on work activity</li> </ul>
Sar-e-Pul	Trash Collection	The project has some potential for significant adverse environmental effects; however the recommended mitigation measures will be incorporated in the activity design. No monitoring is required
Sheberghan	Park Improvement & Sports Area Construction	<ul style="list-style-type: none"> <li>• Spray water on road surfaces and work areas to suppress dust generation during windy or dusty conditions</li> <li>• Latrines shall provide containment of sanitary waste and liquids and be emptied and disposed as needed at a municipally-approved disposal site. Latrine to be evaluated</li> </ul>



**Workers in Sar-e-Pul divert the water away from the protection wall in order to extend it. – December 10, 2012**



**Latrine construction and City Park improvement in Kunduz. - December 24, 2012**

based on ecological conditions prior to use.

- Test water quality for water supply purposes in lab. Sample to be analyzed for chemical, physical and bacteriological parameters
- Workers provided with personal protective equipment based on work activity
- Public safety controls installed as appropriate including: barriers, fencing, boundary walls, safety cones, warning signs, and caution tape

Taloqan	Children’s Park Construction	<ul style="list-style-type: none"> <li>• Workers provided with personal protective equipment based on work activity</li> <li>• Spoils, solid waste and construction debris removed in a timely manner to a municipally-approved disposal site.</li> <li>• Public safety controls installed as appropriate including: barriers, fencing, boundary walls, safety cones, and warning signs, caution tape</li> </ul>
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### Cross-Cutting Activities

RAMP UP North’s program include several cross-cutting activities that help to promote greater communication not only between municipalities and their citizenry, but also between municipalities. Cross-cutting activities also include community engagement, gender inclusion, coordination meetings and geographic information systems (GIS).

### Community Engagement

Coordination with municipal officials, USAID representatives, community leaders and members and other program implementers is critical to the success of RAMP UP North’s activities. Each week RAMP UP North Municipal team leaders make it a priority to update regionally based USAID representatives on program activities in their areas.

#### Citizen Monitoring Visits

Citizen monitoring visits to the ongoing Round Two projects were held in all nine municipalities, to engage citizens in inspecting on-going construction and activities and ensuring community satisfaction with the progress made on the projects. RAMP UP North Embedded Advisors in Aybak conducted a joint citizen-monitoring visit to the Round Two **Grain Market Public Latrine Construction and City Park Public Latrine Renovation** project on November 21, and provided recommendations for the improvement of the construction work to the Team Leader and contractor.

During participatory citizen monitoring site visits held in **Faizabad** on November 21 and **Kunduz** on November 20, citizens urged that the construction schedule be accelerated so that work could be completed before temperatures drop below freezing.

In **Pul-e-Khumri**, citizens and municipal officials jointly monitored the quality of the construction process and materials on November 20. In **Sheberghan**, participants in the joint citizen-monitoring visit held on November 20 said that the process of being able to see municipal projects being built helped convince them that the municipality was using taxes according to citizen needs.

#### Citizen Group / Community Meetings

RAMP UP North Embedded Advisors facilitated an SDAG meeting in **Sar-e-Pul** Municipality on Nov 28 that was attended by 19 people (including six women) and the Mayor. The Road Graveling and Culvert Construction project contractor was introduced at the meeting. The contractor discussed the main tasks for which he is responsible. The Mayor then highlighted a list of current and previous projects as well as projects approved for the current year’s development budget that had been



RAMP UP-North Public outreach Advisor during a Pre-Project Citizens Survey for Round 3 in Kunduz on Dec 17, 2012.



Taloqan Mayor, SDAG member and RAMP UP-North Advisor during monitoring from Park Improvement Project in Taloqan on Dec 17, 2012.



A RAMP UP North Public Outreach Advisor conducts Citizen Monitoring Report Cards for the Round Two Park Improvement Project in Taloqan. -November 13, 2012



Citizens are surveyed on their satisfaction with the Sar-e-Pul Market improvement project. -October 8, 2012

postponed. The Mayor promised citizens that these projects would be done in the following year. The event was covered by both the RTA and Pajwak news agencies.

The *Aybak Public Budget Hearing Meeting* took place in Aybak City’s Madina Hotel on December 2. Some 204 people participated in the hearing, including 14 SDAG members, the Head of the Provincial Council, 22 Municipal Officials, 38 Provincial Officials, and the Deputy Governor. Of those in attendance, seven were female and five were under 25 years-of-age.

At the Hearing, the Deputy Governor, Provincial Council Head, Mayor, Appeals Court Head, and Deputy SDAG Head addressed the participants and noted that the accountability of the Hearing was a good example for other government organizations and that it is important to follow transparent and citizen-consultation mechanisms.

On December 3, RAMP UP North Embedded Advisors in **Sar-e-Pul** conducted a field visit to help resolve tension in the community over the roadway being blocked and to generally raise awareness of the *Road & Culvert* and *Lilami Road Rehabilitation* projects.

In **Taloqan**, the RAMP UP North Embedded Advisors assisted municipal officials and SDAG Members in monitoring the R1 *Trash Collection* project in District Four. They found that the project, now managed by the municipality, is continuing as designed. In **Maymana**, the survey questionnaire was completed and surveying of citizens started this week for the Round Four **Fruit and Vegetable Market Construction** project. In **Kunduz**, the pre-project survey for the Round Three project was conducted on December 17 by RAMP UP North Embedded Advisors and municipal officials.

In **Sar-e-Pul**, during community engagement team visits with Lelami Road and Imam Khord residents and business owners, the Mayor noted residents’ concern regarding completion of the project on schedule and received the contractor’s commitment to speed up their project progress.

*Citizen Report Cards*

In October, RAMP UP North Embedded Advisors conducted two rounds of Citizen Report Cards to assess public satisfaction with ongoing project implementation and found that overall citizens were pleased with the work being done by contractors.

The following table reflects the percent of respondents that answered ‘Very Satisfied’ or ‘Slightly Satisfied’ with Improvements made by the Round Two Project.

Municipality	Date Conducted	Project Type	Respondents 'Slightly' or 'Very' Satisfied with Project Improvements	"Respondents that have a 'Neutral', 'Good' or 'Very Good' Impression of the Quality of Work Completed
Aybak	30-Sep	Public Latrines	88%	100%
Maymana	3-Oct	Public Latrines	80%	92%
Faizabad	9-Oct	Public Latrines	70%	86%
Sheberghan	4-Nov	Public Latrines	88%	96%
Kunduz	7-Oct	Park Improvement	68%	84%
Taloqan	30-Sep	Park Improvement	74%	94%
Pul-e-Khumri	18-Nov	Park Improvement	100%	97%
Sar-e-Pul	8-Oct	Market Improvement	90%	98%
Mazar-e-Sharif	6-Nov	Trash Collection	73%	93%

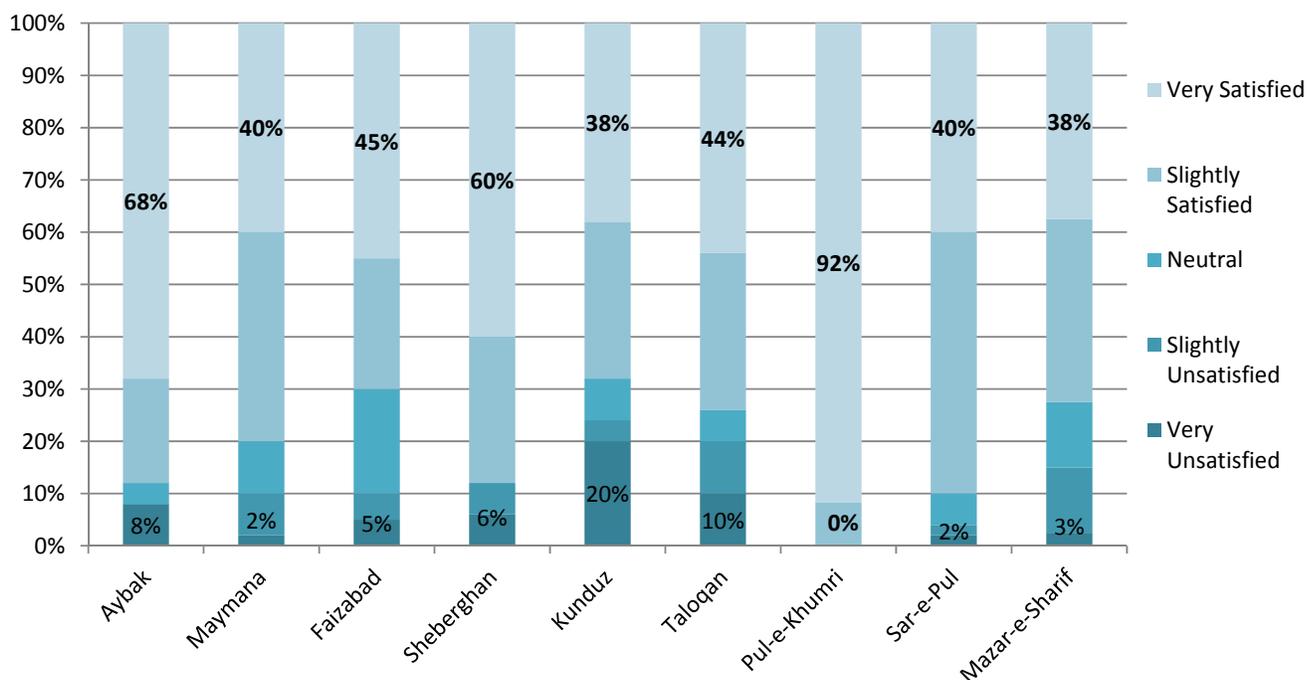


*Aybak Citizen Satisfaction Survey. – October 1, 2012*



*Taloqan Citizen Report Card survey is conducted by RAMP UP North staff. – November 13, 2012*

### Satisfaction with Improvements



#### Round One Sustainability Survey Results

In October, the RAMP UP North Regional Team and Embedded Advisors conducted sustainability surveys on the R1 projects to assess how the municipalities are continuing to operate and maintain the projects that were handed over to the municipalities more than three months ago.

Most surveys found that the municipalities are sustaining the services. For example, in Sheberghan Embedded Advisors noted that **Trash Collection** services are still being provided by the municipality according to the schedule that had been set-up by the original project.

Municipality	First Sustainability Citizen Monitoring Visit	Second Sustainability Citizen Monitoring Visit
Aybak	7-Nov-12	26-Dec-12
Faizabad	6-Nov-12	5-Dec-12
Kunduz	13-Nov-12	10-Dec-12
Mazar	10-Dec-12	24-Dec-12
Pul-e-Khumri	6-Nov-12	19-Dec-12
Sar-e-Pul	13-Nov-12	-
Sheberghan	13-Nov-12	25-Dec-12
Taloqan	13-Nov-12	10-Dec-12

#### Women’s Participation in Municipal Decision Making

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

Embedded Advisors in Faizabad and Taloqan continued to coordinate with municipal officials on the implementation of the Gender Mainstreaming Action Plan that was developed with RAMP UP North support. During a meeting with the Taloqan Mayor



RAMP UP North Staff conduct a sustainability survey for the Round One, **Trash Collection** project in Taloqan. - October 9, 2012



Meeting with Account Manager of Mazar-e-Sharif Municipality. -October 22, 2012

on November 19, Embedded Advisors discussed the Mayor’s plans on which items to implement in the 1392 fiscal year.

**Coordination Meetings**

*Coordination with municipal officials, USAID representatives, community leaders and members and other program implementers is critical to the success of RAMP UP North’s activities. Each week RAMP UP North Municipal team leaders make it a priority to update regionally based USAID representatives on program activities in their areas.*

Throughout the quarter, RAMP UP North Embedded Advisors regularly contacted USAID representatives in their respective areas. The advisors updated USAID staff on the current status of projects and upcoming activities in the area. All but two municipalities participated in the weekly reporting process. In two municipalities, Faizabad and Sar-e-Pul, there are no USAID representatives.

RAMP UP Embedded Advisors also provided consultation to municipal officials, SDAG members, and business *kalanter*s on various topics, such as the implementation of the R2 projects, acceleration of the business licensing process, and development of the R3 and R4 project concepts and proposals.

On October 2, RAMP UP North Embedded Advisors in **Sar-e-Pul** worked with the municipality to facilitate a meeting with business *kalanter*s to discuss the acceleration of businesses paying their registration fees and obtaining their licenses; *kalanter*s agreed to coordinate with their constituents on the importance of paying the registration fees.

In **Faizabad**, a RAMP UP North Adviser facilitated a coordination meeting with the Heads of the Finance and Administration Departments to draft the Round Two Public Latrine project Operation and Maintenance Plan. In **Aybak**, RAMP UP North Embedded Advisors coordinated weekly task issues with the Mayor on November 11, 2012 and also introduced the new Public Outreach Advisor to the Mayor.

In **Mazar-e-Sharif**, Embedded Advisors held a coordination meeting with the Head of the Construction Department on November 20 and 21 to confirm that the proposed locations for the R3 and R4 projects are in accordance with the municipality’s master plan.

On November 26, the **Aybak** team held a weekly task coordination meeting with the mayor. They encouraged the mayor to attend the RAMP UP North Mayor’s Conference taking place December 4-5. A public budget hearing was scheduled for December 2, 2012 at the Madina Hotel in Aybak City.

RAMP UP North Embedded Advisors worked with SDAG representatives and municipal officials to jointly monitor the ongoing sustainability of the Round One projects that are currently operated by the municipality In **Kunduz, Sar-e-Pul, Taloqan, Aybak, and Sheberghan**.

Embedded Advisors in **Sheberghan** conducted spot checks on November 13 on the R1 **Trash Collection** project and the trash bins that were installed with RAMP UP North support that are now being maintained by the municipality, along with citizens and SDAG members. The monitoring team found that trash collection services are continuing well, and the bins are generally clean; however, two trash bins did not appear to have regular trash collection pick-ups. Embedded Advisors and SDAG members followed-up with the Mayor and municipal officials to investigate the matter further and identify potential solutions.

On November 12, during the site visit to the **Aybak Grain Market Public Latrine Construction** and **City Park Public Latrine Renovation**, with one municipal official and six SDAG representatives, the participants observed some potential issues with the septic tank construction and the type of tile used in the construction, and reported these issues to the municipality and RAMP UP North staff for further investigation.



*Aybak Participatory Monitoring – November 4, 2012*



*RAMP UP North Embedded Advisors meet with the Heads of the Municipal Finance and Administration Department in Faizabad to draft the Public Latrine Project’s Operation and Maintenance plan on November 12, 2012.*

A coordination meeting was conducted in December with the **Sar-e-Pul** Mayor regarding the rescheduling of the opening ceremonies for the road and culvert project and the **Lelami Road** project, as the governor requested it be postponed until the following week.

### Citizen Surveys

RAMP UP North actively encourages municipalities to strengthen their relationship with the community through obtaining and responding to community feedback on municipal services and projects. RAMP UP North provides training and technical support to municipal officials in designing, implementing, analyzing and responding to citizen feedback obtained through regular surveys and other feedback mechanisms.

Embedded Advisors also began conducting the pre-project surveys with municipal officials for the R3 projects in **Faizabad** on November 19, **Sar-e-Pul** on November 20, **Sheberghan** on November 19, **Taloqan** on November 19, and **Mazar-e-Sharif** on November 19-21. Embedded Advisors in **Maymana** completed Citizen Report Cards for the R2 **Public Latrine** project.

In November, RAMP UP North's field teams started the annual survey of civil society and business communities. This survey measured the effectiveness of the work of the municipality, as well as the mayor's communications both with business owners and other citizens.

**Sheberghan** RAMP UP North Embedded Advisors and municipal assigned staff conducted the pre-project survey for the R4 **Bus Terminal Construction** project. During the survey, 50 citizens near the project were surveyed. According to the survey forms, the feedback was positive and citizens are appreciative of the municipal services. Citizen's generally felt as though the Bus Terminal project was their number one priority, as well as being the highest priority for the municipality and other citizens of Sheberghan City and other provincial districts.

In December, RAMP UP North Embedded Advisors made progress on pre-project surveys for the R3-R4 projects. RAMP UP Embedded Advisors across the program conducted the Annual Civil Society and Business Communities Survey and submitted findings to the Support Office in Mazar-e-Sharif for analysis.

In December, RAMP UP North Embedded Advisors and municipally assigned staff conducted a pre-project survey for the **Sheberghan R4 Bus Terminal Construction** project. During the survey 50 citizens living near to the project were surveyed. According to the survey forms, citizens are generally positive about the proposed project and most of the citizen's list construction of a bus terminal as their number one priority and the highest priority for the municipality and citizens of Sheberghan City and other provincial districts.

Embedded Advisors in **Aybak** and **Taloqan** also conducted Citizen Report Cards to solicit feedback from beneficiaries and the local community about their awareness and opinion on the ongoing R2 projects.

### Citizen and Business Community Annual Survey

In July 2011, RAMP UP North staff conducted a baseline survey to obtain information about the attitudes and opinions of citizens in regards to their municipality at the time. The survey was conducted by RAMP UP North Municipal Team Leaders (MTLs) through the administration of a survey tool (questionnaire) and interview process with 40 key stakeholders (approximately 20 civil society members and 20 business community members) in each of the nine participating RAMP UP municipalities.

In November 2012, RAMP UP North conducted Period Two surveys, which repeated the baseline survey questions and methodology. The aim of these surveys is to gather information on the attitudes and opinions of the citizens that were interviewed during the baseline survey, with the aim of generating comparative data on how views and opinions have changed over the 18-months that RAMP UP North has been operational.



A municipal official conducts a Citizen Report Card survey with beneficiaries of the Sheberghan Round Two Latrine Construction project on November 12, 2012.



RAMP UP North Community Engagement team member surveys a local business owner. November 27, 2012



RAMP UP North Public Outreach Advisor conducting pre-project survey for Sheberghan R4 project. - December 05, 2012

RAMP UP North aimed to increase satisfaction in the community by 10 percent over baseline. The survey showed that the community's satisfaction increased across the board with a 64 percent increase in the community's satisfaction with the quality of public services provided by the municipality. It also revealed a 36 percent jump in the community's satisfaction with the municipal government in including them in decision-making and a 71 percent increase in the community's satisfaction with the municipal government's communication with them.

### Challenges

*RAMP UP North experienced several minor challenges through the quarter. The challenges, as well as any response or necessary course corrections, are noted below.*

#### *Municipal Project Contributions*

The timely completion of pledged municipal contributions to projects again proved problematic this quarter – this time in Pul-e-Khumri. For the **Pul-e-Khumri R2 Family Park Construction** project, the mayor had committed the municipality to clear, level, and compact the project site. Unfortunately, due to issues related to unanticipated equipment repairs, inclement weather resulting in wet site conditions, and the appointment of a new mayor, the municipality was unable to start and complete its work as scheduled. Consequently, the contractor was also prevented from working on the project as scheduled, and the project experienced significant delays. RAMP UP North technical staff and embedded advisors have subsequently explained the situation to the new mayor, and the municipality has initiated the work necessary to complete its contribution.

For future projects, RAMP UP North will ensure municipal contributions are structured such that any delay in their completion will not unduly impact overall project schedules.

#### *1392 Budget Process*

The failure of GDMA to issue timely and clear budget instructions to the municipalities continues to be a major factor delaying the budget preparation process, much as it was during the 1391 budget process. In this regard, GDMA inexplicably waited until December 9, 2012, just 12 days before the beginning of FY 1392 on December 21, 2012, to issue the 1392 budget circular. The budget circular also set an unrealistic deadline of January 4, 2013, for submittal of the 1392 budgets, providing the municipalities with only 26 calendar days to prepare their budgets. This unreasonable deadline made the delay in issuing the budget circular even more problematic.

GDMA has subsequently intimated that the January 4 submittal deadline will be extended to a later date in January due to issues related to the city services gate tax on imported goods, which are discussed in more detail below. However, GDMA's failure to issue clear, written instructions regarding this issue and the specific date to which the budget submittal date has been extended has contributed to further delays in the 1392 budget process.

#### *City Services Gate Tax on Imported Goods*

The Afghan Council of Ministers (COM) issued a decree during FY 1391 changing the manner in which the city services gate tax on imported goods is collected and distributed. In general terms, the tax will now be collected by customs and transferred to IDLG/GDMA for subsequent distribution back to the municipalities in amounts and by procedures that remain yet unknown.

This action by the COM created a great deal of consternation and confusion on the part of mayors and municipal staff, as the municipality stood to lose all or a significant portion of one of its largest revenue sources, and relevant municipal staff were no longer able to estimate future revenues from this source.

In response, the municipalities suspended their budget preparation activities pending resolution of this matter and the issuance by GDMA of guidance as to how

to estimate revenues from this source for 1392. This guidance was not issued until January 5, 2013, which, coincidentally, was one day after the original budget submittal deadline set by GDMA, resulting in additional delay in the budget process.

*Municipal Sub-District Boundaries*

At the request of GDMA, and in conjunction with the preparation of digitized base maps for the municipalities, RAMP UP North is establishing district and sub-district boundaries. Existing documentation for such boundaries is almost non-existent, requiring a lengthy consultative process with municipal officials, district and sub-district heads, and other community resources. As expected, this process is inordinately time-consuming; however, it is a necessary and vital step toward eventual municipal elections.

*Project Vetting Approval Delays*

Vetting approval delays continue to be problematic, often resulting in delays in project implementation. Delays of up to one month in obtaining vetting approvals have not been uncommon. Such delays will likely become more common after January 1, 2013, the date on which USAID's new, lower vetting threshold of \$25,000 becomes effective.

## RAMP UP North Performance Data

*RAMP UP North seeks to measure its progress through quantitative “outputs”; overall program evaluation against a baseline survey; and through qualitative “field monitoring missions” conducted throughout its areas of operation. The approved Performance Management Plan (PMP) gives detailed information.*

### ***Performance Indicators***

RAMP UP North activities are broken into three major components, each labeled as a distinct Contract Line Item Number (CLIN): CLIN 1 - Capacity Building of the GIROA officials at the municipal level; CLIN 2 - Support to the GIROA to provide responsive, effective, and visible municipal service delivery programs; and CLIN 3 - Support to the GIROA to improve economic development and revenue generation at the Municipal level.

RAMP UP North’s activities and impact are tracked through three Impact Indicators (Project Objectives); three Intermediate Results broken down into 12 indicators; and five cross-cutting reporting indicators that support US Foreign Assistance Framework (FAF) program elements under Strategic Goal Number 2 – Governing Justly and Democratically.

RAMP UP North’s CLIN structure can broadly be understood as three overlapping Intermediate Results (IRs) that measure how effective RAMP UP North is in partnering with various municipal government and community stakeholders to contribute to increased legitimacy of GIROA partners.

Results for each indicator are reported on either a quarterly or an annual basis. There are 14 quarterly indicators and four annual indicators. The Performance Indicator Table (PIT) presents cumulative results including the reporting period as charted against “targets” by Fiscal Year.

### ***Impact Evaluation***

Output indicators by themselves are not a basis for rigorous performance measurement; RAMP UP North also conducts sustainability surveys and citizen satisfaction surveys. This serves to not only measure program effectiveness, but also the perception of effectiveness. In turn, this information gives RAMP UP North management and municipal officials information to make better-informed decisions about their work. It also helps to provide USAID a clearer picture of RAMP UP North’s outcomes and impacts over the life of the project.

RAMP UP North conducted a baseline survey in November 2011, and will follow up at near-annual intervals to assess impacts in municipalities where RAMP UP North is working. Endline survey dates will be determined based on the program end date.

### ***Field Missions***

Field Missions are undertaken to provide contextual information, as well as quality assurance/quality control. On infrastructure projects, engineers assess construction quality and project progress. For non-infrastructure projects, overall quality, transparency and effectiveness are assessed. All field missions are conducted to inform managers of potential areas of improvement. All missions also review environmental compliance with relevant USAID requirements and ensure that GPS points / grid points for projects are captured.

### ***Progress by Indicator***

RAMP UP North’s primary objective is to create an effective, responsive, democratic, transparent, accountable and gender sensitive municipal governance. This objective feeds into the USAID | Afghanistan Assistance Objective 1: Improved Performance and Accountability of Governance. The program accomplishes this objective by (a) Increased Capacity of GIROA Municipal Institutions; (b) Improved Delivery of Municipal Services to Citizens in Targeted Municipalities; and (c) Increased Municipal Capacity to Enable, Support, and Sustain Economic Growth.

To measure the three Project Objective indicators RAMP UP North conducted a Period Two survey in November 2012 to assess the overall impact of the program. The baseline data for these indicators was collected in July 2011. These indicators reflect the impact of the Period Two work plan activities.

The following Performance Indicator Table (PIT) presents a detailed review of each RAMP UP North indicator and it’s achievements to date, disaggregated as per the Performance Management Plan (PMP). It illustrates progress against quarterly program indicators during the reporting period.

*Performance Indicator Table (PIT)*

Indicator	Baseline	Period 2 Target	Achieved Period 2
<b>PROGRAM OBJECTIVE</b>			
<b>PO1:</b> % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services	46%	+10%	77%
<b>PO2:</b> % of civil society and business representatives who rate the performance of the municipal government in communicating with them as acceptable or better	51.20%	+10%	71%
<b>PO3:</b> % of civil society and business representatives who rate the performance of the municipal government in including them in decision-making as acceptable or better	35.6%	+10%	66%
Indicator	Baseline	Period 3 Target	Achieved Oct – Dec 2012
<b>CLIN 1 / IR 1: INCREASED CAPACITY OF GIROA MUNICIPAL INSTITUTIONS</b>			
<b>1.1:</b> # of municipalities with functioning accounting systems	0	5	4
<b>1.2:</b> # of budget meetings (hearings) organized with RU-N assistance	0	18	5
<b>1.3:</b> # of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government	0	5	5
<b>1.4:</b> # of individuals who received RU-N training, to strengthen local government and/or decentralization	0	90	270
<b>CLIN 2 / IR2: IMPROVED DELIVERY OF MUNICIPAL SERVICES TO CITIZENS IN TARGETED MUNICIPALITIES</b>			
<b>2.1:</b> # of projects completed with community and GIROA involvement	0	30	0
<b>2.2:</b> % of sub-projects implemented that continue to be sustainable 3/6 months after completion	0	50-70%	6
<b>2.3:</b> % of households with regular access to municipality-provided services improved with RU-N assistance	0	25%	33%
<b>2.4:</b> # of citizens participating in local mechanisms to engage their sub-national government	0	450	2,097
<b>2.5:</b> # of meetings conducted between community councils and governmental entities	0	108	41
<b>CLIN 3 / IR 3: INCREASED MUNICIPAL CAPACITY TO ENABLE, SUPPORT AND SUSTAIN ECONOMIC GROWTH</b>			
<b>3.1:</b> # of public private partnerships formed as a result of RU-N assistance	0	4	2
<b>3.2:</b> % increase in total revenue generated	NA	15%	23%
<b>3.3:</b> % of unregistered businesses that register and obtain a license as a result of RU-N support	NA	60%	46%
<b>REPORTING INDICATORS / FAF STRATEGIC GOAL NUMBER 2: GOVERNING JUSTLY AND DEMOCRATICALLY</b>			
<b>RI 1:</b> # of government officials receiving RU-N-supported anti-corruption training	0	36	78
<b>RI 2:</b> # of sub-national government entities receiving RU-N assistance to improve their performance	0	9	9
<b>RI 3:</b> # of sub-national governments receiving RU-N assistance to increase their annual own-source revenues	0	9	9
<b>RI 4:</b> # of mechanisms for external oversight of public resource use support	0	9	3

**Indicator Overview**

Following is an overview of RAMP UP North’s indicators and additional information / breakdowns where available.

**Progress against Program Objective (PO)**

*RAMP UP North places a strong emphasis on building the capacity of municipal officials to engage with the community.*

In July 2011, RAMP UP North staff conducted a baseline survey to obtain information about the attitudes and opinions of citizens in regards to their municipality at the time. The survey was conducted by RAMP UP North Municipal Team Leaders (MTLs) through the administration of a survey tool (questionnaire) and interview process with 40 key stakeholders (approximately 20 civil society members and 20 business community members) in each of the 9 participating RAMP UP municipalities.

In November 2012, RAMP UP North conducted Period Two surveys, which repeated the baseline survey questions and methodology with the stakeholders from the original survey. If stakeholders were no longer available to participate in the survey, every effort was made to find replacements that matched the same social and gender grouping. The aim of these surveys was to gather information on the attitudes and opinions of the citizens that were interviewed during the baseline survey, with the aim of generating comparative data on how views and opinions have changed over the 18-month period of RAMP UP North operation.

Program Objectives
<b>PO1:</b> % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services
<b>PO2:</b> % of civil society and business representatives who rate the performance of the municipal government in communicating with them as acceptable or better
<b>PO3:</b> % of civil society and business representative who rate the performance of the municipal government in including them in decision-making as acceptable or better

**Program Objective 1: % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services**

RAMP UP North aimed to increase the community’s level of satisfaction with the municipality’s provision of public services by 10 percent. The increase in satisfaction with the provision of public services was 64 percent.

Municipality	Civil Society Baseline	Civil Society Year 1	Civil Society % +/-	Business Representati ves Baseline	Business Representati ves	Business Representati ves % +/-	Total Baseline	Year 1 Total %	Total % +/- Baseline to Year 1
Aybak	38%	90%	137%	27%	68%	152%	33%	144%	144%
Faizabad	75%	89%	19%	100%	80%	-20%	88%	-1%	-1%
Kunduz	62%	75%	21%	45%	70%	56%	54%	38%	38%
Maymana	21%	84%	300%	14%	81%	479%	18%	389%	390%
Mazar-e-Sharif	26%	71%	173%	25%	65%	160%	26%	167%	167%
Pul-e-Khumri	27%	75%	178%	10%	62%	520%	19%	349%	349%
Sar-e-Pul	22%	85%	286%	14%	43%	207%	18%	247%	247%
Sheberghan	92%	95%	3%	95%	84%	-12%	94%	-4%	-4%
Taloqan	72%	90%	25%	75%	70%	-7%	74%	9%	9%
<b>Total</b>	<b>48%</b>	<b>84%</b>	<b>75%</b>	<b>45%</b>	<b>69%</b>	<b>53%</b>	<b>47%</b>	<b>64%</b>	<b>64%</b>

**Program Objective 2: % of civil society and business representatives who rate the performance of the municipal government in communicating with them as acceptable or better**

RAMP UP North aimed to increase the community’s level of satisfaction with the municipality in communication with them by 10 percent. From the baseline to Year 1 there was an overall decrease in satisfaction of 36 percent.

Municipality	Civil Society Baseline	Civil Society Year 1	Civil Society % +/-	Business Representati ves Baseline	Business Representati ves	Business Representati ves % +/-	Total Baseline	Year 1 Total %	Total % +/- Baseline to Year 1
Aybak	58%	76%	31%	73%	50%	-32%	66%	63%	0%
Faizabad	40%	100%	150%	50%	90%	80%	45%	95%	115%
Kunduz	75%	75%	0%	100%	55%	-45%	88%	65%	-23%
Maymana	11%	76%	591%	5%	71%	1,320%	8%	74%	955%
Mazar-e-Sharif	14%	57%	307%	5%	15%	200%	10%	36%	254%
Pul-e-Khumri	55%	50%	-9%	38%	67%	76%	47%	59%	33%
Sar-e-Pul	30%	80%	167%	24%	50%	108%	27%	65%	137%
Sheberghan	88%	100%	14%	95%	89%	-6%	92%	95%	4%
Taloqan	92%	95%	3%	100%	80%	-20%	96%	88%	-8%
<b>Total</b>	<b>51%</b>	<b>79%</b>	<b>55%</b>	<b>54%</b>	<b>63%</b>	<b>17%</b>	<b>53%</b>	<b>71%</b>	<b>36%</b>

**Program Objective 3: % of civil society and business representative who rate the performance of the municipal government in including them in decision-making as acceptable or better**

RAMP UP North aimed to increase the community’s level of satisfaction with the municipality in including them in decision-making by 10 percent. The increase in satisfaction was 71 percent.

Municipality	Civil Society Baseline	Civil Society Year 1	Civil Society % +/-	Business Representatives Baseline	Business Representatives Yes	Business Representatives Yes % +/-	Total Baseline	Year 1 Total %	Total % +/- Baseline to Year 1
Aybak	29%	71%	145%	0%	27%	27%	15%	49%	86%
Faizabad	65%	100%	54%	60%	90%	50%	63%	95%	52%
Kunduz	76%	55%	-28%	30%	50%	67%	53%	53%	20%
Maymana	18%	76%	322%	0%	67%	67%	9%	72%	195%
Mazar-e-Sharif	26%	57%	119%	0%	10%	10%	13%	34%	65%
Pul-e-Khumri	35%	50%	43%	10%	67%	570%	23%	59%	306%
Sar-e-Pul	22%	85%	286%	14%	62%	343%	18%	74%	315%
Sheberghan	75%	100%	33%	95%	89%	-6%	85%	95%	14%
Taloqan	78%	95%	22%	70%	70%	0%	74%	83%	11%
Total	47%	71%	51%	31%	59%	90%	39%	65%	71%

**Intermediate Result (IR) 1:**

**Increased Capacity of GIROA Municipal Institutions**

IR 1, also referred to as CLIN 1, tracks information on RAMP UP North’s activities that directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP North provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

CLIN 1 / IR 1: Increased Capacity of GIROA Municipal Institutions
1.1: # of municipalities with functioning accounting systems
1.2: # of budget meetings (hearings) organized with RU-N assistance
1.3: # of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government
1.4: # of individuals who received RU-N training, to strengthen local government and/or decentralization

**Indicator 1.1: # of municipalities with functioning accounting systems**

A functioning accounting system, as measured by Indicator 1.1, is defined as a method of transparently, consistently, and verifiably recording the collection and use or disposition of financial resources. RAMP UP North has developed a system to measure this indicator, which is an assessment of ten accounting practices that would be required to fulfill government requirements for municipalities. The practices include:

1. Revenues are recorded daily in a Revenue Ledger;
2. Expenditures are recorded daily in an Expense Ledger;
3. Bank statements are reconciled with the Revenue Ledger at least quarterly;
4. Bank statements are reconciled with the Expense Ledger at least quarterly;
5. Expenditures are tracked and reported at least quarterly in relation to approved budget amounts – i.e. actual expenditures compared to budgeted expenditures;
6. Revenues are tracked and reported at least quarterly in relation to approved budget amounts – i.e. actual revenues compared to projected revenues;
7. An organized filing system exists for financial and budgetary information, records, and reports;
8. Municipality uses the required Municipal Chart of Accounts;
9. An inventory of assets (land, buildings and structures, FFE [Furniture, Fixtures & Equipment], and motorized vehicles and equipment) is maintained and updated on an annual basis; and
10. Required quarterly and annual financial and budgetary reports are submitted to IDLG/GDMA on a regular and timely basis.

This indicator was omitted from the new Work Plan and Performance Monitoring Plan that was tentatively approved by the ACOR in October 2012. Thus RAMP UP North did not have any activity that addressed or measured functioning accounting systems during the quarter.

**Indicator 1.2: # of budget meetings (hearings) organized with RU-N assistance**

Indicator 1.2 is aimed at promoting increased transparency and accountability of municipal officials on budget preparation and implementation. Through public/meetings hearings, citizens will not only offer feedback on planned budget allocations, but they will also be informed of the content of the approved budgets before they are implemented.

RAMP UP North continued its activities for budget approval and execution during the quarter. GDMA required the municipalities to prepare their budgets for nine months; therefore, budgets were reworked to end on December 20, 2012. This required the municipalities to prepare the budget for a new budget calendar for twelve months for 1392.

RAMP UP North continued to support municipalities for their budget preparation which consisted of many consultations, functional training, individual and group meetings, and public budget meetings (hearings) in five municipalities. The tables below illustrate the dates of public budget hearings and their participants by gender in each of the nine municipalities:

Indicator 1.2: # of budget meetings (hearings) organized with RU-N assistance						
Year	Baseline	Target	October 2012	November 2012	December 2012	October - December (Total) 2012
Option Year One (2013)	n/a	18	0	0	5	5

Indicator 1.2 Data table												
Number of citizens and municipal officials attending public budget meetings by gender												
Municipality	Aybak Dec. 2		Faizabad Dec. 30		Maymana Dec. 26		Pul-e-Khumri Dec. 24		Taloqan Dec. 03		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
Municipal Officials	22	0	15	2	13	2	35	0	12	0	97	4
Citizens	140	4	75	15	66	6	97	28	50	33	428	86
Other	35	3	37	6	2	4	37	0	67	13	178	26
Totals	197	7	127	23	81	12	169	28	129	46	703	116

Kunduz, Sar-e-Pul and Sheberghan municipalities scheduled Public Budget Hearings for January 2013. "Other" participants listed in the table above include members of line government departments, provincial governor's office, international and non-governmental organizations.

**Indicator 1.3: # of local mechanisms supported with RU-N assistance for citizens to engage their sub-national government**

This Indicator measures the number of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government to help create more responsive, effective, transparent, accountable, and gender-sensitive municipal governance and, thereby, increase the level of good governance in RAMP UP North supported municipalities.

RAMP UP North has identified the following eight mechanisms, to be supported through its programming: 1) citizen forums (via the Service Delivery Advisory Group, the Economic Development Advisory Group, Project Beneficiary Groups and Kalantar meetings), 2) Jirgas/Hearings, 3) Opening/Closing Ceremonies, 4) Media & Public Outreach Training, 5) Newsletter, 6) Website, 7) Report Cards 8) Other.

The following five engagement mechanisms were used in 61 instances during the reporting period.

Municipality	Citizen Forums	Jirgas / Hearings	Opening/ Closing Ceremonies	Newsletters	Report Cards	Total Instances
Aybak	2	1	0	0	2	5
Faizabad	2	0	0	1	2	5
Kunduz	1	1	0	0	2	4
Maymana	2	0	2	0	2	6
Mazar-e-Sharif	14	0	1	0	1	16
Pul-e-Khumri	2	3	1	0	2	8
Sar-e-Pul	2	0	2	2	2	8
Sheberghan	2	0	1	0	2	5
Taloqan	1	1	0	0	2	4
<b>TOTALS</b>	28	6	7	3	17	61

**Indicator 1.4: # of individuals who received RU-N training to strengthen local government and/or decentralization**

Capacity building is being provided through functional training related to the service delivery projects followed by regional training workshops and on-going technical assistance. (See “Programming Activities / Capacity Building” narrative starting on page 12.) Training focus on the retention of knowledge obtained which leads to an increased capacity level of municipal officials to manage their resources and provide quality services.

The tables below provide detailed numbers of male/female municipal officials and citizens who attended the training sessions during the quarter. The data is disaggregated by gender, municipality; training subject; institution (municipal officials, civil society representatives).

**IR 1.4 Table 1: Municipal Officials**

Training Type	Aybak		Faizabad		Kunduz		Maymana		Mazar-e-Sharif		Pul-e-Khumri		Sar-e-Pul		Sheberghan		Taloqan		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Procurement	-	-	2	-	-	-	-	-	3	-	-	-	2	-	8	-	3	-	18	-
Budget Preparation	2	-	3	-	2	-	1	1	-	2	3	-	2	-	2	-	2	-	17	3
Business Registration/Licensing	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	2	-
Standard Operation Procedures	3	-	5	-	5	-	4	-	5	3	4	-	3	-	4	-	4	-	37	3
Gender Mainstreaming	16	-	10	1	21	2	-	-	-	-	20	4	6	-	15	4	17	-	105	11
<b>TOTAL</b>	<b>21</b>	<b>-</b>	<b>20</b>	<b>1</b>	<b>28</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>8</b>	<b>5</b>	<b>29</b>	<b>4</b>	<b>13</b>	<b>-</b>	<b>29</b>	<b>4</b>	<b>26</b>	<b>-</b>	<b>179</b>	<b>17</b>

**IR 1.4 Table 2: Citizens**

Training Type	Aybak		Faizabad		Kunduz		Maymana		Mazar-e-Sharif		Pul-e-Khumri		Sar-e-Pul		Sheberghan		Taloqan		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Procurement	-	-	3	-	-	-	-	-	2	-	-	-	-	-	10	-	2	-	17	-
Budget Preparation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Business Registration/Licensing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Standard Operation Procedures	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gender Mainstreaming	7	7	8	7	-	1	-	-	-	-	-	9	4	2	4	2	6	2	21	36
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>11</b>	<b>7</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>4</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>38</b>	<b>36</b>

**Intermediate Result (IR) 2:**

**Support to GIROA to provide responsive, effective, and visible municipal service delivery**

IR 2, also referred to as CLIN 2, reports measured results of RAMP UP North’s performance in supporting the GIROA in providing responsive, effective, and visible municipal service delivery programs: Activities carried out under CLIN 2 support municipalities in delivering visible, tangible, and desirable services to citizens in the form of Sustainable Service Delivery Improvement Projects (SSDIPs). These projects simultaneously fill two purposes: (1) they provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government;

and (2) in executing projects hand-in-hand with municipal officials, RAMP UP North builds capacity with a clear learning-by-doing approach, solidifying the GIROA's capacity to sustainably deliver services to citizens in the long-term.

CLIN 2 / IR 2: Improved Delivery of Municipal Services to Citizens in Targeted Municipalities
IR 2.1: # of projects completed with community and GIROA involvement
IR 2.2: % of sub-projects implemented that continue to be sustainable 3/6 months after completion
IR 2.3: % of households with regular access to municipality-provided services improved with RU-N assistance
IR 2.4: # of citizens participating in local mechanisms to engage their sub-national government
IR 2.5: # of meetings conducted between community councils and governmental entities

**Indicator 2.1: # of projects completed with community and GIROA involvement**

Active cooperation between GIROA and the communities they serve will help to better meet the needs of constituents through fostering constructive dialogue and engaging in joint implementation and project evaluation. As measured by Indicator 2.1, RAMP UP North strives to ensure that all projects are completed with both community and municipal involvement. Projects are reported as completed when the municipality has signed off on the completion of the project, either through the substantial completion certificate or the completion of all contract works by the contractor. This indicator is reported quarterly.

The implementation of Round Two projects continued during the quarter. For further details on project status, see Project Status table on pages 15-16. Data is disaggregated by municipality.

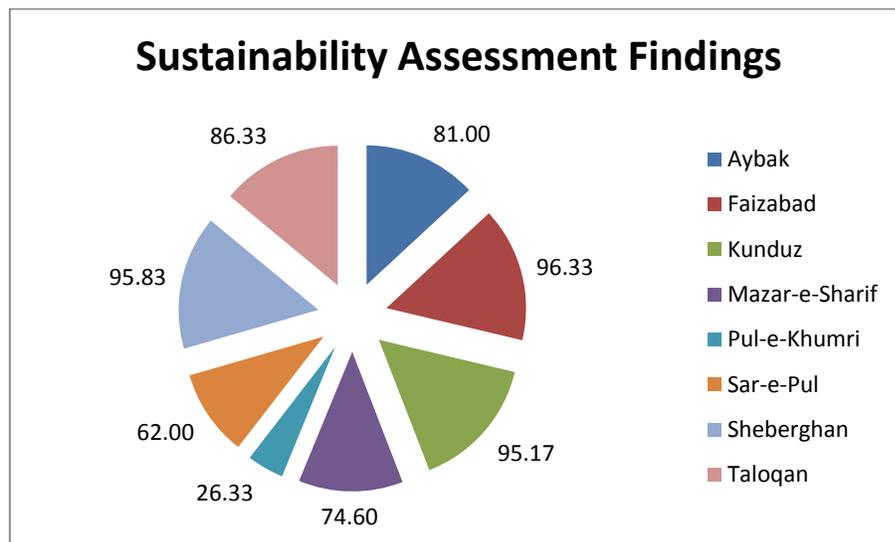
**Indicator 2.2: # of sub-projects implemented that continue to be sustainable 3/6 months after completion**

Indicator 2.2 refers to projects implemented with community and GIROA involvement that are sustained by the municipality. This means that the municipality has the resources (human and financial) to provide the same level of service as provided under RAMP UP North funding.

This quarter, eight projects were assessed for sustainability. A survey methodology and survey tools were developed and implemented in October 2012. The tool required each municipality to gain a score of 70 out of 100 to be considered sustainable. This assessment was done by six members of the technical program, field operations and projects office teams.

Results of the sustainability survey found that six completed projects were being well sustained by the municipality with scores ranging from 74 to 96 percent. However, two projects fell below the criteria and actions were taken during the quarter to address the issue of sustainability in Pul-e-Khumri and Sar-e-Pul. Though Mazar-e-Sharif technically met the 70 percent threshold, sustainability issues were identified and addressed with the municipality in order to strengthen the project. The actions included joint discussions between municipal officials and citizens as well as monthly sustainability follow-up visits by RAMP UP North staff in coordination with municipal officials and SDAG members.

The graph below illustrates the scores of each municipality:



**Indicator 2.3: % of households with regular access to municipality-provided services where services improved with RU-N assistance**

Indicator 2.3 measures the percentage of households in an entire municipality that receive access to improved services with RAMP UP North assistance. The indicator is measured by data collected for each sustainable service delivery improvement project after completion of the project.

No RAMP UP North projects were completed during this quarter. Thus, the percent of municipal households that have access to improved services provided by the project remains the same.

**Indicator 2.4: # of citizens participating in local mechanisms to engage their sub-national government**

Mechanisms included for this indicator are as follows: *Jirgas*, Community Councils, Hearings, Open Meetings, Websites, Report Cards, and Citizen Review Boards.

During the quarter three mechanisms were used by citizens to engage their local sub-national government. A total so 1,511 men (61 percent) and 596 women (39 percent) participated in the events. The table below presents a breakdown of the participants by gender and municipality. Because of such a large number of citizens participate in these events there is a possibility of double-counting.

Municipality	Community Councils		Hearings		Report cards		TOTAL	
	M	F	M	F	M	F	M	F
Aybak	8	5	175	7	50	50	233	62
Faizabad	30	9	112	21	50	50	192	80
Kunduz	29	7	142	14	50	50	221	71
Maymana	24	4	-	-	50	50	74	54
Mazar-e-Sharif	196	2	-	-	25	25	231	27
Pul-e-Khumri	25	10	134	28	50	50	209	88
Sar-e-Pul	50	11	-	-	50	50	100	61
Sheberghan	23	2	-	-	50	50	73	52
Taloqan	11	5	117	46	50	50	178	101
<b>TOTAL</b>	<b>396</b>	<b>55</b>	<b>680</b>	<b>116</b>	<b>425</b>	<b>425</b>	<b>1,511</b>	<b>596</b>

**Indicator 2.5: # of meetings conducted between community councils and governmental entities**

Community councils refer to groups representing the citizens. For RAMP UP North, they may include SDAGs, EDAGs, Project Beneficiary Groups Meetings (*kalanTERS*), Gender Associations, Market Associations and Other Meetings (*Municipal Law Consultations* etc.).

The table below shows program achievements this quarter, disaggregated by municipality and council type.

Municipality	SDAG Meetings	<i>KalanTERS</i> Meetings	Gender Associations	Total Meetings
Aybak	2	-	1	3
Faizabad	3	-	1	4
Kunduz	4	-	1	5
Maymana	2	-	-	2
Mazar-e-Sharif	1	13	-	14
Pul-e-Khumri	2	-	1	3
Sar-e-Pul	3	1	1	5
Sheberghan	2	-	1	3
Taloqan	1	-	1	2
<b>Total</b>	<b>20</b>	<b>14</b>	<b>7</b>	<b>41</b>

**Intermediate Result (IR) 3:**

**Increased Municipal Capacity to Enable, Support and Sustain Economic Growth**

IR 3 tracks results of RAMP UP North activities under CLIN 3. These activities include supporting the growth of local economic development and strengthening of revenue generation, and thereby the municipality’s ability to finance its service offerings and operating costs. As RAMP UP North activities under CLIN 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity and service improvements to facilitate business growth and job creation.

<b>CLIN 3 / IR 3: Increased Municipal Capacity to Enable, Support and Sustain Economic Growth</b>
<b>IR 3.1: # of public private partnerships formed as a result of RU-N assistance</b>
<b>IR 3.2: % increase in total revenue generated</b>

**IR 3.3:** % of unregistered businesses that register and obtain a license as a result of RU-N support

**Indicator 3.1: # of public-private partnerships initiated through RAMP UP North**

Public-Private Partnerships (PPPs) in target municipalities offer numerous potential benefits to municipalities and residents alike and are a required revenue enhancement activity for RAMP UP North. Indicator 3.1 measures the number of PPPs established in each municipality each quarter.

RAMP UP North initiated two PPPs in the second round of sub-projects, including PPP arrangements for the management of public latrines in Sheberghan and Maymana municipalities.

Municipality	Project
Sheberghan	Public Latrine
Maymana	Public Latrine

**Indicator 3.2: % increase in municipal revenue generated**

Since municipalities in Afghanistan currently do not receive financial transfers from the central government, own-source revenues must sustain municipal budgets and will be used to pay for municipal services. Although indicator 3.3 is a standardized, global USAID/Foreign Assistance Framework (FAF) indicator, it is particularly prescient for RAMP UP North as any increases in own-source revenues (3.4) can demonstrate two important developments: first, depending on the source, increases in revenues may indicate either an improved willingness by citizens to pay for services and/or an improvement in the municipalities’ abilities to collect them; and second, increased revenues, depending on the source, can demonstrate an improved capacity to continuously generate revenues over time, increasing the sustainability of municipality’s ability to serve its citizens in the long term.

Revenues are reported on the basis of the Afghan Fiscal Year, which corresponds to the Hijri Shamsi calendar (March 21 – March 20). During the last fiscal year, IDLG/GDMA moved from a 12-month solar calendar year to a 9-month calendar. This move was made to more closely align the Afghan Fiscal Year with the Gregorian calendar. The new Afghan Fiscal Year now begins in late December rather than in late March. Thus, comparisons of RAMP UP North’s full impact on revenues between the baseline year (1389) and Fiscal Year 1391 are difficult to estimate.

Afghan Fiscal Year 1391 falls predominantly in RAMP UP North Year 1. The target for Year One is to increase municipal revenues by 15 percent over the baseline. Despite the Afghan Fiscal Year being shortened by three months, RAMP UP North still increased overall revenue generation by 23 percent. RAMP UP North’s revenue generation activities, such as business and property registration, are geared towards increasing the municipalities’ ability to increase the collection rates and will continue to contribute towards increased revenues for partner municipalities.

The Baseline 1389 Total Revenues by municipality was derived from the B1 Fixed and Variable Revenue forms submitted to IDLG/GDMA in conjunction with the preparation of the respective municipalities’ 1390 annual budgets. The 1390 and 1391 Revenues are derived from Quarterly Reports submitted to IDLG/GDMA and include fixed and variable revenues. The table below presents data for 1390 and 1391, as compared to baseline year 1389.

**Indicator 3.2: % Increase in Total Revenue Generated**

Municipality	BASELINE 1389 Revenue AFN 3/21/10 – 3/20/11	1390 Revenue AFN (12 months) 3/21/11 – 3/20/12	% +/- Revenue 1390 to Baseline	1391 Revenue AFN (9 Months) 3/21/12- 12/20/12	% +/- 1391 to Baseline
Aybak	25,907,927	33,392,168	29%	82,581,763	219%
Faizabad	16,259,628	34,676,911	113%	11,709,820	-28%
Kunduz	41,511,959	70,858,321	71%	42,456,848	2%
Maymana	15,559,138	22,121,566	42%	16,646,283	7%
Mazar-e-Sharif	315,451,082	377,997,789	20%	362,715,621	15%
Pul-e-Khumri	40,531,541	76,407,503	89%	53,373,045	32%
Sar-e-Pul	39,528,101	55,192,823	40%	41,845,148	6%
Sheberghan	13,865,908	28,909,230	108%	17,786,541	28%
Taloqan	28,250,003	39,680,276	40%	30,118,120	7%
<b>TOTALS</b>	<b>536,865,287</b>	<b>739,236,587</b>	<b>38%</b>	<b>659,233,189</b>	<b>23%</b>

**Indicator 3.3: % of unregistered businesses that register and obtain licenses as a result of RU-N support**

RAMP UP North surveyed businesses in five municipalities where a business registration program had not yet been implemented by UNDP. Thus, RAMP UP North advisors trained survey and data entry staff to assist unregistered businesses in filling out the paper registration form and to enter data from the forms into a municipal database. The database automatically issued tariffs, which were then distributed back to business owners. The business owners were instructed to take the tariff form to the bank and pay the municipality's account directly. Once the business owner obtained their receipt from the bank, they were able to request a printed business license from the municipality.

As the solar year ended during the last reporting quarter, and keeping in mind the fact that most of the businesses do their registration at the end of each solar year; this quarter would show a decrease in both the number of issued licenses as well as revenue generated out of this source.

The Business Registration and Licensing Progress table (see page 9) shows the calculation of the number of businesses registered by the RAMP UP North teams, that have received tax bills, paid their registration fee at the bank and had their license issued by the municipality. As businesses have started after RAMP UP North conducted the business survey, the baseline for unregistered businesses may, in some cases, be smaller than the number of licenses issued.

All municipalities are pursuing public awareness campaigns in order to not only encourage existing businesses to pay their taxes and receive their license, but also to get new businesses to register of their own accord. Surveying municipalities for new businesses is a lengthy process, thus municipalities plan to survey their communities tri-annually.

Businesses Registered at Municipalities and Newly Registered Businesses Issued Licenses and Revenue Collected								
Survey Start Date	Survey Complete on Date	License Distribution Start Date	Municipality	Registered Businesses and License Issued (Baseline-1390)	Baseline Revenue (1390)	Newly Registered Businesses (1391)	Issued Licenses	Amount of Collected Revenue (AFN)
12-Mar	26-Mar	30-May	Faizabad	884	202,000	2,106	252	89,800
14-Mar	5-Apr	6-Jun	Taloqan	1,600	700,000	4,510	532	346,650
14-Mar	29-Mar	26-May	Pul-e-Khumri	3,300	1,701,650	3,836	802	482,800
11-Mar	27-Mar	22-Mar	Aybak	1,395	335,400	1,924	456	128,494
13-Mar	28-Mar	16-Jul	Sar-e-Pul	1,184	316,920	1,555	539	164,100
<b>GRAND TOTAL</b>				<b>8,363</b>	<b>3,255,970</b>	<b>13,931</b>	<b>2,581</b>	<b>1,211,844</b>

**Reporting Indicator Progress**

RAMP UP North places a strong emphasis on the probity and integrity of government functions. The following Reporting Indicators are based on the USAID Foreign Assistance Framework (FAF) functional objective, "Governing Justly and Democratically" and the FAF program element, "Good Governance".

Reporting Indicators / FAF Strategic Goal Number 2: Governing Justly and Democratically	FAF Indicator
RI 1: # of government officials receiving USG-supported anti-corruption training	FAF GJD 2.4-1
RI 2: # of sub-national government entities receiving RAMP UP North assistance to improve their performance	FAF GJD 2.3-3
RI 3: # of sub-national governments receiving RAMP UP North assistance to increase their annual own-source revenues	FAF GJD 2.3-1
RI 4: # of mechanisms for external oversight of public resource use support	FAF GJD 2.4-3

**Reporting Indicator 1: # of government officials receiving USG-supported anti-corruption training**

This indicator refers to persons employed by the GIRoA. Training refers to all training or educational events whether short-term or long-term, in-country or abroad, where anti-corruption modules are included.

The following table illustrates the number of anti-corruption activities held during the quarter.

Municipality	Bid Openings / Pre-Construction Meetings		Budget Preparation Training		Standard Operating Procedures		TOTAL	
	M	F	M	F	M	F	M	F
Aybak	-	-	2	-	3	-	5	-
Faizabad	2	-	3	-	5	-	10	-
Kunduz	-	-	2	-	5	-	7	-
Maymana	-	-	1	1	4	-	5	1
Mazar-e-Sharif	3	-	-	2	5	3	8	5

Pul-e-Khumri	-	-	3	-	4	-	7	-
Sar-e-Pul	2	-	2	-	3	-	7	-
Sheberghan	8	-	2	-	4	-	14	-
Taloqan	3	-	2	-	4	-	9	-
<b>TOTAL</b>	<b>18</b>		<b>17</b>	<b>3</b>	<b>37</b>	<b>3</b>	<b>72</b>	<b>6</b>

**Reporting Indicator 2: # of sub-national government entities receiving RAMP UP North assistance to improve their performance**

All nine northern municipalities are receiving RAMP UP North assistance to improve their performance in such areas as project management, budget preparation, accounting, and revenue generation.

**Reporting Indicator 3: # of sub-national governments receiving RAMP UP North assistance to increase their annual own-source revenue**

RAMP UP North supports all nine northern municipalities in raising their annual own-source revenue. This has mainly been done through *Safayi* tax collection and business registration and licensing.

**Reporting Indicator 4: # of mechanisms for external oversight of public resource use support**

Reporting Indicator 4 measures the number of local mechanisms supported by RAMP UP North programming that provide external oversight of public resource use.

RAMP UP North has identified the following mechanisms supported through its programming: Citizen Forums (via the Service Delivery Advisory Group, Economic Development Advisory Group, and project-based beneficiary groups) and budget meetings/hearings. Within the reporting period, three mechanisms were used as shown below.

Municipality	Citizen Forums	Budget Meetings / Hearings	Project-based Beneficiary Groups
Aybak	2	3	-
Faizabad	2	2	-
Kunduz	1	1	-
Maymana	3	-	-
Mazar-e-Sharif	14	-	3
Pul-e-Khumri	2	4	-
Sar-e-Pul	2	-	-
Sheberghan	2	1	-
Taloqan	1	1	-
<b>TOTAL</b>	<b>29</b>	<b>12</b>	<b>3</b>

**Success Stories**

The following success stories were submitted to USAID during the quarter.



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USAID 50 ANNIVERSARY

## Creating Jobs for Returnees and Preventing IDPs



**Locally-hired day laborers work to clean mud and other debris from Sar-e-Pul canals.**

Sayid Hamrah fled Pesta Mazar Village, Sar-e-Pul Province to Iran from the Taliban. "They killed my brother-in-law and looted my harvest including 700 kg of wheat and barley," said Hamrah.

Life in Iran was very difficult for Hamrah and other Afghan refugees who worked hard to earn a meager living. Hamra returned to Sar-e-Pul from Iran earlier this year, but feared he would have to return to Iran, not because of the Taliban, but because he could not find work. Fortunately he heard about a short-term cash-for-work job for unskilled workers from Azam, a member of the local Service Delivery Advisory Group (a volunteer group of Sar-e-Pul citizens providing advisory support to the municipality). As he was from one of the areas affected by the flooding, he was eligible to work on the project and was fortunate enough to be selected by the municipality to do so.

The job involved cleaning the Sar-e-Pul canal that provides irrigation and washing water for 20,000 families in Sar-e-Pul and surrounding villages. Due to a devastating flood earlier in the year, the canal had become blocked and was full of mud and debris. The flood also caused extensive damage to roads, bridges culverts and houses. Since May, Sar-e-Pul municipality has been working hard to restore the damaged areas and it reached out for international support.

USAID-funded Regional Afghan Municipalities Program for Urban Populations – Regional Command North's (RAMP UP North) team, visited Sar-e-Pul and developed a proposal to USAID to help the municipality rebuild. The municipality, with the support of RAMP UP North, are working on several projects to repair the damage caused by the flood, including canal cleaning, road graveling, vehicle bridge construction and footbridge construction .

According to Jalaluddin Qiyam, Sar-e-Pul Municipality Construction Manager, the canal cleaning is important. The project covers nearly 20 km of canal and helps with irrigation water. Since the flood, some villages could not use the canal at all as it was not only blocked with mud but also full of plastic bags, bottles and other garbage. Gardens were drying out and trees were dying. Once the canal cleaning began water once again started running to villages and gardens.

Because of USAID's support of post-flood reconstruction projects in Sar-e-Pul, Hamra was able to find work helping to protect his community. According to Azam, the canal cleaning project has had several benefits for the people of Sar-e-Pul. It has created short-term opportunities for some IDPs and returnees of Iran, it has restored the gardens and farming lands destroyed by the flood and has prevented farmers from becoming IDPs – not only to Sar-e-pul center and to Mazar, but also has kept them from becoming refugees in Iran.

Azam is happy to have found work in Afghanistan and is proud of the work that is being done. "The canal is being cleaned very well," said Azam. "It was not getting this deep cleaning in the last 30 years!"

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# USAID | AFGHANISTAN

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## FIRST PERSON Training Leads to Permanent Job

**Aybak girl leverages training received in short-term job into two full-time job offers.**



Two short-term data entry staff

***“As the number of people in the girl’s school who have knowledge of computer in Aybak is limited, these experiences I take from [USAID-funded] RAMP UP can contribute well to the administration work of the school.”***

- Zohra

My name is Zohra Zaheeri, I am 21-years-old and graduated from Aybak Teacher Training Institute last year. I come from a conservative community, and was not able to leave my home to attend a four-year university.

One day, I met a woman I know who is part of the SDAG [a municipal advisory group formed by USAID-funded Regional Municipalities Program for Urban Populations Regional Command North – RAMP UP North]. She told me about a short-term job opportunity. It seems that RAMP UP North was providing technical support to the municipal business registration program and required the municipality to hire two women as part of the short-term staff. I wanted to apply, but I wasn’t sure my family would allow me to work.

My father, Haji Obaidullah, was reluctant to allow me to accept the job, because he was concerned about the work environment. After some pleading, he agreed to visit City Hall, where I might work. There he was met by Ghafor Hakimi, an Embedded Advisor with RAMP UP North and a well-known and respected member of the community. Hakimi assured him that I would be safe and well looked after, so he gave me permission to apply for the job. I was hired, but my challenges did not end there.

On the first day, I entered just 24 forms into the database. We were expected to enter at least 30 forms each per day! I improved day-by-day, and during the last days of my employment I could enter up to 85 forms on a single day.

I not only learned how to enter data into the database, but also how to develop a simple database. Municipal officials were impressed with my hard work and dedication, and offered me a permanent job as a computer operator. If I had accepted the position, I would have been the first permanent female staff-member in the Aybak Municipality.

Because of my training, through [USAID-funded] RAMP UP North, I received not one, but two job offers - the second from the Tajrobawi High School. Despite the encouragement from the Aybak Municipality I accepted the position at the school. In addition to better working hours, I feel as though I can better use put my newfound computer skills to work for the school.

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## RAMP UP-North supports budget preparation

**The Khash Municipality will become self-sufficient in drafting and submitting the annual budget in the future.**



*A RAMP UP North Embedded Advisor, with support from Faizabad Municipal Officials, provides technical assistance to Khash District Municipality Mayor and Finance Officer in Faizabad on December 18, 2012.*

"I and my team faced an unusual change while we were preparing and adjusting our annual budget in the Khash District Municipality. I was not able to organize and lead the budget preparation professionally. But now we are getting useful and practical support for the first time from the Faizabad Municipality and RAMP UP North," said Mohammad Qurban, Khash District Mayor, Faizabad Province.

Faizabad Municipal Officials and USAID-funded RAMP UP North Embedded Advisors provided the Khash District Mayor and his team technical assistance and practical on-the-job training on how to organize and model the budget. As a result of this joint backing, Khash Officials drafted the municipality's 1391 annual budget and submitted it for the approval to the Independent Directorate for Local Governance (IDLG) on November 17, 2012.

"First, we tried to consider the points in our draft that had been rejected by IDLG more than once. We lost hope to conduct such process in the district office," said the Mayor. He added that when IDLG observed that budget still did not meet the requirements, they requested RAMP UP North support for the district. RAMP UP North responded to this request by providing strategic support to the Khash Municipal Office including assistance from the Faizabad Municipality, through daily on-the-job training to strengthen municipal capacity.

The draft was signed by the Government Administration Committee (GAC) in Faizabad on December 18, 2012 and it will be circulated through relevant governmental offices soon.

RAMP UP NORTH is committed to enabling and supporting sustained economic growth across the nine Northern provincial municipalities where it operates. As a result of this support and capacity building, the Faizabad Provincial Municipality was able to assist RAMP UP North in passing this knowledge and support on to the Khash District Municipality. This sort of capacity building and coordination will help to provide better service delivery in the area.

"The Khash District Municipality has made significant improvements to their budget preparation process through the technical support from the Faizabad Municipality and from RAMP UP North. It has helped us to become self-sufficient in drafting and submitting our annual budget in the future," said Mohamad Aslam, Khash District Municipality Administrative Manager.

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