



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

**MONTHLY REPORT:** January, 2014.

Citizen Service Center opening ceremony in **Khulm**. – January 21, 2014



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

**MONTHLY REPORT: JANUARY 2014.**

<b>Program Title:</b>	Regional Afghan Municipalities Program for Urban Populations – Regional Command North
<b>Sponsoring USAID Office:</b>	USAID   Afghanistan
<b>Contract Number:</b>	306-C-00-11-00510-00
<b>Contractor:</b>	DAI
<b>Date of Publication:</b>	February 15, 2014
<b>Author:</b>	RAMP UP North Project Staff

THE AUTHORS' VIEWS EXPRESSED IN THIS PUBLICATION DO NOT NECESSARILY REFLECT THE VIEWS OF THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT OR THE UNITED STATES GOVERNMENT.

# Contents

<b>ABBREVIATIONS</b> .....	<b>4</b>
<b>TERMS</b> .....	<b>4</b>
<b>ABOUT RAMP UP NORTH</b> .....	<b>5</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>5</b>
Sustainable Service Delivery Improvement Projects .....	6
<i>Safayi</i> Registration.....	10
Business Registration and Licensing.....	11
Citizen Service Centers .....	12
Local Economic Development .....	14
Geographic Information Systems (GIS).....	15
Regional Workshops / Trainings / Conferences .....	16
Municipal Budget Development .....	17
Municipal Budget Development Project Support .....	19
Public-Private Partnerships .....	21
<b>CROSS-CUTTING ACTIVITIES</b> .....	<b>22</b>
<b>SAR-E-PUL POST-FLOOD ASSISTANCE</b> .....	<b>27</b>

## Abbreviations

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

## Terms

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

# PROGRAM OBJECTIVES AND RESULTS

## ABOUT RAMP UP NORTH

*Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is working to create effective, responsive, democratic, transparent and accountable municipal governance in the nine provinces comprising the International Security Assistance Force's (ISAF's) Regional Command North.*

*RAMP UP North will: 1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials; 2) markedly improve the delivery of municipal services to citizens in target municipalities; and 3) increase municipal capacity to enable, support and sustain economic growth.*

*As a result of the program, Afghans citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process and see local governance structures as legitimate.*

## EXECUTIVE SUMMARY

This month, ribbon cutting ceremonies were held in **Taloqan**, for the R4 **Children's Park Construction** project; in **Mazar-e-Sharif**, for the R3 **Bukhdi Park Reconstruction District 8 (D8)** project and "**I**" **Park Construction District 6 (D6)** project; and in **Pul-e-Khumri**, for the R4 **Sports Stadium Improvement** project.

The inauguration ceremonies for the **Aybak, Sheberghan, Khulm Maymana, Pul-e-Khumri, and Andkhoy** Citizen Service Centers (CSCs) were held on January 08, 20, 21, 22, 27 and 29, 2014, respectively.

The USAID Senior Civilian Representative for Regional Command (RC) North and the USAID/RAMP UP North Contracting Officer Representative (COR), were in attendance at the **Khulm** Citizen Service Center opening and both ribbon cutting ceremonies in **Mazar-e-Sharif**.

*Safayi* registration survey activities are completed in **Andkhoy, Aqcha, Aybak, Faizabad, Khulm, Pul-e-Khumri, Sar-e-Pul, Sheberghan, Maymana, Taloqan** and **Mazar-e-Sharif**. Across the remaining municipalities, a further 2,856 properties were surveyed this month, bringing the total properties surveyed across all municipalities, by end of January, to 218,832. The total distribution of business licenses this year (1393) to date is 775.

The RAMP UP North Geographical Information System (GIS) team has successfully found a way to link GIS parcel data to the Integrated Financial Management System (IFMS) database. This achievement makes it possible to correlate the GIS mapping with activity captured



**Mazar-e-Sharif** municipal officials and US Senior Civilian Representative (SCR) participated in R3 **Bukhdi Park Construction** and R4 "**I**" **Park Construction** opening ceremony. – January 15, 2014.



Citizen Service Center project in **Andkhoy**. – January 16, 2014.



Citizen Service Center project in **Andkhoy**. – January 23, 2014.



Municipal officials, citizens and the RAMP UP North team at the opening ceremony for the CSC in **Sheberghan**. – January 20, 2014.

in the database. This is important, as it means municipalities can view attribute data such as ownership, property type and location, and tax status on GIS parcel maps.

In **Kunduz**, **Pul-e-Khumri** and **Maymana**, the respective mayors and governors' offices have approved the draft budgets. The **Kunduz** budget has been submitted to the General Directorate of Municipal Affairs (GDMA), and the **Maymana** budget will be sent to the Independent Directorate of Local Governance (IDLG) for further processing soon. **Andkhoy** and **Sheberghan** municipalities finalized their draft 1393 budgets in meetings with RAMP UP North embedded advisors. The **Sheberghan** draft of the 1393 budget has been sent to the Governor's Office for approval. In **Doshi** and in **Khuja Sabzposh**, the draft budgets were completed and submitted to the Governor's office for final approval.

At a public budget hearing in **Aybak**, the Mayor stated: *"We appreciate USAID/RAMP UP North, as they have really enhanced municipal official's capacity, and now Aybak municipality can report their 1392 year achievements, challenges and suggestions to citizens"*.

RAMP UP North continued to run regional workshops and training in January 2014.

- The second Citizen Service Center (CSC) Functional Services Training Regional Workshop was held in Mazar-e-Sharif on January 06-08, 2014, for **Khulm**, **Andkhoy**, **Maymana** and **Pul-e-Khumri**.
- A Project Management regional training was held on January 11-16, 2014, for **Maymana**, **Sar-e-Pul**, **Sheberghan**, **Aqcha**, **Mazar-e-Sharif**, **Khulm**, **Aybak**, **Kunduz**, **Taloqan**, **Pul-e-Khumri** and **Faizabad**. Workshop participants, who included municipal engineers, construction managers, and RAMP UP North EAs, received training in the use of Microsoft Project and AutoCAD.
- Three gender mainstreaming workshops took place in the district municipalities of **Aqcha**, **Andkhoy**, and **Khulm** in January 2014. These focused on gender related issues, and contextualized Afghan laws and regulations, culture and society. A draft gender mainstreaming action plan was the main output. In **Aqcha**, one of the participants was a female police officer, who commented that she would: *"like to replicate the training in the police department, as they need more facilities for women"*.

## SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS

*RAMP UP North's activities promote sustainable service delivery by providing seed money to support small-scale, Sustainable Service Delivery Improvement Projects (SSDIPs). These projects provide a platform for the delivery of iterative, project-based functional training related to key municipal functions and responsibilities, such as project management, procurement, budget preparation and revenue generation.*

*RAMP UP North emphasizes an experiential, "learning-by-doing" approach to capacity building with the Sustainable Service Delivery Improvement Projects (SSDIPs) serving as the primary training platform. Functional skills training, including on-the-job training*



Municipal officials during the CSC opening ceremony in **Pul-e-Khumri**. - January 27, 2014.



CSC Functional Training in Mazar-e-Sharif. - January 07, 2014.



Ribbon cutting ceremony of R4 **Children's Park Construction** in **Taloqan**. - January 07, 2014.



Embedded advisors conducted a sustainability check for the R3 **Parking Lot Construction and Park Improvement** projects in **Taloqan**. - January 07, 2014.

*and technical assistance, focus on developing the practical skills necessary to enable municipal staff to more effectively perform their daily tasks and responsibilities.*

In the nine provincial municipalities supported by RAMP UP North, all Round 1 and Round 2 projects are closed out with the exception of the **Mazar-e-Sharif R2 Trash Collection** project which will be closed in February, following the repair of one tractor door.

The **Aybak** Mayor signed the acceptance paperwork for the R3 **Family Park Construction** project, and now all Round 3 projects are complete and in close-out.

The ribbon cutting ceremony for the **Mazar-e-Sharif R3 Bukhdi Park Reconstruction D8** project and the **“I” Park Construction D6** project took place on January 15, 2014. The USAID Senior Civilian Representative for Regional Command (RC) North, the RAMP UP North Contracting Officer Representative (COR), the head of the Balkh Provincial Council, the Head of the Municipal Advisory Board and its other members, media representatives, municipal officials, and RAMP UP North embedded advisors attended. The **Mazar-e-Sharif** Mayor, Deputy Mayor and a representative of the Balkh Governor’s Office thanked USAID/RAMP UP North for its support.

On January 26, 2014, RAMP UP North embedded advisors completed a site inspection of the R4 **Mini Football Field Construction** project in **Aybak** with municipal site engineers, providing on-the-job training, and addressing in particular the role of punch lists in managing the correction of any defects.

Seven out of the eight Round 4 projects (**Kunduz** was not included in this round) are complete, with the eighth, **Faizabad**, expected to reach completion in early February. Two out of the five Round 5 projects are complete and the remaining three are also expected to finish in February. Monitoring visits and sustainability checks are continuing.

The ribbon cutting ceremony for the **Taloqan R4 Children’s Park Construction** project was held on January 07, 2014. Municipal officials, elders, and citizens attended, and the Acting Mayor thanked USAID/RAMP UP North for providing funding, technical capacity strengthening, and assisting the municipality in forming a Public Private Partnership (PPP) in order to sustain the maintenance of the park in the future.

On January 15, 2014, RAMP UP North embedded advisors facilitated the ribbon cutting ceremony for the **Pul-e-Khumri R4 Sports Stadium Improvement** project. Municipal Advisory Board (MAB) members, members of the former Service Delivery and Advisory Group (SDAG), municipal officials, citizens and media representatives attended to observe the formal hand over of the project to the municipality.

The **Sar-e-Pul R4 Mini-Football Field Construction** project is now complete, following the subcontractor’s installation of the artificial grass.

In **Aybak**, RAMP UP North embedded advisors coordinated with Municipal Advisory Board (MAB) members and the Acting Mayor to facilitate a citizen monitoring of the R5 **Bus Terminal Construction** project. Since this was the first monitoring visit for the



The ribbon cutting ceremony for the R4 **Sports Stadium Improvement** project in **Pul-e-Khumri**. – January 15, 2014.



The **Faizabad R4 Park Construction (D1)** project. – January 27, 2014.



Work progresses on the R4 **Mini-Football Field Construction** project in **Sar-e-Pul**. – January 19, 2014.



RAMP UP North embedded advisors carrying out a citizen monitoring of the R1 **Bus Terminal Construction** project in **Andkhoy**. – January 08, 2014.

newly formed Municipal Advisory Board, RAMP UP North embedded advisors maximized the opportunity to train Municipal Advisory Board members on how to monitor and evaluate subcontractor work, in a learning-by-doing exercise.

The construction work on the **Sheberghan R5 Bukhdi Park Improvement** (Phase II) was completed this month.

The following table outlines the progress of RAMP UP North SSDIPs and Citizen Service Centers (CSC), as of the end of January 2014.

### SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS STATUS

Municipality	Project	Project Title	Start Date	Planned End Date	% Complete	Comments
Andkhoy	R1	Bus Terminal Construction	15-Aug-13	22-Jan-14	100%	
	CSC	CSC Foundations	1-Oct-13	31-Oct-13	100%	
	CSC	CSC Connex	18-Nov-13	31-Dec-13	100%	
Aqcha	R1	Trash Collection	15-Sep-13	21-Nov-13	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate. Issued Cost Mod (Deduct) to COR for approval. Once approved will move to close out.
	CSC	Citizen Service Center	15-Sep-13	30-Nov-13	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate
Aybak	R1	<b>Aybak Park Renovation</b>	<b>28-Oct-11</b>	<b>10-Jan-12</b>	<b>100%</b>	<b>CLOSED</b>
	R2	<b>Public Latrines Construction and Rehabilitation</b>	<b>8-Aug-12</b>	<b>7-Feb-13</b>	<b>100%</b>	<b>CLOSED</b>
	R3	<b>Family Park Construction</b>	<b>1-Apr-13</b>	<b>30-Jul-13</b>	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate
	R4	Mini-Football Field Construction	5-Jun-13	30-Jan-14	100%	
	R5	Bus Terminal Construction (Phase I)	15-Aug-13	10-Dec-13	100%	
	R5	Bus Terminal Construction (Phase II)	1-Oct-13	22-Jan-14	100%	Subcontractor to remove and replace substandard slabs over drainage ditch and clear defects.
	CSC	Citizen Service Center	15-Sep-13	10-Dec-13	100%	
Faizabad	R1	<b>Trash Collection</b>	<b>1-Feb-12</b>	<b>7-Jun-12</b>	<b>100%</b>	<b>CLOSED</b>
	R2	<b>Latrines Construction</b>	<b>2-Oct-12</b>	<b>28-Feb-13</b>	<b>100%</b>	<b>CLOSED</b>
	R2	<b>Water Well Construction</b>	<b>18-Nov-12</b>	<b>15-Feb-13</b>	<b>100%</b>	<b>CLOSED</b>
	R3	<b>Park Improvement and Parking Lot</b>	<b>5-Mar-13</b>	<b>6-Jul-13</b>	<b>100%</b>	<b>CLOSED</b>
	R3	Water Well Construction				Pending due to vetting approval.
	R4	Park Construction (D1)	18-Jun-13	22-Jan-14	97%	Painting and installing seat benches. Issue with delivery and installing 15 benches and 2 slides.
Khulm	R1	Bus Terminal Construction	1-Oct-13	22-Jan-14	96%	Installing seat benches and commenced site cleanup.
	CSC	CSC Foundations	1-Oct-13	31-Oct-13	100%	
	CSC	CSC Connex	18-Nov-13	31-Jan-14	100%	

Kunduz	R1	Trash Collection	14-Feb-12	16-May-12	100%	CLOSED
	R2	City Park Improvement	10-Aug-12	15-Feb-13	100%	CLOSED
	R3	Drainage Rehabilitation	1-Apr-13	20-Jul-13	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate
	R5	Sports Stadium Improvement	10-Sep-13	9-Jan-14	85%	PO and subcontractor identifying suitable ceiling - Mayor requested to change the wooden panel ceiling for a suspended one.
Maymana	R1	Women's Park Improvement	22-May-12	7-Aug-12	100%	CLOSED
	R2	Public Latrines Construction	8-Aug-12	20-Nov-12	100%	CLOSED
	R3	Wheat and Flour Market Improvement	17-Mar-13	30-Jul-13	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate
	R4	Fruit and Vegetable Market Construction	20-Aug-13	12-Dec-13	100%	In warranty period
	R5	Wheat and Flour Market Improvement (Phase II)	1-Oct-13	31-Dec-13	100%	In warranty period
		Wheat and Flour Market Improvement (Phase III)	28-Oct-13	27-Jan-14	95%	Working on columns and roof structures.
	CSC	CSC Foundations	1-Oct-13	31-Oct-13	100%	
CSC	CSC connex	28-Nov-13	31-Jan-14	100%	Completing electrical wiring	
Mazar-e-Sharif	R1	Trash Collection	26-Jan-12	25-Apr-12	100%	CLOSED
	R2	Trash Collection	13-Oct-12	12-Jan-13	100%	Vendor installing new door lock mechanism. Move to close out.
	R3	Bukhdi Park Reconstruction (D8)	25-Apr-13	15-Nov-13	100%	
	R4	"I" Park Construction (D6)	5-Jun-13	15-Dec-13	100%	In warranty period
	R5	Trash Collection Support	30-Jan-14	10-Feb-14	0%	Delivery planned for 10 February 2014.
Pul-e-Khumri	R1	Trash Collection	12-Feb-12	24-May-12	100%	CLOSED
	R2	Family Park Construction	1-Oct-12	18-May-13	100%	CLOSED
	R3	Public Latrine Construction	7-Apr-13	30-Jul-13	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate
	R4	Sport Stadium Improvement	5-Jun-13	15-Dec-13	100%	
	CSC	CSC Foundations	1-Oct-13	31-Oct-13	100%	
	CSC	CSC Connex	28-Nov-13	31-Dec-13	100%	
Sar-e-Pul	R1	Public Park Improvement	25-Jan-12	25-Mar-12	100%	CLOSED
	R2	Wheat and Flour Market Improvement	8-Aug-12	30-Apr-13	100%	CLOSED
	R3	Trash Collection	8-Sep-13	22-Nov-13	100%	
	R4	Mini-Football Field Construction	5-Jun-13	30-Jan-14	100%	
	CSC	Citizen Service Center	22-Sep-13	10-Oct-13	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate
Sheberghan	R1	Trash Bin	30-Jan-12	10-Mar-12	100%	CLOSED
	R2	Public Latrines Construction	8-Aug-12	30-Nov-12	100%	CLOSED
	R3	Bukhdi Park Improvement and Sports Area Construction	5-Mar-13	5-Jul-13	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate

	R4	Bus Terminal Construction	18-Jun-13	10-Oct-13	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate
	F5	Bukhdi Park Improvement (Phase II)	15-Aug-13	20-Dec-13	100%	In warranty period
	CSC	CSC Foundations	1-Oct-13	31-Oct-13	100%	
	CSC	CSC Connex	28-Nov-13	31-Jan-14	100%	
Taloqan	R1	Trash Collection	1-Feb-12	1-May-12	100%	CLOSED
	R2	City Park Improvement	8-Aug-12	15-Dec-12	100%	CLOSED
	R3	Parking Lot Construction and Park Improvement	12-Mar-13	6-Jul-13	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate
	R4	Children's Park Construction	7-Jun-13	10-Dec-13	100%	

## SAFAYI REGISTRATION

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

Safayi registration survey activities are now completed in **Andkhoy, Aqcha, Aybak, Faizabad, Khulm, Pul-e-Khumri, Sar-e-Pul, Sheberghan, Maymana, Taloqan and Mazar-e-Sharif**. Across the remaining municipalities, an additional 2,856 properties were surveyed this month, bringing the total properties surveyed across all municipalities at end of January to 218,832.

The *Safayi* valuation and tax book was drafted in **Pul-e-Khumri**, and is pending approval by the Municipal Advisory Board and the Governor.

A RAMP UP North finance advisor assisted the **Aybak** property registration manager with *Safayi* registration procedures, the Integrated Financial Management System (IFMS) database, and the editing and printing of *Safayi* booklets. *Safayi* registration data entry (for residential and commercial properties) is also complete.

The Jawzjan Provincial Governor approved the *Safayi* registration financial zoning and rates in **Aqcha** on January 16, 2014.

The RAMP UP North team facilitated *Safayi* registration valuation committee meetings in **Khulm** on January 19, 2014 and on January 26, 2014, to divide Khulm into four financial zones and determine *Safayi* tax rates.

**Taloqan** *Safayi* rates were approved by the Takhar Provincial Governor on January 29, 2014, and were subsequently entered into the Integrated Financial Management System (IFMS) database.

**Kunduz** RAMP UP North embedded advisors continued their daily monitoring of survey teams, and worked with municipal officials on the *Safayi* Valuation Action Plan. On January 29, 2014, RAMP UP



RAMP UP North embedded advisors monitoring *Safayi* registration activity in **Taloqan**. – January 15, 2014.



RAMP UP North's *Safayi* specialists are filing properties according to blocks in **Aqcha**. – January 16, 2014.



RAMP UP North embedded advisors held a training for the data entry team in **Kunduz**. – January 30, 2014.

North embedded advisors held database training for **Kunduz** municipal staff, with the participation and support of the Mayor.

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

SAFAYI REGISTRATION							
Municipality	Total # of Parcels	Properties Surveyed This Week	1392 YTD Properties Surveyed	1392 YTD Properties Surveyed as % of Total Parcels	1391 Total Revenue	1392 YTD Revenue	1392 YTD Revenue as +/- % of 1391 Total Revenue
Andkhoy	9,555	Completed	8,756	92%	179,584	1,420,499	691%
Aqcha	6,044	Completed	8,289	137%	346,103	1,035,318	199%
Aybak	5,159	Completed	6,224	121%	2,264,976	3,165,490	40%
Faizabad	9,236	Completed	12,159	132%	496,330	517,435	4%
Khulm	6,344	Completed	12,055	190%	114,560	380,000	232%
Kunduz	29,075	922	33,264	114%	11,573,419	14,435,548	25%
Maymana	13,563	Completed	26,647	196%	2,205,468	2,729,194	24%
Mazar-e-Sharif	18,414	Completed	29,965	163%	30,788,771	49,107,857	59%
Pul-e-Khumri	16,584	Completed	19,238	116%	1,054,116	2,065,117	96%
Sar-e-Pul	7,611	Completed	6,568	86%	354,503	252,190	-29%
Sheberghan	24,805	Completed	32,662	132%	1,557,666	1,178,685	-24%
Taloqan	22,958	Completed	33,472	146%	4,842,628	6,149,697	27%
<b>Totals</b>	<b>169,348</b>	<b>922</b>	<b>229,299</b>	<b>135%</b>	<b>55,778,124</b>	<b>82,437,030</b>	<b>48%</b>

Notes:

- 1) Total number of parcels for Mazar-e-Sharif includes only those districts in which RAMP UP North is the implementing partner for Safayi registration. These are Districts 1, 4 and 6.
- 2) YTD Revenues are updated quarterly and are derived from the quarterly revenue reports the municipalities submit to GDMA.
- 3) The total number of parcels is derived from 2011 aerial photography that has been used by RAMP UP North's GIS team to create digitized base maps with municipality, district, block and parcel numbers. Including formal and informal areas, over 240,000 parcels have been digitized for the 17 municipalities supported by RAMP UP North. Of these parcels, 169,348 are within the boundaries of the municipalities and serve as the baseline for the purposes of Safayi registration.

## BUSINESS REGISTRATION AND LICENSING

*Afghan municipalities do not receive financial transfers from the central government. Consequently, own-source revenues must fund municipal budgets and essential services. Increased revenues are, therefore, critical to the sustainability of service delivery improvements and increased citizen satisfaction with municipal government. Increased revenue generation in municipalities is critical if they are to implement and sustain the service delivery improvements and infrastructure that will be necessary to support economic growth and development and allow them to realize their full economic potential. Toward this end, RAMP UP North is working with municipal officials in 11 municipalities to implement business registration and licensing and provide municipal revenue staff with the necessary functional training to sustain the program.*

This month, **Maymana, Aqcha, Sar-e-Pul, Sheberghan, Taloqan, Kunduz** and **Khulm** municipalities, with the assistance of RAMP UP North, continued distributing business licenses to business owners. The team also continued supporting municipalities in their efforts to distribute licenses more quickly by implementing business registration and licensing enforcement action plans. The total distribution of business licenses this year (1393) to date is 775.



A RAMP UP North survey team conducts a Citizen Report Card survey for the R5 **Bus Terminal Construction** project in **Aybak**. – January 12, 2014.



RAMP UP North embedded advisors worked with the **Faizabad** business registration data entry team. – January 29, 2014.

The RAMP UP North team worked with **Faizabad** and **Maymana** municipalities to increase the number of licenses issued by implementing their respective business license enforcement plans. **Faizabad** municipality used a municipal loudspeaker and shop to shop visits to support this effort.

The **Doshi** Mayor requested support with the distribution of business licenses.

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



RAMP UP North embedded advisors facilitated the Citizen Service Center Inauguration Ceremony in **Aybak**. – January 09, 2014.

## BUSINESS REGISTRATION AND LICENSING

Municipality	Licensed Businesses 1390 (Baseline)	Registered Businesses 1391 <sup>1</sup>	*Total Licenses Issued 1391 <sup>2</sup>	Total Licenses Issued 1392	Licenses Issued This Week	Licenses Issued YTD 1393	Licenses Issued YTD as % of 1391 Registered Businesses
Aybak	1,395	1,924	1,520	1,670	2	13	1%
Faizabad	884	2,106	1,225	875	28	139	10%
Pul-e-Khumri	3,300	3,836	1,927	3,230	63	399	0%
Sar-e-Pul	1,184	1,555	609	839	9	22	1.86%
Taloqan	1,600	4,510	2,173	2,172	0	0	0%
Andkhoy	1,039	1,784	1,784	797	0	0	0%
Aqcha	2,390	2,835	2,835	1,931	0	0	0%
Khulm	300	210	210	460	0	0	0%
Kunduz	3,516	3,516	3,221	1,969	36	95	3%
Maymana	1,843	1,843	1,843	1,305	2	21	2%
Sheberghan	2,163	1,581	1,581	1,486	50	86	4%
<b>TOTALS</b>	<b>19,614</b>	<b>25,700</b>	<b>18,928</b>	<b>16,734</b>	<b>190</b>	<b>775</b>	<b>4%</b>

Notes:

- 1) Municipality-wide business registration survey conducted in 1391 in Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul and Taloqan.
  - 2) Afghan FY 1391 was only 9 months to allow the GfRoA to transition to a fiscal year more closely aligned with the Gregorian calendar and the FY of many of its international donors. This transition impacted the number of licenses that would have otherwise been issued during 1391.
- \* From the total of last year registered businesses, around 700 shops were destroyed as the result of road asphalt in the city of Faizabad. This has affected the license distribution in Faizabad city.

## CITIZEN SERVICE CENTERS

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

A Citizen Service Center (CSC) advisory board meeting was held in **Andkhoy** to share flyers with municipal staff and citizens. The Mayor spoke of the importance and benefits of CSC activities and shared the broad job descriptions of CSC staff.



CSC in operation in **Sar-e-Pul**. – January 08, 2014.

**Aqcha** and **Sar-e-Pul** Citizen Service Centers (CSCs) were both opened in December 2013. In January, RAMP UP North embedded advisors and the regional office continued providing assistance and advice to CSC staff.

The inauguration ceremonies for the **Aybak**, **Sheberghan**, **Khulm Maymana**, **Pul-e-Khumri**, and **Andkhoy** Citizen Service Centers (CSCs) were held on January 08, 20, 21, 22, 27 and 29, 2014, respectively. Participants included the mayors, the governors and/or deputy governors, provincial council representatives, municipal officials, Municipal Advisory Board members, *Kalantars*, CSC staff, local media representatives, university representatives, district government officials, and citizens. In **Khulm**, the USAID Senior Civilian Representative for Regional Command (RC) North and the USAID/ RAMP UP North Contracting Officer Representative (COR), were also able to attend.

In **Aybak**, the Deputy Governor and other participants commented very positively on USAID’s support in providing greatly improved municipal service delivery. In all opening ceremonies, participants thanked USAID for their support and assistance.

By the end of January, a total of 180 citizens had registered for services at the **Sheberghan** Citizen Service Center. RAMP UP North embedded advisors continue to provide daily assistance to CSC staff and municipal officials by: supporting operations, ensuring work continues according to the Scope of Work (SOW), enabling the highest possible level of service delivery, and continuing to deliver on-the-job training to staff.

On January 27, 2014, the RAMP UP North team facilitated a coordination meeting in **Sar-e-Pul** to discuss Citizen Service Center processes and challenges. The meeting was also attended by the Deputy Mayor.

The following table captures progress to date on the establishment of Citizen Service Centers:



The CSC Inauguration Ceremony in **Aybak**. - January 09, 2014.



The CSC Opening Ceremony in **Maymana**. - January 22, 2014

<b>CITIZEN SERVICE CENTERS</b>								
<b>PHASE 1 MUNICIPALITIES</b>								
<b>ACTIVITY</b>	<b>AQCHA</b>		<b>AYBAK</b>		<b>SAR-E-PUL</b>		<b>SHEBERGHAN</b>	
	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date
Concept Note	100%	-	100%	-	100%	-	100%	-
Baseline Surveys	100%	-	100%	-	100%	-	100%	-
Process Mapping	100%	5-Dec-13	100%	5-Dec-13	100%	5-Dec-13	100%	5-Dec-13
Advisory Board	100%	5-Dec-13	100%	5-Dec-13	100%	5-Dec-13	100%	5-Dec-13
Services	100%	-	100%	-	100%	-	100%	-
Staffing	100%	20-Dec-13	100%	20-Dec-13	100%	20-Dec-13	100%	20-Dec-13
Regional Workshop	100%	-	100%	-	100%	-	100%	-
Communications Plan	90%	6-Dec-13	90%	6-Dec-13	90%	6-Dec-13	90%	6-Dec-13
Facility Design	100%	-	100%	-	100%	-	100%	-
Facility	100%	-	100%	-	N/A	-	100%	-

Procurement								
Facility Construction	100%	15-Dec-13	100%	15-Dec-13	100%		100%	15-Dec-13
<b>PHASE 2 MUNICIPALITIES</b>								
	<b>ANDKHOY</b>		<b>KHULM</b>		<b>MAYMANA</b>		<b>PUL-E-KHUMRI</b>	
<b>ACTIVITY</b>	% Complete	Target	% Complete	Target	% Complete	Target	% Complete	Target
		End Date		End Date		End Date		End Date
Concept Note	100%	-	100%	-	100%	-	100%	-
Baseline Surveys	100%	-	100%	-	100%	-	100%	-
Process Mapping	100%	5-Dec-13	100%	5-Dec-13	100%	5-Dec-13	100%	5-Dec-13
Advisory Board	100%	5-Dec-13	100%	5-Dec-13	100%	5-Dec-13	100%	5-Dec-13
Services	100%	-	100%	-	100%	-	100%	-
Staffing	100%	20-Dec-13	100%	20-Dec-13	100%	20-Dec-13	100%	20-Dec-13
Regional Workshop	100%	-	100%	-	100%	-	100%	-
Communications Plan	90%	6-Dec-13	90%	6-Dec-13	90%	6-Dec-13	90%	6-Dec-13
Facility Design	100%	-	100%	-	100%	-	100%	-
Facility Procurement	100%	-	100%	-	N/A	-	100%	-
Facility Construction	100%	31-Oct-13	100%	31-Oct-13	100%	31-Oct-13	100%	31-Oct-13

## LOCAL ECONOMIC DEVELOPMENT

*The goal of RAMP UP North's Local Economic Development (LED) initiative is to build municipal capacity to manage local economic development. Economic Profiles have been developed for all provincial municipalities. Using these profiles as a springboard, RAMP UP North is developing full-scale Local Economic Development Strategic Plans for each of the six ring-road provincial municipalities. In doing so, RAMP UP North and its municipal counterparts will engage business leaders and citizens in building and strengthening the local economy.*

RAMP UP North EAs in **Mazar-e-Sharif**, **Maymana**, **Pul-e-Khumri** and **Kunduz** worked with municipal officials to prepare Local Economic Development showcase presentations for the forthcoming municipal conference.

During this month, both the Dari and English versions of the Local Economic Profiles for all nine provincial municipalities (**Maymana**, **Sheberghan**, **Mazar-e-Sharif**, **Sar-e-Pul**, **Aybak**, **Kunduz**, **Faizabad**, **Pul-e-Khumri** and **Taloqan**), and all three district municipalities (**Andkhoy**, **Aqcha** and **Khulm**), were translated, designed and printed.



R5 Grain Market Improvement (PII) work progresses in **Maymana**. –January 28, 2014

## LED STRATEGIC PLANS

PROCESS IMPLEMENTATION						DELIVERABLE
	Workshop I Vision / Mission (Regional)	Workshop II Critical Issues (Field)	LED Municipal Conference	Workshop III LED Interventions (Field)	Workshop IV Strategic Plan Review (Field)	Final LED Strategic Plans
Municipality		3-27 Jun 2013		11 Aug - 05 Sep 2013	30 Sep – 17 Oct 2013	30-Nov-13
Aybak		5-Jun-13		4-Sep-13	7-Oct-13	100%
Kunduz		26-Jun-13		15-Sep-13	10-Oct-13	100%
Maymana	20-21 May 2013	24-Jun-13	17-18 Jun 2013	10-Sep-13	9-Oct-13	100%
Mazar-e- Sharif		3-Jun-13		29-Aug-13	8-Oct-13	100%
Pul-e-Khumri		10-Jun-13		5-Sep-13	2-Oct-13	100%
Sheberghan		25-Aug-13		3-Sep-13	3-Oct-13	100%

## GEOGRAPHIC INFORMATION SYSTEMS (GIS)

*RAMP UP North is using GIS to survey urban municipal boundaries and to provide basic identification of land use. Municipalities use this information to enhance revenue generation as they implement and manage new businesses and Safayi registration programs.*

The RAMP UP North Geographical Information System team has successfully found a way to link GIS parcel data to the Integrated Financial Management System (IFMS) database. This achievement makes it possible to correlate the GIS mapping with activity captured in the database. This is important for a number of reasons:

- IFMS data added to GIS mapping provides attribute data to GIS parcel maps, such as ownership and District/*Gozar*/block information.
- A variety of maps can be created for municipalities, based on their need, including for example: a map of parcels (houses) who pay taxes, or those that do not currently pay; a map of mud houses, concrete houses, single story houses or multiple story houses; and business areas and non-business areas.
- Municipal property departments can view title deeds and map out owner-occupied properties and leased properties.
- Any updates to IFMS (changes to property attributes) will be automatically reflected in any GIS mapping produced.

After receiving marked up maps from the *Safayi* registration surveyors, the team also began updating maps. The team continued editing and updating GIS parcels, based on surveys and IFMS data, and uploading field data from *Safayi* registration surveys into the IFMS database.



*Safayi* registration data entry in **Faizabad**. – January 08, 2014.



CSC Functional Training in Mazar-e-Sharif. – January 07, 2014.

## GIS WORK PROGRESS

Municipality	Digitization	Total No. of Land Parcels	Identification of Sub-district Boundaries	Sub-districts	Quality Completed	Control
Andkhoy	100%	9,553	100%	4	100%	
Aqcha	100%	6,227	100%	2	100%	
Aybak	100%	5,210	100%	2	100%	
Faizabad	100%	9,236	100%	6	100%	
Khulm	100%	6,741	100%	4	100%	
Kunduz	100%	29,285	100%	8	100%	
Maymana	100%	13,331	100%	10	100%	
Mazar-e-Sharif	100%	73,130	100%	10	-	
Pul-e Khumri	100%	24,213	100%	4	100%	
Sar-e- Pul	100%	9,426	100%	5	100%	
Sheberghan	100%	35,000	100%	4	-	
Taloqan	100%	17,796	100%	6	-	
Doshi	100%	1,403	-	-	100	
Khenjan	100%	664	-	-	100	
Dawlat Abad	100%	1,017	-	-	100	
Khuja Sabzposh	100%	609	-	-	100	
Shirin Tagab	100%	810	-	-	100	
<b>TOTAL</b>	<b>100%</b>	<b>243,651</b>	<b>100%</b>	<b>65</b>	<b>-</b>	

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

## REGIONAL WORKSHOPS / TRAININGS / CONFERENCES

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

In January, RAMP UP North held two regional workshops.

### *Citizen Service Center (CSC) Functional Services Training Regional Workshop*

The second Citizen Service Center (CSC) Functional Services Training Regional Workshop was held in Mazar-e-Sharif on January 06-08, 2014, for **Khulm, Andkhoy, Maymana** and **Pul-e-Khumri** municipalities. Participants included Citizen Service Center staff, administrative and revenue managers, and RAMP UP North embedded advisors. The objectives were to train participants in ways to increase efficiencies by reviewing specific management tools, sharing effective communication skills, and encouraging teamwork and cross-provincial networking between CSCs. Specifically, the workshop included small group work sessions on the use of process maps to understand work flows in the CSC, a role-play related to business licensing and issuing *Safayi* tax booklets (property tax statements), and the preparation of SOPs for the services performed through the CSCs.



RAMP UP North Technical Program Team monitored CSC in **Aqcha**. – January 16, 2014.

### ***Project Management Regional Training***

From January 11-16, 2014, a Project Management Regional Training was held at the Mazar-e-Sharif regional office for **Maymana, Sar-e-Pul, Sheberghan, Aqcha, Mazar-e-Sharif, Khulm, Aybak, Kunduz, Taloqan, Pul-e-Khumri, and Faizabad** municipalities. Participants included municipal officials, engineers and RAMP UP North engineering advisors. The workshop was comprised of a two-day Microsoft Project training and a four-day AutoCAD training. The Microsoft Project training aimed to equip municipal engineers with the basic skills needed to use the software to design and manage their municipal projects more effectively. During the AutoCAD training, participants learned about workflows and the skills needed to create and modify two-dimensional designs and construction documents with AutoCAD.

*"We have drafted all our work related to procurement according to what we have learned from the regional procurement workshop, which was conducted by RAMP UP North, and with the assistance of RAMP UP North embedded advisors"* stated Mr. Mohammad, Account Manager of **Shirin Tagab** municipality.

### **MUNICIPAL BUDGET DEVELOPMENT**

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

Draft budgets in **Kunduz** and **Maymana** have been approved by the respective mayors and the governors' offices. The **Kunduz** budget has been submitted to the General Directorate of Municipal Affairs (GDMA), and the **Maymana** budget will be sent to Independent Directorate of Local Governance (IDLG) for further processing soon.

RAMP UP North embedded advisors assisted the Municipal Account Officer in **Aybak** in revising the draft 1393 budget to incorporate the General Directorate of Municipal Affairs' (GDMA) comments.

RAMP UP North embedded advisors facilitated a public budget hearing in **Sar-e-Pul**, in which the municipality presented and shared the 1393 annual budget with citizens. More than 140 participants attended including the Deputy Governor, members of the Public Administration Advisory Group (PAAG), Municipal Advisory Board representatives, municipal officials, RAMP UP North embedded advisors, citizens (including 22 females), and local media representatives. The Mayor presented all completed development projects from 1392 and the planned development projects for 1393. The Deputy Governor thanked USAID/RAMP UP North for their support to the municipality.

**Andkhoy** and **Sheberghan** municipalities finalized their draft 1393 budgets in meetings with RAMP UP North embedded advisors. The **Sheberghan** draft of the 1393 budget has been sent to the Governor's Office for approval.

On January 20, 2014, a public budget hearing meeting was held in **Pul-e-Khumri**. Municipal Advisory Board members, former Service Delivery Advisory Group (SDAG) members, citizens, municipal and governmental officials, and media representatives attended. Having received on-the-job training from RAMP UP North at previous public budget hearings, **Pul-e-Khumri** municipal officials were able to lead this event and answer all citizens' questions satisfactorily. The budget was subsequently approved.



Functional Service Workshop in Mazar-e-Sharif. – January 07, 2014.



R4 **Children's Park Construction** project Ribbon Cutting Ceremony in **Taloqan**. – January 07, 2014.



RAMP UP North embedded advisors supporting municipal staff with the preparation of the 1392 budget draft in **Maymana**. – January 08, 2014.



Public Budget Hearing meeting on the PPL draft in **Shirin Tagab** Municipality. – January 07, 2014.

The RAMP UP North team facilitated meetings with **Dawlat Abad, Doshi, Khenjan, Khuja Sabzposh** and **Shirin Tagab** district municipalities to assist them in drafting their 1393 budgets. In **Doshi** and in **Khuja Sabzposh**, the draft budgets were completed and submitted for final approval.

On January 30, 2014, RAMP UP North embedded advisors met with the Municipal Revenue Manager in **Dawlat Abad** to work on revenue projections for the 1393 fiscal year and discuss revenue enhancement activity.

A budget committee meeting on revenue projections and individual department plans was held on January 28, 2014 in **Shirin Tagab**. The administration and accounts departments shared their drafted plans with the Mayor.



A public budget hearing meeting in **Pul-e-Khumri**. – January 20, 2014.

### 1392 BUDGET PROCESS – FORMULATION & APPROVAL

Municipality	Drafted	Public Budget Hearing	Submitted to Governor	Governor Approves & Signs	Submitted to IDLG / GDMA	IDLG / GDMA Approval	MoF Approval	OAA Approval	Post-Approval Public Budget Meeting
Andkhoy	21-Feb-13	None	27-Feb-13 / 31-Mar-13	15-Apr-13	16-Apr-13	19-May-13	1-Jun-13	6-Jun-13	26-Jun-13
Aqcha	18-Dec-12	9-Jan-13	13-Jan-13	15-Jan-13	18-Jan-13	26-Mar-13	10-Apr-13	6-May-13	3-Sep-13
Aybak	21-Jan-13	2-Dec-12	26-Jan-13	5-Feb-13	7-Feb-13	20-Feb-13	11-Mar-13	18-Mar-13	17-Apr-13
Faizabad	6-Jan-13	30-Dec-12	24-Jan-13	30-Jan-13	16-Feb-13	4-Apr-13	16-Apr-13	24-Apr-13	13-May-13
Khulm	21-Jan-13	26-Jan-13	26-Jan-13	28-Jan-13	12-Feb-13	7-Apr-13	15-Apr-13	22-Apr-13	24-Jul-13
Kunduz	23-Dec-12	2-Jan-13	22-Jan-13	29-Jan-13	2-Feb-13	23-Apr-13	7-May-13	14-May-13	08-Jul-13
Maymana	20-Jan-13	26-Dec-12	10-Mar-13	3-Apr-13	21-Apr-13	16-Jun-13	2-Jul-13	6-Jul-13	23-Jul-13
Mazar-e-Sharif	10-Jan-13	12-Jan-13	20-Jan-13	21-Jan-13	26-Jan-13	12-Mar-13	19-Mar-13	2-Apr-13	22-Aug-13
Pul-e-Khumri	13-Dec-13	17-Dec-12	23-Jan-13	5-Feb-13	10-Feb-13	20-Feb-13	9-Mar-13	16-Mar-13	9-Apr-13
Sar-e-Pul	23-Dec-13	13-Jan-13	24-Jan-13	05-Feb-13 / 06-Apr-13	2-May-13	6-May-13	5-Jun-13	17-Jun-13	28-Aug-13
Sheberghan	3-Dec-12	6-Jan-13	29-Jan-13	29-Jan-13	25 / 31-Mar-13	19-May-13	21-May-13	10-Jun-13	15-Sep-13
Taloqan	26-Nov-12	30-Dec-12	30-Jan-13	27-Feb-13	4-Mar-13	12-Mar-13	9-Apr-13	1-May-13	11-Jul-13

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

Municipality	Internal Administrative Meeting	Budget Committee Appointed	Draft PPL Developed	Draft PPL Presentation Prepared	Draft PPL Presented to MAB	Public Hearing on Draft PPL	Summary Report to Mayor & MAB	Draft PPL Approved by MAB & Mayor	Plans, Designs & BoQs Initiated
Andkhoy	October	October	20-Nov-13	17-Dec-13	17-Dec-13	17-Dec-13	19-Dec-13	19-Dec-13	December
Aqcha	23-Oct-13	27-Oct-13	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Aybak	22-Oct-13	23-Oct-13	11-Nov-13	10-Dec-13	11-Dec-13	November	November	November	December
Faizabad	28-Oct-13	4-Nov-13	12-Nov-13	25-Nov-13	27-Nov-13	9-Dec-13	24-Dec-13	24-Dec-13	December
Khulm	7-Nov-13	7-Nov-13	20-Nov-13	28-Nov-13	22-Dec-13	November	November	November	December
Kunduz	28-Oct-13	28-Oct-13	20-Nov-13	1-Dec-13	16-Dec-13	18-Dec-13	22-Dec-13	23-Dec-13	December
Maymana	28-Oct-13	28-Oct-13	11-Nov-13	12-Nov-13	18-Nov-13	18-Nov-13	18-Dec-13	18-Dec-13	5-Jan-14

Mazar-e-Sharif	7-Nov-13	7-Nov-13	1-Dec-13	10-Dec-13	10-Dec-13	24-Dec-13	9-Jan-14	18-Jan-14	December
Pul-e-Khumri	6-Nov-13	20-Nov-13	19-Dec-13	6-Jan-14	7-Jan-14	20-Jan-14	21-Jan-14	22-Jan-14	December
Sar-e-Pul	6-Nov-13	1-Dec-13	2-Dec-13	4-Dec-13	9-Dec-13	1-Jan-14	7-Jan-14	8-Jan-14	12-Jan-14
Sheberghan	18-Nov-13	18-Nov-13	18-Nov-13	18-Nov-13	4-Dec-13	2-Jan-14	15-Jan-14	November	December
Taloqan	4-Nov-13	4-Nov-13	5-Nov-13	27-Nov-13	4-Nov-13	4-Nov-13	1-Jan-14	5-Nov-13	December
Doshi	19-Nov-13	19-Nov-13	17-Dec-13	18-Dec-13	24-Dec-13	24-Dec-14	23-Jan-14	23-Jan-14	December
Khenjan	19-Nov-13	19-Nov-13	17-Dec-13	18-Dec-13	24-Dec-13	24-Dec-14	23-Jan-14	23-Jan-14	December
Khuja - Sabzposh	21-Nov-13	17-Dec-13	15-Jan-14	24-Jan-14	28-Jan-14	November	November	November	December
Shirin Tagab	19 –Nov-13	27 –Nov-13	9-Dec-13	9-Dec-13	18-Dec-13	7-Jan-14	14-Jan-14	14-Jan-14	December
Dawlat Abad	27-Oct-13	19-Nov-13	3-Dec-13	18-Dec-13	5-Jan-14	25-Dec-13	30-Dec-13	5-Jan-14	14-Jan-14

#### 1393 BUDGET PROCESS – FORMULATION & APPROVAL

Municipality	Revenue Projections Completed	Unit Specific Plans Completed	Draft Budget Submitted to Governor	Governor Approves & Signs	Submitted to IDLG / GDMA	IDLG / GDMA Approval	MoF Approval	OAA Approval	Post-Approval Public Budget Meeting
Andkhoy	December	December	December	January	January	February	February	March	April
Aqcha	1-Dec-13	2-Dec-13	24-Dec-13	January	January	February	February	March	April
Aybak	December	December	December	January	January	February	February	March	April
Faizabad	December	December	December	January	January	February	February	March	April
Khulm	December	December	December	January	January	February	February	March	April
Kunduz	18-Nov-13	19-Nov-13	22-Dec-31	21-Jan-14	22-Jan-14	February	February	March	April
Maymana	8-Jan-14	15-Jan-14	26-Jan-14	29-Jan-14	January	February	February	March	April
Mazar-e-Sharif	9-Jan-14	21-Jan-14	18-Jan-14	20-Jan-14	25-Jan-14	February	February	March	April
Pul-e-Khumri	December	December	25-Jan-14	January	January	February	February	March	April
Sar-e-Pul	21-Jan-14	28-Jan-14	December	January	January	February	February	March	April
Sheberghan	December	December	December	January	January	February	February	March	April
Taloqan	31-Dec-13	29-Dec-13	December	January	January	February	February	March	April

## MUNICIPAL BUDGET DEVELOPMENT PROJECT SUPPORT

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

In **Sheberghan**, a public budget hearing meeting was held to present the Project Proposed List (PPL). Municipal and government officials, citizens, *Kalantars*, and Municipal Advisory Board members attended, bringing the total number of participants to 110, including 56 women. A government official and the Head of the



EAs providing technical assistance to municipal staff on Budget preparation process in **Pul-e-Khumri**. – January 06, 2014.

Provincial Council thanked **Sheberghan** municipality for providing citizens the opportunity to contribute to municipal decision-making.

In **Shirin Tagab** the public budget hearing meeting for the draft Proposed Project List (PPL) was held on January 07, 2014. The RAMP UP North team facilitated meetings with **Dawlat Abad, Doshi, Khenjan, Khuja Sabzposh** and **Shirin Tagab** municipalities to assist them all with their PPL drafts.

At a public budget hearing in **Aybak**, citizens worked in groups facilitated by RAMP UP North embedded advisors, and then presented their requested projects and suggestions for improvement of municipal service delivery for 1393. On January 28, 2014, RAMP UP North compiled these requests and submitted it to the **Aybak** Mayor for inclusion in the budget. The Mayor stated:

*“We appreciate USAID/RAMP UP North, as they have really enhanced municipal official’s capacity, and now Aybak municipality can report their 1392 year achievements, challenges and suggestions to citizens”.*

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



R5 **Bus Terminal Construction** project (Phase I), Citizen Report Card survey in **Aybak** Municipality. – January 12, 2014.

RAMP UP North Supported Municipal Development Budget Projects										
Municipality	#	Project Title	Estimated Budget (AFN)	Plans	Design	BoQ	Est. Date	Start	Est. Date	Completion
							(Month/Year)		(Month/Year)	
	1	3-Building Latrine Construction	3,000,000	100%	70%	0%	-		-	
Andkhoy	2	Babur Park Improvement	750,000	100%	50%	0%	-		-	
	1	Solar Street Lighting	2,754,000.00	100%	100%	100%	2014		2014	
Aqcha	2	Park	400000	10%	20%	30%	2014		2014	
	1	Office Surrounding Wall Construction (D3)	7,000,000	100%	100%	100%	5/10/2013		23-03-14	
	2	Grain Market Construction	5,581,774	100%	100%	100%	-		-	
Aybak	3	Administration Building Expansion (D1)	4,000,000	100%	100%	100%	5/10/2013		4/7/2014	
	1	Kafshdozi Street Drainage	1,741,750	100%	100%	100%	-		Planned year 1393-	
	2	Trash Container Construction (D2)	163,343	100%	100%	100%	-		Planned year 1393-	
Faizabad	3	Trash Container Construction (D5)	408,352	100%	100%	100%			Planned year 1393-	
	1	Intersection Construction	1,250,000	100%	100%	100%	-		-	
	2	Green Park Construction	1,250,000	100%	55%	0%	-		-	
Khulm	3	Sidewalks Construction	2,500,000	100%	0%	0%	-		-	
	1	Sidewalk Mosaic Installation	3,000,000	100%	100%	100%	-		-	
	2	Culvert Construction	2,000,000	100%	100%	100%	-		-	
Kunduz	3	Park Construction (Saredawora town)	2,000,000	100%	100%	100%	-		-	
	1	Road Graveling (D4)	494,916.00	100%	100%	100%	Mar-13		Jun-13	
	2	Public Latrine (D5)	498,000.00	100%	100%	100%	Sep-13		Dec-13	
Maymana	3	Public Latrine (D1)	2,000,000	100%	100%	50%	-		-	

Mazar-e-Sharif	1	Office Construction (D5)	3,000,000	100%	100%	100%	-	-
	2	Katibas[1] Construction	11,186,008	100%	100%	100%	Nov-12	Feb-13
	3	Stadium Land Surround	16,144,758	100%	100%	100%	Nov-12	Feb-13
Pul-e-Khumri	1	ChishmaShafa Guest House Construction	21,500,000	100%	100%	100%	-	-
	2	Women's Prayer Hall Construction	10,000,000	100%	100%	100%	-	-
	3	Gravelling of KarKar sub-streets	171,000,000	100%	100%	100%	-	-
Sar-e-Pul	1	Public Bath Construction	1,500,000	100%	50%	0%	-	-
	2	Public Latrine Construction (D2)	1,000,000	100%	100%	10%	-	-
	3	Administration Building Construction	30,000,000	100%	100%	100%	-	-
	4	Grain Market Construction (D2)	25,000,000	100%	100%	100%	-	-
Sheberghan	1	Tile and Brick Masonry Wall	1,074,570	100%	100%	100%	12-Apr-13	03-Mar-14
	2	Atahi Road Improvement	472,500	100%	100%	100%	1-May-13	26-Jun-13
	3	Bus Terminal Shops	2,500,000	100%	100%	100%	Aug-13	Ongoing
	4	Road Graveling (Yakabaq and Merwais Mina Roads, 5km)	498,000	100%	100%	100%	1-May-13	06-Aug-13
Taloqan	1	Takhar University Park Construction	1,500,000.00	100%	100%	100%	-	-
	2	Taloqan Shops Construction	7,431,715.00	100%	100%	100%	-	-
	3	Roundabout Construction	2,000,000.00	100%	100%	100%	02-Nov-13	30-Jan-14
	4	Culvert Construction (different areas of city)	1,000,000.00	100%	100%	100%	-	-
<b>TOTAL</b>	<b>36</b>		<b>344, 104, 770</b>					

## PUBLIC-PRIVATE PARTNERSHIPS

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

A total of twelve public-private partnerships (PPPs), with estimated revenues of 1,815,579 million AFN, have been initiated with RAMP UP North support. Another seven PPPs are in the procurement process.

The **Sar-e-Pul** municipal revenue manager finalized calculations for the lease agreement and drafted the bid-opening announcement for the R4 **Mini-Football Field Construction** project, with the support of a RAMP UP North embedded advisor. The municipality has made the relevant announcements through local TV and radio.

The administrative preparation for the **Maymana R4 Fruit and Vegetable Market Construction** project Public Private Partnership (PPP) was completed this month.



Embedded advisors conducting a Post Project survey for the R4 **Fruit and Vegetable Market Construction** in Maymana. - January 28, 2014.



Ribbon cutting for the R4 **Sport Stadium Improvement** in Pul-e-Khumri. - January 15, 2014.

A RAMP UP North embedded advisor assisted **Mazar-e-Sharif** municipal officials with the preparation of the lease agreements for both the R3 **Bukhdi Park Reconstruction D8** project and the R4 **“I” Park Construction D6** project.

In **Sheberghan**, the PPP process for the R5 **Bukhdi Park Improvement** project (Phase II) progressed, with the municipality submitting documents to the company for review.

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

<b>PUBLIC-PRIVATE PARTNERSHIPS (PPPS)</b>								
<b>Municipality</b>	<b>Project Round</b>	<b>Project</b>	<b>Project Date</b>	<b>End</b>	<b>PPP Signed</b>	<b>Agreement Duration</b>	<b>Est. (AFN)</b>	<b>Value</b>
Andkhoy	R1	Bus Terminal	TBD		Pending	TBD	TBD	
	R2	Public Latrines	7-Feb-13		22-Mar-13	9 Months	79,499	
Aybak	R4	Mini Football playground	TBD		In progress	TBD	TBD	
	R5	Bus Terminal	TBD		Pending	TBD	TBD	
Faizabad	R2	Public Latrines	28-Feb-13		22-May-13	7 Months	140,000	
	R3	Park and Parking Lot	6-Jul-13		22-Aug-13	3 Months	95,000	
	R4	Park (D1)	TBD		Pending	TBD	TBD	
Kunduz	R2	City Park	15-Feb-13		19-May-13	12 Months	210,000	
	R5	Sports Stadium	TBD		Pending	TBD	TBD	
Maymana	R1	Women’s Park	7-Aug-13		9-Apr-13	9 Months	45,500	
	R2	Public Latrines	20-Nov-12		15-Jan-13	12 Months	41,000	
	R4	Fruit and Vegetable Market	TBD		Pending	TBD	TBD	
Mazar-e-Sharif	R3	Bukhdi Park (D8)	TBD		Pending	TBD	TBD	
Pul-e-Khumri	R3	Public Latrines	30-Jul-13		22-Sep-13	12 months	60,000	
	R4	Sports Stadium	TBD		Pending	TBD	TBD	
Sar-e-Pul	R2	Wheat and Flour Market Latrine	30-Apr-13		21-Apr-13	8 Months	15,000	
	R4	Mini-Football Field	TBD		Pending	TBD	TBD	
Sheberghan	R2	Public Latrines	30-Nov-12		21-Dec-12	12 Months	41,100	
	R2	Bukhdi Park and Sports Fields	5-Jul-13		10-Jul-13	12 Months	813,000	
	R4	Bus Terminal	10-Oct-13		13-10-13	12 months	129,000	
	R5	Bukhdi Family Park	TBD		In progress	TBD	TBD	
Taloqan	R3	Parking Lot and Park	6-Jul-13		2-Oct-13	12 months	120,000	

## **CROSS-CUTTING ACTIVITIES**

*Sustainable Service Delivery Improvement Projects serve not only as the centerpiece for municipal capacity building, but also as the*

*foundation for community engagement and enhanced revenue collection. Major cross-cutting activities include community engagement, expanding the role of women, and transparency and stakeholder ownership.*

### **Gender Mainstreaming:**

In January, three gender mainstreaming workshops took place in the district municipalities of **Aqcha**, **Andkhoy**, and **Khulm**. These trainings focused on gender related issues, Afghan laws and regulations, culture, and society. The main output of these trainings included a draft gender mainstreaming action plan for the municipality. Although the majority of the participants were from the municipality, including mayors and other municipal officials, other citizens, such as *Kalantars*, Municipal Advisory Board members, school teachers, female police, and university students, also attended. These trainings were held in provincial municipalities in 2013.

In **Aqcha**, the training took place on January 06, 2014, with 26 participants, including several university students, female police officers and school teachers. The police officer commented that she would *“like to replicate the training in the police department as they need more facilities for women”*.

In **Khulm**, the training took place on January 22, 2014, for 32 participants. This was the first gender mainstreaming workshop to be conducted in **Khulm**, and the Mayor was active in inviting citizens from the community.

In **Andkhoy** the training took place on January 21, 2014 and included 24 participants.

In **Sar-e-Pul** on January 15, 2014, a female attendance clerk was recruited to the municipal staff in accordance with their gender mainstreaming action plan.

### **SDAG Closeout Meetings**

Since their establishment, the Municipal Advisory Boards have fulfilled the role of the former Service Delivery Advisory Groups (SDAGs) in a more official capacity. RAMP UP North has been holding closing ceremonies for the SDAGs, to thank them for their service. During each of the ceremonies, RAMP UP North embedded advisors presented the respective SDAG’s activities and achievements, and the municipality distributed certificates of appreciation to the members. This month, ceremonies were held in **Maymana** on January 8, 2014; in **Sheberghan** on January 7, 2014; and in **Sar-e-Pul**, on January 15, 2014.

### **Citizen Monitoring Visits**

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



Gender Mainstreaming Training for local authorities in **Aqcha** municipality. – January 06, 2014.



Database training for the data entry team in **Kunduz** municipality. - January 30, 2014.



An embedded advisor conducts Citizen Report Card survey for the **R5 Bus Terminal Construction** project in **Aybak**. – January 07, 2014.



Embedded advisors conducting a Post Project survey for the **R3 Bukhdi Park Reconstruction (D8)** in Mazar-e-Sharif. - January 27, 2014.

## CITIZEN MONITORING VISITS

Municipality	Round	Project Title	Date	Comments
Sheberghan	R5	Bukhdi Park Improvement Phase ( II )	30-Jan-14	Participants included MAB members, Project Beneficiary Group (PBG) members, and RUN embedded advisors, who committed their support to the project. After they saw the planting of trees in the park, they were satisfied with work progress.
Andkhoy	R1	Bus Terminal Construction	8-Jan-14	The municipal staff and citizens that participated in the visit commented on the good quality of work and professionalism by the sub-contractor. Citizens suggested that the sides of the waiting area be covered because it will shield citizen waiting inside the terminal from the harsh weather in winter and summer.
Aybak	R5	Bus Terminal Construction	9-Jan-14	This was the first monitoring by newly established MAB members, and was a learning experience for both the MAB members and the Acting Mayor. The construction work was nearly completed at 95%; however they recommended the work stop due to the cold weather. Additionally, one of the members suggested constructing a disability ramp.
Maymana	R6	Citizen Service Center (CSC)	8-Jan-14	Project was in progress and the installation of the doors and windows was completed. Conducted works were done in accordance with project design.
Khulm	R1	Bus Terminal	9-Jan-14	Participants included 8 representatives from civil society, the peace council, <i>Kalantars</i> , the mayor's advisory group, and citizens who drive. They were happy and had positive feedbacks regarding the R1 bus terminal project in Khulm.
Maymana	R5	Grain Market Improvement, Phase 2	21-Jan-14	Project was in progress with roof trusses being constructed. Conducted works were done in accordance with project design.
Sheberghan	R6	Citizen Service Center (CSC)	23-Jan-14	During the visit citizen are extremely happy with the opening of the citizen service center project and expressed appreciation to Sheberghan Municipality for providing continued service delivery to citizens.

### Citizen Report Cards:

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

## CITIZEN REPORT CARDS

Municipality	Round	Project Title	Date	Comments
Khulm	R1	Bus terminal	29-Jan-14	People expressed their appreciation regarding the construction of the bus terminal.
Aybak	R5	Bus Terminal- Phase 1 Aybak-Mazar	12-Jan-14	The citizens surveyed are satisfied with the quality of contractor works and suggested that the municipality should have more works related to the construction of roads and cleaning of the city, and they need water in this terminal.
Khulm	R1	Bus terminal	29-Jan-14	People expresses their appreciation regarding the bus terminal.
Aybak	R5	Bus Terminal- Phase 2 Aybak-Mazar	21-Jan-14	The result shows they are satisfied with the construction of the bus terminal but would suggest that they have running water for the terminal and a mosque for prayer. Additionally, they asked for an increase of municipal services and assistance for citizens.

### **Sustainability Checks:**

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

<b>SUSTAINABILITY CHECKS</b>				
<b>Municipality</b>	<b>Round</b>	<b>Project Title</b>	<b>Date</b>	<b>Comments</b>
Faizabad	R3	Parking Lot and Improvement Park	30-Jan-14	The result of the sustainability check showed the private company maintains that parking lot, people are parking their cars there, and the contractor is earning 1600 Afs daily.
Kunduz	R3	Grills on ditches	28-Jan-14	This visit was conducted with 5 participants, including 3 women from the SDAG and 2 municipal officials. All participants were satisfied because the ditches were looking clean.
Kunduz	R2	Park improvement	28-Jan-14	This visit was conducted with 5 participants, including 3 women from the SDAG and 2 municipal officials. All participants were satisfied because the park was open and looking clean.
Sheberghan	R3	Bukhdi Park	2-Jan-14	Bukhdi Park was well maintained and cleaned by the private contractor, all the equipment was functioning properly and there was nothing broken in the Park and people were using the park and appreciated it. MAB members and municipal officials were participants in the monitoring visit.
Faizabad	R3	Parking lot and Park	8-Jan-14	The Parking Lot was well maintained and cleaned by the private contractor. Approximately 8 vehicles parked in this parking lot during the night and the number of vehicle is expected to keep increasing.
Taloqan	R3	Parking lot and Park Improvement	7-Jan-14	The parking lot is being cleaned and maintained.
Maymana	R3	Grain Improvement Market	21-Jan-14	Shops were clean open for use. Shopkeepers were maintaining and sustaining the project.
Pul-e-Khumri	R3	Public Latrine	20-Jan-14	The public latrine was well maintained and cleaned by the private contractor. All the equipment was functioning properly and men were using the 6 cabins allocated to the men. Women still were not using their sections.
Sar-e-Pul	R3	Trash Collection	21-Jan-14	MAB members and municipal officials visited the R3 project, who found the project was being sustained and suggested that municipal tractors should be collecting trash three times a day.

### **Pre and Post Project Surveys**

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

<b>SURVEYS – Pre / Post</b>				
<b>Municipality</b>	<b>Round</b>	<b>Project Title</b>	<b>Date</b>	<b>Comments</b>
Sheberghan	R4	Bus Terminal	1-Jan-14	The feedback from the 50 citizens surveyed was positive. Citizens stated they were appreciative of the municipality's services, especially the bus terminal, which was considered to be the priority need in the city.

Pul-e-Khumri	R4	Stadium	20-Jan-14	The stadium was appreciated by citizens, but they mentioned that they needed more standards and good quality services which should be provided by the municipality.
--------------	----	---------	-----------	---

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

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

#### **SERVICE DELIVERY ADVISORY GROUP (SDAG) / KALANTAR / MUNICIPAL ADVISORY BOARD (MAB) MEETINGS**

<b>Municipality</b>	<b>Round</b>	<b>Topic for meeting</b>	<b>Date</b>	<b>Comments</b>
Khulm	R1	Bus Terminal Construction	01-Jan-14	A meeting with <i>Kalantars</i> , municipal officials, and citizens to brief them regarding the opening of the project and encourage them to help the municipality make this project successful.
Sheberghan	N/A	MAB Terms of Reference (TOR)	1-Jan-14	The RU-N Public Outreach Advisor presented the MAB TOR and municipality regulations for all MAB members.
Sheberghan	N/A	Division of Sub-Committee tasks	5-Jan-14	The purpose of this meeting was for the MAB subcommittee members to divide tasks and responsibilities amongst themselves.
Maymana	R6	Presentation of Citizen Service Center to the MAB	22-Jan-14	MAB members mentioned this mechanism will help citizens to be able to have their requests fulfilled more efficiently and were positive regarding the CSC being excellent support by the municipality to citizens.
Khulm	CSC	Citizen Service Center Opening	7-Jan-14	A meeting of the CSC Advisory Board, along with the mayor, municipal officials, and MAB members took place to review the CSC opening outreach materials.
Maymana	CSC	Citizen Service Center Opening	2-Jan-14	A meeting of the CSC Advisory Board, along with the mayor, municipal officials, and MAB members took place to review the CSC opening outreach materials.
Pul-e-Khumri	CSC	Citizen Service Center Opening	2-Jan-14	A meeting of the CSC Advisory Board, along with the mayor, municipal officials, and MAB members took place to review the CSC opening outreach materials.
Aybak	N/A	Presentation of RAMP UP to MAB	8-Jan-14	The Municipal Team Leader of Aybak presented RUN's projects and monitoring strategies to the newly established MAB as part of their introduction to activities in Aybak.

### **Lessons Learned Meetings:**

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

#### **LESSONS LEARNED MEETINGS**

<b>Municipality</b>	<b>Round</b>	<b>Project</b>	<b>Date</b>	<b>Comments</b>
Taloqan	R4	Children's Park Construction	29-Jan-14	Pre-project and post-project surveys were compared and showed that there was an increase in the level of citizen satisfaction in regard to the municipality's services.

## SAR-E-PUL POST-FLOOD ASSISTANCE

*In May 2012, torrential rain triggered flash flooding in Sar-e-Pul, a municipality of approximately 70,000 residents. These flash floods killed 22 people, left thousands homeless and sheltered in mosques and schools, and destroyed or damaged municipal infrastructure, including the municipality's main flood protection retaining wall. As a result of the wall being breached, floodwater destroyed numerous homes, collapsed one pedestrian bridge, damaged approximately six kilometers of roadway and related culverts and drainage ditches, and substantially damaged the approaches to a vehicular bridge.*

*With the support of USAID, RAMP UP North met with the Sar-e-Pul Mayor to conduct a rapid assessment of the flood damage and determined that the program had the appropriate technical capacity to respond. USAID provided \$1,119,500 for post-flood projects including canal cleaning and rehabilitation, footbridge, canal retaining wall, and bridge.*

A meeting was held in Kabul with USAID on November 12, 2013 to discuss alternatives to the design proposed by Directorate of Rural Rehabilitation and Development (DRRD). In subsequent correspondence, an agreement was reached to add an additional 1.5m to the width of the foundations, bringing the new width to 3.5m. The Department of Rural Rehabilitation and Design (DRRD) approved the revised design and the bill of quantities on January 15, 2014.

A request for a contract modification will be issued in early February.

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

SAR-E-PUL POST-FLOOD ASSISTANCE PROJECT STATUS						
Round	Project Title	Start Date	Planned Date	End	% Complete	Comments
PFA-001	Canal Cleaning and Repair	11-Sep-12	31-Dec-12		100%	<b>Closed</b>
PFA-002	Emam Sahib Road and Culvert Repair	28-Nov-12	27-Mar-12		100%	<b>Project Scope: 1.28 Road Km &amp; 2 Culverts.</b> Certificate of final completion and acceptance signed and move to close.
PFA-003	Lelami Road and Culvert Repairs	1-Dec-12	1-Apr-12		100%	<b>Project Scope: 1.32 Km Road &amp; 6 Culverts.</b> Certificate of final completion and acceptance signed and move to close.
PFA-004	Canal Retaining Wall Construction	8-Oct-12	31-Mar-13		100%	<b>Project Scope: 44.5m Retaining Wall.</b> Certificate of final completion and acceptance signed and move to close.
PFA-005	Construction Inspection & Testing (QA/QC)	10-Dec-12	15-Nov-13		0%	
PFA-006	Footbridge Construction	8-Oct-12	30-Dec-13		100%	<b>Project Scope: 20m Bridge.</b> Warranty period starts 26 Sept. Working of the payment of the previous subcontractor.

PFA-007	Vehicle Reconstruction	Bridge	21-Jan-13	31-Jan-14	95%	<b>Project Scope:</b> 16m Bridge. Subcontractor has been instructed to remove water diversion. Issued Cost Mod request to HO - for issuance to CO. TT to discuss designs directly with MRRD design Engineer in Kabul (15/16 Dec)
---------	---------------------------	--------	-----------	-----------	-----	--

---