

REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

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Abbreviations

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

Terms

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

PROGRAM OBJECTIVES AND RESULTS

ABOUT RAMP UP NORTH

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

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

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

EXECUTIVE SUMMARY

With closedown approaching, RAMP UP North staff were busy wrapping up program activities; facilitating project opening ceremonies; handing over ongoing project sustainability procedures to municipalities; conducting exit interviews with the Mayors of all municipalities worked with; drafting the RAMP UP North final report; demobilizing staff; transferring assets; and managing operational closedown. Details of these and other continuing activity are detailed in the below.

On February 9-10, 2014, RAMP UP North held its final municipal conference, gathering all the municipalities with which it worked to date. Attendees included Mayors and municipal officials from **Andkhoy, Aqcha, Aybak, Faizabad, Khulm, Kunduz, Maymana, Mazar-e-Sharif, Pul-e-Khumri, Sar-e-Pul, Sheberghan, Taloqan, Khuja Sabzposh, Dawlat Abad, Shirin Tagab, Doshi and Khenjan.**

Participant comments included:

Ms Shekiba Shekib, Member of the **Balkh** Provincial Council, praised the improvements that are visible throughout **Mazar-e-Sharif**, stating that “...the image of the city has changed”.

“We can now differentiate houses and collect Safayi tax – previously it was disorganized” said Jan Mohammad Deputy Mayor of **Mazar-e-Sharif** “we hope this is not the end and we will continue to have a modern municipality”



The exit interview and Strategic Communication Plan endorsement meeting with the Mayor in **Aybak**. – February 24, 2014.



Transfer of assets to **Aybak**. – February 18, 2014.



RAMP UP North embedded advisor and the Mayor, completing project hand-over documents in **Aybak**. – February 05, 2014.



RAMP UP North Regional Municipal Conference in **Mazar-e-Sharif**. – February 9-10, 2014.

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS

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

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

With pending closedown, a number of project opening ceremonies were held this month:

- The **Aybak R4 Mini-Football Field Construction** project and the **R5 Bus Terminal Construction** project opening ceremonies were both held on February 17, 2014. RAMP UP North embedded advisors facilitated the events, that were attended by a representative of the Governor's office, the heads of civil society organizations, representatives of the Department of Labor and Social Affairs, the Head of the Department of Economy, the Mayor, municipal officials, Municipal Advisory Board (MAB) members and citizens. The Mayor credited the completion of the projects to the team work between USAID/RAMP UP North, the municipality, the Municipal Advisory Board, and citizens.
- On February 18, 2014, in **Maymana**, the RAMP UP North embedded team facilitated the **R5 Grain Market Improvement Phase II** opening ceremony. Representatives of the Governor's office, Municipal Advisory Board (MAB) members, community elders, municipal officials, the Public Beneficiary Group (PBG), and citizens participated. A Governor's office representative and the head of the Municipal Advisory Board spoke together of the significance of the improvement of the market for Faryab residents, and emphasized the importance of sustaining and maintaining the project.
- The **R5 Trash Collection Support** project was officially opened on February 27, 2014 in **Mazar-e-Sharif**. The Mayor, Head of District 7, **Kalanters**, Municipal Advisory Board members, and the RAMP UP North COR (USAID) attended.
- In **Faizabad** on February 27, 2014, RAMP UP North embedded advisors conducted the **R4 Park Construction (D1)** opening ceremony. The Government Officials including the Provincial Governor, Head of Security Department, community and citizen representatives, sectorial departments, municipality staff and the Mayor attended the event.
- The **Taloqan R4 Children's Park Construction** project was opened on February 23, 2014.
- The **Sheberghan, R5 Bukhdi Park Improvement Phase II** was completed successfully.



The R4 **Park Construction (D1)** opening ceremony in **Faizabad**. – February 25, 2014.



The R4 **Mini-Football Field Construction** inauguration ceremony in **Aybak**. – February 17, 2014.



The R5 **Bus Terminal Construction** project inauguration ceremony in **Aybak**. – February 17, 2014.



The R5 **Sport Stadium Improvement P II** opening ceremony in **Maymana**. – February 18, 2014.



The R5 **Sport Stadium Improvement P II** opening ceremony in **Maymana**. – February 18, 2014.

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

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS STATUS						
Municipality	Project	Project Title	Start Date	Planned End Date	% Complete	Comments
Andkhoy	R1	Bus Terminal Construction	15-Aug-13	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-Dec-13	100%	Received signed Certificate of Sub-Project Close out and Final Acceptance Certificate
Aybak	R1	Aybak Park Renovation	28-Oct-11	10-Jan-12	100%	CLOSED
	R2	Public Latrines Construction and Rehabilitation	8-Aug-12	7-Feb-13	100%	CLOSED
	R3	Family Park Construction	1-Apr-13	30-Jul-13	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%	Sub contractor to remove and replace sub standard slabs over drainage ditch and clear defects.
	CSC	Citizen Service Center	15-Sep-13	10-Dec-13	100%	
Faizabad	R1	Trash Collection	1-Feb-12	7-Jun-12	100%	CLOSED
	R2	Latrines Construction	2-Oct-12	28-Feb-13	100%	CLOSED
	R2	Water Well Construction	18-Nov-12	15-Feb-13	100%	CLOSED
	R3	Park Improvement and Parking Lot	5-Mar-13	6-Jul-13	100%	
	R3	Water Well Construction				Vetting approval not received and we will not proceed with this component.
	R4	Park Construction (D1)	18-Jun-13	22-Jan-14	100%	
Khulm	R1	Bus Terminal Construction	1-Oct-13	22-Jan-14	100%	
	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%	Change Order to be signed by Mayor 11 Feb 2014
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	100%	
	CSC	CSC Foundations	1-Oct-13	31-Oct-13	100%	
	CSC	CSC connex	28-Nov-13	31-Jan-14	100%	
Mazar-e-Sharif	R1	Trash Collection	26-Jan-12	25-Apr-12	100%	CLOSED
	R2	Trash Collection	13-Oct-12	12-Jan-13	100%	
	R3	Bukhdi Park Reconstruction (D8)	25-Apr-13	15-Nov-13	100%	
	R4	"I" Park Construction (D6)	5-Jun-13	15-Dec-13	100%	
	R5	Trash Collection Support	30-Jan-14	10-Feb-14	100%	Trailers delivered to municipality
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%	
	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%	
	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**. The total properties surveyed across all municipalities to date, is 230,236.

In **Andkhoy**, the database team has completed the data entry for 8,429 of the 8770 parcels, expecting to finish in the first week of March.

Since **Aqcha** municipality has now received valuation rate approval, data entry clerks entered *Safayi* valuation rates into the Integrated Financial Management System (IFMS).

In **Aybak** the *Safayi* valuation rates were endorsed by the Provincial Governor in an administrative meeting on February 04, 2014. It has been agreed that *Safayi* tax bills will be printed and distributed through the Citizen Service Center. RAMP UP North embedded advisors trained the municipal license officer on *Safayi* related activity in the Integrated Financial Management System (IFMS). The approved *Safayi* valuation rates were entered into the system in categories of residential, governmental, and commercial property; and the municipal team were trained in the printing of *Hawal-e-Tahsil* (tax bills) and *Safayi* booklets, and in the recording and editing of *Safayi* information.

In **Khulm**, a RAMP UP North *Safayi* registration specialist met with the Mayor on February 5, 2014, to discuss the *Safayi* data entry progress and the preparation for *Safayi* data transfer to the property department. A RAMP UP North *Safayi* registration specialist also conducted a final the Integrated Financial Management System (IFMS) training for the property manager.

The *Safayi* registration survey is successfully completed in all four districts of **Sheberghan**. Eleven data entry clerks are continuing work on data entry, completing 24,500 parcels to date.

In **Taloqan**, RAMP UP North embedded advisors held a meeting with the municipal revenue manager regarding the sustainability of *Safayi* registration and data entry. In all six districts to date, 14,953 properties have been recorded in the Integrated Financial Management System (IFMS) with RAMP UP North support. Since February 12, 2014, the municipality has taken over responsibility for continued data entry.



Safayi registration process monitoring in **Kunduz**. - February 06, 2014.



Citizen monitoring of the R3 **Family Park Construction** in **Aybak**. - February 12, 2014.



RAMP UP North training the construction manager in **Sar-e-Pul**. -February 10, 2014.



Safayi registration process monitoring in **Kunduz**. - February 06, 2014.

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	1392 YTD Properties Surveyed	1392 YTD Properties Surveyed as % of Total Parcels	1391 Total Revenue	1392 YTD Revenue	1392 YTD Revenue as +/- % of 1391 Total Revenue
Andkhoy	9,555	8,824	92%	179,584	1,420,499	691%
Aqcha	6,044	8,475	140%	346,103	1,035,318	199%
Aybak	5,159	6,822	132%	2,264,976	3,165,490	40%
Faizabad	9,236	12,160	132%	496,330	517,435	4%
Khulm	6,344	12,055	190%	114,560	380,000	232%
Kunduz	29,075	36,239	125%	11,573,419	14,435,548	25%
Maymana	13,563	28,005	206%	2,205,468	2,729,194	24%
Mazar-e-Sharif	18,414	28,348	154%	30,788,771	49,107,857	59%
Pul-e-Khumri	16,584	19,238	116%	1,054,116	2,065,117	96%
Sar-e-Pul	7,611	6,568	86%	354,503	252,190	-29%
Sheberghan	24,805	32,662	132%	1,557,666	1,178,685	-24%
Taloqan	22,958	33,472	146%	4,842,628	6,149,697	27%
Totals	169,348	232,868	138%	55,778,124	82,437,030	48%

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.
- 4) In Kunduz the survey of properties was done in district 1, 2,3,4,5 with exception of only few areas that was insecure. Though in district 6, 7 & 8 about 10% registered.

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.



The exit interview with the Mayor in Pul-e-Khumri. – February 27, 2014.

This month, 383 new licenses were distributed, bringing the total number of licenses issued this year (1393) to 1,158.

The **Aybak** Citizen Service Center manager and the **Sheberghan** licensing manager have been trained by RAMP UP North embedded advisors, on the business registration functionality of the Integrated Financial Management System (IFMS) database, including the editing and printing of licenses, creating new business groups and business classes in the system, and backing up data.

Sheberghan municipality has closed business license registration for 1392, and the license department has started printing tariffs for 1393.

On February 13, 2014, RAMP UP North embedded advisors worked with the **Aybak** license officer to successfully resolve issues with the Integrated Financial Management System (IFMS).



Business Registration in **Sheberghan**. – February 12, 2014.

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

BUSINESS REGISTRATION AND LICENSING						
Municipality	Licensed Businesses 1390 (Baseline)	Registered Businesses 1391 ¹	*Total Licenses Issued 1391 ²	Total Licenses Issued 1392	Licenses Issued YTD 1393	Licenses Issued YTD as % of 1391 Registered Businesses
Aybak	1,395	1,924	1,520	1,670	25	1%
Faizabad	884	2,106	1,225	875	255	12%
Pul-e-Khumri	3,300	3,836	1,927	3,230	441	11%
Sar-e-Pul	1,184	1,555	609	839	38	2%
Taloqan	1,600	4,510	2,173	2,172	34	1%
Andkhoy	1,039	1,784	1,784	797	0	0%
Aqcha	2,390	2,835	2,835	1,931	0	0%
Khulm	300	210	210	460	0	0%
Kunduz	3,516	3,516	3,221	1,969	166	5%
Maymana	1,843	1,843	1,843	1,305	55	3%
Sheberghan	2,163	1,581	1,581	1,486	144	9%
TOTALS	19,614	25,700	18,928	16,734	1,158	5%

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 GIROA 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 Center operations in **Pul-e-Khumri**. – February 11, 2014.

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.

In **Aybak** the RAMP UP North team worked with the Citizen Service Center manager on the preparation of draft Standard Operating Procedures for trash collection services. On February 12, 2014, three further Standard Operating Procedures (land sketching and scaling, customer complaints, and property registration) were shared with the **Aybak** Citizen Service Center manager. In addition, a RAMP UP North public outreach advisor met with civil society organizations, including the Civil Society Forum Office, Afghan Aid International, and the Women’s Safe House, to distribute awareness flyers and introduce the services of the Citizen Service Center.

The **Maymana** Citizen Service Center is operating well. To date, citizens are using the center for *Safayi* tax issues (20%), business registration (30%), *Parch-e Khaki* [pre-title deed issue paperwork (30%), *Qabala* [title deed] (10%), and for other issues (10%).

In **Pul-e-Khumri** on February 11, 2014, RAMP UP North embedded advisors facilitated a joint meeting with the Mayor and the Citizen Service Center operational team, to discuss achievements and challenges. The Mayor emphasized the importance of smooth operations and signed a formal request to all municipal departments to direct citizen enquires to the Citizen Service Center.

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



RAMP UP North assisting the **Aybak** Citizen Service Center Information Service Officer. February 04, 2014.



Citizen Service Center activity in progress in **Khulm**. – February 12, 2014.

CITIZEN SERVICE CENTERS								
PHASE 1 MUNICIPALITIES								
ACTIVITY	AQCHA		AYBAK		SAR-E-PUL		SHEBERGHAN	
	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date
Concept Note	100%	-	100%	-	100%	-	100%	-
Baseline Surveys	100%	-	100%	-	100%	-	100%	-
Process Mapping	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	100%	6-Dec-13	100%	6-Dec-13	100%	6-Dec-13	100%	6-Dec-13
Facility Design	100%	-	100%	-	100%	-	100%	-
Facility Procurement	100%	-	100%	-	N/A	-	100%	-
Facility Construction	100%	15-Dec-13	100%	15-Dec-13	100%	-	100%	15-Dec-13
PHASE 2 MUNICIPALITIES								
ACTIVITY	ANDKHOY		KHULM		MAYMANA		PUL-E-KHUMRI	
	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date	% Complete	Target End Date
Concept Note	100%	-	100%	-	100%	-	100%	-
Baseline Surveys	100%	-	100%	-	100%	-	100%	-

Process Mapping	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	100%	6-Dec-13	100%	6-Dec-13	100%	6-Dec-13	100%	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.

The Local Economic Development team facilitated the municipal conference and provided showcase presentations for three municipalities (**Maymana**, **Pul-e-Khumri** and **Mazar-e-Sharif**).



RAMP UP North facilitated the R5 **Grain Market Improvement** (PII) final inspection in **Maymana**. - February 12, 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	20-21 May 2013	3-27 Jun 2013	17-18 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		24-Jun-13		10-Sep-13	9-Oct-13	100%
Mazar-e-Sharif		3-Jun-13		29-Aug-13	8-Oct-13	100%
Pul-e-Khumri		10-Jun-13		5-Sep-13	2-Oct-13	100%
Sheberghan	25-Aug-13	3-Sep-13	3-Oct-13	100%		

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

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

The Geographical Information Systems (GIS) team continued with the uploading of field data from *Safayi* registration surveys into the Integrated Financial Management System (IFMS) database.

The GIS team has completed the joining of the IFMS database with GIS parcels, for **Mazar-e-Sharif, Khulm, Sheberghan, Sar-e-Pul, Pul-e-Khumri, Aybak, Maymana** and **Andkhoy** municipalities; and has packaged the data for each municipality, and for the General Directorate of Municipal Affairs (GDMA).



Data entry continues in **Faizabad**. – February 06, 2014.

GIS WORK PROGRESS

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

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

REGIONAL WORKSHOPS / TRAININGS / CONFERENCES

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

Given the success of the previous municipal conferences and in view of the closure of the RAMP UP North program, its team scheduled a final municipal conference that gathered all the municipalities with which it worked to date. The conference was held on February 9-10, 2014, in Mazar-e-Sharif. Attendees included Mayors and municipal officials from **Andkhoy, Aqcha, Aybak, Faizabad, Khulm, Kunduz, Maymana, Mazar-e-Sharif, Pul-e-Khumri, Sar-e-Pul, Sheberghan, Taloqan, Khuja Sabzposh, Dawlat Abad, Shirin Tagab, Doshi** and **Khenjan**; General Directorate of Municipal Affairs (GDMA) representatives; and RAMP UP North staff. Eng. Hesamuddin Wassel from GDMA was appointed Chair of the Conference.



The **Maymana** account manager speaks about progress at the Municipal Conference. – February 10, 2014.

The overall objectives were to:

- Review the achievements of municipalities supported by RAMP UP North, including lessons learned in Sustainable Service Delivery, Local Economic Development (LED) planning, *Safayi* and business registration, municipal budgeting, the setup of CSCs, as well as the community engagement process that was implemented during those projects.
- Allow an open discussion between Mayors on issues they face in their municipalities, and clarify issues with GDMA.
- Present the RAMP UP North Transition Plan.
- Handover bound copies of the Local Economic Development Plans (50 x 6) and Municipal Profiles (50 x 12) to municipalities.

Ms Shekiba Shekib, Member of the **Balkh** Provincial Council, praised the improvements that are visible throughout **Mazar-e-Sharif**, stating that “...*the image of the city has changed*”.

“*We can now differentiate houses and collect Safayi tax – previously it was disorganized*” said Jan Mohammad Deputy Mayor of **Mazar-e-Sharif** “*we hope this is not the end and we will continue to have a modern 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.

The 1393 **Andkhoy** budget was approved by the Governor’s office on February 03, 2014.

In **Aybak**, the draft of the 1393 budget was completed, approved by the Governor and sent to the General Directorate of Municipal Affairs (GDMA) on February 13, 2014, for final approval.

The **Maymana** budget was approved by the Ministry of Finance on February 12, 2014, and submitted to the Office of OAA for review and approval on February 13, 2014.

The **Kunduz** budget was approved by the Governor’s Office on February 21, 2014, and has been submitted to the General Directorate of Municipal Affairs (GDMA). The municipal accounting manager is following up on the pending approval.

In **Taloqan**, the budget has been shared with the General Directorate of Municipal Affairs (GDMA), who made some requests for revision. The budget revision was submitted to the Governor for approval on February 27, 2014.

The **Sheberghan** budget was sent to the General Directorate of Municipal Affairs (GDMA) for approval on February 15, 2014.

In **Pul-e-Khumri**, the 1393 budget was approved by the Governor and the budget committee on February 18, 2014, and has been submitted to the General Directorate of Municipal Affairs (GDMA).

Progress on municipal budget development is shown below:



RAMP UP North facilitated a meeting with municipal officials to review the 1393 drafted budget in **Taloqan**. - February 05, 2014.



A meeting with the account manager regarding the budget in **Andkhoy**. - February 06, 2014.



RAMP UP North meets with the Finance Manager in **Faizabad** regarding budget preparation. - February 05, 2014.



The final completion meeting for the 1393 budget in **Shirin Tagab**. - February 11, 2014.

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	Completed	Completed	Completed	3-Feb-14	2-Mar-14	March	March	March	April
Aqcha	Completed	Completed	Completed	13-Feb-14	17-Feb-14	March	March	March	April
Aybak	Completed	Completed	Completed	4-Feb-14	13-Feb-14	March	March	March	April
Faizabad	Completed	Completed	Completed	3-Mar-14	05-Mar-14	10-Feb-14	March	March	April
Khulm	Completed	Completed	Completed	24-Feb-14	25-Feb-14	10-Feb-14	March	March	April
Kunduz	Completed	Completed	Completed	21-Jan-14	22-Jan-14	March	March	March	April
Maymana	Completed	Completed	Completed	29-Jan-14	2-Feb-14	Approved	12-Feb-14	13-Feb-14	April
Mazar-e-Sharif	Completed	Completed	Completed	20-Jan-14	25-Jan-14	March	March	March	April
Pul-e-Khumri	Completed	Completed	Completed	18-Feb-14	1-Mar-14	March	March	March	April
Sar-e-Pul	Completed	Completed	Completed	Governor Requested Revisions	March	March	March	March	April
Sheberghan	Completed	Completed	Completed	13-Feb-14	15-Feb-14	March	March	March	April
Doshi	Completed	Completed	Completed	27-Feb-14	3-Mar-14	March	March	March	April
Khenjan	Completed	Completed	Completed	3-Mar-14	March	March	March	March	April
Taloqan	Completed	Completed	Completed	3-Mar-14	March	March	March	March	April
Khuja Sabzposh	Completed	Completed	Completed	26-Feb-14	3-Mar-14	March	March	March	April
Shirin Tagab	Completed	Completed	Completed	3-Mar-14	3-Mar-14	March	March	March	April
Dawlat Abad	Completed	Completed	Completed	26-Feb-14	3-Mar-14	March	March	March	April

MUNICIPAL BUDGET DEVELOPMENT PROJECT SUPPORT

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

On February 05, 2014, in **Taloqan**, RAMP UP North embedded advisors facilitated a meeting between the budget preparation committee and the Mayor. The Mayor completed a final review of the budget and amendments to accommodate additional allocations for internet and electricity provision were agreed to.

RAMP UP North embedded advisors assisted **Doshi** the accounting manager and the Mayor with the preparation of their 1393 budget. The budget has been submitted to the District Governor's office for final review and approval.

In **Khenjan**, RAMP UP North embedded advisors worked with municipal officials on February 02, 2014, to draft and finalize the 1393 budget, ready for presentation to the Mayor and the District Governor for their review. Following a week of budget development



R3 **Wheat and Flour Market Improvement** project sustainability check in **Maymana**. - February 05, 2014.



Tractors being used in **Aqcha** to help clear the snow. – February 03, 2014.

and discussions with the Mayor and other stakeholders, the budget was then finalized and submitted to the Provincial Governor for final review and approval.

On February 04, 2014, RAMP UP North embedded advisors facilitated a working session with the **Shirin Tagab** account manager, regarding the 1393 budget preparation. They worked on both the 21 and 22 budget codes, according to the General Directorate of Municipal Affairs (GDMA) guidelines, and then reviewed the status of the budget preparation action plan.

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



R4 **Park Construction (D1)** work progress in **Faizabad**. – February 03, 2014.

RAMP UP North Supported Municipal Development Budget Projects								
Andkhoy	1	3-Building Latrine Construction	3,000,000	100%	70%	0%	-	-
	2	Babur Park Improvement	750,000	100%	50%	0%	-	-
Aqcha	1	Solar Street Lighting	2,754,000.00	100%	100%	100%	2014	2014
	2	Park	4000000	10%	20%	30%	2014	2014
Aybak	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%	-	-
	3	Administration Building Expansion (D1)	4,000,000	100%	100%	100%	5/10/2013	4/7/2014
Faizabad	1	Kafshdozi Street Drainage	1,741,750	100%	100%	100%	-	Planed year 1393-
	2	Trash Container Construction (D2)	163,343	100%	100%	100%	-	Planed year 1393-
	3	Trash Container Construction (D5)	408,352	100%	100%	100%	-	Planed year 1393-
Khulm	1	Intersection Construction	1,250,000	100%	100%	100%	-	-
	2	Green Park Construction	1,250,000	100%	55%	0%	-	-
	3	Sidewalks Construction	2,500,000	100%	0%	0%	-	-
Kunduz	1	Sidewalk Mosaic Installation	3,000,000	100%	100%	100%	-	-
	2	Culvert Construction	2,000,000	100%	100%	100%	-	-
	3	Park Construction (Saredawora town)	2,000,000	100%	100%	100%	-	-
Maymana	1	Road Graveling (D4)	494,916,00	100%	100%	100%	Mar-13	Jun-13
	2	Public Latrine (D5)	498,000.00	100%	100%	100%	Sep-13	Dec-13
	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 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%	100%	20%	-	-
	2	Public Latrine Construction (D2)	1,000,000	100%	100%	80%	-	-
	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%	12/4/2013	3/3/2014
	2	Atahi Road Improvement	472,500	100%	100%	100%	5/1/2013	6/26/2013
	3	Bus Terminal Shops	2,500,000	100%	100%	100%	Aug-13	On going

	4	Road Graveling (Yakabaq and Merwais Mina Roads, 5km)	498000	100%	100%	100%	5/1/2013	6/8/2013
	1	Takhar University Park Construction	1,500,000.00	100%	100%	100%	-	-
	2	Taloqan Shops Construction	7,431,715.00	100%	100%	100%	-	-
Taloqan	3	Roundabout Construction	2,000,000,00	100%	100%	100%	11/2/2013	1/30/2014
	4	Culvert Construction (different areas of city)	1,000,000,00	100%	100%	100%	-	-
TOTAL	36		344, 104, 770					

PUBLIC-PRIVATE PARTNERSHIPS

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

In **Aybak**, RAMP UP North embedded advisors facilitated the bid opening for the R4 **Mini-Football Field Construction**, with the participation of municipal officials, representatives of the Governor's office, and the Head of Urban Development.

In **Sar-e-Pul**, the R4 **Mini-football Field Construction** project lease agreement was announced on local TV & radio, and the municipality conducted a bid evaluation for the Public-Private Partnership (PPP).

In **Sheberghan**, on completion of the R5 **Bukhdi Park Improvement (PII)** project, the municipality signed the lease agreement with the winning bidder. The company will invest about \$500,000 installing a playground, sports equipment and constructing football grounds. The lease agreement is for 15 years and requires the private company to pay the municipality \$5,000 per year for the lease.

In **Maymana**, administrative works for the R4 **Fruit and Vegetable Market Construction** Public-Private Partnership (PPP) are underway.

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

PUBLIC-PRIVATE PARTNERSHIPS (PPPS)						
Municipality	Project Round	Project	Project End Date	PPP Signed	Agreement Duration	Est. Value (AFN)
Andkhoy	R1	Bus Terminal	TBD	Pending	TBD	TBD
	R2	Public Latrines	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 **Bukhdi Park Reconstruction (D8)** and R4 **"I" Park Construction (D6)** lessons learned meeting in **Mazar-e-Sharif**. - February 12, 2014.



A R4 **Children's Park Construction** project monitoring visit in **Taloqan**. - February 23, 2014.



The R5 **Sport Stadium Improvement** project progresses in **Kunduz**. - February 12, 2014.

	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 center piece for municipal capacity building, but also as the foundation for community engagement and enhanced revenue collection. Major cross-cutting activities include community engagement, expanding the role of women, and transparency and stakeholder ownership.

This month the team prepared and collected data for an assessment of the capacity of nine provincial municipalities on various levels, including: financial management, economic development, overall perspective, gender issues, public works, and planning. This review will build on the 2011 assessment, and give insight on areas of improvement.

SDAG Closing Ceremonies

Since the establishment of, and transition to, Municipal Advisory Boards, RAMP UP North has been holding closing ceremonies for Service Delivery Advisory Groups (SDAGs). **Faizabad**, **Taloqan**, and **Kunduz** municipalities have asked their SDAGs to continue with their monitoring and advisory role until the respective Municipal Advisory Boards have been set up by UNDP/ASGP. Though these three Service Delivery Advisory Groups (SDAGs) are still operational, RAMP UP North took the opportunity before program closeout, to hold “thank you” ceremonies for these three SDAG’s, to highlight their contribution to their municipalities. In **Taloqan**, this ceremony was held on February 19, 2014, and in **Kunduz** and **Faizabad**, on February 17 2014, each with the participation of the Mayor, municipal officials and SDAG members.



SDAG closing ceremony in **Taloqan**. – February 19, 2014.



The SDAG appreciation ceremony in **Kunduz**. – February 17, 2014.

Gender Mainstreaming Action Plans:

Gender mainstreaming action plans for all eight district municipalities have been finalized and signed. These plans were submitted for each Mayor’s final review and signature, and then as part of the exit interview process, given to the respective municipalities for implementation.

Strategic Communication Action Plans

Strategic communication action plans were finalized, signed by the Mayors, and given to municipalities for implementation. Mazar-e-Sharif, Sheberghan and Kunduz were not included, as these are being supported by UNDP.

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.



A RAMP UP North public outreach advisor conducts a post-program internal baseline survey in **Sheberghan**. – February 26, 2014.



Sustainability check of the R4 **Children's Park Construction** in **Taloqan**. – February 12, 2014

CITIZEN MONITORING VISITS

Municipality	Round	Project Title	Date	Comments
Aybak	R3	Family Park	12-Feb-2014	The park has been well maintained by a guard, facilities are being used, and a trash bin has been installed.

Sustainability Checks:

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

SUSTAINABILITY CHECKS

Municipality	Round	Project Title	Date	Comments
Maymana	R3	Wheat & Flour Market Improvement Project	Feb – 05 - 14	Shops were clean and open for using. All items of the shops were functioning well. Shopkeepers were maintaining and sustaining the project.
Maymana	R3	Wheat & Flour Market Improvement Project	12-Feb-2014	Shops were clean and open for use. All items of the shops were functioning well and the shopkeepers were maintaining the area.
Sar-e-Pul	R3	Trash Collection Project	13-Feb-2014	The participants gave their feedback that the municipal tractors should be collecting trash three times a day. The municipality committed to collecting the trash in the three districts and to the sustainability of the project.

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.



Post Project Survey for the R4 **Mini-Football Field Construction** in **Aybak**. – February 12, 2014.

POST PROJECT SURVEYS

Municipality	Round	Project Title	Date	Comments
Khulm	R1	Bus Terminal Construction	Feb-17-2014	The post project survey was conducted with 47 people in Khulm.
Aybak	R4	Mini Football Play Ground	12-Feb-2014	The post project survey for R4 Project was conducted and 25 women and 25 men were surveyed. Participants were positive and stated that the project is effective for youth development. They also believe it is a good source of revenue for the municipality.
Maymana	R5-Phase I	Wheat & Flour Market Improvement Project	12-Feb-2014	Most of interviewers explained that this market will solve problems of citizens in terms of fruit and vegetable marketing.

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.



A R4 *Sport Stadium Improvement* lessons learned meeting in **Kunduz**. – February 12, 2014.

SERVICE DELIVERY ADVISORY GROUP (SDAG) / KALANTAR MEETINGS

Municipality	Round	Topic for meeting	Date	Comments
Sheberghan	R4	Lessons Learned meeting	Feb- 5 - 2014	The participants of the meeting appreciated the municipality and citizen involvement. The result of the survey was acceptable to the participants and they did not have any other comments
Sar-e-Pul	R4	Lessons Learned meeting	Feb - 6- 2014	This project will support the youth. Businesses will be encouraged to invest in services and this also be a good opportunity for revenue enhancement of municipality.

Lessons Learned Meetings:

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

LESSONS LEARNED MEETINGS

Municipality	Round	Project	Date	Comments
Maymana	R4	Fruit and Vegetable Market Construction	12-Feb-2014	A lesson learned meeting took place with the Deputy Mayor and Municipal Revenue Manager.
Mazar-e-Sharif	R3 & R4	Construction of Bukhdi Park- District 8, "I" Park Construction- District 6	12-Feb-2014	RAMP UP North advisors led a lessons learned meeting with the municipality, and MAB Deputy Manager to share the R3 and R4 projects lesson learned during the course of project selection and implementation.
Mazar-e-Sharif	R3 & R4	Lesson Learn Meeting	13-Feb-2014	RAMP UP North advisors lead a lesson meeting with municipality officials to share the R3 and R4 projects lesson learned during the course of project selection and implementation.

SAR-E-PUL ASSISTANCE

POST-FLOOD

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

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

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



Vehicle Bridge project work progresses in **Sar-e-Pul**. – February 27, 2014.

SAR-E-PUL POST-FLOOD ASSISTANCE PROJECT STATUS					
Round	Project Title	Start Date	Planned End Date	% Complete	Comments
PFA-001	Canal Cleaning and Repair	11-Sep-12	31-Dec-12	100%	Closed
PFA-002	Emam Sahib Road and Culvert Repair	28-Nov-12	27-Mar-12	100%	Project Scope: 1.28 Road Km & 2 Culverts. Certificate of final completion and acceptance signed and move to close.
PFA-003	Lelami Road and Culvert Repairs	1-Dec-12	1-Apr-12	100%	Project Scope: 1.32 Km Road & 6 Culverts. Certificate of final completion and acceptance signed and move to close.
PFA-004	Canal Retaining Wall Construction	8-Oct-12	31-Mar-13	100%	Project Scope: 44.5m Retaining Wall. Certificate of final completion and acceptance signed and move to close.
PFA-005	Construction Inspection & Testing (QA/QC)	10-Dec-12	15-Nov-13	0%	No task orders raised under this project and is not required
PFA-006	Footbridge Construction	8-Oct-12	30-Dec-13	100%	Project Scope: 20m Bridge. Warranty period starts 26 Sept. Working of the payment of the previous subcontractor.
PFA-007	Vehicle Bridge Reconstruction	21-Jan-13	15-Mar-14	100%	Project Scope: 16m Bridge. request to HO - for issuance to CO.

CLOSEDOWN ACTIVITIES

The USAID approved disposition of RAMP UP North equipment to municipalities began this month.

The RAMP UP North final report draft is underway.

The demobilization of RAMP UP North staff began during February, with only skeleton key staff remaining in field locations by the end of the month.



The exit interview with the Mayor in **Doshi**. – February 25, 2014.

RAMP UP North embedded advisors conducted exit interviews with Mayors in all municipalities, with the exception of in **Kunduz**, the exit interview for which will take place in March.