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

## MONTHLY REPORT: May 2013

Aqcha Citizen Service Center Pre-project Survey - May 07, 2013



**MAY 15, 2013**

THIS PUBLICATION WAS PRODUCED FOR REVIEW BY THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT. IT WAS PREPARED BY DAI.

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

**MONTHLY REPORT: MAY 2013**

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– Regional Command North*

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# CONTENTS

<b>CONTENTS</b> .....	<b>3</b>
<b>ABBREVIATIONS</b> .....	<b>4</b>
<b>TERMS</b> .....	<b>4</b>
<b>SUMMARY OF PROJECT OBJECTIVES AND RESULTS</b> .....	<b>5</b>
<i>About RAMP UP North</i> .....	5
<i>Executive Summary</i> .....	5
<b>CLIN I - CAPACITY BUILDING</b> .....	<b>6</b>
<i>Skills Training Through Project Implementation</i> .....	6
<i>Municipal Budget Development</i> .....	9
<b>CLIN II - SERVICE DELIVERY</b> .....	<b>10</b>
<i>Sustainable Service Delivery Improvement Projects</i> .....	10
<i>Environmental Compliance</i> .....	13
<i>Municipal Development Budget Project support</i> .....	13
<b>CLIN III - REVENUE GENERATION AND ECONOMIC DEVELOPMENT</b> ....	<b>14</b>
<i>Safayi Registration</i> .....	14
<i>Business Registration and Licensing</i> .....	15
<i>Citizen Service Centers (CSCs)</i> .....	16
<i>Local Economic Development (LED)</i> .....	17
<i>Public-private Partnership (PPP)</i> .....	18
<i>Geographic Information System (GIS)</i> .....	19
<b>CROSS-CUTTING ACTIVITIES</b> .....	<b>20</b>
<i>Citizen Engagement</i> .....	20
<i>Expanding the Role of Women</i> .....	22
<i>Municipal Strategic Communications Plans</i> .....	22
<b>SAR-E-PUL POST-FLOOD ASSISTANCE</b> .....	<b>23</b>
<b>OTHER ACTIVITIES</b> .....	<b>24</b>
<b>UPCOMING ACTIVITIES</b> .....	<b>24</b>
<b>SUCCESS STORIES</b> .....	<b>26</b>

# ABBREVIATIONS

CLIN	Contract Line Item Number
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CSC	Community Service Center
DAI	Development Alternatives, Incorporated
DoWA	Department of Woman'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

# SUMMARY OF PROJECT 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

A major focus of RAMP UP North activities this month was *Safayi* Registration (formerly referred to as property registration). Staff worked closely with Embedded Advisors (EAs) and municipal officials to announce, compete and begin hiring survey teams. By the end of the month, survey teams were being formed. RAMP UP North staff prepared to launch the *Safayi* Registration initiative in **Aybak** in early June. Based on lessons learned in **Aybak**, the *Safayi* Registration initiative will be rolled out to the 11 remaining municipalities.

This month, RAMP UP North expanded its business registration and licensing program to six municipalities (**Andkhoy, Aqcha, Khulm, Kunduz, Sheberghan** and **Maymana**), bringing the total number of municipalities supported through this initiative to 11.

RAMP UP North EAs also continued to provide capacity strengthening through both on-the-job and practical training around all five rounds of Sustainable Service Delivery Improvement Projects (SSDIPs). Functional skills training learned through SSDIP implementation was reinforced through a companion series of workshops and a formal including.

All Concepts were approved for the three district-municipality Round One (R1) projects. Of the Round Two (R2) projects, only **Pul-e-Khumri** remained unfinished. Round Three (R3) continued to be implemented during the month. RAMP UP North EAs continued to work closely with municipal officials on Round Four (R4) project development. Municipal officials took the lead in developing project Concepts with EAs providing technical support and



Mazar-e-Sharif Mayor attend the R3 Bukhdi Park Reconstruction project Ground Breaking Ceremony. – May 07, 2013



RAMP UP North Advisors conduct the Maymana Women Park Improvement sustainability monitoring. - May 15, 2013



RAMP UP North EAs conduct Business Registration Survey in Aqcha. - May 22, 2013

oversight for project proposals. A total of six Round Five (R5) projects will be implemented including the jointly implemented R4/R5 project in **Pul-e-Khumri**. Municipal officials took the lead in developing and submitting the Concepts, and by the end of the month two Concepts had been approved by the COR and three were in design.

RAMP UP North EAs used municipal capacity skills gained through SSDIP implementation to develop municipal projects. As soon as municipal budgets were submitted for approval, RAMP UP North EAs began assisting municipalities in preparing documentation for high-priority municipal development budget projects. This is helping municipalities close the gap between budget approval and project implementation.

Planning work continued on the Citizen Service Centers with Regional Office technical staff meeting with municipal officials in each of the four municipalities to complete process maps for services that will be provided when the CSCs are first opened.

RAMP UP North continued the Local Economic Development (LED) strategic planning process by completing presentations of the LED initiative to mayors, conducting a Regional LED workshop and by focusing on preparations for conducting the second round of workshops.

Finally, during May, the Regional Office Community Engagement Team reviewed each Municipal Gender Mainstreaming Plan against achievements made to date. The team found that all nine provincial-municipalities had made progress on their plans.

## CLIN I - CAPACITY BUILDING

### *Capacity Building of GIRoA Officials at Municipal Level*

#### SKILLS TRAINING THROUGH PROJECT IMPLEMENTATION

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

RAMP UP North provided capacity strengthening through on-the-job and practical training in conjunction with all five rounds of SSDIPs. Capacity strengthening highlights are noted below.

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

- **Andkhoy** Municipal Officials and RAMP UP North Embedded Advisors (EAs) worked on planning the R1 **Bus Terminal Construction** project. As a result of the planning process, the municipality expanded its contribution from five rooms to seven rooms to accommodate bus agencies, beverage shops and a restaurant. The municipality will also contribute the site preparation including leveling and backfilling. The RAMP UP North Embedded Engineering Advisor assisted the Municipal Engineer with project drawing and Bills of Quantity (BoQs) for the project.
- The RAMP UP North Embedded Engineering Advisor worked with the **Khulm** Municipal Construction Engineer on R1 **Bus Terminal Construction** project drawing, design and BoQ.



RAMP UP North EAs hold a Business Registration Survey in Andkhoy. - May 28, 2013



RAMP UP North Engineering Advisor conduct a meeting with Andkhoy Municipal Engineer to finalize the drawing and BoQ for R1 **Bus Terminal Construction** project.

### SSDIP Round Two (R2) Capacity Strengthening

- The RAMP UP North Municipal Engineering Advisor and the Head of the **Pul-e-Khumri** Construction and Estimation Department inspected the R2 **Family Park Construction** project, noting their comments in the project logbook.
- The RAMP UP North Embedded Engineer and **Pul-e-Khumri** municipal officials conducted a site inspection for the R2 **Family Park Construction** project. During the visit, the Engineer worked with the Municipal Engineering team on how to conduct site inspections and how to inspect project construction activities as well as the quality of materials.
- RAMP UP North supported the **Kunduz R2 City Park Improvement** project in executing a public-private partnership (PPP) agreement for park operation and maintenance on May 18, 2013.
- The RAMP UP North EA assisted the **Kunduz** Municipal Engineer with drawings and (BoQ) for lighting for the R2 **City Park Improvement** project.

### SSDIP Round Three (R3)

- RAMP UP North EAs and **Kunduz** municipal officials regularly monitored the progress of the R3 **Drainage Rehabilitation** project. They found that the installation of metal grids over the drainage ditches was progressing at a normal pace. However, during one visit they observed that the project work was slow and instructed the subcontractor's site supervisor to increase the pace of work in order to keep the project on schedule.
- RAMP UP North EAs provided on-the-job training to the **Pul-e-Khumri** Municipal Engineering team through monitoring work progress, work quality and construction material quality of the R3 **Public Latrine Construction** project.
- RAMP UP North EAs and a **Faizabad** Municipal Construction Department team member conducted a monitoring and site inspection visit to the R3 **Park Improvement and Parking Lot** project. They found that work on the project was progressing well.
- RAMP UP North EAs provided on-the-job training to the **Maymana** Municipal Engineering team through a monitoring visit to the **Wheat and Flour Market Improvement** project.
- RAMP UP North EAs provided on-the-job training to the **Sheberghan** Municipal Engineering team through monitoring the work progress, work quality and construction materials quality on the R3 **Bukhdi Park Improvement and Sports Area Construction** project.
- On May 21, 2013, RAMP UP North EAs, the **Aybak** Municipal Design Engineer and SDAG members monitored the R3 **Family Park Construction** project.
- RAMP UP North EAs provided on-the-job training to the **Taloqan** Municipal Engineering team by monitoring work progress, work quality and construction material quality of the R3 **Parking Lot and Park Improvement** project.
- The RAMP UP North Public Administration Advisor provided technical support to municipal officials to draft and develop the



RAMP UP North EAs conduct site inspection in Pul-e-Khumri for R2 Family Park Construction project. - May 20, 2013



A street vendor enjoys a cleaner working environment due to the Kunduz R3 Drainage Rehabilitation project. - May 28, 2013



RAMP UP North EAs and Maymana Municipal Engineers monitors the R3 Wheat and Flour Market Improvement project. - May 07, 2013



RAMP UP North Assists the Sheberghan R3 Bukhdi Part Improvement and Sport Area Construction Citizen Monitoring period. - May 20, 2013

Citizen Report Card questionnaire for the **Mazar-e-Sharif R3 Bukhdi Park Reconstruction (D8)** project.

#### **SSDIP Round Four (R4) Capacity Strengthening**

- In a continuation of the capacity strengthening support provided to municipalities by the RAMP UP North EAs, the Regional Office Grants, Subcontracts and Compliance (GSC) team held a Bid Opening and Bid Evaluation for the **Sheberghan R4 Bus Terminal Construction** project on May 26, 2013.
- RAMP UP North EAs worked with the **Pul-e-Khumri** Municipal Engineering team to prepare the Municipal Contribution Action Plan for the R4 **Sport Stadium Construction** project. EAs are working the municipality on how to implement their Action Plan within the proposed timeframe. The Municipality has begun removing trash and extra materials from the project site.
- In late May, RAMP UP North EAs conducted a meeting with **Pul-e-Khumri** Mayor and Cleaning Department staff to reschedule and complete the trash removal and site leveling of the R4 **Sports Stadium Improvement** project. The Mayor ordered the Cleaning Manager to send vehicles to the site and clean the area as soon as possible.
- RAMP UP North EAs and **Maymana** Municipal Officials began revising engineering drawings and estimation for the **Fruit and Vegetable Market Construction** project.
- The **Faizabad** Municipality completed its contribution of backfilling for the R4 **Park Construction (D1)** and grading of the site commenced.

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

- After the Concept for the **Sheberghan R5 Bukhdi Park Improvement and Sports Area Construction (Phase II)** project was approved RAMP UP North EAs met with the Sheberghan Mayor and Construction Manager to begin developing the project Proposal. The Municipality plans to complete the drawing and BoQ and will submit them along with the Proposal, to the Regional Office next week for review.
- The **Kunduz R5 Sport Stadium Improvement** project proposal was completed with input from municipal officials and sent to the Regional Office for review.

#### **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.*

During the month, RAMP UP North held two regional workshops and a one-day technical training. These trainings were used to launch the *Safayi* Registration and Local Economic initiative and to provide technical training to Engineering and Public Works Advisors.

On May 6-8, 2013, RAMP UP North conducted a **Property Registration Regional Workshop** in **Mazar-e-Sharif** Regional Office. The workshop included a one-day training-of-trainers (ToT) for RAMP UP North EAs. Attending the main workshop were municipal Property, Revenue Managers and other municipal staff responsible for *Safayi* tax collection. In addition, Public Finance Advisors from six ring road municipalities (**Kunduz, Pul-e-**



RAMP UP North team hold bid Opening for Sheberghan R4 Bus Terminal Construction project. - May 26, 2013



Faizabad R4 Park Construction (D1) back filling work in process. - May 19, 2013



RAMP UP North conducts a two-day Property Registration Regional Workshop for municipal officials and staff at the Regional Office in Mazar-e-Sharif. - May 7-8, 2013



RAMP UP North conducts a Property Registration Regional Workshop at the Regional Office in Mazar-e-Sharif. - May 7-8, 2013

**Khumri, Aybak, Mazar-e-Shari, Sheberghan, and Maymana**) and the Revenue Enhancement and Economic Development Advisors from 12 municipalities participated.

RAMP UP North conducted a **Local Economic Development (LED) Strategic Planning Regional Workshop** on May 20-21, 2013 in Mazar-e-Sharif. Participants included municipal LED Steering Committee members, RAMP UP North staff and other key stakeholders from each of the six ring-road municipalities. This was first of four workshops planned as part of the LED strategic planning implementation process. As a result of the workshop, municipalities developed elements of the vision and mission statements, revised a summary of important information and developed an action plan for implementing the LED strategic planning process in their municipality.

On May 22, the RAMP UP North Project Office team conducted a **1-day technical training** for all 12 RAMP UP North Municipal Engineering and Public Works Embedded Advisors. The training focused on Project Management, Quality Control and Quality Assurance, and Project Risk Analysis and Risk Management. The training also provided an opportunity to identify specific training needs for future trainings. During the training, engineers discussed lessons learned with RAMP UP North's completed and ongoing projects, and Project Office Engineers and staff provided instruction and illustration on checking the quality of construction materials such as brick, cement and stone. They also advised engineers on how best to analyze construction elements.

### 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.

In May, the **Aqcha, Kunduz and Taloqan** municipalities received final budget approval from the Ministry of Finance (MoF). This brings the total number of approved budgets to eight. Of the three remaining budgets, one is waiting on approval from IDLG/GDMA while the other two have received this approval and are waiting on approval from President Karzai's Office of Administrative Affairs (OAA).

Throughout the month, EAs supported Municipal Staff with budget preparation and public budget meetings. The public budget meetings are a tangible achievement of improved transparency and accountability of the municipality at the local level.

Municipal budget approval progress is tracked in the following table. Entries with two dates indicate an initial submission that was returned to the Municipality for clarification and/or revision. The second date is the resubmission date. Planned dates for Public Budget Meetings are also included.

### 1392 MUNICIPAL BUDGET PREPARATION AND APPROVAL STATUS

Municipality	Drafted	Public Budget Hearing	Submitted to Governor	Governor's Approval	Submitted to IDLG / GDMA	IDLG / GDMA Approval	OAA Approval	MoF Approval	Public Budget Meeting
Andkhoy	21-Feb13	None	27-Feb-13 / 31-Mar-13	15-Apr-13	16-Apr-13	19-May-13	-	-	-
Aqcha	18-Dec-12	09-Jan-13	13-Jan-13	15-Jan. 15	18-Jan-13	26-Mar-13	10-Apr-13	06-May-13	09-May-13



RAMP UP North Embedded Engineers and Public Works Advisors identify strengths and weaknesses for further discussion and training. – May 22, 2013



RAMP UP North EAs meet with the Kunduz Mayor to discuss the upcoming Public Budget Meeting. - May 28, 2013

Aybak	21-Jan13	02-Dec-12	26-Jan-13	05-Feb-13	07-Feb-13	20-Feb-13	11-Mar-13	18-Mar-13	17-Apr-13
Faizabad	06-Jan--13	30-Dec-12	24-Jan-13	30-Jan-13	16-Feb-13	04-Apr-13	16-Apr-13	24-Apr-13	13-May-13
Khulm	21-Jan-13	26-Jan-13	26-Jan-13	28-Jan-13	12-Feb-13	7-Apr-13	15-Apr-13	22-Apr-13	-
Kunduz	23-Dec-12	02-Jan-13	22-Jan-13	29-Jan-13	02-Feb-13	23-Apr-13	07-May-13	14-May-13	11-June-13
Maymana	20-Jan-13	26-Dec-12	10-Mar-13	03-Apr-13	21-Apr-13	-	-	-	-
Mazar-e-Sharif	10-Jan-13	12-Jan-13	20-Jan-13	21-Jan-13	26-Jan-13	12-Mar-13	19-Mar-13	02-Apr-13	None
Pul-e-Khumri	13-Dec-13	17-Dec-12	23-Jan-13	05-Feb-13	10-Feb-13	20-Feb-13	09-Mar-13	16-Mar-13	09-Apr-13
Sar-e-Pul	23-Dec-23	13-Jan-13	24-Jan-13	05-Feb / 06-Apr-13	02-May-13	06-May-13	-	-	-
Sheberghan	03-Dec-12	06-Jan-13	29-Jan-13	29-Jan-13	25-Mar / 31-Mar-13	19-May-13	21-May-13	-	-
Taloqan	26-Nov-12	30-Dec-12	30-Jan-13	27-Feb-13	04-Mar-13	12-Mar-13	09-Apr-13	01-May-13	18-Jun-13

## CLIN II - SERVICE DELIVERY

*Support GIRoA in Delivering Services to Citizens and in Enhancing Citizens' Perception of Municipal Governance*

### SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS

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

#### Round One (R1) Projects

All R1 projects in the nine provincial municipalities are completed and handed over to the respective municipalities. All Concepts were approved for the three district-municipality R1 projects. Municipal officials and Municipal Team Leaders (MTLs) are working to finalize designs, BoQs and to Proposals.

#### Round Two (R2) Projects

Eight of nine R2 projects are completed. The remaining project in **Pul-e-Khumri** has suffered delays due to the slow municipal contribution. The project remained at 76% complete throughout the month. RAMP UP North met several times with the municipality and with the subcontractor to address the situation. The municipality and the subcontractor agreed to complete the project in June.

RAMP UP North regularly monitors completed projects with participation from both the community and the municipality.

#### Round Three (R3) Projects

All nine R3 projects continued to be implemented during the month.

#### Round Four (R4) Projects

RAMP UP North continued to work closely with municipal officials on project development. Municipal officials took the lead in developing project Concepts with EAs providing technical support and oversight for project Proposals.

Early in the month, all Proposals, except for **Kunduz**, were approved. The Project Office worked closely with the Kunduz MTL to reduce the proposed project costs on the combined R4/R5 **Municipal Park Stadium Improvement** project and a final draft of the Proposal is under development.



RAMP UP North EAs conduct a site monitoring visit to the Pul-e-Khumri R3 Public Latrine Construction project. - May 27, 2013



Maymana R3 Wheat & Flour Market project Citizens Monitoring. - May 28, 2013

### **Round Five (R5) Projects**

A total of six R5 projects will be implemented including the jointly implemented R4/R5 project in **Pul-e-Khumri**. Municipal officials took the lead in developing and submitting the Concepts, and by the end of the month two Concepts had been approved by the COR and three were in design.

The following table outlines the progress of RAMP UP North SSDIPs as of the end of May 2013.

### **SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS STATUS**

<b>Municipality</b>	<b>Project</b>	<b>Project Title</b>	<b>Start Date</b>	<b>Planned End Date</b>	<b>% Complete</b>	<b>Status as at end May</b>
Andkhoy	R1	Bus Terminal Construction	TBD	TBD	0%	Proposal to be amended - MTL to request Municipality to construct latrine/septic tank instead of backfilling/leveling.
Aqcha	R1	Trash Collection	TBD	TBD	0%	Proposal under review. Bid opening and evaluation for supply of front loaders and trailers started 29-May-13.
	CSC	Citizen Service Center	TBD	TBD	0%	BOQ complete and Eng. Advisor completed costs. Concept in approval process.
Aybak	<b>R1</b>	<b>Aybak Park Renovation</b>	28-Oct-11	10-Jan-12	100%	<b>CLOSED</b>
	<b>R2</b>	<b>Public Latrines Construction and Rehabilitation</b>	8-Aug-12	7-Feb-13	100%	<b>CLOSED</b>
	R3	Family Park Construction	1-Apr-13	1-Aug-13	33%	Continued boundary wall and plastering, commenced brickwork for latrine and construction of septic tank. Issued Change Order Request to GSC.
	R4	Mini-Football Field Construction	TBD	TBD	0%	Proposed sub contract issued to HO for approval.
	R5	Bus Terminal Construction	TBD	TBD	0%	Concept approved by COR 01-May-13. Design review phase.
	CSC	Citizen Service Center	TBD	TBD	0%	Draft BoQ complete. Concept in approval process.
Faizabad	<b>R1</b>	<b>Trash Collection</b>	1-Feb-12	7-Jun-12	100%	<b>CLOSED</b>
	<b>R2</b>	<b>Latrines Construction</b>	2-Oct-12	28-Feb-13	100%	10% retention paid. PO issued Sub-project Closeout and Final Acceptance Certificate.
	<b>R2</b>	<b>Water Well Construction</b>	18-Nov-12	15-Feb-13	100%	
	R3	Park Improvement and Parking Lot	5-Mar-13	5-Jun-13	51%	Issued payment certificate #2. Completing park lot boundary walls and installing fence. Completed building gazebos and painting seating area.
	R3	Water Well Construction		5-Jul-13	0%	NTP delayed. Proposed sub contract issued to HO for approval. Preconstruction meeting delayed.
	R4	Park Construction (D1)	TBD	TBD	0%	Municipality completed backfilling and commenced grading. Anticipated start date for subcontract is 09-Jun-13.
Khulm	R1	Bus Terminal Construction	TBD	TBD	0%	Proposal under review.
Kunduz	<b>R1</b>	<b>Trash Collection</b>			100%	<b>CLOSED</b>
	<b>R2</b>	<b>City Park Improvement</b>	10-Aug-12	15-Feb-13	100%	10% retention paid. Issued Sub-project Closeout and Final Acceptance Certificate. Lease Agreement to operate and maintain the park signed for one year period.
	R3	Drainage Rehabilitation	1-Apr-13	20-Jun-13	47%	Subcontractor installed 850 m and fabricated 1,044 m <sup>2</sup> . Continued removal and repair of collapsed side ditches and continued removing cement culverts.
	R4/R5	Sports Stadium Improvement	TBD	TBD	0%	Concept issued to COR for approval 25-

						May-13. Finalizing design and BoQ.
Maymana	<b>R1</b>	<b>Women's Park Improvement</b>	22-May-12	7-Aug-12	100%	<b>CLOSED</b>
	<b>R2</b>	<b>Public Latrines Construction</b>	8-Aug-12	20-Nov-12	100%	<b>CLOSED</b>
	R3	Wheat and Flour Market Improvement	17-Mar-13	24-Jun-13	75%	Installing trusses and roller shutters. Issued payment certificate #3.
	R4	Fruit and Vegetable Market Construction	TBD	TBD	0%	Project was redesigned due to complex infrastructure requirements in the first Proposal.
	R5	Grain Market Improvement	TBD	TBD	0%	Concept in development.
Mazar-e-Sharif	<b>R1</b>	<b>Trash Collection</b>	26-Jan-12	25-Apr-12	100%	<b>CLOSED</b>
	<b>R2</b>	<b>Trash Collection</b>	13-Oct-12	12-Jan-13	100%	Subcontractor agreed to pay costs to replace damaged tractor door. Once complete PO will move to close out.
	R3	Bukhdi Park Reconstruction (D8)	25-Apr-13	24-Jul-13	20%	Continued boundary wall stone masonry
	R4	"I" Park Construction (D6)	TBD	TBD	0%	Received signed revised CSOW. Proposed sub contract issued to HO for approval
	R5	Karti Khurasan Park Construction (D7)	TBD	TBD	0%	Concept in development.
Pul-e-Khumri	<b>R1</b>	<b>Trash Collection</b>	12-Feb-12	24-May-12	100%	<b>CLOSED</b>
	R2	Family Park Construction	1-Oct-12	18-May-13	94%	PO and GSC will meet with the subcontractor 03-Jun-13, to discuss progress and performance.
	R3	Public Latrine Construction	7-Apr-13	20-Jul-13	36%	Issued payment certificate #1. Commenced drilling for water well and constructing water tank. Commenced building latrine roof.
	R4/R5	Sport Stadium Improvement	TBD	TBD	0%	Proposed sub contract issued HO for approval. Municipality continued removing debris and trash from the site
Sar-e-Pul	<b>R1</b>	<b>Public Park Improvement</b>	25-Jan-12	25-Mar-12	100%	<b>Closed</b>
	<b>R2</b>	<b>Wheat and Flour Market Improvement</b>	8-Aug-12	30-Apr-13	100%	10% retention and payment #5 paid. Issued Subproject Closeout and Final Acceptance Certificate.
	R3	Trash Collection	TBD	TBD	10%	Bid opening and evaluation for supply of tractors started 29-May-13.
	R4	Mini-Football Field Construction	TBD	TBD	0%	Design Phase complete. Concept in approval process
	CSC	Citizen Service Center				Concept in development. Survey underway.
Sheberghan	<b>R1</b>	<b>Trash Bin</b>	30-Jan-12	10-Mar-12	100%	<b>CLOSED</b>
	<b>R2</b>	<b>Public Latrines Construction</b>	8-Aug-12	30-Nov-12	100%	<b>CLOSED</b>
	R3	Bukhdi Park Improvement and Sports Area Construction	5-Mar-13	5-Jul-13	64%	Subcontractor commenced leveling parking area, completed all 21 benches and plastering walls in the south side. Change Order Request issued to GSC.
	R4	Bus Terminal Construction	TBD	TBD	0%	COR approved proposal 15-May-13. Bid opening and evaluation starts 26-May-13.
	F5	Bukhdi Park Improvement (Phase II)	TBD	TBD	0%	Concept approved by COR 30 April. Proposal being reviewed. Municipality to complete implementation plan for their contribution.
	CSC	Citizen Service Center	TBD	TBD	0%	Design phase complete. Reviewing draft BoQ. Concept in approval process.
Taloqan	<b>R1</b>	<b>Trash Collection</b>	1-Feb-12	1-May-12	100%	<b>CLOSED</b>
	<b>R2</b>	<b>City Park Improvement</b>	8-Aug-12	15-Dec-12	100%	Issued Sub-project Closeout and Final Acceptance Certificate.
	R3	Parking Lot Construction and Park Improvement	12-Mar-13	6-Jul-13	40%	Commenced anti-rust coat on canopy trusses and fabricating gates.
	R4	Children's Park Construction	TBD	TBD	0%	Received signed revised CSOW issued.

### ENVIRONMENTAL COMPLIANCE

Projects implemented by RAMP UP North include: Trash Collection, Sanitation and Public Latrines, Small-Scale Road Activities, and Small-Scale Infrastructure, such as Wheat and Grain Markets, Fresh Produce Markets and Bus/Taxi Terminals. Due to the relatively small-scale scope of these projects, as well as the low-input construction methods and emphasis on utilizing manual labor, relatively minor potential for significant adverse environmental impacts is incurred.

### MUNICIPAL DEVELOPMENT BUDGET PROJECT SUPPORT

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

RAMP UP North EAs provided technical support and training to municipal officials in support of municipal development budget projects. Municipalities face numerous challenges in implementing their own projects, chief among them the extremely long budget approval process. To date, eight of 12 municipal budgets have been approved. **Pul-e-Khumri**’s budget was the first to be approved on March 16, 2013, nearly a full quarter into Fiscal Year 1392.

Keeping in mind the long budget approvals process, RAMP UP North began assisting municipal officials in preparing documentation for proposed projects as soon as a budget had been submitted for approvals. This is helping municipalities close the gap between budget approval and project implementation.

Throughout the month, RAMP UP North Embedded Engineers continued to work closely with their municipal counterparts and other municipal officials to draft designs, plans and BoQs for high-priority municipal development projects. As a result of this work, documentation on 16 projects has been completed in seven municipalities.

### RAMP UP North-Supported Municipal Development Budget Projects

Municipality	#	Project Title	Est. Budget (AFN)	Est. Start Date	Est. End Date	Comments
Andkhoy	1	3-Cabin Latrine Construction	3,000,000	TBD	TBD	Planning complete. Design in process.
	2	Babur Park Improvement	750,000	TBD	TBD	Planning complete. Design in process.
Aqcha	1	Solar Street Lighting	2,754,000	TBD	TBD	Planning, design and BOQ complete.
Aybak	1	Office Surrounding Wall Construction (D3)	7,000,000	TBD	TBD	Planning, design and BOQ complete.
	2	Grain Market Construction	5,581,774	TBD	TBD	Planning complete. Design ongoing.
	3	Administration Building Expansion (D1)	4,000,000	TBD	TBD	Construction of second floor. Planning and design complete. BOQ in process.
Faizabad	1	Kafshdozi Street Drainage	1,741,750	1-Jul-13	TBD	Planning, design and BOQ complete.
	2	Trash Container Construction (D2)	163,343	1-Jul-13	TBD	Planning, design and BOQ complete.
	3	Trash Container Construction	408,352	1-Jul-13	TBD	Planning, design and BOQ complete.

(D5)						
Khulm	1	Non-Residential Building Construction	5,000,000	TBD	TBD	Planning, design complete. BOQ in process.
	2	Road Construction	12,919,070	TBD	TBD	Planning complete. Design in process.
Kunduz	1	Sidewalk Mosaic Installation	3,000,000	TBD	TBD	Planning, design and BOQ complete.
	2	Culvert Construction	2,000,000	TBD	TBD	Various districts.
	3	Park Construction (Sare dawo ra town)	2,000,000	TBD	TBD	Planning and design complete. BOQ in process.
Maymana	1	Road Graveling (D4)	494,916	6-Mar-13	TBD	Implemented by municipality. Planning, design and BOQ complete.
	2	Public Latrine (D5)	498,000	6-Mar-13	TBD	Planning complete. Design in process.
	3	Public Latrine (D1)	2,000,000	TBD	TBD	Planning complete. Design in process.
Pul-e-Khumri	1	Municipal Office Fountain Construction	5,398,642	TBD	TBD	
	2	Chishma Shafa Guesthouse Construction	21,500,000	TBD	TBD	
Sar-e-Pul	1	Public Bath Construction	1,500,000	TBD	TBD	
	2	Public Latrine Construction (D2)	1,000,000	TBD	TBD	
	3	Municipal Administration Building Construction	30,000,000	TBD	TBD	Planning, design and BOQ complete.
	4	Grain Market (D2)	25,000,000	TBD	TBD	Planning complete. Design process.
Sheberghan	1	Tile and Brick Masonry Wall	1,074,570	TBD	TBD	Supply and installation of tile and brick masonry wall and vases in municipality area. Planning, design and BOQ complete. Projects in bidding process.
	2	Atahi Road Improvement	472,500	TBD	TBD	Road improvement (graveling and concrete) brick masonry canal on each side of the 105m road. To be implemented by municipality. Planning, design and BOQ complete.
	3	Bus Terminal Shops	-	TBD	TBD	Municipal contribution of shops, a restaurant and sidewalks to the R4 <i>Bus Terminal Construction</i> project supported by RAMP UP North.
	4	Road Graveling	3,600,000	1-May-13	TBD	Yakabaq and Merwais Mina roads, 5 km. Planning, design and BOQ complete.
Taloqan	1	Takhar University Park Construction	1,500,000	TBD	TBD	Planning, design and BOQ complete. In procurement process.
	2	City Shops Construction	7,431,715	TBD	TBD	Planning, design and BOQ complete.
	3	Golay Bagh Roundabout Construction	2,000,000	TBD	TBD	Planning complete. Design in process.
	4	Culverts Construction (various areas)	1,000,000	TBD	TBD	Planning complete. Design in process.
<b>TOTAL</b>	<b>31</b>		<b>154,788,632</b>			

## CLIN III - REVENUE GENERATION AND ECONOMIC DEVELOPMENT

### *Support to the GIRoA to Increase Revenue at the Municipal Level*

#### SAFAYI REGISTRATION

*Safayi Registration (formerly referred to as property registration) is a major, fixed source of municipal revenue with strong potential for revenue enhancement. Thus, RAMP UP North is working closely with municipalities to survey, map and register properties in each municipality. As a result of this*

*initiative, property owners will be issued ownership documents (Qabala) and municipalities will enjoy a significant and stable source of revenue.*

In May, RAMP UP North EAs and the Regional Office Technical Program Team worked closely with all 12 municipalities to announce, hire and begin hiring survey teams. By the end of the month, 143 out of 429 surveyors had been hired. Each survey team includes three members, a recorder and two property surveyors. In each case the recorder is a woman, and one of the two property surveyors, who take physical measurements of the property, is a *Kalantar* (head of the Guzar). By including a *Kalantar* and a woman on the team, RAMP UP North hopes to quell any cultural issues that may arise.

RAMP UP North plans to pilot *Safayi* initiative in Aybak in early June. Based on lessons learned in Aybak, the *Safayi* Registration initiative will be rolled out to the 11 remaining municipalities.

## **BUSINESS REGISTRATION AND LICENSING**

*The business registration and licensing initiative is helping to strengthen municipal systems and to increase municipal revenue through the thorough registration and RAMP UP North is working with municipal officials to implement a business registration and licensing Intro paragraph on why we are investing in this initiative, how it integrates into the work we've been doing and what benefits it adds to municipalities.*

This month, RAMP UP North expanded its business registration and licensing program to six municipalities (**Andkhoy, Aqcha, Khulm, Kunduz, Sheberghan** and **Maymana**), bringing the total number of municipalities supported through this initiative to 11. The Mazar-e-Sharif Municipality, is considering converting their current system to IFMS with UNDP/ASGP support. RAMP UP North remains willing and able to support Mazar-e-Sharif, should assistance be requested.

RAMP UP North Regional Office staff also worked on converting the existing databases of **Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul, and Taloqan** from the Microsoft Access database to the new IFMS system. These municipalities will continue to register and license business through the old software until computers are procured, configured with IFMS, loaded with the converted data and distributed the municipalities.

RAMP UP North EAs continued to train and support municipal officials to increase the business licensing rates for business owners. Municipalities are increasingly placing importance on this process. For example, in **Faizabad** the municipality decided to form a team to expand the business license distribution. In **Sar-e-Pul**, the municipality conducted a meeting with 27 Business *Kalantars* and business owners to discuss business registration and licensing. The result was a commitment from those present to help support the initiative.

Survey teams continued their work in **Andkhoy, Khulm** and **Maymana** where collected data is being entered directly into the new IFMS system. In **Maymana**, the team registered 3,000 businesses and have entered nearly one third of the records into IFMS. In **Andkhoy**, the Business Registration Survey is in progress and by the end of the month more than 1,600 shops had been surveyed and 1,000 forms entered into the IFMS database.

Though the **Aqcha** Municipality business registration process is ongoing, nearly all businesses within the Aqcha City have been registered. More than 2,800 businesses were surveyed which is up by 500 hundred over last year. To date 1,400 files have been entered into IFMS and 434 business licenses have



**RAMP UP North staff hold a coordination meeting with Mayor in Maymana to discuss Safayi Registration. - May 19, 2013**



**Faizabad EA Meet with Mayor, Revenue and Collection Officer regarding license property registration. - May 22, 2013**



**RAMP UP NORTH EAs assists in Business Registration Survey in Maymana. -May 14, 2013**

been issued. The number of surveyed businesses in Aqcha City may increase since many of the businesses were closed during the initial survey. The survey team will follow-up to ensure no businesses were missed.

In **Khulm**, nearly 1,000 businesses have been registered and their data entered into the IFMS system. Though the survey is ongoing, tax bills for all business entered into IFMS have been printed for distribution.

The following table details progress on business registration and licensing.

### Business Registration and Licensing – May 2013

Municipality	Registered / Licensed Businesses 1390 (Baseline)	Total Revenue 1390 (Baseline)	Registered Businesses 1391	*Total Revenue 1391 <sup>1</sup>	Licenses Issued YTD 1392	% of Registered Businesses YTD 1392 to 1391	Revenue YTD 1392	% of Total Revenue 1391 to 1390
<b>Municipalities Assisted Starting Afghan FY 1391 (FY12)</b>								
Aybak	1,395	335,400	1,924	420,343	541	28%	156,450	47%
Faizabad	884	202,000	2106	452,749	293	14%	135,950	67%
Pul-e-Khumri	3,300	1,701,650	3836	1,261,058	1336	35%	749,450	44%
Sar-e-Pul	1,184	316,920	1555	229,800	444	29%	125,190	40%
Taloqan	1,600	700,000	4510	1,880,725	929	21%	874,050	125%
<i>Subtotals</i>	<i>8,363</i>	<i>3,255,970</i>	<i>13,931</i>	<i>4,244,675</i>	<i>3543</i>	<i>25%</i>	<i>2,041,090</i>	<i>63%</i>
<b>Municipalities Assisted Starting Afghan FY 1392 (FY13)</b>								
Andkhoy	1,039	180,850	1,784	213,410	13	1%	1,310	1%
Aqcha	2,390	384,300	2,835	12,389,501	435	15%	74,866	19%
Khulm	300	49,410	210	42,000	7	3%	1800	4%
Kunduz	3,516	1,105,000	3,890	931,150	0	0	0	0
Maymana	1,843	250,040	1,843	195,790	0	0	0	0
Sheberghan	2,163	295,123	1,581	204,240	584	37%	84,750	29%
<i>Subtotals</i>	<i>11,251</i>	<i>2,264,723</i>	<i>8,253</i>	<i>13,976,091</i>	<i>1,039</i>	<i>13%</i>	<i>162,726</i>	<i>7%</i>
<b>Totals</b>	<b>19,614</b>	<b>5,520,693</b>	<b>22,184</b>	<b>18,220,766</b>	<b>4,582</b>	<b>21%</b>	<b>2,203,816</b>	<b>40%</b>

### CITIZEN SERVICE CENTERS (CSCs)

*RAMP UP North is working with municipal officials in four northern municipalities (Aqcha, Aybak, Sar-e-Pul and Sheberghan) to develop Citizen Service Centers (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.*

During the first two weeks in May, Regional Office technical staff met with municipal officials in each of the four municipalities to complete process maps for those Phase 1 services that will be provided through the CSCs when they are initially opened. Regional Office technical staff and EAs also worked with municipal officials to finalize those positions that will be created or transferred to the CSC and to finalize communication plans for the CSCs. Concepts were also completed for the CSCs for submission to the COR for project approval.

EAs are working with municipalities to develop drawings, designs and BOQs. In **Aybak**, the RAMP UP North Municipal Engineering Advisor drafted an estimation of BoQ for the CSC and submitted it to the Regional Office for review.

The following table captures progress to-date made on the CSC initiative:



The RAMP UP North TPT team meets with the Aqcha municipality Revenue and District Revenue Managers to discuss the CSC. - May 14, 2013

<sup>1</sup> Afghan FY 1391 was only a 9-month period (March 21 – December 20) to accommodate the GfRoa's transition to a 12-month FY (December 21 – December 20) that

## CITIZEN SERVICE CENTERS

ACTIVITY	AQCHA		AYBAK		SAR-E-PUL		SHEBERGHAN	
	% Complete	Target End Date						
Concept Note	80%	31-May-13	80%	31 May 13	40%	31 May 13	40%	31 May 13
Baseline Surveys	80%	10-Aug-13	80%	10 Aug 13	50%	10 Aug 13	80%	10 Aug 13
Process Mapping	35%	30-Jun-13	35%	30 Jun 13	35%	30 Jun 13	35%	30 Jun 13
Advisory Board	50%	30-Jun-13	50%	30 Jun 13	0%	30 Jun 13	50%	30 Jun 13
Services	25 %	31-Jul-13	25 %	31 Jul 13	5%	31 Jul 13	25%	31 Jul 13
Staffing	20%	31-Jul-13	20%	31 Jul 13	15%	31 Jul 13	20%	31 Jul 13
Regional Workshop	0%	31-Jul-13	0%	31 Jul 13	0%	31 Jul 13	0%	31 Jul 13
Communications Plan	10%	31-Aug-13	10%	30 Sep 13	10%	31 Aug 13	10%	15 Sep 13
Facility Design	60%	31-May-13	85%	31 May 13	20%	31 May 13	10%	31 May 13
Facility Procurement	0%	15-Jul-13	0%	15 Jul 13	0%	15 Jul 13	0%	15 Jul 13
Facility Construction	0%	31-Aug-13	0%	30 Sep 13	0%	31 Aug 13	0%	15 Sep 13

## LOCAL ECONOMIC DEVELOPMENT (LED)

*The goal of RAMP UP North's 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 continued the Local Economic Development (LED) strategic planning process by completing presentations of the LED initiative to mayors, conducting a regional LED workshop and by focusing on preparations for conducting the second round of workshops.

From May 1-14, 2013, LED introductory meetings were held with mayors from all six participating municipalities. As a result of these meetings, mayors pledged support for the initiative and helped to form LED Steering Committees. Committee members participated in the first LED regional workshop.

After a successful regional workshop, May 20-21, 2013, RAMP UP North EAs continued to process regional workshop outcomes, such as the vision and mission elements, as well as final findings extracted from key municipal documents. Concurrently, municipalities who had not completed business surveys, worked to finalize them.

Four Business Surveys were completed (**Aybak, Maymana, Pul-e-Khumri, and Mazar-e-Sharif**) and the results processed. RAMP UP North staff are busy helping to interpret the results. A draft interpretation of the Business Surveys was sent to EAs with suggestions on how to review the interpretation and/or conduct focus groups with entrepreneurs to ensure that the interpretations are correct.

In preparation for LED workshops that will be held in each municipality, RAMP UP North staff developed detailed action plans. The plans included guidance on how to create Strategic Planning Committees and how to incorporate additional information, identified during the Regional Workshop in final findings. Regional Office staff also helped to support workshop



RAMP UP North EAs hold a coordination meeting with the Pul-e-Khumri Mayor to discuss the LED initiative.



RAMP UP North EA briefs Kunduz Mayor on the LED initiative. - May 28, 2013

logistics from determining the list of participants to preparing budget estimates.

During the month, activities related to the LED strategic planning process were conducted with involvement of steering committees. For example, the Mazar-e-Sharif LED Steering Committee held an additional meeting to: decide on LED Strategic Planning Committee members; process elements of vision and mission (developed during regional workshop); draft vision and mission statements; and to review additional information for final findings.

The Regional Office staff focused on preparations for the workshops and for advancing preparations for the LED Municipal Conference planned for June 17-18 2013. A draft agenda was prepared to share with GDMA for feedback. The agenda includes items such as a session on the role of the municipality to address LED, a presentation of the status of the strategic planning process in six LED municipalities and a discussion on development of LED units with the capacity to manage LED. Presenters were selected and have begun to draft presentations.

The LED program progress (focusing on the first milestone addressing “Getting Started”) is captured in the table below. The milestone is broken into sections and progress toward each section is captured in the table below.

The percentage indicates progress process in each section; the date indicates when the activity has been fully addressed.



RAMP UP North EA is working with Aybak LED Steering Committee. - May 28, 2013



RAMP UP North EA is working with Aybak LED Steering Committee. - May 28, 2013

## LED STRATEGIC PLANNING PROCESS STATUS

GETTING STARTED							
Municipality	Presentation to Mayors	MoU Signed	Secretariat Formed	Steering Committee Formed	Strategic Planning Committee Formed	Business Survey Finalized	Information Summary Completed
Aybak	12 May 13	12 May 13	14 May 13	14 May 13	30 May 13	29 May 13	90%
Kunduz	12 May 13	12 May 13	12 May 13	12 May 13	60%	90%	90%
Maymana	08 May 13	08 May 13	12 May 13	12 May 13	60%	19 May 13	90%
Mazar-e-Sharif	14 May 13	14 May 13	15 May 13	15 May 13	29 May 13	29 May 13	30 May 13
Pul-e-Khumri	05 May 13	05 May 13	16 May 13	16 May 13	80%	19 May 13	90%
Sheberghan	01 May 13	03 May 13	13 May 13	13 May 13	60%	90%	90%

## PUBLIC-PRIVATE PARTNERSHIP (PPP)

*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 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 seven PPPs with an estimated value of 598,575 AFN have been initiated with RAMP UP North support. One additional PPP is in the procurement process and RAMP UP North has plans to support an additional 22, as SSDIPs are completed.

## Public-private Partnership Status

Municipality	Round	Project	Project End Date	PPP Signed	Agreement Duration	Est. Value (AFN)
Andkhoy	R1	Bus Terminal	TBD	Pending	TBD	TBD
Aybak	R2	Public Latrines	01-Oct-12	22-Mar-13	10 Months	106,000
	R2	Public Latrines	7-Feb-13	Pending	TBD	TBD
	R3	Family Park	TBD	Pending	TBD	TBD
	R5	Bus Terminal	TBD	Pending	TBD	TBD
Faizabad	R2	Public Latrines	24-Feb-13	26-May-13	7 Months	140,000
	R3	Park and Parking Lot	TBD	Pending	TBD	TBD
	R4	Park (District 1)	TBD	Pending	TBD	TBD
Khulm	R1	Bus Terminal	TBD	Pending	TBD	TBD
Kunduz	R2	Central Park	24-Apr-13	18-May-13	12 Months	210,000
	R4/R5	Sports Stadium	TBD	Pending	TBD	TBD
Maymana	R1	Women's Park	07-Aug-13	04-Sep-13	9 Months	45,500
	R2	Public Latrines	11-Aug-12	15-Jan-13	12 Months	41,000
	R3	Wheat and Flour Market	TBD	Pending	TBD	TBD
	R4	Fruit and Vegetable Market	TBD	Pending	TBD	TBD
Mazar-e-Sharif	R3	Bukhdi Park (District 8)	TBD	Pending	TBD	TBD
	R4	"I" Park (District 6)	TBD	Pending	TBD	TBD
	R5	Park	TBD	Pending	TBD	TBD
Pul-e-Khumri	R2	Family Park	9-Jun-13	In Process	TBD	TBD
	R3	Public Latrines	TBD	Pending	TBD	TBD
	R4	Sport Stadium	TBD	Pending	TBD	TBD
Sar-e-Pul	R2	Wheat and Flour Market	17-Apr-13	21-Apr-13	8 Months	14,975
	R4	Mini-Football Field	TBD	Pending	TBD	TBD
Sheberghan	R2	Public Latrines	12-Jan-12	29-Mar-12	12 Months	41,100
	R3	Bukhdi Park and Sports Fields	TBD	Pending	TBD	TBD
	R4	Bus Terminal	TBD	Pending	TBD	TBD
	R5	Bukhdi Family Park	TBD	Pending	TBD	TBD
Taloqan	R2	City Park	12-Dec-12	Pending	TBD	TBD
	R3	Parking Lot and Park	TBD	Pending	TBD	TBD
	R4	Children's Park	TBD	Pending	TBD	TBD

## GEOGRAPHIC INFORMATION SYSTEM (GIS)

*RAMP UP North is using GIS to survey urban municipal boundaries and to provide basic identification of land use. Municipalities use this data to help manage Master Plans and to enhance revenue generation as they manage businesses and property registrations.*

The GIS team took part in the **Safayi Registration Survey Workshop** and completed quality control of digitized work for **Aqcha** district municipality during the month. The team also visited **Sheberghan** Municipality to reassess and mark the previously demarcated district boundaries in accordance with IDLG criteria.

## GIS WORK PROGRESS – May 2013

Municipality	Digitizing Individual Land Parcels	Identification of District Boundaries	Quality Control Complete
Andkhoy	100%	95%	55%
Aqcha	100%	95%	100%
Aybak	100%	100%	100%
Faizabad	100%	100%	100%
Khulm	100%	95%	100%
Kunduz	100%	95%	-
Maymana	100%	100%	-
Mazar-e-Sharif	81%	100%	-
Pul-e Khumri	100%	95%	100%
Sar-e-Pul	100%	100%	100%
Sheberghan	100%	90%	-
Taloqan	100%	100%	-



RAMP UP North GIS team works with municipal officials on the Mazar-e-Sharif map in order to identify formal and informal areas. - May 19, 2013



Sheberghan R3 Bukhdi Part Improvement and Sport Area Construction Citizen Monitoring held. - May 20, 2013

## CROSS-CUTTING ACTIVITIES

### CITIZEN ENGAGEMENT

*Community engagement and citizen participation are critical components to creating the community and stakeholder ownership necessary to increase municipal revenues, sustain municipal services, and expand economic growth. Through municipal engagement, RAMP UP North is working to facilitate a close working relationship between municipalities and citizen groups throughout all project phases (selection, development, monitoring, communications, operations and maintenance, and closeout).*

The Regional Office Community Engagement Team along with EAs continued to support citizen engagement in each municipality. While many of the activities (Citizen Monitoring and surveys) were supported, a key activity this month was to develop a Communications Plan for the CSCs. This plan will be reviewed by each municipality and tailored to meet their needs.

### Citizen Monitoring

On May 05, 2013, the Head of GDMA, the **Samangan** Deputy Governor, **Aybak** Mayor and other municipal officials, members of the SDAG and RAMP UP North EA conducted a joint site visit at the R3 **Family Park Construction** project in Aybak. The site visit began with the Municipal Engineer explaining the project scope of work for the participants. The RAMP UP North team presented the project as a good opportunity for the Aybak Municipality to practice project management including: involving citizens and municipal officials in needs assessment, project planning, implementation, monitoring and evaluation as well as project communication and closeout. The Head of GDMA expressed appreciation for RAMP UP North's work in Aybak.



Mazar-e-Sharif EAs conduct Citizen Monitoring for R3 Bukhdi Park Improvement project. - May 19, 2013

RAMP UP North Advisors conducted a joint Citizen Monitoring visit in **Sheberghan** to view and discuss ongoing work. A Citizen Monitoring visit was held May 20, 2013 in the R3 **Bukhdi Park Improvement** project. The purpose of the monitoring visit was to provide recommendations on remaining work to be completed on the project. During the monitoring, RAMP UP North Engineers provided technical information on project work to the SDAG and Project Beneficiary Group (PBG) members, who committed their support during the implementation of the project. They expressed their appreciation of the subcontractor's work and the municipality's achievements on citizen

involvement in monitoring the project. Citizen monitoring visits were also held in **Faizabad** on May 20, 2013, and in **Aybak** on May 21, 2013.

The RAMP UP North Embedded Advisor (EA) facilitated a meeting of Service Delivery Advisory Group (SDAG) members and **Pul-e-Khumri** municipal officials following the Citizen Monitoring held May 13, 2013. During the meeting, SDAG members requested that municipal officials construct chairs with sun shades, a public latrine and that they install a few trash bins in the recently completed **Family Park Construction** project. Municipal Officials agreed to add the cost of these items into next year's municipal budget.

On May 07, 2013, the **Sar-e-Pul R2 Wheat and Flour Market Improvement** project was monitored by the Service Delivery Advisor Group (SDAG) and Project Beneficiary Group (PBG). During the monitoring a few defects were identified. These included a few broken sections of fencing along the drainage ditch. The subcontractor agreed to repair the defects.

May 07, 2013, a RAMP UP North EA, **Maymana** municipal officials and citizens from the area conducted a Sustainability Monitoring check of the **Maymana R2 Public Latrines Construction** project. They found that the latrine facilities were open for users and were being well maintained by the subcontractor.

The RAMP UP North EAs conducted a citizen monitoring of the R3 **Public Latrine Construction** project in **Pul-e-Khumri**. Participants included the **Pul-e-Khumri** Municipal Engineer, key members of the SDAG and PBG. During the monitoring visit on May 06, 2013, details on the project were provided by the RAMP UP EA as well as the Subcontractor's Engineer, who was onsite during the monitoring visit.

On May 28, 2013, RAMP UP North EAs, the **Taloqan** Mayor, municipal officials and SDAG members monitored the R3 **Parking Lot Construction and Park Improvement** project. The group was satisfied with work done on the project site.

RAMP UP North EAs, **Kunduz** Municipal Officials, Service Delivery Advisory (SDAG) members and citizens conducted the second Citizen Monitoring site visit to the R3 **Drainage Rehabilitation** project on May 28, 2013. The team inspected all work done by the municipality and subcontractor. They advised the subcontractor to install the grill to a uniform level on top of the ditches and noted that concrete should be used instead of mortar.

### **Key Informant Survey**

RAMP UP North advisors also worked with the three district municipalities (**Andkhoy, Aqcha** and **Khulm,**) to conduct a Baseline for the Key Informant Survey with civil society and business community members. Face-to-face surveys are conducted by RAMP UP North advisors with 25% women and 75% men, gathering information on citizen views of municipal work. The RAMP UP North Community Engagement and Monitoring and Evaluation teams traveled to the three district municipalities to provide an orientation on the survey methodology and observe the initial interviews for the survey. EAs subsequently Data from these surveys is being analyzed at the Regional Office.

### **Citizen Report Card Survey**

In **Kunduz**, RAMP UP North Advisors conducted Citizen Report Card surveys for the R3 **Drainage Rehabilitation** project on May 27, 2013. As a result, 50 citizens, including 10 females and 40 males, were interviewed, and 50% indicated that the quality of work was acceptable, 46% rated it excellent



Maymana R3 Wheat & Flour Market project  
Citizens Monitoring. - May 28, 2013



RAMP UP North EAs assist Taloqan Municipal  
Officials and SDAG members in monitoring  
the R3 **Parking Lot Construction and Park  
Improvement** project in Taloqan.  
- May 28, 2013



RAMP UP North EA conducts a Pre-project  
Survey of Aqcha residents regarding the  
proposed **Trash Collection** project. .  
- May 26, 2013

and 4% rated it unacceptable. The compiled data was sent to the Regional Office.

### Pre-project Survey

RAMP UP North EAs and **Andkhoy** Municipal staff conducted a Pre-project Survey for the R4 **Bus Terminal Construction** project. Twenty citizens living near to the project were surveyed. Early feedback from the survey shows that citizens are happy with the selection of the Bus Terminal as a municipal project.

RAMP UP North Embedded Advisors (EAs) and **Aqcha** municipal staff conducted a pre-project survey of the District Municipality **Trash Collection** project. Fifty citizens (25 men, 25 women) who live near to the project site were surveyed. The survey found that citizens felt positively about the project and expressed appreciation to the Aqcha Municipality for selecting the **Trash Collection** project, as it is their number one priority.

### Citizen Engagement Via Media

RAMP UP North EAs assisted **Aybak** Municipal Officials to prepare a TV announcement that aims to increase citizen's awareness of the R3 **Family Park Construction** project. The TV announcement was sent to the Regional Office for review.

In addition to the TV announcement, a talk show was produced and aired in **Faizabad** through Radio Amo and Radio Bayan-e-Shamal. Municipal officials provided information to the citizens regarding the R3 subproject.

In early May, a radio and a TV announcement were aired in **Kunduz** to promote awareness of the R3 **Drainage Rehabilitation** project. The announcement urged citizens to keep their city clean by dumping trash in receptacles rather than in drainage ditches.

## EXPANDING THE ROLE OF WOMEN

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

In May, the Regional Office Community Engagement Team reviewed each Municipal Gender Mainstreaming Plan against achievements made to date. The team found that all nine provincial municipalities had made progress on their plan. For example, each municipality had provided restroom facilities for women. Three municipalities (**Maymana**, **Pul-e-Khumri** and **Taloqan**) had made significant progress toward hiring women. In **Kunduz** and **Sar-e-Pul**, municipal officials are waiting for the new GDMA *Tashkeel* to be approved before considering the addition of new staff positions.

RAMP UP North EAs support municipal officials in carrying out activities identified in the Gender Mainstreaming Plans. Each quarter, the Community Engagement Team reviews the plans and provides feedback to each municipality on their progress and or need for improvement.

## MUNICIPAL STRATEGIC COMMUNICATIONS PLANS

The RAMP UP North Regional Office reviewed drafts of each Municipal Strategic Communication Plan. Technical comments and feedback were provided to municipalities prior to the plans being finalized, and signed by mayors. RAMP UP North will support each municipality in implementing each plan.



RAMP UP North EA works with municipal officials on the TV announcement for the R3 **Family Park Construction** project. - May 28, 2013

## 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.

RAMP UP North issued a Notice of Termination by Default on April 25, 2013, to the **Footbridge Construction** project subcontractor. The subcontractor was given seven days to correct stated reasons for default. As the contractor was unable to correct the issues outlined in the notice, the contract was terminated and an RFP reissued. A new subcontractor was hired in late May and work is scheduled to resume in June.

Work on the **Vehicle Bridge Reconstruction** project continued on schedule. On May 27, 2013, the RAMP UP North COP, Engineering Director and DAI's Home Office Project Manager monitored the ongoing post-flood assistance projects.



Sar-e-Pul PFA Vehicle Bridge Construction project work progress. - May 28, 2013



RAMP UP North COP visits Sar-e-Pul PFA Vehicle Bridge Construction project. - May 29, 2013

### SAR-E-PUL POST-FLOOD RESPONSE PROJECT STATUS

Project Title	Start Date	Planned End Date	% Complete	Comments
Canal Cleaning and Repair	11-Sep-12	31-Dec-12	100%	<b>Project Scope: 19.6 Km Canal</b> 10% retention released and moving to close out
Emam Road & Culvert Repair	28-Nov-12	27-Mar-12	100%	<b>Project Scope: 1.28 Road Km &amp; 2 Culverts</b> Release of 10% retention in process.
Lelami Road & Culvert Repairs	1-Dec-12	1-Apr-12	100%	<b>Project Scope: 1.32 Km Road &amp; 6 Culverts</b> Warranty period ends May 07.
Canal Retaining Wall Construction	8-Oct-12	31-Mar-13	100%	<b>Project Scope: 44.5m Retaining Wall.</b> Final inspection complete and 10% retention will be released.
Construction Inspection & Testing (QA/QC)	10-Dec-12	30-May-12	20%	Tests are on-going
Footbridge Construction	8-Oct-12	30-May-13	82%	<b>Project Scope: 20m Bridge</b> Issued Notice of Termination by Default on April 25. The subcontractor has seven days to correct stated reasons for default. The completion date will extend beyond end May.
Vehicle Bridge Reconstruction	21-Jan-13	15-Jun-12	56%	<b>Project Scope: 16m Bridge</b> Subcontractor submitted a request to delay works on shuttering for twenty days due to water levels in the canal. PO will meet the subcontractor May 12. Invoice 2 being processed.

## OTHER ACTIVITIES

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

On May 14, 2013, the RAMP UP North Deputy Chief of Party (DCOP) attended the quarterly IDLG/GDMA and USAID meeting. During the meeting, the DCOP briefed meeting participants on RAMP UP North's ongoing and planned activities. Attending the meeting were the IDLG Deputy Minister, DGMA Director and USAID's ODG Director, Government Team Leader and ACOR as well as the RAMP UP North DCOP, RAMP UP South COP and RAMP UP East GSC Director. The briefing focused on RAMP UP North's revenue generation and economic development activities, highlighting that business registration has been launched in 11 of 12 municipalities. The DCOP also presented an update on RAMP UP North's work on Citizen Service Centers (CSC), stating that CSC establishment will create friendly customer care environment in municipalities.

On May 19, 2013, RAMP UP North based team facilitated a meeting for USAID staff to be briefed on RAMP UP North activities in **Kunduz**. Meeting participants visited the R2 **City Park Improvement** project, R3 **Drainage Rehabilitation** project and the combined R4/R5 **Sports Stadium Improvement project**. During the meeting, RAMP UP North EAs explained RAMP UP North activities in Kunduz, highlighting the outcomes and effectiveness and answering question regarding the program.

On May 21-22, 2013, three RAMP UP North Regional Office Finance Department staff attended a **Tax Compliance Workshop** in Kabul. The workshop was led by RSM International (an international audit, tax, and consulting firm). The training provided participants with the opportunity to keep abreast of the relevant changes in the Afghan Income Tax Law. As a result of the training, participants are more able to assist their organization in complying with the law including: financial and other informational documents to prepare, keep, and maintain; mandated deadlines and information to file with the Ministry of Finance; and what to expect in a tax audit and how to handle government tax auditors.

On May 22, 2013, RAMP UP EAs coordinated a meeting between USAID's Contracting Officer's Representative (COR), US Consulate Representative, Deputy Senior Civilian Representative meeting and the **Aybak** Mayor other municipal officials. Aybak Municipal Officials, including the Mayor attended the meeting and expressed their satisfaction with RAMP UP North and appreciation for USAID efforts for its consistent support in Afghanistan.

## UPCOMING ACTIVITIES

In June, RAMP UP North staff will focus finalizing the *Safayi* Registration survey teams and launching surveys in the remaining 11 municipalities. Staff will also continue to provide support to municipalities to implement 19 SSDIPs during the month, as well as to support them in planning and impending development budget projects of their own.

On June 17-18, 2013, RAMP UP North will hold a Municipal Conference for mayors and other senior municipal officials. Other events include: **Pul-e-Khumri LED Strategic Plan Field Workshop** (June 10, 2013); **Kunduz**



USAID COR visits Kunduz R2 City Park improvement project. - May 19, 2013

**Public Budget Meeting** (June 11, 2013); and ***Kunduz* LED Strategic Plan Field Workshop** (June 26, 2013).



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**AFGHANISTAN**

## FIRST PERSON Building a Path to Success

**Former Intern, Wahab Latif, writes this Success Story.**



***“My internship was a great opportunity to learn and to improve my skills. I believe that this internship has led me to the path of success.”***

- Abdul Wahab Latif, RAMP UP North Communications Assistant

“A few months ago, as my graduation from Balkh University neared, I was faced with the same issue that my peers around the world are facing,” said Abdul Wahab Latif, the newly hired RAMP UP North Communications and Reporting Assistant. “How do I get a job without any experience?”

As his graduation date loomed, he began looking for jobs. During his search, he came across a listing for an internship with USAID’s Regional Afghan Municipalities Program for Urban Populations (RAMP UP) North. “I had never heard of an internship before, but I liked that it was part-time and that it was flexible enough to allow me to complete my degree,” said Latif. “I applied and was lucky to be hired as a Communications Intern.”

RAMP UP North began its internship program in March 2012. Since then, the program has trained 16 interns in areas such as Monitoring & Evaluation, Communications, Engineering, Programs, Procurement, Human Resources and Community Engagement. The 4-month internships include a small stipend to cover transportation and lunch.

Internships give employers the opportunity to provide experience for and to build the capacity of college students and recent graduates. While interns gain invaluable work experience and create professional working relationships that help them to form the foundation of their career. RAMP UP North internships have also helped to expose young Aghans to municipal work, encouraging them to consider a career in local government.

“It was a great pleasure for me to work with the municipality,” said Bashir Ahmad, a Municipal Embedded Finance Intern in Mazar-e-Sharif. “I now understand most municipal concepts and programs and I am interested in working with the municipality. I believe this will be the best way for me to serve my people and community.”

At the end of each round of internships, RAMP UP North provides Job-Readiness Training that includes curriculum vitae and cover letter writing, internet job hunting and instruction on honing interview skills.

RAMP UP North has hired three of the 16 interns as full-time employees: an Associate Engineer; a Receptionist; and a Communication and Reporting Assistant. Two interns are busy completing university studies and three others have found full-time work. All of the former interns interviewed for this story believe that the internship was an invaluable opportunity.

“My internship was a great opportunity to learn and to improve my skills. I believe that this internship has led me to the path of success,” said Latif.



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# AFGHANISTAN

## FIRST PERSON Bringing Gender Balance to Municipalities

***With Fatimah's support Najiba found a good job with the Taloqan Municipality where she works with the Finance Manager.***



***"We started to demonstrate what we could do in our society and we are not alone."***

*- Najiba Taher, Taloqan Municipality Finance Department Cash Clerk*

Since November 2012, Fatimah Massoud, a 28-year-old mother of two, has worked as an Embedded Public Outreach Advisor in the Taloqan Municipality, for the USAID-funded Regional Afghan Municipalities Program for Urban Populations (RAMP UP) North. She was hired to help support the Municipality's public outreach campaigns and to increase the municipality's engagement with citizens, especially women.

When she joined the team, she was the first and the only woman to work at the municipality. Now, Taloqan Municipality has hired 10 women. This dramatic increase is due to the Municipality's promotion of gender mainstreaming activities and Fatimah's efforts in supporting the Municipality to achieve goals set out in its Gender Mainstreaming Plan.

Fatimah had worked for various international non-governmental organizations in the area before joining the USAID/RAMP UP North project, and felt strongly about the need to expand the role of women in her community. People in her community began to question her – was it not shameful and bad for a woman to work among men, and why was she working in such an environment? "I didn't listen to their speeches," she said, "instead I tried to work with patience."

Despite the changes made in recent years, traditional ways and continued insecurity still limit women from working in male-dominated workplaces... and local government is traditionally male dominated. While working with northern municipalities, however, USAID/RAMP UP North has promoted the idea that all citizens should have equal access to municipal services, regardless of gender or social status.

The project assisted in the design of gender training for municipal officials. Based on the understanding that, for most municipalities, this would be the first exposure to gender training; the training focused on facilitating an open discussion on gender and current gender inequalities. RAMP UP North advisors and technical teams worked with municipal officials to conduct workshops in the municipality, where participants identified practical reforms that could increase gender equality within the municipality and also in municipal work.

Taloqan municipality tasked its Human Resources department with recruiting additional women to key positions. Other municipalities have developed their own action items to promote gender equality. In Faizabad, municipal officials identified that women's views should be included in the annual budgeting process, and this year, a female municipal official was included on the Budget Committee.

"We started to demonstrate what we could do in our society and we are not alone," said Najiba Taher, a newly hired Cash Clerk in Taloqan Municipality's Finance Department. "Actually, RAMP UP North is the supportive stamina that has brought the change in Taloqan Municipality and we are the signs."

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