



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS (RAMP UP) – SOUTH

Quarterly Report: July - September 2012

Contract Number: 306-C-00-10-00527-00





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ACRONYMS

AusAID	Australian Agency for International Development
C1 / C2 / C3	Component 1 / Component 3 / Component 3
GDMA	General Directorate for Municipal Affairs
GIS	Geographic Information System
GIRoA	Government of the Islamic Republic of Afghanistan
GRCC	Ghandan Road Construction Company
GSC	Grants, Subcontracts and Compliance
IDLG	Independent Directorate for Local Governance
IFMS	Integrated Financial Management System
LN	Local National
M&E	Monitoring and Evaluation
MIP	Municipal Improvement Plan
MoU	Memorandum of Understanding
PMP	Performance Monitoring Plan
PPP	Public-private Partnership
PRT	Provincial Reconstruction Team
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RC	Regional Command
RFP	Request for Proposals
RFQ	Request for Quotations
RTA	Radio Television-Afghanistan
SWM	Solid Waste Management
TWG	Technical Working Group
UN	United Nations
USAID	United States Agency for International Development



EXECUTIVE SUMMARY

PROGRAM DESCRIPTION

This document describes the progress and the achievements of the USAID/Afghanistan Regional Afghan Municipalities Program for Urban Populations (RAMP UP)-South from July to September 2012, specifically, the ninth quarter of program implementation and the fourth quarter of the fiscal year FY2012. Readers of this report should be familiar with the United States Agency for International Development (USAID) Contract No. 306-C-00-10-00527-00, the year three work plan, and previous annual, monthly, and quarterly reports.

RAMP UP-South activities are divided into three technical components and a set of cross-cutting themes which are increasing the capacity of Government of Islamic Republic of Afghanistan (GIROA) officials to:

- a) perform core municipal management responsibilities;
- b) markedly improve the delivery of municipal services to citizens in targeted municipalities; and
- c) enhance revenue generation and enable, support, and sustain economic growth

RAMP UP-South's designated operational area consists of the municipal capitals of six provinces in the Regional Command (RC) – South: Kandahar City in Kandahar province, Lashkar Gah in Hilmand, Tirin Kot in Uruzgan, Zaranj in Nimroz, Qalat in Zabul, and Nili in Daykundi province.

During the fourth quarter of FY12, RAMP-UP South completed and received USAID approval for the Year 3 Work Plan. The work plan was developed with input from the mayors of all six municipalities, and other key governmental and non-governmental partners including the IDLG and GDMA. As outlined in the Work Plan, one of the key focuses in year three will be sustainability and ensuring the transfer of skills so that municipal governments have the necessary resources to maintain RAMP UP-South initiatives. In addition, added focus will be placed on expanding gender activities, including developing events to increase opportunities for women's economic autonomy and promoting women's engagement in local governance. RAMP UP-South will also continue to directly support anti-corruption by increasing the visibility to and demand for municipal services as well as incorporating anti-corruption mechanisms into project activities across all components.

QUARTERLY HIGHLIGHTS

Capacity Building Trainings

RAMP UP-South's capacity building trainings became increasingly advanced over the quarter, with targeted on-the-job administrative and technical trainings focusing on improving the capacity of municipal officials to manage core government functions under all three components. The Component 1 (C1) team trained both municipal officials and project staff in a variety of subject areas designed to ensure sustainability of service delivery and revenue generation activities under Component 2 (C2) and Component 3 (C3). The robust training schedule focused on computer skills, specifically MS Word Basic and Intermediate, MS Excel, and MS PowerPoint, and technical trainings covering data entry, parcel registration, business licensing, budget preparation, and solid waste management.



Gender

Gender activities and training continued to figure prominently in RAMP UP-South supported municipal activities this quarter. In an effort to increase women's economic autonomy, the mayor of Lashkar Gah coordinated with RAMP UP-South to launch a vocational training program in beautician skills. The training, attended by 10 women, focuses on developing the skills needed to start and manage a beautician business. The selection of this and future vocational trainings is based on feedback from the community regarding which female-owned businesses would have the greatest potential for market success. RAMP UP-South plans to launch similar vocational skills trainings in Zaranj and Nili next quarter.

Civic Outreach

During the quarter, the outreach team facilitated several municipal awareness activities aimed at integrating and institutionalizing citizen participation in public resource decision-making, particularly among women and youth. RAMP UP-South worked in close collaboration with municipal counterparts to organize a youth cricket tournament in Qalat and youth football tournaments in Zaranj and Lashkar Gah in order to bring together youth of all ages in fun, awareness-raising events. In Tirin Kot, the municipality, with assistance from RAMP UP-South, held a youth poetry event at the Uruzgan governor's compound. Fifteen youth attended the event and presented original poems covering topics including peace, security, and appreciation for municipal events to an audience of over 80 people. Outreach events like these not only entertain the public but also encourage citizen participation and demonstrate the municipality's efforts to engage its constituency.

Anti-Corruption Initiatives

RAMP UP-South aims to support anti-corruption mechanisms by increasing the visibility to and demand for municipal services. September marked the fifth month of operation for the Kandahar and Lashkar Gah Information Service Desks (ISD). The ISDs, managed entirely by the municipal staff, are streamlining the processing of citizen requests enabling the municipality to provide more effective and timely services to their constituents. The ISDs continue to receive more than 100 visitors per day in Kandahar and over 75 visitors per day in Lashkar Gah. By increasing the transparency of municipal decisions and demonstrating responsiveness to constituents, the ISDs are helping change citizen perception of corruption and dishonesty in the Afghan government.

Integrated Financial Management System

As part of RAMP UP-South's objective to increase municipal revenue and enhance the transparency of municipal budgeting and financial processes, RAMP UP-South has worked closely with the targeted municipal governments to develop an integrated finance management system (IFMS). The IFMS automates municipalities' parcel registration, revenue collection and budgeting functions with the payroll and human resource information systems. With all IFMS modules fully implemented in Qalat, the emphasis this quarter was on data entry and testing. Revenue generation advisors continue to train municipal staff to operate the newly implemented IFMS accounting and budgeting modules. By utilizing the systematic, computerized IFMS system with automated traceable records and indicators, the municipality is able to appropriately allocate and account for all revenues.

SWM Transition

In line with the solid waste management (SWM) transition strategy, the Kandahar municipality assumed operations and maintenance of the secondary solid waste collection system on September 1, 2012. A total of 81 laborers, two supervisors, the operation and maintenance of 10 caged dump trucks, and the operation of five dump trucks transitioned to municipal control. The operation of the crane trucks along with the remaining 12 laborers and one supervisor will transition next quarter.



The Kandahar municipality now successfully manages the majority of solid waste collection and is generating sufficient revenue, with the help of C3 initiatives, to sustain these activities.

Public Private Partnership

The construction of the Qalat slaughterhouse public private partnership (PPP) was completed during the quarter. On August 12, the Qalat municipality hosted an inauguration ceremony celebrating the completion of the enterprise. With several important officials as well as USAID and RAMP UP-South staff in attendance, the completion of the PPP represents a milestone achievement for the Qalat municipality. The slaughterhouse is located on public land at a location agreed upon by both the municipality and local citizen groups. Ghandan Road Construction Company (GRCC), a private corporation in Qalat provided the capital investment to construct the slaughterhouse, and is overseeing the operation and maintenance of the slaughterhouse for a period of five years under a partnership/lease agreement with the municipality. The operation of the slaughterhouse formally began on September 6th and an estimated 75 animals are being slaughtered daily.

Latrines

At the request of both citizens and municipal officials, RAMP UP-South continued to collaborate with local governments to promote the benefits of previously constructed municipal latrines and install new latrines in Nili and Kandahar. In August 2012, construction on the new public latrines in Nili was completed and formally handed over to the municipality. The installation of solar panels on the latrine facilities in Nili provides a sustainable source of electricity and enhances their energy-efficiency. In Kandahar City, progress was made on the both the Kabul bus station and fruit market latrine projects, which are expected to be completed and handed over to the municipality next quarter. In each case, these latrine projects present opportunities to improve access to sanitary facilities in densely populated areas as well as provide a sustainable source of maintenance revenue through the establishment of user fees.

Other significant quarterly achievements include:

- first-ever national media coverage of municipal activities in Nili;
- ongoing secondary solid waste management programs continued to operate smoothly, with a regular and reliable operating cycle in five of the six targeted municipalities;
- continuing SWM civic education campaigns throughout the target municipalities through distributing flyers, broadcasting radio spots, and soliciting support from religious leaders to encourage citizens to use community garbage bins;
- completing the traffic signage project in Tirin Kot to improve traffic flow and public safety;
- generating approximately USD \$20,859 as a direct result of RAMP UP-South *safayi* tax paying activities in Kandahar, Lashkar Gah, Tirin Kot, and Qalat municipalities;
- assessing the roll-out of SWM management and business licensing pilot projects in Shahjoy and Spin Boldak, sub-municipalities of Qalat and Kandahar City respectively; and,
- completing installation of the Ghazi Park solar irrigation pump and making significant progress on the installation of the Eid Gah Jada Park solar irrigation pump, which will provide sustainable and cost-effective means of municipal irrigation for public parks and green spaces.



CHALLENGES

Security conditions in both Kabul and the south continue to hamper travel, which impacts the pace of implementation. In addition, land disputes over approved project activity sites continue to result in implementation delays. Following extended disputes over the mayoral approved project site of the transitional waste accumulation site in Kandahar City, work started during the quarter. There were also extended disputes and delays over the mayoral approved project site of the Qalat latrines, which the ANA claimed. The land issue for the Qalat latrines was recently resolved by all stakeholders and construction will commence at the beginning of next quarter. In Nili, citizens have raised land ownerships concerns over the sale of 320 parcels with an estimated value of over AFN 600,000 limiting potential revenue generated during the quarter.

COMPONENT OVERVIEW

On a programmatic level, RAMP UP-South activities are divided into three technical components and a set of cross-cutting themes: Component 1 (C1) supports municipal institutional capacity strengthening; Component 2 (C2) assists the GIRoA to provide responsive, effective and visible service delivery programs to its citizens; and, Component 3 (C3) improves the municipal capacity for revenue generation to sustain economic growth. In service of the three technical components, cross-cutting themes include communications and outreach, and gender, with additional focus on youth, anti-corruption, transparency and accountability, and conflict mitigation.

On a technical level, RAMP UP-South supports core municipal services and government functions, including enhanced revenue generation and budget management, information technology development, business and parcel registration processes, public latrine projects, and solid waste management systems, as well as a more general focus on building municipal capacity to manage the operational budget and administrative functions as well as to sustainably manage the integrated financial management system over the long term.

RAMP UP-South's three components are interrelated, with C1 capacity-building initiatives directly supporting the policy objectives of each target municipality. These include the management of complex service delivery projects, such as the solid waste management program under C2 and the revenue generation and financial-management systems implemented under C3. Municipal service provision requires assets, infrastructure, and practical know-how, and RAMP UP-South is providing hands-on technical assistance to the municipalities, enabling them to prepare accurate work plans and budgets in order to efficiently implement and manage these projects and to prioritize their resources according to the needs of their citizens. Small infrastructure and equipment provided under C2 are important elements of improved service delivery, but these assets are sustained by building the capacity of municipal staff, and ensuring that there is revenue to support the operation and maintenance of service delivery activities.



COMPONENT I: CAPACITY BUILDING AT THE MUNICIPAL LEVEL

The objective of Component 1 is to enhance the capacity of municipal officials to perform core municipal management activities in order to provide key services to citizens. Specifically, Component 1 activities are designed to support the sustainability of service delivery and revenue generation systems implemented by municipalities with the support of RAMP UP-South.

In close collaboration with municipal officials and GDMA, the C1 team is working toward these objectives by:

- working with mayors to update Municipal Improvement Plans (MIPs);
- training municipal employees in MS Word Basic and Intermediate, MS Excel, and MS PowerPoint, supervisory skills, vehicle maintenance, waste disposal site preparation, budget preparation, business licensing, parcel registration, data entry;
- providing technical assistance in the municipal hiring process;
- organizing municipal governance workshops, networking, and awareness raising events;
- building the capacity of municipal communications staff and enhancing citizen outreach;
- promoting anti-corruption initiatives; and
- supporting women's engagement in participatory decision making.

During the quarter, C1 staff mentored local staff and provided targeting trainings in an effort to increase their facility with management techniques and new administrative systems. RAMP UP-South's capacity building trainings have already become increasingly sophisticated, with advanced administrative and technical trainings now underway in all areas of operation. The trainings utilized practical on-the-job exercises aimed at enhancing self-confidence and ensuring that municipal employees are equipped with the necessary administrative and technical tools to sustain municipal activities initiated under C2 and C3.

KANDAHAR CITY – KANDAHAR PROVINCE

Capacity Building Training

During the quarter, the Component 1 team worked closely with the mayor to design and facilitate on-the-job technical and administrative trainings in line with the project's goal of enhancing the capacity of municipal officials to perform core municipal management activities under Components 2 and 3. To ensure that municipal employees are equipped with the necessary administrative and technical skill-set, the C1 team completed on-the-job MS Word Intermediate training, bookkeeping training, parcel registration training, SWM service delivery, and budget planning trainings for municipal officials. In line with RAMP UP-South's gender mainstreaming strategy of promoting gender equity in all relevant municipal trainings, three newly hired female staff completed data entry training during the quarter.

Information Service Desk

The Information Service Desk (ISD) has been in operation since May 2012. At present, the ISD receives approximately 60 to 100 visitors each day and is quickly becoming a central point of distribution for municipal outreach information and the collection of citizen feedback. The ISD is currently managed by five municipal employees, with the objective of increasing the municipality's ability to provide public information services and respond to requests from citizens. Additionally, the municipality has installed customized Microsoft Excel software to automate the application process and reduce vulnerability to corruption. By recording and tracking the name, *tazkeera* (ID card) number, and application of each visitor, the municipality streamlines the processing of applications, ensures increased transparency, and provides more effective and timely services.

Component 1



MS Excel training continues for students at the municipal training center in Qalat



Business license and parcel registration training in Lashkar Gah



Graduates of the MS Excel intermediate course receive certificates at the Zaranj municipality

LASHKAR GAH – HILMAND PROVINCE

Capacity Building Trainings

In accordance with municipal priorities, RAMP UP-South focused on providing administrative and technical trainings for municipal staff during the quarter. Municipal employees completed on-the-job trainings in MS Excel as well as MS Word Basic and a MS Word Basic follow-up training. The follow-up training aimed to ensure understanding of the software and served as a platform for participants to ask questions. RAMP UP-South also conducted targeted technical trainings in business licensing and the utilization of the solar water unit.

Information Service Desk

Citizens of Lashkar Gah continued to access the municipal information service desk (ISD) during the reporting period, with an average of 75 visitors requesting information from the ISD each day. RAMP UP-South will continue to support the ISD in distributing vital municipal outreach information by equipping the service desk with essential materials such as municipal newsletters and brochures, and application forms for municipal services.

QALAT – ZABUL PROVINCE

Capacity Building Training

In partnership with the municipality, RAMP UP-South continued to administer administrative and technical trainings for municipal staff to build their confidence and improve their ability to deliver services to their citizens. During the reporting period, the C1 team began SWM training and continued MS Word Intermediate as well as parcel registration training for municipal staff. With the implementation of all IFMS modules in Qalat during the quarter, RAMP UP-South’s revenue generation advisors provided on-the-job training on the accounting and budgeting modules of the IFMS to municipal staff. These administrative and technical trainings are designed to strengthen the capacity of municipal employees as public service providers, thus ensuring the sustainability of service delivery and revenue generation activities for their constituents.



Municipal Training Center

Trainings also continued throughout the quarter for students at the Qalat Training Center, which opened in March 2012 and has already delivered numerous trainings targeted at local youth. Though focused on computer skills, the trainings are also designed to inform students about municipal activities and to enable them to more meaningfully contribute to their communities as well as to fill vacant *tashkeel* positions with youth who have received training on new municipal systems put in place in collaboration with RAMP UP-South. These systems include IFMS, which incorporates revenue collection processes for parcel registration and business licensing efforts, accounting and budgeting systems, as well as solid waste management systems. To institutionalize these systems, RAMP UP-South is helping municipalities increase efforts to engage local youth through outreach and hiring events followed by in-depth instruction in municipal training centers. Following the previous success of the MS Word training for local students, the center completed MS Excel training course for 21 students in September and began PowerPoint training for 19 students at the center, which will be completed early next quarter.

TIRIN KOT – URUZGAN PROVINCE

Capacity Building Training

The Tirin Kot municipal government, with the assistance of RAMP UP-South, continued to support the capacity building of its staff. During the reporting period, staff from the municipality's Administration and Revenue departments continued on-the-job training in MS Word and Excel. These courses are designed to provide municipal staff with the skills necessary to carry out all the responsibilities of their positions. As they improve their facility through these trainings, they will be able to better support municipal planning and budgeting. Having the knowledge and familiarity with these programs will help to ensure that the municipality has the capability of maintaining accurate and up-to-date information necessary to municipal administration.

Following up on discussions held this past July with the mayor, USAID, and AusAid, Tirin Kot hired three new employees for *tashkeel* positions this quarter. This is the result of the municipality working closely with RAMP UP-South to implement a hiring strategy. In order to prepare them for these *tashkeel* positions, targeted trainings will be conducted to build their capacity to function effectively and excel in their new positions.

ZARANJ – NIMROZ PROVINCE

Capacity Building Training

RAMP UP-South continued to conduct strategic training sessions for municipal officials. During the reporting period, municipal staff from the engineering, service delivery, and property departments completed MS Excel training and received completion certificates. Additionally, municipal staff from the income and revenue, and service delivery departments continued on-the-job training in MS Word Basic. Trainings such as this are designed to build the capacity of municipal staff to manage municipal service delivery and revenue generation initiatives such as solid waste management and budgeting, as well as improve fundamental administrative and managerial skills to improve overall municipal management capacity.



NILI – DAYKUNDI PROVINCE

Capacity Building Training

Administrative trainings in Nili continued this quarter, with municipal staff from the administrative, revenue, and property-control departments taking part in MS Excel training. RAMP UP-South also facilitated on-the-job training in Microsoft PowerPoint for municipal staff from the administrative and revenue departments. In accordance with the training program developed in coordination with the mayor, these trainings are designed to ensure that municipal officials are equipped with the necessary administrative and management tools to perform their core functions and promote efficient and effective municipal services.

COMPONENT II: MUNICIPAL SERVICE DELIVERY PROGRAMS

The goal of Component 2 is to build the foundations for well-managed and sustainable municipal service provision. This is being achieved through improved citizen access to essential services in target municipalities via increased municipal management capacity and enhanced technical competency. Service delivery is a key determinant of citizens' satisfaction with municipal government and plays a vital role in improving the living conditions and livelihoods of local residents. Roads and footpaths, vehicle maintenance facilities, municipal parks, a women's bazaar and other small infrastructure projects, along with short-term labor to start-up and develop municipal services such as solid waste collection and disposal, public latrines, and traffic improvements, have all been identified as key priorities by the municipalities to be implemented with assistance from RAMP UP-South.

In collaboration with municipal officials and GDMA, the C2 team is supporting municipal priorities by:

- developing and implementing Solid Waste Management (SWM) programs in five of the six target municipalities;
- constructing public latrines in all six municipalities;
- supporting municipal beautification initiatives;
- facilitating New City development in Nili; and,
- installing water purification systems in Lashkar Gah and Qalat.

During the reporting period, RAMP UP-South made considerable progress on municipal objectives under C2, advancing medium-term physical infrastructure projects in each municipality through the provision of needs-responsive and demand-driven technical assistance and advisory services.

KANDAHAR CITY – KANDAHAR PROVINCE

Solid Waste Management Transition

During the quarter, RAMP UP-South finalized the SWM transition plan with the Kandahar municipality. As part of the SWM transition plan in Kandahar City, the municipality assumed the operation and maintenance of the secondary solid waste collection system on September 1, 2012. A total of 81 laborers, two supervisors, the operation and maintenance of 10 caged dump trucks, and the operation of five dump trucks transitioned to municipal control. The operation of the crane trucks along with the remaining 12 laborers and one supervisor will transition next quarter. The Kandahar municipality now successfully manages the majority of solid waste collection activities. The revenue generated by C3 activities in Kandahar is sufficient to cover the cost of municipal SWM activities.



Transitional Waste Accumulation Site

During the reporting period, work on the Transitional Waste Accumulation Site (TWAS) continued with one skilled worker, one unskilled worker, and one engineer. Utilizing an excavator, a compactor, and two dump trucks work was completed on the boundary wall, floor leveling and compaction, and filter pipe installation and work is underway on the floor graveling. Once the TWAS is completed, the facility will be maintained by the municipal employees of Kandahar's Cleaning and Greening Department, who will provide regular waste delivery oversight, site operation and management, consolidate waste deliveries and other maintenance needs as required.

Public Latrines

Improving sanitary and hygienic conditions in Kandahar has been a high priority of the municipality. Working to improve these conditions in public areas, RAMP UP-South is in the process of constructing the fruit market latrine in District 6 and the Kabul bus station latrine in District 10. During the reporting period, construction of the fruit market public latrines continued with two skilled and five unskilled laborers completing the ceramic tile wall installation. Work is ongoing on the water tanks and the piping installation for the landscaping area. Additionally, work on the Kabul bus station latrines progressed steadily with two skilled and four unskilled laborers completing construction on the latrine. With the physical structure of the latrine finished, it is anticipated that the painting and cleaning of the site will be completed in early October and officially handed over to the municipality. Both latrines are located in busy areas of the city and once completed they are expected to have more than 200 users per day. Revenue collected from usage will be used to maintain the facilities as well as provide a sustainable revenue source for the municipality.

Solar Irrigation Pumps

The Kandahar municipality requested RAMP UP-South assistance in the procurement of solar irrigation pumps to be installed in District 1. RAMP UP-South awarded a purchase order for the installation of two solar irrigation pumps in July. During the quarter, RAMP UP-South installed the Ghazi Park solar irrigation pump and continued installation of the Eid Gah Jada Park solar irrigation pump. In less developed urban areas such as Kandahar, where the cost of running traditional water piping can be cost prohibitive, a solar irrigation system can provide a more sustainable and cost-effective means of municipal irrigation and will be used to pump water for public parks and green spaces.

Pilot Projects

On September 8th the RAMP UP-South team conducted an assessment for pilot SWM related service delivery activities in Spin Boldak. The team also discussed implementing a pilot program on budget preparation with the district governor, mayor, and two city representatives.

LASHKAR GAH – HILMAND PROVINCE

Solid Waste Management

In partnership with RAMP UP-South, the municipality continued to provide regular waste collection and disposal services under the SWM program. Secondary waste collection activities continued in District 1 utilizing one rented crane truck. The establishment of a regular, reliable, and sustainable SWM system has increased public satisfaction with and support for the municipal government, leading to an increased willingness among citizens to pay for these services through municipal taxes.

Solar Powered Water Purification Plant

In line with the municipal priority to provide clean and safe drinking water to its citizens, RAMP UP-South procured a solar-powered water purification plant for the municipality during Year 2 of the project. The plant will treat water from existing sources using ultraviolet (UV) light, producing safe



potable water for delivery to households and businesses. During the reporting period, the mayor selected four water distribution points for the solar-powered UV treatment unit. RAMP UP-South is currently working with the municipality to confirm the viability of those locations as efficient distribution points.

QALAT – ZABUL PROVINCE

Solid Waste Management Transition

On September 25th RAMP UP-South staff met with the mayor to discuss the full transition of the SWM program to the Qalat municipality. Per agreement with the Mayor, the official transition process will begin in early October, when RAMP UP-South plans to transition one crane truck, one wheeled loader, and one tractor in addition to 12 laborers and one supervisor. At present, the municipality, with the support of RAMP UP-South, provides regular and reliable waste collection services under the secondary waste collection program in Districts 1 and 2.

Pilot Projects

On September 2, 2012 RAMP UP-South in conjunction with the municipality conducted an assessment of the Shahjoy sub-municipality of Qalat to analyze a potential SWM and business-licensing project. The team met with a variety of business and community leaders from Shahjoy as well as with the head of the bazaar to gauge interest and discuss how best to communicate a direct correlation between municipal service delivery and citizen tax payment. Preparations are underway to initiate the programs next quarter with the identification of laborers and the release of an RFQ for garbage removal vehicle rental.

TIRIN KOT – URUZGAN PROVINCE

Solid Waste Management

With the support of RAMP UP-South and the backing of AusAid, the SWM program successfully continued this month. 12 laborers, under the direction of two supervisors, utilized two crane trucks and one wheeled-loader in Districts 1, 3, and 4. These laborers collected solid waste from skips located strategically around the city and transported it to a dedicated waste accumulation site outside of the city limits. The solid waste management program aims to provide the citizens of Tirin Kot a cleaner and healthier city by reducing the risk of diseases associated with major public health threats such as excessive litter.

Sewerage Management

During the reporting period, RAMP UP-South provided support for the operation and maintenance of the municipal sewerage ponds and advocated for the outsourcing of sewerage from nearby commercial areas and an Afghan military base within city limits. With assistance from RAMP UP-South, the municipality signed a contract with the ANA for the treatment of wastewater at the municipal sewerage ponds. The contract provides a significant source of revenue for the municipality to maintain to the sewage system and will enhance water and sanitation service provision to Tirin Kot residents.

Money Exchange Market Building

In April 2012, the municipality with support from RAMP UP-South developed a plan for a money exchange market building to provide a centralized area for money exchange. It was determined that instead of utilizing sidewalks and streets to provide this service, money exchange vendors would be provided with an actual physical location where they can conduct business. With the help of 14 workers, the brick masonry wall was completed and work commenced on the slab ring beam shuttering during the quarter. It is anticipated that construction of the money exchange market will be

complete before the end of next quarter. Once completed, the money exchange market building will reduce the obstruction of daily foot traffic, improve working conditions by providing a more professional environment and provide a sustainable source of revenue for Tirin Kot through consistent and accurate rental fees and taxes.

Traffic Signage

Working with the municipal traffic department, RAMP UP-South completed the design and technical scope of work for a traffic signage project along the main road in Tirin Kot. Municipal officials identified locations throughout the city for sign placement in July. In August, the traffic signage project was completed and formally handed over to the municipality. Citizens interviewed by Paywastoon radio station expressed appreciation for the traffic signs, which improve the flow of traffic and enhance public safety. The traffic signage project will facilitate access to markets and allow for the development of new land plots, which in turn, will improve the efficiency of commerce, boost local trade flows and generate revenue for the municipality.

ZARANJ – NIMROZ PROVINCE

Solid Waste Management

Secondary waste collection activities continued in District 1 this quarter. RAMP UP-South helped to train six laborers and one supervisor to carry out solid waste management activities, including the creation of a regular collection schedule. The solid waste management staff utilizes two dump trucks and one wheeled loader to collect litter and waste around the city six days a week.

Women's Market

During the quarter, RAMP UP-South met with the mayor of Zaranj to discuss the proposed Women's Market public private partnership project. The mayor identified it as a priority and expressed his desire to move forward with the market. The Women's Market will provide facilities for women to setup small stalls and shops. By providing the infrastructure and facilities for these small businesses, the municipality will encourage the development of new businesses. The market will also create a key mechanism for women in the

Component 2



SWM workers help clean city streets in Zaranj



Progress is made on the Tirin Kot Money Exchange Market Building



Construction begins on the Transitional Waste Accumulation Site in Kandahar City



community to obtain economic autonomy, develop entrepreneurial skills, and provide much needed income for their families.

NILI – DAYKUNDI PROVINCE

Public Latrines

The public latrines project in Nili was completed and formally handed over to the municipality in August. The latrines, powered by solar panels, are not only energy efficient but also represent a self-sustaining source of revenue for the municipality through anticipated user fees. Revenue generated by the public latrines project will be reinvested in further municipal development initiatives. The municipality is working to finalize the operations and management for the latrines and they will be open to the public in October 2012.

Economic Growth

During the quarter, RAMP UP-South began preparations for infrastructure improvement projects, specifically the graveling a 1.5km of a main road in Nili. This project will improve access to new property development plots and generate economic growth in the area.

COMPONENT III: MUNICIPAL REVENUE GENERATION

The objective of Component 3 is to increase municipal revenues both directly and indirectly by providing the tools, techniques and training to create and administer new revenue streams from property-based *Safayi*, a municipal tax to pay for public street-cleaning and other maintenance programs, and business licenses taxes.

The C3 team is supporting these objectives by:

- providing infrastructure and capacity-building to enable municipalities to account for and publicize revenues received;
- developing an integrated financial management system (IFMS) which automates and streamlines the municipalities' parcel registration, revenue collection, and budgeting systems with payroll and human resources functions to ensure revenues are appropriately allocated
- facilitating technology infrastructure development and supplying basic furnishings to engender a more conducive working environment;
- enhancing target municipalities' own-source revenue generation through taxable properties, fee and charges, and rental properties; and,
- fostering activities that will support private economic development, by means of public-private partnerships (PPPs) that create private sector jobs in the course of delivering municipal services;

During the quarter, RAMP UP-South continued parcel registration and business licensing in all six municipalities. Parcel registration and business licensing are core components of the revenue module and are used to generate and collect bills for the *Safayi* tax and business licenses. The revenue module currently collects five major types of revenue and will be able to process approximately 55 total revenue types upon full roll-out in year three. Most property owners are eager to register their parcels and businesses and pay the associated *Safayi* tax or business license fee. RAMP UP-South printed and distributed *Safayi* notebooks in five of the six municipalities to facilitate greater revenue collection next quarter.

Table 1: Estimated *Safayi* Notebooks Printed and Distributed per municipality during the quarter

Municipality	<i>Safayi</i> Notebooks Printed	<i>Safayi</i> Notebooks Distributed
Kandahar	3927	1155
Lashkar Gah	289	218
Zaranj	1295	1295
Qalat	339	236
Nili	0	0
Tirin Kot	392	392
Total	6242	3296

KANDAHAR CITY – KANDAHAR PROVINCE

Parcel and Business Registration

To develop the business-licensing module of the Integrated Financial Management System (IFMS), the C3 team worked with the municipality to survey businesses, capturing the necessary data for business registration and business license production in the IFMS. Business licensing continued in Kandahar municipality this quarter with two municipal licensing teams issuing business licenses in Districts 1 and 2 of the city.

With the addition of five parcel registration teams in September, parcel registration efforts also accelerated throughout Districts 1, 2, 4, 5, and 10 in Kandahar City, with several hundred *Safayi* notebooks printed. By surveying the land parcels and entering the property registration forms into the parcel registration database, the Kandahar municipality is now able to more accurately identify unregistered properties and levy the *Safayi* tax— a municipal tax used to pay for essential services— on the registered properties.

During the quarter, the RAMP UP-South C3 team met with the mayor, municipal revenue generation director, and business license director to discuss the parcel registration process. At the meeting, it was determined that in order to enhance parcel registration efforts in District 5, both parcel registration teams from Districts 5 and 10 will focus registration efforts on District 5 and co-locate at the District 5 duty station. Discussions also focused on the establishment of a new office for data entry within the Kandahar municipality. It is anticipated this office will officially begin operation in the coming months.

LASHKAR GAH – HILMAND PROVINCE

Parcel and Business Registration

Parcel surveying and business licensing continued in District 1 with the distribution of block-by-block and aerial maps to municipal surveyors. Four block maps were prepared for surveyors in Districts 1 and 4, and an additional 12 aerial maps were distributed to the business licensing team and the municipal engineering department. During the reporting period more than 100 registered parcels were updated in the ArcGIS digital aerial map, which links to the parcel registration database. Parcel registration and business licensing activities are crucial to the collection of *Safayi* tax and business licensing fees, which provide a sustainable own-source revenue stream for the municipality.

Component 3



Butchers use the newly finished slaughterhouse in Qalat



The mayor of Qalat presents issues a business license to a shopkeeper



Parcel registration team verifying registered parcels at the Kandahar municipality

Public Private Partnership

In order to further promote economic growth in Lashkar Gah, RAMP UP-South is assisting the municipality in the design and construction of a parking lot, which will be operated as a public-private partnership. Following a pre-bid conference for prospective partners in July, RAMP UP-South received three responses to its request for proposals in August. These proposals were evaluated in September, and an award is expected next quarter. The establishment of a parking lot as a PPP in Lashkar Gah will create additional own-source revenue for the municipality with the added benefits of expanding municipal infrastructure and stimulating the local economy through investment in the private sector.

QALAT – ZABUL PROVINCE

Integrated Financial Management System

All modules of IFMS are fully implemented in Qalat. Data entry and testing of the system took place throughout September. Revenue generation advisors continue to support municipal staff to operate the newly implemented accounting and budgeting modules through on the job and classroom trainings.

Parcel and Business Registration

The Component 3 team focused on printing and distributing *safayi* notebooks in order to facilitate tax collection. By surveying land parcels and entering the property registration forms into the parcel registration database, the municipality is able to more accurately identify unregistered properties and levy the *Safayi* tax on the registered properties.

Public Private Partnership

As reported in August 2012, the Qalat municipality held an inauguration ceremony for the completion of the local slaughterhouse, a public-private partnership enterprise, with attendance from the Deputy Governor, the Mayor, the DAIL Director, Provincial Council Head, NDS Deputy Head, USAID, and RAMP-UP South. The operation of the slaughterhouse formally began on September 6th and an estimated 70 to 75 animals were slaughtered daily.



TIRIN KOT – URUZGAN PROVINCE

Parcel and Business Registration

With all of Tirin Kot's businesses surveyed during the quarter, the municipality focused efforts on parcel registration and business licensing in District 2. The city continued to collect *Safayi* notebooks, which are used to determine the amount of tax to be levied against properties. Once collected, these taxes will help Tirin Kot continue to deliver municipal services to its citizens.

ZARANJ – NIMROZ PROVINCE

Parcel and Business Registration

Parcel registration and business registration continued in District 1. Besides generating revenue, parcel and business registration have the added benefit of clarifying land ownership as well as serving as an opportunity for better coordination between the municipal government and local businesses in regard to compliance with local laws. The revenue generated will help fund future municipal activities, contributing to the increase of public confidence in municipal governance.

NILI – DAYKUNDI PROVINCE

Parcel and Business Registration

During the quarter, parcel registration and business licensing activities continued in Districts 1 and 2. The completion of the New City Development project has facilitated parcel registration efforts in Nili thanks to newly graded roads and culverts that have opened access to areas that were once difficult if not impossible to reach.

GENDER AND CIVIC OUTREACH

RAMP UP-South's gender and civic outreach activities aim to integrate and institutionalize citizen participation in public resource decision-making, particularly among women and youth. Working with municipal counterparts, RAMP UP-South developed and launched tailored community outreach and gender strategies in support of the following objectives:

- building the capacity of municipal officials to drive the outreach process;
- assisting municipal staff to design and implement public awareness campaigns to increase public knowledge of and responsiveness to municipal services; and
- ensuring that outreach efforts engage women and youth as specific target groups within the community.

One of the overarching goals of RAMP UP-South is to create gender-sensitive municipal governance structures. While the municipal services promoted by RAMP UP-South are intended to benefit all citizens, due to social and cultural factors in southern Afghanistan these services may inadvertently be less accessible to women. RAMP UP-South outreach activities are designed to promote the municipalities' services and activities to the communities they serve and to ensuring that specific outreach activities are designed to increase the participation of women and youth. These activities are intended to encourage positive behavior, change, and engage citizens in providing feedback on municipal activities, with the objective of highlighting and legitimizing RAMP UP-South facilitated services.

During the quarter, RAMP UP-South made a concerted effort to promote a gender mainstreaming approach across all RAMP UP-South activities by increasing opportunities for women’s economic autonomy, promoting engagement in local governance, and providing life skills trainings to facilitate an environment that supports women’s involvement in economic activities.

KANDAHAR CITY – KANDAHAR PROVINCE

SWM and Parcel Registration Outreach Campaigns

During the reporting period, RAMP UP-South supported the municipality in the promotion of parcel registration, business licensing, and secondary waste collection through public outreach campaigns. RTA Kandahar and other local media outlets regularly broadcasted audio clips from the mayor promoting city cleanliness, encouraging the payment of taxes, and airing interviews with private citizens and respected community leaders to further engage the larger community in supporting municipal efforts. The religious community also showed support by disseminating key messages aimed at promoting “*Shayasta Kandahar* [Beautiful Kandahar],” a program aimed at encouraging citizen participation in maintaining their own streets and organizing their own waste removal to community bin sites. The outreach team also focused on developing more print material for distribution. RAMP UP-South staff helped create and distribute SWM and parcel registration flyers and billboards to promote the public benefits of municipal activities.

Civic Outreach

During the quarter, RAMP UP-South facilitated a meeting with the mayor and municipal officials to discuss the transition of SWM initiatives in Kandahar City and the creation of a municipal SWM advisory committee consisting of local citizens, including women, and municipal staff who would be trained in SWM concepts and responsible for the funding, management, and delivery of SWM services throughout the municipality. RAMP UP-South continues to work closely with the municipality to ensure a seamless transition of SWM activities.

Youth and Gender



The Qalat municipal cricket team



Beautician skills vocational training in Lashkar Gah



Youth poetry event at the Tirin Kot municipality



LASHKAR GAH – HILMAND PROVINCE

SWM and Parcel Registration Outreach Campaigns

RAMP UP-South continued to support the municipality in promoting parcel registration and solid waste management through its public outreach campaign. Throughout the reporting period, Boost, RTA, and Sabawoon radio stations continuously broadcasted two radio spots about the parcel registration and SWM projects and respected mullahs of Markazi Jama, Lashkar Gah's central mosque, made announcements encouraging citizen participation in municipal programs after Friday prayers. Complementing this effort, RAMP UP-South distributed flyers and newsletters, and constructed five billboards in high-traffic areas of the city, which describe the rationale and processes of parcel registration and SWM and highlight recent municipal activities.

Youth Outreach

In an effort to promote youth cultural events and provide opportunities for young people to engage in supporting municipal activities, RAMP UP-South met with the municipal sports director in early September to discuss holding a football tournament in Lashkar Gah. Officially inaugurated in mid-September, the football tournament will bring together young people from the city and surrounding area while providing information about municipal services through loudspeaker announcements, flyers advertising relevant municipal services, and sponsorship banners. Municipal employees are encouraged to attend these events to engage with the local youth and share further information about municipal activities.

Civic Outreach

On September 30th, RAMP UP-South staff met with the mayor, teachers, and representatives from the ministry of education to discuss an upcoming teacher's day event in early October. Every year the ministry of education celebrates teacher's day for all provinces in Afghanistan. With assistance from RAMP UP-South, the Lashkar Gah municipality will be able to celebrate this event for the first time. The purpose of teacher's day is to show appreciation for local teachers. The mayor and municipal staff will provide small gifts for the top 20 teachers in the city. Each teacher will receive a box of 12 pens, a notebook planner, and a school teacher's purse/bag to carry books in. The gifts will include a sticker with the message of congratulations from the mayor.

Women's Empowerment

In coordination with the municipality, RAMP UP-South launched a vocational training program in beautician skills in September to strengthen the skill-sets of local women, while promoting women's economic autonomy. The training will be attended by 10 women and will focus on developing the skills needed to start and manage a beautician business. The selection of this and future vocational trainings is based on feedback from the community regarding which female-owned businesses would have the greatest potential for market success.

QALAT – ZABUL PROVINCE

Solid Waste Management and Parcel Registration Outreach Campaigns

During the quarter, RAMP UP-South continued to support municipal efforts in the promotion of parcel registration and the "Shayasta" secondary waste collection through its public outreach campaign with the sustained advocacy of the religious community and extensive coverage across various media outlets including Radio Television Afghanistan. RAMP UP-South also produced short radio spots to educate the citizens of Shahjoy sub-district of Qalat province about municipal programs, including street cleaning. To further enhance the outreach campaign, the municipality distributed promotional flyers and newsletters, highlighting recent municipal activities.

Civic Outreach



A municipal newsletter distributed to Lashkar Gah citizen



The Nili mayor speaking at a municipal budget planning event



Citizens and municipal staff discuss service-delivery projects at a public awareness event in Tirin Kot

On September 28, 2012, Sada-e Azadi, a national online and print magazine, published a story on the Slaughterhouse in Qalat. The magazine is in Pashtu, Dari, and English and has a circulation of 326,000 copies across Afghanistan.

Youth Outreach

The final match of the cricket tournament was conducted for Qalat youth on September 14th. This tournament, organized by the municipality with support from RAMP UP-South, raised awareness about municipal service delivery programs and provided an opportunity for young adults to interact with municipal staff.

Civic Outreach

During the quarter, RAMP UP-South helped arrange a municipal workshop where the mayor led discussions on current and completed municipal projects. The meeting was attended by a diverse spectrum of stakeholders, including government officials, provincial assembly members, and members of the peace council. Nearly 400 citizens participated in the workshop.

Also during the reporting period, the mayor, with the support of RAMP UP-South also facilitated a mullah’s event in the Qalat municipality. Key stakeholders, including religious scholars, the mayor and government officials, participated. At the event, the mayor delivered a keynote address, discussing the municipality’s service delivery programs and soliciting support from the mullahs for future municipal programs. The event was covered by local media outlets.

TIRIN KOT – URUZGAN PROVINCE

Solid Waste Management and Parcel Registration Outreach Campaigns

RAMP UP-south continued to educate citizens about municipal services and engage communities in municipal service delivery efforts through the “Shayasta Tirin Kot” SWM and parcel registration outreach campaigns. During the reporting period, flyers explaining the benefits and processes of both the solid waste management and parcel registration activities were distributed to the public. Additionally, hundreds of newsletters highlighting recent municipal activities were also distributed.



Youth Outreach

On September 24th, the municipality, with assistance from RAMP UP-South, held a youth poetry event at the Uruzgan Governor's Compound. Fifteen youth from all over the Tirin Kot presented original poetry pieces covering various topics from peace and security to appreciation of municipal services at the event, which was attended by over 80 people. Events like these not only entertain the public, but also they encourage public participation and demonstrate the municipality's effort to engage and familiarize its presence among its constituency.

Civic Outreach

At a convention of local religious leaders on August 2, the mayor requested support from the religious community for ongoing municipal service delivery initiatives with the objective of increasing citizen engagement in local governance. The event was attended by key stakeholders including religious scholars, the mayor, and government officials, and was broadcasted through RTA and Ariana TV. Also in August, RAMP UP-South representatives met with the mayor to discuss the municipality's quarterly plan for gender and outreach activities. The mayor emphasized the importance of educating women about municipal activities and was supportive of a more expansive gender outreach program in line with RAMP UP-South's Year 3 objectives.

On September 24th, RAMP UP-South staff met with the mayor to discuss refurbishing the training center. The mayor introduced three newly hired employees and selected youth from the municipality to receive training at the center once refurbishment is complete. The trainings will focus on capacity building for project technical activities as well as basic office administration.

Also during the quarter, RAMP UP-South facilitated a public awareness event in which over 100 citizens discussed municipal revenue-generation efforts and the establishment of a SWM committee in Tirin Kot municipality. The prospective SWM committee is designed to assist in the development and sharing of institutional skills relating to SWM within the target cities and to enhance the connection between the municipalities and their citizens. The technical committee consists of a combination of key municipal staff and local community leaders, including tribal elders, religious leaders, and women, who will be trained in SWM concepts. These local leaders are carefully selected to ensure cross-community involvement and representation from each city sub-district.

ZARANJ – NIMROZ PROVINCE

Solid Waste Management and Parcel Registration Outreach Campaigns

During the reporting period, newsletters highlighting recent municipal activities were distributed across the municipality. The newsletter presents an overview of recent solid waste management and parcel registration activities, while also discussing citizen engagement and participation as a key to municipal success.

In further support of parcel registration and solid waste management initiatives, flyers entitled "Questions and Answers on Parcel Registration and SWM," were distributed among municipal elders, property owners, and Zaranj citizens and copies were submitted to a the local newspaper and Poya Magazine for publication. The flyers describe the registration processes as well as the benefits of solid waste management.

Youth Outreach

The Zaranj municipality, with the support of RAMP UP-South, organized a ten day football tournament in Zaranj City to raise awareness among youth about municipal programs. This tournament was officially inaugurated by the mayor and the director of sports. Banners for the football tournament were designed and printed for distribution across the municipality.



Civic Outreach

On August 4th, RAMP UP-South staff met with the Mayor of Zaranj to discuss and prepare for the August 15th mullahs event. At the mullah's event, municipal officials and local mullahs met to discuss project activities and ways to engage the community in municipal strengthening. Engaging and collaborating with mullahs and other religious leaders had been identified in previous months as a priority of the Zaranj mayor.

NILI – DAYKUNDI PROVINCE

SWM and Parcel Registration Outreach Campaign

With support from RAMP UP-South the municipality continued to disseminate key information about municipal services and events, as well as engaging communities in municipal service-delivery efforts through its public awareness campaign. Parcel registration flyers and newsletters highlighting recent municipal activities were distributed in high-traffic areas, and members of the religious community continued to disseminate messages in support of municipal SWM and parcel registration activities during Friday prayers.

Civic Outreach

The municipality's outreach efforts have helped garner the first-ever national media coverage of Nili municipality's activities. During the reporting period the local government's ongoing projects and programs were reported in multiple national and local media outlets, including Tolo TV, Tolo News, Wakht News Agency, Lemar TV, and Arman FM Radio, as well as on the Benawa, Khabarial, Taand, and Larawbar websites. During interviews with Wakht News Agency, Taand News Agency, and Khabarial News Website, Mayor Ozra Jafari explained how the current parcel registration and business licensing efforts have increased municipal revenues, allowing for better provision of basic services. She went on to describe how these funds would allow for further municipal development projects, including road construction and a more comprehensive SWM system.

In line with the Year 3 objective of establishing mechanisms for directly engaging citizens on select priority issues, during the reporting period RAMP UP-South facilitated a municipality-sponsored event focused on budget planning. Approximately 100 people, including women, participated in the event, in which the Provincial Governor and the mayor led participatory discussions on the municipal budget. During the meeting working groups brainstormed suggestions for future municipal improvement projects and identified gender-sensitive priorities for the budget.

Gender Mainstreaming

Gender outreach activities and training continued to figure prominently in RAMP UP-South supported municipal activities this quarter. RAMP UP-South is working with mayors to ensure that municipal capacity building trainings are available to female staff through small group trainings or one-on-one mentorship trainings when female staff are unable to participate in group sessions. In addition, municipal staff trainings on human resource management, customer service, data entry, and supervision will include material on gender-sensitive services and policies. RAMP UP-South is supporting gender-responsive budgeting by assisting the municipalities in organizing public participatory budget planning meetings that solicit feedback on budget priorities from women and men. A recent meeting on budget and economic development priorities in Nili resulted in a productive discussion with participation from both women and men. Finally, outreach material related to parcel and business registration will incorporate messages about the rights of women to own land or own a business.



UPCOMING ACTIVITIES

In the first quarter of FY2013, priority will be given to accelerating year three work plan activities with a focus on expanding gender initiatives, including developing events and trainings to increase opportunities for women's economic autonomy and promoting women's engagement and gender equity in local governance. RAMP UP-South will also continue to directly support anti-corruption by increasing the visibility to and demand for municipal services as well as incorporating anti-corruption mechanisms in the municipal budgeting and financial processes.

RAMP UP-South will implement the comprehensive budgeting and accounting modules of the IFMS system and assist with preparation for the upcoming budget cycle. Budget preparation trainings for the municipal budget committees will roll-out across all municipalities. The registration of surveyed parcels and businesses will also increase as new data entry teams are hired and trained. An emphasis in the first quarter of F2013 will be placed on accelerating the printing and distribution of *Safayi* notebooks to allow for greater revenue collection in each municipality. Finally, RAMP UP-South will continue to advance the SWM transition initiative, providing training on all aspects of the SWM process to ensure that most municipalities are able to independently manage SWM activities by the winter of 2012.

A list of quarterly objectives and targets for the upcoming quarter, October – December 2012 is below:

- implementing and deploying all IFMS modules in the six targeted municipalities;
- training the municipal budget committees and municipal staff in budgeting, payroll, and accounting systems;
- preparing and submitting the Year 2013 municipal budgets for each municipality;
- coordinating and providing training to other RAMP UP programs in RAMP UP-South's integrated financial management system;
- continuing parcel registration and business licensing across all six municipalities;
- printing and distribution of *safayi* notebooks to initiate and maintain revenue collection in all municipalities;
- providing computer training, including training on basic and intermediate MS Word, MS Excel, and MS PowerPoint for municipal staff will continue in all target municipalities;
- facilitating a municipality-sponsored women's and youth forums in all municipalities;
- continue the SWM Program comprising neighborhood collection; disposal at municipal landfill sites; and SWM vehicle maintenance;
- finishing pilot SWM and business registration projects in the Shahjoy sub-district;
- continuing training of municipal employees on SWM planning, dumpsite management, and environmental health aspects in preparation for the transition to full municipal control of SWM systems in Qalat and Kandahar;
- installing notice boards in each municipality to highlight municipal activities;
- initiating the Women's Market project in Zaranj and implement an outreach campaign to help attract a client base for businesses;
- completing vocational skills trainings in beauty skills in Zaranj, Lashkar Gah, and Nili to support women's economic autonomy;
- planning for information service desks in Zaranj, Nili, Qalat, and Tirin Kot;
- organizing and facilitating participatory budget planning sessions involving municipal staff and citizens to identify key municipal priorities;
- completing construction of the Tirin Kot Money Exchange Market Building;
- designing and beginning construction on the Lashkar Gah municipal vehicle maintenance facility;
- planning a public private partnership for the design and construction of billboards in Nili;
- initiating a parking lot PPP in Lashkar Gah to create additional own-source revenue for the municipality;



- initiating the road graveling of 1.5km of a main thoroughfare in Nili;
- completing construction on the Transitional Waste Accumulation Site in Kandahar City; and,
- completing construction of public latrines in Kandahar.

DONOR COLLABORATION

At the request of GDMA, RAMP UP-South continues its collaboration with ASGP and UN Habitat on parcel registration in Kandahar and Lashkar Gah. RAMP UP-South will take the lead on registering survey data collected by the other implementing partners to ensure that all parcels surveyed to date are recorded by Kandahar and Lashkar Gah municipalities. RAMP UP-South has received the data from UN Habitat and has hired a new data entry team in Kandahar. The newly hired data entry team has begun the process of entering the survey forms into the IFMS database. RAMP UP-South expects to receive the Lashkar Gah data shortly.

GDMA requested that all RAMP UP programs utilize the RAMP UP-South developed IFMS. RAMP UP South has recently completed its conversion of IFMS to Dari and now it can be utilized by RAMP UP-North, East, and West. RAMP UP-South has a pending training scheduled with RAMP UP-West for mid-October. GDMA has also requested that RAMP UP-South share our model of Public-Private-Partnerships with GDMA and the other RAMP UP programs to explore how these types of partnerships can be initiated in other municipalities throughout the country.

RAMP UP-South also met with USAID and AusAid officials in Tirin Kot to discuss upcoming activities. AusAid officials were fully updated on the progress of RAMP UP-South supported initiatives, particularly the Money Market Exchange Building and the sewerage ponds. In addition, discussions were held regarding the integration of capacity building and revenue generation activities into the AusAid funded activities in Tirin Kot.

Finally, the U.S. Army's Agriculture Department Team (ADT) awarded a subcontract in July to build a stockyard adjacent to the Qalat slaughterhouse constructed with the assistance of RAMP UP-South. The stockyard is tentatively scheduled to be completed in November. RAMP UP-South has provided guidance and facilitation collaboration between the ADT and the Qalat mayor as needed.

PROGRAM SUPPORT

MONITORING AND EVALUATION

Based on the findings of a data quality assessment conducted in June, the following adjustments were made to the program performance indicator data:

- Number of trainings conducted indicator, number of parcels surveyed indicator and number of businesses surveyed indicator were added into the list of indicator tables.
- Number of individuals trained: Individuals trained are counted as "one individual" regardless of how many trainings they have received.
- Number of trainings conducted indicator was added to track how many individuals were trained in how many training subjects.

Following the approval of the year three work plan, RAMP UP-South M&E staff are working to update the Project Monitoring Plan (PMP). Progress on all project indicators is reported below.



PROJECT INDICATORS PROGRESS REPORT THROUGH SEPTEMBER 30, 2012

INDICATOR NUMBER	INDICATOR	LIFE OF PROJECT			September 2012 DATA					
		Year Three TARGET	ACTUAL	September TOTALS	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj
Impact Indicator	Percentage increase in citizens trust in, satisfaction with, buy in, and support to municipal service delivery (measured every two years)									
Outcome Indicator No. 1	Percentage increase in municipal capacity index (MCI) (measured annually over baseline)									
1.1.	Number of target municipalities receiving RU-S assistance to improve their performance.	6	6	6	1	1	1	1	1	1
1.2.	Number of sustainable full time jobs created through RU-S assistance.	192	175	3	0	0	0	0	3	0
1.3.	Number of workdays provided as a direct result of RU-S activities.	215,000	138,357	<u>C2:</u> 3,679 <u>C3:</u> 3,151	<u>C2:</u> 2,309 <u>C3:</u> 1,018	<u>C2:</u> 26 <u>C3:</u> 750	<u>C2:</u> 0 <u>C3:</u> 188	<u>C2:</u> 429 <u>C3:</u> 220	<u>C2:</u> 677 <u>C3:</u> 475	<u>C2:</u> 238 <u>C3:</u> 500
1.4.	Number of training curricula developed with RU-S assistance.	50	38	0	0	0	0	0	0	0
1.5.	Number of individuals trained with RU-S assistance.	300	318	Completed: 0 Ongoing: 0	Completed: 17 Ongoing: 0	Completed: 3 Ongoing: 0	Completed: 0 Ongoing: 0	Completed: 5 Ongoing: 0	Completed: 0 Ongoing: 0	Completed: 0 Ongoing: 0



Outcome Indicator No. 2	Percentage increase in citizens who have access to essential services (<i>measured annually</i>)									
2.1.	Number of Public Private Partnerships (PPP) established with RU-S support.	4	1	0	0	0	0	0	0	0
2.2.	Number of municipal service delivery projects completed with RU-S assistance.	80	55	0	0	0	0	0	0	0
2.3.	Number of environmental compliance visits conducted to RU-S project sites.	81	72	2	1	0	1	0	0	0



Outcome Indicator No. 3	Percentage Increase in Revenue (<i>measured annually with results from revenue generation IFMS module</i>)									
3.1.	Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities.	36	30	0	0	0	0	0	0	0
3.2.a	Number of parcels registered with RU-S assistance.	137,950	19,491	3,673	2,675	235	0	4	193	566
3.2b	Number of parcels surveyed with RU-S assistance in the reporting period	137,950	63,537	5,637	2,675	211	94	0	1,157	1,500
3.3a	Number of business licensed with USG assistance in the reporting period	47,300	5,687	4,154	754	1,091	0	1,162	0	1,147
3.3b	Number of business surveyed with USG assistance in the reporting period	47,300	13,414	3,204	1,646	452	0	0	0	1,106
3.4.	Value of revenue generated by target municipalities as a direct result of RU-S activities.	\$3,231,712	\$20,859	\$10,068	\$2,008	\$6,998	\$0	\$177	\$885	\$0
3.5.	Number of anti-corruption measures implemented with RU-S assistance.	36	30	0	0	0	0	0	0	0



OPERATIONAL SUPPORT

Human Resources and Recruitment

Seven long-term professional Afghan employees were hired by RAMP UP-South during the quarter. As of September 30, 2012 RAMP UP-South has a total of 120 local national employees and seven expatriate employees. The expatriate to Afghan staff ratio is approximately 1:17.

Table 2: RAMP UP - South Local National Personnel Summary as of September 30, 2012

PROVINCE	MUNICIPALITY	LOCAL NATIONAL SUPPORT EMPLOYEES			LOCAL NATIONAL PROFESSIONAL EMPLOYEES		
		MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Kandahar	Kandahar	6		6	23		23
Hilmand	Lashkar Gah	2		2	8		8
Kabul	Kabul	8	5	13	30	3	33
Uruzgan	Tirin Kot	5		5	7		7
Nimroz	Zaranj	2		2	6		6
Daykundi	Nili	1		1	5	1	6
Zabul	Qalat	3		3	5		5
Total: 120		27	5	32	84	4	88

AFGHANIZATION

In March 2012, RAMP UP-South underwent a critical transition to place senior Afghan staff in key leadership positions as part of the project's *Afghanization* strategy, and local national (LN) team leaders, deputy team leaders and heads of administrative departments continue to gain confidence in their more independent administration of program activities. This quarter, each senior manager played a critical role in the planning of year three activities. Each technical team leader developed detailed project plans and timelines for the following 12 months. All of the technical team leaders have organized their upcoming activities in close coordination along with the Municipal Program Coordinators in each location to ensure that project implementation will proceed seamlessly. Expat advisors continue to serve as mentors, but day to day responsibility is increasingly and successfully shifted to Afghan staff.

GRANTS, SUBCONTRACTS AND COMPLIANCE

During the quarter, a new subcontract for the construction of Tirin Kot money exchange market building and a BPA for IT equipment in support of IFMS implementation in Kandahar, Lashkar Gah, Zaranj, and Tirin Kot were awarded. Additionally, four purchase orders were awarded for the procurement of: construction materials for the Nili road culverts; beauty parlor chairs for the Lashkar Gah beauty skills training; supply and installation of two solar irrigation pumps in Kandahar City; and, IT equipment in support of the IFMS implementation in the Qalat and Nili municipalities.

RAMP UP-South plans to award a subcontract next quarter for the design and construction of the Kandahar Municipal Vehicle Maintenance Facility and re-release the RFP for the construction of the parking lot in Lashkar Gah (PPP). Additionally, RAMP UP-South will issue the following RFPs next quarter:

- Nili road graveling; and,
- Design and construction of the Lashkar Gah municipal vehicle maintenance facility.



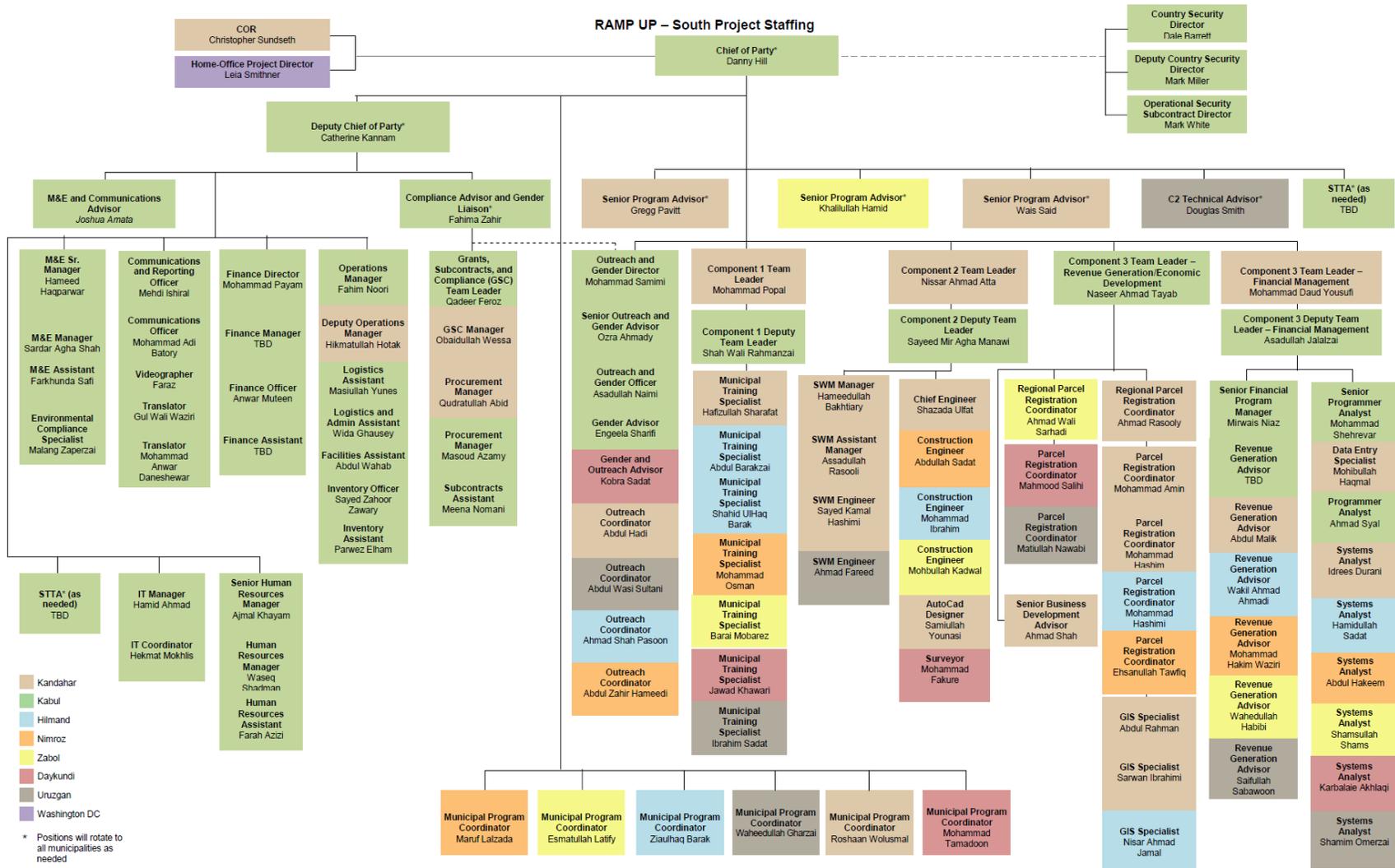
ENVIRONMENTAL CONCERNS

Implementation of environmental compliance activities continued throughout the reporting period, with special attention paid to all RAMP UP-South supported projects that have a potential to cause adverse environmental impacts. Environmental compliance procedures begin at project identification, and continue through the design, implementation, and operational stages to ensure life-of-project environmental compliance. Appropriate consideration is given to both USAID Environmental Procedures and Policy and to Afghanistan Environmental Impact Assessment Policy to ensure the continuation of environmental compliance after the end of USAID funding.

During the reporting quarter, the RAMP UP-South environmental compliance specialist completed assessments of completed and ongoing activities in Kandahar City, Tirin Kot, and Qalat. In Kandahar, the specialist visited the Transitional Waste Accumulation Site (TWAS) to assess the ongoing progress of the construction activity. In addition, the specialist visited the Kandahar fruit market latrines and the Kabul bus station latrines, along with assessing the ongoing SWM activities. In Tirin Kot, the environmental compliance specialist visited the Money Exchange Market Building to assess the ongoing progress of the construction activity and reviewed the final product of the traffic signage project and the impact of ongoing SWM activities in the municipality. The environmental compliance specialist conducted a follow-up visit to the Qalat slaughterhouse building after its inauguration. He also completed work on the environmental mitigation and monitoring plans for upcoming construction activities in Nili, including the Nili road graveling project.



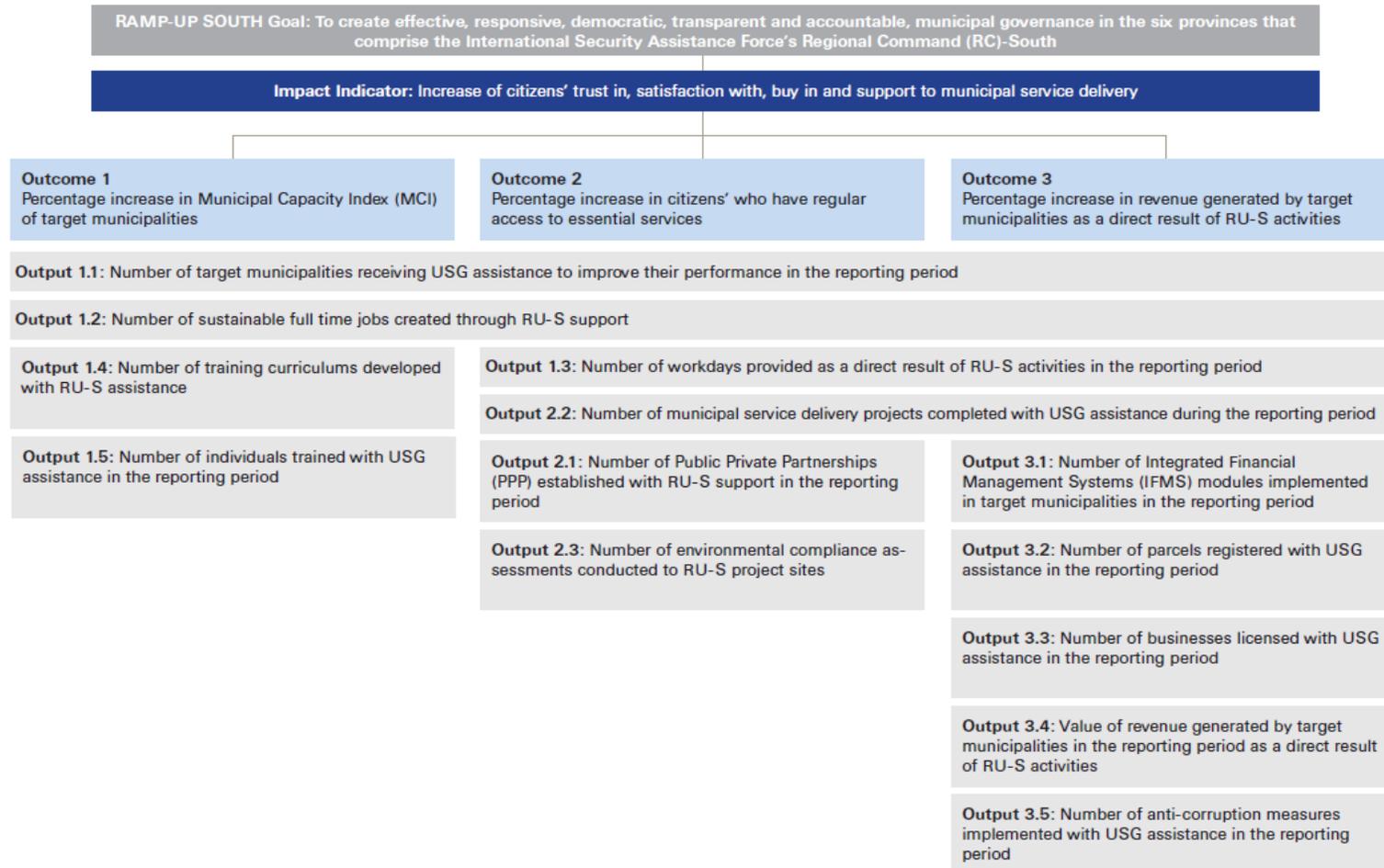
APPENDIX I: RAMP UP-SOUTH ORGANIZATIONAL CHART





APPENDIX II: RESULTS FRAMEWORK

RAMP-UP SOUTH Results Framework





APPENDIX III: PROCUREMENT ACTIVITIES

Table 3: Progress on Purchase Order Activities as of September 30, 2012

RFQ No.	Description	Issue Date	End Date	Status
PO-FUND-KC-003	Dump Trucks for Kandahar Municipality	02 Aug 11	31 Dec 11	The project is complete. Final payment is offset against the 20% advance payment of PO-FUND-KC-024.
BPA-RUS-20120324A	Rental of 4 Crane Trucks for Kandahar Municipality Trash Collection Project	01 Jul 12	30 Sep 12	BPA issued on July 01, 2012 with a completion date of September 30, 2012.
RUS-KDR-20120701A	Rental of 5 Dump Trucks for Kandahar Municipality Trash Collection Project	10 Jul 12	30 Sep 12	In line with the SWM transition plan, the procurement was complete on September 27, 2012.
RUS-KDR-20120701B	Rental of Wheeled Loader for Kandahar Municipality Trash Collection Project	03 Sep 12	31 Dec 12	Lease agreement was issued on September 03, 2012 with an end date of December 31, 2012.
PO-FUND-LG-001	Dump Trucks for Lashkar Gah	02 Aug 11	30 Sep 11	The registration documents and number plates are not delivered yet but are expected to be delivered in the first week of October.
RUS-KDR-000061	Rental of Crane Truck, Dump Truck and Loader for Qalat Municipality Trash Collection Project	21 Nov 11	30 Sep 12	Purchase order issued on November 21, 2011. Purchase order was extended through September 30, 2012.
RUS-KDR-000062	Rental of Dump Trucks and Loader for Zaranj Municipality Trash Collection Project	21 Nov 11	30 Sep 12	Purchase order issued on November 21, 2011. Purchase order was extended through September 30, 2012.
RUS-KDR-20120618A	Rental of Crane Trucks, and Loader for Tirin Kot Municipality Trash Collection Project	01 Jul 12	30 Sep 12	Purchase order issued on July 01, 2012 with a completion date of September 30, 2012.
RUS-LG-032	Rental of Crane Truck for collection	18 Mar 12	30 Sep 12	Purchase order issued on March 18, 2012 with a completion date of June 30, 2012.



	of Skips in Lashkar Gah City			Purchase Order was extended through September 30, 2012.
RUS-LKG20120214 A	Van Vehicle Lease for Parcel Registration Surveyors in Lashkar Gah City	15 Mar 12	30 Sep 12	Lease agreement issued on March 15, 2012 with a completion date of August 15, 2012. Purchase order was extended through September 30, 2012.
PO-FUND-KC-024	Purchase of 5 Loader crane trucks and spare parts for Kandahar Municipality	13 Mar 12	30 Sep 12	A time extension modification was executed on August 09, 2012 revising the delivery due date of the PO to September 30, 2012.
RFQ-FUND-TK-006	Purchase of 2 Loader crane trucks & 1 Wheeled loader for Tirin Kot Municipality	02 Apr 12	15 Sep 12	A second time extension modification was executed on September 24, 2012, revising the delivery due date of the PO to October 15, 2012. The wheeled loader was delivered on September 27 to Tirin Kot.
BPA-RUS-Kabul-20120516A	Transportation services for RUS staff – to/from Nili - Kabul	16 May 12	15 Nov 12	BPA issued on May 16, 2012 with a completion date of November 15, 2012.
BPA-RUS-Kabul-20120525A	Newsletters Printing Services	31 May 12	30 Nov 12	BPA issued on May 31, 2012 with a completion date of November 30, 2012.
RUS-KBL-181 / RUS-KBL-181 - 2	Billboards advertising for 5 municipalities, Qalat, Nili, TK, Zaranj and Lash	17 Jun 12	30 Sep 12	Purchase order issued on June 17 with a completion date of August 17, 2012. A modification was executed to the PO for extending the delivery due date to September 30, 2012. The procurement was completed on September 30, 2012.
RUS-KC-20120514	Solar Irrigation Pumps for Kandahar City	31 Jul 12	30 Sep 12	Purchase order issued on July 31 with a completion date of August 31, 2012. Modification No. 1 was executed on August 30, 2012 to include 2 foundations for solar panel stands and also extend the delivery due date to September 30, 2012.
RUS-KBL-206	IT Equipment for implementation of IFMS in Qalat and Nili municipalities	30 Aug 12	08 Sep 12	The procurement is complete.



BPA-KBL-2012-08-11A	IFMS IT Equipment for RAMP UP - South	22 Sep 12	28 Feb 13	BPA issued on May 16, 2012 with a completion date of November 15, 2012.
PO-RUS-NL-20120926	Road Culverts for Nili	27 Sep 12	06 Oct 12	Purchase order issued on September 27 2012 with a delivery due date of October 06, 2012.
RUS-KBL-2012-09-15B	Purchase of 10 Beauty Parlor Chairs for Lashkar Gah	30 Sep 12	08 Oct 12	Purchase order issued on September 30 2012 with a delivery due date of October 08, 2012.

Table 4: Progress on RFQ Activities as of September 30, 2012

RFQ No.	Description	Issue Date	End Date	Status
RFQ-FUND-LG-20120812A	Procurement of 140 skips for Lashkar Gah	05 Sep 12	12 Sep 12	RFQ issued on September 05, 2012 with a closing date of September 12, 2012. A total of 10 proposals meeting the RFQ requirements have been received. Technical evaluations are complete.
RFQ-FUND-QLT-20120813A	Procurement of Crane Truck	05 Sep 12	18 Sep 12	RFQ issued on September 05, 2012 with a closing date of September 18, 2012. GSC will review responses and conduct evaluations next quarter.
RFQ-FUND-ZNJ-20120813B	Procurement of Crane Truck	05 Sep 12	18 Sep 12	RFQ issued on September 05, 2012 with a closing date of September 18, 2012. GSC will review responses and conduct evaluations next quarter.
RFQ-FUND-ZNJ-20120812B	Procurement of 100 skips for Zaranj	05 Sep 12	12 Sep 12	RFQ issued on September 05, 2012 with a closing date of September 12, 2012. A total of 17 proposals meeting the RFQ requirements have been received. Technical evaluations are complete.
RUS-KBL-Nili-RFQ-2012-09-16A	Lease Heavy vehicles for Nili City	17 Sep 12	19 Sep 12	RFQ issued on September 17, 2012 with a closing date of September 19th. Evaluations are completed. Award expected in next quarter
RUS-KBL-RFQ-20120712A	Beauty Parlor Desk and Mirror for Lashkar Gah beauty skills training	30 Sep 12	02 Oct 12	RFQ issued on September 30, 2012 with a closing date of October 02, 2012.



RUS-QLT-20120919A	Garbage Removal Vehicles Rental for Shah Joy	29 Sep 12	01 Oct 12	RFQ issued on September 29, 2012 with a closing date of October 01, 2012.
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Table 5: Subcontract and Direct Implementation Activities as of September 30, 2012

Subcontract No.	Description	Signed Date	End Date	Value	Status
FUND-NL-001	Men and Women's Latrines in Nili	25 July 11	31 Jul 12	4,063,338 AFN	Project completed and handed over to Nili Municipality. Awaiting backup documents from the subcontractor for processing their final invoice.
FUND-QLT-005	Qalat PPP, Construction of Slaughter House	05 Mar 12	16 Oct 12	2,252,244 AFN	Subcontract and MOU signed and fully executed on March 5, 2012. Modification No. 1 was executed on September 23, 2012 for adding additional plaster and paint the SoW and also extending the PoP till October 16, 2012.
FUND-KC-020	Kandahar Waste Accumulation Site	18 Apr 12	30 Sep 12	9,398,600 AFN	Construction work is ongoing. C2 has requested extension of the project PoP through November 30, 2012.
FUND-QLT-006	Construction of Central Bazaar Latrine, Qalat City	29 Apr 12	30 Sep 12	1,950,750 AFN	The problem with the ownership of the allocated land has been resolved and work will commence on the latrine.
FUND-KC-024	Construction of Fruit Market Latrine	17 Jun 12	26 Sep 12	3,134,050 AFN	Subcontract signed and fully executed on June 17, 2012. C2 has requested extension of the project PoP through November 15, 2012.
FUND-KC-025	Construction of Kabul Bus Station	17 Jun 12	30 Aug 12	2,154,050 AFN	Subcontract signed and fully executed on June 17,



	Latrine				2012. C2 has requested extension of the project PoP through November 15, 2012.
FUND-TK-006	Construction of Tirin Kot Money Exchange Market	11 Jul 12	10 Dec 12	3,337,550 AFN	Subcontract signed and fully executed on July 11, 2012. Construction work is ongoing.

Table 6: RFP Activities as of September 30, 2012

RFP No.	Description	Issue Date	Proposal Due Date	Status
RFP-FUND-KC-026-2	Construction of Kandahar Municipal Vehicle Workshop, Kandahar City	11 Sep 12	25 Sep 12	RFP was issued on September 11th with a closing date of September 25th. Pre-bidders conference was conducted on September 18th. A total of 3 proposals were received and sent on to C2 for technical evaluation.
RFP-FUND-LG-017	Construction of Parking Lot in Lashkar Gah City	24 Jul 12	05 Aug 12	A meeting was held with the 2 firms who had submitted proposals for the project on September 12 for clarifications on their proposals. Revised proposals were received on September 15, 2012. The RFP will be re-released in next quarter.



APPENDIX IV: QUARTERLY FINANCIAL REPORT

Line Item	Total Contract Budget	Total Spent to Date (September 30, 2012)	Spent to Date by CLIN			Year Three Remaining Budget	Year Three Remaining Budget by CLIN		
			CLIN 1	CLIN 2	CLIN 3		CLIN 1	CLIN 2	CLIN 3
I. Salaries	\$8,049,594	\$6,963,252	\$2,094,768	\$2,514,235	\$2,354,248	\$2,237,211	\$705,075	\$819,847	\$712,290
II. Fringe Benefits	\$2,801,858	\$2,133,382	\$642,525	\$788,719	\$702,137	\$423,911	\$119,162	\$188,330	\$116,418
III. Overhead	\$6,238,306	\$5,026,605	\$1,506,212	\$1,834,090	\$1,686,304	\$1,368,066	\$422,097	\$520,544	\$425,426
IV. Travel and Transportation	\$1,379,676	\$1,059,680	\$366,659	\$402,021	\$291,000	\$385,250	\$127,133	\$150,248	\$107,870
V. Allowances	\$2,661,933	\$3,815,602	\$1,101,528	\$1,490,496	\$1,223,578	\$720,817	\$202,347	\$307,323	\$211,148
VI. Other Direct Costs	\$5,492,794	\$5,996,082	\$2,036,016	\$2,307,276	\$1,652,791	\$1,191,893	\$401,940	\$469,761	\$320,192
VII. Equipment, Vehicles, and Freight	\$3,395,393	\$1,396,511	\$392,834	\$505,727	\$497,951	\$350,000	\$114,500	\$153,500	\$82,000
VIII. Subcontractors	\$35,623,449	\$19,737,723	\$6,513,721	\$7,692,102	\$5,531,899	\$1,090,000	\$343,200	\$405,600	\$341,200
IX. Program Support Direct Funding	\$67,500,000	\$11,043,667	\$994,440	\$8,725,967	\$1,323,260	\$9,570,551	\$1,548,000	\$6,174,500	\$1,848,052
Technical Subcontracts	\$16,000,000	\$6,861,395	\$904,558	\$5,660,981	\$295,856	\$8,958,595	\$1,548,000	\$5,562,544	\$1,848,052
Technical Procurement	\$5,300,000	\$4,182,272	\$89,882	\$3,064,986	\$1,027,404	\$611,956	\$0	\$611,956	\$0
Grants	\$46,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
X. G&A	\$7,695,665	\$3,356,011	\$921,712	\$1,542,116	\$892,183	\$1,015,917	\$241,528	\$520,125	\$254,264
XI. Fees	\$8,184,379	\$4,508,804	\$1,234,669	\$2,075,685	\$1,198,451	\$1,459,021	\$346,874	\$746,983	\$365,164
Grand Total	\$149,023,047	\$64,287,582	\$17,606,768	\$29,620,516	\$17,060,298	\$19,812,638	\$4,571,855	\$10,456,759	\$4,784,023

Table 7: Contract Summary Budget by Line Item and CLIN



Variance Analysis

The RAMP UP-South project concluded the quarter with final expenditures totaling \$4,652,729. With the relocation of expatriate project staff to Kabul and PRTs throughout the RC-South, operational and security costs significantly decreased and remain low. With the approval of the Year 3 work plan, technical expenditures under all three components are expected to increase over the next quarter.

Variance Year-to-Date

As of September 30, RAMP UP-South has spent an estimated 82 percent of the current contract obligation of \$78,524,272.00 million, and approximately 43 percent of the total contract budget. However, per the approved Year 3 Work Plan and recent request for a modification to de-scope the contract, RAMP UP-South anticipates an actual total contract ceiling of \$84 million through June 2013, of which RAMP UP-South has spent approximately 76 percent. With the relocation of its administrative base to Kabul, RAMP UP-South has been able to steadily reduce operational, security, and expatriate personnel costs. Below is a description of year-to-date variance by major line item:

- **Salaries.** RAMP UP-South funding was reduced at the beginning of option year one, leading to significant changes in the organizational structure of the program. In line with RAMP UP-South's *Afghanization* strategy, the program reduced the number of expatriate positions by 80 percent and promoted highly qualified local nationals into key leadership roles. RAMP UP-South phased out all expatriate team leaders, deputy team leaders, and operational department leads and replaced them with local nationals. This Afghan-led approach led to an increase in overall local national professional staffing levels so as to compensate for the reduction in expatriate staff.
- **Subcontractors.** Expenditures on international subcontractors have decreased drastically due to the termination of a number of international subcontracts in March 2012. Moreover, all Chemonics projects in Afghanistan have signed task orders with a risk management company and the APPF, allowing our projects to achieve economies of scale by cost-sharing security.
- **Grants.** The original budget proposed a grants line item of \$46.2 million. Rather than completing the majority of technical work through grants to secondary entities, it was determined that subcontracts and direct procurements would be a more effective mechanism in allowing for direct implementation of technical funds. As a result, the funds originally allocated to grants have been shifted to support subcontracts and direct procurement. Additionally, RAMP UP-South has used its own staff resources to directly implement technical activities, including capacity building and the implementation of the Integrated Financial Management System (IFMS).

Projections

Next quarter (October to December) technical expenditures will increase as RAMP UP-South continues to place emphasis on activities under all three components according to the Year 3 work plan. Component 2 activities are expected to accelerate next quarter, with a major procurement of waste removal equipment approved by USAID in support of SWM activities in all provinces. RAMP UP-South also anticipates large IT procurements in support of municipal capacity building, citizen services desks, training centers, and the continued roll out of the Integrated Financial Management System (IFMS) modules in all target municipalities.

2013 Quarterly Projections	Projected Costs
October to December 2012	\$6,200,000
TOTAL	\$6,200,000

Table 8: Estimated projections for October-December 2012