



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

Quarterly Report: January-March 2013

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
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 achievements of the USAID/Afghanistan Regional Afghan Municipalities Program for Urban Populations (RAMP UP) — South from January to March 2013, the eleventh quarter of program implementation and the second quarter of fiscal year (FY) 2013. 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.

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.

Over the past two years, RAMP UP-South implemented programs to assist the six target municipalities in providing improved services to citizens and established a framework for continuing those services beyond the life of the project. RAMP UP-South's efforts have resulted in enhanced community and government interactions and have in turn, built municipal credibility. During year three, a key focus of RAMP UP-South's integrated implementation approach is on skills transfer to ensure that municipal officials have the necessary skill-set to maintain effective service delivery initiatives and that each municipality is positioned for sustainable economic growth.

QUARTERLY HIGHLIGHTS

Integrated Financial Management System

During the quarter, the IDLG/GDMA issued an official endorsement letter for the implementation of the Integrated Financial Management System (IFMS) in all provincial municipalities across Afghanistan – a major achievement highlighting RAMP UP-South's success in developing the automated and integrated system, now a national model for financial management systems. The GDMA's endorsement of the IFMS is a noteworthy accomplishment and a testament to the quality and effectiveness of the system. RAMP UP-South will continue to work with GDMA to standardize and improve accountability and transparency in municipal accounting procedures. Following this development, RAMP UP-South conducted training on IFMS administration and management to



GDMA staff in Kabul during March. RAMP UP-South also continued to provide ongoing IFMS trainings in all municipalities in support of anti-corruption and enhancing transparency of municipal budgeting and financial processes.

In another major accomplishment, GDMA also officially approved a standardized template for house plates, which had been designed with the support of RAMP UP-South. The standardization of house plates is an important step in the parcel registration process and will support municipal planning by making mapping and parcel identification clearer and easier for municipalities to track and manage.

Spin Boldak Pilot Project

Another noteworthy accomplishment during the quarter was the initiation of pilot project activities in Spin Boldak, one of Kandahar province's 16 districts. The pilot project will last for two months and will include capacity building, outreach, solid waste management, and business licensing activities. RAMP UP-South staff conducted a technical training in solid waste management for Spin Boldak municipal officials. Through the Spin Boldak pilot project, RAMP UP-South will support the district in building municipal officials' capacity to generate revenue to sustainably deliver essential services.

Public Private Partnerships

RAMP UP-South finalized the business plan and Memorandum of Understanding (MOU) for its second private public partnership (PPP), a parking lot project in Lashkar Gah. As with many populous cities in Afghanistan, Lashkar Gah faces many challenges due to urban population expansion and limited city infrastructure. In order to alleviate infrastructure issues related to roads and traffic, the Lashkar Gah parking lot PPP project aims to improve street congestion. RAMP UP-South's Afghan-led technical staff worked closely with the Lashkar Gah municipality to build their capacity in drafting the business plan, MOU, and analyzing the return on investment (ROI), in order to prepare a profitable and sustainable PPP. Using the same PPP model as the Qalat slaughterhouse, this parking lot PPP will bring together the municipality and a private sector partner to support economic growth in the city and increase revenue for the municipality.

Budget Preparation and Execution

During the quarter, municipal budgets were finalized in all six municipalities and submitted for approval. Municipal budgets for Tirin Kot and Zaranj were approved at the ministerial level, while the municipal budget for Qalat is pending approval from GDMA. The budgets for Kandahar, Lashkar Gah, and Nili are pending further approval at the ministerial level. Budgets in all municipalities were prepared using the automated IFMS, which helped them limit opportunities for error and corruption as well as make more accurate projections on future municipal expenditures. With the municipal budgets at varying stages of approval, RAMP UP-South continued to deliver targeted trainings aimed at building municipal capacity to plan and strategize spending of 1392 budgets. In line with this strategy, project management training began in Lashkar Gah and Tirin Kot. The training supports the budget execution process by ensuring that municipal departments can properly allocate resources and manage budgeted activities. In the training, officials learned about all aspects of the project life-cycle and how to plan, budget, and monitor activities throughout the life of project. In all target municipalities, IFMS training continued in support of budget execution with an increasing focus on revenue generation and expenditure reports.

Civic Engagement

To further support the budgeting process and promote civic engagement in municipal budgeting, RAMP UP-South facilitated a number of community meetings in Zaranj, Nili, Qalat, and Lashkar Gah to discuss the budget during the reporting period. In Qalat, approximately 80 citizens from the Peace Council, district management, and other elders attended the community budget meeting. At the



meeting, municipal budget sources were identified and participants discussed their priority activities for the municipality in the coming year. In Zaranj, over 60 participants, including representatives from the provincial council, district managers, city representatives, *kalantars* (union representatives), and community elders, met to discuss municipal revenue sources and how to most effectively allocate them within the municipal budget. A similar budget meeting was held in Nili on January 8, with 60 participants including representatives from the media and various civil society organizations in attendance. With over 50 community elders in attendance, the budget meeting in Lashkar Gah provided a forum for discussing the budget process and funding priorities in the municipality.

Revenue Generation

In support of economic growth and revenue generation, RAMP UP-South continued to work with municipalities to survey and register parcels and business licenses in order to collect *Safayi* taxes and business licensing fees. Throughout the quarter, the Component 3 team supported municipalities in accelerating printing and distribution of *Safayi* notebooks and business licenses. In line with this strategy, registration of parcels has increased by 30 percent in recent months and registration of business licenses by over 50 percent. Based on the financial summary statements generated at the end of each quarter, the RAMP UP-South captured the total quarterly amount of revenue generated from *Safayi* and business licensing fees in each municipality. During the quarter, \$467,316 was generated across all target municipalities as a result of *Safayi* taxation and business licensing fees.

SWM Transition Process

RAMP UP-South continued to support the SWM transition process, which is pending adoption of the 1392 municipal budgets, and development of municipal SWM committees. Kandahar municipality established a solid waste management committee with representation from each sub-district of the municipality. 60 participants attended the two day-long committee meeting in Kandahar, including eight female representatives. The municipalities of Qalat, Lashkar Gah, and Zaranj also established SWM committees, consisting of district representatives, community elders and a variety of other local stakeholders, to identify priority service delivery and micro-projects. During the quarter, the SWM committee in Qalat oversaw the implementation of its first micro-project – the distribution of trash bins in order to promote primary waste collection in the community. Bins were placed strategically in residential and commercial areas for trash removal. SWM committees in Kandahar, Lashkar Gah, and Zaranj also drafted micro-project lists for potential primary waste collection initiatives. Micro-projects identified by the SWM committee aim not only to promote a culture of primary waste management in the municipality, but also to encourage the municipality's involvement at the grass roots level, while tying citizens to the larger municipal focus on secondary waste collection. With municipality-provided secondary waste collection systems now firmly in place, RAMP UP-South has placed strategic focus on institutionalizing the management of those systems as well as on primary waste collection, which ties citizens into the secondary collection system and promotes sustainability of SWM initiatives.

Gender

February marked the conclusion of the beautician vocational and business skills training program in Nili and Zaranj. On February 11, RAMP UP-South facilitated the closing ceremony for the beautician vocational and business skills training in the Nili municipality. The ceremony was attended by over 40 people including representatives from women's associations, municipal staff, and the trainees' friends and families. At the ceremony, each trainee received plaques to be displayed in front of their businesses. In the absence of Mayor Ozra Jafari, acting mayor Mohammad Hani Raofi made a keynote address praising the training program and encouraging the successful graduates to put their newly learned skills to use by starting small, independent businesses. At the closing ceremony in Zaranj, graduates were presented with a certificate of completion and a business license in order to encourage trainees to start their own business in the municipality. By helping women develop the



skills to start and manage a small business, the beautician vocational and business skills program supports women's economic autonomy and promotes economic growth at the municipal level.

RAMP UP-South also conducted a post-training assessment for the graduates of the beautician vocational skills training in Lashkar Gah, Zaranj, and Nili. The assessment revealed that 26 of 30 graduates have put their training to use and started their own beauty parlor businesses. The graduates, now business owners, reported that they receive two or three customers daily in their beauty parlors, which are located in their homes. The establishment of these independent women-owned businesses is a testament to the success of the training program in promoting women's empowerment and economic development in the municipality. At the end of the reporting period, RAMP UP-South finalized preparations to start a similar vocational skills training in Kandahar and Qalat.

Youth Outreach

During the quarter, the RAMP UP-South outreach team facilitated poetry competition events targeted at youth. These outreach events were held for both girls and boys in Kandahar, Lashkar Gah, and Zaranj. With over 1,500 students participating in the six events across three municipalities, students were asked to write poems about the importance of keeping the city clean and civic pride. Participants of the ceremonies included students, local artists and poets, city representatives, and journalists. The ceremony in Kandahar, which included a live music concert featuring local artist Aimal Jan, was also attended by the Director of GDMA, Abdul Baqi Popal. In all three municipalities, the closing ceremonies were facilitated by the respective mayors. As a component of RAMP UP-South's outreach strategy, the poetry competition events aimed to encourage youth participation and foster awareness about municipal activities. During the next quarter, the activity will be completed in Qalat, Tirin Kot, and Nili.

Other significant quarterly achievements include:

- Surveying and polling activities were initiated for the citizen satisfaction assessment. The assessment follows-up on the citizen satisfaction polling and focus group assessment conducted during the first year of implementation and measures the increase in citizen satisfaction as a result of improved municipal service delivery.
- RAMP UP-South helped furnish C1 training and IT equipment to various municipalities, including Kandahar and Lashkar Gah. The equipment, which included computers, printers, and UPS power supplies, will support the municipalities to efficiently and effectively carry out municipal activities in a timely and transparent manner.
- The Lashkar Gah municipal training center was inaugurated in January. The first of its kind in Lashkar Gah, the center serves as a central location for local capacity building. In addition, the Zaranj municipal training center was inaugurated during February in a ceremony attended by the mayor and local officials and broadcast by various local media outlets, including RTA. The purpose of the training center is to build the capacity of municipal employees and citizens particularly youth and provide opportunities for them to gain employment in provincial directorates and local government.
- The Lashkar Gah vehicle maintenance facility was inaugurated at a ceremony attended by the provincial governor, Alhaj Mohammad Naeem, the mayor of Lashkar Gah, the head of the municipal economic department, and the deputy head of provincial council. Local and national media covered the event. The vehicle maintenance facility will allow the municipality to better maintain, repair, and service vehicles that are in use for solid waste management activities, thereby enhancing the municipality's ability to provide services to the community.



- In Kandahar and Lashkar Gah, RAMP UP-South facilitated *Hashar* city cleaning outreach events in support of SWM activities. At the events, local government leaders led citizens and municipal officials in the city-wide cleanup effort. In addition to promoting overall city cleanliness, the *Hashar* campaigns support the use of community trash bins to dispose of household and commercial garbage. Such municipality-driven community participation outreach activities allow the municipality to engage citizens directly on priority issues such as service delivery and solid waste management. Events in both municipalities were widely covered by the media, including broadcasts on various radio stations and TV channels, and publications on websites such as *Benawa* and *Khabarial*.
- RAMP UP-South helped organize events celebrating International Women’s Day in Lashkar Gah, Qalat, Zaranj, and Nili municipalities. The events were attended by a variety of stakeholders, including government officials, representatives from international organizations, members of provincial peace councils, human rights activities and citizens. The purpose of the events was to promote women’s empowerment by acknowledging the accomplishments of women in Afghanistan.
- To reinforce the importance of equal access to services, RAMP UP-South launched a billboard campaign about women’s rights to access municipal services in each target municipality.

CHALLENGES

Security conditions in the southern municipalities continue to present challenges for local travel, which impacts the pace of implementation. Concerns regarding land identification have delayed projects such as the Transitional Waste Accumulation Site (TWAS) in Lashkar Gah; however RAMP UP-South is working with the National Environmental Protection Agency (NEPA) in Kabul to resolve this issue. RAMP UP-South also continues to encounter issues with the *layha* (law or code of conduct), particularly in Zaranj. This issue has hindered business surveying and the subsequent issuance of business licenses. *Layha* has historically mandated an informal fee or tax on businesses which still exists to this day. Because the fee is typically less than the fee currently charged for business licenses by the municipality, business owners in all municipalities have expressed concerns over paying the municipality's higher fee. The provincial governor and mayor of Zaranj are working to revise the *layha*. In Qalat, although an acting mayor is in place, the delayed arrival of a new mayor has hindered the pace of implementation in the municipality.

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. There is also a more general focus on building municipal capacity to manage



the operational budgeting 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 municipal 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 to use them, 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, landfill management, vehicle maintenance, waste disposal site preparation, budget preparation, business licensing, parcel registration, data entry, IFMS software;
- 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 worked with C2 and C3 teams to prioritize technical trainings in support of budget execution and the SWM transition process. C1 staff conducted targeted technical trainings in multiple subject areas including HR management, procurement, project management, dump site management, GIS, and file management. Trainings were conducted in classroom settings as well as on-the-job, utilizing exercises aimed at ensuring that municipal employees are equipped with the necessary tools to sustain municipal activities initiated under C2 and C3.

KANDAHAR CITY – KANDAHAR PROVINCE

Capacity Building Training

During the quarter, the Component 1 team facilitated a number of trainings for municipal officials designed to ensure the sustainability of service delivery and revenue generation activities. In support of the Transitional Waste Accumulation Site (TWAS), inaugurated in previous quarter, RAMP UP-



South provided targeted TWAS management training to municipal staff in the SWM department. The training facilitates the transition process of the site to municipal control by building capacity to operate the site and ensure proper disposal of waste.

Also in support of the SWM transition process, 46 city male and female representatives participated in a two-day training on SWM committee roles and responsibilities which outlined different aspects of primary and secondary waste collection. Nine municipal engineers received AutoCAD software training, which focused on using the software to draw and design basic engineering structures such as culverts, drains, and roads. Trainees will now put these skills to use in helping monitor and manage municipal service delivery projects throughout the city.

To complement initiation of pilot project activities in Spin Boldak, three government officials from Spin Boldak received SWM training. This training provided an overview of waste management systems, measures for improving waste collection processes, and the impact of municipal waste collection on the city.

Four municipal officials received on-the-job HR management training, which focused on building the capacity of municipal officials to fill vacant *tashkeel* positions. Curricula and materials for the HR management training were reviewed and approved by the human resource manager of Kandahar municipality. Additionally, five municipal officials received on-the-job procurement training to build their capacity to procure goods and equipment in accordance with local rules and regulations, and to ensure accountable and transparent procurement processes. Both trainings also promote anti-corruption in the municipality by ensuring transparent and accountable HR and procurement processes.

Planning and Budgeting Trainings

In line with the project's objective to transition services to direct municipal control, RAMP UP-South continued to assist the Kandahar municipality to prepare the year 1392 budget by providing targeted IFMS trainings and other capacity building support. Throughout the quarter, on-the-job IFMS trainings were conducted for municipal employees to promote realistic and accurate budgeting, with an increasing focus on 1392 budget execution and generation of revenue and expenditure reports. By building the capacity of staff to execute the municipal budget, on-the-job IFMS training helps to ensure the municipality is able to effectively spend their revenue on necessary services in a transparent and accountable way.

A three-day SWM planning and budgeting training was also held for five municipal staff. The training was designed to improve the municipality's ability to more efficiently allocate resources for the program by ensuring a solid understanding of budgeting processes, including how to account for operations and maintenance costs.

Anti-Corruption

March marked the eleventh month of operation for the Kandahar Information Service Desk (ISD). The ISD, managed entirely by municipal staff, is streamlining the processing of citizen requests, thus enabling the municipality to provide more effective and timely services to its constituents. By increasing the transparency of municipal decision-making and demonstrating responsiveness to citizen requests, the ISD is helping change popular perceptions of corruption and dishonesty within the Afghan government. The ISD is staffed by four municipal employees and continues to receive 80-100 visitors per day in Kandahar.



Municipal Furnishing

During the quarter, RAMP UP-South provided support in furnishing municipal offices and sub-offices with IT equipment, desk, chairs, and other office furnishings. Based on a joint assessment by RAMP UP-South and the municipality, RAMP UP-South procured equipment such as computers, scanners, and printers to several municipal departments, including the finance department and engineering department. The furnishings provided by RAMP UP-South support the daily functioning of the municipality as well as the implementation and sustainability of municipal services.

LASHKAR GAH – HILMAND PROVINCE

Capacity Building Trainings

15 municipal staff received on-the-job training in HR management during the reporting period. The training, which supports anti-corruption initiatives by promoting transparent and fair hiring processes, builds the capacity of the municipality to fill vacant *tashkeel* positions. Trainees learned about the recruitment process, how to post job advertisements, and how to develop position scopes of work. Also in support of anti-corruption efforts, 15 municipal staff received procurement training, which builds the capacity of municipal officials to complete procurements in accordance with Afghan laws and regulations.

Additionally, 11 municipal employees received on-the-job project management training. While the training focused on developing municipal capacity to design, manage and implement a project, it also covered techniques to support budget execution and service delivery initiatives in the municipality. Thirty-nine municipal employees also received communications skills training, which was aimed at facilitating workplace efficiency and improving internal and external communications with stakeholders.

Planning and Budgeting Trainings

Throughout the quarter, Component 3 revenue generation advisors continued to provide on-the-job training and technical support on the IFMS. The trainings help facilitate the budget preparation process and support the IFMS transition. IFMS trainings are targeted to support municipal revenue generation and budget execution by providing instruction on financial proficiencies such as generating financial reports and tracking revenues and expenditures. By building the capacity of municipal staff to independently manage their budget, the trainings also aim to support the full transition of IFMS maintenance to the municipality.

Municipal Training Center

In January, the Lashkar Gah mayor inaugurated the municipal training center in a ceremony attended by local officials and covered by various local media outlets. The purpose of the training center, the first of its kind in Lashkar Gah, is to build the capacity of municipal employees and citizens. During the quarter, local high school graduates completed a general management training course, an MS Word training course, and a communications training course. During the reporting period these 50 recent graduates also began an MS Excel training course, which supports the development of core administrative and computer skills. Such trainings for local students are targeted at building the administrative capacity of individuals in order to provide them with opportunities to gain employment in provincial directorates and the local government.

Municipal Furnishing

RAMP UP-South helped furnish C1 training and IT equipment to various municipalities, including Lashkar Gah. The equipment, which included computers, printers and UPS power supplies, will

Component 1



On-the-job AutoCAD training for municipal staff in Kandahar



Training for local students at the municipal training center in Tirin Kot



IFMS training for municipal employees in Lashkar Gah



On-the-job training in Zaranj

support the municipalities to efficiently and effectively carry out municipal activities and outreach programs in a timely and transparent manner.

QALAT – ZABUL PROVINCE

Capacity Building Training

Two municipal staff from the revenue generation department received on-the-job file management training. The training, which builds the capacity of municipal staff to organize and catalogue files, is also supports technical activities vis-à-vis the management of finance and budget files. Municipal staff from the administrative, land distribution, and license distribution departments received on-the-job electronic communications training in support of promoting efficiency and transparency in municipal communications. In addition, Component 1 provided SWM training to members of the recently established SWM committee.

Planning and Budgeting Trainings

Throughout the quarter, RAMP UP-South continued to provide targeted IFMS trainings in Qalat municipality. During the quarter two municipal staff in the revenue department received ongoing on-the-job IFMS training in support of revenue generation activities. IFMS training also builds the capacity of municipal employees to execute the municipal budget in a timely and realistic manner, thereby ensuring financial accountability and transparency in the municipality.

TIRIN KOT – URUZGAN PROVINCE

Capacity Building Training

RAMP UP-South provided capacity building assistance to the Tirin Kot municipality throughout the quarter. Three municipal staff from the administration and revenue departments received on-the-job training in MS Excel. The training was targeted to support revenue generation activities by instructing employees on the use of excel spreadsheets in processing municipal expenditures and salaries. Three municipal staff continued on-the-job training in MS Power Point and four staff from the control, property, administrative and



revenue departments received on-the-job file management training. This training, which builds the capacity of municipal staff to organize and catalogue files, also supports the implementation of technical activities by improving management and organization of finance and budget files. Four municipal employees received on-the-job project management training in the municipal training center. The training supports municipal service delivery and budget execution by developing municipal capacity to plan and strategize municipal spending. The training also builds the capacity of municipal staff to implement, plan and monitor a project to ensure effective service delivery.

Planning and Budgeting Trainings

During the quarter, on-the-job IFMS training continued for municipal employees in the municipal finance department. The training focused on the printing and distribution of *Safayi* notebooks, identification of parcels, and data entry into the IFMS, which supports the IFMS transition process by ensuring that municipal employees have the required skills set to maintain and sustain use of the IFMS system.

Municipal Training Center

At Tirin Kot's municipal training center, seven recent high school graduates completed training courses in MS Word and MS Excel. In addition to providing capacity building trainings, the training center also aims to provide local citizens with opportunities to find jobs with the local government and international organizations by building the skill sets of youth and increasing their professional competencies.

ZARANJ – NIMROZ PROVINCE

Capacity Building Training

The municipality continued to support capacity building initiatives for staff with the assistance of RAMP UP-South. Nine municipal employees received on-the-job HR management training, targeted at building the capacity of municipal officials to fill vacant *Tashkeel* positions. Meanwhile, on-the-job procurement training for nine municipal officials began. Both trainings are designed to support anti-corruption initiatives in the municipality by ensuring transparent and compliant procurement and hiring processes.

RAMP UP-South also conducted file management training for seven municipal officials. The training, not only builds the capacity of municipal staff to organize and catalogue files, it is also designed to support technical activities vis-à-vis the management of finance and budget files. 11 municipal staff also received GIS training, a targeted technical training in support of parcel registration and business licensing activities. Skills gained in the GIS training will allow municipal staff to work with multiple layer mapping to develop detailed images of districts, blocks, *gozars* (sub-districts), and parcels.

In addition to training municipal officers, RAMP UP-South began providing capacity building trainings to the mayor of Zaranj. The mayor, who has instructed his staff to begin digitizing all municipal processes and documents, led by example and began on-the-job computer training himself.

Planning and Budgeting Trainings

During the quarter, municipal staff in Zaranj received ongoing IFMS follow-up trainings. Continued training in IFMS not only builds the capacity of municipal staff to track revenue generation, it also supports the IFMS transition by ensuring the municipal staff are able to independently sustain revenue generation activities.



Municipal Training Center

In February, the Zaranj municipal training center was inaugurated in a ceremony attended by the mayor and local officials. The ceremony was covered by various local media outlets, including RTA. The purpose of the training center is to build the administrative capacity of municipal employees and citizens, providing opportunities for individuals to gain employment in provincial directorates and local government.

NILI – DAYKUNDI PROVINCE

Capacity Building Training

RAMP UP-South continued to work with the municipality to conduct strategic trainings for municipal officials. Various capacity building trainings continued during the quarter - one municipal staff from the administration department received electronic communication training and four municipal staff received file management training.

Planning and Budgeting Trainings

Three municipal staff from Nili municipality received on-the-job IFMS training throughout the quarter. IFMS trainings support budget execution as a component of municipal financial management, ensuring that municipalities are able to allocate, generate and track revenue in an accountable and transparent manner. The training also aims to facilitate the IFMS transition process.

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 provision of capitol assets and infrastructure, 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, buildings, equipment, and other physical infrastructure, 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.

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

- developing and implementing Solid Waste Management (SWM) programs in all of the target municipalities;
- constructing public latrines in all six municipalities;
- constructing markets, road improvements, park irrigation, transitional waste accumulation sites and other municipal facilities;
- supporting municipal beautification initiatives;
- providing SWM trainings for municipal staff in topics such as, designing and monitoring of construction projects, and SWM budgeting and planning;
- 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, prioritizing the transition of SWM activities to municipal control and also advancing medium-



term physical infrastructure projects in each municipality through the provision of needs-responsive and demand-driven technical assistance and advisory services. In support of primary waste collection and community-driven SWM activities, RAMP UP-South also continued to support SWM committees in each target municipality.

KANDAHAR CITY – KANDAHAR PROVINCE

Solid Waste Management Transition

The Kandahar municipality continues to independently manage the solid waste collection functions in all ten districts of Kandahar City. Since the transition of SWM activities to the municipality, management of the 93 laborers, two supervisors, five crane trucks, ten caged dump trucks, and five dump trucks have transitioned to municipal control. Upon the adoption of the 1392 municipal budget, it is planned that the municipality will assume full control over municipal solid waste management functions and begin independently managing this service to its citizens.

During the reporting period, the Kandahar municipality established a Solid Waste Management committee with representation from each sub-district of the municipality. At the inaugural committee meeting, the mayor made an opening statement, highlighting his appreciation for RAMP UP-South initiatives. The committee worked to identify priority service delivery projects in their respective districts. Sixty participants attended the two-day long committee meetings, which included eight female participants. Municipal representatives collaborated with the committee by providing their ideas and comments for consideration.

Transitional Waste Accumulation Site

In January, the Kandahar mayor officially inaugurated the Transitional Waste Accumulation Site (TWAS) in Kandahar City during a ceremony celebrating the opening of the facility. In an interview, the mayor acknowledged his support of the RAMP UP-South initiative, highlighting that the TWAS was the first of its kind in Kandahar. Prior to the development of the TWAS, people were disposing of garbage and other forms of solid waste all over the city and in the nearby river. The TWAS is now fully operational with unloading of solid waste taking place regularly at the site. The facility is being maintained by the municipal employees of Kandahar's Cleaning and Greening Department, who provide regular waste delivery oversight, site operation and management, consolidation of waste deliveries, and other maintenance needs as required.

Municipal Vehicle Maintenance Facility

Work continued on the Kandahar Municipal Vehicle Maintenance Facility with one site engineer, one supervisor, and six laborers. Construction work on the steel columns, metal truss, foundation, and wall steel frame was completed while work is ongoing on the wall frame covering and insulation. The facility will support SWM efforts by serving as a central location for vehicles in need of repair and maintenance. Targeted vehicle maintenance trainings under Component 1 ensure the municipality can independently operate, maintain, and repair as needed all municipal vehicle assets.

LASHKAR GAH – HILMAND PROVINCE

Solid Waste Management

In addition to providing ongoing support in secondary waste collection activities, RAMP UP-South transitioned one SWM crane truck and 125 metal skips to the municipality. The delivery of additional SWM assets to the municipal transportation department helps ensure that the municipality can assume and sustain direct management and oversight of SWM activities with limited RAMP UP-South involvement.

To support primary waste management, RAMP UP-South facilitated a SWM committee event. With over 40 people in attendance the committee split into four sub-committees, each comprised of 10 men and women, to represent the four districts of the municipality. The sub-committees discussed priority SWM initiatives and civic participation in service delivery programs. The development of the SWM committee enhances the integration of RAMP UP-South technical service delivery projects with outreach initiatives. The community SWM committee also developed a draft list of micro-projects supporting primary waste collection initiatives in the municipality. The projects included provision of waste collection tools for street cleaners to promote a culture of primary waste collection.

Municipal Vehicle Maintenance Facility

In January, the Lashkar Gah vehicle maintenance facility opened for construction. The opening ceremony was attended by provincial governor, Alhaj Mohammad Naeem, the mayor of Lashkar Gah, the head of the municipal economic department, and the deputy head of provincial council. Local and national media also covered the event. Throughout the quarter, team of two skilled and five unskilled laborers continued construction work on the Lashkar Gah vehicle maintenance facility. Construction work on the truss installation, septic tank and brick masonry was completed during the reporting period while work on the steel framing and wall was ongoing. The establishment of the vehicle maintenance facility will support the municipality's ability to maintain, repair and service vehicles that are used for solid waste management, thereby enhancing the municipality's ability to provide services to the community.

QALAT – ZABUL PROVINCE

Solid Waste Management Transition

Secondary waste collection activities continued in Districts 1 and 2 of Qalat. As reported in the previous quarterly, the municipality has assumed nearly complete control over all SWM functions with the transition of one dump truck, one tractor, twelve laborers, and one supervisor to municipal control. To further support the SWM transition process, RAMP UP-South supported the municipality in establishing a

Component 2



Vehicle maintenance facility construction in Kandahar



Nili road infrastructure project



Trash bins were distributed to local businessmen in Qalat



Skips are delivered to Lashkar Gah municipality



SWM committee. Consisting of district representatives, community elders and other local stakeholders, the committee met for the first time this month and worked to identify priority service delivery projects. During the quarter, the committee oversaw the implementation of its first micro-project. With the support of RAMP UP-South, the municipality distributed trash bins in support of primary waste collection. The bins were placed strategically in residential and commercial areas for trash removal. Micro-projects identified by the committee aim to promote a culture of primary waste management while also promoting the sustainability of waste management activity in the municipality.

Water Purification Project

The water purification project neared completion during the quarter with five unskilled and four skilled laborers completing work on the four distribution point pads. The battery, pump, and water tank for the purification system are fully operational and completion of the project is anticipated in April. The purification plant and corresponding water distribution points will provide a readily accessible source of clean, drinkable water for the local population.

TIRIN KOT – URUZGAN PROVINCE

Solid Waste Management

With the support of RAMP UP-South, the municipality continued secondary waste collection activity in Districts 1, 2, 3, and 4 with 12 laborers, two supervisors and two crane trucks working daily to transport waste from garbage bins located in different areas of the city to delegated waste accumulation sites. 120 skips were also assembled and handed over to the municipality in support of waste management activities. Pending approval of 1392 municipal budget, additional SWM assets such as the wheeled loader and crane trucks will be transitioned to municipal control in support of the SWM transition process.

Money Exchange Market Project

Construction of the Money Exchange Market Building is near completion, pending only additional paint work. The market presents an opportunity for the municipality to generate revenue through site fees, thereby enabling the municipality to more effectively deliver essential services to citizens. As a center for municipal commerce, the market also will promote economic growth in the municipality.

ZARANJ – NIMROZ PROVINCE

Solid Waste Management

Secondary waste collection continued in District 1, with six laborers, one supervisor, two dump trucks and one wheeled loader. The solid waste management team utilizes these resources to collect and remove waste from around the city on a regular basis. In addition to providing continued support in secondary solid waste management, RAMP UP-South delivered 115 skips to Zaranj municipality. The delivery of skips contributes to the SWM transition process by ensuring that municipalities have the proper assets to maintain and sustain the SWM program without RAMP UP-South assistance.

NILI – DAYKUNDI PROVINCE

Solid Waste Management

March marked the fourth month of RAMP UP-South's support of solid waste management efforts in Nili. Solid waste management activities continued throughout the month with one supervisor, six laborers, and one tractor driver working daily to collect waste from different sites around the city and dumping waste at the disposal site.



Road Infrastructure Project

The initial phase of construction on the road infrastructure project in Nili was completed during the reporting period. Construction work on the road project is a significant development in the small municipality and will increase access to new development plots, improve traffic flow and contribute to the increase in trade flow.

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.

With budgets at varying stages of approval, the C3 team placed focus on budget execution and revenue generation activity during the quarter. A notable achievement during the quarter was the official endorsement of the IFMS system by GDMA/IDLG. Municipalities also continued to track municipal income during the reporting period. With the IFMS completely implemented in the previous quarter, municipal officials are able to more accurately assess municipal income and incorporate the data in the budget execution process.

KANDAHAR CITY – KANDAHAR PROVINCE

Anti-Corruption

With the IFMS fully implemented in the previous quarter, RAMP UP-South focused on delivering trainings and other resources in support of promoting fiscal effectiveness, transparency, and accountability. The IFMS ensures improved transparency in the municipality by providing an electronic paper trail of transactions. In addition, with the GDMA's endorsement of the system, the IFMS also empowers the GDMA to review municipal finances and reports, establishing transparent governance and accountability.

Budget Execution and Revenue Generation

With the assistance of RAMP UP-South, the Kandahar municipal budget for year 1392 was submitted and approved by the GDMA during the reporting period. With the budget pending further ministerial level approvals, the Component 3 team began focusing on developing trainings and other resources



to support the shift in focus from budget preparation to budget execution and revenue generation in the second quarter.

Business licensing teams continued issuing business licenses in Districts 1, 2, 4, and 5 of the city. Parcel registration teams also accelerated efforts in Districts 1, 2, 4, 5 and 10, with several hundred Safayi notebooks printed and distributed. 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, generating vital revenue for service delivery projects. During the quarter, a total of \$171,006 was collected by the municipality from *Safayi* taxation and business licensing fees.

Spin Boldak Pilot Project

RAMP UP-South initiated pilot project activities in Spin Boldak, a district of Kandahar province, during the reporting period. The two month pilot project will include capacity building, outreach, solid waste management, and business licensing activities. RAMP UP-South staff conducted a technical training in SWM for Spin Boldak municipal officials and began identifying personnel for SWM activity. Through the Spin Boldak pilot project, RAMP UP-South will support the district in building municipal officials' capacity to deliver essential services and generate revenue.

LASHKAR GAH – HILMAND PROVINCE

Budget Execution and Revenue Generation

Lashkar Gah's municipal budget for the year 1392 budget was submitted in January and received GDMA approval in March. To enhance civic participation in the budget preparation process, RAMP UP-South also facilitated a budget meeting in Lashkar Gah municipality. With over 50 community elders in attendance, the meeting provided a forum to discuss the budget process and funding priorities in the municipality. The 1392 municipal budget is now pending further ministerial level approval.

Component 3 activities also focused on budget execution and revenue generation activities. Parcel surveying, parcel registration, and *Safayi* notebook distribution, and business licensing continued throughout the city. Through the quarter, Lashkar Gah municipality was able to generate \$222,046 in revenue from business licensing fees and *Safayi* taxes.

Public Private Partnership

In March, the business plan and MOU for the Lashkar Gah parking lot public private partnership (PPP) project were finalized. As with many populous cities in Afghanistan, Lashkar Gah faces many challenges related to urban population expansion and limited city infrastructure. The goal of the parking lot PPP is to alleviate congestion in main streets while also contributing to revenue generation for the municipality and economic growth in the municipality.

QALAT – ZABUL PROVINCE

Budget Execution and Revenue Generation

In support of the budget preparation process, RAMP UP-South facilitated a meeting in Qalat on the 1392 budget. Participants included 80 key elders from the peace council, district managers, and community elders. In the meeting, municipal budget sources were defined for participants to prepare the group for discussion. Citizens discussed recommendations for municipal activities and specifically improvements to the SWM program. The event was covered by the media and broadcast on RTA.

Component 3



RAMP UP-South staff meets with officials in Spin Boldak district



Safayi notebook distribution in Qalat



A business owner in Nili receives a business license



Parcel surveying in Lashkar Gah

Submitted in January, the Qalat municipal budget is still pending GDMA approval. Meanwhile, the Component 3 team focused on developing trainings and other resources to support the shift in focus from budget preparation to budget execution. This will ensure that resources are properly allocated, fiscal targets are met, and municipal financial processes are accountable and transparent. RAMP UP-South also focused on business registration and *Safayi* notebook distribution activity in order to support revenue collection. During the quarter, Qalat municipality generated over \$7,192 in revenue from business licensing and *Safayi* taxation.

Public Private Partnership

The Qalat slaughterhouse PPP continued operations throughout the quarter. With the onset of spring and warming temperatures, visitation and use of the slaughterhouse increased towards the end of the quarter. RAMP UP-South also continued development of the slaughterhouse fencing project which will support the slaughterhouse by providing a holding area for livestock.

TIRIN KOT – URUZGAN PROVINCE

Budget Execution and Revenue Generation

During the reporting period, the municipal budget for Tirin Kot was completed and fully approved by the mayor, provincial governor, tGDMA in Kabul, and at higher ministerial levels. The municipal budget was prepared utilizing the IFMS in line with RAMP UP-South's goal of promoting more transparent budgeting practices and improved management and allocation of municipal funds.

Parcel registration and business licensing efforts also continued in Tirin Kot city. During the quarter, the municipality was able to generate over \$12,296 in revenue from business licensing fees and *Safayi* taxation. By increasing municipal revenue, the municipality will be able to more effectively provide essential services to citizens.



ZARANJ – NIMROZ PROVINCE

Budget Execution and Revenue Generation

The Zaranj 1392 municipal budget was submitted and fully approved during the reporting period. In support of the budget preparation process, RAMP UP-South had facilitated a budget meeting in Zaranj municipality. The meeting brought together 60 participants including representatives from the provincial council, district managers, city representative, *kalantars* (union representatives), and community elders. During the meeting, participants discussed sources of municipal revenue and ideas for allocating municipal funds. With a fully approved budget, the municipality can now focus on budget execution and tracking revenue and expenditure. Through the quarter, the municipality generated \$42,669 in revenue from *Safayi* taxation and business licensing fees.

Public Private Partnership

Development of the Zaranj women's market public private partnership progressed with collaboration between RAMP UP-South, the Directorate of Women's Affairs (DOWA), the Zaranj mayor, and Nimroz governor. Over a series of meetings, representatives from DOWA, the mayor, governor and other stakeholders agreed on the PPP design. The municipality began soliciting interest for the selection of a private partner for the Zaranj women's market PPP. The establishment of this PPP aims to provide a long term revenue generation source for the municipality and to promote economic empowerment for women by providing a safe and profitable working venue for the buying and selling of goods.

NILI – DAYKUNDI PROVINCE

Budget Execution and Revenue Generation

In support of the budget preparation process, RAMP UP-South facilitated a budget meeting during the reporting period. Over 60 participants attended, including representatives from the provincial council, community elders, development assembly members, and media and civil society representatives. During the meeting, participants discussed municipal revenue sources and ideas for allocating the funds. Input from the budget meeting will contribute to municipal budgeting efforts.

With assistance from RAMP UP-South, the 1392 budget in Nili was completed, approved by the mayor, provincial governor, and GDMA and is now pending further ministerial level approval. The municipal budget was prepared utilizing the IFMS, which supports the transparency and efficiency of the budget preparation process. During the quarter, the Component 3 team focused on developing trainings and other resources to support the shift in focus from budget preparation to budget execution and revenue generation in the second quarter. Parcel surveying, parcel registration, and business licensing activities also continued in Districts 1 and 2 of Nili. During the reporting period, the municipality received \$12,107 in income from business licenses and *Safayi* taxes.

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 ensure that specific outreach activities are designed to increase the participation of women and youth. These activities are intended to promote 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 completed beautician vocational training programs in Zaranj and Nili in an effort to increase women's economic autonomy. RAMP UP-South continued to support gender mainstreaming, helping municipalities challenge long-established stereotypes in order to raise awareness about women's rights and increase engagement in municipal activities. Throughout the quarter, RAMP UP-South organized several outreach activities targeted to support technical activities, such as the *Hashar* city cleaning events and the poetry competition youth civic awareness events.

KANDAHAR CITY – KANDAHAR PROVINCE

Gender

During the quarter, RAMP UP-South's gender and outreach team continued to organize women's empowerment activities and worked to ensure that project activities are designed to be equally accessible to women. RAMP UP-South finalized the list of 30 trainees for the upcoming beautician vocational and business skills training program, which is expected to begin in April. The initiative will increase women's economic autonomy by supporting the development of technical and management skills needed to start and operate a beautician business.

Youth

During the quarter, RAMP UP-South supported several major youth outreach events including drawing competitions for girls and boys and poetry competition events for boys and girls. In January and February, RAMP UP-South facilitated two school drawing competitions with over 700 participants combined at both events. The purpose of the event was to engage students and encourage them to participate in the municipal solid waste management program. Students were given information about the waste management and then created drawings about city cleanliness. Notebooks and pen cases with municipality 'clean city' logos were distributed among the students, and the 20 winners of the drawing competition received prizes from the municipality.

RAMP UP-South also launched two poetry competition events – one for girls high schools and one for boys high schools in Kandahar. The two events, which aimed to build civic pride and increase civic engagement in municipal activities, was attended by over 600 people, including high school students, youth, poets, city representatives, and journalists. The Director of the GDMA, Abdul Baqi Popal, also attended the boy's poetry competition event. For the competition, students were asked to compose poems about the municipality, the citizen's role in the municipality, and the importance of municipal services. Both events also featured a live music concert with local artist Aimal Jan, who sang an



original song about the Kandahar clean city campaign. At the boy's event, the Kandahar mayor made a keynote address about municipal initiatives in the clean city campaign and presented five students with awards for the winning poems. At the girl's event, speeches from representatives of the Department of Education emphasized the importance of municipal activities such as the clean city campaign, business licensing, parcel registration, and advocacy for citizen and youth participation in the municipality. The programs were covered by media outlets such as RTA, Hewad TV, and Larawbar.

Outreach

The municipality continued to promote secondary waste collection through public outreach and education campaigns with support from RAMP UP-South. RTA Kandahar aired audio and video clips covering the municipality's parcel registration and SWM activities. Local media outlets broadcasted messages encouraging the payment of taxes, and soliciting support of municipal projects. The religious community also continued to show support by disseminating key messages aimed at promoting "Shayasta Kandahar [Beautiful Kandahar]," a program aimed at encouraging citizen participation in maintaining city streets and organizing their own waste removal to community bin sites. Throughout the quarter, RAMP UP-South distributed informational flyers describing the SWM process and importance of parcel registration. To further support this message, RAMP UP-South assisted the municipality in installing ten large billboards along the main roads of Kandahar City to promote a clean city and encourage citizens to pay taxes. Of the 10 billboards, two specifically target increasing awareness of women's access to services. RAMP UP-South also installed ten municipal notice boards in municipal sub-offices where officials will display their activities so that citizens can get information about municipal activities.

In January, RAMP UP-South hosted the clean city *Hashar* campaign in Kandahar city. The deputy mayor led citizens and municipal officials alike in the city-wide clean up event. Aside from promoting overall city cleanliness, the *Hashar* campaign also supports the use of community trash bins to dispose of household and commercial garbage. These types of municipality-driven community participation outreach activities allow the municipality to engage citizens directly on priority issues such as service delivery and solid waste management. The event was covered by a large number of media outlets, broadcasted on different radio stations and TV channels, and published in different websites such as Benawa and Khabarial.

RAMP UP-South provided the municipality with folders containing the municipal logo and information about key municipal services. The folder also provides contact information for the municipality so that citizens have information on where to go for further information. This product will be distributed through the citizen service desk to help improve the professional image of the municipality.

LASHKAR GAH – HILMAND PROVINCE

Gender

Following the completion of the beautician vocational and business skills training course in the previous reporting period, the RAMP UP-South outreach team initiated a business registration awareness campaign targeted specifically at women in Lashkar Gah. The outreach campaign supplemented the training program, encouraging women business owners to register their businesses with the municipality.

RAMP UP-South also conducted a post-training assessment for the graduates of the beautician vocational skills training in Lashkar Gah City. The assessment revealed that nine of the ten graduates



have put their training to use and started their own beauty parlor businesses. The graduates, now business owners, reported that they receive two or three customers daily in their beauty parlors, which are located in their homes. Each business proudly displays signs, provided by RAMP UP-South, which demonstrates the establishment of these small, independent businesses. The establishment of the businesses is also a testament to the success of the training program in promoting women's empowerment and economic development in the municipality.

Lashkar Gah municipality celebrated International Women's Day at Naswan Girl's High School during the month of March. Over 150 women attended the event; participants included the provincial governor, director of the education department, provincial council members and representatives from other governmental departments. In his keynote address, the provincial governor emphasized continued cooperation among provincial government, the municipality, DOWA and international organizations while also encouraging the participation of women in municipal activities. The municipality also supported an International Women's Day event at the Directorate of Women's Affairs (DOWA) office. With approximately 400 women in attendance, speakers at the event included the director of the provincial office and the deputy director of the provincial council.

Also during the quarter, RAMP UP-South and the Youth Information Communication Center (YICC) co-sponsored a women's event which focused on public health. As a component of public health, the event promoted municipal waste management and community cleanliness with a specific focus on the women's role in keeping the municipality clean.

Youth

During the quarter, RAMP UP-South hosted several youth outreach events including two school drawing competitions and two poetry competition events. Over 200 students participated at each school drawing competition event. The purpose of the school drawing competitions was to engage students in SWM programs implemented by the municipality. Students were given information about municipal waste management initiatives and then created drawings about city cleanliness. Notebooks and pen cases with municipality clean city logos were distributed among the students, and 20 winners were selected from each school.

In March, RAMP UP-South launched a poetry competition among high school male and female students in Lashkar Gah. The poetry competition aimed to support technical initiatives by engaging youth in municipal processes and inspiring civic pride. Students were asked to compose poems about the municipality, the citizen's role in the municipality, and the importance of municipal services. Attendees of the closing ceremony included the Lashkar Gah Mayor Fazal Mohammad, the provincial shura director, school principals, teachers and community leaders. During the ceremony the mayor spoke about municipal initiatives in the clean city campaign, encouraging youth to participate in municipal activities, and presented five students with awards for the winning poems. The program was covered by RTA television.

RAMP-UP-South also facilitated a female poetry competition event in Lashkar Gah. With more attendees than the boy's event, over 300 female high school students from three high schools participated in the event, which was held at Neswan High School. The program, which was similar to the male poetry competition event, also featured a speech from the mayor about the importance of youth engagement in municipal initiatives. Mayor Fazal Mohammad presented awards to the five winning poets, and the program was covered by RTA television.



Outreach

RAMP UP-South continued to develop outreach events in support of technical activities. To support the SWM transition process, RAMP UP-South sponsored the *Hashar* clean city campaign in Lashkar Gah. At the event, the mayor, deputy director of provincial council, representatives from the Hajj department, and 50 laborers collectively swept clean roads and streets. The *Hashar* event helped spread awareness and promote community collaboration in keeping the city clean. The event was covered by various local media outlets.

Also during the reporting period, the RAMP UP-South outreach team designed and delivered new content for the municipal newsletter and the business registration awareness campaign in Lashkar Gah. New versions of the municipal newsletter, which provided an update on municipal activities and also included a section highlighting gender equality in the municipality, were distributed throughout the municipality.

In March, RAMP UP-South finalized the pilot quarterly municipal magazine for Lashkar Gah municipality. This magazine is the first of its kind to be created for southern municipalities and contained detailed information about municipal services, particularly those facilitated by RAMP UP-South. The project is following how the magazine is used by the municipality and received by the public to determine if such a magazine would be useful in other municipalities. The other outreach pilot program launched in Lashkar Gah was the distribution of municipal folders to help professionalize the image of the municipality for citizens who use the citizen service desk.

QALAT – ZABUL PROVINCE

Gender

The RAMP UP-South outreach team initiated development of the beautician vocational and business skills training program in Qalat. RAMP UP-South recruited trainers, identified a training venue, and has begun a preliminary selection process to identify trainee candidates. The introductory event for the training was attended by municipal officials and representatives from DOWA. 50 women applied to take part in the training, of which 15 women were selected. The training program will be similar to other beautician vocational and business skills trainings organized by RAMP UP-South in Lashkar Gah, Zaranj and Nili and support local women in developing the skills to start their own business. The training program aims to develop economic opportunities for women and promote women's empowerment in the municipality.

In March, RAMP UP-South supported the Qalat municipality in hosting a celebration of International Women's Day at the DOWA office. Speakers included the deputy governor, who spoke about the challenges faced by women. He called on government officials to provide women with more facilities and services. To complement the activities at DOWA, RAMP UP-South installed a billboard campaign in Qalat which promotes women's rights to access municipal services and participate in municipal activities.

Outreach

During the quarter, RAMP UP-South continued to support municipal outreach activities in support of initiatives implemented under Components 2 and 3. RAMP UP-South designed and distributed new versions of the municipal newsletter with updated content about service delivery initiatives and parcel and business registration activities. The new editions of the newsletters also included a section highlighting gender activities in the municipality. Also, to promote citizen outreach efforts, RAMP UP-South provided official folders and business cards for municipal staff in Qalat. The distribution of these

materials supports citizen services by clarifying avenues of communication and increasing accessibility of municipal officials.

In addition to the ongoing RAMP UP-South outreach activities which promote municipal SWM programs, outreach efforts in Qalat during the month focused on preparing materials for the anticipated outreach campaign on the water purification distribution points. This outreach campaign, along with a grand opening ceremony, will be launched in early April.

TIRIN KOT – URUZGAN PROVINCE

Outreach

RAMP UP-South also continued to educate citizens about municipal services and engage communities in municipal service delivery efforts through the SWM and parcel registration outreach campaigns. Throughout the reporting period, religious leaders disseminated outreach messages in support of SWM and parcel registration activities during Friday prayers. RAMP UP-South distributed around 1600 flyers and 450 newsletters highlighting municipal activities in addition to installing five billboards in high traffic areas in order to promote awareness around municipal services. Two of the new billboards were targeted to promote women's access to municipal services.

In addition to distributing flyers, RAMP UP-South designed and distributed new versions of the municipal newsletter in Tirin Kot municipality. The new editions provided an update on municipal activities and also included a section highlighting gender equality in the municipality. To further promote citizen outreach, RAMP UP-South also distributed official folders and business cards to municipal staff in Tirin Kot, which aim to help increase accessibility of municipal officials.

During the reporting period, Tirin Kot Mayor Mr. Niamatullah Akbari made a special effort to reach out to business owners in the city, conducting a grassroots campaign to encourage shopkeepers to register their businesses with the municipality. Mayor Akbari also went door-to-door in the community speaking with citizens about the importance of city

Gender & Outreach



Beautician vocational skills event in the Kandahar



Concert during the female poetry competition in Kandahar



The Lashkar Gah mayor participates in the Hashar campaign



Beautification vocational skills training in Zaranj



cleanliness, keeping the roads clean and disposing of trash in municipal bins.

ZARANJ – NIMROZ PROVINCE

Gender

In February, ten women completed the three-month long beautician vocational skills training program. A follow-on business skills training was also conducted for 22 women, including the ten graduates of the beautician vocational skills training. The business skills training, which strengthened the skill sets of women to run a business, was targeted at local women who had expressed interest in starting their own small businesses in Zaranj. RAMP UP-South outreach team also initiated a business registration awareness campaign targeted specifically at women in Zaranj. The outreach campaign complements the training program by encouraging women business owners to register their businesses with the municipality.

At the closing ceremony for the training, graduates were presented with a certificate of completion and a business license in order to encourage the women to start their own business in Zaranj city. A post-training assessment for the beautician vocational and business skills training program revealed that all ten participants of the training program have now started their own small beauty parlor businesses, which are located in their homes. On average, they receive two to three customers per day, receiving a small but steady source of income. By helping women develop the skills to start and manage a small business, the training program support women's economic autonomy and promotes economic growth at the municipal level.

In March, RAMP UP-South supported the municipality of Zaranj to celebrate International Women's Day by hosting an event at DOWA. Many government officials participated in this event, including the Zaranj governor, the director of education and members of the provincial council. The promotion of holidays such as these which celebrate contributions made by women help promote women's engagement in the community. To complement the activities at DOWA, RAMP UP-South installed a billboard campaign in Zaranj which promotes women's rights to access municipal services and participate in municipal activities.

Youth

During the quarter, RAMP UP-South supported the Zaranj municipality in hosting two major youth outreach events for girls and boys. In March, RAMP UP-South facilitated the closing ceremony for the girls high school student's poetry competition in Zaranj. For the competition, students were asked to write poems about the importance of keeping the city clean and being proud of their home city. Approximately 250 students attended the closing ceremony at Istiqlal Girls School which was facilitated by the Mayor of Zaranj. Participants also included the deputy director the education department, school principals, teachers, and students. At the event, the principal of Istiqlal School, Ms. Latifa Anwari, spoke about the importance of education, city cleanliness, and civic duty.

The boys poetry event, which also took place in March, was held in Shaheed Gulam Mohammad High School. Approximately 300 students, 35 teachers, principals from various local schools, and the mayor of Zaranj participated. The purpose of the poetry competition events was for students to learn about the importance of a clean city and participate in municipal activities. Both events were covered by RTA TV.

Outreach

RAMP UP-South continued to promote the clean city campaign, hosting two major events, the *Hashar* campaign and a mullah's meeting, distributing flyers and municipal newsletters, and sustaining radio, print and television media coverage. In January, RAMP UP-South sponsored the *Hashar* clean city



campaign in Zaranj city. At the event, the provincial governor, the mayor, director of the National Department of Security (NDS), the district police chief, members of the religious community, municipal officials, mullahs, city representatives, 100 youth volunteers, and 50 laborers collectively cleaned the roads and streets. Various members of the media also participated. The event, which promoted awareness about city cleanliness, was broadcasted on various radio and TV channels. *Benawa* and *Khabarial* news websites also published stories about the event. In addition to the *Hashar* event, RAMP UP-South also facilitated a mullah's meeting in January. Approximately 50 mullahs from various local mosques participated in the event, where participants discussed city-wide cleanup efforts.

The RAMP UP-South outreach team also facilitated a video interview between RTA and the mayor of Zaranj. The interview, which was recorded and broadcasted on RTA, highlighted municipal activities and sought to raise awareness about service delivery, parcel registration, and other municipal initiatives. In further support of citizen outreach efforts, RAMP UP-South provided official folders and business cards to municipal staff in Zaranj, which help increase accessibility and transparency.

NILI – DAYKUNDI PROVINCE

Gender

During the quarter, RAMP UP-South facilitated the closing ceremony for the beautician vocational and business skills training in Nili Municipality. With 10 trainees, the training program spanned two months and promotes economic development and career opportunities by providing women with the skills and tools to start and manage their own business. At the closing ceremony, each trainee received plaques that could be displayed in front of their businesses. The ceremony was attended by over 40 people with representatives from women's associations, municipal staff, and the trainees' friends and families. In the absence of mayor Ozra Jafari, acting mayor Mohammad Hani Raofi made a speech praising the training program and encouraging the successful graduates to put their newly earned skills to use by starting small, independent businesses. A post-training assessment for the beautician vocational and business skills training program revealed that seven of the ten participants of the training program have now started their own small beautician businesses, which are located in their homes.

In March, with the support of RAMP UP-South, Nili municipality and DOWA co-hosted a celebration for International Women's Day. The event was attended by nearly 300 women, as well as the provincial governor, the mayor, human rights activists, representatives of provincial council, members of civil society organizations, and representatives from the local women's council. The provincial governor and the mayor made keynote addresses about the importance of women's day and women's participation in the municipality.

Also during the reporting period, the municipality installed two billboards targeted specifically at women. The billboards depicted images of women and slogans conveying the importance of women's access to services. The installation of the billboards support outreach activities promoting women's engagement, women's rights, and women's empowerment in municipal affairs.

Outreach

RAMP UP-South continued to provide support in municipal outreach, working to supplement technical activities such as solid waste management and parcel registration with outreach events and ensure the visibility and sustainability of technical programs. During the quarter, RAMP UP-South supported the municipality in designing and distributing new versions of the municipal newsletter, which provided an update on recent and upcoming municipal activities. The new newsletter also included a section



highlighting gender equality in the municipality. Also to promote citizen outreach, RAMP UP-South provided official folders and business cards to municipal staff in Nili. The distribution of these materials supports citizen services by clarifying avenues of communication and increasing accessibility of municipal officials.

UPCOMING ACTIVITIES

In the third quarter of FY2013, RAMP UP-South will continue efforts to support budget execution, and provide targeted technical trainings in support of municipal financial management, the IFMS, and revenue generation. RAMP UP-South will also 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 spring of 2013.

A list of quarterly objectives and targets for the upcoming quarter, April-June 2013 is below:

- training municipal staff in budgeting, project management, and accounting in support of budget execution;
- 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;
- launching the information service desk in Qalat;
- providing targeted core management training on topics such as HR management, procurement, and project management in support of technical activities;
- continuing the SWM program comprising of neighborhood collection; disposal at municipal landfill sites; and SWM vehicle maintenance;
- continuing training of municipal employees on SWM planning and dumpsite management in preparation for the transition to full municipal control of SWM systems in all municipalities;
- supporting SWM committees in developing micro-projects;
- initiating the following projects in support of service delivery: Lashkar Gah footpath project, Tirin Kot footpath project, Nili bazaar road infrastructure project, Tirin Kot public latrines refurbishment, and Tirin Kot vehicle maintenance facility
- initiating construction for the Zaranj body wash facility project
- initiating construction for the Qalat slaughterhouse fencing project
- establishing the water purification and distribution points project in Qalat;
- continue development of the women's market PPP in Zaranj;
- completing beautician vocational skills and business skills trainings in Kandahar and Qalat to support women's economic autonomy;
- hosting poetry competition events in support of youth outreach in Nili, Tirin Kot and Qalat, and photo competition events in Kandahar, Lashkar Gah and Zaranj;
- launching a new radio outreach campaign in Kandahar, Lashkar Gah, Qalat, and Nili;
- hosting a two-day women's bazaar in Malalai Park in Lashkar Gah;
- producing and distributing April monthly municipal newsletters;
- installing municipal notice boards in Tirin Kot;
- developing outreach campaigns targeted to support technical initiatives, such as the water purification project and Spin Boldak pilot project activities;
- continuing pilot project activities in Spin Boldak;
- and, completing surveying and polling across all target municipalities for the citizen satisfaction assessment.



DONOR COLLABORATION

Following GDMA's official endorsement of the IFMS system for implementation in all provincial municipalities across Afghanistan, the RAMP UP-South team conducted two trainings to GDMA officials, one in February and one in March, on IFMS administration and management. The official endorsement of the IFMS by GDMA is a major achievement which highlights RAMP UP-South's success in developing the automated and integrated system, now a national model for financial management systems. The GDMA's endorsement of the IFMS is a noteworthy accomplishment and a testament to the quality and effectiveness of the system. RAMP UP-South will continue to work with GDMA to standardize and improve accountability and transparency in municipal accounting procedures. During the quarter, RAMP UP-West implemented the parcel registration and business licensing modules of the IFMS in the municipalities of Farah and Chaghcharan.

Also during the reporting period, the GDMA officially approved a standardized template for house plates which had been designed with the support of RAMP UP-South. The standardization of house plates is a noteworthy step in the parcel registration process and will support municipal planning by making mapping and parcel identification clearer and easier for municipalities to track and manage.

At the request of GDMA, RAMP UP-South continued to collaborate with ASGP and UN Habitat on parcel registration efforts in Kandahar and Lashkar Gah. RAMP UP-South has taken 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. The data entry teams in Kandahar and Lashkar Gah are continuing the process of verifying and entering the survey forms into the IFMS database.

At the request of the Australian military, RAMP UP-South continued to provide limited technical guidance for the construction of a transitional waste accumulation site (TWAS) in Tirin Kot. RAMP UP-South's involvement in these initiatives supports the development of a comprehensive solid waste management program in the municipality.

PROGRAM SUPPORT

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.

RAMP UP-South utilizes three types of assessments to gauge environmental compliance. Compliance monitoring assessments take place prior to the start of a project and ensure incorporation of environmental compliance language in RFPs and contracting documents, environmental screening of all program activities, and preparation of environmental compliance documentation such as environmental review reports (ERRs) and environmental mitigation and monitoring plans (EMMPs). Mitigation monitoring reports take place during project implementation and collect field data for



monitoring performance of potentially adverse environmental impact mitigation measures at project sites. Environmental change monitoring reports are conducted after project implementation is complete. The report collects field data for monitoring the status of environmental quality, as influenced by the implemented measures for mitigation of adverse environmental impacts during project implementation.

During the quarter, RAMP UP-South staff met with Ghulam Mohammad Malikyar, the Deputy Director General of the National Environmental Protection Agency (NEPA) in Kabul. At the meeting, the C2 Technical Advisor provided a brief overview of RAMP UP-South activities that have been conducted since previous meetings with NEPA and RAMP UP-South’s strategy and goals for the coming year. Specific attention was given to the SWM strategy and programs underway throughout the target municipalities. The C2 Deputy Team Leader continued with a detailed discussion detailing RAMP UP-South specific activities and successes in Kandahar with the establishment and commissioning of the now operational Transitional Waste Accumulation Site (TWAS) to the east of the city as well as discussing the plans and location for the second TWAS proposed for the west of the city. The plans and locations for the proposed Lashkar Gah TWAS were also discussed. Full design drawings, photos of construction and operation, and Environmental Mitigation and Monitoring Plans (EMMPs) for site use were presented to Mr. Malikyar.

A brief meeting was also held between RAMP-UP South staff and Wali Modaqiq, Deputy Director General for Policy and International Affairs, and Engineer Mohammad Wasel Bazegh, Deputy General Director for Administration and Finance, in which an overview of the RAMP UP-South program was given.

During the reporting period, the RAMP UP-South environmental compliance specialist completed the following environmental compliance assessments reports:

Table 1: RAMP UP - South EC Assessments completed in Quarter 1, FY2013

Project	Location	EC Type	Assessment Completion Date
Transitional Waste Accumulation Site	Lashkar Gah	Compliance monitoring	1/8/2013
Transitional Waste Accumulation Site	Kandahar	Compliance monitoring	1/8/2013
Vehicle maintenance facility	Lashkar Gah	Mitigation monitoring	1/28/2013
Vehicle Maintenance Facility	Lashkar Gah	Compliance Monitoring	2/3/2013
Public Recreational Park	Kandahar	Compliance Monitoring	2/20/2013
Public park project	Lashkar Gah	Compliance monitoring	3/15/2013
Vehicle maintenance facility	Qalat	Mitigation monitoring	3/26/2013
Slaughterhouse fencing project	Qalat	Compliance monitoring	3/26/2013
Transitional Waste Accumulation Site (TWAS)	Kandahar	Environmental change monitoring	3/27/2013

MONITORING AND EVALUATION

During the quarter, the Year 3 Performance Monitoring Plan (PMP) was updated and approved by USAID. In the Year 3 PMP, which was updated to better align with implementing realities and the project work plan, project indicators were re-examined, indicator targets were updated to ensure that targets were both realistic and achievable, and new indicators were added. A detailed overview of



new indicators and reasons for the revised indicator targets and baselines are outlined in the approved Year 3 PMP.

Also during the reporting period, RAMP UP-South M&E staff were able to capture the total quarterly amount of revenue generated from *Safayi* and business licensing fees in each municipality, based on financial summary statements generated at the end of each quarter. A significant amount of revenue generated from *Safayi* and business licensing is not captured until the finalization of these quarterly financial summary statements; therefore there is a large increase in revenue generation during this reporting period.

Progress on all project indicators is reported below.



PROJECT INDICATORS PROGRESS REPORT

INDICATOR NUMBER	INDICATOR	LIFE OF PROJECT		FY 2013 Q2 DATA						
		Year Three TARGET	ACTUAL	Q2 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 (<i>measured every two years</i>)									
Outcome Indicator No. 1	Percentage increase in municipal capacity index (MCI) (<i>measured annually over baseline</i>)									
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	228	6	0	6	0	0	0	0
1.3.*	Number of workdays provided as a direct result of RU-S activities.	196,840	191,412	<u>C2:</u> 4,933 <u>C3:</u> 12,537	<u>C2:</u> 488 <u>C3:</u> 5,075	<u>C2:</u> 1,136 <u>C3:</u> 3,105	<u>C2:</u> 1,776 <u>C3:</u> 433	<u>C2:</u> 0 <u>C3:</u> 924	<u>C2:</u> 1,296 <u>C3:</u> 808	<u>C2:</u> 237 <u>C3:</u> 2,192
1.4.	Number of training curricula developed with RU-S assistance.	50	47	2	2					
1.5.*	Number of individuals trained with RU-S assistance.	615	700	193	44	79	9	31	8	22
1.6**	Number of public awareness events held by targeted municipalities with RU-S assistance	50	32	6	9	5	4	0	8	0



INDICATOR NUMBER	INDICATOR	LIFE OF PROJECT		FY 2013 Q2 DATA						
		Year Three TARGET	ACTUAL	Q2 TOTALS	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj
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	2	1	0	1	0	0	0	0
2.2.	Number of municipal service delivery projects completed with RU-S assistance.	80	74	12	3	2	2	2	1	2
2.3.	Number of environmental compliance visits conducted to RU-S project sites.	81	105	23	6	8	1	3	5	0



INDICATOR NUMBER	INDICATOR	LIFE OF PROJECT		FY 2013 Q2 DATA						
		Year Three TARGET	ACTUAL	Q2 TOTALS	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj
Outcome Indicator No. 3	Percentage Increase in Revenue (measured annually with results from revenue generation IFMS module)									
3.1.	Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities.	36	36	-	-	-	-	-	-	-
3.2.*	Number of parcels registered with RU-S assistance.	120,650	86,910	38,427	22,176	8,487	10	-	581	7,173
3.3.*	Number of business licensed with USG assistance in the reporting period	28,800	23,433	9,034	7,259	-	105	789	260	621
3.4.*	Value of revenue generated by target municipalities as a direct result of RU-S activities.	\$1,532,072	\$1,507,174	\$467,316	\$171,006	\$222,046	\$12,107	\$7,192	\$12,296	\$42,669
3.5.*	Number of anti-corruption measures implemented with RU-S assistance.	39	38	0	0	0	0	0	0	0
3.6.**	Number of parcels surveyed with RU-S assistance in the reporting period	120,650	125,140	57,285	37,038	12,105	22	-	-	8,120
3.7.**	Number of business surveyed with USG assistance in the reporting period	28,800	30,858	5,542	5,464	-	78	-	-	-

Notes:

1. * Indicates indicator target or baseline has changed
2. **Indicates new indicator for year three PMP



OPERATIONAL SUPPORT

HUMAN RESOURCES AND RECRUITMENT

As of March 31, 2012, RAMP UP-South had a total of 136 local national employees and seven expatriate employees. The expatriate to Afghan staff ratio is approximately 1:19.

Table 2: RAMP UP - South Local National Personnel Summary as of March 2013

Province	Municipality	Local National Support Employees			Local National Professional Employees		
		Males	Females	Total	Males	Females	Total
Kandahar	Kandahar	6	-	6	23	1	24
Hilmand	Lashkar Gah	3	-	3	7	1	8
Kabul	Kabul	8	4	12	34	4	38
Uruzgan	Tirin Kot	6	-	6	8	1	9
Nimroz	Zaranj	2	-	2	7	1	8
Daykundi	Nili	1	-	1	7	1	8
Zabul	Qalat	4	-	4	6	1	7
Total: 136		30	4	34	92	10	102

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.

A year later, each team leader continues to play a critical role in delivering targeted trainings. During the quarter, Afghan team leaders across all components took the lead in developing and implementing an integrated approach to the budget preparation and execution process. C1 senior staff coordinated budgeting and planning trainings, C2 staff led budget planning for service delivery expenses, C3 staff provided the overall technical expertise for preparing the budget, and the outreach team spearheaded municipal budget meetings and other events promoting awareness about the budget preparation process.

In particular, the efforts of team leaders and deputy team leaders in Component 3 were recognized this quarter with the official endorsement of the IFMS from the GDMA. The Component 3 team directly took the lead on implementation of the system in each municipality and will also direct the IFMS transition process in coming months. Technical team leaders organize their activities in close coordination with the municipal program coordinators and mayors in each location to ensure that project implementation continues to proceed seamlessly. Expat advisors continue to serve as mentors, but day-to-day responsibility has shifted to Afghan staff.



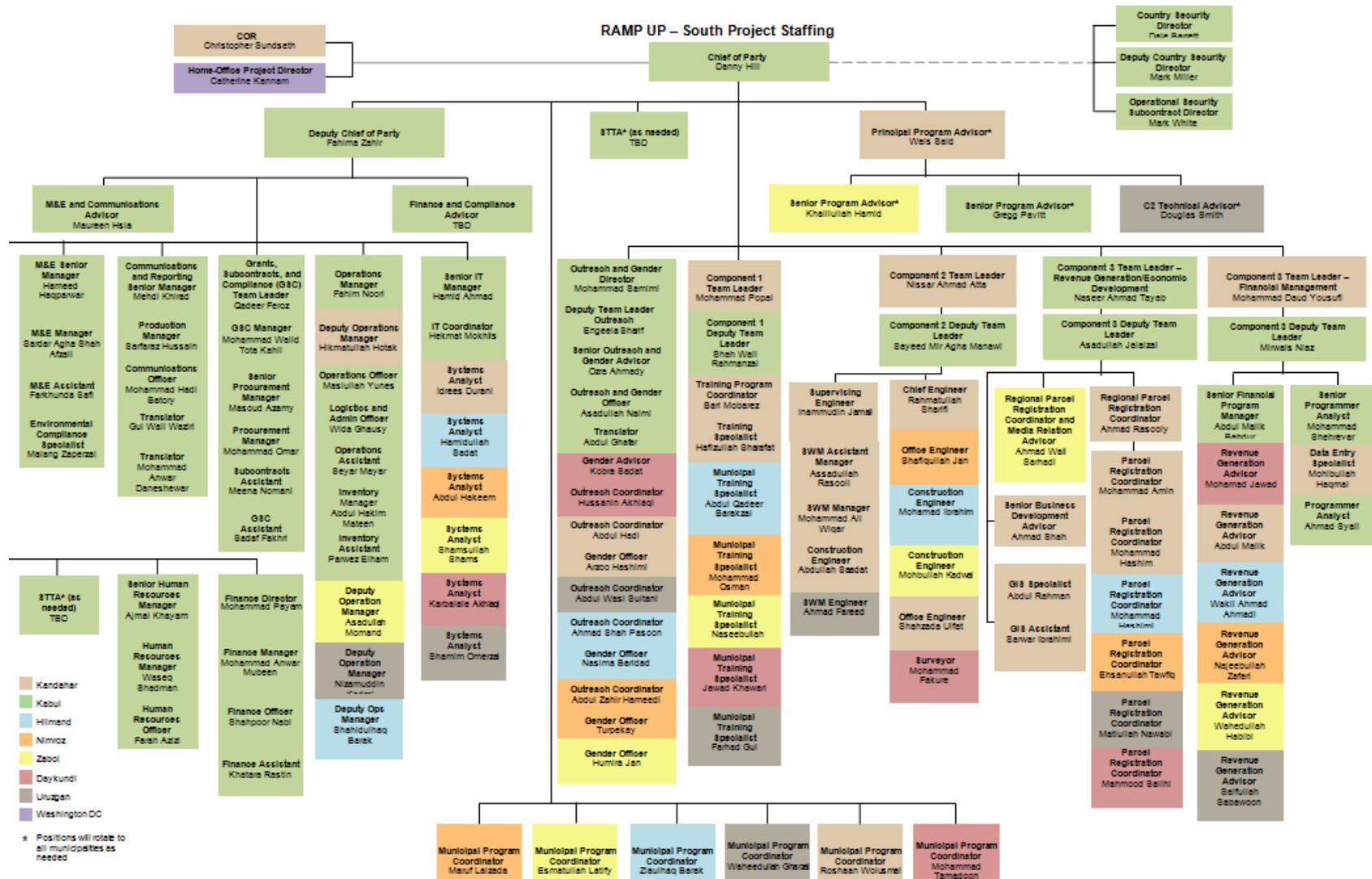
GRANTS, SUBCONTRACTS AND COMPLIANCE

During the quarter, RAMP UP- South issued the following four RFPs:

- Final Design and construction of Footpath and Side Ditches in Lashkar Gah City.
- Final Design and Construction of Tirin Kot Municipality Vehicle Maintenance Facility was re-issued
- Final Design and Construction of Latrine in Tirin Kot city
- Final Design and Construction of Zaranj Body Wash facility

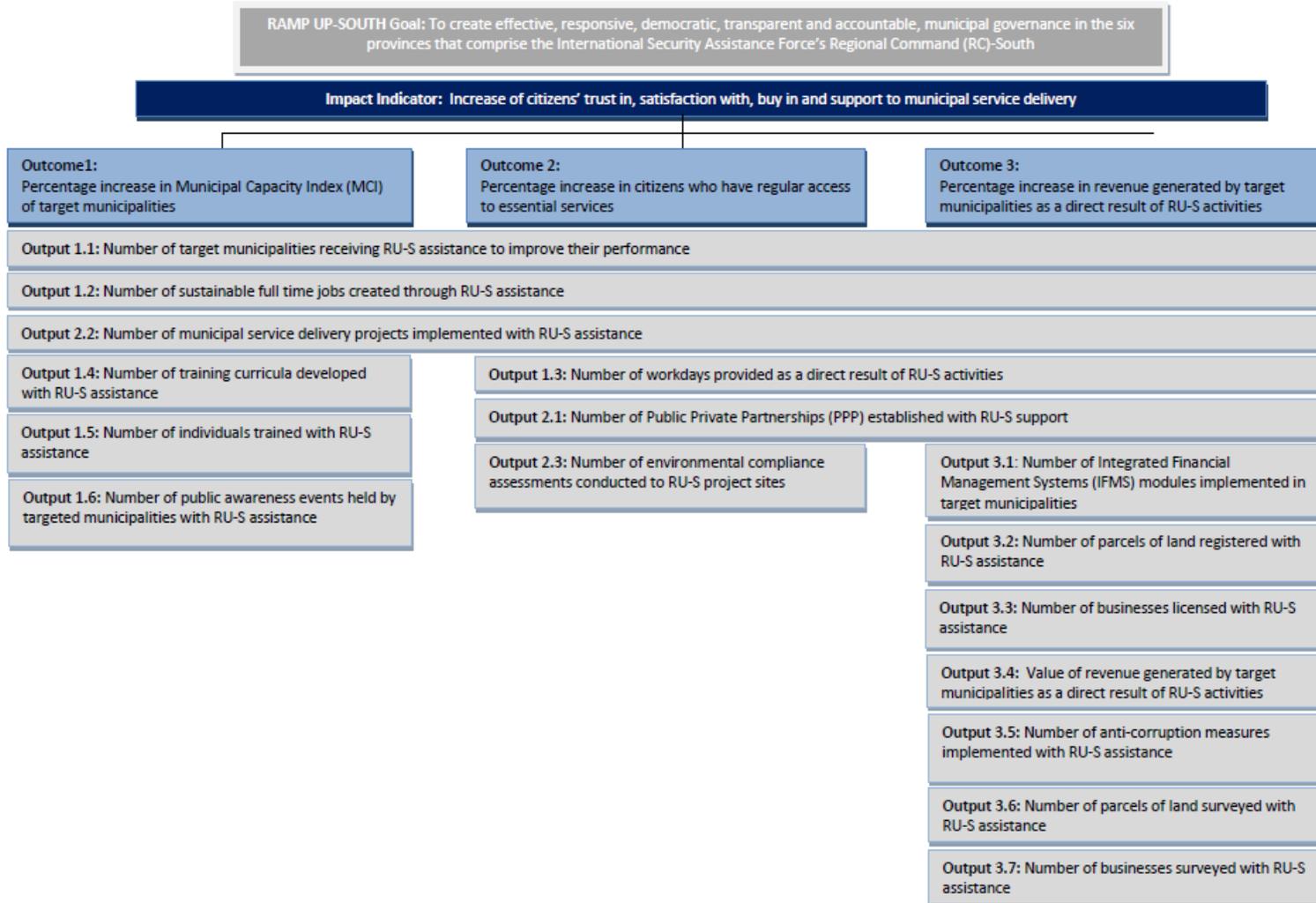
RAMP UP-South also awarded 33 purchase orders and three blanket purchase orders for various technical activities, as detailed in Appendix III Table 1. Progress on RFQ activities as of March 31, 2013, is detailed in APPENDIX III, Table 2.

APPENDIX I: RAMP UP-SOUTH ORGANIZATIONAL CHART





APPENDIX II: RESULTS FRAMEWORK





APPENDIX III: PROCUREMENT ACTIVITIES

Table 1: Progress on Purchase Order Activities as of March 31, 2013

RFQ No.	Description	Issue Date	End Date	Status
RUS-KDR-20120701B	Rental of Wheeled Loader for Kandahar Municipality Trash Collection Project	03 Sep 12	31 Mar 13	Lease agreement was issued on September 03, 2012 with an end date of December 31, 2012. Modification No. 02 was executed for extension of lease through March 31, 2013.
RUS-C2-ZNJ-0113-076	Rental of Crane Truck for Zaranj Municipality Trash Collection Project	20 Feb 13	31 May 13	Lease agreement was issued on February 20 with an end date of May 31, 2013.
BPA-RUS-Kabul-20120516A	Transportation services for RUS staff – to/from Nili – Kabul	16 May 12	31 May 13	BPA issued on May 16, 2012 with a completion date of November 15, 2012. Modification No. 1 was executed for extending the services through May 31, 2013.
BPA-RUS-Kabul-20120525A	Newsletters Printing Services	31 May 12	30 Apr 13	BPA issued on May 31, 2012 with a completion date of December 31, 2012. Modification No. 2 was executed for extending the services through April 30, 2013.
BPA-KABUL-2012-10-01A	Beauty Products for Women’s Trainings	06 Oct 12	30 April 13	BPA issued on October 06, 2012 with a completion date of April 30, 2013.
RFQ-RUS-KDR-20120926	Banners Printing & Rental of Billboards in Kandahar	27 Nov 12	26 Mar 13	Purchase Order issued on November 27, 2012 with a delivery due date of February 26, 2013. Modification No. 01 was executed for extending the delivery due date through March 26.
RFQ-RUS-LG-2012-11-5A	Banners Printing & Rental of Billboards for Lashkar Gah	15 Nov 12	31 Mar 13	Purchase Order issued on November 15 with a delivery due date of February 15, 2013. Modification No. 01 was executed for extending the PO due date through March 31.
BPA-RUS-TK-2012-10-29A	Fuel for Tirin Kot Crane Truck & Loader	15 Nov 12	31 Mar 13	BPA issued on November 15 with a completion date of February 15, 2013. Modification No. 01 was executed for extension of due date through March 31. BPA is concluded.
BPA-RUS-KBL-Nili-2012-	Lease of Heavy Vehicles for Nili Municipality	06 Nov 12	30 Apr 13	BPA issued on November 06 with a completion date of April 30, 2013.



09-16A				
FUND-TK-20120812A	Procurement of 120 Skips for Tirin Kot Municipality	31 Dec 12	30 April 13	Purchase Order issued on December 31, 2012 with a delivery due date of February 15, 2013. Modification No. 01 was executed for extending the delivery due date through April 30, 2013.
RUS-OPS-G/O-KC-0113-087	Procurement of 20 beauty parlor chairs for Kandahar women beauty training	16 Feb 13	13 Mar 13	Purchase Order issued on February 16, 2013 with a delivery due date of March 13, 2013.
RUS-G/O-KC-0113-088	Cosmetic products for Kandahar beauty program	27 Feb 13	05 Mar 13	Purchase Order issued on February 27, 2013 with a delivery due date of March 05, 2013.
RFQ-RUS-C1-KC-0113-079	Conference table & chairs for Kandahar Municipality	09 Mar 13	18 Apr 13	Purchase Order issued on March 09, 2013 with a delivery due date of April 18, 2013.
RFQ-RUS-C3-Tk-0213-112	Photo Frames for Tarin Kot Municipality – C3	05 Mar 13	10 Mar 13	Purchase Order issued on March 05, 2013 with a delivery due date of March 10, 2013.
RFQ-RUS-GnO-LG-0213-139	Printing of magazines for Lashkar Gah Municipality	17 Mar 13	23 Mar 13	Purchase Order issued on March 17, 2013 with a delivery due date of March 23, 2013.
RUS-G&O-TM-0213-126	Printing of calendars for 6 provinces	17 Mar 13	29 Mar 13	Purchase Order issued on March 17, 2013 with a delivery due date of March 29, 2013.
RUS-G/O-KC-0313-148	Musical concert for clean city campaign for two days in Kandahar	09 Mar 13	14 Mar 13	Purchase Order issued on March 09, 2013 with a delivery due date of March 14, 2013.
RUS-G/O-KC-0313-150	Printing for business cards for 13 employees of Kandahar municipality	10 Mar 13	15 Mar 13	Purchase Order issued on March 10, 2013 with a delivery due date of March 15, 2013.
RUS-G/O-KC-0113-086	Beauty parlor sign boards for Kandahar beauty program	03 Mar 13	13 Mar 13	Purchase Order issued on March 03, 2013 with a delivery due date of March 13, 2013.
RUS-G/O-QLT-0313-144	Beauty parlor special chairs for Qalat beauty program	17 Mar 13	01 Apr 13	Purchase Order issued on March 17, 2013 with a delivery due date of April 01, 2013.
RUS-C3-KC-0113-087B	Beauty parlor tables for Kandahar beauty program	02 Mar 13	01 Apr 13	Purchase Order issued on March 02, 2013 with a delivery due date of April 01, 2013.



BPA-RUS-C2-LG-0313-153	Fuel for Lashkar Gah crane trucks	26 Mar 13	25 Apr 13	BPA issued on March 26, 2013 with an end date of April 25, 2013.
RUS-G/O-NL-0213-136	Scarves for women day in Nili	07 Mar 13	12 Mar 13	Purchase Order issued on March 7, 2013 with a delivery due date of March 12, 2013.
RUS-C2-QLT-0213-140	Water containers (20Ltrs) for Qalat city	13 Mar 13	24 Mar 13	Purchase Order issued on March 13, 2013 with a delivery due date of March 24, 2013.
RUS-C2-KC-0313-154	Rental of 2 dump trucks for Spin Boldak Trash Collection Program	02 Apr 13	01 June 13	Lease agreement was executed on March 31, 2013 with effective date of April 02, 2013 and end date of June 01, 2013.



Table 2: Progress on RFQ Activities as of March 31, 2013

RFQ No.	Description	Issue Date	End Date	Status
RFQ-FUND-QLT-20120813A	Procurement of Crane Truck	05 Sep 12	18 Sep 12	RFQ issued on September 05 with a closing date of September 18, 2012. Negotiations ongoing with Donya.
RFQ-FUND-ZNJ-20120813B	Procurement of Crane Truck	05 Sep 12	18 Sep 12	RFQ issued on September 05 with a closing date of September 18, 2012. Negotiations ongoing with Donya.
RFQ-RUS-C3-KBL-1212-012	ArcGIS & ERDAS Training for Two Staff	27 Dec 12	04 Jan 13	RFQ issued on December 27, 2012 with a closing date of January 04, 2013. Award expected in April 2013.
RFQ-RUS-C2-KC-LG-TK-QLT-1212-060	Mechanical Tools for Vehicles Repairing Workshops in Kandahar, Lashkar Gah, Tirin Kot & Qalat	30 Dec 12	07 Jan 13	RFQ issued on December 30, 2012 with a closing date of January 07, 2013. Award decision finalized, vetting request submitted to USAID VSU.
RFQ-RUS-G/O-KC-1212-050	Radio Program Broadcasting in Kandahar City	30 Dec 12	05 Jan 13	RFQ re-issued on February 24 with a closing date February 28. Award will be made in April 2013.
RFQ-RUS-G/O-LG-1212-051	Radio Program Broadcasting in Lashkar Gah City	30 Dec 12	05 Jan 13	RFQ re-issued on February 24 with a closing date February 28. Award will be made in April 2013.
RFQ-RUS-G/O-TK-1212-052	Radio Program Broadcasting in Tirin Kot City	30 Dec 12	05 Jan 13	RFQ re-issued on February 24 with a closing date February 28. Award will be made in April 2013.
RFQ-RUS-G/O-QLT-1212-053	Radio Program Broadcasting in Qalat City	30 Dec 12	05 Jan 13	RFQ re-issued on February 24 with a closing date February 28. Award will be made in April 2013.
RFQ-RUS-G/O-ZNJ-1212-054	Radio Program Broadcasting in Zaranj City	30 Dec 12	05 Jan 13	RFQ issued on December 30, 2012 with a closing date of January 05, 2013. RFQ is cancelled per Mayor's request.
RFQ-RUS-G/O-NL-1212-055	Radio Program Broadcasting in Nili City	30 Dec 12	05 Jan 13	RFQ re-issued on February 24 with a closing date February 28. Award decision is finalized. Award will be made by early April 2013.



RFQ-RUS-C2-TK-1212-018	Procurement of 3 Dump Trucks for Tirin Kot Municipality	18 Dec 12	29 Dec 12	RFQ issued on December 18 with a closing date of December 29, 2012. RFQ re-issued with revised specifications.
RFQ-RUS-C2-TK-1212-018	Procurement of 2 small Dump Trucks for Tirin Kot Municipality	04 Mar 13	12 Mar 13	RFQ issued on March 04 with a closing date of March 12, 2013. Award decision will be finalized by early April 2013.
RFQ-RUS-C1-KC-0113-080	Sound system for Kandahar Municipality conference room	26 Jan 13	30 Jan 13	RFQ issued on January 26 with a closing date of January 30. RFQ will be re-issued in Kabul.
RFQ-RUS-OPS-KBL-1212-024	Repair of Kandahar C3 plotter	28 Jan 13	05 Feb 13	RFQ issued on January 28 with a closing date of February 05. The PO was cancelled.
RUS-C2-TK-0213-115	Diesel fuel for Tarin Kot Crane Truck and Loader	27 Feb 13	04 Mar 13	RFQ issued on February 27, 2013 with a closing date of March 04, 2013.
RFQ-RUS-G/O-0313-144	Beauty Parlor Tables for Qalat Women Beauty Program	12 Mar 13	17 Mar 13	RFQ issued on March 12, 2013 with a closing date of March 17, 2013. No quotes were received in response to the RFQ, RFQ will be re-issued.
RFQ-RUS-OPS-KBL-0313-160	Computer softwares for C1, C2 & C3	14 Mar 13	18 Mar 13	RFQ issued on March 14, 2013 with a closing date of March 18, 2013.
RFQ-RUS-C3-KC-0313-178	HP Design jet T2300 EMFP for C3 Kandahar	24 Mar 13	31 Mar 13	RFQ issued on March 24, 2013 with a closing date of March 31, 2013.
RFQ-RUS-C2-QLT-0313-177	Lease of crane truck for Qalat trash collection program	24 Mar 13	31 Mar 13	RFQ issued on March 24, 2013 with a closing date of March 31, 2013.
RFQ-RUS-C2-KC-0113-094	Diesel fuel for Kandahar crane trucks	24 Mar 13	30 Mar 13	RFQ issued on March 24, 2013 with a closing date of March 30, 2013.
RFQ-RUS-C1-QLT-0313-192	Intercom Phone System for Qalat Municipality	25 Mar 13	28 Mar 13	RFQ issued on March 25, 2013 with a closing date of March 28, 2013.
RFQ-RUS-G/O-NL-0313-190	Disposable cameras with rolls for C1	25 Mar 13	30 Mar 13	RFQ issued on March 25, 2013 with a closing date of March 30, 2013.
RFQ-RUS-C3-KC-0313-163	Power stabilizers for C3 data entry office in Kandahar	26 Mar 13	28 Mar 13	RFQ issued on March 26, 2013 with a closing date of March 28, 2013.
RFQ-RUS-C1-QLT-0313-171	Cosmetic products for Qalat women beauty training	27 Mar 13	31 Mar 13	RFQ issued on March 27, 2013 with a closing date of March 31, 2013.



RFQ-RUS-C1-NL-0313-191	Generator 5KVA for Nili – C1	31 Mar 13	06 Apr 13	RFQ issued on March 31, 2013 with a closing date of April 06, 2013.
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Table 3: Subcontract and Direct Implementation Activities as of March 31, 2013

Subcontract No.	Description	Signed Date	End Date	Value	Status
FUND-QLT-006	Construction of Central Bazaar Latrine, Qalat City	29 Apr 12	10 Mar 13	2,294,755 AFN	Project is completed.
FUND-TK-006	Construction of Tirin Kot Money Exchange Market	11 Jul 12	30 April 13	3,337,550 AFN	Subcontract signed and fully executed on July 11, 2012. Modification No. 003 for extending the project through April 30, 2013 is executed to the subcontract.
FUND-KC-026-2	Final Design and Construction of Kandahar Municipal Vehicle Maintenance Facility	01 Nov 12	20 May 13	5,994,550 AFN	Subcontract was signed on November 01, 2012 with an end date of March 01, 2013. Modification No. 01 was executed for extending project PoP through May 20, 2013.
FUND-LG-018	Final Design and Construction of Lashkar Gah Municipal Vehicle Maintenance Facility	07 Nov 12	30 Apr 13	7,037,860 AFN	Subcontract was signed on November 07, 2012 with an end date of February 23, 2013. Modification No. 01 was executed for extending project PoP through April 30.
FUND-LG-017-2	Construction of Parking Lot in Lashkar Gah City	14 Mar 13	09 Jun 13	2,621,925	Subcontract was signed on March 14, 2013 with an end date of June 09, 2013.



RUS-KBL-2012-11-19A	Printing & Advertisement of Billboards in Zaranj, Tirin Kot, Qalat & Nili	11 Dec 12	20 Mar 13	683,600 AFN	Subcontract was signed on December 11, 2012 with an end date of March 20, 2013.
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Table 4: RFP Activities as of March 31, 2013

RFP No.	Description	Issue Date	Proposal Due Date	Status
RFP-FUND-TK-007	Final Design and Construction Services for the Renovation of Municipal Building in Tirin Kot City	06 Dec 12	25 Dec 12	Award decision is finalized. Vetting package is submitted to USAID VSU.
RFP-FUND-TK-008-1	Final Design and Construction of Tirin Kot Municipality Vehicle Maintenance Facility	25 Feb 13	07 Mar 13	Technical evaluations are completed, negotiations ongoing with the selected vendor. Award decision will be finalized in April 2013.
RFP-FUND-ZNJ-007	Final Design & Construction of Zaranj Women Market Facility	31 Dec 12	25 Jan 13	Eligibility Notification received from USAID VSU. Subcontract will be executed in April 2013.
RFP-FUND-LG-020	Final Design and Construction of Footpath & Side Ditches in Lashkar Gah	29 Jan 13	12 Feb 13	Award decision is finalized. Vetting package submitted to USAID VSU.
RFP-FUND-KC-027	RFP for Final Design and Construction of Solar Panel	13 Feb 13	26 Feb 13	Award will be made in April 2013.



RFP No.	Description	Issue Date	Proposal Due Date	Status
	Security Fence, Foundation & Irrigation Piping			
RFP-FUND-TK-009	Final Design and Construction of Central Tarin Kot Latrine	04 Feb 13	17 Feb 13	Award decision is finalized. Vetting package submitted to USAID VSU. Award will be made in April 2013.
RFP-FUND-ZNJ-008	Final Design & Construction of Zaranj Body Wash Facility	04 Feb 13	20 Feb 13	RFP issued on February 04, 2013 with a closing date of February 20, 2013. RFP re-issued as RFP-FUND-ZNJ-008-2
RFP-FUND-ZNJ-008-2	Final Design & Construction of Zaranj Body Wash Facility	28 Mar 13	10 Apr 13	RFP issued on March 28, 2013 with a closing date of April 10, 2013.