



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

## Quarterly Report: July-September 2013

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



October 31, 2013

This publication, prepared by Chemonics International, was produced for review by the United States Agency for International Development.



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## ACRONYMS

AusAID	Australian Agency for International Development
C1 / C2 / C3	Component 1 / Component 2 / Component 3
CSD	Citizen Service Desk
DBST	Double bitumen surface treatment
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
LEDP	Local Economic Development Plan
LN	Local National
MAB	Municipal Advisory Board
M&E	Monitoring and Evaluation
MDIF	Municipal Development Incentive Fund
MIP	Municipal Improvement Plan
MoU	Memorandum of Understanding
PMP	Performance Monitoring Plan
PPP	Public-private Partnership
RAMP UP	Regional Afghan Municipalities Program for Urban Populations
RU-S	RAMP UP-South
RC	Regional Command
RFP	Request for Proposals
RFQ	Request for Quotations
RTA	Radio Television-Afghanistan
SOP	Standard Operating Procedure
SWM	Solid Waste Management
TWAS	Transitional Waste Accumulation Site
USAID	United States Agency for International Development
VMF	Vehicle Maintenance Facility



# 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 July to September 2013, the eleventh quarter of program implementation and the fourth 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 three 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 option period 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**

RAMP UP-South continued to collaborate with key governmental and implementing partners to expand use of the Integrated Financial Management System (IFMS) on a national level. The IFMS, which was developed by RAMP UP-South, streamlines a municipality's accounting, budgeting, payroll, revenue, financial reporting, business licensing and parcel registration functions, helping to improve municipal accountability, transparency, and efficiency. In close collaboration with the General Directorate for Municipal Affairs (GDMA), RAMP UP-South provided assistance to RAMP UP-North and RAMP UP-West in implementing the parcel registration and business licensing modules of the IFMS. During the quarter, IFMS modules were implemented in the municipalities of Maimana, Shireen



Tugab, Khwaja Sabz Posh, Dawlat Abad, and Andkhoy in Faryab province; Shebregghan and Aaqcha in Jawzjan province; Kunduz in Kunduz province; Khulm in Balkh province; and Khanjan and Doshi in Baghlan province. RAMP UP-South also supported the Information Communication Technology (ICT) department of the Independent Directorate of Local Governance (IDLG) to refurbish a new server room to house the IFMS server for GDMA. The server room will also house servers that connect IDLG with the provincial and district-level governments. With IFMS being implemented on a national scale, RAMP UP-South will continue to work with GDMA and IDLG to standardize financial reporting and improve accountability and transparency in municipal accounting procedures.

In line with municipal budget execution priorities, RAMP UP-South also continued to deliver targeted capacity building trainings to help municipalities plan and strategize the execution of the 1392 budgets. IFMS training continued with an increased focus on budget execution to ensure appropriate allocation of resources and accountable municipal fiscal management. In July, municipal revenue and expense reports for the second quarter of the fiscal year were generated through the IFMS and handed over to the GDMA. GDMA submits these critical reports to the Ministry of Finance (MoF) for monitoring purposes and to inform central level decision making about municipal funding allocations. Prior to the implementation of IFMS, generation of these reports would take approximately two months to prepare and hand over to GDMA. Integration of the IFMS has helped municipalities to avoid human errors and calculation mistakes, and has sped up the process of reporting to GDMA, helping to support government efficiency and transparency.

### **Municipal Advisory Boards**

This quarter saw the establishment of the Municipal Advisory Board (MAB) in Kandahar. A milestone in expanding citizen engagement, the MAB serves as an official representative body and helps the municipality ensure that key decisions are responsive to citizen priorities and needs. At the request of the mayor, RAMP UP-South supported the municipality in raising awareness for the MAB through sponsoring radio programs and posting information on notice boards. In July, RAMP UP-South supported the Kandahar municipality in hosting its first MAB meeting. MAB members met with the mayor to discuss the Municipal Development Incentive Fund (MDIF) and potential solid waste management (SWM) micro-projects. RAMP UP-South continues to work closely with GDMA to support the Kandahar MAB as it expands its activities. RAMP UP-South will also be supporting outreach and development for MABs in Lashkar Gah, Qalat, Tirin Kot, and Zaranj municipalities.

### **Citizen Service Desks**

Building on efforts to increase transparency and accountability, the municipalities of Zaranj and Tirin Kot inaugurated Citizen Service Desks (CSDs) during the quarter. The CSD provides a “one-stop-shop” location for citizens to submit applications, file petitions and make requests with the municipality. Streamlining citizens’ access to information about municipal services, the CSD also enables the municipality to provide more effective and timely services to their citizens. In addition to supporting the municipality to refurbish and equip the CSD, RAMP UP-South provided trainings to municipal staff to help them efficiently respond to citizen requests. RAMP UP-South has also supported the development of CSDs in Kandahar, Lashkar Gah, and Qalat municipalities and the CSD for Nili municipality is under construction.

### **Civic Engagement**

Civic engagement and outreach campaigns were in full swing during the quarter with multiple events targeted at increasing citizen inclusiveness, involvement, and awareness. Of particular note, RAMP UP-South supported the municipalities of Kandahar, Lashkar Gah, Zaranj, Qalat, and Tirin Kot to host budget awareness meetings. During the meetings, municipal officials and citizens discussed the 1393 budget, priority activities to include in the local economic development plans (LEDPs), and the



Municipal Development Incentive Fund. Promoting transparency and accountability, the meetings aimed to increase citizen awareness about the municipalities' development budget, potential municipal projects, and the process for preparing the budget. The routine airing of radio programs, including radio programs to promote city cleanliness in Kandahar, Qalat, and Lashkar Gah, and distribution of municipal newsletters and other media also continued throughout the reporting period. These citizen engagement campaigns focus on building public awareness of municipal services and provide opportunities for citizens to engage in community issues.

### **Youth Outreach**

RAMP UP-South supported a number of outreach events targeted at engaging youth, including a photo competition event in Kandahar and a high school graduation ceremony in Lashkar Gah. In the photo competition event, which provided young citizens with the opportunity to engage with their local municipality, students received disposable cameras and were instructed to take photos depicting how the municipality's improved services are changing their lives, how the municipality can help to build their future, and why they are proud to be citizens. The photo contest brought in more than 100 submitted photos, from which the Kandahar municipality selected 10 male and 10 female participants to receive awards. The winning photos were displayed in the municipality building throughout the month. In Lashkar Gah, municipal officials attended a high school graduation for female students – a first for the municipality. The municipality presented each student with a plaque to commemorate their milestone and encouraged the new graduates to get involved in improving their city by applying to local government jobs. Targeting youth in outreach initiatives, which is essential to ensuring broad civic participation, remains a high priority for RAMP UP-South.

### **Gender**

During the quarter, beautician vocational training for women in Kandahar and Qalat drew to a close. The three-month long training supported 30 women in Kandahar and 15 women in Qalat to gain the technical and business skills needed to open their own beautician business. Expanding women's economic empowerment, these trainings supported women's entrepreneurship in more culturally restrictive areas of Afghanistan. RAMP UP-South also conducted follow up visits to beautician vocational training graduates in Lashkar Gah and Nili. Graduates of the training in Lashkar Gah are exploring new ways to market their businesses in the municipality. Meanwhile in Nili, out of the ten training participants, eight have established shops and are reporting regular and sustainable incomes. Follow up visits and assessments to these trainees helps promote the sustainability of these women's economic empowerment initiatives and target areas where the trainings can be improved.

### **Public Private Partnerships**

To further bolster women's empowerment, this quarter also saw the official establishment of the women's market Public Private Partnership (PPP) in Zaranj. The women's market will provide a safe location for businesswomen and female residents to buy and sell goods, expanding the economic participation and the empowerment of women in Zaranj. During the reporting period, Zaranj municipality signed a Memorandum of Understanding (MOU) with local business owner Mr. Khudairahm. Under the MOU, the private sector partner will oversee operations and maintenance of the women's market for a six-year period. The market will provide a sustainable revenue source for the municipality as a quarter of revenues generated from the market by the private sector partner will go directly to the municipality as own-source revenue generation. Additionally, the municipality will collect business license fees from the female business owners. Constructed on municipal land, the Zaranj Women's Market is near completion and expected to open during the next reporting period. Once completed, the women's market will include 21 shop stalls that will be rented to local businesswomen. Promoting women's economic empowerment, the women's market will create a center for women-owned businesses and develop a customer base for these businesses.



Also during the reporting period, Lashkar Gah municipality inaugurated its newly completed parking lot PPP. The first-ever PPP in Lashkar Gah, the inauguration ceremony was covered by national media outlets Tolo News and Shamshad TV and the local media RTA-Helmand, Sabwoon TV, and Boost Radio. Like many municipalities throughout Afghanistan, Lashkar Gah has experienced rapid population growth. This increase in people has coincided with an increase in the number of vehicles on the road and not enough places to park, which has caused extensive traffic congestion throughout the city. Located in District 1 near the municipality's main business districts, the parking lot provides space for approximately 100 vehicles, which is already alleviating traffic congestion and improving pedestrian safety by reducing the number of cars parked on the street. The signing of the Zaranj women's market MOU and inauguration of the Lashkar Gah parking lot are both major milestones in engaging the private sectors through the establishment of PPPs.

### **Revenue Generation**

Fostering local economic development and revenue generation continued to be a high priority. During the quarter, \$342,362 USD was generated across all target municipalities as a result of *safayi* taxation and business licensing fees. Also in support of local economic growth, RAMP UP-South continued to assist Nili municipality in developing part of its New City Master Plan, which aims to promote private sector growth through strategic municipal infrastructure investments. With the support of RAMP UP-South, the municipality began the allocation and sale of land parcels during August. To promote transparency and accountability in the land sale process, the municipality developed a lottery system to allocate land parcels, which is being overseen by the provincial governor and mayor. The municipality anticipates a projected revenue of approximately 3,573,275 AFN (or \$71,466 USD) for the municipality. Revenue generated from land sales is expected to help fund portions of the future implementation of the Nili Master Plan.

### **SWM Transition Process**

The SWM transition process remained a focus during the quarter. RAMP UP-South continued to support the development of primary waste collection systems via municipal SWM committees as a mechanism for community decision making and fostering a collective understanding of waste management processes. During the reporting period, RAMP UP-South facilitated initial meetings with municipal officials and SWM committees in Tirin Kot to brainstorm potential ideas for community-led micro-projects related to solid waste management, such as the provision of wheel barrows and household bins. SWM committees in Qalat, Kandahar, Lashkar Gah, and Zaranj also remain active in supporting primary waste collection systems. In addition, the Kandahar Vehicle Maintenance Facility (VMF), which was constructed by RAMP UP-South, began operation during the quarter. Kandahar municipality's transport department moved into the facility and RAMP UP-South began providing assistance to the municipality in hiring mechanics that will train staff on vehicle maintenance of the SWM fleet. In Lashkar Gah, RAMP UP-South supported the municipality to hire three mechanics for the Lashkar Gah municipal VMF. Staffing of the VMFs will strengthen the sustainability of SWM services by ensuring solid waste management facilities have the necessary resources to maintain and repair vehicles.

In further support of the SWM transition process, RAMP UP-South, in collaboration with the USAID-funded Kabul City Initiative (KCI), facilitated a three-day study tour to Kabul and the Sanitation General Directorate of Kabul municipality for a delegation of eight officials, including two deputy mayors, from the municipalities of Kandahar, Lashkar Gah, Zaranj, and Tirin Kot. This three-day service delivery training event covered the theory of waste management and was followed by practical site visits. RAMP UP-South facilitated an in-house training on day one, which provided an overview of SWM and introduced the new Standard Operating Procedures (SOPs) developed by RAMP UP-South. Days two and three were facilitated by the municipality of Kabul's Director General for



Sanitation and his staff, who provided an in-depth presentation on the challenges, realities, and successes of providing SWM services to the population of Kabul and a tour of the Sanitation Department offices (including human resources, budgeting, stock control, vehicle maintenance operations, vehicle maintenance scheduling, and uniform manufacture and control).

### **Pilot Projects**

At the request of USAID, RAMP UP-South continued to implement pilot projects in two strategic district municipalities – Spin Boldak and Panjwayi. Pilot project initiatives in Spin Boldak continued with ongoing business surveying and city cleaning activities. In July, Spin Boldak began to print and issue business licenses with the support of RAMP UP-South. A first for the district municipality, the business licenses help improve the transparency and accountability of businesses in Spin Boldak and enable the district municipality to generate recurring revenue. Sharing his enthusiasm with the local business community, Spin Boldak Mayor Shahzada Shabab personally delivered the first 15 of the 60 printed certificates. Pilot activities in Panjwayi are also underway. In addition to providing municipal furnishings, RAMP UP-South launched business surveying and solid waste management activities. In both district municipalities, RAMP UP-South provided assistance in installing billboards in high traffic areas, which aim to promote public awareness for municipal business licensing and SWM services. By generating awareness for the new services being offered, the municipalities are increasing support for business licensing as a revenue raising activity that will fund more and improved municipal services.

### **Mayor's Conference**

One final noteworthy achievement during the quarter, RAMP UP-South hosted a municipal planning conference in close collaboration IDLG and GDMA. The conference brought together municipal officials from across southern Afghanistan with national government representatives from IDLG and GDMA. A networking opportunity for municipal officials, the conference featured presentations by the mayors and municipal officials from Kandahar, Lashkar Gah, Zaranj, Nili, Tirin Kot, Qalat, and Spin Boldak. Each mayor highlighted their municipality's progress to date in capacity building, service delivery, revenue generation, gender and outreach, and citizens' engagement. Abdul Baqi Popal, Director of GDMA, spoke about the ongoing municipal reform process and GDMA's vision for expanding citizen engagement and strengthening municipal independence through increasing own-source revenues. The Deputy Minister for Administration and Finance of IDLG, Mateen Beik, also made opening remarks at the conference and highlighted IDLG's role as a partner to municipalities in providing technical assistance support. On day two, GDMA facilitated a round-table discussion with the mayors to solicit their feedback on priority areas for future RAMP UP-South and USAID support. At the end of the conference, RAMP UP-South presented GDMA Director Popal with the municipal improvement plans for IDLG/GDMA approval. Developed by each municipality in close partnership with RAMP UP-South, the municipal improvement plans will guide capacity building support of the six target municipalities during option period three.

Other significant quarterly achievements include:

- RAMP UP-South conducted a series of four Training of Trainers (TOT) workshops to augment the project's capacity building efforts. The training strengthened the ability of training staff and technical staff from all project components who deliver training to facilitate knowledge transfer, which is especially important during this period of transition of RAMP UP-South anchor programs to the municipalities.
- RAMP UP-South supported Kandahar, Lashkar Gah, Zaranj, Qalat, and Tirin Kot municipalities to install their first parcel plates. Building on parcel registration activities, the plates will display the house number, district, *guzar* (neighborhood), and block of the



registered property. With the new plates, which are durable and difficult to alter, municipal residences, businesses, and other properties now have official addresses, improving the efficiency of *safayi* tax collection and easing the process of locating homes and businesses within the municipality.

- All six RAMP UP-South municipalities signed and endorsed Standard Operating Procedures (SOPs) for solid waste management. The RAMP UP-South-developed SOPs promote transparency and accountability by standardizing municipal work processes and providing a clear process map of how municipal functions should be carried out. SOPs for budget preparation were also endorsed by all six mayors. RAMP UP-South is developing SOPs in support of the Integrated Financial Management System (IFMS), which are in the final stages of development.
- RAMP UP-South completed the design and development of a competency matrix, a new tool to track the effectiveness of project training in beneficiary municipalities. The tool, which is designed as an MS Access database, measures the increase in municipal staff capacity to apply the knowledge and skills provided through RAMP UP-South trainings. The competency matrix will keep both the project and the mayors up to date on the ability of the municipality to sustainably and independently operate RAMP UP-South anchor programs after the close of the project.
- During the reporting period, RAMP UP-South briefed the USAID/Afghanistan Deputy Mission Director Carolyn Bryan on project activities to date. Demonstrating RAMP UP-South's "Afghanization" management approach, each Afghan team leader provided an overview of progress and accomplishments to date. By placing Afghan team leaders in key management positions, RAMP UP-South is able to continuously monitor implementation in six provincial municipalities and two district municipalities despite the draw-down of military forces in the South.

## CHALLENGES

Security conditions in both Kabul and the southern municipalities continue to present challenges for local travel, which impacts the pace of implementation, particularly in Qalat and Tirin Kot. Technical team leaders have also confronted difficulties reaching Zaranj, due to irregular flights and the inability to travel by road due to security concerns. In addition, there are increased security concerns with the rollout of pilot project activities in the dangerous districts of Spin Boldak and Panjwayi. In Tirin Kot, a new mayor was recently appointed and RAMP UP-South is working to bring him up to speed on all project activities and develop a collaborative working relationship. In Nili, construction and improvement of road infrastructure faces challenges caused by a limited number of gravel suppliers. The municipality's remote location also makes materials difficult to import. In addition, the municipalities continue to face challenges with municipal *Tashkeel* hiring, including the much delayed and now on-hold Priority Reform and Restructuring (PRR) process in Kandahar and Lashkar Gah. The lack of an official *Tashkeel* in Panjwayi municipality is also creating challenges in identifying municipal employees for training support.

## 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 targeted support in establishing Municipal Advisory Boards;
- 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 IFMS implementation, budget execution, and the SWM transition process. C1 staff also conducted targeted technical trainings in multiple subject areas including planning principles, project management fundamentals, AutoCAD, and geographic information systems (GIS). 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

## Component 1



*On-the-job IFMS training for municipal staff in Qalat*



*Tirin Kot Citizen Service Desk*



*Planning principles training in Lashkar Gah*



*MAB public meeting in Kandahar*

under C2 and C3. Significant achievements under C1 included the development of Standard Operating Procedures to promote transparency and accountability by standardizing municipal work processes, the design and development of a competency matrix tool to track the effectiveness of project training, and the inauguration of Citizen Service Desks (CSDs) in Zaranj and Tirin Kot.

## KANDAHAR CITY – KANDAHAR PROVINCE

### Municipal Advisory Board

The Kandahar Municipal Advisory Board (MAB) held its first meeting in July. Supported by RAMP UP-South, the meeting brought together 30 people including the Kandahar mayor, newly appointed MAB members, municipal officials, and representatives from civil society. RAMP UP-South briefed the MAB on planned SWM micro projects and MDIF activities. The MAB discussed upcoming plans to work with the SWM department and representatives of the sub-districts to finalize the list of SWM and MDIF projects for implementation. RAMP UP-South also supported the municipality to promote awareness about the MAB by putting ads on the public notice boards throughout the city.

In August, the Kandahar MAB convened its first public meeting at the Kandahar meeting hall. The meeting brought together more than 250 people, including MAB members appointed by the mayor, Wakhil/Representatives, and the Kandahar Mayor Mohammad Omar Omar. Welcoming participants, Mayor Omar Omar provided an overview of recent municipal activities and encouraged participants to share their priorities and viewpoints with the MAB. During the meeting, the MAB established a regular schedule for meetings and for citizens to share feedback with the MAB. At the meeting, citizens raised concerns about littering and pollution in District 9 and requested improved city cleaning and solid waste management collection services there. The meeting was covered by local and national media outlets, including Hewad TV, RTA TV and radio, and Afghan Azada, Killid, and Woranga radio stations. The meeting was also highlighted in the Gardab newspaper.



### **Capacity Building Training**

Positioning municipal officials to sustainably manage service delivery and revenue generation activities, RAMP UP-South continued to deliver technical trainings for municipal officials. In support of Component 2, the project is assisting the municipality to assume full control over operation of solid waste management services through targeted technical assistance to increase the municipality's technical knowledge and strengthen its ability to manage operations and maintenance. Kandahar municipality continues to demonstrate progress in improving its ability to provide this strategic service to Kandahar citizens. In the words of Kandahar Transport Manager Shams Ullah, "The trainings have built our capacity and increased our knowledge. As a result of the budget training, we can easily plan our budget and know how to spend it. We also understand budget coding and learned how to make a budget plan".

Also during the reporting period, municipal officials from Kandahar participated in a three-day study tour to Kabul municipality. The trip represented Kandahar's second study tour to Kabul municipality. The study tour included technical presentations delivered by Kabul's Sanitation Department staff and a site visit to Kabul municipality's transitional waste accumulation site (TWAS). Kandahar officials also shared milestones that they have achieved as a result of attending the first study tour in Kabul in July 2013. The municipality has initiated plans to start a composting program and is eliciting help from Kabul's composting efforts.

### **Planning and Budgeting Trainings**

RAMP UP-South also supported the municipality to transition the IFMS to direct municipal control and delivered on-the-job training to two municipal staff. The training focused on budget execution with an increased emphasis on the generation of revenue and expenditure reports. The trainings are supporting municipal staff to independently manage municipal revenues using the computerized system. According to the Revenue Department's Computer Operator Najibullah, "When I used a manual system, it was very hard to record and track daily transactions. Separating and reconciling expenditures was a never ending process and made manual reporting a headache. With the new IFMS system, I am able to provide revenue reports to senior officials in a matter of seconds."

By building the capacity of staff to execute the municipal budget in a timely manner and effectively allocate municipal resources, on-the-job IFMS training helps to ensure financial accountability and transparency in the municipality. With the IFMS, budget information is also now available to decision makers within a few minutes. In the words of Kandahar Mayor Omar Omar, "Before I had to wait two days to get information on the budget balance, but now I can see the budget in real-time on my laptop. At every moment I am aware of the municipality budget, expenses, and revenues. The improved financial management capabilities of my staff, assisted by RAMP UP-South, helps me manage and monitor all financial data for the municipality of Kandahar."

### **Anti-Corruption**

Kandahar municipality continues to operate its CSD with the support of RAMP UP-South. The municipality estimates that the rate of visitation for the CSD is approximately 90 to 100 citizens daily. Opened in 2012, the CSD serves as a one-stop-shop for citizens to file petitions and request information. Promoting transparency and accountability, the CSD streamlines municipal work processes and enhances citizen access to municipal services.



## LASHKAR GAH – HILMAND PROVINCE

### Capacity Building Training

Training was completed for municipal officials in MS Word Basic and in MS Word Intermediate. The trainings equip the trainees with the skills and confidence to create new documents, edit and format text, use spell check, create bullets and numbering, insert automatic page numbers, and preview and print a document. As a result of the training, the trainees will be able to produce more professional work products in a timely manner.

### Planning and Budgeting Trainings

On-the-job IFMS training continued throughout the quarter for municipal employees in Lashkar Gah. These trainings focused on how to generate financial reports as well as track municipal revenue and expenditure. In addition, six municipal employees received on-the-job file management training, intended to enhance the capacity of municipal staff to catalogue and organize municipal finance files.

### Anti-Corruption

RAMP UP-South continued to support Lashkar Gah municipality to operate its CSD which is visited by 70 to 80 citizens daily. Opened in 2012, the CSD serves as a central location for citizens to file petitions and request information. Promoting transparency and accountability, the CSD streamlines municipal work processes and increases citizen access to information, ultimately reducing the time it takes for citizens to make requests with the municipality.

## QALAT – ZABUL PROVINCE

### Capacity Building Training

Municipal staff began project management fundamentals training during the quarter. Trainees are building their capacity in the design and implementation of municipal improvement projects with a focus on time and cost management, as well as monitoring and evaluation of results. Additionally, in support of Component 2 activities, municipal staff started training in solid waste management overview and dump site management.

### Planning and Budgeting Trainings

On-the-job training for the IFMS continued throughout the quarter. The trainings focus on increasing the ability of the municipality to sustainably implement service delivery and revenue generation activities introduced by RAMP UP-South. The trainings also support the transition of the IFMS to the municipality. As a result of the training, the municipality's finance officer is able to use the IFMS to log expenses and revenue information. The finance officer is also able to generate monthly, quarterly, and annual reports. In an interview, the municipality's finance officer said of the training, "Since I have started using the IFMS, my Pashto typing has been improved, and this system also saved me time. I am now able to enter an entry in a shorter period of time, whereas before I spent my entire day writing reports by hand. I am very relaxed using the IFMS accounting system."

### Anti-Corruption

The Qalat Citizens Service Desk (CSD), which was established in the previous reporting period, continued operations, providing an avenue for citizens to submit inquiries, requests, and petitions to their local government. By establishing a central location to process citizen applications and petitions, the CSD helps create transparent work processes and promote anti-corruption in the municipality. RAMP UP-South also established a CSD register to help improve the CSD's ability to track citizen requests and provisions of municipal assistance, similar to what was implemented in Kandahar. Between 10 and 20 citizens visit the CSD for assistance and information on a daily basis.



## TIRIN KOT – URUZGAN PROVINCE

### Planning and Budgeting Trainings

Three municipal staff began project management fundamentals training during the reporting period. Trainees are building their capacity in design and implementation of municipal improvement projects with a focus on time and cost management, as well as monitoring and evaluation of results. RAMP UP-South also continued to provide IFMS on-the-job training for staff in the municipal finance department. The training supports the IFMS transition process by ensuring that municipal employees have the required skill sets to maintain and sustain use of the IFMS system. Trainings during the quarter focused on the printing and distribution *safayi* notebooks, identification of parcels, and data entry into the IFMS.

Supported by RAMP UP-South three newly hired municipal employees also received planning principles training. The goal of the training was to introduce planning concepts and enable the trainees to understand and practically work on a quarterly, bi-annual, and annual plan. The training equipped participants with planning techniques that can be used across various types of municipal planning activities and also introduced different types of planning methodologies to municipal employees.

### Municipal Training Center

RAMP UP-South continued to deliver trainings at the municipal training center, which is designed to expand the skill set of municipal employees and youth to increase the pool of potential applicants for employment with the local government. Five students continued the MS Excel course where they trained in basic formulas, creating spreadsheets, and compiling data analyses, while also beginning MS Power Point training. Two municipal employees also received follow up trainings in MS Excel and Intermediate-level MS Word. In addition to helping the municipality fill *Tashkeel* positions by building core administrative capacity amongst prospective employees, such trainings increase the efficiency of municipal work processes by incorporating computers into day-to-day work.

### Anti-Corruption

During the quarter, RAMP UP-South supported the Tirin Kot municipality to establish a Citizen Service Desk. Opened on September 3, the CSD improves government accountability by increasing citizen access to municipal information and serving as a central location for citizens to file requests, inquiries, and petitions. By establishing a central location to process citizen requests, the municipality and RAMP UP-South have created more transparent work processes and are promoting anti-corruption in the municipality. Since the opening, the CSD has been assisting approximately 10 citizens daily with requests for assistance with applications and petitions.

## ZARANJ – NIMROZ PROVINCE

### Capacity Building Training

Municipal trainees completed MS Word Intermediate training during the reporting period. These officials came from the provincial government economic, education, and cultural affairs departments and DOWA. The training was conducted at the training center and enabled the trainees to refine their computer skills and to produce more professional work products in a more timely manner. On-the-job training in AutoCAD also continued for the chief municipal engineer during the reporting period. The chief engineer had previously been forced to manually create drawings and plans by pen and pencil, a slow and somewhat burdensome process. As a result of the AutoCAD training, the engineer will be able to produce drawings in a shorter time period, make edits easily, and dedicate more time to project management.



Municipal employees also began and completed training in project management needs assessment. The trainees included a municipal service manager, construction manager, greenery officer, and registration and revenue generation officer who is also currently an acting solid waste manager. According to the construction manager, capacity building in this specific skill set was new to Zaranj: “This training helps us to conduct effective needs assessments so that we can better figure out what the people really need so we can prioritize and design our projects accordingly. Needs assessments will also enable us to budget our resources and time more efficiently.” Prior to the needs assessment training, the same municipal staff completed the project management fundamentals training which helped improve the management skills of the municipal staff and helps them to more effectively develop and execute municipal improvement projects.

### **Planning and Budgeting Trainings**

On-the-job IFMS training for municipal staff continued in Zaranj. These trainings prepare the municipality to assume full management of the IFMS by ensuring that municipal employees have the skills to continue independent use of the IFMS system. RAMP UP-South also delivered a planning principles training for six trainees in July, including five municipal staff and one employee of the provincial economic directorate. The training equips trainees with key planning principles that can be used across various types of municipal activities.

### **Anti-Corruption**

With the assistance of RAMP UP-South, Zaranj municipality established its CSD during the quarter. The municipality held a launch event to inaugurate the CSD, which was attended by the mayor, municipal staff, and RAMP UP-South staff. In his address, the mayor of Zaranj remarked that in the past, citizens who wanted to submit a petition had to visit multiple departments until they found the correct one. This time-consuming process presented delays and confusion for citizens trying to communicate with officials and impeded the municipality’s ability to recognize citizen priorities. Now, however, citizens will be able to submit their inquires, requests, petitions, etc. to the centralized CSD and the municipal staff will take responsibility for forwarding to the relevant department for further processing. The mayor designated one municipal employee to work in the CSD, which operates from 8 am to 1pm on a daily basis. RAMP UP-South also provided the CSD with an electronic case management system to assist the CSD and municipal line department staff to better track citizen requests. The system will also assist the mayor and other senior officials to analyze the effectiveness of CSD operations. One of the key objectives of establishing CSDs in RAMP UP-South municipalities is to create transparent work processes that are clear to both citizens and municipal employees, and to improve citizen access to government services.

## **NILI – DAYKUNDI PROVINCE**

### **Capacity Building Training**

RAMP UP-South facilitated a large number of trainings during the quarter to bolster Component 2 and 3 activities in Nili municipality. In support of parcel registration activities, municipal staff completed on-the-job geographic information systems (GIS) training. Meanwhile, follow-up trainings in intermediate level MS Word and MS Power Point started for two staff members, with the objective of strengthening core administrative skills within the municipality, such as preparing official documents and internal memos.

### **Planning and Budgeting Trainings**

Two municipal staff continued on-the-job IFMS training which is designed to enable the sustained allocation, generation, and tracking of municipal revenue in a transparent and accountable manner. In an interview about the efficacy of the training, Revenue Manager Mohammad Qadir Mobin said,



“Before the training of IFMS I did not have any information and I did all my office works in hand writing form since I got training in IFMS. I am now able to make M41 form to prepare payroll for all staff. After receiving training in payroll, I am now able to work the payroll module in less time. Before, this work took more time to calculate the salary, to make payroll, and it often had errors. After the training in payroll, I now work without any errors and after one month I can work the payroll module without any help of RAMP UP-South.”

## **COMPONENT II: MUNICIPAL SERVICE DELIVERY PROGRAMS**

The goal of Component 2 is to support the municipalities in establishing well-managed and sustainable municipal service provision. This is being achieved through improved citizen access to essential services in target municipalities via provision of capital 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 as outlined in their municipal improvement plan.

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 and transferring operations and maintenance of the systems to municipal control;
- establishing city cleaning initiatives in strategically important district municipalities such as Spin Boldak and Panjwayi;
- constructing public latrines in all six municipalities;
- constructing markets, road improvements, vehicle maintenance facilities, footpaths, transitional waste accumulation sites, municipal building renovations, and other small-scale infrastructure;
- supporting municipal beautification initiatives; and,
- providing SWM trainings for municipal staff in topics such as, SWM budgeting and planning and dumpsite management.

During the reporting period, RAMP UP-South made considerable progress on municipal objectives under C2, prioritizing the transition of SWM activities to municipal control, advancing medium-term physical infrastructure projects in each municipality through the provision of needs-responsive and demand-driven technical assistance, and rolling out pilot projects in district municipalities. In support of primary waste collection and community-driven SWM activities, RAMP UP-South also continued to support SWM committees and micro-projects in each target municipality.

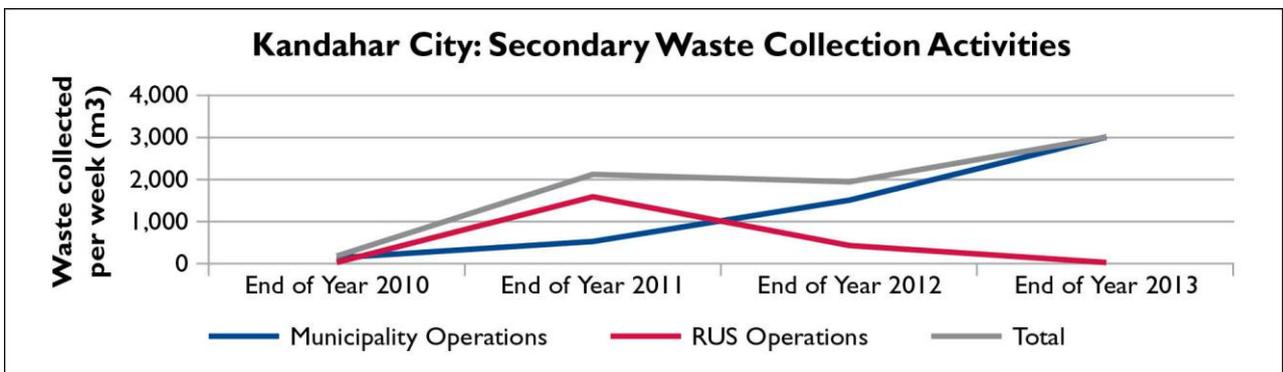
### **KANDAHAR CITY – KANDAHAR PROVINCE**

#### **Solid Waste Management**

During the reporting period, RAMP UP-South continued to provide capacity building support to the municipality as it assumes full control over Kandahar’s entire solid waste management (SWM) system. Since the transition of solid waste management activities in 2012, RAMP UP-South has supported the municipality to increase its technical and management capacity. Over the life of project, RAMP UP-South has provided the municipality with 520 skips and the municipality is using its own funds to purchase an additional 200 more. Taking ownership of the entire SWM program both

operationally and financially, the municipality is also using its own revenues from its development budget to procure four crane trucks to complement the four provided by RAMP UP-South, indicating the municipality’s buy-in of the system. These investments allow the municipality to expand service coverage while enabling the sustainability of quality service delivery. Secondary waste collection activities continued in all 10 districts of Kandahar City. At present, the Kandahar municipality oversees all budgetary management and operations and maintenance of the SWM program which serves all 10 of Kandahar City’s sub-districts and collects approximately 3051 cubic meters of waste per week. Municipal officials from Kandahar also participated in a three-day study tour to Kabul municipality. The study tour included technical presentations delivered by Kabul’s Sanitation Department staff and a site visit to Kabul municipality’s transitional waste accumulation site (TWAS).

Exhibit 1: Secondary Waste Collection Shift to Municipal Control



### Municipal Vehicle Maintenance Facility

In July, the Kandahar municipal vehicle maintenance facility, which was constructed by RAMP UP-South, was inaugurated. During the quarter, the Municipal Transport Department transitioned from its old location to the new facility. The municipal vehicle maintenance facility is enabling consistent and sustainable waste management services by providing a central location for vehicles in need of repair and maintenance. RAMP UP-South is also assisting the municipality hire three mechanics that will train staff on vehicle maintenance of the SWM fleet.

### Ghazi Park Fencing and Irrigation Project

Final construction on the Ghazi Park security fencing and solar panel-powered irrigation project was completed and handed over to the municipality in July. In the following months, RAMP UP-South conducted multiple site visits to monitor the solar panel-powered irrigation pump and security fence at the park. With rapid urbanization combined with an increasing population in Kandahar City, the municipality has made it a priority to provide the infrastructure necessary to support the community-building benefits of safe public green space. The irrigation pumps are in full use and daily visitors to the park are on the rise. Now full of green plants and trees, the restoration of Ghazi Park has improved the city’s atmosphere by serving as a public place for citizens, including women and children, to exercise, enjoy nature, and spend time with their family and friends. During Eid-al-Fitr celebrations in August, park operators reported that more than 400 citizens gathered in the park to enjoy celebrations. In the words of one Kandahar resident living near Ghazi Park, “In the past, the park was dusty and polluted. Now, it is green and full of flowers. I really enjoy visiting.”

### Spin Boldak Pilot Project

City cleaning activities continued through the reporting period in Spin Boldak. The cleaning initiative, which was launched in April 2013, currently consists of a team of eight laborers, overseen by one



supervisor, a dump truck driver utilizing one municipality-owned dump truck, and one rental dump truck to carry out waste collection activities for the entire pilot period. The municipality reports that they are observing a change in citizens' behaviors as a result of city cleaning and outreach activities. In the words of Mayor Shazada Shabaab, "Everyone likes living in a cleaner environment. When one of the cleaners breaks a broom the shopkeepers gladly donate a replacement because they value the service the cleaners provide. Shopkeepers have also begun bagging trash and placing it outside their shops when in the past they would just toss waste in the street."

## **LASHKAR GAH – HILMAND PROVINCE**

### **Solid Waste Management**

RAMP UP-South continued to support secondary waste collection in Districts 1 and 8 of the municipality. The municipality operates a crane truck procured by RAMP UP-South that delivers waste contained in skips from sites in the city to the waste disposal site. The crane truck makes four trips daily. In addition to regular waste collection and in support of the SWM transition process, RAMP UP-South hired three mechanics to work in the recently constructed vehicle maintenance facility. The municipality has approximately 70 vehicles that are now serviced at the newly constructed maintenance facility. The mechanics will strengthen the sustainability of SWM activities by serving as a resource for the municipality in maintaining and repairing vehicles. Also, during the quarter, the deputy mayor, solid waste managers, and transport managers participated in a study tour in Kabul where they received technical training; toured waste management facilities, such as waste transfer stations, landfill sites, and composting areas; and shared SWM best practices.

### **Municipal Park Project**

RAMP UP-South is supporting the construction of a new municipal park. Referred to as the "B2 park site," the park is part of a larger economic growth strategy to improve the municipal environment by increasing property values and providing residents a common green space in the municipality to congregate for recreation. Work on back filling, watering, and boring of the well is ongoing. Once finished, the new municipal park will be fully irrigated and fenced.

### **Municipal Footpath and Side-Ditch**

Work on the footpath and side-ditch project in the Lashkar Gah municipality was completed and the footpath was inaugurated during the reporting period. The construction of the municipal footpath aims to support local infrastructure and improve traffic flow by providing pedestrians with a safe area to walk. The municipality held an opening ceremony that was attended by municipal leaders to inaugurate the new sidewalk.

## **QALAT – ZABUL PROVINCE**

### **Solid Waste Management**

In October 2012, RAMP UP-South began to transition the operations and maintenance of the secondary solid waste collection program to the Qalat municipality. With the approval of the municipal budget in July 2013, RAMP UP-South is supporting the transition of solid waste management activities to municipal management and continues to support secondary waste collection activities in Districts 1 and 2 with one dump truck, one tractor, one crane truck rented by RAMP UP-South, 12 laborers, and one supervisor. The municipality, with assistance from the SWM committee, also engaged the services of a wheeled loader to control and manage the waste disposal site. Household bins are being distributed to households by the municipality. Through outreach campaigns, the municipality is encouraging residents to deposit waste in the household bins and, once full, take the waste from the bin and deposit it in nearby skips.

### Water Purification Project

Operation of the water purification project continued during the quarter with three distribution points and one water tanker in use for the distribution of water. The water purification unit is not only a source of clean, drinkable water for city residents, but also provides a small but sustainable source of revenue for the municipality. Water from the distribution points is available to citizens for purchase every three days.

### TIRIN KOT – URUZGAN PROVINCE

#### Solid Waste Management

Supported by AusAid and RAMP UP-South, Tirin Kot municipality continued secondary waste collection activity in Districts 1, 2, 3, and 4 with 12 laborers, two supervisors, two crane trucks and a loader operator. Waste is collected from different areas of the city and transported to the transitional waste accumulation site, which was funded and constructed by the Australian government. RAMP UP-South also continued to train municipal officials in TWAS management in preparation for the site's transition to municipal control. With the approval of the 1392 municipal budget, the RAMP UP-South-procured wheeled loader and two crane trucks will soon be transitioned to the municipality. Municipal officials from Tirin Kot also participated in a study tour in Kabul that included trainings and a tour of Kabul's solid waste management facilities.

#### Municipal Building Renovation

Renovation of the municipal office building in Tirin Kot continued throughout the reporting period. Work on the main structure, outside plaster for the main building water well house, and septic tank are complete. Window installation and concrete pouring continued on a daily basis with two skilled and five unskilled laborers onsite. Once completed, the building will house three office rooms, one meeting hall, and four latrine stalls. The new municipal building will provide a professional space for municipal officials to meet with city residents, improving the image of the municipality.

#### Public Latrines

The central market latrines were completed and officially handed over to the municipality in July.

### Component 2



*SWM activity in Spin Boldak*



*Municipal footpath construction in Tirin Kot*



*Zaranj women's market PPP in Zaranj*



*Nili Bazaar road construction*



The latrines include seven male and five female stalls and are open to the public use for a small fee. Situated in a strategic and busy area of the bazaar, the latrines improve the overall hygiene of the market and increase foot traffic to the shops. The latrines also improve female accessibility to the market by providing women customers with access to latrines when outside of their homes. Improving the sanitation of the market for both vendors and patrons, the latrines are improving the overall market environment in Tirin Kot. These upgrades are part of the municipality's efforts to promote local economic development through improved service delivery.

### **Municipal Footpath**

The municipal footpath was completed during the reporting period and officially handed over to the municipality. In July 2013, the Tirin Kot municipality held an inauguration ceremony for the new footpath. Work also continued on the construction of new mosaic tiled footpaths through the central market area of Tirin Kot with the old sidewalk materials now removed and preparation work for laying the new surface underway. This project will improve the market environment and is part of RAMP UP-South's larger economic growth strategy aimed at increasing foot and retail traffic to key business districts. By improving the appearance of the municipality, the project is also promoting civic pride.

## **ZARANJ – NIMROZ PROVINCE**

### **Solid Waste Management**

With the approval of the Zaranj municipal budget during the reporting period, solid waste management activities have transitioned to the municipality and continue being fully managed and operated by the municipality. RAMP UP-South continues to provide capacity building support and technical assistance to ensure that municipal staff can independently manage and sustain SWM activities in the coming months. In August 2013, municipal officials from Zaranj participated in a solid waste management study tour in Kabul facilitated by RAMP UP-South. Also in September, the municipality put together a plan with the assistance of RAMP UP-South to distribute 400 metal bins. The bins will support citizens to conduct primary waste collection at their households and deposit waste at designated municipal skips.

### **Public Latrines**

During the reporting period, Zaranj municipality reported that the public latrines constructed with support of RAMP UP-South in May 2012 are fully operational. The latrines are located in Naqsha Square, a central boulevard in Zaranj, and are improving sanitation in the municipality center. Maintained by a private sector operator, the latrines are open to public use for a 5 AFN fee—a percentage of which goes directly to the municipality as a source of revenue generation. The private sector operator reports that approximately 60 male and 10 female visitors use the facility per day. The municipality reports recurring monthly revenues of 3,000 AFN from the public latrines, which can be used to expand service delivery for Zaranj citizens.

### **Municipal Body Wash Facility**

In September 2013, RAMP UP-South supported the municipality to host a groundbreaking ceremony to mark the beginning of the municipality's body washing facility. This project is being funded by RAMP UP-South at the municipality's request. Construction of the facility is still ongoing with two skilled and five unskilled laborers. Work on the foundation has been completed while flooring and beam work is progressing. The new facility, which will be operated and maintained by the municipality, will help generate revenue for the city by offering pay-for-use services.



## NILI – DAYKUNDI PROVINCE

### Solid Waste Management

Support for solid waste management activities in Nili continued throughout the quarter with one supervisor, seven laborers, and one collection truck driver working daily to remove waste from different sites around the city and transfer it to the disposal site. Solid waste management is part of the larger economic growth strategy to improve the atmosphere in key business districts and increase foot traffic to market areas. SWM activities not only help improve the lives of citizens, but also build public confidence in the municipal government's ability to provide public services.

## 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. Stimulating economic growth and development is the key to sustainable job creation, increasing incomes, and identifying opportunities to leverage the private funding for urban projects.

In collaboration with municipal officials and GDMA, 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;
- implementing parcel registration and business licensing activities that register properties and businesses in the IFMS to allow the municipality to collect *safayi* tax and business license fees;
- developing the systems and processes necessary to prepare realistic and accurate annual budgets;
- enhancing target municipalities' own-source revenue generation through taxable properties, fee and charges, and rental properties;
- developing a Municipal Development Incentive Fund which will enable municipalities and community groups to submit project ideas for small-scale strategic investments that will spur development activity and economic growth; 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 all the year 1392 municipal budgets approved by July 2013 and returned to the municipalities, the C3 team placed a focus on budget execution, revenue generation, and economic growth activities with notable achievements in parcel plate installation, IFMS, and public private partnership initiatives during the quarter. RAMP UP-South's efforts to affect sustained fixed revenue through parcel registration and business licensing activities such as the printing and collection of *safayi* notebooks and the distribution of business licenses have resulted in significant revenue generation during Q4 in all six targeted municipalities. The municipalities issued 3,049 business licenses and registered



21,443 parcels in IFMS, which resulted in the generation of \$342,362 in revenue from business license fees and the *safayi* tax. To further improve the efficiency of *safayi* tax collection and ease the process of locating homes and businesses within the municipality, RAMP UP-South supported Kandahar, Lashkar Gah, Zaranj, Qalat, and Tirin Kot municipalities to install their first parcel plates. In addition to initiating the IFMS transition process, RAMP UP-South supported the six target municipalities in tracking municipal revenue streams and actual expenses utilizing the IFMS to ensure effective budget execution. Also, at the request of GDMA, RAMP UP-South continued to work with municipalities in the West and North of Afghanistan to implement various IFMS modules. Significant progress was made in engaging the private sector as the Lashkar Gah municipality inaugurated its parking lot PPP—the first-ever PPP in Lashkar Gah and the Zaranj municipality signed a Memorandum of Understanding (MOU) with a private sector partner to oversee operations and maintenance of the women’s market PPP.

## **KANDAHAR CITY – KANDAHAR PROVINCE**

### **Budget Execution and Revenue Generation**

RAMP UP-South continued support to Kandahar municipality in using the IFMS to manage and execute its budget for year 1392, which received ministerial approval in July 2013. RAMP UP-South is providing assistance to municipal officials in budget execution and ensuring that officials are aware of their fully-approved budget allocations as they proceed with their budgeted development projects. Parcel surveying, business licensing, and *safayi* notebook distribution also continued in all ten districts of the municipality. During the reporting quarter, Kandahar municipality generated \$207,266 as a result of revenues from *safayi* taxes and business licenses. These activities represent a growing source of revenue generation for the municipality, which will enable the municipality to sustainably provide services to citizens.

### **Spin Boldak Pilot Project**

RAMP UP-South continued to support the Spin Boldak district municipality in business license surveying, registration, printing and distribution during the quarter. To support the printing of business licenses, RAMP UP-South provided the district municipality with two computers, one printer and one generator. Two months since distributing its first business licenses, Spin Boldak has surveyed a total of 4,700 businesses, 2,500 of which have been registered in the IFMS. By providing licenses to all registered businesses for a fee of 150 AFN to 1000 AFN (\$3 to \$20 USD), businesses gain credibility, while the municipality increases its revenue stream to sustain and improve municipal service delivery. This new revenue stream is helping the city fund solid waste management activities along the main market street as part of a larger economic growth strategy to increase retail traffic and improve market access. Mayor Shazada Shabaab noted, “About 2,700 out of 3,000 businesses have surveyed and are in the process of being registered. This has already made problem solving at the municipal level easier because we have more information about local businesses, and the business owners have a closer relationship with us.”

### **Panjwayi Pilot Project**

RAMP UP-South is also supporting business surveying in Panjwayi district municipality. Throughout the quarter, the surveying of local businesses in Panjwayi was completed, which set the stage for business licensing and future revenue generation. Computers, printers, and IFMS modules were subsequently sent to the municipality for installation during the final week of September. Next quarter, RAMP UP-South will support the district municipality to use the IFMS to log survey data and begin issuing business licenses. These licenses will create a new source of sustainable revenue generation for the municipality and allow it to expand service delivery for their citizens. In the meantime, Panjwayi’s budget, which was prepared by the Kandahar municipality with assistance from RAMP UP-



South was approved by GDMA, but is still pending ministerial approval. Once approved, the municipality will have its first *tashkeel* and will be able to recruit its first municipal officials.

## **LASHKAR GAH – HILMAND PROVINCE**

### **Budget Execution and Revenue Generation**

With the municipal budget fully approved during the previous quarter, the municipality continued to focus on budget execution and revenue generation activities. In addition to ongoing financial management and IFMS trainings, the municipality surveyed and registered parcels in Districts 1, 4, and 8 and distributed *safayi* notebooks and business licenses across the municipality. As a result of these activities during the quarter, the municipality was able to generate \$104,852 in revenue from *safayi* and business licensing fees, which will enhance the municipality's ability to provide sustainable services to its citizens.

Parcel plate installation is also ongoing in the municipality. The installation of house plates will improve the efficiency of *safayi* tax collection, ease the process of locating businesses, and allow the municipality to increase and improve municipal service delivery through increased revenue. Approximately 21,000 parcel plates will be installed in Districts 1, 4, 5, 7, and 8 throughout the municipality.

### **Public Private Partnership**

In March 2013, the business plan and MOU for the Lashkar Gah parking lot public private partnership (PPP) project were finalized. On August 25, 2013, Lashkar Gah municipality celebrated the opening of its first public private partnership (PPP), the parking lot project, which is now fully operational. The opening ceremony was attended by the Mayor, the head of the Municipal Council, the head of the Traffic Department, and other municipal staff. Located near the commercial districts in the municipality, the parking lot PPP is part of a larger economic growth strategy supported by RAMP UP-South to increase foot traffic and retail traffic to local businesses. The parking lot has spaces for 100 cars, which residents can use for a fee. A quarter of revenues generated by the parking lot are paid to the municipality. In addition to raising revenues, the parking lot PPP has brought the municipality and the private sector together in working toward common goal of promoting local economic development.

## **QALAT – ZABUL PROVINCE**

### **Budget Execution and Revenue Generation**

The Qalat budget was approved at the ministerial level during the reporting period and sent by GDMA to the municipality for execution. In support of municipal revenue generation, the transition of business licensing activities to the municipality is also underway to enable sustained generation of municipal revenue. RAMP UP-South continues to provide ongoing mentorship to support adoption of the IFMS while the installation of parcel plates is improving the efficiency of *safayi* tax collection by making it easier to locate businesses. During the reporting period, the municipality collected \$1,475 in revenue from *safayi* taxation and business licensing fees.

### **Public Private Partnership**

Throughout the quarter, the slaughterhouse PPP continued operation, with increased visitation since the beginning of spring season. The slaughterhouse fencing project, which will support movement of livestock at the slaughterhouse stockyard, is also under development. Reporting a surge in revenues during the quarter, the slaughterhouse has continued to benefit both the municipality and its private sector partner. A quarter of revenues generated by slaughtering fees go directly to the municipality, which is allowing the municipal government to improve upon and expand citizen services. Since the

### Component 3



*Mayor Karimullah Hakimi installs a plate at the parcel plate ceremony in Qalat*



*Parking lot PPP inauguration ceremony in Lashkar Gah*



*Business license distribution in Spin Boldak*



*Parcel registration in Zaranj*

start of the quarter, the slaughterhouse has brought in more than 83,700 AFN (approximately \$1,674) of which over 20,927 AFN (approximately \$419) has been generated for the municipality. The success of the slaughterhouse has increased the willingness of the private sector partner to work with the municipality and invest its own money in the venture. In the words of Barashmal, director of the municipality's private sector partner Ghandan Road Construction Company: "Thanks to Allah, we were able to build a slaughterhouse with our own investment and only a small amount of money. It is pleasing that with our money, along with the government's investment, we were able to build this slaughterhouse."

### TIRIN KOT – URUZGAN PROVINCE

#### **Budget Execution and Revenue Generation**

In addition to ongoing budget execution trainings and revenue generation activities, RAMP UP-South assisted with the preparation of the budget of Khas Uruzgan district in Uruzgan province during the quarter. Collaboration with smaller more isolated district municipalities in the budget preparation process promotes knowledge sharing and promotes transparent and accountable municipal financial management.

Tirin Kot municipality installed its first parcel plates in September 2013. The installation of the house plates will improve the efficiency of *safayi* tax collection, ease the process of locating businesses, and allow the municipality to increase and improve municipal service delivery through increased revenue. The resulting new revenue stream will be crucial to enabling the municipality to sustain quality service to its citizens. During the reporting period, Tirin Kot municipality continued *safayi* notebook and business distribution, collecting \$2,150 from *safayi* taxes and business licensing fees. Also, during the quarter, three out of six IFMS modules were transitioned to the municipality. Initiation of the IFMS transition process will facilitate the process of municipalities taking ownership of their financial management systems and help enhance their revenue generation capacity.



## ZARANJ – NIMROZ PROVINCE

### Budget Execution and Revenue Generation

As RAMP UP-South maintains its focus on providing support in budget execution and financial management processes, the project continued to support Zaranj municipality with revenue generation activities. Parcel surveying and distribution of *safayi* notebooks and business licenses are all ongoing. During the quarter, the municipality received more than \$24,611 in revenue from *safayi* taxation and business licensing. The municipality also continued to implement parcel plate installation which will improve the efficiency of *safayi* tax collection, ease the process of locating businesses, and allow the municipality to increase and improve municipal service delivery through increased revenue.

### Public Private Partnership

In Zaranj municipality, RAMP UP-South saw noteworthy progress in the development of the women's market PPP. In September, the municipality signed a Memorandum of Understanding (MOU) with a private sector partner to oversee operations and maintenance of the market for a five-year period. A quarter of revenues generated from the market by the private sector partner will go directly to the municipality as own-source revenue generation. Construction of the Zaranj women's market is ongoing and near completion. RAMP UP-South also supported the municipality and the Department of Women's Affairs (DOWA) to encourage local businesswomen to open shops in the new market. \ Promoting women's economic empowerment, the women's market will create a center for women-owned businesses and customers for these businesses.

## NILI – DAYKUNDI PROVINCE

### Budget Execution and Revenue Generation

During the quarter, the Nili municipality continued focusing on budget execution and revenue generation. Parcel registration, business registration and *safayi* notebook distribution activities were ongoing in districts 1 and 2, enabling the municipality to collect more than \$2,008 during the reporting period.

### Public Private Partnership

With the construction of two billboards completed, RAMP UP-South continues to work with the municipality to identify a private partner for the billboard PPP project. The PPP agreement will allow the municipality to enter into a concession type contract with a local private sector business partner to build two additional billboards and operate all billboards on municipal land. Establishment of the billboards aims not only to support outreach initiatives in the municipality, but as a PPP, leasing of advertisement space will also serve as a source of revenue for the municipality and its private partner.

### New City Master Plan

In July 2013, RAMP UP-South worked with the municipality to develop a lottery process to guide the land sales. The lottery system is designed to improve the transparency and accountability of the land sale process and build citizen confidence that the land sale is fair. Interested buyers submitted their names to the lottery. Then the municipality hosted a public event in August 2013 and randomly drew names to determine buyers. In August, the municipality sold 46 land parcels as part of implementation of its New City Master Plan. The land sales are generating multiple sources of revenue for the municipality as land parcels are registered and developed for business use. RAMP UP-South is supporting the municipality to manage its lottery process and also use the IFMS to manage revenues generated from these sales. Encouraging local economic development, the master plan will promote private sector investment, as well as physical upgrades in the municipality. Revenue generated from the sale of the land parcels will be spent in the municipality based on citizen priorities.



## 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 Qalat and Kandahar 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 budget awareness meetings and youth poetry competition events.

### KANDAHAR CITY – KANDAHAR PROVINCE

#### Gender

In July, beautician vocational training concluded for 30 beauty parlor trainees and 10 volunteer participants at the Kandahar Department of Women's Affairs (DOWA) meeting hall. RAMP UP-South hosted a closing ceremony to recognize the trainees, which was attended by the Kandahar mayor, DOWA Officials, and Provincial Council member Mariam Durraini. Subsequent to their vocational training, the 30 beautician trainees started business skills training. By providing women with the tools to start their own businesses, this program opens new doors for economic opportunity and empowerment for women in Kandahar. After completion of the training, RAMP UP-South conducted an informal follow-up assessment of beauty parlor class participants in Kandahar to see how their newly established businesses are performing. As a result of the training, all 30 women have started businesses. During the reporting period, interviewed participants reported a growing customer base and daily revenues ranging from 500AFN to 3000 AFN. The women business owners also shared that they are using this income to support their families and pay for household items.

#### Outreach

With the support of RAMP UP-South, Kandahar municipality continued to promote service delivery initiatives through public outreach and education campaigns. Throughout the quarter, the Kandahar



municipality supported several outreach initiatives including a radio program series, an outreach event for the newly established MAB, and a public budget awareness meeting.

In July, Merman Radio broadcast the 10th, 11th and 12th episodes of the radio program series covering municipal services. Episode 10 built awareness about the newly formed Municipal Advisory Board. Municipal Media Relations Officer Zmary Sargan and Social Analyst Sayad Sarwar served as guest speakers for episode 10, as well as for 11 and 12. In episode 11, citizens were encouraged to help take care of plants along the roadside and discouraged from cutting the plants' leaves or taking their branches. In the 12th and final episode, the guest speakers advised citizens to utilize sidewalks as the safer alternative to walking along the road, and discussed how shopkeepers could improve their business by keeping their sidewalks clean. All episodes concluded by responding to live calls from citizens. These radio programs air once a week for two months. Merman Radio also broadcast one-minute messages promoting municipal activities throughout the month.

In support of the newly established MAB, RAMP UP-South supported the municipality to generate public awareness of this new civic body. The municipality posted a roster of the newly appointed MAB members at notice boards, installed with the support of RAMP UP-South and located in strategic points across the municipality. The MAB began hosting regularly scheduled public meetings each Monday at the Kandahar Municipal Hall.

In September, the municipality of Kandahar hosted the first of a series of public budget awareness meetings with the support of RAMP UP-South. The aim of the event was to discuss the 1393 budget, Municipal Development Incentive Fund (MDIF), as well as introduce the General Directorate of Municipal Affairs' (GDMA) new Gender Mainstreaming Guidelines. Kandahar's deputy mayor, head members of the Municipal Advisory Board (MAB), key municipal staff, and over 80 citizens including young adults and 17 women participated in the budget event. After all agenda items were addressed, citizens provided feedback and ideas for the next meeting.

In addition to outreach events in Kandahar municipality, RAMP UP-South also supported outreach initiatives in district municipalities Panjwayi and Spin Boldak. Both district municipalities began generating public awareness of their municipal business licensing and SWM services by installing billboards with the assistance of RAMP UP-South. Promoting public awareness of these new services being offered is enabling municipalities to develop more productive relationships with local businesses and helping citizens understand the correlation between tax payments and the provision of sustainable municipal services. RAMP UP-South also assisted Panjwayi municipality to develop outreach strategies in preparation for its anticipated recruitment of its first *tashkeel* and municipal officials.

## **LASHKAR GAH – HILMAND PROVINCE**

### **Gender and Youth**

During the reporting period, Lashkar Gah municipality hosted a graduation ceremony for 12 female high school students in partnership with the Department of Education. The event marked the first time the municipal government hosted an event for female graduates. Through this event, municipal officials demonstrated that the municipality supports all of its citizens, including young women. During the ceremony, officials distributed municipal newsletters educating attendees about municipal services and encouraged the new graduates to get involved in improving their city by applying to newly-created local government jobs. Speeches made by the acting Lashkar Gah Mayor, Masood, and Member of Parliament, Nasima Niazi, emphasized the importance of girl's education to the community. As a female government official, Ms. Niaz served as a positive role model for many of the

graduates. She noted the importance of youth participation in local government and encouraged the female graduates to pursue leadership roles in government.

Also during the reporting period, RAMP UP-South conducted follow-up visits to beauty parlor vocational training participants. The women are exploring new ways to market their businesses and promote awareness of their services in the municipality. From November through December 2012, RAMP UP-South supported the Lashkar Gah municipality to deliver the beauty parlor vocational training. In total, the training supported 30 female trainees to gain the skills needed to start their own business. Follow-up visits to these trainees help promote sustainability of these initiatives in women's economic empowerment

#### **Outreach**

RAMP UP-South continued to conduct outreach through a variety of media such as radio and distribution of calendars and newsletters. The municipal radio program focused this month on various topics including promoting city cleanliness and providing information on public latrines and sanitation. These programs, which were developed in collaboration with the mayor and municipal officials, included interviews with municipal staff, SWM committee members, and other important figures in the community.

In September, RAMP UP-South supported the municipality to host a public budget awareness meeting. The meeting included discussion of the 1393 budget, MDIF, as well as a brief introduction to the GDMA's new Gender Mainstreaming Guidelines. In total, approximately 100 people attended the event including 26 women and a host of community leaders, local business owners, and youth. Mayor Mohammad Fazil Safi encouraged citizens to participate in the 1393 budget preparation process, stating, "The municipality wants to prepare the budget for next year (1393) with the citizens' inputs and ideas, comments, and requests and you should voice your important needs. After the discussion we will place your priorities for the community in the budget." Priority activities discussed by the mayor included the installation of 21,000 parcel plates on houses and shops in Lashkar Gah.

#### **Gender & Outreach**



*A beauty parlor trainee in Nili City at her newly established shop*



*Municipal radio program in Kandahar*



*Lashkar Gah female high school graduation ceremony*



*Community budget meeting in Nili*



Also in September, the municipality with RAMP UP-South support hosted an opening ceremony to celebrate installation of the first parcel plates. Building on parcel registration activities, the plates display the house number, district, guzar, and block of registered properties, easing the process of locating businesses for the purpose of *safayi* tax collection. With the new plates, which are durable and difficult to alter, municipal residences and businesses have official addresses, improving the efficiency of *safayi* tax collection and easing the process of locating homes and businesses in each sub-district of the municipality.

## **QALAT – ZABUL PROVINCE**

### **Gender**

During the quarter, fifteen women graduated from the beautician vocational skills training program, which focused on skills related to hair care, skin care, and henna designs. The vocational training program supports women's economic empowerment in the municipality by providing local women with the tools and skills to start their own businesses. On July 24, RAMP UP-South assisted the municipality to host a closing ceremony that recognized the training program graduates. The municipality presented each graduate with a beauty parlor equipment kit that included materials needed to start their own shop. The women also received a follow-up business skills training.

### **Outreach**

RAMP UP-South supported a number of outreach events in Qalat during the quarter, including an introductory event for the new mayor, an opening ceremony for parcel plates, a public budget awareness event, and a radio program. During the quarter, Qalat municipality hosted a ceremony to introduce its new mayor, Karimullah Hakimi. RAMP UP-South will work closely with Mr. Hakimi as he assumes his new duties. RAMP UP-South staff also attended the Provincial Development Committee (PDC) meeting at the Qalat Governor House to present on the project's activities to local government authorities.

In September, the municipality held an opening ceremony to celebrate installation of the first parcel plates. Building on parcel registration activities, the plates display the house number, district, guzar, and block of registered properties, easing the process of locating businesses for the purpose of *safayi* tax collection. This is critical to creating a new revenue stream for improved municipal service delivery. The ceremony was held in District 1 and was attended by the mayor, community elders, and local house owners and shopkeepers. At the ceremony, the mayor spoke to the citizens about the importance of the parcel plate installation and how the project will help the municipality promote local economic development. Noting his pleasure with the new plates, Qalat city resident Nisar Ahmad said, "Now when guests come to my home, it's very easy to find my address. I can say that this was a modern system launched by my municipality."

Also in September, RAMP UP-South supported the municipality to host public budget awareness meetings. During these meetings, municipal officials and citizens discussed the 1393 budget, priority activities to include in the LEDP, and the MDIF. Municipal officials also provided a brief introduction about the GDMA's gender mainstreaming guidelines which aim to increase the number of women working in the municipality. Promoting transparency and accountability, the meeting increased citizen awareness about the municipal budget system and the process for preparing the budget. It also engaged citizens more deeply into the budgeting process by soliciting citizens' perspectives on budget priorities and ideas for municipal improvement projects.



Zabul Radio broadcast a program focusing specifically on city cleanliness and building awareness of *hashars*. In addition to these targeted campaigns, RAMP UP-South also supported the municipality to conduct routine citizen outreach activities by updating municipal notice boards in strategic locations in the city and distributing newsletters. These outreach tools improve public awareness and encourage citizen participation in municipal activities and events.

## TIRIN KOT – URUZGAN PROVINCE

### Gender

During the quarter, RAMP UP-South conducted targeted outreach to various women's groups, including a local tailoring center, a vocational center, and a group of female nurses. The events were targeted to raise awareness about technical activities such as city cleaning activities or service delivery. For example, over 30 women attended the meeting at the vocational training center, during which RAMP UP-South presented an overview of the municipality's role and offered services. RAMP UP-South also presented information about the importance of *safayi* taxes for the provision of municipal services, as well as the advantages of parcel plate installation. These targeted outreach events aim to build awareness of the role that women play in the municipality and support women's participation in municipal initiatives. This event was also used to identify potential women for planned women's vocational training programs that will begin in the coming months.

### Outreach

During the reporting period, RAMP UP-South facilitated a number of meetings and events, including a SWM committee meeting, a public budget awareness event, an opening ceremony for parcel plate installation, and the opening ceremony for the new municipal building. In the SWM committee meeting, the municipality and committee discussed potential community-led micro-projects related to solid waste management that can offer a way for citizens to get involved with this important municipal service.

In September, Tirin Kot municipality facilitated a budget awareness meeting with the support of RAMP UP-South. During the meeting, municipal officials and citizens discussed the 1393 budget, as well as priority activities to include in the LEDP and MDIF. Municipal officials also provided a brief introduction about the GDMA gender mainstreaming guidelines. The event was held in the municipal hall and included the mayor, governor's office representative, and more than 60 citizens. During the meeting, the mayor shared his ideas for the upcoming 1393 annual budget and asked the citizens to also contribute their ideas for budget priorities.

Also in September, Tirin Kot municipality installed its first parcel plates. With the support of RAMP UP-South, the municipality hosted an opening ceremony to celebrate this important milestone. Building on parcel registration activities, the plates will display the house number, district, *guzar*, and block of registered properties improving the efficiency of *safayi* tax collection by making it easier to locate registered businesses and households.

The Tirin Kot municipality hosted the opening ceremony of the new municipal building during the reporting period. The event was attended by the mayor, government officials, and local citizens. This building provides a new space for municipal officials to meet with city residents and improves the professional atmosphere of the municipality. In total, the new building houses three office rooms, one meeting hall, and four latrine stalls. In addition to these events, RAMP UP-South continued to promote the use of distributable outreach materials during the quarter. Newsletters highlighting recent municipal activities were distributed to different government departments. The newsletters promote citizen awareness about municipal initiatives and encourage citizen participation



## ZARANJ – NIMROZ PROVINCE

### Gender

During the reporting period, RAMP UP-South supported the municipality and the Department of Women's Affairs (DOWA) to conduct outreach to local women business owners to generate interest in the women's market PPP. The municipality and DOWA reached out to individual business women to encourage them to open shops in the new market. Ten business women so far have expressed that they are ready and willing to open shop at the new market.

### Outreach

RAMP UP-South continued to support the municipality to distribute newsletters and flyers. The newsletters and flyers were distributed in the municipal waiting hall and increased awareness of municipal activities and services among citizens visiting the municipality to pay *safayi* taxes and business license fees. In addition to promoting outreach through distributable material, RAMP UP-South also supported the municipality to host two noteworthy events in support of municipal outreach. The first was a public budget awareness meeting. This meeting included discussion of the 1393 budget, the LEDP, and MDIF as well as a brief introduction of the new GDMA Gender Mainstreaming Guidelines. In total, approximately 70 people attended the event, including local citizens, community leaders, representatives from local businesses, and youth. Priority activities discussed included increasing the number of green spaces in the municipality, graveling the roads inside Zaranj, finishing parcel plate installations, and linking key areas of the city by road.

The second event was a ceremony to celebrate the installation of the first parcel plates in Zaranj. Held in District 1, the ceremony was attended by the mayor, tribal elders, citizens, local home owners, and shopkeepers. Mayor Mohammad Nazari addressed the citizens, speaking about how the process of parcel plate installation will directly affect the revenue generation prospects of the municipality. RAMP UP-South also continued to support the municipality to distribute municipal outreach newsletters and flyers about various municipal events and services.

## NILI – DAYKUNDI PROVINCE

### Gender

RAMP UP-South conducted follow-up visits to the graduates of the beauty parlor vocational training program which was provided by the municipality with RAMP UP-South support this past spring. Eight trainees have all established shops and are reporting regular and sustainable incomes. The women are also exploring new ways to market their business and promote awareness of their services in Daykundi province. This progress demonstrates the program's success in promoting women's economic empowerment by expanding opportunities to generate income.

### Youth

To help youth in Nili to make their voices heard to municipal officials and their fellow citizens, RAMP UP-South supported the municipality to host a youth photo competition. Submissions included pictures of municipal services, ranging from public billboards to crane trucks picking up solid waste from municipal skips. The municipality selected ten winners (five male and five female) for award. In total, sixty students (30 male and 30 female) participated in the competition and received certificates from the municipality at the closing ceremony held in August. Nili Mayor Azra Jafari and Deputy Director of the Education Department Mr. Mosavi spoke at the event and encouraged the students to become more involved with the municipality. The photo competitions encouraged student activists to actively participate in municipal initiatives. Masood Ekhtiyari, a high school student, spoke about the



individual responsibility he feels in helping keep the city clean and encouraged his peers to work closely with the municipality so together they can build a better future.

### **Outreach**

In addition to distributing newsletters highlighting municipal activities, RAMP UP-South support Nili municipality to host two outreach events during the quarter – an opening ceremony celebrating the New City Master Plan and a community budget meeting. On July 21, Nili municipality hosted the opening ceremony for the New City Master Plan. The event brought together more than 400 attendees and included presentations from the Acting Mayor, Provincial Governor, Deputy Provincial Governor, Department of Agriculture, Department of Women’s Affairs, Director of Information and Culture, and the Ulema Council. The plan will promote private sector investment, as well as physical upgrades that will support urban development in the municipality.

In August, Nili Municipality hosted a community budget meeting that brought together 50 local citizens, including representatives from the business community, Mullahs, community elders, and the media. The purpose of the budget meeting was to raise awareness about the upcoming 1393 budget preparation process and to solicit input from the citizens on priority projects that they believe the municipality should fund. The budget meeting included presentations from Nili Mayor Azra Jafari and the Municipality’s Budget and Revenue Department. The event provided an opportunity for increased citizen participation in municipal decision-making and improved transparency and accountability of budget preparation and execution processes.



## UPCOMING ACTIVITIES

In the first quarter of FY2014, RAMP UP-South will continue to implement work plan activities with a sustained focus on sustainability and skills transfer, ensuring that municipal governments have the necessary skills and resources to maintain RAMP UP-South initiatives in service delivery, revenue generation, and developing local economic growth. Continued focus will also be placed on outreach and gender activities which increase civic engagement, opportunities for women's economic autonomy, and women's and youth's involvement in local governance. RAMP UP-South will also continue to support the GDMA and IDLG Information Communication Technology (ICT) Directorate as it assumes full management of the IFMS and rolls-out the system to provincial municipalities nationwide.

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

- finalize SOPs in support of IFMS for each municipality;
- train mayors on the utilization of the competency matrix tool;
- support municipalities and community in identifying projects for the Municipal Development Incentive Fund;
- continue to train municipal staff in core management practices such as project management in support of technical activities, procurement, human resources, planning, and SWM trainings;
- continue training municipal staff in IFMS in support of budget execution;
- provide training and assisting in the implementation of RAMP UP-South's integrated financial management system to other RAMP UP programs;
- continue technical implementation of Panjwayi and Spin Boldak pilot projects;
- continue parcel registration and business licensing across all six municipalities;
- continue printing and distribution of *safayi* notebooks to initiate and maintain revenue collection in all municipalities;
- support all municipalities in hosting municipal budget outreach meetings;
- finalize IFMS server room at the ICT Directorate of IDLG;
- provide technical on-the-job training for municipal mechanics in support of SWM in Kandahar;
- continue the SWM program comprising of neighborhood collection; disposal at municipal landfill sites; and SWM vehicle maintenance;
- continue outreach campaign in support of Municipal Advisory Board (MAB) in Kandahar;
- continue installation of metal address parcel plates in all six municipalities;
- initiate road improvement and footpath construction in Panjwayi;
- support operation of Lashkar Gah parking lot PPP;
- support Lashkar Gah, Qalat, Tirin Kot, and Zaranj municipalities to establish a MAB;
- support municipality building renovation project in Tirin Kot;
- continue development of the municipal vehicle maintenance facility project in Tirin Kot;
- support construction and development of Zaranj women's market PPP;
- continue construction of body wash facility project in Zaranj;
- support the establishment of CSD operations in Nili;
- continue construction and development of billboard PPP project in Nili;
- continue construction of Bazaar Road and DBST road phases one and two projects for the Nili City Master Plan;
- continue construction on B-2 park in Lashkar Gah;
- support Nili municipality to continue sale of land parcels;
- continue training of municipal employees on SWM planning and dumpsite management in support of transition of the SWM program to full municipal control in all municipalities; and
- support SWM committees in all municipalities in developing micro-projects.



## DONOR COLLABORATION

During the reporting period, RAMP UP-South continued to collaborate with key governmental partners to expand the use of the Integrated Financial Management System (IFMS) at a national level. In July, municipal revenue and expense reports for the second quarter of the fiscal year were generated through the IFMS and handed over to the General Directorate of Municipal Affairs (GDMA). GDMA submits the reports to the Ministry of Finance for monitoring and decision-making purposes. Prior to the implementation of IFMS, generation of these reports would take approximately two months to prepare and hand over to GDMA. Integration of the IFMS has helped municipalities to avoid human errors and calculative mistakes, and has sped up the process of reporting to GDMA, helping to support government accountability and transparency.

At the request of GDMA, RAMP UP-South continued to assist the other RAMP UPs in implementing the IFMS in 14 municipalities in the western and northern Afghan provinces of Farah, Ghor, Badghis, Faryab, Jawzjan, Kunduz, Balk, and Baghlan. During the reporting period, RAMP UP-North implemented the parcel registration and business licensing modules of the IFMS in the municipalities of Maimana, Shireen Tugab, Khwaja Sabz Posh, Dawlat Abad, Andkhoy in Faryab province, Shebrehghan and Aaqcha in Jawzjan province, Kunduz in Kunduz province, Khulm in Balkh province, and Khanjan and Doshi in Baghlan province. The rollout of the IFMS as a national standard and the implementation of IFMS in provincial municipalities across Afghanistan is a testament to the quality and effectiveness of the RU-S developed system. RAMP UP-South also met with leadership of RAMP UP-East to explore ways to introduce and expand the utilization of IFMS in RAMP UP-East municipalities and conducted a meeting with the World Bank to explore the possibility of collaborating on implementation of IFMS in the next phase of municipal programs.

RAMP UP-South continues to work with IDLG's Information Communication Technology (ICT) Directorate on the IFMS server room which will facilitate connectivity for the IDLG in overseeing provincial and district-level finance and accounting systems and processes. RAMP UP-South will continue to work with key counterparts to standardize and improve accountability and transparency in municipal accounting procedures.

In August, in support of the solid waste management transition process, RAMP UP-South, with cooperation from the USAID Kabul City Initiative, facilitated a three-day study tour to Kabul and the Sanitation General Directorate of Kabul municipality for a delegation of eight officials, including two deputy mayors, from the municipalities of Kandahar, Lashkar Gah, Zaranj, and Tirin Kot. RAMP UP-South also hosted a tour of Bagh-e-Zanana Women's Park in Kabul for the female staff of the IDLG/GDMA, RAMP UP-East, RAMP UP-West, RAMP UP-North, UN HABITAT, and the UNDP Afghanistan Sub-national Governance Program (AGSP). In addition to providing an opportunity for staff to exchange ideas and network, the park visit encouraged the women to generate ideas for potential public private partnerships (PPPs) that can increase municipal services for women in their regions. Located in downtown Kabul, Bagh-e-Zanana Women's Park is an example of a PPP that is providing a safe space for women to gather, shop, and exercise. The park visit complements RAMP UP-South's current support to Zaranj municipality in constructing a women's market and establishing a PPP with a private sector partner to promote women's economic empowerment by providing a safe space for women to open shops and for their customers to visit the market.



## PROGRAM SUPPORT

### ENVIRONMENTAL CONCERNS

To ensure each municipality is positioned for environmentally responsible economic growth, RAMP UP-South has emphasized environmental compliance across all aspects of project implementation with special attention paid to all RU-S supported projects that have a potential to cause adverse environmental impacts. A major component of RAMP UP-South is implementing small-scale infrastructure, municipal solid waste management, and small scale road sub-activities. In order to comply with 22CFR216 these sub-activities require an environmental screening and review process prior to implementation. The outline of this process, or approach, is documented in the program-level RAMP UP Initial Environmental Examination (IEE), which is a contractual document that governs the agreement between USAID and the implementing partner regarding the environmental management approach.

Environmental procedures begin at project identification, and continue through the design, implementation, and operational stages to ensure life-of-project environmental compliance. Documentation is an integral part of the program or project proposal; and, no “irreversible commitment of resources” can take place until the environmental documentation is approved by USAID. USAID policy highly recommends that the design of proposed projects include consultation with the public, concerned organizations, and relevant host country government agencies. 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 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 4, FY2013**

Project	Location	EC Type	Assessment Completion Date
Central Bazaar Latrine	Qalat	Environmental Change Checklist	7/6/2013
Culvert Construction Mitigation	Nili	Monitoring checklist	7/9/2013
Road Sub Grade	Nili	Monitoring checklist	7/10/2013
Road Sub Grade	Nili	Environmental Change Checklist	7/10/2013



Panjwayi Footpath Construction	Kandahar	Environmental Compliance Monitoring	8/20/13
Nili Culvert	Nili	Monitoring checklist	8/26/13
Nili Bazar Road Construction	Nili	Environmental change checklist	8/27/13
Central Market Latrine	Tirin Kot	Environmental Mitigation Monitoring	9/29/2013
Central Market Latrine	Tirin Kot	Environmental change checklist	9/29/2013
Renovation of Municipality Building	Tirin Kot	Environmental change checklist	9/29/2013
Money Exchange Market	Tirin Kot	Environmental change checklist	9/29/2013
Renovation of Municipality Project	Tirin Kot	Environmental Mitigation Monitoring	9/29/2013

## MONITORING AND EVALUATION

During the previous quarter, the Option Period Three Performance Monitoring Plan (PMP) was updated and approved by USAID. 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 a new sub-indicator was added. A detailed overview of the new targets are outlined in the approved Option Period Three PMP.

A second comprehensive data quality assessment (DQA) was conducted during the quarter to focus on addressing the status of data quality issues identified in the first DQA, identifying and recommending solutions for additional data quality issues that may have arisen, and auditing back up documentation of M&E indicators. The assessment focused on examining the project's system for collecting and maintaining data, providing RU-S staff with immediate recommendations to improve upon data collection processes, and created a schedule for collecting any required additional documentation.

Progress on all project indicators during the quarter is reported below.



## PROJECT INDICATORS PROGRESS REPORT

INDICATOR NUMBER	INDICATOR	LIFE OF PROJECT		FY 2013 Q4 DATA						
		LIFE OF PROJECT TARGET	ACTUAL	Q4 TOTALS	Kandahar <sup>1</sup>	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.	260	279	1	0	0	0	0	1	0
1.3.	Number of workdays provided as a direct result of RU-S activities.	216,250	224,331	<u>C2:</u> 8,259 <u>C3</u> 7,962	<u>C2:</u> 434 <u>C3</u> 4,026	<u>C2:</u> 826 <u>C3:</u> 1,536	<u>C2:</u> 4,803 <u>C3:</u> 308	<u>C2:</u> 20 <u>C3:</u> 609	<u>C2:</u> 1,685 <u>C3:</u> 435	<u>C2:</u> 491 <u>C3</u> 1,048
1.4.	Number of training curricula developed with RU-S assistance.	52	53	3	3					
1.5.	Number of individuals trained with RU-S assistance.	806	828	48	28	1	-	15	2	2

<sup>1</sup> Figures for Kandahar also include data from activities in district municipalities of Spin Boldak and Panjwayi



INDICATOR NUMBER	INDICATOR	LIFE OF PROJECT		FY 2013 Q4 DATA						
		LIFE OF PROJECT TARGET	ACTUAL	Q4 TOTALS	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj
1.6	Number of public awareness events held by targeted municipalities with RU-S assistance	60	76	22	5	3	-	4	4	3
1.6a	Number of public awareness events organized specifically for women	22	35	7	3	-	1	2	1	-
<b>Outcome Indicator No. 2</b>	<b>Percentage increase in citizens who have access to essential services (<i>measured annually</i>)</b>									
2.1.	Number of Public Private Partnerships (PPP) established with RU-S support.	4	3	1	-	-	-	-	-	1
2.2.	Number of municipal service delivery projects completed with RU-S assistance.	92	86	7	2	3	-	-	2	-
2.3.	Number of environmental compliance visits conducted to RU-S project sites.	120	127	12	1	-	5	1	5	-



INDICATOR NUMBER	INDICATOR	LIFE OF PROJECT		FY 2013 Q4 DATA						
		LIFE OF PROJECT TARGET	ACTUAL	Q4 TOTALS	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj
<b>Outcome Indicator No. 3</b>	<b>Percentage increase in <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities (measured at the end of the project with results from revenue generation IFMS module)</b>									
3.1.	Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities.	36	36	0	-	-	-	-	-	-
3.2.	Number of parcels registered with RU-S assistance.	156,780	138,272	21,443	3,153	10,464	217	163	133	7,313
3.3.	Number of business licensed with USG assistance in the reporting period	33,533	34,902	3,049	2,762	-	71	-	-	216
3.4.	Value of <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities.	\$1,768,076	\$2,314,062	\$342,362	\$207,266	\$104,852	\$2,008	\$1,475	\$2,150	\$24,611
3.5.	Number of anti-corruption measures implemented with RU-S assistance.	41	39	-	-	-	-	-	-	-
3.6.	Number of parcels surveyed with RU-S assistance in the reporting period	156,780	155,226	-	-	-	-	-	-	-
3.7.	Number of business surveyed with USG assistance in the reporting period	33,533	41,173	5,290	5,290	-	-	-	-	-



## OPERATIONAL SUPPORT

### HUMAN RESOURCES AND RECRUITMENT

As of September 30, 2013, RAMP UP-South had a total of 159 local national employees and six expatriate employees. The expatriate to Afghan staff ratio is approximately 1:26.

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

Province	Municipality	Local National Support Employees			Local National Professional Employees		
		Males	Females	Total	Males	Females	Total
Kandahar	Kandahar	8	-	8	26	1	27
Hilmand	Lashkar Gah	4	-	4	9	1	10
Kabul	Kabul	14	6	20	37	4	41
Uruzgan	Tirin Kot	7	-	7	9	1	10
Nimroz	Zaranj	1	-	1	6	1	7
Daykundi	Nili	3	-	3	8	1	9
Zabul	Qalat	4	-	4	8	-	8
<b>Total: 159</b>		<b>41</b>	<b>6</b>	<b>47</b>	<b>103</b>	<b>9</b>	<b>112</b>

### AFGHANIZATION

Afghanization was implemented by RAMP UP-South in March 2012, when the program underwent a critical transition to place senior Afghan staff in key leadership positions. RAMP UP-South's Afghanization approach was based on the principle that a municipality capable of independently providing high-quality services to its citizens will build its legitimacy and earn the public's trust, fostering greater political and civic engagement. RAMP UP-South utilized in-depth training, mentorship, and capital investment to build the capacity of Afghan staff and municipal counterparts to lead implementation of program and municipal activities. A small team of expatriate advisors remain to provide oversight, technical input, and ensure quality control over project deliverables. Aside from this small group of expatriate technicians and senior management advisors, all team leaders, department managers and directors are local nationals who are responsible for the strategic direction of their units. Through Afghanization, RAMP UP-South continues to support, mentor, and empower Afghan staff and local government officials to develop the institutional capacity to independently sustain program activities.

RAMP UP-South is accelerating efforts to increase institutional transparency and efficiency of key municipal systems, enhance revenue generation, and local economic development opportunities, and boost public participation in governance. To continue the transition toward *Afghanization*, RAMP UP-South is emphasizing sustainability and skills transfer, ensuring that government officials in each municipality demonstrate the skills and resources to maintain initiatives put in place by RAMP UP-South. Part of this skills transfer has been the development of Standard Operating Procedures (SOPs) which are recommended guidelines and clear process mapping of how municipal functions should be carried out. During the quarter, team leaders across all components utilized an integrated approach to leading the development of standard operating procedures for three key areas of local government operation: budget preparation, IFMS, and solid waste management. Working closely with embedded RAMP UP-South technical advisors and senior municipal staff, RAMP UP-South's local



national team leaders tailored the SOPs to match the unique requirements of each municipality in order to codify and create a standard for best practices.

RAMP UP-South team leaders and deputy team leaders in Component 3 are also continuing to lead the implementation of the IFMS in each municipality and across 14 additional municipalities in the West and North. Technical team leaders organize their activities in close coordination with implementing partners and mayors in each location to ensure that IFMS implementation continues to proceed seamlessly.

## **GRANTS, SUBCONTRACTS AND COMPLIANCE**

During the quarter, RAMP UP- South issued the following six subcontracts:

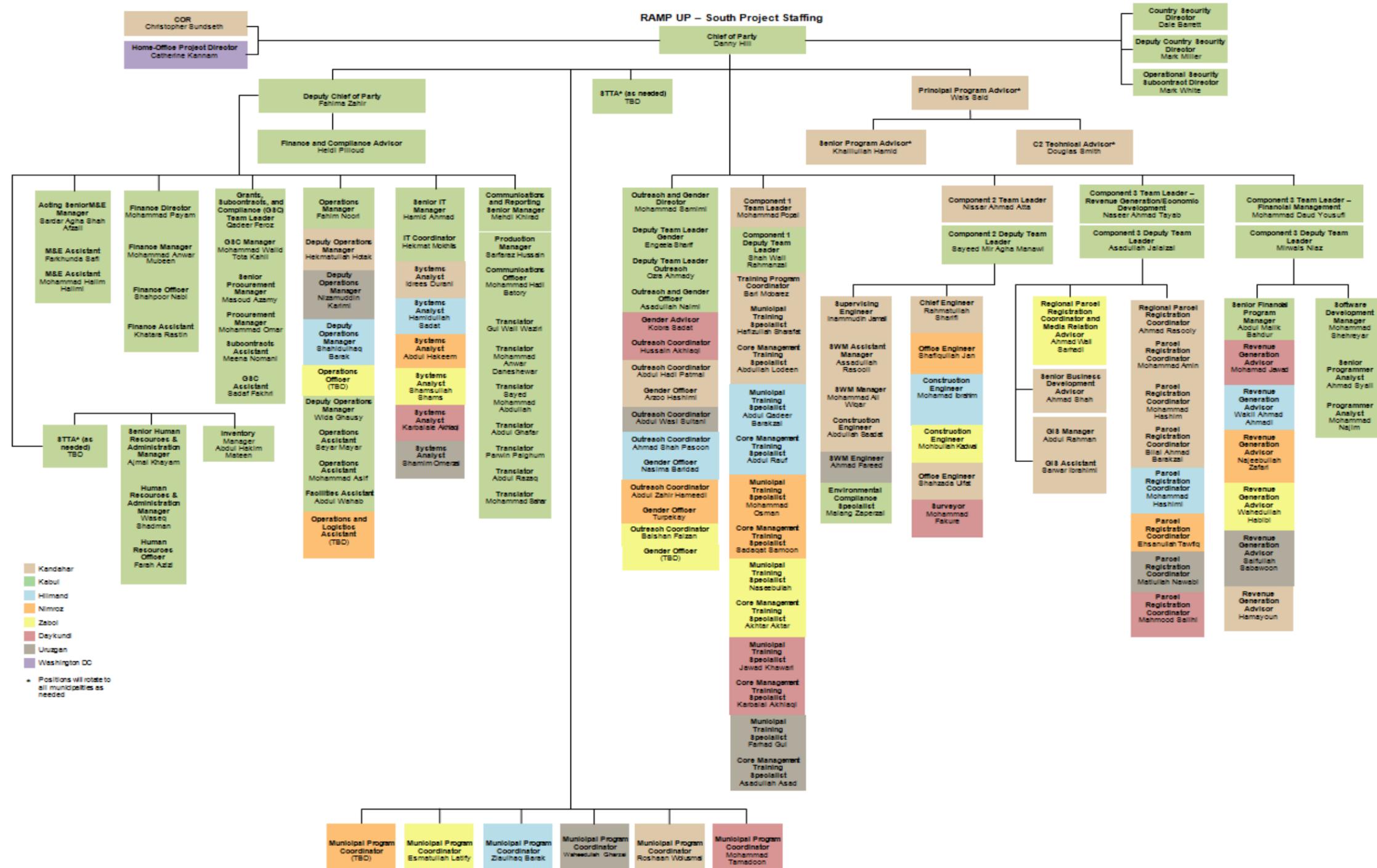
- Final Design and Construction of DBST Road Section 2 in Nili city
- Final Design and Construction of Nili Bazaar Road in Nili city
- Final Design & Construction of Lashkar Gah B-2 Park
- Final Design and Construction of Zaranj Body Wash Facility
- Parcel Registration Number Plates for six municipalities
- Final Design and Refurbishment of IDLG IT Room in Kabul City

The following two RFPs:

- Development of final design, documents and renovation for training center at the Kandahar Municipal Building
- Final design and construction of street and footpath in Panjwayi District

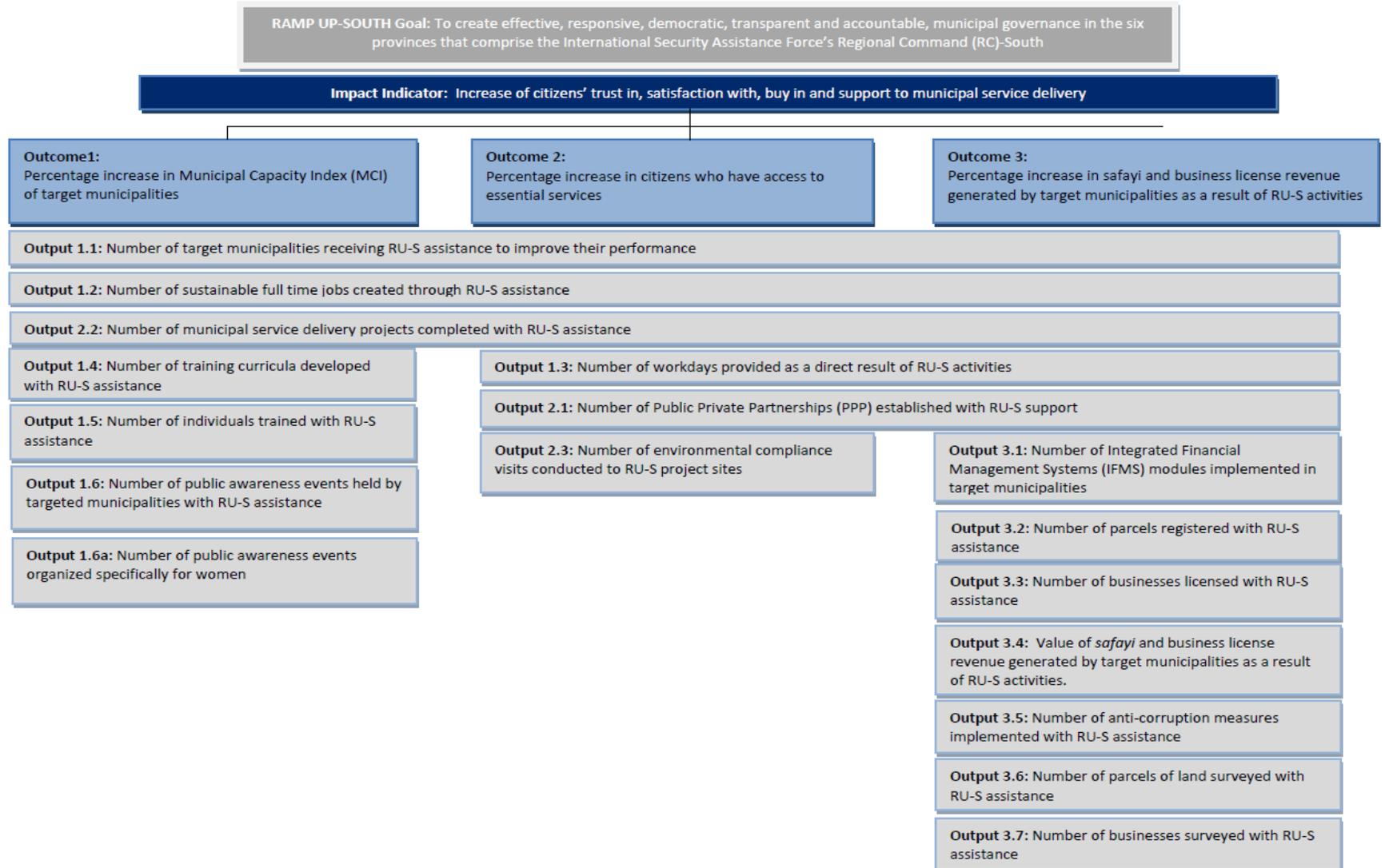
RAMP UP-South also awarded 16 purchase orders and two blanket purchase orders for various technical activities, as detailed in Appendix III Table 1. Progress on RFQ activities as of September 30, 2013, is detailed in APPENDIX III, Table 2.

## APPENDIX I: RAMP UP-SOUTH ORGANIZATIONAL CHART





## APPENDIX II: RESULTS FRAMEWORK





## APPENDIX III: PROCUREMENT ACTIVITIES

**Table 1: Progress on Purchase Order Activities as of September 30, 2013**

RFQ No.	Description	Issue Date	End Date	Status
BPA-RUS-Kabul-20120516A	Transportation services for RUS staff – to/from Nili – Kabul	16 May 12	31 Dec13	BPA issued on May 16, 2012 with a completion date of November 15, 2012. Modification No. 002 was executed for extension of services through July 31, 2013. Modification No. 03 was executed for extension of service through December 31, 2013.
RUS-C2-QLT-0313-177	Lease of crane truck for Qalat trash collection program	20 Apr 13	31 Dec 13	Lease agreement was issued on April 20, 2013 with an end date of May 20, 2013. Modification No. 02 was executed and extends the period of performance of the lease agreement through October 01, 2013. Modification No. 003 was executed for extending the period of performance of the lease agreement through December 31, 2013.
RUS-C2-TK-1212-018	Procurement of two small dump trucks for Tirin Kot Municipality	16 May 13	31 Aug 13	Purchase Order issued on May 16, 2013 with a delivery due date of August 31, 2013. Trucks were delivered to Tirin Kot on October 02, 2013.
BPA-RUS-C2-KC-0713-355	BPA for lease of heavy machinery for Kandahar TWAS	14 Jul 13	31 Oct 13	BPA issued on July 14, 2013 with an end date of October 13, 2013. Modification No. 001 was executed for extending the BPA through October 31, 2013.
RUS-C2-SB-0613-344	Lease of Dump Truck for Spin Boldak SWM Program	21 Jul 13	30 Sep 13	Lease agreement issued on July 21, 2013 with an end date of September 30, 2013. Modification No. 001 was executed for extending the period of performance of the lease agreement through December 26, 2013.
RUS-C2-ZNJ-QLT-0413-226	Procurement of Loader Crane truck for Qalat Municipality	22 Aug 13	30 Jan 14	Purchase Order issued on August 22, 2013 with a delivery due date of January 30, 2014.
RUS-C2-ZNJ-0713-359	Procurement of Metallic Bins for Zaranj	21 Aug 13	31 Aug 13	Purchase Order issued on August 21, 2013 with a delivery due date of August 31, 2013. Delivery was completed on September 05, 2013.
RUS-C2-	Lease of Dump Trucks	27 Aug 13	31 Dec 13	BPA was fully executed on August 27,



KC0713-383	for Kandahar Micro SWM Project			2013 with an end date of December 31, 2013.
RUS-C3-KBL-0813-407	Drills & other accessories for installation of parcel plates	05 Sep 13	09 Sep 13	Purchase Order was fully executed on September 05, 2013 with a delivery due date of September 13, 2013. Procurement is completed.
RUS-C2-KC-0813-392	Lease of Crane and Loader for removing KVMF precast slabs and debris	11 Sep 13	30 Sep 13	Lease Agreement was fully executed on September 11, 2013 with an end date of September 30, 2013. Lease is completed.
RUS-GnO-SB-PNJ-0813-415 & 416	Printing and lease of 2 billboards for 3 months in Spin Boldak District	21 Sep 13	20 Dec 13	Purchase Order issued with effective date of September 21, 2013 and with an end date of December 20, 2013.
RUS-GnO-SB-PNJ-0813-415 & 416	Printing and lease of 2 billboards for 3 months in Panjwayi District	21 Sep 13	20 Dec 13	Purchase Order issued with effective date of September 21, 2013 and with an end date of December 20, 2013.
RUS-C3-KBL-0813-407	Network cabling in ICT room of IDLG	04 Sep 13	25 Sep 13	Purchase Order issued on September 04, 2013 with a delivery due date of September 25, 2013. Additional cabling is required at the ICT room, modification will be executed in early October.
RUS-C1-KC-0813-399A	UPS and Printer for Panjwayi District Municipality	07 Sep 13	11 Sep 13	Purchase Order issued on September 07, 2013 with a delivery due date of September 11, 2013. Procurement is completed.
RUS-C1-KC-0813-399B	Desktop computer for Panjwayi District Municipality	15 Sep 13	18 Sep 13	Purchase Order issued on September 15, 2013 with a delivery due date of September 18, 2013. Procurement is completed.
RUS-C1-KC-0913-438	Desktop computer, printer and UPS for Panjwai District Municipality – C3	23 Sep 13	25 Sep 13	Purchase Order issued on September 23, 2013 with a delivery due date of September 25, 2013. Procurement is completed.
RUS-C2-NL-0913-342	Construction of Wooden Citizen Service Desk in Nili Municipality	22 Sep 13	12 Oct 13	Purchase Order was fully executed on September 22, 2013 with a completion date of October 12, 2013.
RUS-C1-TM-0813-405	Intercom phone system for Qalat, Zaranj, TK & Nili Municipalities	23 Sep 13	29 Sep 13	Purchase Order was fully executed on September 23, 2013 with a delivery due date of September 29, 2013. Procurement is completed.
RUS-C1-KC-0413-249	Projector & screen for Kandahar conference	23 Sep 13	25 Sep 13	Purchase Order was executed on September 23, 2013 with a delivery due



	room			date of September 25, 2013. Procurement is completed.
RUS-GnO-KC-0913-451	Printing & Installation of 2 billboards in Kandahar city for 3 months	25 Sep 13	24 Dec 13	Purchase Order issued on September 24, 2013. Billboards were installed on September 25, 2013 and will complete 3 months on December 24, 2013.
RUS-C3-PNJ-0913-456	Procurement of frames for business license for Panjwayi District Municipality	24 Sep 13	30 Sep 13	Purchase Order issued on September 24, 2013 with a delivery due date of September 30, 2013. Procurement is completed.

**Table 2: Progress on RFQ Activities as of September 30, 2013**

RFQ No.	Description	Issue Date	End Date	Status
RFQ-RUS-G/O-TK-1212-052	Radio Program Broadcasting in Tirin Kot City	01 May 13	04 May 13	RFQ re-issued on May 01, 2013 with a closing date of May 04, 2013. Procurement is on hold.
RUS-C2-TK-0413-244-2	Procurement of one Dump Truck for Tirin Kot Municipality	27 Aug 13	04 Sep 13	RFQ was re-issued on August 27, 2013 with a closing date of September 04, 2013. Awardee is selected. Vetting request was submitted to USAID VSU on September 23, 2013.
RFQ-RUS-GnO-ALL-0613-341	Printing & advertisement of billboards in 6 RUS targeted municipalities	20 Jun 13	26 Jun 13	RFQ issued on June 20, 2013 with a closing date of June 26, 2013. Award will be finalized in October.
RUS-C3-KBL-0813-417	Stabilizers and TV monitor for IDLG ICT room	31 Aug 13	07 Sep 13	RFQ issued with due date September 07, 2013. Award will be finalized by early October.
RUS-C3-KBL-0813-419	Printer, data cartridges & copier for IDLG ICT room	31 Aug 13	07 Sep 13	RFQ issued with due date September 07, 2013. Award will be finalized by early October.
RUS-C3-KBL-0813-420	Servers for IDLG ICT room	31 Aug 13	07 Sep 13	RFQ issued with due date September 07, 2013. Award will be finalized by early October.
RUS-C3-KBL-0813-421	Firewall for IDLG ICT room	31 Aug 13	07 Sep 13	RFQ issued with due date September 07, 2013. Award will be finalized by early October.
RUS-C3-KBL-0813-422	Batteries for IDLG ICT room	31 Aug 13	07 Sep 13	RFQ issued with due date September 07, 2013. Award will be finalized by early October.
RUS-C3-KBL-0813-423	Internet for IDLG ICT room	31 Aug 13	07 Sep 13	RFQ issued with due date September 07, 2013. Award will be finalized by early October.



RUS-GnO-KC-0913-445	Broadcasting of Short Radio Spots in Kandahar City	23 Sep 13	26 Sep 13	RFQ issued on September 23, 2013 with a closing date of September 26, 2013. Award will be finalized by early October.
RUS-GnO-LG-0913-446	Broadcasting of Short Radio Spots in Lashkar Gah City	23 Sep 13	26 Sep 13	RFQ issued on September 23, 2013 with a closing date of September 26, 2013. Award will be finalized by early October.
RUS-GnO-NL-0913-449	Broadcasting of Short Radio Spots in Nili City	23 Sep 13	26 Sep 13	RFQ issued on September 23, 2013 with a closing date of September 26, 2013. Award will be finalized by early October.
RUS-GnO-QLT-0913-448	Broadcasting of Short Radio Spots in Qalat City	23 Sep 13	26 Sep 13	RFQ issued on September 23, 2013 with a closing date of September 26, 2013. Award will be finalized by early October.
RUS-GnO-TK-0913-450	Broadcasting of Short Radio Spots in Tirin Kot City	23 Sep 13	26 Sep 13	RFQ issued on September 23, 2013 with a closing date of September 26, 2013. Award will be finalized by early October.
RUS-GnO-ZNJ-0913-447	Broadcasting of Short Radio Spots in Zaranj City	23 Sep 13	26 Sep 13	RFQ issued on September 23, 2013 with a closing date of September 26, 2013. Award will be finalized by early October.
RUS-C2-NL-0913-462	Lease of Heavy Machinery under BPA in Nili City	23 Sep 13	29 Sep 13	RFQ issued on September 23, 2013 with a closing date of September 29, 2013. Award will be finalized by early October.
RUS-C2-ZNJ-0913-453	Lease of crane truck for Zaranj Municipality	24 Sep 13	29 Sep 13	RFQ issued on September 24, 2013 with a closing date of September 29, 2013. Award will be finalized by early October.
RUS-C2-NL-0913-465	Procurement of construction materials for Nili billboards	24 Sep 13	28 Sep 13	RFQ issued on September 24, 2013 with a closing date of September 28, 2013. Award will be finalized by early October.
RUS-GnO-TM-0913-473	Sewing machines and accessories for curtains sewing trainings in 5 municipalities	29 Sep 13	30 Sep 13	RFQ issued on September 29, 2013 with a closing date of September 30, 2013. Award will be finalized by early October.
RUS-GnO-TM-0913-474	Cloth and other materials for curtains sewing trainings in 5 municipalities	29 Sep 13	30 Sep 13	RFQ issued on September 29, 2013 with a closing date of September 30, 2013. Award will be finalized by early October.



**Table 3: Subcontract and Direct Implementation Activities as of September 30, 2013**

Subcontract No.	Description	Signed Date	End Date	Value	Status
FUND-TK-007	Final Design and Construction Service for Renovation of Municipality Building in Tirin Kot	23 Apr 13	10 Sep 13	4,374,700 AFN	Subcontractor has reported project completion. C2 in the process of conducting final inspection.
FUND-TK-010	Final Design and Construction of Footpath and Side Ditches in Tirin Kot City	25 Jun 13	20 Dec 13	7,370,430 AFN	Subcontract was signed on June 25, 2013 with an end date of December 20, 2013.
FUND-NL-004	Final Design and Construction of DBST Road Section 01 in Nili City	05 Aug 13	30 Dec 13	17,057,225.00 AFN	Subcontract was fully executed on August 05, 2013 with an end date of December 30, 2013.
FUND-NL-005	Final Design and Construction of DBST Road Section 2 in Nili City	25 Jul 13	25 Dec 13	20,430,526.00 AFN	Subcontract was signed on July 24, 2013 with an end date of December 25, 2013.
FUND-NL-006	Final Design and Construction of Nili Bazaar Road in Nili City	24 Jul 13	20 Dec 13	8,073,000.00 AFN	Subcontract was signed on July 24, 2013 with an end date of December 20, 2013.
FUND-LG-022	Final Design & Construction of Lashkar Gah B-2 Park	25 Jul 13	21 Dec 13	7,903,000.00 AFN	Subcontract was signed on July 25, 2013 with an end date of December 21, 2013.
FUND-ZNJ-008-2	Final Design & Construction of Zaranj Body Wash Facility	22 Aug	25 Dec 13	3,594,400	Subcontract was signed on August 22, 2013 with an end date of December 25, 2013.
RUS-C3-TM-0213-114	Parcel Registration Number Plates for six municipalities	05 Sep 13	29 Nov 13	32,714,750.00 AFN	The Subcontract was fully executed on September 05, 2013 with an end date of November 29, 2013.
FUND-C3-	Final Design and	08 Sep	31 Oct 13	832,150.00	Subcontract was signed



KBL-001	Refurbishment of IDLG IT Room in Kabul City	13		AFN	on September 08, 2013 with an end date of October 31, 2013.
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**Table 4: RFP Activities as of September 30, 2013**

RFP No.	Description	Issue Date	Proposal Due Date	Status
FUND-TK-008-2	Tirin Kot Vehicle Maintenance Facility	19 Jun 13	15 July 13	Subcontractor eligibility notification has been received. Subcontract will be awarded by early October.
FUND-QLT-008	Qalat Slaughterhouse Boundary Wall construction	28 May 13	10 Jun 13	Award decision is finalized. Vetting package was submitted to USAID VSU on August 18, 2013.
FUND-QLT-010	Qalat Public Park Construction Project	16 Jun 13	27 Jun 13	Award decision is finalized. Vetting package was submitted to USAID VSU on September 12, 2013.
FUND-KC-029	Development of final design, documents and renovation for training center at the Kandahar Municipal Building	25 Sep 13	08 Oct 13	RFP issued on September 25 with a closing date of October 08, 2013.
FUND-KC-030	Final design and construction of street and footpath in Panjwayi District	25 Sep 13	08 Oct 13	RFP issued on September 25, 2013 with a closing date of October 08, 2013.