



REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS (RAMP UP) – SOUTH YEAR THREE ANNUAL REPORT SUMMARY JULY 2012 - JUNE 2013

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



A shop owner proudly displays his newly printed business license

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

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SUMMARY

July 2012 to June 2013

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August 31, 2013

DISCLAIMER

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ACRONYMS

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

I. EXECUTIVE SUMMARY

Background

The objective of the Regional Afghan Municipalities Program for Urban Populations (RAMP UP) – South is to create effective, responsive, democratic, transparent, accountable, and gender-sensitive municipal governance in targeted municipalities throughout the country. RAMP UP-South is working to: 1) Increase the capacity of the Government of the Islamic Republic of Afghanistan's (GIROA) municipal officials; 2) Improve the delivery of municipal services to citizens in target municipalities; and, 3) Increase municipal capacity to enable, support, and sustain economic growth.

The main GIROA counterpart for RAMP UP-South is the Independent Directorate of Local Governance (IDLG). RAMP UP-South is supporting IDLG and the relevant sub-national entities to increase institutional capacity to implement policy, provide resources that allow municipalities to deliver services and increase revenue, and promote local economic development. All RAMP UP-South activities support the GIROA by building institutional capacity within the Afghan Government.

This is the third annual report for RAMP UP–South for the period of July 2012 through June 2013 (option year two/project year three). Per section F.5 of the RAMP UP-South contract, the purpose of the annual report is to “describe contract progress against performance monitoring plan indicators and numerical targets established and approved for the contract by USAID.” Therefore, this annual report enumerates progress to date toward intermediate results and strategic objectives through a review of project specific indicators established to measure that progress. Progress is measured both by a qualitative review of activities accomplished to date in each municipality, as well as a quantitative summation of performance monitoring indicators against contractual targets.

Readers of this annual report should be familiar with the United States Agency for International Development (USAID) Contract No. 306-C-00-10-00527-00, the RAMP UP–South base year, option year one, and option year two work plans, and previous monthly, quarterly and annual reports. The contractual targets referenced in this report reflect the option year two work plan and PMP approved in February 2013. In the sections below, the report provides an overview of year three highlights, summarizes progress against performance monitoring targets, and finally, outlines accomplishments in each municipality.

During project year three, RAMP UP-South continued its practice of working with municipal and national counterparts to develop municipal improvement plans (MIPs) that outline activity priorities and lay the groundwork for sustainable, Afghan-led initiatives that will provide lasting impact. Guided by the MIPs, RAMP UP-South continued interventions to strengthen the capacity of municipal institutions and staff, improve service delivery, increase revenue generation, bolster citizens' outreach, and expand women's participation in local government and their economic empowerment.

The project focused on improving citizen's trust in municipal government by supporting target municipalities to establish a framework for continuing services. Increasing revenue generation in all six municipalities, RAMP UP-South has set the stage for each municipality to independently and sustainably manage service delivery and promote local economic development. In the final nine months of implementation, RAMP UP-South will focus on sustainability and skills transfer in each municipality, to ensure that municipal government officials acquire the skills and resources to maintain initiatives put in place by RAMP UP-South.

Year Three Overview and Highlights

Key to the transition in 2014, municipalities will play a central role in supporting citizens to maintain confidence in their government. RAMP UP-South continued to achieve progress in supporting municipal governments to gain and strengthen the trust and confidence of their citizens. Building on the strong relationships established during project years one and two, RAMP UP-South continued capacity building support to six municipalities: Kandahar, Lashkar Gah, Qalat, Tirin Kot, Nili, and Zaranj. During year three, RAMP UP-South also extended support to smaller district municipalities such as Spin Boldak and Shahjoy.

RAMP UP-South employed a holistic approach to capacity building and integrated activities that focused on three key objectives: 1) institutionalizing municipal processes and systems that improve transparency, accountability, efficiency, and effectiveness; 2) supporting municipal investment in essential services and strategic infrastructure improvements that encourage investment and business growth; 3) enhancing own-source revenue generation to ensure that the municipality has the resources so that service delivery and capital improvements are sustainable over the long-term. Linking municipal capacity building to local economic growth improves citizens' confidence that their municipality is working to improve their lives.

To accomplish this, RAMP UP-South has developed systems that USAID, GIRoA, the military, and local government officials have praised as sustainable and replicable. With support from the General Directorate of Municipal Affairs (GDMA)—a department within the Independent Directorate of Local Governance (IDLG), the Integrated Financial Management System (IFMS) developed by RAMP UP-South was accepted by IDLG/GDMA as a national model. At the request of GDMA, RAMP UP-South is assisting the other RAMP UP programs to roll out the system in municipalities in the North, East, and West of the country.

The six municipalities reported \$1,971,702 in revenues generated as a result of RAMP UP-South assistance. By June municipalities had surveyed 33,483 businesses and 155,226 parcels, setting the stage for increased revenue generation through the next reporting period. Project year three also saw the establishment of a municipal slaughterhouse, the first public private partnership (PPP) in Qalat municipality—the first PPP under any of the RAMP UP programs, and the transition of the solid waste management system to municipal control in four of the six targeted municipalities.

KEY ACCOMPLISHMENTS

36 Integrated Financial Management System (IFMS) modules implemented

155,226 parcels surveyed with RAMP UP-South assistance

116,829 parcels registered with RAMP UP-South assistance

33,483 businesses surveyed

31,699 businesses licensed with RAMP UP-South assistance

\$1,971,702 revenues generated from *safayi* taxes and business licensing

278 sustainable jobs created

2 public private partnerships established

780 individuals trained with RAMP UP-South assistance

52 public outreach events held

25 public outreach events held *specifically for women*

79 municipal service delivery projects implemented

By the end of the reporting period, five out of six of the target municipalities reported an increase in citizen satisfaction over the baseline assessment conducted during year one of the project. Across the six municipalities, business owners demonstrated a greater willingness to pay licensing fees and claimed that municipal business registration processes are improving the security and credibility of their businesses. Not only did citizens attribute improvements in quality of life to improved municipal services like solid waste management and road improvements, a growing number of residents also credited the municipalities with being more responsive, transparent, and accessible. Due to the RAMP UP-South developed outreach initiatives such as the Citizen Service Desks (CSDs) and public information campaigns, both men and women alike sought municipal assistance when encountering problems—a testament to the increasing familiarity and trust citizens in the south have in their local government. These gains coincide with tangible improvements in all municipalities in service delivery, revenue generation, citizen’s engagement, and women’s empowerment initiatives.

RAMP UP-South continued its *Afghanization* strategy implemented during project year two. In March 2012, RAMP UP-South underwent a critical transition to place senior Afghan staff in key leadership positions as part of the project’s *Afghanization* strategy, which is centered on the understanding that in-depth training, mentorship, and capital investment builds the capacity of Afghan staff and municipal counterparts to lead implementation of program and municipal activities. Supported by expatriate advisors, Afghan technical team leaders, deputy team leaders, and heads of administrative departments are gaining confidence in their independent administration of program activities. During the final nine months of the project, RAMP UP-South will continue to place an emphasis on building the capacity of Afghan staff and municipal counterparts to assume ownership and lead the implementation of sustainable municipal systems for revenue generation, service delivery, and economic growth.

Key Accomplishments in Year Three

Adoption of the Integrated Financial Management System (IFMS) as a National Model

Implementation of the Integrated Financial Management System (IFMS) continued as a cornerstone activity in promoting efficient and transparent public financial management and municipal budgeting. A custom designed system developed by RAMP UP-South, the IFMS is tailored to complement existing municipal structures and consists of six modules that link a series of core municipal processes: 1) payroll/HR; 2) revenue collection; 3) budgeting; 4) accounting; 5) parcel registration; and 6) business licensing.

Introducing automation to municipal financial management processes, the IFMS eliminates error created by manual entry and provides an electronic paper trail of transactions to show how money and other resources have been handled, thereby reducing opportunities for corruption. Additionally, with municipal data entered into the system, GDMA staff based in Kabul can now remotely access municipalities’ systems via internet at any given time and quickly produce key

Exhibit 1: Screenshot of the IFMS Portal



financial reports in real time. These reports can demonstrate how resources have been spent over any specified period with minimal effort.

Roll-out of the six modules continued in project year three. By December 2012, RAMP UP-South completed full implementation of all six modules. New internal controls introduced by the IFMS are enhancing the reliability of financial reporting and enable municipalities to track the full life cycle of the *Safayi*¹ tax and business licensing (from billing to accounts receivable). This process empowers municipalities to tap into new revenue streams by registering new businesses, tracking unpaid bills, quantifying billing, as well as drastically improving the revenue collection cycle within the fiscal period.

The IFMS also improves fiscal effectiveness by allowing easy real-time access to budgeting data and equipping municipal officials with the information needed to manage their budgets for effective programming. By allowing municipalities to track both expenditures and revenue generated, the IFMS enables the municipality to ensure that revenue projections are realistic, their costs do not exceed their budgets, and resources are appropriately allocated to municipal services that are responsive to citizen needs. Individual departments can also use this data to better forecast their budgets. The system allows budget reports to be exported and disseminated within a day—further improving transparency and accountability of municipal budget management.

“GDMA is planning to use the IFMS in all provincial municipalities and have all their financial records maintained in an integrated financial management system. GDMA is very happy to see some progress has been made so far in this regard and that we have the IFMS running in all six provincial municipalities in the southern region.”

**- Abdul Baqi Popal,
General Director of
GDMA**



Municipal officials in Kandahar use the IFMS to log parcel registration and business license information

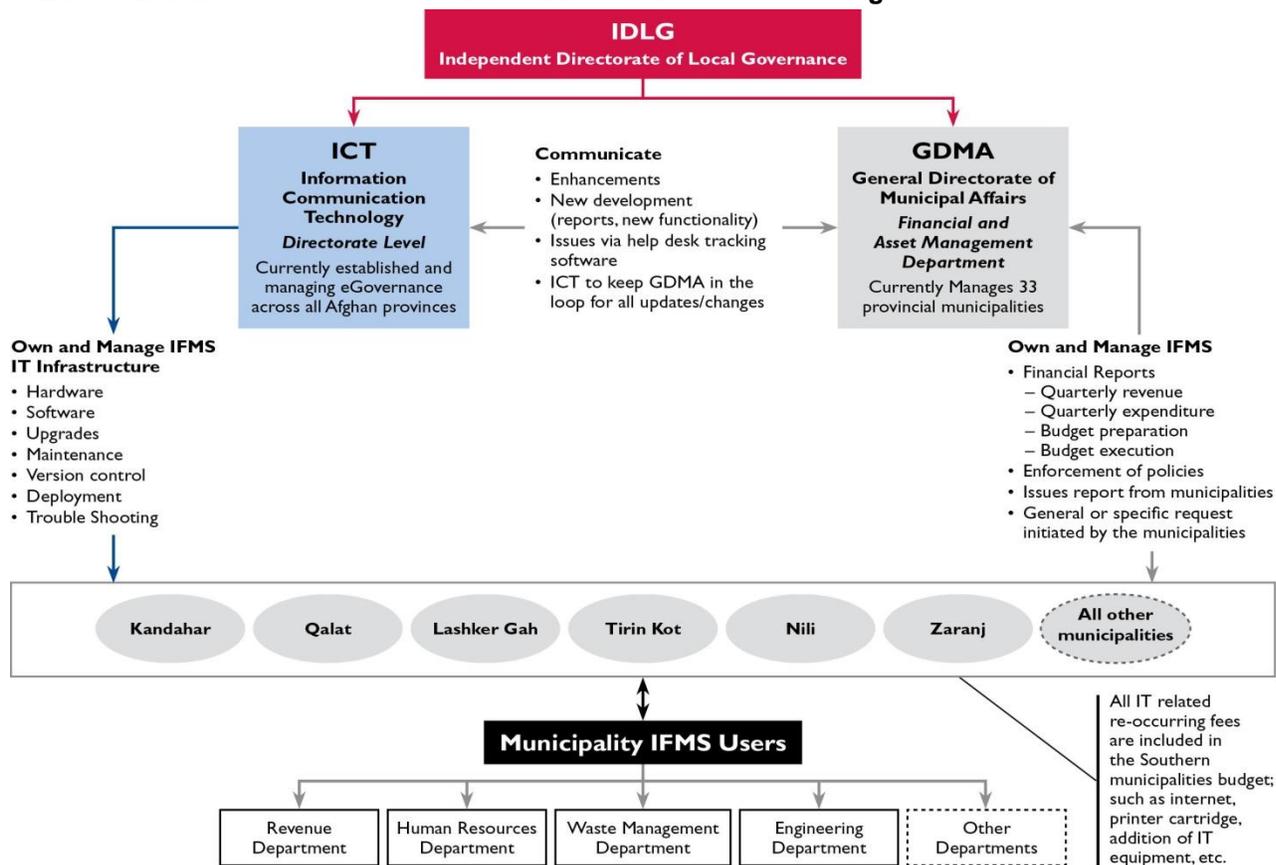
In February 2013, IDLG/GDMA issued an official endorsement letter for the implementation of the IFMS in all provincial municipalities across Afghanistan – a major achievement highlighting RAMP UP-South’s success in developing the automated and integrated system, now a national model for financial management systems. RAMP UP-South is also preparing to transfer ownership and management of the IFMS to IDLG and GDMA. This direct management of the system will ensure that the GDMA and IDLG will take the lead to ensure that this is a sustainable system for the municipalities moving forward, and not donor-driven. RAMP UP-South is working

closely with GDMA to support the nationwide roll-out of the system. RAMP UP-South led a four-day IFMS training, which was attended by over 40 participants from GDMA, UN-Habitat, Afghanistan Sub-national Governance Program (ASGP), RAMP UP-West, RAMP UP-East, and RAMP UP-North. With

¹ Safayi tax, calculated based on property value, is a municipal tax to pay for public street-cleaning and other maintenance programs.

the assistance of RAMP UP-South, the parcel registration and business licensing modules of IFMS have been implemented in Farah, Chaghcharan, Qala-i-Naw, Maimana, Andkhoy, Shebrehghan, Aaqcha, Kunduz, and Khulm. Capacity building support to GDMA and the Information Communication Technology (ICT) Directorate of IDLG to oversee the IFMS and lead the national roll-out of the system is on-going and will continue in option period 3. Exhibit 2 below highlights what the IFMS structure will look after IFMS fully transitions to GDMA control.

Exhibit 2: IFMS Structure under GDMA/IDLG ICT Directorate Management



Budget Preparation and Execution

RAMP UP-South target municipalities submitted balanced, reconciled budgets to GDMA for the first time in January and February 2013 using the automated IFMS, which helped them limit opportunities for error and corruption as well as make more accurate projections on future municipal expenditures. To enable municipalities to submit their budgets to GDMA much faster than in the previous years, RAMP UP-South developed initial standard operating procedures, which created a framework of roles and responsibilities for the budget process and helped standardize budgeting procedures across all municipalities. Exhibit 3 outlines the improved submission time of RAMP UP-South’s target municipalities over recent fiscal years. Over the past two years that RAMP UP-South has been providing assistance during the budget cycle, submission time has significantly reduced from an average of 52 days late to 2.5 days early, reflecting the improved budgetary processes in our target municipalities. Exhibit 4 highlights the overall budget process RAMP UP-South helped standardize across its all targeted municipalities.

RAMP UP-South also facilitated year 1392 budget preparation trainings and follow-up trainings for municipal staff in all municipalities. The trainings began in November 2012 and supported municipal officials to close the accounting books for year 1391, conduct bank reconciliations, allocate appropriate amounts of funding under each budget code, identify additional revenue sources, and properly fill out the budget forms for submission to GDMA and IDLG. The budget preparation trainings utilized practical budgeting exercises aimed at enhancing self confidence and ensuring municipal staff have the skills to maintain accurate and up-to-date budget information. With the municipal budgets at varying stages of approval, RAMP UP-South has continued to deliver targeted trainings aimed at building municipal capacity to plan and strategize execution of the 1392 budgets.

Exhibit 3: Timeframe for Budget Submission to GDMA in Years 1390, 1391, and 1392

Municipality	Year 1390 Submitted to GDMA	Due Date Set by GDMA	Days Late	Year 1391 Submitted to GDMA	Due Date Set By GDMA	Days Late	Year 1392 Submitted to GDMA	Due Date Set By GDMA ²	Days Late
Kandahar	5/16/2011	4/21/2011	25	5/5/2012	4/21/2012	14	1/19/2013	1/21/2013	-2
Lashkar Gah	4/25/2011	4/21/2011	4	5/3/2012	4/21/2012	12	2/11/2013	2/11/2013	0
Qalat	6/8/2011	4/21/2011	48	5/13/2012	4/21/2012	22	2/11/2013	2/11/2013	0
Zaranj	5/8/2011	4/21/2011	17	4/11/2012	4/21/2012	-10	1/12/2013	1/21/2013	-9
Nili	11/22/2011	4/21/2011	215	5/7/2012	4/21/2012	16	2/9/2013	2/11/2013	-2
Tirin Kot	4/24/2011	4/21/2011	3	4/29/2012	4/21/2012	8	1/19/2013	1/21/2013	-2
Average			52			10.3			-2.5

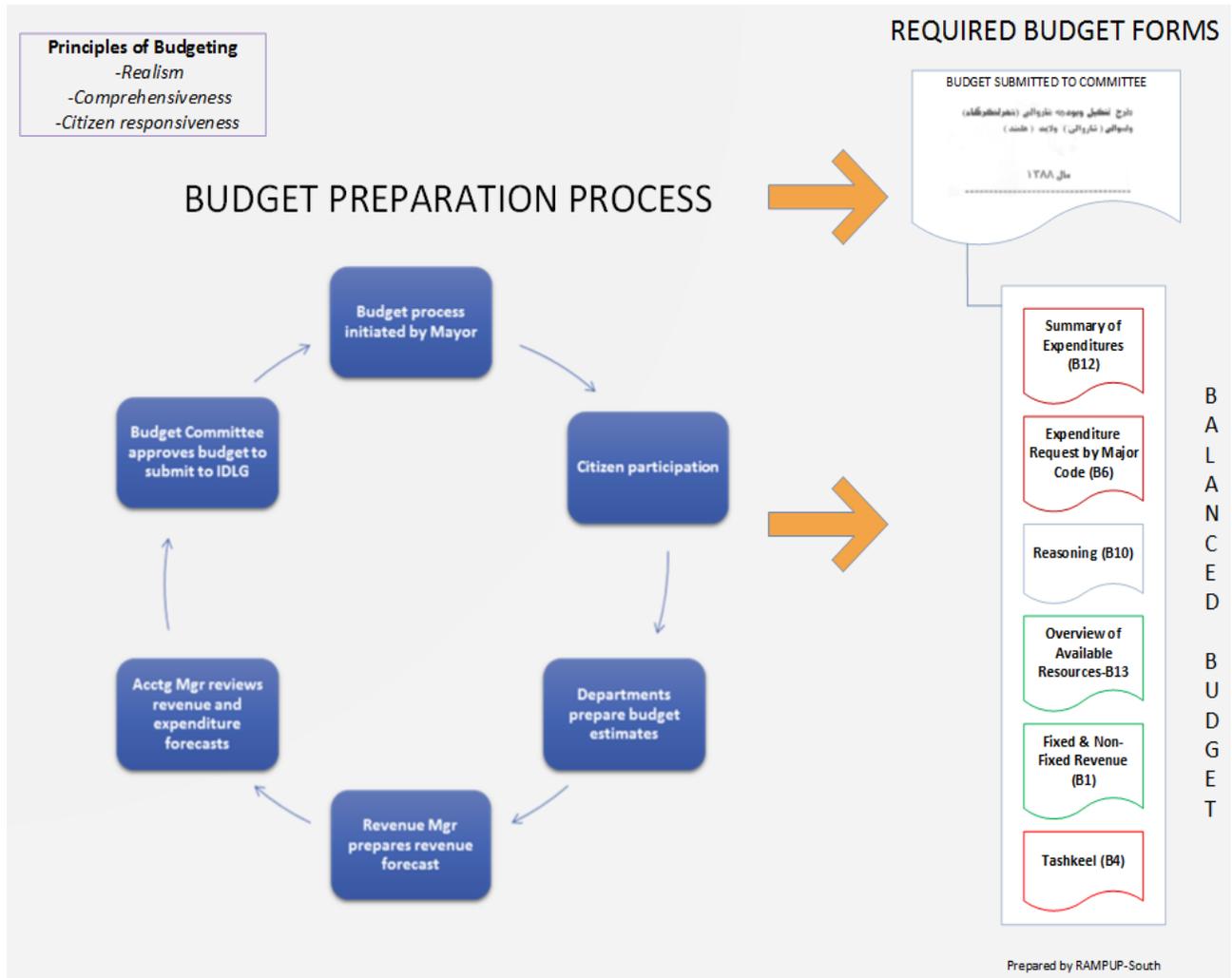
Having been extensively trained on budget preparation and execution by RAMP UP-South, the municipalities of Tirin Kot and Kandahar took leadership roles in training smaller district municipalities in budgeting and financial management procedures. RAMP UP-South and Tirin Kot municipal staff provided support and mentorship to the Khas Uruzgan district municipality of the Uruzgan province in the preparation of the year 1392 budget. Similarly in Kandahar province, RAMP UP-South supported the Kandahar municipality to prepare budgets for the Maiwand, Panjwayi, and Arghandab districts in Kandahar province. By assisting strategic district municipalities to develop strong municipal budgets, RAMP UP-South supports knowledge sharing and promotes transparent and accountable municipal financial management.

To further promote transparency, accountability, and civic engagement in municipal budgeting, RAMP UP-South facilitated community meetings to discuss the budget in Zaranj, Nili, Tirin Kot, and Lashkar Gah. In each municipality, the meetings brought together more than 50 participants, including representatives from the provincial council, district managers, city representatives, *kalantars* (union representatives), and community elders. The meetings provided a forum for discussing the budget process and funding priorities in the municipality and emphasized the fact that a higher proportion of budgetary expenditure has been allocated toward the delivery of improved and expanded municipal

² At the request of GDMA to identify new sources of revenue and due to efforts to reform *tashkeel* hiring practices, the municipalities of Lashkar Gah, Qalat, and Nili were granted informal three week extensions to February 11, 2013.

services rather than on the municipality's own expenses or salaries. RAMP UP-South also supported gender-responsive budgeting by assisting the municipalities to organize public participatory budget planning meetings that solicited feedback on budget priorities from women and men.

Exhibit 4: Standardized Budget Process



Record-Breaking Revenue Generation

A key focus of the RAMP UP-South approach has been on helping the targeted municipalities establish recurring and sustainable revenue streams primarily from property-based *safayi* and business license taxes. 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 in all six targeted municipalities. The municipalities issued 31,699 business licenses and registered 116,829 parcels in IFMS, which



A shopkeeper in Qalat displays his newly issued business license

“When we pay our taxes, the municipality will not just support our business but also deliver us good services. I can see now my city is very clean and everywhere in the city the municipality installs orange garbage skips which are useful for a clean environment.”

- Shakeela, a female business owner in Laskhar Gah

resulted in the generation of \$208,280 in revenue from business license taxes and \$1,763,422 in revenue from the *safayi* tax. With a continued emphasis on parcel and business surveying in all six municipalities and the launching of pilot projects in two district municipalities Shahjoy and Spin Boldak, the stage is also set for future sustainable municipal revenue generation in both the provincial municipalities and smaller district municipalities in the South.

RAMP UP-South’s assistance in the parcel registration process has helped target municipalities improve the efficiency of *safayi* tax collection and in turn, generate greater revenues. To further enhance this process, RAMP UP-South identified the need to replace current spray painted parcel identification numbers with permanent identification. In close coordination with GDMA, RAMP UP-

South finalized a metal house plate design in March 2013 that will be placed on the door of each registered land parcel and will clearly display the official address of the parcels authorized by the municipality. These house plates will be produced and distributed to all target municipalities in option period three.

In May 2013, the Kandahar municipality experienced the highest revenue generation in its history, and according to IDLG/GDMA data, it is projected to lead the country in revenue generation. Revenue generated from RAMP UP-South supported parcel registration and business licensing activities in Kandahar resulted in a 57 percent revenue increase from fiscal year 1389 to 1391. Results were even more noteworthy in Tirin Kot, Zaranj, and Nili where these tier-two municipalities saw revenues from *safayi* and business licenses increase by 316 percent, 213 percent, and 115 percent respectively. At the National Mayor’s Conference in November 2012 sponsored by GDMA, the Kandahar municipality also recently received an award from GDMA to recognize the municipality’s efforts and achievement in revenue generation.

Similarly, the mayors of Zaranj, Nili, and Qalat were recognized for the overall progress made by their municipalities. Exhibit 5 highlights the revenues generated in each municipality over the life of project. Exhibit 6 illustrates the percent increase in revenues from *safayi* tax and business licensing from fiscal years 1389 to 1391. These

Exhibit 5: Revenue Generation as of June 2013

Municipality	Business Licensing	Parcel Registration (<i>Safayi</i> tax)	Total per Municipality
Kandahar	\$55,378	\$1,173,625	\$ 1,229,003
Lashkar Gah	\$11,476	\$473,930	\$485,406
Zaranj	\$113,851	\$23,783	\$137,634
Tirin Kot	\$6,338	\$66,106	\$72,444
Qalat	\$8,477	\$13,680	\$22,157
Nili	\$12,760	\$12,298	\$25,058
Total	\$208,280	\$1,763,422	\$1,971,702

dramatic increases in sustained revenue sources transform the municipalities' ability to sustain critical service delivery activities moving forward.

Exhibit 6: Safayi & Business License Revenue Increase Comparing Fiscal Year 1389 to 1391³

Municipality	Year 1389 (March 21, 2010-March 20, 2011) USD	Year 1391 (March 21, 2012- December 2012) USD	Percentage of Increase from 1389 to 1391
Kandahar	\$480,921	\$755,200	57%
Lashkar Gah	\$95,349	\$143,424	50%
Qalat	\$7,369	\$8,795	19%
Tirin Kot	\$10,234	\$42,524	316%
Zaranj	\$19,754	\$61,779	213%
Nili	\$3,609	\$7,744	115%

Transition of Solid Waste Management (SWM) to the Municipalities

Supporting the six municipalities to assume full management control of solid waste management services, RAMP UP-South worked closely with each municipality to institutionalize the system. Key to this sustainable transition is ensuring that the municipality has sufficient resources for continued operations and management without donor support. RAMP UP-South provided on-the-job training for municipal staff to ensure they have the necessary technical skills to independently oversee and operate solid waste management services. Exhibit 7 overviews the waste management system model introduced by RAMP UP-South and endorsed by GDMA as a national model that aims to provide a phased, sustainable approach to waste management in Southern Afghanistan.

During year 3, the transition of the solid waste management system to municipal control took place in four of the six targeted municipalities. In Kandahar, the municipality's increase in revenue generation has allowed the municipality to assume budgetary and management control of the SWM system. Between September 2012 and January 2013, RAMP UP-South transitioned operations and maintenance of the secondary solid waste collection system to the municipality. In addition to assuming full responsibility for the SWM assets, the municipality is now utilizing their own budget to further expand service coverage. This is being achieved through the municipality's procurement of over 200 additional skips and two crane trucks with funds from their development budget to complement the equipment provided by RAMP UP-South. Kandahar's SWM fleet now

“Every morning the municipality’s trucks come and clean the [trash] from our streets. We are really grateful [for the] Kandahar Municipality as well as the RAMP UP-South project.”
- Mohammad Gul, Kandahar resident

³ In 2011, the Afghan Parliament approved to change the government's fiscal year from the Hijri solar year to the Gregorian calendar year. Therefore, 1391 was only a nine month year and at the request of GDMA municipalities shortened fiscal year 1391 from March 21, 2012 to December 2012.

consists of 10 caged dump trucks, six crane trucks, and 800 skips. In addition, the municipality also initiated the procurement of six additional crane trucks in June 2013.

Qalat municipality became the second municipality to transition management of SWM and took over management of the operation and maintenance of the secondary solid waste collection program in October 2012. Throughout the fall of 2012, the RAMP UP-South hired supervisor, laborers, and the operation and maintenance costs of the municipal vehicles shifted to municipal management. Additionally, the municipality is in the process of procuring a dump truck to complement the system. With the year 1392 municipal budget approved in Tirin Kot, the transition of SWM assets including the operation and maintenance of two crane trucks, wheeled-loader, and 120 waste collection skips, has been fully handed over to municipal control in all four districts of Tirin Kot. The municipality now manages 12 laborers and two supervisors, who collect waste on a daily basis from different areas of city and transport it to an environmentally-friendly transitional waste accumulation site (TWAS) on the outskirts of the municipality. The TWAS was constructed by the Australian military in April 2013 with technical input and design assistance from RAMP UP-South. Lashkar Gah also took full control of their secondary waste collection system by assuming the operation and maintenance of the crane truck and skips procured by RAMP UP-South. On-the-job SWM technical trainings continue in all municipalities aimed at increasing municipal staff capacity to independently manage and oversee SWM activities.

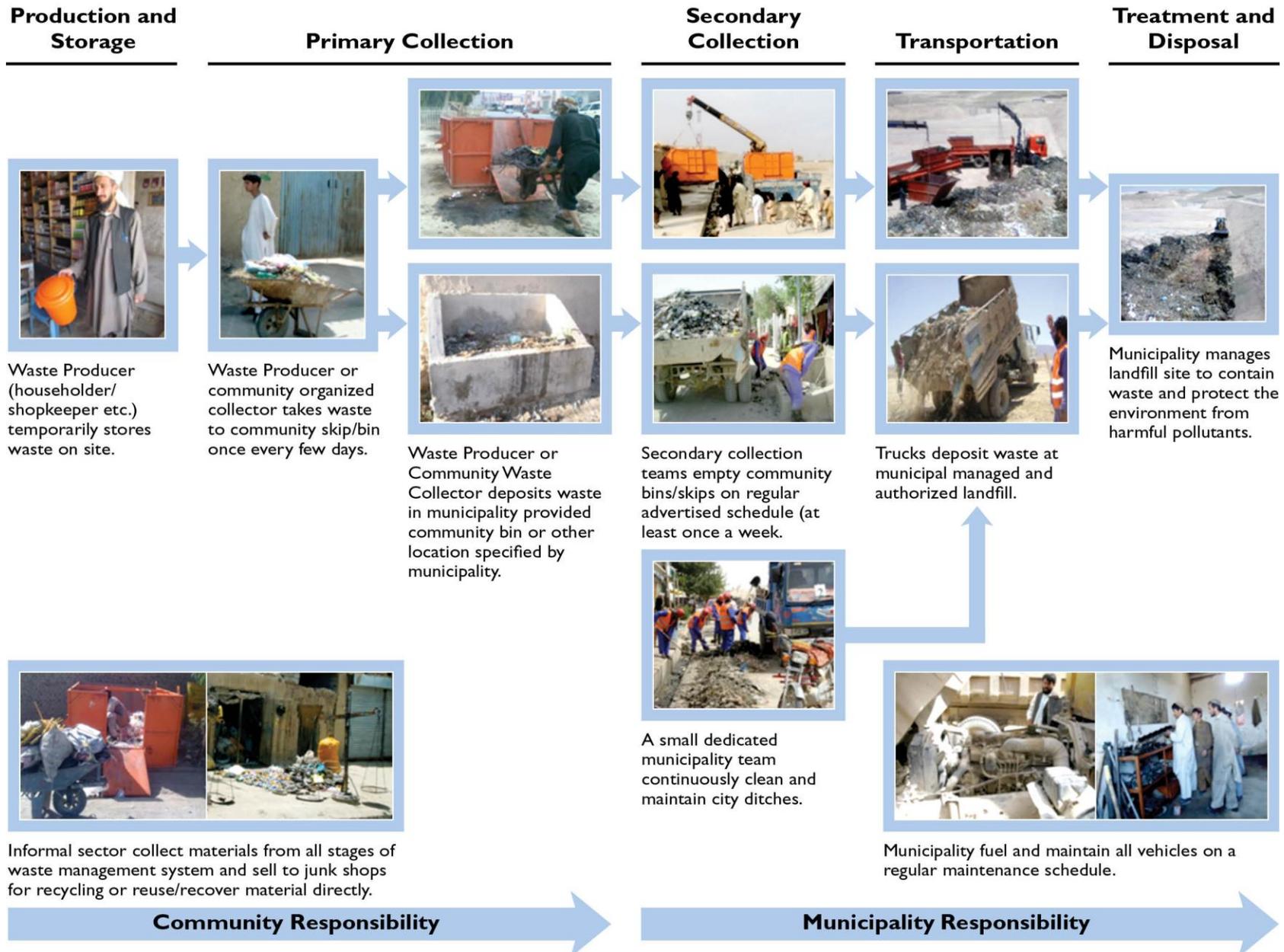
As part of the SWM transition process, RAMP UP-South is supporting target municipalities to promote citizen participation through the establishment of SWM committees. The committees are comprised of municipal staff, community leaders, tribal elders, and religious leaders. Encouraging dialogue between citizens and the municipality, the committees allow citizens to provide regular feedback on the services they are receiving. In October 2012, committee trainings began in Nili and later expanded to Lashkar Gah, Zaranj, Tirin Kot, and Qalat. In January 2013, Kandahar municipality established 10 solid waste management committees for each sub-district of the



Crane trucks in Lashkar Gah municipality pick up solid waste from designated skips

municipality. As mechanisms for enhancing community participation in municipal decision making, SWM committees are also positioned to support the eventual formation of sub-technical committees to the Municipal Advisory Boards (MABs). RAMP UP-South worked through the committees to promote community involvement in municipal waste management. With secondary waste collection systems now firmly in place in most municipalities (Nili and Zaranj continue to be developed), RAMP UP-South placed a strategic focus on institutionalizing the management of those systems as well as on primary waste collection, which ties citizens into the municipality-provided secondary collection system. In all municipalities, the SWM committees are also in the process of identifying and executing micro-projects that support primary waste collection, such as the purchase of waste collection cart and procurement of bins for shops and households.

Exhibit 7: Waste Management System Model



Promoting Public Private Partnerships (PPPs)

Private sector engagement is vital to generating business opportunities, creating jobs, supporting competitive pricing, and sustaining impact. Supporting municipalities to engage the private sector as partners in increasing revenue generation and promoting local economic development, RAMP UP-South facilitated PPPs in Qalat, Lashkar Gah, Zaranj, and Nili. Qalat municipality inaugurated its slaughterhouse PPP in August 2012 – the first ever PPP in the Zabul province. Built on public land provided by the municipality, the slaughterhouse was 25 percent



Qalat Slaughterhouse PPP

financed by an Afghan small business private sector partner and 75 percent financed by RAMP UP-South. The project supported the municipality to select a private sector partner, who is operating the slaughterhouse under a five-year lease. Currently, 40-50 animals are slaughtered daily for a fee of 30 to 50 AFN, depending on the animal, and a quarter of revenues generated by slaughtering fees are paid to the municipality. Since it opened, the slaughterhouse has brought in more than 204,867 AFN (approximately \$4,097) of which over 51,217 AFN (approximately \$1,024) has been generated for the municipality. These revenue figures have exceeded the expectations of the private sector partner and the municipality. In addition to raising revenues, the slaughterhouse is improving the public health of the city, by providing a designated, sanitary place to butcher the meat. Animals butchered at the slaughterhouse are stamped with the municipality's logo letting local retailers and customers know that the livestock was butchered following the *Halal* practices and sanitation standards set by the municipality. Using the Qalat PPP as a model to promote collaboration between the public and private sectors, GDMA developed the *PPP Guidebook for Municipalities* to serve as a guiding document for the provision of technical assistance including competitive tendering, selection of most qualified partners, and drafting of detailed contracts.

Exhibit 8: Type of Animals and Revenue Generated from Slaughterhouse (Sept 2012-June 2013)

Number of Sheep Slaughtered	Number of Goats Slaughtered	Number of Cows Slaughtered	Total Revenue Generated	Total Revenue for Private Sector Partner (75%)	Total Revenue for the Municipality (25%)
1749	4691	238	\$4,097	\$3,073	\$1,024

In March 2013, RAMP UP-South finalized the business plan and Memorandum of Understanding (MOU) for its second PPP, a parking lot project in Lashkar Gah. As with many populous cities in Afghanistan, Lashkar Gah faces many challenges due to urban population expansion and limited city infrastructure. In order to alleviate roads congestion and improve traffic flow, the Lashkar Gah parking lot PPP will provide an alternative space so that residents do not have to park in the street. RAMP UP-South supported the Lashkar Gah municipality to draft the business plan, a MOU with the private sector partner, and analyze the return on investment (ROI) in order to ensure the project's profitability. Using the same financing model as the Qalat slaughterhouse, the parking lot PPP will bring together the municipality and a private partner to support economic growth in the city and increase revenue for the municipality. Construction of the parking lot is currently on-going and anticipated to finish during the first quarter of option period 3.

Zaranj municipality is home to RAMP UP-South's third supported PPP – a women's market that 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 the community. Once completed, the women's market will include 21 shop stalls that will be rented to local businesswomen. The women's market builds on existing businesswomen's economic activity in the municipality to create a center for women-owned businesses and develop a customer base for these businesses. Additionally, the market will provide a sustainable revenue source for the municipality, which will collect rent from the female shopkeepers as well collect business license fees from the owners. In May 2013, RAMP UP-South supported the municipality to host a groundbreaking ceremony for the construction of the women's market, which was attended by Mayor of Zaranj, Mr. Mohammad Sarwar Nazari, the Deputy Provincial Governor, representatives from the Directorate of Women's Affairs (DOWA), and representatives from the local media. Construction of the market is currently on-going and expected to be completed in fall 2013.

RAMP UP-South also supported the Nili municipality to initiate the development of a billboard PPP. With the construction of two billboards completed, RAMP UP-South has begun to work with the municipality to identify a private sector partner to build two additional billboards and operate all the billboards on municipal land. Establishment of the billboards aims not only to support outreach initiatives in the municipality, but as a PPP, the leasing of advertisement space will also serve as a source of revenue for the municipality and its private sector partner. The billboards will follow a similar operational model to the PPPs in other municipalities whereby the municipality will enter into a concession type contract with a local private sector business partner.

Citizen Service Desks: Improving Transparency and Access to Information



A local citizen visits the Citizen Service Desk in Lashkar Gah

Increasing the visibility and demand for municipal services, Kandahar, Lashkar Gah, Qalat, each established Citizen Service Desks (CSDs) in their municipalities with the support of RAMP UP-South. The CSDs are managed entirely by municipal staff and serve as a one-stop-shop for citizens to file requests and petitions with the municipality. Streamlining citizens' access to information about municipal services, the

CSDs also enable the municipality to provide more effective and timely services to their citizens. Previously, citizens had to visit multiple government departments in order to find the right office to submit a petition to the municipality. Now, citizens are able to submit their petitions/requests to municipal staff working at the CSD who input and track their information in an excel database and liaise directly with relevant departments to complete their request in a timely manner. In Kandahar and Lashkar Gah, the CSD receives approximately 100 visitors and 75 visitors per day, respectively.

To help operationalize the CSDs, RAMP UP-South delivered administrative trainings for the CSD staff in filing management and basic computer skills, including use of MS Word and MS Excel. The trainings have helped the CSDs improve the efficiency in processing applications, entering information

into an excel database, and responding to citizen's requests. In Kandahar and Lashkar Gah, a typical request takes only two to three hours to process and channel to the appropriate department, while in Qalat, a request usually takes only one hour to process. Previously, in all three municipalities requests could take several days if they were processed at all due to insufficient application tracking systems, which frequently resulted in many requests being lost. By increasing the transparency of municipal processes, response time, and improving ease of access to government services, the CSDs are helping change citizen perceptions of the responsiveness and corruption within the local government.

The Zaranj municipality identified a site for their CSD and is in the process of developing the center which is due to open in July 2013. RAMP UP-South continues to support each municipality to furnish the CSDs with equipment such as chairs, tables, and computers to ensure they are fully operational and can handle the large number of citizen requests.

Engaging Citizens through Public Outreach

RAMP UP-South's approach to increasing public outreach is ensuring its integration across all project activities. Increasing trust among citizens requires the municipality to foster closer relationships with citizens through open dialogue and public outreach. Bringing the municipality and its citizens closer together, RAMP UP-South supported municipalities to increase their public outreach campaigns to citizens through a variety of media outlets and outreach events. Integrating public outreach into service delivery and revenue generation



Municipal billboards in Kandahar city center

activities, RAMP UP-South supported the municipality to sponsor public events, radio programs, notice boards, billboards, and distributable media such as newsletters and municipal calendars. By linking

public outreach with these activities, municipalities demonstrated to citizens how local revenues are being used and informed citizens of services available to them.



Municipal Radio broadcast in Lashkar Gah

With radio being one of the most important sources of information for citizens in southern Afghanistan, RAMP UP-South complemented municipal outreach efforts by assisting the municipalities of Kandahar, Lashkar Gah, and Nili in launching a three-month long radio program on local stations with weekly messages promoting a variety of municipal activities like the SWM program. Emphasizing the citizen's role in

keeping their city clean, the radio program encouraged individual citizens to get involved in city cleaning activities. In December 2012, RAMP UP-South launched a *Hashar* campaign to promote city-wide sanitation and cleanliness standards. Invoking the word “*hashar*,” which means “collaboration,” the events were held in Qalat, Lashkar Gah, Kandahar, Zaranj, and Nili brought together citizens to collectively sweep clean the streets of the municipality.

RAMP UP-South also supported municipalities to raise awareness about the municipal benefits like regular solid waste removal which is made possible through parcel registration and *safayi* taxation. In Lashkar Gah, the Bost radio station broadcast a radio discussion with the mayor who answered questions about local revenue generation and how the funds are spent. The Nili municipality also launched two new radio programs, which focused on local economic development in line with the municipality’s New City Development Plan and encouraging female participation in society. Working closely with the mayors, RAMP UP-South ensured that the municipal radio programs were consistent with municipal priorities.

“The municipality is encouraging businesswomen to register their businesses with the municipality so that the municipality can provide them with better support. Most of the businesses owned by women are registered with the municipality, which shows a positive improvement in Lashkar Gah city.”

**- Mohammad Fazil,
Mayor of Lashkar
Gah**



Beauty parlor vocational training participant in Kandahar displays her business license

Advancing Women’s Economic Empowerment

Despite restrictive cultural norms and security challenges that inhibit women’s participation in social and political activities and limit their economic opportunities in the region, RAMP UP-South supported all six target municipalities to expand the participation of women in municipal initiatives through targeted outreach and trainings. Supporting municipalities to take a leadership role in improving women’s economic autonomy, RAMP UP-South launched a vocational training program in beautician skills in Lashkar Gah, Zaranj, Nili, Qalat, and Kandahar. The training provided participants with the skills needed to start and manage a beautician business. In each

municipality, RAMP UP-South trained 15 female participants for a two month period in Nili, Lashkar Gah, and Zaranj, 15 female participants in Qalat for a three month period, and 30 female participants in Kandahar also for a three month period. As a follow-up, the participants also received business skills training. The vocational training topic was selected based on feedback from the community regarding which female-owned businesses would have the greatest potential for success. February 2013 marked the conclusion of the beautician vocational and business skills training program in Nili and Zaranj. In April 2013, RAMP UP-South launched the beautician vocational skills training program for women in Kandahar and Qalat.

In Lashkar Gah, RAMP UP-South conducted a post-training assessment for the graduates of the beautician vocational skills training. The assessment revealed that nine of the ten graduates have put

their training to use and started their own beauty parlor businesses. The graduates, now business owners, reported that they receive two or three customers daily in their beauty parlors, which are located in their homes. The establishment of these small, independent businesses is a testament to the success of the training program in promoting women's empowerment and creating structural changes in how southern municipalities reach out to female citizens.



A female businesswoman sells her embroideries in the Women's Bazaar

RAMP UP-South also supported Lashkar Gah municipality to host a two-day women's bazaar in April 2013 that provided opportunities for women across Helmand province to promote their businesses. Prior to the event, RAMP UP-South publicized the bazaar through local radio and newspaper announcements that encouraged local businesswomen to participate. Over 50 female entrepreneurs and a large number of female shoppers participated in the bazaar. Events like the bazaar promote women-owned businesses increasing women's economic autonomy and meaningful engagement in their community.

Municipal Capacity Building

RAMP UP-South's capacity building strategy focuses on specific technical skills and initiatives. A key focus in year three was facilitating the transfer of skills so that municipal governments have the necessary resources to maintain RAMP UP-South initiatives. The project delivered a series of on-the-job training for municipal officials to strengthen their skill sets in municipal administration and ensure that they are able to independently manage core service delivery and revenue generation activities. Targeted trainings included SWM asset management and municipal budget preparation. In August 2012, RAMP UP-South conducted a second MCI assessment to gauge progress among the target municipalities as a result of project interventions over the past two years. The MCI was redesigned in year three to more accurately measure the state of local government in the four key areas that comprise the RAMP UP-South scope of work. These changes facilitated the use of the MCI as both a management tool and a formal reporting indicator under the project's results framework. The MCI findings are further discussed in Section II of this report.



On-the-job training in Zaranj municipality

During the reporting period, RAMP UP-South worked with select municipalities to establish municipal training centers. The Tirin Kot municipal training center was inaugurated on November 2012. Similarly, the Lashkar Gah municipal training center was inaugurated in January 2013 and the Zaranj municipal training center was inaugurated in February 2013. The first of their kind in Tirin Kot, Lashkar Gah, and

Zaranj, the centers serve as a central location for local capacity building. In each of these municipalities, the training centers offer courses for municipal officials as well as local youth. The courses aim to build the administrative and technical capacity of municipal staff and students to provide them with the skills needed to perform core management responsibilities and secure employment with local governmental agencies, international organizations, or fill vacant *tashkeel* positions in the municipality. To complement trainings conducted at the municipal training centers, the municipalities have also emphasized the hiring and training of junior municipal staff through on-the-job trainings to increase the likelihood that they will be hired into *tashkeel* and other priority technical and managerial positions within the municipality.



Nili Mayor Azra Jafari at outreach event with female students

Youth Outreach

With approximately 70 percent of Afghanistan's population under the age of 25, it is imperative that municipal governments engage youth in vocalizing their priorities to develop responsive and inclusive governance structures. Working with the mayors of Kandahar, Lashkar Gah, Qalat, Tirin Kot, Nili, and Zaranj, RAMP UP-South helped organize youth outreach forums and activities to encourage youth participation in municipal decision-making to foster a sense of civic pride.

In December 2012, each municipality hosted youth forums for young men and women. At the forums, approximately 600 youth discussed how

they saw their future, their opinions about the municipality, and what could be done to ensure that municipal structures are inclusive of all youth—both male and female. The forums revealed that youth in the south are moderately optimistic about their future, but noted that this optimism hinges on the ability of the municipality to improve and expand upon key community services. Youth spoke freely about issues of concern, such as the impact of corruption on community security and a need to develop more educational opportunities. Almost all participants expressed a desire to support their communities' development, but noted that such opportunities were rare. As one female participant in Kandahar stated, "Today was the first gathering that the municipality has listened to our opinions and ideas and the first time they are explaining municipal services to us."

RAMP UP-South also hosted a school drawing competition for elementary school students in November 2012. The school drawing competitions focused on raising awareness about municipal solid waste management programs. At the events elementary school students were provided information about the SWM program and created drawings depicting the importance of cleanliness in their respective cities. In March 2012, poetry competition events were held for both girls and boys in Kandahar, Lashkar Gah, Qalat, and Zaranj. With over 1,500 students participating in the six events across three municipalities, students were asked to write poems

"There are positive changes in Zabul as compared to the past; our past problems have been solved because of the municipality and RAMP UP. People are satisfied. If there continues to be such positive changes, Afghanistan will progress."

- 16 year old male, Qalat

that explored the importance of keeping the city clean, the citizen's role in the municipality, and the importance of civic pride.

In coordination with municipal staff in Zaranj, and Nili, RAMP UP-South sponsored boys' and girls' photo competitions in Zaranj and Nili. Students were asked to take photos of their city which depicted the importance of municipal services. Students received disposable cameras and were instructed to take photos keeping in mind 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. In June 2012 the Lashkar Gah municipality hosted a running contest for youth in the province. Over 100 students participated in a footrace across the city. Such youth engagement programs focus on helping youth identify municipal services, provide opportunities for youth to engage in community issues, and enable youth to develop materials that could potentially be used for future municipal youth outreach.

District Municipality Pilot Activities



Business registration in Spin Boldak district municipality

Spin Boldak: At the request of USAID, RAMP UP-South launched pilot project activities in Spin Boldak in April 2013, a district municipality located in the Kandahar province on the Pakistani border. Pilot project activities include capacity building, outreach, solid waste management, and business licensing. City cleaning activities are ongoing with a team of 10 laborers, one supervisor, and one dump truck. Targeted technical trainings in business licensing and dumpsite management started for eight Spin Boldak employees and will continue in option period three. Also with support from RAMP UP-South, the Spin Boldak budget was prepared and sent to the governor of Kandahar province for approval. RAMP UP-South is supporting the municipality to conduct on-going

business surveying and registration. Although initially planned for two-months, the pilot was extended at the request of the mayor.

Shahjoy: Working closely with the Qalat municipality and local community leaders from Shahjoy, RAMP UP-South launched a one-month long city cleaning and business licensing pilot project in October 2012. The objective of the pilot was to demonstrate to residents of Shahjoy the benefits of municipal services and engage them in the business licensing process which includes paying the associated business license tax. At the end of the pilot, the bazaar and all the main roads had been cleaned and over 530 businesses have been licensed.

National News Spotlight on Shahjoy

On October 6, 2012, Radio Television Afghanistan, an Afghan national news channel, dedicated a primetime segment to the pilot project in Shahjoy. The segment featured an interview with the District Governor, Ghulam Sediq, who called this project an "achievement for the people" and requested that the Qalat municipality and RAMP UP-South increase these types of projects. He added, "I think the revenue of the municipality will increase between 60 and 80 percent."

Supporting Municipalities to Develop Local Economic Development Plans

With urban population growth at nearly five percent per year in Afghanistan, it is essential that municipalities are able to effectively plan for this rapid population growth and continue to provide effective services to citizens, while also being able to capitalize on the economic opportunities of a growing municipality. At the request of GDMA, RAMP-UP South worked closely with the municipal officials and citizens of Kandahar municipality to develop a local economic development plan (LEDP).



Kandahar mayor discusses master plan with city officials and citizens

Recognizing the critical role municipalities play in local economic development, the LEDP is an integral part of a broader strategic planning process aimed at bringing the community together to think strategically about their economic futures in an urban center. Submitted to GDMA for review and approval in May, the Kandahar LEDP outlines priority actions that the municipality should take over the next five years to spur job creation, infrastructure development, business creation and expansion, and sustainable economic growth. RAMP UP-South is currently developing LEDPs for the other municipalities.

Citizen Satisfaction

The overarching impact indicator of the RAMP UP-South program is increased citizen trust in, satisfaction with, buy in, and support to municipal service delivery. Initial citizen surveys and focus groups were carried out in the first project year, and the data was collected again two years later in 2013 in order to measure any change in citizens' trust in, satisfaction with, buy in, and support of municipal service delivery since the baseline. Per the RAMP UP-South contract, the overall life of project target is set at 20 percent. In May 2013, RAMP UP-South completed surveying and polling for the citizen satisfaction assessment. In the 2013 assessment, five out of six municipalities scored positively on the index, meaning citizens in these municipalities expressed more positive statements than negative statements about municipal services and officials. Moreover, between 2011 and 2013, citizen satisfaction rose significantly (i.e., at least a 39-point increase) in three target municipalities- Lashkar Gah, Qalat, and Tirin Kot. The table below summarizes findings from the first two MSSI assessments. The scores demonstrate an average percentage increase in citizen satisfaction by 21.8 percentage points from initial baseline scores, exceeding RAMP UP-South's target of 20 percent.

Exhibit 9: MSSI Scores (Baseline to Final)

Municipality	Baseline MSSI Score	Final MSSI Score	Percentage Point Increase over Baseline
Kandahar	29.7	20.0	-9.7 %
Nili	5.9	-5.0	-10.9%
Qalat	6.3	45.9	39.6%
Lashkar Gah	7.1	57.2	50.1%
Tirin Kot	-11.6	35.9	47.5%
Zaranj	0.0	14.3	14.3%
Average increase over baseline			21.8%

II. PROJECT PERFORMANCE

Progress Toward Intermediate Results And Strategic Objectives

RAMP UP-South's implementation approach is anchored in the USAID/Afghanistan results framework and contributes to USAID's overarching strategic objective "to provide a more capable, accountable government in Afghanistan that serves the Afghan people and can eventually function with limited international support. Within this overarching strategic objective, the program supports "Strategic Objective #5" to support a "Democratic Government with Broad Citizen Participation." RAMP UP-South also supports Intermediate Result 6.3 "Strengthened Institutions for Good governance.

During project year three, RAMP UP-South exceeded the majority of its targets across all outcomes. Where year three targets are not met, an explanation is provided in the indicator table below.

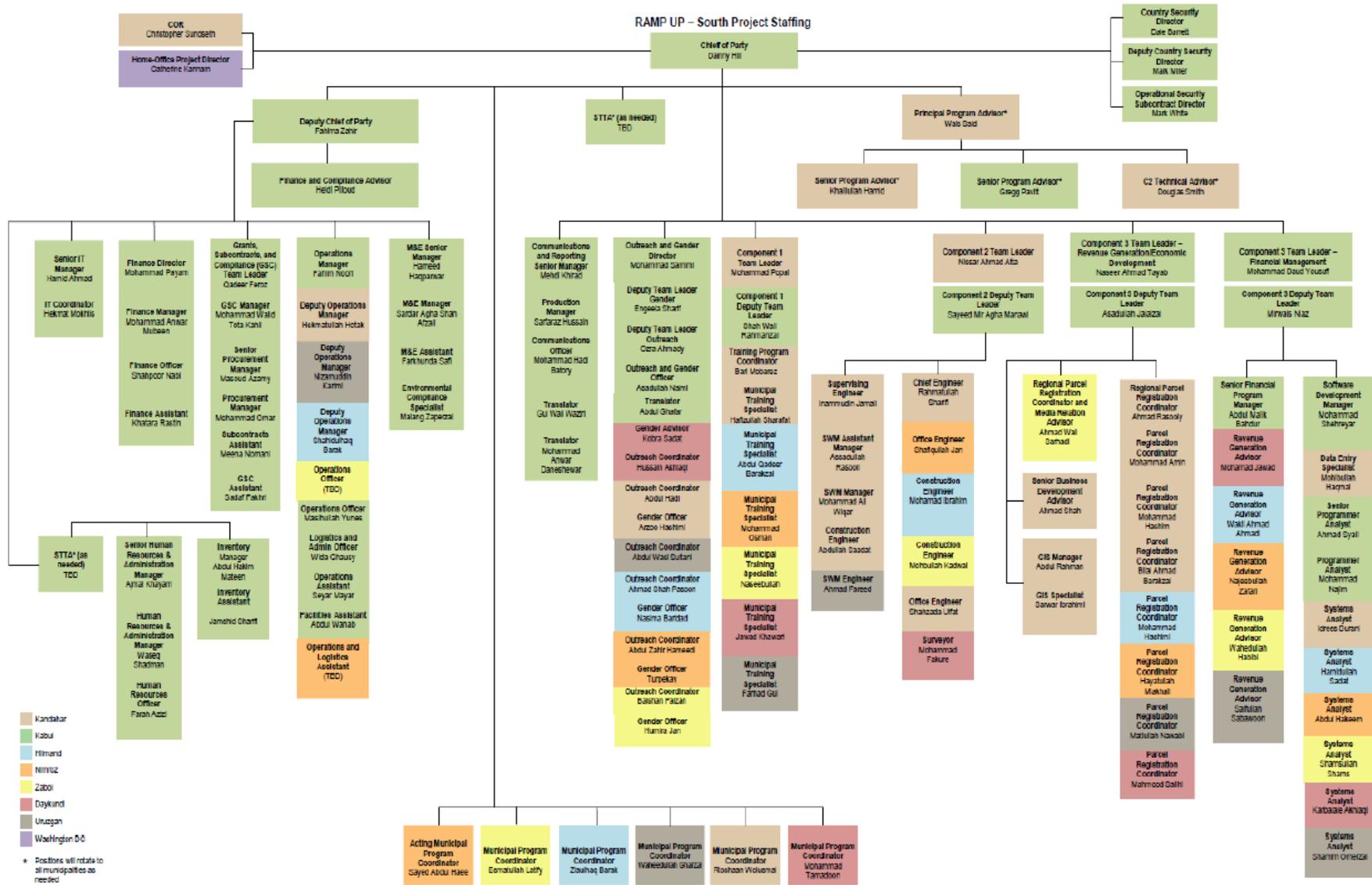
Year Three Indicator Progress Report

When reviewing progress against year three targets, it should be noted that at the request of USAID, the targets were established for a year three work plan period of performance ending June 9, 2013 and updated in the year three performance monitoring plan. The PMP includes updated performance targets for each indicator that reflect both expected outcomes under the contract scope of work, current project priorities, and any corrections from the annual data quality assessment. In addition, a few additional targets were added to more accurately reflect performance in each program area. Due to the revised contract SOW and extension of the project through March 2014, all three outcome indicators will be measured once again at the end of option period three.

Indicator Number	Indicator	Year 3 Total Progress		Progress by Municipality						Percentage of Target	Comments
		YEAR THREE TARGET	YEAR THREE ACTUAL	Kandahar	Lashkar Gah	Nili	Qalat	Tirin Kot	Zaranj		
Impact Indicator	Percentage increase in citizens trust in, satisfaction with, buy in, and support to municipal service delivery (measured every two years)	20%	21.8%	20%	57.2%	-5%	45.9%	35.9%	14.3%	109%	Overall, levels of citizen satisfaction across southern Afghanistan have improved since the baseline assessment in 2011 by an average of 21.8 percent, exceeding the life of project target, with five out of six target municipalities scoring positively on the MSSI.
Outcome Indicator No. 1	Percentage increase in municipal capacity index (MCI) (measured annually)	50%	29%	30%	25%	24%	38%	20%	35%	58%	Since MCI was conducted at the beginning of Year 3 in August 2012, this calculation only reflects percentage increase in municipal capacity through Year 2. A final MCI assessment is planned for Winter 2013 and will constitute the project's end-line target of 50 percent over the baseline.
1.1	Number of target municipalities receiving RU-S assistance to improve their performance.	6	6	1	1	1	1	1	1	100%	The target was met in June 2012.
1.2	Number of sustainable full time jobs created through RU-S assistance.	192	278	135	53	10	21	39	20	145%	Previous project reports did not include sustainable full time jobs created under component 2 for SWM activities. With these numbers included, the established target was exceeded ahead of schedule.
1.3	Number of workdays provided as a direct result of RU-S activities.	196,840	208,489	130,152	20,639	11,339	15,735	18,483	12,141	106%	This target was surpassed by June 2013.
1.4	Number of training curricula developed with RU-S assistance.	50	50	50						100%	This target was surpassed by June 2013. Curricula are attributed to all municipalities.
1.5	Number of individuals trained with RAMP UP-South assistance.	615	780	187	197	80	105	66	145	127%	This target was surpassed by June 2013.
1.6.	Number of public awareness events held by targeted municipalities with RU-S assistance	50	52	7	13	8	8	4	12	104%	New indicator for year 3. This target was surpassed by June 2013.
Outcome Indicator No. 2	Percentage increase in citizens who have access to essential services (measured annually)	40%	46%	81%	51%	18%	45%	46%	37%	115%	This target was surpassed by June 2013.
2.1	Number of Public Private Partnerships (PPP) established with RU-S support.	4	2	0	1	0	1	0	0	50%	We are on track to meet this target by January 2014 with the women's market PPP in Zaranj and a planned billboards PPP project in Nili. Construction of the market is set to finish in the fall. RAMP UP-South is currently in discussions with the Nili municipality regarding the final PPP.

2.2	Number of municipal service delivery projects implemented with RU-S assistance.	80	79	16	13	10	9	12	19	99%	RAMP UP-South is on schedule to exceed this target by July 2013.
2.3	Number of environmental compliance visits conducted to RU-S project sites.	81	115	23	28	16	16	19	13	142%	This target was surpassed by June 2013.
Outcome Indicator No. 3	Percentage increase in <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities (measured annually)	20%	219%	156%	409%	594%	201%	608%	597%	1095%	Municipalities recorded their first revenues from business licensing in June 2012 and the first <i>Safayi</i> tax revenues in November 2012, as a result of RAMP UP-South support. The 20 percent target was surpassed for each municipality by June 2013.
3.1	Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities.	36	36	6	6	6	6	6	6	100%	This target was met in December 2012.
3.2	Number of parcels registered with RU-S assistance.	120,650	116,829	69,424	18,033	3,431	5,533	2,699	17,709	97%	A parcel is not officially registered until it is entered into the IFMS system. 97 percent is very good progress toward parcel registration. With the project focusing on parcel data entry into the IFMS, we will complete and exceed the target by July 2013. We created a new sub-indicator below to measure surveyed parcels, and have met and exceeded that target by June 2013.
3.3	Number of business licensed with USG assistance in the reporting period	28,800	31,699	17,265	6,966	828	2,694	1,271	2,675	110%	With full implementation of the IFMS, all six municipalities saw an increase in businesses licensed. This target was surpassed by May 2013.
3.4	Value of <i>safayi</i> and business license revenue generated by target municipalities as a result of RU-S activities.	\$1,532,072	\$1,971,702	1,229,003	485,406	25,058	22,157	72,444	137,634	129%	This target was surpassed by June 2013.
3.5	Number of anti-corruption measures implemented with RU-S assistance.	39	39	7	7	6	7	6	6	100%	This target is linked to implementation of IFMS modules and the establishment of citizen service desks. This target was met by June 2013.
3.6	Number of parcels surveyed with RU-S assistance in the reporting period	120,650	155,226	85,451	31,962	3,630	5,116	3,934	25,133	127%	New indicator for year 3. This target was surpassed by June 2013.
3.7	Number of business surveyed with USG assistance in the reporting period	28,800	33,483	17,510	6,960	1,027	3,262	1,267	3,457	116%	New indicator for year 3. This target was surpassed by June 2013.

ANNEX I. ORGANIZATIONAL CHART



ANNEX II. SUCCESS STORIES

The following year three success stories are included in an attached file.

Title	Submission Date
Municipal Staff Completes Computer Training	July 22, 2012
Parcel Registration Outreach Campaign Launches in Nili City	July 24, 2012
Tirin Kot Parcel Registration Featured on Ariana Television	July 24, 2012
Cleaner Streets in Qalat City	September 15, 2012
Information Service Desk Launched in Kandahar Municipality	September 22, 2012
Journalism Gives Women a Voice	November 11, 2012
Creating Demand for Municipal Services in Shahjoy	November 18, 2012
Pioneering Women Pave The Way For Work At The Kandahar Municipality	November 27, 2012
Southern Youth Define Their Priorities	December 6, 2012
Turning Sewage into Profit	December 19, 2012
Gender Heroes Raise Awareness of Women's Rights	January 10, 2013
Kandahar Municipality Fills Vital <i>Tashkeel</i> Positions	January 15, 2013
Nili Citizens Have a Voice in the Municipal Budgeting Process	February 4, 2013
Qalat Launches Hashar City Cleaning Campaign	February 10, 2013
Municipal Staff Become More Tech Savvy	February 17, 2013
Farzana's Beautiful Dream	March 2, 2013
Business Owners in Tirin Kot Register Their Approval	March 24, 2013
Kandahar City Inaugurates Transitional Waste Accumulation Site	March 31, 2013
A Poetic Municipal Message	April 16, 2013
Women's Bazaar Brings Out Talented Female Entrepreneurs	May 27, 2013

The following year three video success stories can be accessed at the links below.

Kandahar Solid Waste Management Transition, December 2012

<http://www.youtube.com/watch?v=VOPBsBvOGO4&list=PLD426A17DA7712B4D&index=10>

Beautician Skills Vocational Training, April 2013

<http://www.youtube.com/watch?v=30lXHCLqPus&feature=youtu.be>

IFMS Implementation in Southern Afghanistan, May 2013

<https://www.youtube.com/watch?v=jpVNtHfw7Mw&feature=youtu.be>

ANNEX III. SELECT RAMP UP-SOUTH ACTIVITIES HIGHLIGHTED IN LOCAL AND NATIONAL NEWS

In year three, Afghan local and national news covered notable RAMP UP-South activities both on television and in print media. Below is a list of the selected news stories that are included in an attached file.

Title	Date of Coverage
“Two Different Projects Have Been Implemented In Shahjoy District”	October 10, 2012
“A Drawing Competition Was Held In Nimroz”	December 14, 2012
“Uruzgan: Mullahs Work With Municipality”	January 2, 2013
“Zabul: Hundreds Of Citizens Attend The Municipal Budget Preparation Meeting”	January 3, 2013
“City Cleaning Campaign In Helmand Begins”	January 7, 2013
“Nimroz: With the Help of RAMP UP-South, Zaranj Municipality hosts a Budget preparation Meeting”	January 8, 2013
“Tirin Kot Municipality Profits From Sewage Waste”	January 11, 2013
“Uruzgan: Construction Begins On A Currency Exchange Market In Tirin Kot”	January 13, 2013
“Daykundi: The Municipality Surveys And Registers Parcels And Businesses For The First Time”	January 13, 2013
“Zaranj: Municipal Training Center Established”	February 14, 2013
“Zaranj Municipality Hosts Poetry Event”	March 19, 2013
“Poetry Competition In Kandahar Promotes A Clean City”	March 19, 2013
“A Poetry Competition In Helmand”	March 20, 2013

The following select year three video news clips can be accessed at the links below.

Tirin Kot’s Parcel Registration Program News Clip on Ariana Television, June 22, 2012

<http://www.youtube.com/watch?v=pRqgQnQTbAk&feature=youtu.be>

Shahjoy Pilot Project News Clip on Radio Television Afghanistan (RTA), October 6, 2012

<http://www.youtube.com/watch?v=-Wc34QkwhlY&feature=youtu.be>

Youth Poetry Event in Kandahar on RTA, March 2013

<https://www.youtube.com/watch?v=dnntMIsuxXg>