



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

## Quarterly Report January - March 2012

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





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## ACRONYMS

|          |  |
|----------|--|
| AusAID   | Australian Agency for International Development              |
| BoQ      | Bill of Quantity   |
| CIP      | Capital Improvement Plan                                     |
| C1/C2/C3 | RAMP UP–South Component 1 / Component 2 / Component 3        |
| DoWA     | Department of Women’s Affairs                                |
| ECT      | Environmental Compliance Tracker                             |
| EIA      | Environmental Impact Assessment                              |
| FOB      | Forward Operating Base                                       |
| GDMA     | General Directorate for Municipal Affairs                    |
| GIS      | Geographic Information System                                |
| GIRoA    | Government of the Islamic Republic of Afghanistan            |
| GSC      | Grants, Subcontracts & Compliance                            |
| IDLG     | Independent Directorate for Local Governance                 |
| IFMS     | Integrated Financial Management System                       |
| IR       | Intermediate Result  |
| KAF      | Kandahar Air Field   |
| LN       | Local National   |
| LOC      | Letter of Credit   |
| MCI      | Municipal Capacity Index                                     |
| M&E      | Monitoring & Evaluation                                      |
| MPC      | Municipal Program Coordinator                                |
| MIP      | Municipal Improvement Plan                                   |
| MIS      | Management Information System                                |
| MoU      | Memorandum of Understanding                                  |
| NM       | Not Measured   |
| PMP      | Performance Management Plan                                  |
| PPP      | Public-Private Partnership                                   |
| PRT      | Provincial Reconstruction Team                               |
| RAMP UP  | Regional Afghan Municipalities Program for Urban Populations |
| RC       | Regional Command   |
| RFA      | Request for Applications                                     |
| RFP      | Request for Proposals  |
| RTA      | Radio-Television Afghanistan                                 |
| IED      | Improvised Explosive Device                                  |
| SWM      | Solid Waste Management                                       |
| TWG      | Technical Working Group                                      |
| UNDP     | United Nations Development Program                           |
| USAID    | United States Agency for International Development           |
| USG      | United States Government                                     |



## Executive Summary

### **PROGRAM DESCRIPTION**

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

RAMP UP-South is increasing the capacity of Government of Islamic Republic of Afghanistan (GIROA) officials to: a) perform their core municipal management responsibilities; b) markedly improve the delivery of municipal services to citizens in targeted municipalities; and c) increase municipal capacity to 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 area: Kandahar City in Kandahar province, Lashkar Gah in Hilmand, Tirin Kot in Uruzgan, Zaranj in Nimroz, Qalat in Zabul, and Nili in Daykundi province.

### **QUARTERLY HIGHLIGHTS**

#### **Capacity Building**

RAMP UP-South's capacity building trainings became increasingly advanced over the quarter, with administrative and technical trainings focusing on building municipal capacity to manage core government functions under all three components. The Component 1 (C1) team trained both municipal officials and project staff in a variety of subject areas designed to ensure sustainability of service delivery and revenue generation activities under Component 2 (C2) and Component 3 (C3). The robust schedule rolled out this quarter included trainings in MS Word Basic and Intermediate, supervisory skills, landfill management, vehicle maintenance, waste disposal site preparation, and budget preparation.

#### **Municipal Budget Preparation**

The municipalities of Tirin Kot, Kandahar, Zaranj, Nili, Qalat, and Lashkar Gah worked closely with RAMP UP-South C3 staff to develop the systems and processes necessary to prepare realistic and accurate annual budgets for year 1391. Embedded revenue generation advisors and budgeting experts collaborated with municipal staff to develop a comprehensive accounting of each municipality's finances and introduce new revenue-collection and budgeting systems. By taking into account anticipated operations and maintenance costs associated with ongoing service delivery activities, the municipalities were able to more efficiently allocate resources for these projects in their budgets. By the end of the quarter, realistic year 1391 budgets were nearly finalized for all municipalities, in time for early April submissions to the Independent Directorate for Local Governance (IDLG).

#### **Public Private Partnership**

With support from RAMP UP-South's C3 team, the municipality of Qalat recently signed their first public-private partnership agreement with Ghandan Road Construction Company (GRCC), a private corporation in Qalat, to build a slaughterhouse. The slaughterhouse will be built on public land at a location agreed upon by both the municipality and local citizen groups. GRCC, with support from RAMP UP-South, will provide the capital investment to construct the slaughterhouse, and then will operate and maintain the slaughterhouse for a period of five years under a partnership/lease agreement with the municipality. Thirty-six butchers confirmed their intention to utilize the new slaughterhouse, which will ultimately benefit the citizens through improved food quality and a cleaner environment. Additionally, the partnership will provide a modest, sustainable source of income for both the municipality and its private-sector partner.



## Latrines

In line with municipal and public priorities, RAMP UP-South continued to collaborate with local government on multiple public latrine construction projects. In February 2012, the municipality built six new public latrines near Zaranj's central bus terminal. The latrine facilities include a deep water well, modern tiles, water boiler, and regular electricity. In Kandahar City, the C2 team worked with the municipality to identify a suitable public latrine construction site. Construction of new public latrines in the municipal compound building in Lashkar Gah is proceeding on schedule, while a new public latrine project near the central bazaar in the Qalat municipality was announced. Renovation of the central public latrine is under discussion in Tirin Kot. In each case, these latrine projects present opportunities to improve access to sanitary facilities in densely populated areas as well as provide a sustainable source of maintenance revenue through the establishment of user fees.

## Gender

An initiative of RAMP UP-South is to incorporate gender sensitivity training and engage women in participatory decision making. Through activities such as gender awareness workshops, women's advocacy groups, women's radio programs, and events celebrating women, the project is working to provide women with information on and access to municipal government services and to establish institutional mechanisms that will enable women to participate more fully in local governance. On March 8<sup>th</sup>, International Women's Day was celebrated in many of the provinces to recognize the contributions of women in the community. These events, sponsored by RAMP UP-South, provided an opportunity for women to meet with their municipal representatives in order to discuss municipal programs and opportunities to increase women's participation in civic affairs. At a New Year's Day event held later in the month in Kandahar City, the mayor singled out the role of women as especially crucial in enhancing local governance. In Lashkar Gah, RAMP UP-South sponsored a gender-awareness workshop for 15 women designed to foster dialogue on gender issues and to encourage more active participation by women in municipal affairs.

## Civic Engagement

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 closely with municipal counterparts in Qalat, RAMP UP-South sponsored an additional training in MS Word Basics for 20 local high-school students at the new municipal training center in March. Though focusing on computer skills, the training was also designed to connect the students directly with the municipality increasing their access to municipal offices and informing them about municipal activities and services available.

## RAMP UP Technical Working Groups Meetings

Joint Technical Working Group (TWG) meetings were held by the General Directorate of Municipal Affairs (GDMA) in January, February, and March. The meetings serve as a venue for all RAMP UP projects to share experiences and discuss key policy and technical issues affecting program components. At the March TWG meetings, GDMA expressed a great deal of interest in the systems and processes that RAMP UP-South has developed and encouraged coordination with other RAMP UP programs around the country. GDMA officials also expressed their support for RAMP UP-South's Integrated Financial Management System (IFMS) and recommended its implementation in municipalities across Afghanistan.

Other significant quarterly achievements include:

- Mayor approved creation of a Citizens Service Desk at the Kandahar City municipal building;
- Inauguration and launch of the Qalat Municipal Training Center;
- Delivery of 50 metal garbage skips to the Lashkar Gah municipality to be utilized as part of the secondary SWM program;
- Ten caged dump trucks officially registered and in operation in support of Kandahar municipality SWM program;
- Continuing SWM civic education campaigns throughout the target municipalities through distributing flyers, broadcasting radio spots, and soliciting support from religious leaders to encourage citizens to use community garbage bins;



- Automated payroll systems fully managed by municipal officials in Kandahar, Qalat, Lashkar Gah municipalities;
- Road sub-grading and compaction work for Nili's New City Development plan nearing completion;
- Completion of construction of public latrines for both men and women near the bustling central bus terminal in Zaranj;
- Live radio broadcasted on popular radio station in Lashkar Gah highlighting the role of women in the municipality's SWM and municipal beautification campaigns.

## CHALLENGES

Several factors affected the implementation of program activities during the quarter. RAMP UP-South's organizational structure requires frequent travel by expats among PRTs in southern Afghanistan facilitating direct program implementation in the targeted municipalities and conserving costs. While RAMP UP-South does have agreements with each PRT to house advisors at those locations, both access and movement is inhibited without proper badging as all PRTs and air bases require either CAC or ISAF cards to facilitate access without an escort. The lack of these cards has proven increasingly problematic – hindering movement between PRTs, limiting access to medical and other life support facilities, and ultimately having a negative impact on program implementation.

Under RAMP UP-South's Afghanization strategy, highly-qualified local national (LN) staff replaced expatriates in positions of responsibility assuming key leadership roles in departments across the program. While the transition has progressed relatively smoothly, there have been a number of challenges in actualizing a full transition to Afghan leadership. These include a limited recruitment pool of senior level candidates in southern Afghanistan and the potential risk to life for employees working for the often targeted GIRoA institutions and donor funded projects. Despite these challenges, RAMP UP-South is committed to this approach, and has seen significant improvement in LN staff capacity over the past quarter. The project's new organizational chart, illustrating the critical leadership positions of Afghans is demonstrated in Appendix I.

Other challenges stem from the inhospitable work environment of Afghanistan causing restricted movement for program staff, and difficulties in recruitment and retention of skilled expatriate and Afghan personnel. Protests and bombings in the vicinity of RAMP UP-South's main office in Kabul are increasing occurrences interrupting work and causing lockdowns and cessation of travel in and around the city.



## Component Overview

### Program Components

On a programmatic level, RAMP UP-South's 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, land registration processes, public latrine projects, and solid waste management systems, as well as a more general focus on building municipal capacity to maintain services over the long term.

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

### **COMPONENT ONE (C1): MUNICIPAL INSTITUTIONAL CAPACITY STRENGTHENING**

The overarching objective of C1 is to strengthen the institutional performance of the municipal administration. In addition to other types of technical support, complementary technical and management trainings are required to meet the needs of the municipal administration. The C1 team is working to develop the capacity of municipal officials to perform core management activities, enabling them to provide key services promptly and effectively. C1 activities are designed to promote the sustainability of the service delivery and revenue generation systems implemented 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, supervisory skills, landfill management, vehicle maintenance, waste disposal site preparation, and budget preparation;
- providing technical assistance in the municipal hiring process;
- establishing Information Service Desks;
- organizing municipal governance workshops and networking 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 first year of program implementation, much of RAMP UP-South's efforts revolved around the formulation of MIPs and the completion and programmatic incorporation of public opinion research. In year two, RAMP UP-South's focus shifted to implementing trainings as part of C1's comprehensive capacity building program. During the quarter, C1 staff mentored local staff and provided targeting trainings in an effort to increase their facility with management techniques and new administrative



systems. RAMP UP-South's capacity building trainings have already become increasingly sophisticated, with advanced administrative and technical trainings now underway in all areas of operation. The C1 team continued to train both municipal officials and project staff in multiple subject areas, including MS Word Basic and Intermediate, supervisory skills, parcel registration survey techniques, landfill management, vehicle maintenance, waste disposal site preparation, and budget preparation. A range of training programs will continue in the next quarter, building upon the knowledge and skills developed throughout the past year.

## **KANDAHAR CITY – KANDAHAR PROVINCE**

### **Capacity Building Training**

Following the training schedule developed in coordination with the mayor in January, the C1 team facilitated a series of on-the-job training programs for municipal staff. Consistent with the municipality's goal of increasing local capacity and program ownership, local government employees received training in various aspects of public administration, staff supervision, budgeting, and technical skills this quarter.

In an effort to prepare a realistic and accurate year 1391 annual budget and ensure the sustainability of these efforts, RAMP UP-South C1 staff facilitated hands-on training in budgeting, accounting, and financial planning for municipal staff.

During the quarter, six local national RAMP UP-South staff members and three municipal employees completed a solid waste management (SWM) budget training designed to facilitate the municipality's efforts in preparing a timely and accurate annual budget, while additional individuals completed training in data collection and parcel registration surveying processes. Three RAMP UP-South staff members and two municipal employees also began SWM route-planning training in order to better utilize the municipality's waste collection resources. An additional seven municipal employees completed vehicle maintenance training specific to the vehicles and equipment utilized by the municipality in its SWM program. This training was provided by the U.S. Army in conjunction with the Kandahar Provincial Reconstruction Team (KPRT), and was facilitated by RAMP UP-South.

At the request of the municipality, RAMP-UP South also conducted supervisory trainings for municipal employees in an effort to build the administrative and managerial capacity necessary to support ongoing municipal programs. Further trainings were conducted for municipal employees in developing an office filing system and for taking meeting minutes.

### **Municipal Communications Platform**

In line with the project's goal of improving dialogue between citizens and municipal governments, the Kandahar municipality made considerable progress in expanding its communications platforms. RAMP UP-South handed over all materials and equipment required to furnish the new Kandahar Information Service Desk (ISD) and is now preparing to provide communications training for municipal employees to more effectively communicate municipal government affairs, answer questions, and provide information about municipal services such as business licenses and solid waste management. By directly connecting the citizens of Kandahar to the municipality, the ISD will make municipal affairs more transparent and accessible, while creating awareness and building support for municipal governance. In January, RAMP UP-South completed an assessment of the materials and equipment required to furnish the ISD office in the Kandahar municipal building, and all supplies were subsequently procured and handed over to the municipality during the reporting period.

To further support the municipality's communications platform, RAMP UP-South's communications team began designing a template for the municipality's website, which will be reviewed by the General Directorate for Municipal Affairs (GDMA).

### **Municipal Improvement Plan**

On February 15, RAMP UP-South staff met with municipal directors and district managers to discuss Kandahar City's year two MIP. The MIP describes and prioritizes the municipal capacity-building, service



## Component 1



Fourteen municipal employees participate in a two-day on-the-job supervisory training in Lashkar Gah



Municipal employees receive on-the-job training on taking meeting minutes in Qalat



Municipal employees in Nili complete budgeting and accounting training

delivery, and revenue generation initiatives that will be implemented during the second year of the program. Due to the recent transition of mayors in Kandahar, the MIP necessitated a second review by both RAMP UP-South staff and municipal officials.

### LASHKAR GAH – HILMAND PROVINCE

#### Capacity Building Training

C1 capacity building trainings are becoming increasingly sophisticated, and advanced trainings for municipal employees are underway in Lashkar Gah. Having completed their training in MS Word Basics, five municipal staff graduated from MS Word Intermediate training during the reporting period. As trainings for municipal staff become more advanced, their capacity to perform core municipal functions continues to markedly improve.

At the request of the mayor, two new training modules were introduced during the reporting period. Targeted at building leadership skills among senior staff, RAMP UP-South conducted a two-day supervisory training program in which 14 municipal employees participated. RAMP UP-South staff also received training in basic photography skills so they, in turn, can train municipal communications staff on how to implement effective visual outreach campaigns, thereby having a positive effect on citizen outreach efforts.

In support of C3 activities, eight municipal employees received training in AutoCad, while one municipal employee completed on-the-job training in payroll administration, and an additional 21 individuals completed land registration surveying trainings in January. A comprehensive budget preparation training was also provided for municipal staff in order to introduce new budgeting systems and ultimately give them the tools necessary to prepare accurate year 1391 budgets.

The Component 1 team prepared a presentation in Pashto on the component’s polling and focus group findings, which was provided to the Hilmand provincial reconstruction team (PRT) during the reporting period.

### QALAT – ZABUL PROVINCE

#### Capacity Building Training

At the mayor’s request, RAMP UP-South continued to focus on building the basic administrative skills of municipal staff to enhance the capacity of local officials to perform their municipal duties. By the end of the quarter, five municipal employees had completed the MS Word Basics training program as well as training in MS Word Intermediate. Five employees completed training on taking official meeting minutes, and another five employees completed training in establishing a municipal



filing system. In March, an additional five municipal staff completed supervisory trainings in order to ensure that they have a sufficient knowledge base to independently manage program activities.

During the reporting period, a number of trainings in technical areas were also conducted. In January, one municipal official completed training in the automated payroll system implemented under C3. In February, one RAMP UP-South staff member completed SWM budgeting training, while the municipality's revenue officer completed comprehensive budget preparation training in March, working closely with trainers to analyze projected operational and maintenance costs in anticipation of preparing the year 1391 municipal budget. In further support of C3 revenue generation programs, two municipal staff completed business licensing training during the reporting period.

Sponsored by RAMP UP-South in coordination with the municipality, an additional training in MS Word Basics was launched for 20 local high-school students at the new municipal training center in March. Though focusing on computer skills, the training was also designed to inform students about municipal activities and to enable them to more meaningfully contribute to their communities.

### **Municipal Training Center**

The Qalat Municipal Training Center was officially inaugurated at the end of March at an event sponsored by RAMP UP-South and covered by RTA Qalat. The inauguration ceremony was attended by the Governor of Zabul, the Head of the Provincial Council, the Qalat Mayor, and other officials and citizens. At the event, the mayor discussed the benefits of the training center, which will serve as the primary location and resource center for municipal trainings.

Training Centers like the one in Qalat allow continued access and ongoing capacity building for municipal employees, including newly recruited staff. Trainings are provided by and in partnership with the various educational organizations including universities, NGO's, and other community groups. In addition, municipal employees are able to internally train and transfer their skills to other employees using a peer education model. The sustainability of these training centers is enhanced by the fact that there is no additional cost to the municipality for the space. The capital costs are covered up front by the RAMP UP-South, and the costs for maintaining the training equipment are minimal.

## **TIRIN KOT – URUZGAN PROVINCE**

### **Capacity Building Training**

In line with the training schedule developed and approved in coordination with the mayor and deputy mayor, the C1 team facilitated a series of on-the-job training programs for municipal staff. In February, three municipal employees completed training on taking official meeting minutes, while four municipal staff completed training in MS Word Basics. Three additional senior municipal officials completed supervisory trainings designed to develop their management and administrative skills.

Specially targeted capacity building initiatives in support of C3 included comprehensive budget preparation training for two municipal employees, as well as training for 10 additional staff in effective data collection and parcel registration processes. Survey teams used the knowledge and skills developed through the parcel registration training to effectively survey and register land parcels in the Gozar District in February. Two municipal staff members also completed landfill management training in March.

On February 22, RAMP UP-South's chief of party and C1 team leader met with Tirin Kot's mayor to discuss the ongoing progress of municipal activities. Given the timeline of AusAid funding, RAMP UP-South is reevaluating priority activities in Tirin Kot to ensure that USAID, AusAid, and the mayor are in agreement about upcoming programmatic priorities.

## **ZARANJ – NIMROZ PROVINCE**

### **Capacity Building Training**



In the last reporting period, the mayor of Zaranj requested trainings in AutoCAD, financial management, procurement, human resources, municipal policy and procedures, as well as general management and administration. Development of these training plans began this quarter.

In January, 12 municipal staff received training on establishing filing systems, and one municipal employee completed on-the-job training in payroll management. Three municipal staff completed training in MS Word Basics as part of RAMP UP-South's efforts to build the administrative capacity of local officials. In February, further trainings in taking meeting minutes were successfully completed by four staff. A total of 21 participants also received instruction in basic communication skills. Sponsored by the municipality, the communications training was attended by university students, teachers, and representatives from a variety of municipal ministries.

RAMP UP-South also initiated trainings tailored to support C2 and C3 activities. In February, the C1 team worked closely with the Zaranj municipality to develop comprehensive budgeting training; two municipal employees began and completed training in SWM budgeting in February and three staff members completed training in overall budgetary, accounting, and financial planning techniques on-site at the municipality in March. Two RAMP UP-South employees tasked with supporting SWM activities in the municipality were trained in waste disposal site preparation.

## **NILI – DAYKUNDI PROVINCE**

### **Capacity Building Training**

The C1 team continued to deliver on-the-job capacity-building trainings for municipal staff in Nili. At the mayor's request, RAMP UP-South maintained focus on administrative trainings this quarter, with municipal staff completing MS Word Basic training in January. In March, three municipal employees completed budget preparation training. The mayor also approved trainings on taking meeting minutes and establishing filing systems, which are expected to begin in the next reporting period.

### **New Training Specialist**

RAMP UP-South hired a new training specialist in February to help streamline and facilitate trainings in the municipality. The training specialist is working closely with the mayor to develop and deliver targeted capacity building trainings based on an approved training schedule.

## ***COMPONENT TWO (C2): MUNICIPAL SERVICE DELIVERY PROGRAMS***

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

During the reporting period, RAMP UP-South made considerable progress on municipal objectives under C2, advancing medium-term physical infrastructure projects in each municipality through the provision of needs-responsive and demand-driven technical assistance and advisory services. The six municipal service areas identified as priorities in the municipal improvement plans (MIPs) include: public latrines; traffic and roadway infrastructure; solid waste management; new municipal public works; parks and recreational facilities; and the construction of other permanent structures and facilities. In close collaboration with municipal officials and GDMA, the C2 team is supporting municipal priorities by:

- developing and implementing Solid Waste Management (SWM) programs in the six municipalities;



- constructing public latrines in the six municipalities;
- supporting municipal beautification initiatives;
- facilitating New City development in Nili; and,
- installing water purification systems in Lashkar Gah and Qalat.

## **MUNICIPAL ACTIVITIES OVERVIEW**

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

#### **Solid Waste Management**

Implementation of the citywide solid waste management (SWM) program by the Kandahar City municipality continued during the quarter with the support of RAMP UP-South. The program aims to provide a phased, sustainable approach to establishing an effective waste management system in southern Afghanistan, one capable of meeting key challenges such as the increased waste production resulting from unregulated urban expansion and the lack of adequate financial and human resources to procure and maintain waste handling equipment.

Throughout the quarter, secondary waste collection activities progressed in all 10 districts of Kandahar City, with RAMP UP-South regularly communicating with the mayor on municipal priorities and monitoring the progress of activities. With a number of trucks provided by RAMP UP-South, in addition to 63 laborers, three supervisors, and an array of disposal-site management equipment, the municipality is now able to provide regular collection services from community metal skips, static bins, and other disposal points.

In February, RAMP UP-South received the official registration documents for 10 caged dump trucks recently delivered to the municipality for use in the SWM program. The Kandahar municipality submitted the documentation required for operation of the trucks to the Bureau of Customs and, with the support of the mayor, short-term plates were issued by the Traffic Department. Component 2 and Component 3 team members also worked with the municipality to create an operating plan and associated budget for all municipal SWM and transportation department operation and maintenance activities for year 1391. Service agreements for 10 drivers and 30 labors were issued based on this budget. In addition to the 63 laborers and three supervisors previously engaged in SWM activities, along with rented crane and dump trucks, the salaries of these 30 workers and one supervisor will be paid by RAMP-UP South until the end of June 2012 (1391), after which the income generated by Component 3 activities should cover the cost of these salaries and operations. Two crane trucks are also in the process of being delivered to the municipality, bringing the total of municipality-owned waste management-related trucks in use throughout Kandahar to 26 (or 35, if rented vehicles in use through the end of June are included). The SWM program will provide sustainable access to essential municipal services, promoting popular satisfaction with and support for municipal government and bolstering citizens' willingness to pay for these services through municipal taxes.

#### **Public Latrines**

Local leaders have stressed that clean and accessible public latrines are necessary to improve sanitary conditions in Kandahar City, especially in high traffic areas. To ensure consistency with municipal priorities, RAMP UP-South began discussions with the mayor to construct public latrines in strategic locations throughout the city. In March, the mayor identified a latrine construction site, and C3 team members are in the process of developing technical sketches. Discussions are also underway regarding the proposal to charge a small fee for latrine use, which would generate income for latrine maintenance.

#### **Transitional Waste Accumulation Site**

Municipal staff helped identify a new transitional waste accumulation site, which will serve as an alternative to the current waste disposal site at Tarnak River. The new site will be developed in conjunction with the solid waste management system and will enhance environmental controls in Kandahar. Waste disposal at the current site is haphazard and the lack of a delineated boundary contributes to environmental degradation and water pollution. The new site will incorporate enhanced



## Component 2



Waste disposed in community metal skips in Districts 1 and 2 of Kandahar City



Lashkar Gah mayor formally inaugurates public latrines in a simple ceremony with community leader



The road sub-grading in Nili nears completion

environmental controls and will assist the municipal and provincial governments in providing essential services.

## LASHKAR GAH – HILMAND PROVINCE

### Solid Waste Management

RAMP UP-South provided 50 metal garbage skips to the Lashkar Gah municipality for provisional use as part of the municipality’s secondary SWM program. In accordance with the project’s early disposition plan, RAMP UP-South is seeking to dispose of all SWM equipment currently in direct use by municipal counterparts in order to ensure the sustainability of secondary waste collection operations.

National and local media were invited to cover the handover ceremony, which was attended by local officials, members of the religious community, and other local stakeholders. At the ceremony, the mayor installed a community skip in front of Cinema Chawok in central Lashkar Gah and urged citizens to utilize and look after the community bins in their areas. In March, 22 community skips were strategically placed at high-traffic sites, where they will be easily accessible and facilitate the work of solid waste removal teams. The municipality is currently plotting the location of the remaining skips throughout the city to optimize waste collection and transportation efficiency.

### Public Latrines

At a ceremony attended by key government officials in February, selected religious leaders, citizens, and the media, the mayor announced the official opening of the public latrines at the Milli Bus Station, which were constructed with the assistance of RAMP UP-South. The mayor urged residents to make proper use of the public latrines, which include 10 facilities for males and 10 for women. He emphasized that the latrines are a public facility provided as a service by the municipality. RTA Hilmand aired the mayor’s full speech and subsequent interviews, which included a discussion with the director of the municipal *shura*, Hajji Nazir Ahmad Barak, regarding proper use of the latrines.

Despite severe cold weather, construction work for the new public latrines inside the municipal compound building also progressed, with two skilled and five unskilled workers on-site daily. The establishment of these latrines not only improves access to sanitary facilities, but may potentially serve as a revenue source for the municipal government through the establishment of user fees.

## TIRIN KOT – URUZGAN PROVINCE



## **Solid Waste Management**

Following on the successful completion of the municipality's interim waste removal project in December 2011, work on the secondary SWM program in Tirin Kot began in earnest in January and progressed throughout the quarter with 18 laborers working under two supervisors six days a week utilizing two crane trucks, one dump truck, and a wheeled loader provided by RAMP UP-South to collect waste from community metal skips distributed by the project. RAMP UP-South and the mayor met to review and reassess ongoing solid waste management activities to better optimize waste collection and transportation efficiency.

In January, RAMP UP-South distributed 100 skips, placed in strategic locations throughout the city to supplement the municipality's current waste receptacles. The locations for the skips were determined in consultation with the mayor and community members. To further support municipal waste collection activities the Mayor of Tirin Kot distributed 10 wheelbarrows to the community in February, which will be used to regularly remove accumulated waste from city streets.

In early March, RAMP UP-South received the first of two proposed tranches of funding from AusAID to support and augment service delivery initiatives in Tirin Kot. The additional funding will allow the municipality to expand its waste collection infrastructure, equipment, and resources in order to provide more reliable waste collection services on a regular basis. The establishment of a regular, reliable, and sustainable secondary waste collection system will strengthen the local government's authority and legitimacy in Tirin Kot, leading to an increased willingness among citizens to pay for these municipal services.

## **Public Latrines**

The absence of functioning public latrines in Tirin Kot has led to unsanitary conditions in many public areas of the city and municipal latrine rehabilitation is among the priority initiatives approved by the mayor in the revised MIP. In line with municipal objectives, RAMP UP-South solicited proposals for the renovation of Tirin Kot's central public latrine during the reporting period. Technical evaluations were conducted in March and an award is expected in April.

## **QALAT – ZABUL PROVINCE**

### **Solid Waste Management**

The municipality's secondary waste collection program continued steadily throughout the quarter, with operations now running on a regular waste collection and disposal cycle. Last quarter, RAMP UP-South hired a supervisor and 12 laborers to provide the municipality with the human resources required to establish a functional waste collection system. A crane truck and dump truck were also provided to complement the two municipality-owned tractors and trailers currently in use, along with 50 metal garbage skips which were distributed throughout the city by municipal officials. During the reporting period, these additional resources were used to collect and transport debris and garbage to the designated landfill site on a scheduled basis. Waste is typically collected and compacted by wheeled loaders every Thursday at the landfill site, which was improved by the construction of a new waste-containment wall. This new structure and waste compacting system will improve environmental and health standards, reducing the potential for disease transmission and pollution.

### **Public Latrines**

The Qalat Municipality announced a new public latrine project in March, and the process for soliciting a contractor began in coordination with municipal officials. RAMP UP-South sponsored a pre-bid conference during the second week of March and technical proposals are currently being evaluated. With a prime location near the Qalat bazaar, the planned public latrine will significantly improve overall health and sanitary conditions in the municipality.

### **Kamand Market Fencing Project**



In support of ongoing SWM activities in Qalat, at the request of the Mayor, RAMP UP-South will begin the process of hiring labor to install a fence around the Kamand Market. Following the completion of the Kamand Market-area debris-removal project in September 2011, RAMP UP-South initiated plans to construct this fence around the marketplace in order to protect the center of commerce from illegal dumping and unnecessary pollution. Fencing and construction materials were delivered to the site during the reporting period.

### **Solar-Powered Water Purification Plant**

During the reporting period, the mayor identified the location for the proposed solar-powered water treatment plant; and RAMP UP-South's field engineer subsequently completed site surveying and plant design process. Located near the Qalat PRT, Public Health Department, Shikh Mati Secondary School, and the Tarnak River, the solar-powered water purification plant will be used to provide a sustainable, quality supply of drinking water for Qalat's residents. Due in part to cold weather and icy conditions, work did not begin during the reporting period but is expected to commence next quarter pending improved weather conditions.

## **ZARANJ – NIMROZ PROVINCE**

### **Solid Waste Management**

In line with municipal priorities, RAMP UP-South continued to provide the municipality with the means, through targeted use of available assets, augmentation of human and physical resources, and donation of critical capital assets (including vehicles and community skips), to establish a regular, reliable and sustainable secondary waste collection system from community bins to the municipal disposal site.

During the quarter, the secondary waste collection program remained on schedule. Six laborers worked under the supervision of a municipal staff member to provide regular waste collection and disposal services. Utilizing two dump trucks and one wheeled loader provided by RAMP UP-South, the SWM team collects and transports debris and garbage from community metal skips, static bins, and other disposal receptacles to the local landfill site six days a week. Throughout the quarter, the C2 team continued to coordinate with community leaders and municipal officials to determine optimal areas for garbage collection and to further refine schedules.

### **Public Latrines**

The Zaranj municipality is increasingly demonstrating an active commitment to undertaking local development projects that reflect the needs and priorities of citizens and community groups. With the assistance of RAMP UP-South, the municipality has been able to expand service provision in key areas, including public sanitation.

During the reporting period, the construction of public latrines in Naqsha Square was successfully completed ahead of schedule with the assistance of RAMP UP-South. The latrines, which will include facilities for both men and women, were constructed in Naqsha Square, near the central bus terminal in one of the most densely populated commercial areas in the municipality. The establishment of these public latrines will improve access to sanitary facilities and help make the municipality a cleaner and healthier place to live. The latrine project was officially handed over to the Zaranj municipality in February.

## **NILI – DAYKUNDI PROVINCE**

### **New City Development**

The objective of Nili's New City Development project is to stimulate land sales in Nili by providing basic road access to selected land lots and parcels. Revenues from the sale of these parcels will be used as seed capital by the municipality to further develop the site and fund future construction projects.

At the end of last quarter, RAMP UP-South worked with the road sub-grading contractor to assist with engineering specifications including the construction of drainage culverts. Piping for the culverts arrived and two pipe culverts were installed during the last weeks of December. In January, RAMP UP-South completed most of the road sub-grading and compaction work before construction activities were

temporarily suspended as a result of ice and freezing soil conditions. The project remained suspended during February and much of March. Weather conditions improved noticeably toward the end of March and preparations are underway to resume roadway compaction in early April.

### **Public Latrines**

As previously reported, the municipality selected the construction site for the new Nili public latrines and construction of the foundation and water wells was underway in December, with water wells reaching a depth of seven meters. Due to harsh winter conditions, latrine construction was temporarily suspended in January and the restriction on activity continued throughout February and most of March. In late March, the C2 team resumed work on the foundation, water wells, and building columns as improved conditions allowed for concrete pouring to commence without the risk of freezing damage. It is expected that the facility will be maintained by two municipal employees (one male and one female). With facilities for both men and women, the latrines will promote improved standards of public sanitation and are expected to generate a small but sustainable source of maintenance revenue for the municipality through user fees.

## ***COMPONENT THREE (C3): MUNICIPAL CAPACITY FOR REVENUE GENERATION***

Component 3 addresses several interrelated economic and revenue issues. Economic growth is the key to sustainable job creation and increasing citizen incomes. Growth can be facilitated by municipal policies and decisions that take businesses into consideration. Business expansion will lead to increased tax revenue provided that the municipality's procedures for collecting and accounting for revenue are fair and efficient. Increased revenue, in turn, makes it possible for the municipality to deliver services needed by the business community, which increases growth and tax revenues, and leads to economic expansion.

The objective of C3 is to increase municipal revenues by: 1) building the capacity of municipalities to engage in public-private partnerships; 2) subsidizing public-private partnerships; and 3) creating new revenue streams through parcel registration and business licenses. By increasing municipal revenues, RAMP UP-South supports the sustainability of municipal services promoted under Component 2. The C3 team is supporting these objectives by:

- providing infrastructure and capacity-building to enable municipalities to account for and publicize revenues received;
- facilitating technology infrastructure development, especially in the larger municipalities, and supplying basic furnishings to engender a more conducive working environment;
- helping municipalities develop a portfolio of business and commercial activities that will support private economic development, by means of fostering public-private partnerships (PPPs) and outsourcing opportunities that create private sector jobs in the course of delivering municipal services; and,
- modernizing municipal accounting procedures through streamlined paper-based records and systems, reengineered processes and procedures, and readying some of them for computerization as electricity becomes dependably available.

## ***MUNICIPAL ACTIVITIES OVERVIEW***

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

#### **Automated Payroll System**

The automated payroll system in Kandahar City has been managed successfully for four consecutive months by municipal staff. Meanwhile, RAMP UP-South is continuing to provide trainings to ensure sustainability of the system and provide technical support as needed.

#### **Integrated Financial Management System**

The IFMS is a database which builds on existing municipal structures and resources to streamline the core financial systems of revenue collection, budgeting, expenditure management, accounting, and payroll automation to improve overall municipal financial management. During the March monthly TWG

meetings, GDMA officials announced their intent to utilize RAMP UP-South's IFMS in all municipalities across Afghanistan.

### **Parcel Registration**

During the quarter, two rooms were allocated in the municipal administration building for use as a Geographic Information System (GIS) center and data entry office for the parcel registration team. In March, the data entry office opened and four computers were installed. Meanwhile, six parcel registration teams surveyed designated sites for land registration and tax collection purposes.

In October of 2011, land registration data compiled by UN Habitat on an estimated 25,000 parcels in Kandahar City was handed over to RAMP UP-South. Since that time, RAMP UP-South has worked closely with UN Habitat and the Kandahar municipality to translate the data from English into Pashto, add missing values, and import the information into the IFMS database. The parcel registration teams are continuing to identify target districts in tandem with UN Habitat and the municipality to ensure that parcel registration data collection proceeds as efficiently as possible. By coordinating efforts with other implementing partners and the municipality, RAMP UP-South seeks to ensure that systematic, harmonized approaches to programming are being adopted and that land missing from traditional parcel rolls is surveyed.

### **Budget Preparation**

In order to effectively implement the IFMS, the Component 3 team is working closely with municipal officials to prepare the year 1391 municipal budget. Embedded revenue generation advisors and budgeting experts are working with municipal staff to develop a comprehensive financial portfolio of municipal finances and introduce new revenue-collection and budgeting systems, which will allow the municipality to both enhance revenue collection by identifying all available revenue streams and prepare more accurate, timely, and cost-effective budgets. It is anticipated that the 1391 budget for Kandahar municipality will be submitted to the governor for approval in April.

## **LASHKAR GAH – HILMAND PROVINCE**

### **Automated Payroll System**

The automated payroll system in Lashkar Gah is fully operational and managed by municipal staff. RAMP UP-South continues to provide technical support and troubleshooting assistance as needed.

### **Parcel Registration**

In December 2011, the mayor of Lashkar Gah identified Districts 1 and 4 to start the parcel registration process. In January, parcel registration commenced and has steadily increased. The municipality's engineering and finance department is reviewing the newly-registered parcels and conducting appraisals and assessments for each parcel to determine tax payments due on the properties. Upon completion of the assessments, the collection of these tax payments will be a valuable source of revenue for the municipality. Of the total parcels surveyed, 215 parcels were registered in the revenue collection database, and 165 *safayi* notebooks were printed and distributed for tax collection purposes.

In support of the parcel registration program, the C3 technical team developed a total of 15 maps and handed them over the engineering department of the municipality to help facilitate parcel registration activities. Of these, five maps were extra large aerial maps, five were maps detailing specific blocks in various districts of the municipality, and five were general maps of the municipality. The maps are being used by the municipality to identify and demarcate district and city block boundaries.

### **Budget Preparation**

The RAMP UP-South embedded revenue generation advisor worked closely with municipal staff to develop a financial portfolio of Lashkar Gah's revenues and expenditures. The exercise in conjunction with on-the-job trainings in budgeting, accounting, and financial planning provided by RAMP UP-South enabled the municipality to finalize their Year 1391 budget for a timely submission to the governor for approval in April.



**Component 3**



*Tirin Kot survey team meets for briefing before setting out to survey and register parcels in the municipality*



*Municipal officials prepare the year 1391 budget in Nili*



*A Qalat shopkeeper is presented a business license by the mayor of Qalat*

**Private-Public Partnership**

Last quarter, documentation was prepared for a parking lot in Lashkar Gah as a PPP model for municipal revenue generation. The mayor of Lashkar Gah approved the proposed parking lot and two potential sites for the project following a series of discussions between the RAMP UP-South team, municipal officials, and community leaders to identify the civic priorities for the PPP. A parking lot was selected by citizens of Lashkar Gah to help reduce traffic congestion, stem vandalism and vehicle theft, build relationships with private contractors and increase municipal revenue. In close collaboration with RAMP UP-South, municipal engineers completed measurements and simple free hand drawings for the mayor’s review.

**TIRIN KOT – URUZGAN PROVINCE**

**Automated Payroll System**

Working closely with the mayor, the C3 team took initial steps toward activating the automated payroll system in Tirin Kot by opening bank accounts for municipal staff. The necessary software to run the payroll system was installed on municipal computers and the payroll database was finalized. To facilitate local management of the system, RAMP UP-South provided the municipal finance manager with additional guidance and mentorship on the steps necessary to implement the payroll system effectively.

**Parcel Registration**

The municipality’s parcel registration program, modeled on successful processes in Kandahar and Qalat, was formally inaugurated at a ceremony in February, which was attended by the executive director of Uruzgan Province, members of the provincial council, the mayor, and tribal elders from each district in Tirin Kot.

**Budget Preparation**

During the quarter, the deputy mayor of Tirin Kot and the RAMP UP-South embedded revenue generation advisor discussed procedures to begin working on the municipality’s budget. After these procedures were formalized, municipal staff with support from RAMP UP-South’s budget experts closed out year 1390 budget, as well as finalized year 1391 municipal budgets for submission to the provincial governor in early April.

To facilitate tax collection, the mayor met with community representatives to discuss tax collection among property owners who had not previously paid taxes to the municipality. During the reporting period, work on the municipality’s tax payment inventory continued in coordination with the Governor’s office.



The municipality collected AFN 1,225,000 worth of outstanding taxes from residents and businesses, as municipal officials stepped up efforts to close out the current budget. As a result of these efforts, city officials were able to better forecast available resources and formulate an accurate year 1391 budget.

## **QALAT – ZABUL PROVINCE**

### **Automated Payroll System**

The automated payroll system in Qalat is fully operational and successfully managed by municipal staff with minimal assistance. RAMP UP-South continues to provide technical support and troubleshooting assistance as needed.

### **Parcel Registration**

With support from RAMP UP-South, the municipality sent survey teams throughout the city to record the details of residential and commercial properties, which are the basis for the assessment and issuance of business licenses. This quarter, the municipality surveyed and registered over 2,000 land parcels. To collect the property or *safayi* tax, a total of 545 *safayi* notebooks were printed and distributed to property owners for revenue collection. Each business that was registered by the municipality received a business license from the mayor. These licenses are not only a token of pride for ownership for the local business owners, but are also a sustainable source of revenue generation for the municipality.

It should be noted that the municipalities have not registered parcels in the past and, therefore, will not be able to quantify the total number of existing parcels or businesses until the registration process is complete. Qalat is expected to be the first municipality to complete the parcel registration process in early April.

### **Budget Preparation**

RAMP UP-South continued to work closely with the Qalat municipality to develop the systems and processes necessary to prepare a realistic and accurate annual budget. Meetings with municipal staff were held to determine and take into account anticipated operations and maintenance costs associated with SWM and parcel registration activities. RAMP UP-South also trained municipal employees in budgetary procedures and financial planning techniques on site at the municipality. It is anticipated that the 1391 budget for the municipality will be submitted to the Governor for approval in April.

### **Private-Public Partnership**

In Afghanistan, public-private partnerships (PPPs) are beginning to play a greater role as municipalities enlist the private sector to help deliver sustainable public services. With the support of RAMP UP-South, the municipality of Qalat signed their first public-private partnership agreement with Ghandan Road Construction Company (GRCC), a private corporation in Qalat, to build a slaughterhouse. The slaughterhouse will be built on public land at a location agreed upon by both the municipality and local citizen groups. To date, 36 local butchers have committed to using the new slaughterhouse. GRCC will provide the capital investment to construct the slaughterhouse, and then will operate and maintain the slaughterhouse for a period of five years. The slaughterhouse will not only benefit the citizens of Qalat, who have voiced concerns about the noxious odors and waste resulting from the city's current lack of facilities, but will also provide a sustainable source of income for both the municipality and GRCC.

## **ZARANJ – NIMROZ PROVINCE**

### **Automated Payroll System**

As reported last quarter, the automated payroll system software and databases developed by RAMP UP-South were installed on computers and handed over to municipal officials in Zaranj for direct implementation. Utilizing the skills gained through payroll training provided by RAMP UP-South, municipal staff are managing all aspects of the automated payroll system. RAMP UP-South continues to support these efforts by providing technical support and troubleshooting assistance as needed.



## **Parcel Registration**

The municipality formed land registration team began parcel registration activities this quarter. The parcels are in the process of being reviewed to determine *safayi* tax payments due on the properties. These taxes serve as a source of revenue for the municipality.

## **Budget Preparation**

The embedded revenue generation advisor worked closely with municipal staff to provide technical expertise for the completion of the Year 1391 budget. The C3 team also provided on-the-job training in budgeting, accounting, and financial planning to municipal staff. It is anticipated that the 1391 budget will be submitted to the Governor for approval in April.

## **NILI – DAYKUNDI PROVINCE**

### **Automated Payroll System**

The C3 team took initial steps to activate the automated payroll system in Nili by creating applications for municipal employees to open bank accounts. In March, a payroll cycle was successfully completed with the assistance of RAMP UP-South.

### **Parcel Registration**

Preparations for the implementation of parcel registration continued throughout the quarter. Team leaders and surveyors for parcel registration were recruited and will be trained to assist with parcel registration in the coming months. During the quarter, the parcel registration and revenue generation systems were installed on municipal computers in Nili.

### **Budget Preparation**

During the quarter, RAMP UP-South continued to assist the Nili municipality to prepare their 1391 budget and complete some of the accounting work for year 1390. In support of this, the C3 team trained municipal employees in budgetary procedures and financial planning techniques on site at the municipality. It is anticipated that the municipality's 1391 budget will be submitted to the Governor for approval in April.

## **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. Working closely with municipal counterparts, RAMP UP-South developed and launched tailored public relations and community outreach strategies in support of the following objectives:

- making citizens aware of services offered by the municipalities;
- providing instruction to citizens on how to access or utilize municipal services;
- providing general public service announcements on topics such as health, sanitation and hygiene; and
- influencing public perception and mobilize civic participation in ongoing municipal service delivery and revenue generation activities.

Incorporating gender sensitivity training and engaging women in participatory decision-making is a key RAMP UP-South Year Two goal. Through activities such as gender awareness workshops, women's advocacy groups, and women's radio programs, the project is working to provide women with information on and access to municipal government services and to establish institutional mechanisms that will enable women to participate more fully in local governance.

This quarter, outreach campaigns and gender- and youth-focused activities continued to draw national and local attention to RAMP UP-South activities. Across all areas of operation, SWM and parcel registration outreach campaigns were publicized through announcements on TV, radio, and at local community and religious gatherings. Mayors visited markets and shops, appealing to citizens to use the



community bins to dispose of commercial garbage. Speaking from their own platforms at Friday prayers, mullahs and religious elders supported the campaigns by spreading key messages on cleanliness and proper garbage disposal, and promoting the municipality-provided community bins. RTA aired interviews, roundtable discussions, and key messages from the mayor, municipal officials, and respected citizens.

On March 8<sup>th</sup>, International Women's Day was celebrated in many of the provinces to recognize the contributions of women in local governance. These events also provided an opportunity for local women to meet with their municipal representatives to discuss municipal programs and opportunities to increase women's participation in civic affairs. At a New Year's Day event held later in the month, the Mayor of Kandahar singled out the role of women as especially crucial in enhancing local governance. In Lashkar Gah and Zaranj, RAMP UP-South sponsored gender awareness workshops designed to foster dialogue on gender issues and to encourage more active participation by women in municipal affairs.

## **MUNICIPAL ACTIVITIES OVERVIEW**

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

#### **SWM and Parcel Registration Outreach Campaigns**

Last quarter, a civic engagement campaign was designed to support the SWM program in Kandahar with the full involvement of the mayor. The mayor selected a name for the campaign (–Shayasta Kandahar” or –Beautiful Kandahar”) and approved the primary outreach messages, which aim to both inform citizens of the municipality's SWM efforts and encourage citizens to organize their local communities and take ownership of garbage collection and waste removal in their areas.

The –Shayasta Kandahar” campaign progressed rapidly in January, with street cleanup from Sarajama to Shehidan Chowk completed along the Mandigak House landmark in the heart of the city. Dubbed the –Volunteer City Cleaning Program,” the activity was led by numerous local leaders including Mayor Mohammad Omar and His Excellency Assadullah Khalid, the Minister of Frontier Nations and Tribal Affairs. Other participants included the Kandahar Police Chief, members of the provincial council and assembly, the Director of Information and Culture, the Director of Education, and members of the Kandahar Press Club, in addition to hundreds of students.

Meanwhile, the Kandahar municipality continued cleaning city gutters and drains as part of the –Shayasta” campaign. In a radio interview aired on Central Mosque and Radio Television Afghanistan (RTA) in January, the District 1 municipal director appealed to citizens to dispose of garbage properly in the new trash bins, and not in drains and gutters. RTA also broadcasted a roundtable discussion on city cleanliness featuring a *shura* representative, doctor from the Department of Health, and directors from the Sanitation and Environment departments.

During the reporting period, Mayor Omar also established municipal committees in local schools, including Ahmad Shah Baba, Mirwais Nika, Temor Shahi, Zarghoona Ana, and Mahmood Tarzi High Schools. Through these committees, the mayor requested that teachers and students advocate for cleanliness in homes and public places to maintain the city's beauty. Mullahs at the Emambara Mosque spread complementary messages on cleanliness in Friday prayers, while RAMP UP-South assisted in the distribution of 400 flyers describing how to properly dispose of household and commercial garbage in schools, Herat Bazaar, Shehidan Chowk, and in District 1 of Kandahar City.



**Gender**



*Ozra Ahmadi, gender and outreach advisor for RAMP UP-South, is recognized by the Governor of Hilmand Province at an International Women’s Day event in Lashkar Gah*



*Bost Radio interview highlighting the role of women in the Lashkar Gah municipality’s cleanliness campaign*



*More than 100 women attend an International Women’s Day event, sponsored by the mayor in Zaranj*

At a ceremony held in February to announce the municipality’s tree planting initiative, which was covered by local media, the mayor noted that greening of the city went hand-in-hand with the SWM program, and that together these two initiatives would help Kandahar become a cleaner and more beautiful place to live. The mayor also mentioned that parcel registration activities would generate municipal income through *safayi* tax and help the city sustain its delivery of public services. RAMP UP-South designed and distributed 200 flyers highlighting the benefits of a green city in support of the event.

**Gender**

In collaboration with the mayor, RAMP UP-South sponsored an International Women’s Day event on March 8th in Kandahar City, which was covered by RTA and Hewad TV. Some 350 women activists participated in the ceremony, which sought to educate women on municipal affairs and encourage their active participation in local governance. The event opened with a speech by the governor, which was followed by a discussion of women’s roles in public sanitation and community development. The second half of the program included speeches by participants and an opportunity for women to meet with the mayor, who greeted them personally and offered each participant a small gift on behalf of the municipality.

In a separate event, members of the media were invited to an Afghan New Year event held by the municipality, which took place in Baba Sahib, a picnic area in Kandahar City. The mayor attended the event and spoke with the participants about ongoing RAMP UP-South-supported municipal activities. He also stressed the importance of participatory decision-making and citizen engagement, particularly women’s engagement, in municipal affairs.

**LASHKAR GAH – HILMAND PROVINCE**

**SWM and Parcel Registration Outreach Campaigns**

The “Shayasta” SWM campaign continued its outreach efforts, with the sustained advocacy of the religious community and extensive coverage across various media outlets including RTA, Bost Radio, Poya magazine, and local newspapers. In January, the mayor discussed cleanliness programs in a live interview from Bost radio station facilitated by the RAMP UP-South outreach coordinator. He informed listeners about the work of different organizations in the municipality and appealed to citizens to support ongoing municipal programs. The deputy mayor and Head of Shura visited city residents as part of the campaign, which was covered by both radio and television media.



With media coverage by RTA, more than 100 mullahs in Lashkar Gah pledged to support municipal programs in a meeting hosted by the mayor and the Director of the Ministry of Religious Affairs in February. Trusted and respected community leaders, the mullahs expressed their commitment to the –Shayasta” cleanliness campaign and parcel registration program, pledging to disseminate outreach messages during Friday prayers, the most attended community gatherings across the country. Additional copies of outreach campaign flyers for the SWM and parcel registration programs were distributed to those in attendance.

In further support of the –Shayasta” campaign, Mayor Mohammad Fazal Safi planted a tree at the Lashkar Gah bazaar, announcing that additional trees would be planted during the year to enhance municipal beautification efforts. RTA Hilmand covered the event. A new flyer describing tree planting techniques and stressing the importance of environmental responsibility was designed by the outreach team, and 1,100 of these flyers were distributed in Lashkar Gah in March. The team also produced five audio clips for the campaign. The clips, which were aired over RTA and Bost Radio, were narrated by the mayor and included interviews with mullahs and local business owners about the importance of the greening campaign. The deputy mayor and head of Municipal Shura also visited city residents as part of the municipal cleanliness campaign. The visit and subsequent interviews with citizens were covered by RTA radio and television.

The parcel registration outreach campaign received an added impetus in February with RTA radio airing an interview with Molawi Mehri, a popular religious figure in Lashkar Gah. The prominent mullah linked cleanliness to Islamic teachings and discussed how revenue from parcel registration could be used as a means to sustain SWM services in the municipality. Parcel registration flyers were also submitted to the local newspaper and Poya magazine for publication and distribution. In March, Molawi Ajab Gull and Molawi Kol Akhteyer, two well-respected mullahs of Markazi Jama, Lashkar Gah’s central mosque, made announcements about the parcel registration program after Friday prayers. Three hundred flyers entitled –Questions and Answers on Parcel Registration” were subsequently distributed among the mullahs and residents in attendance.

## **Gender**

In January, Bost Radio, a popular private radio station in Lashkar Gah, aired a live show focusing on the role of women in the municipality’s SWM and municipal beautification campaigns. The RAMP UP-South gender advisor interviewed a female member of the provincial Shura for an hour and answered calls from listeners.

The Lashkar Gah municipality celebrated International Women’s Day on March 8th at an event attended by Governor Gulah Mangal along with more than 300 women, municipal officials, and tribal elders. At the event, Governor Mangal honored the achievements of women in Hilmand Province and presented awards to 20 women, including Ozra Ahmadi, Gender and Outreach advisor for RAMP UP-South. Ms. Ahmadi was recognized for her work in journalism, women’s advocacy, and civic outreach. In his speech, Governor Mangal said, –We must support women in every aspect of life, such as education and health.” The governor also announced plans to establish a vocational training center in the municipality, where women will be able to take a variety of classes to support their personal and professional development.

RAMP UP-South also sponsored a gender-awareness workshop in the Lashkar Gah municipality in March. Fifteen women attended the workshop, which trained attendees on how to foster dialogue on gender issues and encouraged the active participation of women in municipal affairs.

## **TIRIN KOT – URUZGAN PROVINCE**

### **SWM and Parcel Registration Outreach Campaigns**



**Civic Outreach**



*Over 500 flyers describing how to properly dispose of household and commercial garbage were distributed throughout Kandahar City*



*More than 100 Mullahs in Lashkar Gah pledge to support municipal programs in a meeting hosted by the mayor*



*Mohammed Rasol Kochai, Chairman of the Peace Council of Qalat and tribal leader of the Kochai tribe tapes a message urging citizens to support municipal programs*

Throughout the reporting period, religious leaders disseminated outreach messages in support of “Shayasta Tirin Kot” SWM and parcel registration campaigns during Friday prayers, and over 300 flyers in support of the SWM campaign were distributed in high-traffic areas. An additional 200 flyers promoting city beautification efforts were handed out in high traffic areas throughout the municipality such as shops, markets, and schools. The purpose of the flyers is to raise awareness about the benefits of greening the city through activities like tree planting and to provide information on how to plant and look after saplings.

In January, RTA aired an interview with the mayor and four shopkeepers on the benefits of deploying community metal skips and garbage bins in the markets. In February, the mayor reached out to community elders, tribal leaders, key officials, religious scholars, and the media to report on the progress of municipal activities and renew his endorsement of the SWM program. These local leaders in turn pledged to look after the community bins in their areas and urged citizens to support the programs through radio interviews following the meeting.

In preparation for launching the parcel registration program in Tirin Kot, the mayor discussed the program on RTA Uruzgan radio in January. The mayor described the registration process and explained how revenues generated through property registration would be used to fund future municipal services. In February, the mayor introduced the land registration coordinator and survey team to municipal staff and local elders to encourage community support of their work surveying properties in the city. In an activity facilitated by the outreach coordinator later that month, the mayor met with community elders and shop owners to promote parcel registration. During the meeting, which was aired by RTA Uruzgan, the mayor answered questions and stressed the benefits of the registration program.

**Youth Outreach**

In March, the mayor hosted a meeting for 70 local youth at the Provincial Youth Department of Uruzgan Province. Provincial administrative directors, writers, poets, mullahs, and local journalists participated in the event, which aimed to raise awareness about municipal activities among recent high school graduates and promote youth participation in local governance. At the event, the mayor highlighted SWM, city beautification, and land parcel registration projects initiated with the assistance of RAMP UP-South and stressed the importance of youth engagement in municipal activities.

**QALAT – ZABUL PROVINCE**

**SWM and Parcel Registration Outreach Campaigns**



On February 9, Qalat's Mayor called attention to various municipal activities through a seven-minute news clip on Lemar TV, national primetime news. The mayor specifically mentioned the 50 skips and 1,100 garbage bins provided by RAMP UP-South that have been distributed throughout the city in support of the municipality's solid waste management efforts. Citizens were interviewed on the news segment and provided positive feedback, stating that the municipality is listening to their needs and providing good services for which they are willing to pay.

In further support of the SWM and parcel registration programs, tribal leaders went on the Voice of Qalat radio station to participate in an on-air discussion about municipal activities, their importance, and what citizens can do to sustain them. The leaders lauded the —Shayasta Qalat” SWM campaign for keeping the city clean and improving citizens' health and called on residents to support the clean-up efforts. Alhaj Hamidullah of the Tokhi Tribe urged property and business owners to register their properties with the municipality, emphasizing that revenues generated by the municipality would be used on municipal service delivery projects benefiting all citizens. In addition to radio broadcasts, outreach efforts during the reporting period included the distribution of flyers in high traffic areas of the city, along with advocacy from religious leaders, who made key announcements in support of municipal SWM efforts during Friday prayer.

Also in February, religious leaders, members of the shura, government officials, and youth representatives gathered at a meeting hosted by the mayor to express their commitment to the —Shayasta” campaign and parcel registration program. Trusted leaders, the mullahs pledged to disseminate outreach messages to citizens in support of these activities. At a separate gathering organized by the municipality, the Governor, Deputy Governor, and members of the Provincial Council announced their full support of municipal initiatives and pleasure with the progress of RAMP UP-South-sponsored activities.

In an effort to encourage youth participation in civic affairs, RAMP UP-South in coordination with the municipality, sponsored an additional training in MS Word Basics for 20 local high-school students at the new municipal training center in March. Though focusing on computer skills, the training was also designed to inform students about municipal activities and to enable them to more meaningfully contribute to their communities.

## ZARANJ – NIMROZ PROVINCE

### **SWM and Parcel Registration Outreach Campaigns**

With sustained local radio and television coverage and advocacy by respected religious leaders and the mayor, the —Shayasta Zaranj” outreach and education campaign gained momentum throughout the quarter. RTA Nimroz began broadcasting regularly scheduled messages from the mayor promoting city cleanliness. RTA also continued to air interviews with private citizens and respected community leaders to further engage the larger community in municipal SWM efforts, and to encourage citizens to participate in maintaining their own streets and utilizing community bins. Flyers designed to educate citizens on the municipality's solid waste program were also circulated in high schools, city bazaars, police departments, hospitals, and mosques.

In January, the RAMP UP-South outreach coordinator discussed upcoming activities with the mayor and obtained approval for the launch of the parcel registration outreach and civic education campaigns, as well as for other outreach activities related to city beautification. In a special event covered by RTA radio in February, the mayor reached out to religious and community leaders in the city to advocate for support of ongoing municipal programs in Zaranj. Additional copies of outreach campaign flyers for the SWM and parcel registration programs were distributed to those in attendance.

In March, the mayor briefed 24 community elders on parcel registration activities at a meeting held at the municipality's shura hall. Mullahs from Zaranj's Central Mosque also discussed municipal parcel registration during Friday prayers and called on property and business owners to register their properties with the municipality. To further support the parcel registration program, flyers entitled —Questions and



Answers on Parcel Registration” were distributed among municipal elders and Zaranj citizens. Copies were also provided to the local newspaper and Poya Magazine for publication. The flyers describe registration processes and serve as talking points for the mayor, mullahs, and the media. Also in March, an additional 700 flyers describing the benefits of greening the city were distributed to the community to promote tree planting initiatives spearheaded by the municipality.

## Gender

In the first week of February, RAMP UP-South commenced gender sensitivity training for municipal staff from various ministries in Zaranj. A total of 36 men and women participated in these municipality-sponsored workshops, which focused on basic communication and advocacy skills. Trainings such as the one conducted in Zaranj aim to institutionalize mechanisms that enable women to participate in local governance and provide women information and access to municipal services.

On March 8th, the mayor of Zaranj hosted a ceremony in honor of International Women’s Day with the assistance of RAMP UP-South. The event, which was attended by 300 women activists, promoted increased engagement from women in municipal affairs, while increasing their access to municipal officials. The outreach team prepared a press release covering the event and submitted it to Nimroz Magazine for publication.

## NILI – DAYKUNDI PROVINCE

### Gender

In collaboration with the RAMP UP-South, the Nili municipality hosted an International Women’s Day event on March 8<sup>th</sup> which received local media coverage by RTA, Nasim Radio, and Radio Daykundi. Approximately 600 women participated in the ceremony, which sought to educate women on municipal affairs and encourage their active participation in local governance.

## Upcoming Activities

In the third quarter of FY2012, priority will be given to sustainable service delivery projects that also promote capacity building and revenue generation. The focus will remain on capacity building activities in conjunction with Component 2: Service Delivery and Component 3: Revenue Generation activities. After March, 2012 RAMP UP–South will focus primarily on Component 1: Capacity Building efforts, with systematic follow-up to ensure sustainability of capital and revenue generation investments. An additional lens was applied to give funding preference as follows:

- **Tier One:** Kandahar City and Lashkar Gah. As the largest and most strategically important cities in southern Afghanistan, first preference is given to fund activities on all three components and the cross-cutting themes.
- **Tier Two:** Qalat and Tirin Kot. As medium sized municipalities in strategic areas with security concerns and PRT presence, second preference is given to fund activities to the extent possible in all components. Special consideration is allowed for Tirin Kot, where there is a high degree of certainty that activities already designed by RU-S will be funded by the Australian Aid Agency.
- **Tier Three:** Zaranj and Nili. As smaller sized municipalities in relatively more secure locations, third preference is given to fund strategic activities that will strengthen the ability of these municipalities to design, deliver and fund activities to develop these locations.

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

- Development and implementation of the municipal budgeting and accounting system;
- Continuation of the parcel registration survey and revenue generation with billing;
- Implementation of business license registration in all target municipalities;
- Basic computer training, including training on MS Word and Excel, for municipal staff will continue in all target municipalities;



- Project and Procurement Management training will be piloted in Lashkar Gah and Qalat;
- Continuation of the SWM Program comprising neighborhood collection; municipal landfill sites; and SWM vehicle maintenance and repair yards;
- Continuation of training of municipal employees on SWM planning, budgeting, and implementation in preparation for the transition to full municipal control in the following quarter;
- Completion of construction or refurbishment of public latrines in Tirin Kot, Qalat and Nili;
- Approval, contract award, and construction of the municipal vehicle maintenance facility in Tirin Kot; approval and contract award of the municipal beautification project in Lashkar Gah;
- As part of PPP initiative, construction of slaughterhouse in Qalat and municipal parking lot in Lashkar Gah;
- Completion of the Nili New City Area access road and plot staking;
- Continuation of outreach and civic education campaigns in support of the parcel registration programs in all target municipalities.

Table 1: Overview of the training programs that will be implemented throughout each municipality next quarter

| Planned Training Activities April through June 2012 |                       |                         |                              |         |                  |     |            |     |           |                      |                |                    |             |
|---|-----------------------|-------------------------|------------------------------|---------|------------------|-----|------------|-----|-----------|----------------------|----------------|--------------------|-------------|
|   | Solid Waste Trainings | Engineering Land Survey | Engineering Site Supervision | AutoCAD | Business License | ICT | Accounting | PPP | Budgeting | Communication Skills | Basic Computer | Project Management | Procurement |
| <b>Kandahar</b>                                     | X                     |                         | X                            | X       | X                | X   | X          |     | X         |                      | X              |                    |             |
| <b>Lashkar Gah</b>                                  | X                     | X                       | X                            | X       | X                | X   | X          | X   | X         |                      | X              | X                  | X           |
| <b>Nili</b>   | X                     | X                       | X                            |         | X                | X   | X          |     | X         |                      | X              |                    |             |
| <b>Qalat</b>  | X                     | X                       | X                            | X       |                  | X   | X          | X   | X         |                      | X              | X                  | X           |
| <b>Tirin Kot</b>                                    | X                     | X                       | X                            | X       | X                | X   | X          |     | X         | X                    | X              |                    |             |

## Program Support

### MONITORING AND EVALUATION

#### Performance Monitoring Plan

A revised Performance Monitoring Plan (PMP) was submitted to USAID during the previous quarter. In adjusting the previous year's PMP, several indicators were removed, others were collapsed into a single indicator, and new indicators were developed to more accurately reflect the project's work and impact. On 27 January 2012, USAID approved the year two PMP.

#### New Indicator Requirement

Business licenses were not incorporated into the approved PMP in January 2012. However, given the extensive efforts and progress made in licensing businesses, particularly in Qalat where 780 businesses

have been registered, the project decided to include an additional indicator on “number of businesses licensed with USG assistance” in its reporting to USAID. This indicator will appear in the subsequent monthly reports in order to quantify and accurately capture the project’s work in this area.

### **Quality Control (QC) Process and Data Quality Assessment**

A comprehensive quality control (QC) process was implemented during the quarter to guarantee that all reported Monitoring and Evaluation (M&E) data has sufficient supporting documentation. The M&E team completed their investigation of data discrepancies as part of the QC exercise. In the process, a number of indicator definitions were reviewed and reworked to eliminate any potential ambiguity. Based on the results, some data has been adjusted since the March monthly report.

### **Training**

To guarantee that project staff develop and maintain a comprehensive understanding of M&E reporting requirements, basic training in M&E processes was provided to all RAMP UP-South staff during the reporting period. The training covered M&E terminology as well as the importance of accurate, conscientious M&E data collection and reporting. The training also focused on how PMP indicators fit into reporting practices under the RAMP UP-South Results Framework.

### **Staffing**

As part of the project’s continued emphasis on empowering Afghan nationals to assume positions of increasing scope and leadership, RAMP UP-South hired an Afghan national as senior M&E manager in mid-March; the new manager will take over the project’s M&E responsibilities from the current expat M&E director, who is expected to end her assignment in mid-April. In preparation for this transition, the new M&E manager worked closely with the M&E director throughout the reporting period, taking on M&E functions of increasing difficulty. The final handover of responsibilities is expected in early April in order to ensure that the new manager is fully aware of all RAMP UP-South M&E reporting requirements and processes.

For a complete list of indicator achievements during the quarter with cumulative data and targets disaggregated by component, please refer to Appendix I.

## **OPERATIONAL SUPPORT**

### **Afghanization**

In accordance with the program’s Afghanization strategy, RAMP UP-South continued to reduce the number of expatriate positions throughout the quarter and promote highly qualified local nationals (LNs) for key leadership roles in departments across the program. In February’s monthly coordination meeting between municipal program coordinators (MPCs) and senior technical staff, a number of training sessions were conducted on administrative and financial management for proposed LN team leaders. The trainings were designed to strengthen the supervisory and management skills of these staff, preparing and empowering them to assume the greater responsibility and authority implicit under their new leadership roles. In addition, comprehensive brainstorming sessions were held during the MPC meeting to discuss the new team structure, revised organizational chart, and how to most effectively institute Afghanization moving forward.

The official transition of leadership took place on March 1, 2012. As of the end of March, technical team leaders and deputy team leaders are now all LN personnel. In addition, the leadership of a number of key administrative departments, including Finance, Operations, and Grants, Subcontracts, and Compliance (GSC), was turned over to qualified local personnel. In accordance with the program’s Afghanization strategy, RAMP UP-South retained a few expatriate advisors to continue providing guidance and technical assistance. While expatriate advisors will continue to provide overall programmatic guidance, decision-making authority for department activities will lie with the newly appointed LN team leaders and



deputy team leaders. The project’s new organizational chart, illustrating the critical leadership positions of Afghans is shown in Appendix I.

This new structure was shared with municipal officials in each of RAMP UP-South’s target municipalities, with GDMA counterparts, and with USAID. All stakeholders demonstrated a great deal of support for RAMP UP-South’s Afghanization efforts. The project has in turn focused on continued training and capacity-building among our own staff to ensure that they are prepared for this new level of managerial responsibility. Key personnel on the project are enrolling in a Project Management Certification course offered through the American University of Kabul, which is designed to strengthen their overall management skills, with a special focus on financial planning, work planning, and personnel supervision.

**Human Resources and Recruitment**

As of March 31, a total of 16 new Afghan employees were hired by RAMP UP-South in support of technical activity implementation in all project municipalities. These included three employees under Component 3, one employee under Component 1, six employees under operations, two employees under communications and outreach, one employee under M&E, and three employees under finance. Going into April 2012, RAMP UP-South has a total of 95 local national employees and 6 expatriate employees. The expatriate to Afghan staff ratio is approximately 16:1. At the end of the quarter, the following LN staffing structure was in place across the six municipalities:

Table 2: RAMP UP - South Local National Personnel Summary as of March 31, 2012

| PROVINCE     | MUNICIPALITY | SUPPORT LOCAL NATIONAL EMPLOYEES |          |           | PROFESSIONAL LOCAL NATIONAL EMPLOYEES |          |           |
|--------------|--------------|----------------------------------|----------|-----------|---------------------------------------|----------|-----------|
|              |              | MALES                            | FEMALES  | TOTAL     | MALES                                 | FEMALES  | TOTAL     |
| Kandahar     | Kandahar     | 4                                |          | 4         | 22                                    |          | 22        |
| Hilmand      | Lashkar Gah  | 2                                |          | 2         | 6                                     |          | 6         |
| Kabul        | Kabul        | 7                                | 2        | 9         | 17                                    | 1        | 18        |
| Uruzgan      | Tirin Kot    | 5                                |          | 5         | 6                                     |          | 6         |
| Nimroz       | Zaranj       | 1                                |          | 1         | 5                                     |          | 5         |
| Daykundi     | Nili         | 3                                |          | 3         | 5                                     |          | 5         |
| Zabul        | Qalat        | 3                                |          | 3         | 6                                     |          | 6         |
| <b>Total</b> |              | <b>25</b>                        | <b>2</b> | <b>27</b> | <b>67</b>                             | <b>1</b> | <b>68</b> |

**FACILITIES**

**Kandahar Offices**

RAMP UP-South closed out its Camp Xenia office in early March. Equipment and local staff based there transitioned to either the Kabul office or the project’s District 5 office in Kandahar City. Over 20 RAMP UP – South staff, including the Municipal Program Coordinator are based at the District 5 office. Some Component 3 staff continue to work from the Kandahar City municipal building.

**Kandahar PRT**

RAMP UP-South established an office at Camp Nathan Smith / Kandahar PRT (KPRT) last quarter. One expat employee is living and working from KPRT, an arrangement which improved access to key staff in Kandahar City.



### **Kabul Office and Residence Space**

With the closeout of the Camp Xenia office, RAMP UP-South transitioned its base of operations to the Baron Lodges in Kabul. The office move enables the project to share corporate Chemonics resources with other Chemonics USAID-funded projects and significantly streamline overhead costs.

### **Qalat PRT**

A satellite office was established at the Qalat PRT during the previous quarter. One expat employee is living and working from the PRT, an arrangement which improved access to key staff in Qalat.

### **Tirin Kot PRT**

A satellite office was established at the Tirin Kot PRT during the previous quarter. One expat employee is living and working from the PRT, an arrangement which improved access to key staff in Tirin Kot.

RAMP UP—South's decision to move expatriate staff to the PRTs not only represents a cost-saving measure for the project, but also provides the ability for expat staff to provide responsive and targeted support and mentoring for local staff located in municipal offices.

## **LOGISTICS AND PROCUREMENT**

### **Logistics**

RAMP UP—South continued to use US government, military, commercial and United Nations flights in order to transport staff between all office locations. National staff also travelled by road, when safe to do so, in an effort to facilitate quick access and effective responsiveness to municipal beneficiaries.

Effective March 1, RAMP UP-South officially transitioned its base of operations from Kandahar City to Kabul. RAMP UP-South staff worked diligently throughout the quarter to close the project's operational base at Camp Xenia, move the necessary equipment and personnel to Kabul, and prepare the project's Kandahar office at District 5 for the increased staff numbers.

### **Grants, Subcontracts, and Compliance**

During the quarter, one new subcontract for construction of the Qalat slaughterhouse (a public-private partnership) was awarded, and six Requests for Proposals (RFPs) for construction projects under C2 were issued. RAMP UP-South anticipates rolling out grants for training programs in Lashkar Gah and Qalat municipalities in the subsequent quarter, and negotiations with potential grantees are currently underway. RAMP UP-South also expects to award contracts for construction of a Transitional Waste Accumulation Site in Kandahar City, the construction of a central bazaar latrine in Qalat City, the refurbishment of the central Tirin Kot latrine, a landscaping project in Lashkar Gah, and the construction of a fruit market latrine and a bus station latrine in Kandahar City. Several RFPs for construction activities under C2 are also expected in April, and RAMP UP-South anticipates signing two purchase orders for the procurement of crane trucks, loader crane trucks, and wheeled loaders for Kandahar and Tirin Kot municipalities. Please see Appendix III and IV for a complete list of GSC activities.

## **ENVIRONMENTAL CONCERNS**

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



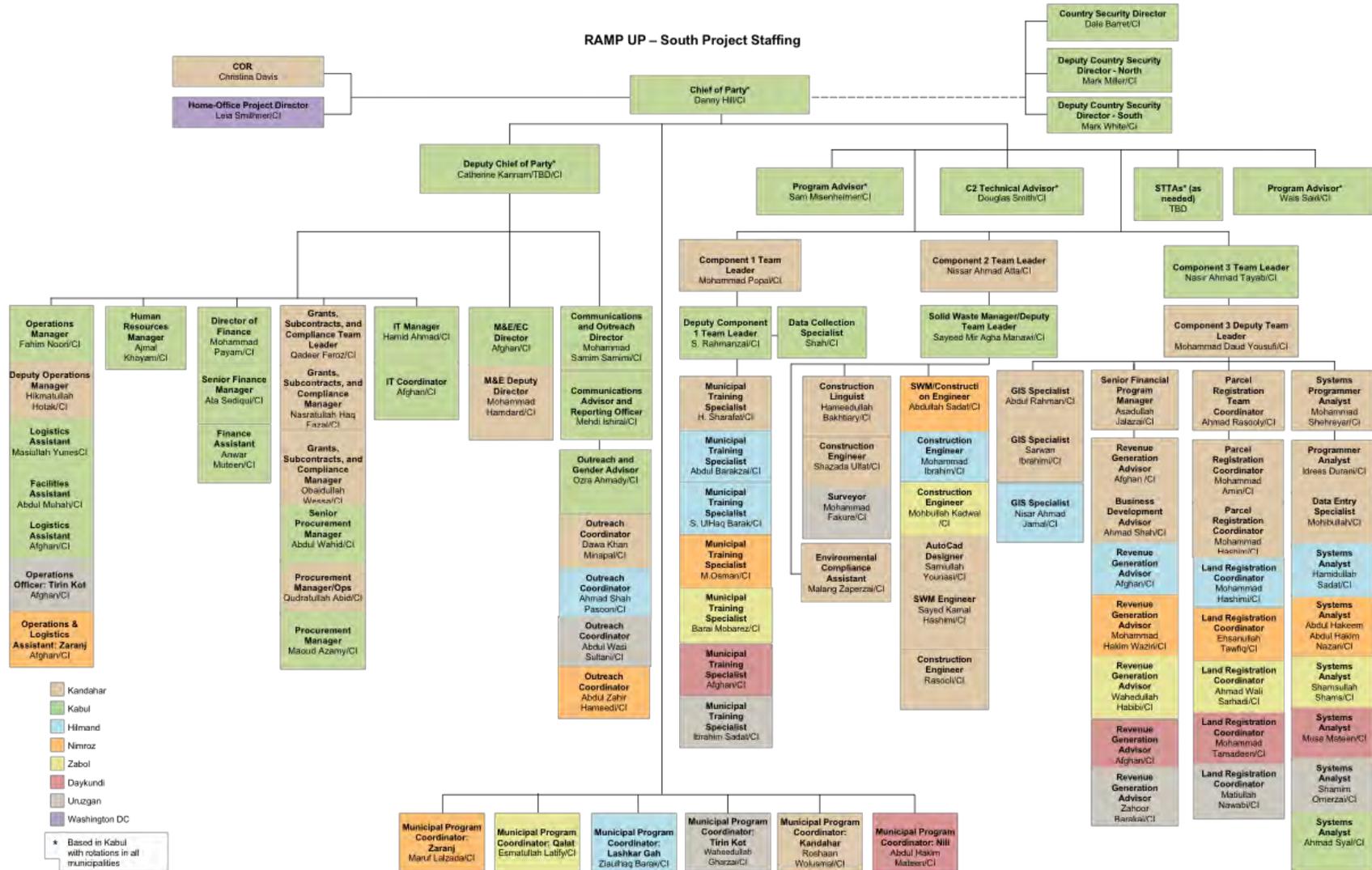
During the quarter, RAMP UP-South's Environmental Compliance Specialist prepared an Environmental Review Report (ERR) and an Environmental Mitigation and Monitoring Plan (EMMP) for the Qalat slaughterhouse project, Lashkar Gah landscaping project, Kandahar bus station latrines, and the Kandahar vehicle maintenance garage. Site visits were made to observe the Milli bus station latrine and municipal building latrine sites in Lashkar Gah in February. Additional site visits were made to observe SWM activities in District Two of Kandahar City and the landfill location for the Transitional Waste Accumulation Site in March.



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## APPENDIX I: RAMP UP-South Organizational Chart





## APPENDIX II: Project Indicators Progress Report

| CLIN  | LEVEL  | INDICATOR   | YEAR II |        | LIFE OF PROJECT |         | YEAR II QUARTER II DATA |                    |                    |                  |                    |                    |                  |
|-------|--------|---|---------|--------|-----------------|---------|-------------------------|--------------------|--------------------|------------------|--------------------|--------------------|------------------|
|       |        |   | TARGET  | ACTUAL | TARGET          | ACTUAL  | TOTALS                  | KANDAHAR           | LASHKAR GAH        | ZARANJ           | TIRIN KOT          | QALAT              | NILI             |
| 1,2,3 | Output | Number of target municipalities receiving USG assistance to improve their performance in the reporting period | 6       | 6      | 6               | 6       | 6                       | 1                  | 1                  | 1                | 1                  | 1                  | 1                |
| 1,2,3 | Output | Number of sustainable full time jobs supported through RAMP UP-South assistance                               | 177     | 3      | 148             | 3       | 2                       | 2                  | -                  | -                | -                  | -                  | -                |
| 2,3   | Output | Number of workdays provided as a direct result of RAMP UP-South activities in the reporting period            | 32,630  | 31,461 | 105,262         | 104,093 | <u>C2</u><br>11,573     | <u>C2</u><br>7,023 | <u>C2</u><br>704   | <u>C2</u><br>978 | <u>C2</u><br>1,567 | <u>C2</u><br>1,280 | <u>C2</u><br>21  |
|       |        |   |         |        |                 |         | <u>C3</u><br>5,775      | <u>C3</u><br>2,269 | <u>C3</u><br>1,061 | <u>C3</u><br>708 | <u>C3</u><br>390   | <u>C3</u><br>1,227 | <u>C3</u><br>120 |
| 2,3   | Output | Number of municipal service delivery projects completed with USG assistance during the reporting period       | 86      | 40     | 90              | 44      | 20                      | 2                  | 3                  | 4                | 3                  | 5                  | 3                |
| 1     | Output | Number of training curriculums developed with RAMP UP-South assistance  | 20      | 22     | 20              | 22      | 8                       | -                  | -                  | -                | -                  | -                  | -                |
| 1     | Output | Number of individuals trained with USG assistance in the reporting period                                     | 330     | 370    | 430             | 471     | 290                     | 73                 | 73                 | 87               | 24                 | 30                 | 3                |
| 2     | Output | Number of environmental compliance visits conducted to RAMP UP-South project sites                            | 48      | 6      | 48              | 6       | 2                       | 1                  | -                  | -                | 1                  | -                  | -                |



| CLIN | LEVEL  | INDICATOR   | YEAR II     |        | LIFE OF PROJECT |        | YEAR II QUARTER II DATA |          |             |        |           |       |      |
|------|--------|---|-------------|--------|-----------------|--------|-------------------------|----------|-------------|--------|-----------|-------|------|
|      |        |   | TARGET      | ACTUAL | TARGET          | ACTUAL | TOTALS                  | KANDAHAR | LASHKAR GAH | ZARANJ | TIRIN KOT | QALAT | NILI |
| 3    | Output | Number of Integrated Financial Management Systems (IFMS) modules implemented in target municipalities in the reporting period | 29          | 15     | 30              | 18     | 8                       | 0        | 1           | 2      | 1         | 2     | 2    |
| 3    | Output | Number of parcels of land registered with USG assistance in the reporting period  | 57,020      | 7,221  | 57,020          | 7,221  | 5,390                   | 1,291    | 1,448       | 511    | 112       | 2,028 | -    |
| 3    | Output | Number of Public Private Partnerships (PPP) established with RU-S support in the reporting period                             | 2           | 1      | 2               | 1      | 1                       | -        | -           | -      | -         | 1     | -    |
| 3    | Output | Value of revenue generated by target municipalities in the reporting period as a direct result of RAMP UP-South activities*   | \$1,969,590 | \$ -   | \$1,969,590     | \$ -   | \$ -                    | \$ -     | \$ -        | \$ -   | \$ -      | \$ -  | \$ - |
| 3    | Output | Number of anti-corruption measures implemented with USG assistance in the reporting period                                    | 29          | 11     | 30              | 12     | -                       | -        | -           | -      | -         | -     | -    |

\*Note that the revenue generation target is based largely on amount of revenue generated by parcel registration, and there is a delay between registration of parcels, and receipt of tax payments by the municipality. This number should increase dramatically over the next few months as tax payments and other sources of revenue are registered in the revenue collection and payment database.



## APPENDIX III: Procurement Activities

Table 3: Progress on Purchase Order Activities as of March 31, 2012

| RFQ No.                     | Description   | Issue Date | PO. Date  | Status  |
|-----------------------------|---|------------|-----------|---|
| PO-FUND-KC-003              | Dump Trucks for Kandahar Municipality   | 02 Aug 11  | 31 Dec 11 | Registration of all 10 vehicles is currently in process.  |
| PO-FUND-KC-029              | On-Demand Translation Services  | 08 Dec 11  | 31 Jul 12 | The purchase order under a BPA was executed. The BPA will expire in July 2012; A third PO for services in February 2012 was issued. Services are ongoing. |
| BPA-FUND-KC-030 (1) and (2) | Rental of Crane Truck, Dump Trucks and Loaders for Kandahar Municipality Trash Collection Project | 21 Dec 11  | 31 Mar 12 | Re-issued BPA to two new vendors with a period of performance of December 21, 2011 through March 31, 2012.  |
| PO-FUND-LG-001              | Dump Trucks for Lashkar Gah   | 02 Aug 11  | 30 Sep 11 | Customs and inspection completed and arrival of the trucks to Lashkar Gah is expected in the first week of April.   |
| RUS-KDR-000061              | Rental of Crane Truck, Dump Trucks and Loader for Qalat Municipality Trash Collection Project     | 21 Nov 11  | 31 Mar 12 | Purchase order issued on November 21, 2011 with a completion date of March 31, 2012.  |
| RUS-KDR-000062              | Rental of Dump Trucks and a Loaders for Zaranj Municipality Trash Collection Project              | 21 Nov 11  | 31 Mar 12 | Purchase order issued on November 21, 2011 with a completion date of March 31, 2012.  |
| RUS-KDR-000063              | Rental of Crane Truck, Dump Truck and Loader for Tirin Kot Municipality Trash Collection Project  | 23 Nov 11  | 31 Mar 12 | Purchase order issued on November 23 2011 with a completion date of March 31, 2012.   |



**Table 4: Progress on RFQ Activities as of March 31, 2012**

| RFQ No.          | Description  | Issue Date | Sub. Date  | Status                      |
|------------------|--|------------|------------|-----------------------------|
| RFQ-FUND-KC-024  | Crane Trucks (8 for Kandahar; 1 for Lashkar Gah)                                 | 21 Sep 11  | 09 Oct 11  | In the process of awarding. |
| RFQ-FUND- TK-006 | Procurement of Loader Crane trucks and wheeled loader for Tirin Kot Municipality | 26 July 11 | 26 July 11 | In the process of awarding. |

## APPENDIX IV: GRANTS, SUBCONTRACTS AND COMPLIANCE

**Table 5: Progress on Grant Activities as of March 31, 2012**

| RFQ No.         | Description  | Issue Date | Sub. Date | Status  |
|-----------------|--|------------|-----------|---|
| RFA-FUND-No. 01 | Municipal Training Programs across 6 Municipalities of Southern Afghanistan  | 24 Oct 11  | 26 Nov 11 | Under negotiations with three potential grantees as of the end of March 2012.     |
| APS No. 01      | Request for applications from Afghan organizations for Annual Program Statements to implement innovative projects that work towards strengthening municipal government services and capacity building efforts for the municipalities of Southern Afghanistan | 22 Oct 11  | 15 May 12 | Applications to be accepted and reviewed on a rolling basis through May 15, 2012. |

**Table 6: Progress on Pre-Qualification Activities (Construction) as of March 31, 2012**



| RFPQ No. | Description   | Issue Date | Sub. Date | Status   |
|----------|---|------------|-----------|--|
| RFPQ-01  | Soliciting applications from eligible companies to form a list of pre-qualified subcontractors to undertake various construction and municipal service delivery activities. | 22 Oct 11  | 15 Nov 11 | List of pre-qualified subcontractors will be updated every eight (8) months for competitive purposes and to ensure new organizations may be added to the list. |

**Table 7: Progress on Subcontract and Direct Implementation Activities as of March 31, 2012**

| Subcontract No. | Description   | Signed Date | Closing Date | Status   |
|-----------------|---|-------------|--------------|--|
| FUND-KC-011     | Municipal Website Development                                       | 4 May 11    | 29 Feb 2012  | Final deliverables received and final payment processed accordingly. Project is completed.   |
| FUND NL-002     | Nili Road Construction  | 11 Aug 11   | 30 Apr 12    | The project experienced delays in January and February due to heavy snowfall. Work will recommence on April 1, 2012 and is expected to be completed by April 30, 2012. |
| FUND-NL-001     | Men and Women's Latrines in Nili                                    | 25 July 11  | 31 May 12    | The project experienced delays in January and February due to heavy snows in Nili. Work recommenced in late March and is expected to be completed by May 31, 2012.     |
| FUND-LG-010     | Construction of Latrine in Lashkar Gah Municipality                 | 23 Nov 11   | 26 Mar 12    | A No-Cost Time Extension Modification was executed for the project on March 28, extending the period of performance of the project until April 20, 2012.               |
| FUND-ZNJ-005    | Construction Of Two Public Latrines in Naqsha Square of Zaranj City | 28 Nov 11   | 11 Mar 12    | Project was completed by the due date of March 11, 2012.   |
| FUND-QLT-005    | Qalat PPP, Construction of Slaughter House                          | 05 Mar 12   | 05 Aug 12    | Subcontract and MOU signed and fully executed on 5 March 2012.   |



|                             |                                       |           |            |  |
|-----------------------------|---------------------------------------|-----------|------------|--|
| RFP-FUND-KC-021 (formerly)  | Land Registration in Kandahar City    | 15 Dec 11 | 30 Sept 12 | RFP cancelled by component 3 team and is now under direct implementation through September 2012. |
| RFP-FUND-LG-014 (formerly)  | Land Registration in Lashkar Gah City | 15 Dec 11 | 31 May 12  | RFP cancelled by component 3 team and is now under direct implementation through May 2012.       |
| RFP-FUND-ZNJ-006 (formerly) | Land Registration in Zaranj           | 15 Dec 11 | 30 Apr 12  | RFP cancelled by component 3 team and is now under direct implementation through April 2012.     |
| RFP-FUND-QLT-003 (formerly) | Land Registration in Qalat            | 15 Dec 11 | 31 Aug 12  | RFP cancelled by component 3 team and is now under direct implementation through August 2012.    |
| RFP-FUND-TK-004 (formerly)  | Land Registration in Tirin Kot        | 15 Dec 11 | 30 Sep 12  | RFP cancelled by component 3 team and is now under direct implementation through September 2012. |

**Table 8: Progress on RFP Activities as of March 31, 2012**

| RFP No.          | Description   | Issue Date | Proposal due Date | Status   |
|------------------|---|------------|-------------------|--|
| RFP-FUND-KC-020  | Kandahar Landfill/ Kandahar Waste Accumulation Site | 21 Sept 11 | 10 Oct 11         | MEO approval is expected in early April.   |
| RFP-FUND-QLT-006 | Construction of Central Bazaar Latrine, Qalat City  | 07 Mar 12  | 21 Mar 12         | Technical and cost evaluations are completed. BAFO will be sought from bidders in the competitive range in early April 2012. |
| RFP-FUND-TK-005  | Refurbishment of Central Tirin Kot Latrine          | 07 Mar 12  | 21 Mar 12         | Technical and cost evaluations are completed. BAFO will be sought from bidders in the competitive range in early April 2012. |



| RFP No.         | Description                               | Issue Date | Proposal due Date | Status   |
|-----------------|---|------------|-------------------|--|
| RFP-FUND-LG-016 | Landscaping in Lashkar Gah                | 07 Mar 12  | 21 Mar 12         | Technical and cost evaluations are completed. BAFO will be sought from bidders in the competitive range in early April 2012. |
| RFP-FUND-KC-023 | Construction of Hazratje Baba Latrine     | 07 Mar 12  | 21 Mar 12         | RFP cancelled by component 2 as of 12 March 2012   |
| RFP-FUND-KC-024 | Construction of Fruit Market Latrine      | 27 Mar 12  | 10 Apr 12         | Pre-bid conference to be held on April 03, 2012.   |
| RFP-FUND-KC-025 | Construction of Kabul Bus Station Latrine | 29 Mar 12  | 12 Apr 12         | Pre-bid conference to be held on April 05, 2012.   |



## APPENDIX V: Quarterly Financial Report

| Line Item                             | Base + Option Year Budget | Total Spent to Date (March 31, 2011) | Spent to Date by CLIN |                     |                     | Year Two Remaining Budget | Year Two Remaining Budget by CLIN |                    |                    | Total Years 1 and 2 |
|---------------------------------------|---------------------------|--------------------------------------|-----------------------|---------------------|---------------------|---------------------------|-----------------------------------|--------------------|--------------------|---------------------|
|                                       |                           |                                      | CLIN 1                | CLIN 2              | CLIN 3              |                           | CLIN 1                            | CLIN 2             | CLIN 3             |                     |
| I. Salaries                           | \$5,555,445               | \$5,425,146                          | \$1,641,430           | \$1,957,518         | \$1,826,199         | \$894,109                 | \$286,153                         | \$285,725          | \$322,230          | \$6,319,255         |
| II. Fringe Benefits                   | \$1,962,960               | \$1,753,289                          | \$536,900             | \$628,517           | \$587,872           | \$212,364                 | \$69,837                          | \$72,669           | \$69,858           | \$1,965,653         |
| III. Overhead                         | \$4,346,245               | \$4,080,379                          | \$1,233,867           | \$1,475,432         | \$1,371,080         | \$638,027                 | \$205,243                         | \$206,216          | \$226,568          | \$4,718,406         |
| IV. Travel and Transportation         | \$1,180,697               | \$923,229                            | \$319,214             | \$350,263           | \$253,752           | \$72,116                  | \$23,798                          | \$28,125           | \$20,192           | \$995,345           |
| V. Allowances                         | \$1,695,693               | \$3,242,435                          | \$942,590             | \$1,259,319         | \$1,040,526         | \$304,483                 | \$94,681                          | \$99,568           | \$110,234          | \$3,546,918         |
| VI. Other Direct Costs                | \$3,595,251               | \$5,141,418                          | \$1,745,203           | \$1,974,656         | \$1,421,559         | \$414,726                 | \$136,860                         | \$161,743          | \$116,123          | \$5,556,144         |
| VII. Equipment, Vehicles, and Freight | \$679,840                 | \$1,055,127                          | \$289,678             | \$379,455           | \$385,994           | \$185,000                 | \$61,050                          | \$72,150           | \$51,800           | \$1,240,127         |
| VIII. Subcontractors                  | \$28,555,213              | \$18,683,940                         | \$6,165,973           | \$7,281,127         | \$5,236,840         | \$1,446,546               | \$472,740                         | \$558,693          | \$415,113          | \$20,130,486        |
| IX. Program Support Direct Funding    | \$42,399,993              | \$8,696,533                          | \$890,040             | \$6,883,470         | \$923,023           | \$4,292,156               | \$136,450                         | \$3,515,606        | \$640,100          | \$12,988,690        |
| Technical Subcontracts                | \$7,102,868               | \$5,965,811                          | \$857,715             | \$4,914,083         | \$194,013           | \$2,033,800               | \$0                               | \$1,813,300        | \$220,500          | \$7,999,611         |
| Technical Procurement                 | \$4,597,125               | \$2,730,723                          | \$32,325              | \$1,969,387         | \$729,010           | \$2,178,356               | \$56,450                          | \$1,702,306        | \$419,600          | \$4,909,079         |
| Grants                                | \$30,700,000              | \$0                                  | \$0                   | \$0                 | \$0                 | \$80,000                  | \$80,000                          | \$0                | \$0                | \$0                 |
| X. G&A                                | \$5,200,345               | \$2,905,789                          | \$817,915             | \$1,317,810         | \$770,063           | \$498,906                 | \$85,424                          | \$296,529          | \$116,953          | \$3,404,695         |
| XI. Fees                              | \$5,552,187               | \$3,866,399                          | \$1,086,980           | \$1,755,179         | \$1,024,240         | \$667,882                 | \$113,918                         | \$397,277          | \$156,688          | \$4,534,282         |
| <b>Grand Total</b>                    | <b>\$100,723,869</b>      | <b>\$55,773,684</b>                  | <b>\$15,697,731</b>   | <b>\$25,295,759</b> | <b>\$14,780,194</b> | <b>\$9,626,316</b>        | <b>\$1,686,154</b>                | <b>\$5,694,303</b> | <b>\$2,245,859</b> | <b>\$65,400,000</b> |

Table 9: Contract Summary Budget by Line Item and CLIN

## VARIANCE ANALYSIS

The RAMP UP-South project concluded the quarter with final expenditures totaling \$5,308,599. With a significant reduction in expatriate staff and the termination of a number of international subcontracts, expenditures for this quarter were lower than in the previous quarter. However, with the continued development of major Component 2 projects, finalization of the AusAID Memorandum of Understanding (MOU) to support SWM activities in Tirin Kot, approval for the procurement of waste-removal vehicles, and increased activity under Components 1 and 3, including municipal trainings, parcel registration activity and the establishment of a public private partnership in Qalat, expenditures are expected to increase in the next quarter.

### Variance Year-to-Date

As of March 31, RAMP UP-South has spent an estimated 86.5 percent of the current contract obligation of \$64,462,772.00 million, and approximately 55 percent of the total base year + option year 1 contract budget. However, per the approved Year 2 Work Plan, RAMP UP-South anticipates an actual total base year + option year 1 funding of \$65.5 million, of which RAMP UP-South has spent approximately 85 percent. With the relocation of its administrative base to Kabul, RAMP UP-South has been able to steadily reduce operational, security, and personnel costs. Below is a description of year-to-date variance by major line item:

- **Salaries.** Per the Year 2 Work Plan, RAMP UP-South has shifted many key technical positions from expatriate staff to Afghan staff. With the international staff reduced by over 50 percent between January and March, salaries and other associated costs related to allowances and fringe benefits have been significantly reduced.
- **Other Direct Costs.** With RAMP UP-South moving staff to foreign operating bases (FOBs) and provincial reconstruction teams (PRTs), and relocating its administrative base to Kabul, ODC costs have decreased significantly. By cost-sharing residential and office facilities with other Chemonics projects in Kabul, RAMP UP-South continues to reduce its operational costs.
- **Subcontractors.** Expenditures on international subcontractors have decreased drastically due to the termination of a number of subcontracts in March. Also recently, all Chemonics projects in Afghanistan have signed task orders with a new Risk Management Company, allowing our projects to achieve economies of scale by cost-sharing security. With this transition of security subcontractors as well as the recent APPF transition, billing for our security costs has been delayed; however we expect billing to be caught up in the next quarter.

## PROJECTIONS

Next quarter (April to June); technical expenditures will increase as RAMP UP-South continues to place emphasis on all three component activities. Component 2 specifically will see major activity this coming quarter, with the major procurement of waste removal vehicles approved by USAID and the MOU with AusAid in support of SWM activities in Tirin Kot finalized this quarter, as well as various subcontracts underway across the provinces, including the construction of the Transitional Waste Accumulation Site in Kandahar, latrine construction and refurbishment in Qalat and Tirin Kot, landscaping in Lashkar Gah, and the construction of a Tirin Kot Money Exchange Market Building in Tirin Kot.

| 2012 Quarterly Projections | Projected Costs    |
|----------------------------|--------------------|
| April-June 2012            | \$7,400,000        |
| <b>TOTAL</b>               | <b>\$7,400,000</b> |

Table 10: Estimated projections for April-June 2012