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Regional Afghan Municipalities Program for Urban Populations (RAMP UP) – South

Quarterly Report: January to March 2011

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



Photograph courtesy of Michele J Rogers

April 30, 2011

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

AIMS	Afghanistan Information Management Systems
ASGP	Afghanistan Sub-National Governance Project
ASI-South	Afghanistan Stabilization Initiatives – South
AUWSSC	Afghan Urban Water and Sewage Supply Company
C1 / C2 / C3	Component 1 / Component 2 / Component 3
CCN	Cooperating Country National
CIP	Capital Improvement Plans
COTR	Contract Officer Technical Representative (<i>USAID specific</i>)
ECT	Environmental Compliance Tracker
IDLG	Independent Directorate of Local Governance
GDI	Global Development Initiative
GDMA	General Directorate for Municipal Affairs
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information Systems
GSC	Grants, Subcontracts & Compliance
KAF	Kandahar Air Field
LN	Local National
MCI	Municipal Capacity Index
M&E	Monitoring and Evaluation
MMIP	Municipal Management Improvement Plan
MoF	Ministry of Finance
MRRD	Ministry of Rural Rehabilitation and Development
MOU	Memorandum of Understanding
NEPA	National Environmental Protection Agency
PBGF	Performance-Based Governor's Fund
PPP	Public Private Partnership
PRT	Provincial Reconstruction Team
RC	Regional Command
RFP	Request for Proposal
RFQ	Request for Quotation
RUE	Regional Afghan Municipalities Program for Urban Populations-East
RAMP UP-South	Regional Afghan Municipalities Program for Urban Populations-South
SMGA	Senior Municipal Governance Advisor
SoW	Scope of Work
SWM	Solid Waste Management
UNDP	United Nations Development Program
USAID	United States Agency for International Development



PROGRAM OVERVIEW

As a result of 20-plus years of conflict and ongoing insecurity, many municipalities are understaffed and their official staffing pattern, or *tashkeel*, may have little relation to current needs. On a more fundamental level, many rural municipalities lack office space and associated staff; both Mainishan and Ghorak, under Taliban control, have no mayor or offices. Even in the major municipality of Kandahar, only about half the *tashkeel* positions are filled. Hired staff members have low capacity because of recruitment difficulties and poor education and training. Regional-Command South and Regional-Command South West is dominated by local groupings – tribal, familial, warlords, and commanders- and formal political institutions are often secondary, a dynamic reinforced by their ineffectiveness. While planning for projects or informing the public of new plans, it is crucial that municipalities do not exclude powerful informal groups. This requires a true bottom-up approach to identify and incorporate voices from individual neighborhoods, often represented by community development councils, *shuras*, and *jirgas*.

The Regional Afghan Municipalities Program for Urban Populations (RAMP UP)-South provides assistance to Afghanistan's six southern provincial capitals, building municipalities' capacity to plan, fund, manage, and deliver essential services required and prioritized by its citizens while operating as financially self-sufficient entities. In the face of growing populations and crumbling infrastructure, the challenge is to create reliable and sustainable services. RAMP UP-South emphasizes developing sustainable services rather than implementing individual projects that are possible only when funded and managed by a donor. But in the short term, visible projects which benefit citizens quickly and directly are given priority. This approach demonstrates to citizens that an effective municipality can deliver results and may be worth paying for. Sustainability may have to remain a longer term goal.

RAMP UP-South's work is in the background, creating visibility and fostering ownership for municipal officials during the planning and implementation of municipal activities. As a result, Afghans will gain satisfaction from and trust in their municipal government when progress is attributed to the work of municipal staff. RAMP UP-South works to ensure that municipal government capacity building is in line with the policies, direction, and leadership of Independent Directorate of Local Governance (IDLG). Sound implementation of RAMP UP-South depends on empowering Afghans to improve their governments and community structures, and strengthening their capacity to continue these activities after RAMP UP-South concludes its work.

EXECUTIVE SUMMARY

The purpose of RAMP UP-South is to create effective, responsive, democratic, transparent, accountable, and gender sensitive municipal governance in targeted municipalities throughout the country. is working to: **(1)** increase the capacity of the Government of the Islamic Republic of Afghanistan's (GIRoA) municipal officials; **(2)** improve the delivery of municipal services to citizens in target municipalities; and **(3)** increase municipal capacity to enable, support, and sustain economic growth. As a result of RAMP UP-South, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate. The main GIRoA counterpart for RAMP UP-South is the IDLG. RAMP UP-South is supporting IDLG and the relevant sub-national entities (i.e., mayors and municipal officials) to increase institutional capacity to implement policy, provide resources that allow municipalities to deliver services, and increase revenue. All RAMP UP-South activities support the GIRoA by building institutional capacity and systems within the Afghan Government.

Throughout this quarter, January to March 2011, RAMP UP-South achieved significant progress on the long term goal of enhancing municipal governance in Southern Afghanistan. Project staff engaged stakeholders at multiple levels in the six targeted municipalities, advanced the design of critical systems and processes for municipal administration, released and assessed several RFPs and RFQs, and awarded contracts for program implementation. In addition, to ensure that technical activities are driven by the needs of program beneficiaries and receive buy-in from stakeholders, donors, and local communities, RAMP UP-South continued to participate in key meetings to develop strategic partnerships and coordinate activities with IDLG, USAID, Provincial Reconstruction Teams (PRT) in Kandahar and Helmand provinces, Mayors, GIRoA ministries, and civil society leaders. Staff worked diligently to vet proposed projects and discuss in lucid detail their objectives, methodologies, and programming structures to pave the way for effective and sustainable implementation.

Component 1(C1) benefited from the arrival of the new Technical Team Leader in early March and the pace of implementation of projects increased. Follow-up work continued on the Kandahar City Municipality Capacity Index (MCI) and work progressed on the MCI in Lashkar Gah as well. Plans are in place to conduct the MCI in Qalat, Tirin Kot, and Zaranj during April and in Nili in May. A comprehensive outline for Municipal Management Improvement Plans (MMIPs) was developed to develop, and implement, basic organization competencies and skills necessary for a more efficient and accountable Municipality, , and an international expert in municipal planning was identified to start work with the project in April.

Progress continued on the design and delivery of municipal service delivery systems across multiple fronts on Component 2 (C2), including solid waste management (SWM), traffic signage, public latrines, and municipal beautification. A large scale Debris Collection project (with FAF Development, LLC) began in Kandahar City in March and focused on collecting and disposing of more than 30 years of accumulated debris throughout Kandahar City. The program is a prelude to the rollout of a pilot solid waste management program in District I, and is addressing one of the highest priority issues articulated by the municipality and citizens in public opinion research. In Lashkar Gah, work proceeded on the construction of public latrines in the city center area, the purchase of solar powered water treatment systems, the assessment of repair needs for hand pumps, and the design on a micro irrigation system to water plants in public spaces. Reconnaissance visits were made to Tirin Kot, Zaranj and Qalat to identify and initiate planning for priority service delivery projects including municipal parking lots, public beautification projects, and solid waste management.

Component 3 (C3) advanced on multiple initiatives for enhancing the revenue generation capacity of targeted municipalities, including GIS (Geographic Information Systems) mapping, land registration systems, Public Private Partnerships (PPP), and improving the efficiency of municipal administration. During February, there was the successful completion, testing and rollout of the Automated Payroll System in Kandahar City. During March, RAMP UP-South, in conjunction with the municipality and Bank-e Milli, successfully registered and opened bank accounts for all municipality employees (except eight) to receive their wages via direct deposit with the Automated Payroll System. Finally, C3 teams led planning missions to initiate program activities in Qalat and Tiran Kot and prepared activity timelines for implementation.

Throughout the quarter, RAMP UP-South components implemented capacity building trainings with local national (LN) staff and municipal staff. For example, C2 carried out trainings with RAMP UP-South LN staff on various aspects of SWM; the RAMP UP-South LN staff, in turn, became the trainers by carrying out trainings with relevant municipal staff. A similar method of training was also undertaken by the RAMP UP-South monitoring and evaluation (M&E) team. The C3 GIS team conducted a comprehensive training program for the 16 member Land Registration Team. The training involved teaching the participants modern land registration techniques, process flows demonstrating how each person's responsibility plays a role in the overall process of the Land Registration activity, and familiarization with the neighborhood and District maps.

Project activities under cross-cutting themes advanced towards Program objectives. The polling and focus group surveys were completed for Kandahar City and both survey reports have been completed and distributed. A comprehensive list of questions was asked for both surveys, including: what are the biggest challenges in interactions with the municipal administration; how satisfied are citizens with drinking water, roads, green spaces, household garbage, clean-up for ditches and canals, markets, traffic flow and fight against corruption; what would you be willing to pay for household garbage collection door to door each week; how do you know if your water is clean for drinking; etc. Results from the surveys correlated with the findings demonstrating that, overall, the participants are optimistic about both Kandahar City and their respective economic future. They also strongly communicated their need for municipal services, such as street lights, recreation areas for youth, public toilets and garbage collection. Garbage collection was of high importance to the participants with over 50 percent indicating that they would be willing to pay around 100 AFS per week for the service. Polling and focus group survey questions were finalized for Lashkar Gah and Tiran Kot; and at the time of this report, surveys were near completion in Tiran Kot.

Two International Women's Day events were held in March in Kandahar City and Lashkar Gah, organized by the Project. The Kandahar City event was hosted by the Mayor at the municipal compound and attended by over 20 women (widows, Shura leaders, employees with non-governmental organizations). A significant outcome was the Mayor's agreement to hold monthly meetings with women leaders whereby they can directly communicate their concerns and also discuss municipal involvement with the Mayor. Over 50 women attended the Lashkar Gah Women's Day Event. Speeches were given by the Mayor, women Shura members and the Deputy Provincial Governor. The event was broadcasted by Radio Moska (a radio station fully operated by women), Bost Radio and Radio and Television Afghanistan (RTA).

Each month, security deteriorated across all Provinces of Regional-Command South and Regional-Command South West and this presented significant challenges to implementation. The most affected provinces were Kandahar, Hilmand and Zabul; as well as Uruzgan, to a lesser extent. Security alerts persisted throughout the month for vehicle-borne improvised explosive devices (VBIEDs) in Lashkar Gah, Kandahar City and various districts in Zabul. In the final days of March, the security situation in Kandahar City deteriorated significantly with widespread demonstrations in response to the burning of the Holy Qur'an.

ACHIEVEMENTS & PROGRESS TOWARDS PROGRAM OBJECTIVES

Component I

Capacity Building of GIROA Officials at Municipal Level

Objective: To improve institutional effectiveness and enhance the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities.

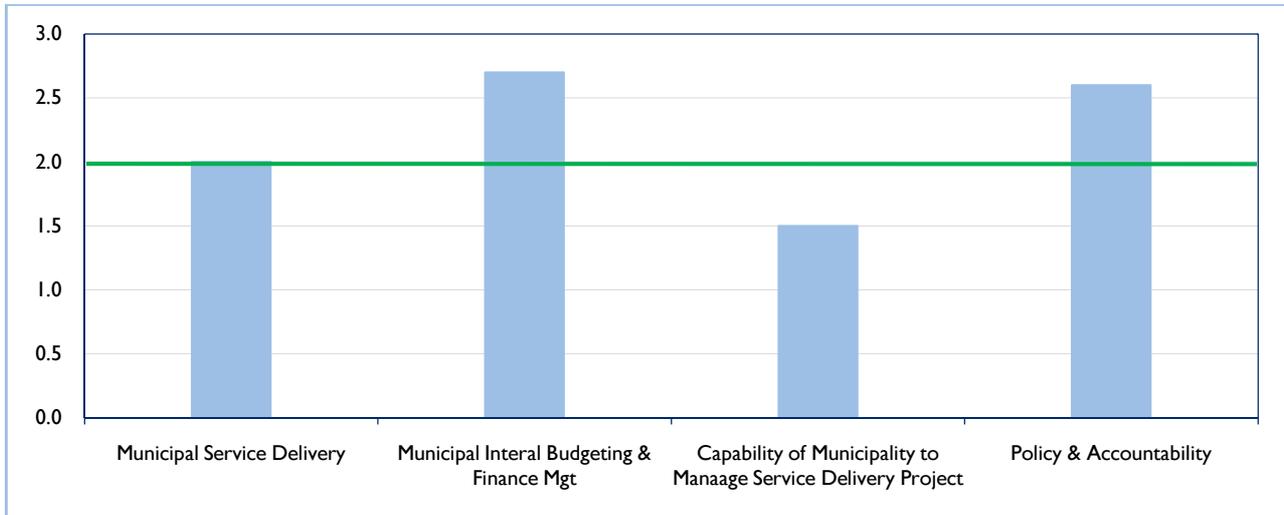
Overall, CI achieved solid progress towards Program objectives during this quarter. During February, follow-up work was completed on the Kandahar City MCI through meetings with the Civil Service Commission to determine its ability to provide capacity building training to municipal employees. Additionally, the program was responsible for assessing the capacities of local training providers to conduct short term, on-demand training courses; and conducting a training needs assessment of municipal employees. The MCI established a baseline to assess changes in municipal administration over the planned three year life of Project, and subsequent assessments informed the design of interventions under C2 and C3.

The arrival of the new CI Team Leader in early March has improved the progression of RAMP UP-South program objectives, such as, developing a comprehensive MMIP that will be implemented across the RAMP UP-South Municipalities and implementing MCI assessments in targeted municipalities. The objective of the MMIP is to develop, and implement, basic organization competencies and skills necessary for a more efficient and accountable Municipality in the most practical ways possible. The MMIP takes into account the challenges of implementation in an area such as Southern Afghanistan, such as, the low levels of available skilled and permanent workforce. The MMIP will improve capacity and skill sets within the following Municipal departments:

- i. management information systems;
- ii. urban and spatial planning;
- iii. capital investments projects;
- iv. financial management, including transparency;
- v. revenue generation and collection;
- vi. private finance stimulation;
- vii. operations and maintenance; and
- viii. municipality service provision.

In late March, the CI LN team collected the necessary field data for the completion of the MCI draft assessment report for the municipality of Lashkar Gah. Interviews were conducted with the Director of Revenue Generation, Director of Engineering, the Administration, Finance and Accounting Officers and District Managers of four districts in the city and ratings were given on the current level of services. Initial findings from the MCI draft assessment report note that the Lashkar Gah municipality performed rather poorly overall. The MCI assessment score reflects a fairly fledgling municipality with a limited capacity to provide basic services as often encountered in Afghanistan, especially in the southern provinces.

Chart I: Initial Assessment Score for the Municipality of Lashkar Gah



Please note: the scoring system is based on the following criteria:

- zero points: the municipality is not in compliance with the law or ideas espoused by the program;
- one point: the municipality is compliant with laws or has reached a minimum standard;
- two points: some additional steps have been taken to improve;
- three points: further steps have been taken, or better integrated, or taken with a view toward longer term planning;
- four points: citizen feedback is incorporated into the change or a more formal and comprehensive procedures have been adopted;
- five points: the municipality has reached the ideal level, impact is clearly recognized, and institutionalization is assured.

In a bid to improve municipality capacity, RAMP UP-South has developed several activities, with mayoral support, for implementation. The MCI assessment is expected to prove useful in re-orienting the project’s inputs and outputs and to pave the ground for a realistic and practical MMIP. Lashkar Gah was the second municipality surveyed for RAMP UP – South, after Kandahar City. At the time of this report, the CI LN team had completed field data collection for the Tirin Kot MCI assessment report and plans are in place for the MCI to be completed in Qalat and Zaranj in April, and Nili in May.

Finally, the CI team completed an internal assessment to fully understand how best CI can assist and improve capacity building for the Municipalities on all activities being undertaken by C2 and C3. Results of this assessment indicated that a business model was needed for the RAMP UP-South program to address more thorough integration of CI. As such, the C2 and C3 teams collaborated to develop a model to enable the CI team to quickly place an embedded advisor within the Municipality for the corresponding activities.

Component 2

Support the GIRoA to provide responsive, effective and visible service develop programs

Objective: Assist the GIRoA to deliver services to citizens in target municipalities and enhance citizen perception of municipal governance.

The Component 2 (C2) team forged ahead on project delivery during the quarter, particularly in March. The C2 team is active in the municipalities of Kandahar City, Lashkar Gah and Tirin Kot; and undertaking assessments for the municipality of Qalat. The most notable achievement for the quarter was the start-up

of a city wide Debris Collection project in Kandahar City on March 4; implemented by FAF Development in partnership with the municipality. The Debris Collection project is focused on collecting and disposing of more than 30 years of accumulated debris from all 10 Districts of the city, and is a prelude to the roll-out of a pilot solid waste management program to be implemented in District 1 that will focus on establishing a regular garbage collection service. Improving the cleanliness of the city and regularizing solid waste management scores high on citizen’s priorities for what they expect of their municipality. The project will employ up to 1,200 local persons on a daily basis, and will involve training and working with the Sub-District Managers of Kandahar to build their capacity in the areas of schedule organization, team mobilization and asset utilization. In addition, the project assists the municipality in carrying out services for which it does not have the appropriate funding or equipment.

The collection of debris increased each week during the month. Chart 2 and 3 provide detail, week to week by District, for the amount of debris removed (cubic meters) and the number of trips made to the dumpsite for the month of March. (Please refer to Appendix IA - page 32 - for imagery of work.)

Chart 2: Amount of debris removed & dumped at the dumpsite (in cubic meters) as of Quarter end (March 31, 2011)

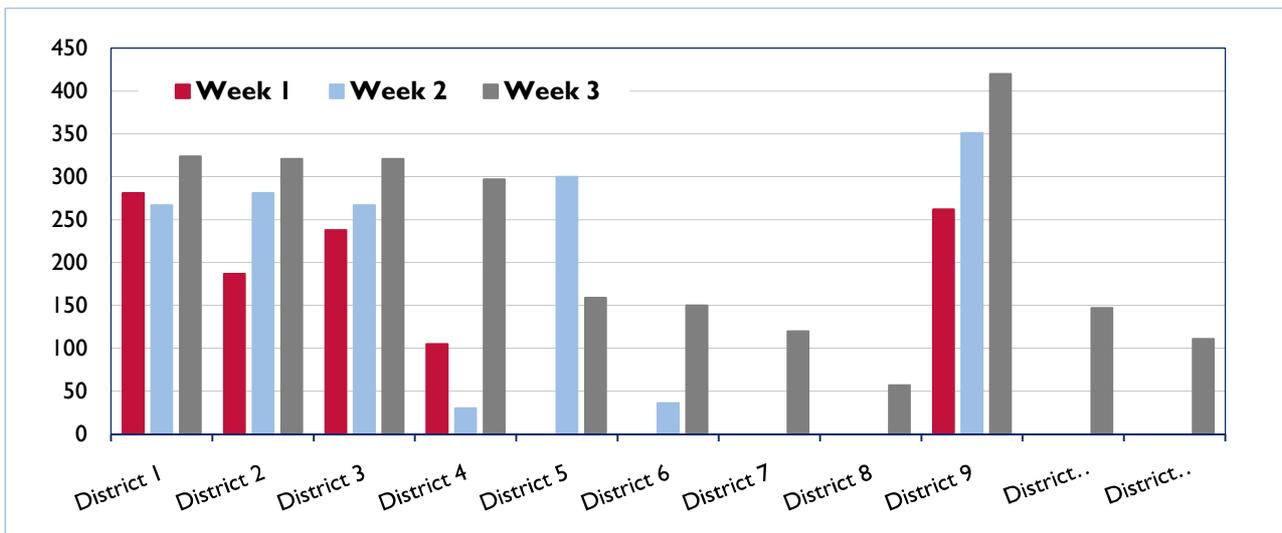
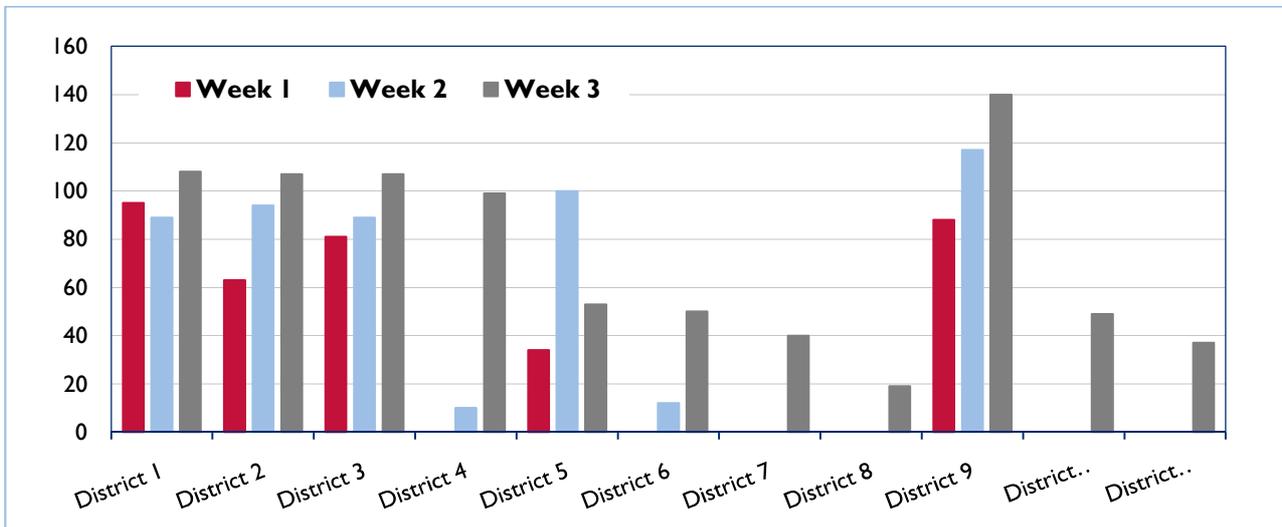


Chart 3: Number of trips made to the dumpsite by District as of Quarter end (March 31, 2011)



As noted above, in order to enable handover of the Debris Collection project to the Kandahar City municipality, RAMP UP-South commenced training with the Kandahar City District Managers to build capacity in the areas of schedule organization, team mobilization, asset utilization and basic map reading. The training will be ongoing for the life of the project with the main objective to create the foundation for the municipality debris collection department. RAMP UP-South, in conjunction with FAF, will implement the necessary training to transition to the mentoring phase and finally hand over full control to the municipality, thereby enabling this project to be included as part of the municipal Capital Improvement Plan.

RAMP UP-South ensured that the contractual obligations of the Subcontractor were being met through proactive monitoring. RAMP UP-South has a six-person Audit team (part of the Monitoring & Evaluation team) in the field surveying and monitoring Debris Collection activities throughout Kandahar City. Throughout February and March, RAMP UP-South communicated to the municipality concerns over both the environmental impact and sustainability of the current landfill (dump) site of Tarnak River.

In January, the Kandahar City municipality and the C2 team identified District I as the location to pilot the SWM collection project due to previous work on property registration. During the quarter, RAMP UP-South completed the survey on District I for SWM collection routes and vehicle accessibility. The survey focused on determining route suitability for conventional garbage trucks, current SWM system in use, and the most appropriate form of collection in relation to the street condition and accessibility. (Please refer to Appendix IB - page 34 - for imagery of current state in and around District I.)

The survey results indicated that there are over 12,000 households in District I and that 3 basic urban neighborhood categories exist – (i) master plan (areas built according to the city’s official master plan); (ii) commercial; and (iii) agricultural. In addition, the District is broken into 29 sub-districts, consisting, on average, of 400 households. The proposed waste collection for the District is as follows:

Table I: Survey Findings on District I

Neighborhood Type	Sub-Districts Number	Form of waste collection
Master Plan	13 to 20 (incl.) and 27 to 29 (incl.)	Wheelie bins
Commercial	1 to 6 (incl.)	Mixed: wheelie bins and community bins with the use of street sweepers
Agriculture	7 to 12 (incl.) and 21 to 26 (incl.)	Community bins with the use of street sweepers

Accordingly, where the waste collection is in the form of a wheelie bin, conventional garbage trucks will be used. Where community bins are utilized, collection will be done with tuk-tuks and the use of street sweepers with wheelbarrows to collect the household garbage and transport to a garbage truck accessible collection point. RAMP UP-South believes this three-pronged collection will resolve any accessibility issues.

As noted in the Executive Summary, previous polling conducted by RAMP UP-South reveals the high importance that Kandahar City residents place on municipal garbage collection. Fifty percent of polled participants indicated they value these services enough that they would be willing to pay around 100 AFS per week for the service.

The successful rollout of a pilot SWM program will allow the municipality to demonstrate tangible improvements in the supply of municipal services to the residents of Kandahar City. Furthermore, this will promote trust and confidence between the municipality and the residents thereby incentivizing Kandahar

City residents to engage with and support the municipality on future projects. This project will become part of the Capital Improvement Plan for the city.

In addition to the Debris Collection and the SWM projects' in Kandahar City, RAMP UP-South made significant progress on a traffic management program for the city. RAMP UP-South, in partnership with the Kandahar City Municipality, is in the development stages of a comprehensive traffic management signage program targeted both within the city, and along major access thoroughfares. The project also addresses findings from the polling and focus group surveys that indicated that traffic management is very important to the citizens of Kandahar City. The objective of the project is to decrease traffic congestion throughout the city and along major transportation arteries. The project will be broken into two phases:

- Phase 1: conduct an assessment to identify the types of traffic signs required along established routes. The route selection survey will assess all official junctions feeding into the main arterial routes; and
- Phase 2: produce and install the traffic signs along the identified routes.

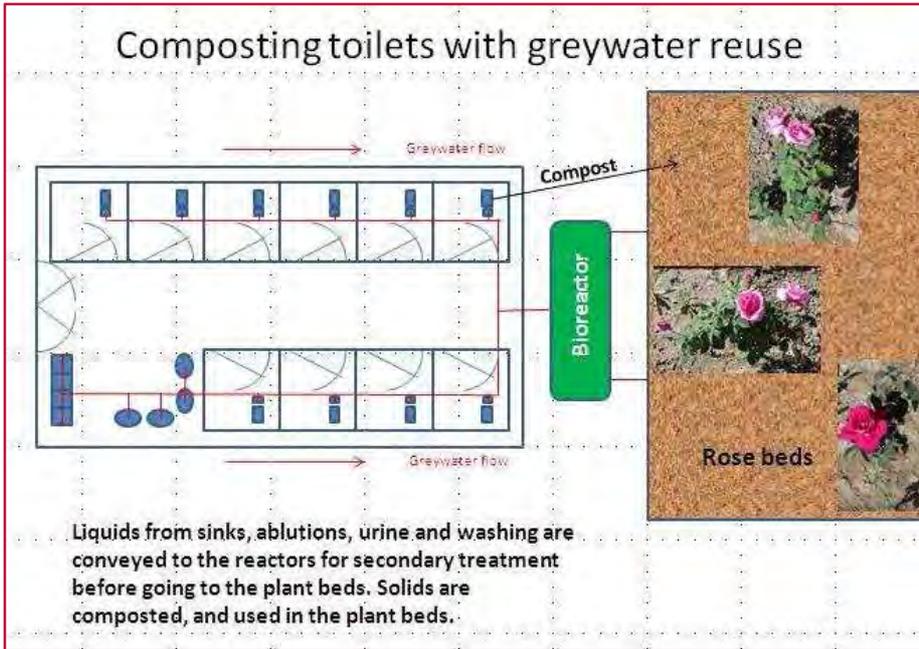
Due to the deteriorating security situation, the C2 Team has not yet been able to complete the survey. Accordingly, RAMP UP-South hopes that by mid to late April the security situation will have improved to the level needed to complete the survey.

Over the course of February and March, the C2 team worked closely with the RAMP UP-South Strategic Communications team to develop a 'Garbage Collection Pilot' awareness plan. The proposed plan includes door-to-door teams before and during garbage-bin distribution, media advertisements to explain the project and the benefits of garbage collection, and to ask the citizens for patience as the project is rolled out by 400 household blocks at a time. RAMP UP-South believes that the implementation of such a strategy will not only assist in achieving community buy-in, but also educate the residents on the importance of garbage collection and the role that they each can play in sustaining a clean neighborhood.

Throughout February and March, the C2 Team worked to install public latrines at the Milli Bus station in Lashkar Gah as a 'quick intervention' as per Phase I methodology, responding to citizens' needs and empowering the municipality to carry out activities for which they lack the necessary equipment and funding. The main objective of this project is to support the municipality in the improvement of municipal services and demonstrate RAMP UP-South's ability to efficiently and effectively implement activities as prioritized by the municipality. Despite facing challenges to implementation, the project has progressed well and thus far the foundations for the latrines have been completed. (Please refer to Appendix IC - page 35 - for imagery.)

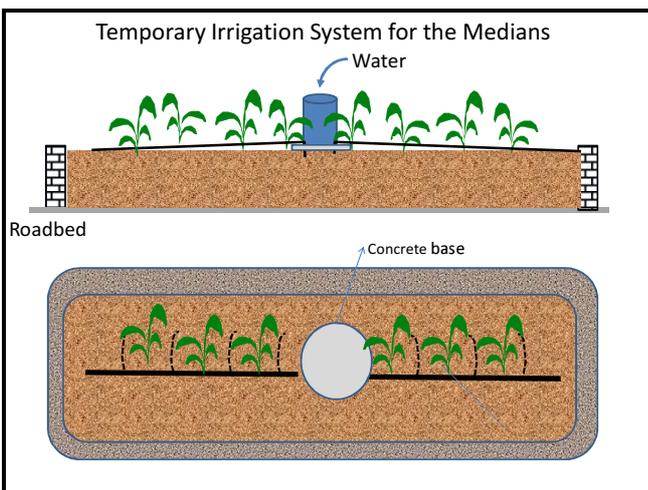
The public latrines at the Milli Bus Station are incorporating environmentally friendly and culturally appropriate aspects into the design. For instance, greywater is being used to irrigate existing and new plant beds. This design element both re-uses a valuable resource – water – and also reduces the pumping of the conservancy tank and subsequent treatment offsite. The Project is also incorporating low-maintenance and sustainable designs into future latrines. In Qalat, the focus is on building composting toilets with complete greywater use. These facilities will provide educational opportunities for enhancing awareness of sanitation throughout targeted cities. The below diagram outlines the basic design for this concept.

Diagram 1: Proposed design for environmentally sound public latrines



The C2 Team worked diligently throughout the quarter on beautification projects for Lashkar Gah, including the rehabilitation of the C1 Park and the installation of 2,200 samplings with associated irrigation systems in the center medians of several city boulevards. At the end of March, the C2 team delivered a very successful C1 park design and a 3D animated irrigation presentation to the Mayor and the municipality engineering department. This presentation resulted in the plans being approved.

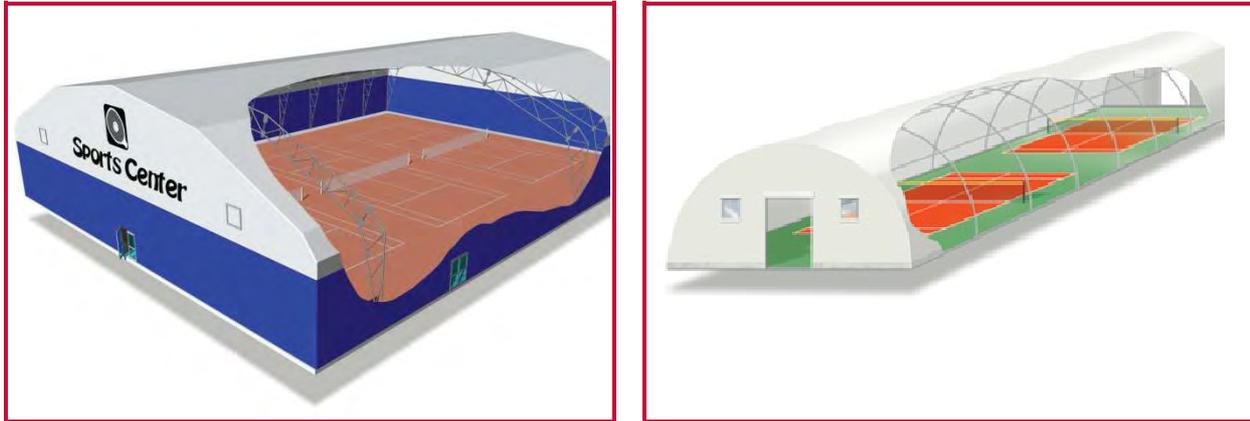
Diagram 2: RAMP UP-South proposed irrigation system for Lashkar Gah



At the request of the USAID Activity Manager for Tirin Kot, the C2 team undertook a feasibility program for the design and implementation of a municipal sports facility. The facility will involve a perimeter wall and an undercover structure for volley ball courts. After an initial review, RAMP UP-South believes that the most appropriate structure would be similar to the sketches below. The goals for this project are threefold: **(i)** demonstrate the municipality's ability to respond to community needs; **(ii)** creation of a suitable and safe place for youth to be engaged in sports; **(iii)** foster a sense of community among the citizens of Tirin Kot.

Due to a land ownership dispute on the designated location for the facility, the C2 has been unable to complete the necessary site survey. The Tirin Kot PRT is assisting in finding a resolution for this matter. RAMP UP-South is hopeful that in the early part of the coming quarter the dispute will be resolved and work can once again commence.

Diagram 3 and 4: Possible design structures for the Tirin Kot sports facility



During the latter part of February and throughout March, the C2 team laid the necessary ground work to respond to project requests from the Mayor of Tirin Kot. Additional investigations were carried out to ensure that the coordination of activities occur with either USAID or the Afghanistan Stabilization Initiatives – South (ASI-South). Municipality project requests:

- construction of public latrines;
- business model for wastewater management facility;
- office refurbishment and enhancements.
- storm water drainage construction;
- footpath construction;
- secondary drainage construction;
- 5000m road leveling and graveling from Garmaw Mandan to Doctor Manda district;
- culvert construction;
- 3 parks, location not yet specified, two for male and one for female; and
- wheat market paving and graveling.

Overall, C2 had a highly productive quarter and aims to build on this success in the coming quarter.

Component 3

Support the GIRoA Officials to increase revenue at the municipal level

Objective: Support to the Afghan Government to Foster Economic Development and Improve Revenue Generation at the Municipal Level

This quarter was highly successful for the Component 3 (C3) team with advancements on multiple initiatives for enhancing the revenue generation capacity of targeted municipalities including GIS mapping, land registration systems, Public Private Partnerships (PPP), and improving the efficiency of municipal



administration. The C3 team continued to develop 'models' of projects successfully implemented in the municipality of Kandahar City, the reasoning being that the project has been created, implemented and fully tested, thus allowing for a quick and successful transposition for other municipalities. The C3 team augmented project activity by completing assessments in the satellite municipalities of Qalat and Zaranj. The C3 Deputy Team Leader arrived in Afghanistan in the latter part of March and is based in Lashkar Gah. He will be closely involved with implementing C3 projects in the municipality of Lashkar Gah.

February was a highly productive month for the C3 team, most notable was the successful completion of the parallel (automated and manual) payroll run. (For imagery please refer to Appendix 2A - page 37.) The necessary hardware and software required for completion was delivered and installed by the C3 team at the Kandahar municipality in February. Throughout the month, the C3 database team, led by two LN staff members, worked closely with members of the municipal Human Resources and Payroll departments to deliver technical training and assistance to staff members in preparation for the installation of the automated payroll system. The outcome of the training was capacity building to allow the successful handover of control and management of the automated payroll system to the municipality. The completion signified that the automation is fully functioning and usable. The significant outcomes from the completion are **(i)** the reduction in time of the payroll processing; the manual payroll system took 15 days, while the automated system only takes 2 hours; and **(ii)** municipal employees will be able to receive their wages via direct deposit.

Building on the successful completion of the automated payroll system in February, RAMP UP-South, in conjunction with the municipality and Bank-e Milli, successfully registered and opened bank accounts for all municipality employees (except eight) to receive their wages via direct deposit. To ensure a quick and efficient registration process, RAMP UP-South, with the Bank-e Milli, established two registration locations – the municipality for on-site employees and the Kandahar Hotel for field employees. (For imagery please refer to Appendix 2B - page 37.) In addition, RAMP UP-South successfully negotiated with the President of the Bank-e Milli to have all costs involved with bank account registration removed, thus guaranteeing that the municipal employees received bank accounts at no personal cost. The registration of the individual bank account enables each municipal employee to receive their wages via direct deposit, thereby reducing the chances of corruption or wage tampering. The first automated payroll with direct deposit is scheduled to take place in late April.

During February and March, the C3 team achieved significant progress towards completion of the PPP for the paid parking lot in Kandahar City. Following negotiations with the Mayor, the necessary land for the car lot was assigned in February. During March, the C3 team created a template for use by municipalities on this initiative and other potential future PPPs. In an effort to reduce costs and speed up the implementation process, C3 acquired the assistance of the C2 engineering team to develop the design plans for the paid public parking lot. The design plans are scheduled to be complete in April. Upon completion of the design plans, RAMP UP-South will develop a Memorandum of Understanding (MOU) defining roles and responsibilities of the partners, and will manage a transparent selection process for a vendor. This project will directly benefit the municipality (revenue collection), local businesses (through the contract award via a PPP) and Kandahar city residents (safe parking lot).

C3 worked with the Kandahar City municipality throughout the quarter to assist and improve the revenue collections system. During March, the team developed the requirements for a revenue collection system and a model for mapping accounting codes for the municipality revenue sources. The model consists of assessment, design, testing and implementation. The model developed for Kandahar City, once tested, will be implemented with local adaptations in all of the municipalities working with RAMP UP-South.

In addition, C3, in conjunction with the Kandahar City municipality, has been working on the collection of municipal fiscal data. At the end of March, fiscal data for the third quarter of 1389 was completed. Once all fiscal data for 1389 is collected, RAMP UP-South will commence training both municipal staff and RAMP UP-South CI staff on year to year (1388 to 1389) financial analysis, including budget comparison and economic forecasting. The purpose of this training is to begin capacity building of municipal revenue staff.

Solid progress was achieved throughout the quarter on C3's GIS and Land Registration projects for the municipality in Kandahar City. During February, RAMP UP-South obtained Mayoral approval to begin the implementation of the GIS project and allocation of two rooms at the municipality for dedicated C3 activities. RAMP UP-South is utilizing these rooms for the Network Operation Center and the GIS Center, respectively. The room allocations have enabled the C3 team to have a daily supportive presence at the municipality and to allow the team the ability to streamline the implementation of all activities, including capacity building training, related to the Network Operation and GIS Centers. Throughout February, RAMP UP-South moved forward on the procurement and installation of the necessary technical equipment, including software for the GIS projects. This also included the purchase of the Afghanistan Information Management Systems (AIMS) data, which will assist the project to build the foundation for the database. The database will include:

- administration boundaries
- Afghanistan universities
- agro-ecological zones
- airports
- national atlas layers
- digital elevation model - 90m
- land cover
- roads
- settlements
- soil
- health
- education
- drainage
- cultivated area
- climate

In regards to the Land Registration project, project development to training stages were successful; and the project received the full support of the Mayor, who has been very proactive in both the process and make-up of the Land Registration teams.

In March, the training activities of the GIS and Land Registration projects were activated. The GIS Specialist completed Phase I of the comprehensive training program for the Land Registration Team (16 LN staff). (Please see Appendix 2C - page 38 - for imagery.). The training involved teaching the participants modern land registration techniques, basic land registration procedures, and familiarization with the neighborhood and District maps. Participants now fully understand their roles and responsibilities and successfully performed 'virtual' surveys in a few selected Sub-Districts. Training for the RAMP UP-South LN staff will continue early in the next quarter. Upon the successful completion of the training program, the RAMP UP-South LN staff will be embedding in the municipality to begin building the capacity of the relevant municipality departments.

As noted above, the C3 team augmented project activity by completing assessments of the satellite municipalities of Qalat and Zaranj. The C3 team travelled to Qalat to meet with the Mayor and the Provincial Governor, and carry out an initial needs assessment for the municipality. The Provincial Governor was enthusiastic about the RAMP UP-South program being implemented in Qalat and has become the RAMP UP-South executive sponsor for the city. The Provincial Governor's staff indicated that the municipality has a five-year 'Master Plan' for the city, but does not have the necessary staff to successfully execute the plan. As such, the municipality requires embedded staff to help train and build its

capacity. Accordingly, RAMP UP-South has focused on identifying and hiring qualified and skilled LN staff to embed in the municipality to assist in the implementation of C3 activities in Qalat.

The first inroads for RAMP UP-South into Zaranj was achieved by the C3 team in the latter part of the quarter. Introductory meetings were held with the Mayor and key municipal officials presented the Project with a municipality priority list consisting of 16 items, such as, irrigation, garbage collection, new landfill, beautification projects, construction of a municipal garage, and public latrines. In addition, the Mayor has allocated RAMP UP-South an office in each of the municipality buildings (two in total). Furthermore, the Mayor expressed willingness to travel to Kabul to meet with RAMP UP-South to discuss collaboration on priority projects.

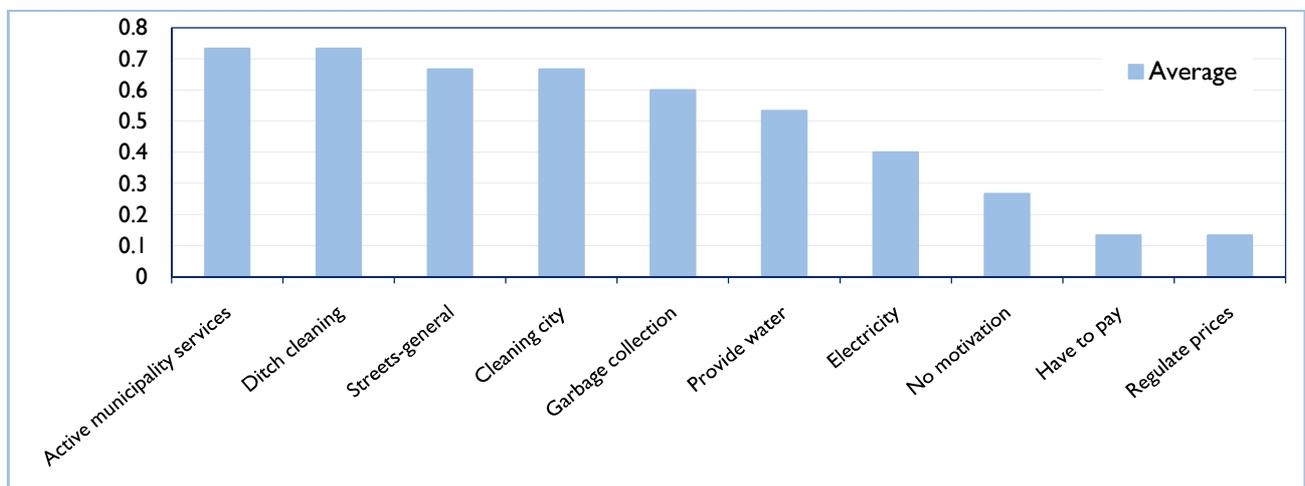
Cross-Cutting Themes

RAMP UP-South achieved solid progress on cross-cutting theme including: polling and focus group surveys, women’s participation in municipal governance and communications strategies for RAMP UP-South municipalities. A noteworthy accomplishment was the completion of the final reports for both the Kandahar City polling and focus group surveys. The focus group surveys were completed in February. Fifteen focus groups (please see Appendix 3A - page 39 - for imagery), made up of various groups, took part in surveys to obtain quantifiable and qualifiable data on a broad range of municipal issues, such as, water, traffic management, and taxation. The 15 focus groups consisted of the following:

- two teenage groups = 1 male and 1 female (age: 11 to 15);
- four young adult groups = 2 male and 2 female (age: 18 to 35);
- four elder groups = 2 male and 2 female (age: 35 plus);
- two religious groups including Mullahs and Islamic scholars; and
- three business groups = 1 shopkeepers, 1 small business owners and 1 large business owners.

The results indicated that Kandahar residents are, on a whole, politically astute and community-minded when discussing local and political issues. Despite acknowledging that there are many issues the government needs to address, notably lack of electricity and water, high unemployment, lack of garbage collection serviced and the need for traffic control, overall the participants were generally optimistic about the government and their city.

Chart 4: Example of Survey Results Tabulation – Reason to Pay Taxes



During March, the RAMP UP-South Outreach team completed the polling surveys for Kandahar City. The polling survey involved interviewing 1,275 citizens across the 10 Districts of Kandahar City – please refer to Table 2 for the number of surveys completed per District. The interviewees were asked a comprehensive list of questions, including questions specifically tailored to men and women, across 10 categories (for example, municipal government, economic development and garbage); questions included:

- What is the biggest challenge in interactions with the municipal administration?
- How satisfied are you in the following municipal services? (drinking water, roads, green spaces, household garbage, clean-up for ditches and canals, markets, traffic flow and fight against corruption)?
- What would you be willing to pay for household garbage collection door to door each week?
- What is the best way to know if your water is clean for drinking? What is the second best way?
- What do you think the unemployed need to find work?
- What do you need in your neighborhood / what service or business is missing in your neighborhood?

Table 2: Number of surveys completed per District

Sub District 1	222	Sub District 6	96
Sub District 2	129	Sub District 7	60
Sub District 3	116	Sub District 8	50
Sub District 4	172	Sub District 9	213
Sub District 5	61	Sub District 10	156

The participants ranged from 18 years of age to 65 and over and were categorized into six age brackets. The majority of the participants fell in the following three age categories:

- 18 to 25 age group (24%);
- 36 to 45 age group (25%); and
- 26 to 35 age group (32%).

The findings from the survey demonstrated that overall the participants are optimistic about both Kandahar City and their respective economic future. The participants strongly expressed the need for municipal services, such as street lights, recreation areas for youths, public toilets and garbage collection. Garbage collection was of high importance to the participants with over 50% indicating they would be willing to pay around 100 AFS per week for the service. The results also indicated high levels of dissatisfaction with most municipal services, particularly the lack of quality drinking water and the level of corruption. Participants noted that there is a need for vocational training to assist the unemployed find gainful employment. In regards to their respective neighborhoods, the participants noted the need for municipal economic support and the majority of participants noted that three types of services were missing: **(1)** economic development and aid such as markets, micro-loans; **(2)** factories and farms to provide new jobs; & **(3)** electricity. (Please refer to Appendix 3B - page 39 - for survey charts).

In both the focus groups and the polling, participants were generally optimistic about their city and government, and placed a strong emphasis on the supply and improvement of municipal services such as garbage collection, traffic control, continual electricity and quality drinking water. In addition, both sets of participants noted that more needs to be done to address the high levels of unemployment in the City.

The findings of these surveys will be of use to the municipality in identifying and prioritizing key municipal needs, and RAMP UP-South can directly assist the municipality in addressing these priorities.



In March, two LN outreach staff members travelled to Tirin Kot (Uruzgan) to carry out polling and focus group surveys, and to meet with the Mayor. At the time of this report, the team had scheduled preliminary interviews with women, youth, media and municipal offices to identify the key issues to be included in the polling and focus group surveys.

Significant progress was made on promoting women's participation in municipal governance, most notably through the two Women's Day events' that took place on March 7 and March 9 in Kandahar City and Lashkar Gah, respectively. RAMP UP-South played a pivotal role in organizing both events. The events were in celebration of International Women's Day (March 8) and were the first of its kind to be held and hosted by the Mayor in Kandahar City and Lashkar Gah.

The Kandahar City event was hosted by the Mayor at the municipal compound and attended by over 20 women (widows, Shura leaders, employees with non-governmental organizations). The day's discussions focused on the priorities of the women from the city, including a women's only market, radio program, women's only municipal center, and jobs within the municipality. The major outcome from the event was the Mayor's agreement to hold monthly meetings with women leaders, whereby they can directly communicate women's concerns and also discuss municipal improvement with the Mayor directly.

The Lashkar Gah event, like Kandahar City, was a success with over 50 women attending. Speeches were given by the Mayor, women Shura members and the Deputy Provincial Governor. The event was broadcasted by Radio Moska (a radio station fully operated by women), Bost Radio and Radio and Television Afghanistan (RTA). In addition, a press release (Pashto and English) of the event was issued by the Government Media and Information Center (GMIC) and an article with imagery of the event was submitted to Poya magazine (a local general interest periodical for men and women).

Solid progress was achieved on communication strategies for the municipalities of Kandahar City, Lashkar Gah and Tirin Kot. Activities included design and development of municipal websites, and signage (municipality building signage, city signs, logos, business cards, etc). The 'template' for all RAMP UP-South city municipal websites was completed in February. The website has Pashto, Dari and English versions available. (Please refer to Appendix 3C - page 41- for imagery.) During January, IDLG highlighted the issue of there being no standards and/or guidance for websites and requested assistance from RAMP UP-South to develop a manual. Therefore in February, RAMP UP-South completed the *IDLG and Municipal Guide for municipal websites*, an 11-page guide on usability standards for the creation and maintenance of government websites. The manual was distributed to IDLG and municipalities in early March. In addition, RAMP UP-South completed the renovation of the Lashkar Gah municipality Shura room, which contains all the required furnishings and equipment, including audio-visual equipment. At the time of this report, the stage was still under construction and scheduled for completion in mid to late April. The room is functioning as a media, outreach and training center.

Finally, at the end of March, RAMP UP-South was in the final stages of organizing the Women of the South conference that will be held in late May. Conference participants were confirmed from all RAMP UP-South provinces. The conference has several key note speakers including the Mayor of Nili, four female members of the GIRoA parliament, representatives from the Ministry of Women's Affairs and the IDLG. RAMP UP-South's objectives for the conference is to **(i)** empower the attendees to further promote women's participation in municipal governance; **(ii)** transfer their knowledge to other women in their respective community/s; and **(iii)** proactively engage with the municipality to promote and highlight women's issues and needs.

Municipal Governance

The RAMP UP-South Senior Governance Municipal Advisor (SGMA) continued to serve as a liaison between the Project and the IDLG, the USAID Mission in Kabul, GIRoA ministries, and other Kabul based donors and implementing partners. The SGMA conducted coordination meetings with stakeholders and beneficiaries in Kabul, and communicated information regarding the impact of government directives and decrees on program implementation. Overall, the SGMA has continued to develop further strategic partnerships, generate support for the Program, and ensure effective collaboration in implementation. Highlights from the Quarter period are as follows:

Table 3: Senior Municipal Governance Advisor Summary as at Quarter End (March 31, 2011)

No.	Activity	Outcome / Output
1	Short-Term Technical Assistance (STTA) Mission from The Urban Institute to identify strategic priority areas for support to IDLG in municipal governance	A three-member team completed a two week, in-country mission from February 12 to 24 in both Kabul and Kandahar City. Preliminary recommendations were made to focus RAMP UP-South technical support on assisting the IDLG to develop and eventually issue guidelines on municipal revenue generation and the planning and budgeting processes. The team submitted its draft report in March for comments by GIRoA and USG prior to finalization. Comments are currently being incorporated by the Urban Institute Team.
2	Participatory Rapid Assessment Workshop with IDLG and General Directorate of Municipal Affairs (GDMA)	The Assessment workshop focused on the following aspects of the existing environment within which municipalities operate: a) Political Empowerment and Participatory Governance, b) Municipal Management and Administration; and c) Fiscal Empowerment. Fourteen middle management-level officials and senior advisors from IDLG and GDMA participated in the workshop and identified priority strategies to improve the current environment.
3	Consultations with stakeholders from the U.S. Embassy, USAID, IDLG, RAMP UP-South and other donors and donor-funded municipal governance projects	The STTA mission validated the results of the rapid assessment with donors including USG/USAID, World Bank and United Nations Development Program (UNDP), GIRoA central government such as IDLG and Ministry of Finance, and project implementers such as RAMP UP - South, RAMP UP - East (RUE) etc.
4	STTA Mission presentations/debriefings to RAMP UP-South, GIRoA (IDLG/GDMA, Ministry of Finance), the U.S. Embassy and USAID	Five debriefing sessions, were separately held for the RAMP UP-South, U.S. Embassy, the USAID Missions in Kabul and Kandahar, IDLG/GDMA leadership and a Focus Group of key IDLG/GDMA Directors to present initial findings and preliminary recommendations to ensure that these are consistent with GIRoA and USG policies and priorities. Initial findings presented main obstacles that limit municipalities from fully exercising their legal mandates, Recommendations include RAMP UP-South assistance to IDLG capacity building. Details will be presented in the mission report in March.

No.	Activity	Outcome / Output
4	Planning for the Mayor's Conference / RAMP UP Retreat (RU)	Participated in the initial discussions among IDLG/Project Implementation Support Unit, GDMA, USAID, RUE and RAMP UP-South to plan out and design the RU retreat. The parties agreed to use the retreat as an opportunity to discuss RU capacity building and service delivery initiatives in the municipalities, and provide a venue for dialogue on project progress. A proposal to hold the retreat in May has been expressed to the IDLG/GDMA and discussions to plan the RU retreat in more detail will be held in the near future.
6	Networking with other governance projects	Conducted discussions to establish technical linkages and collaboration with USAID-funded RUE and the Performance-Based Governor's Fund (PBGF), and the UNDP-funded Afghanistan Sub-National Governance Project (ASGP). Agreements were reached with RUE to collaborate in common areas of interest, such as in developing guidelines on key municipal processes. These include municipal revenue generation and the municipal planning and budgeting processes.
7	Networking with GIRoA	Conducted discussions with Ministry of Finance (MoF) Director to establish technical linkages and scope the possibility of collaboration along municipal fiscal management. MoF expressed interest in IDLG-MoF-RAMP UP-South collaboration, particularly in developing guidelines on municipal revenue generation and the municipal planning and budgeting processes. MoF agreed that organizing technical working groups and RAMP UP-South providing technical support to group discussions are strategic initiatives to adopt.

Monitoring & Evaluation

Objective: To implement the methodology and schedule as per the PMP and ensure progress (outputs), short term outcomes and long term impacts of the Program are recorded appropriately.

During this quarter, the RAMP UP-South M&E team focused on building team capacity, collecting data through a participatory monitoring methodology, baseline surveys for RAMP UP-South municipalities, and monitoring of the debris collection activities taking place in Kandahar City. In terms of capacity building, eight new data collection staff were hired during the quarter, all of whom went through a three day course on M&E principles and project implementation. An M&E training specialist was deployed for a two month assignment in March 2011 to help build advanced M&E and management skills of long-term staff. After the deployment of the STTA to develop a participatory monitoring framework, participatory surveys were implemented for the Kandahar City municipality financial automation project and the Lashkar Gah public latrine project. M&E baseline surveys - to supplement information from the MCI and public opinion polling for the 17 PMP indicators - have been conducted in Kandahar City and Lashkar Gah, and are in process for Tirin Kot, Qalat, and Zaranj. Full baseline reports have been completed for Kandahar City and Lashkar Gah. Finally, the M&E team began monitoring the Kandahar City debris collection project being implemented by FAF Development. As of the end of March 2011, 173 site visits in six districts and the Tarnak dump site have been conducted by the data collection team.

In the early stages of RAMP UP-South, 46 projects were identified and subsequently discussed with the relevant municipality Mayors' and leading officials. Subsequently a total of 40 projects were approved, for implementation, across various RAMP UP-South municipalities.

Table 4: Project Indicators Progress Report as at Quarter end (March 31, 2011)

Legend: KC = Kandahar City | LKG = Lashkar Gah | QLT = Qalat

No.	Level		Type	Indicator	Target (Y. 1)	Value			
	Prog. Element	CLIN				KC	LKG	QLT	Total
1	2.3	1	Impact	Number of municipalities that have functioning performance budgeting and accounting systems	1	0	0	N/A	0
2	2.3	1	Outcome	Number of municipal officials trainees	100	0	0	0	0
3	2.3	1	Outcome	Number of major municipal decisions in which input from participation mechanisms are taken into account	5	0	0	1	1
4	2.3	1	Impact	Number of municipalities making available in good time to stakeholders their expenditures and annual financial reports	1	0	0	0	0
5	2.3	1	Outcome	Number of municipalities that implemented Municipal Management Improvement Plans (MMIP)	1	0	0	N/A	0
6	2.3	1	Outcome	Number of municipalities that implemented Capital Improvement Plans (CIP)	1	0	0	N/A	0
7	2.3	2	Impact	Number of sub-national government entities receiving USG assistance to improve their performance	1	0	0	N/A	0
8	2.3	2	Impact	Trust of citizens in municipal government	+20%	N/A	N/A	N/A	N/A
9	2.3	2	Impact	Number of citizens with regular access to essential services	10,000	0	0	0	0
10	2.3	2	Outcome	Number of municipal service delivery projects implemented with RAMPUP-South funding	2	1	1	0	2
11	2.3	2	Impact	Citizen satisfaction with essential services	+20%	N/A	N/A	N/A	N/A
12	2.4	2	Impact	Citizens' perception of corruption in municipal services	-20%	N/A	N/A	N/A	N/A
13	2.3	3	Impact	Percentage increase of municipal budget derived from revenue	+10%	0	0	0	0

No.	Level		Type	Indicator	Target (Y. 1)	Value			
	Prog. Element	CLIN				KC	LKG	QLT	Total
14	2.3	3	Impact	Number of public-private partnerships established	3	0	0	0	0
15	2.3	3	Impact	Number of man-day provided as a result of the RAMPUP-South activities	4,000	1,691	0	0	1,691
16	2.3	3	Outcome	Number of municipal departments providing "one stop shop" facilities to women-owned or operated businesses	1	0	0	0	0
17	2.3	3	Impact	Number of registered Afghan businesses attributable to RAMPUP-South interventions	2	0	0	0	0

Program Environmental Compliance

Table 5: Environmental Compliance Report Summary as at Quarter end (March 31, 2011)

No.	Activity	Outcome/Output
1	Preparation of training materials for the proposed Environmental Compliance Training Course for RAMP UP-South technical staff and sub-activity implementing training partners.	A Sourcebook containing the training materials for the Environmental Compliance Training Course that is scheduled to be held for two days, from July 4 – 5 was compiled. The course is meant to develop capacity in environmental assessment for sub-activity screening, preparation of environmental review reports, and environmental mitigation and monitoring plans. This will ensure that activities are environmentally-sound, during the life-of-project, as required by USAID environmental procedures and policy.
2	Providing short-term technical assistance and training to the implementing partner for the Debris Removal for Kandahar City, for the sub-activity screening, preparation of environmental review report for identification of adverse impacts, and preparation of environmental mitigation and monitoring plan.	Produced an environmental review report that was used during the preparation of environmental mitigation and monitoring plan for FAF Development. This is meant to minimize or prevent the occurrence of adverse environmental, public health and safety impacts during the debris removal and disposal, and to monitor the debris removal activities during the activity period to ensure that the recommended mitigation measures are fully implemented, as required.
3	Providing short-term technical assistance and training to the implementing partner for Lashkar Gah Public Latrine Construction, for sub-activity screening, preparation of environmental review report for identification of adverse impacts, and preparation of environmental mitigation and monitoring plan.	Produced an environmental review report that was used during the preparation of the activity environmental mitigation and monitoring plan for Lashkar Gah Public Latrine Construction. This is meant to minimize or prevent the occurrence of adverse environmental, public health and safety impacts during the construction and operation of the public latrine, and to monitor the construction and operation activities during the activity period to ensure that the recommended mitigation measures are fully implemented, as required.

No.	Activity	Outcome/Output
4	<p>Conducting monthly presentations on capacity building for sub-activity environmental assessment and compliance. The first presentation was delivered on March 30th, on “Environmental Impact Assessment (EIA) of Urban Development. The second presentation will be delivered on April 17th, and it will be on “EIA and Environmentally-Sound Project Design.</p>	<p>Capacity building for environmental assessment with technical staff will make it possible to prepare high quality sub-activity environmental review reports, to incorporate mitigation and monitoring plans in the project design for achieving environmentally-sound design, and to include clauses for environmental compliance in concept papers, scopes of work (SOWs), request for proposals (RFPs) and preparation of contracting documents, as required by USAID ADS 204 (Environmental Management) and ADS 303 (Contracting). This will establish and strengthen the link between environmental assessment and achieving project environmentally-sound design, implementation and management throughout the project.</p>
5	<p>Preparation of Environmental Compliance Tracker (ECT) to track the progress on the preparation of sub-activity environmental compliance documentation involving environmental review reports, and the implementation of environmental mitigation and monitoring plans during the life of the project.</p>	<p>Monitor the RAMP UP-South progress in meeting environmental compliance requirements. This includes: sub-activity screening, preparation of environmental reviews, preparation of environmental mitigation and monitoring plans, in accordance with the requirements of USAID environmental procedures and policy.</p>
6	<p>Development of Environmental Compliance Indicators, that include <u>Baseline Indicators</u> for monitoring changes in the project environment that are due to the project; <u>Compliance Indicators</u> for monitoring the progress in meeting the requirements for RAMP UP-South environmental compliance; and <u>Mitigation Indicators</u> for monitoring the status of implementation and performance of recommended adverse impact mitigation measures.</p>	<p>The environment is always changing, and there is a need to know if all the changes occurring in the project environment are due to the project, or not. RAMP UP-South needs to monitor its performance in meeting USAID requirements for environmental compliance. The performance of sub-activity adverse impact mitigation measures needs to be monitored so that timely corrective measures can be undertaken to improve performance. The selected indicators are being incorporated into the overall M&E process, so that the program environmental performance can be monitored and reported together with productive performance.</p>

CHALLENGES TO IMPLEMENTATION

Throughout the quarter, there were three major challenges to implementation for the RAMP UP-South program: 1. the deterioration of the security situation across the Provinces of Regional Commands (RC) South and South West; 2. the difficulty of having regular access to municipal officials because of security constraints; and 3. the difficulties in obtaining work permits and visas for expatriate staff.

Insecurity: The continuing insecurity in the Provinces of Regional Commands’ (RC) South and South-West presented a significant challenge to implementation during February and March. In particular, the number of incidences of insurgent activity increased substantially each month. This impacted the program, as expatriate staff were placed on ‘lockdown’ and advised not to conduct business in target municipalities, and LN were advised to remain at home in Kandahar City and Lashkar Gah. It is estimated that security related incidents have caused more than two weeks of delays in the ability of RAMP UP-South staff to implement projects during this quarter. The most notable security attack occurred in Kandahar City on February 12, when insurgents carried out a complex and lengthy attack against the Kandahar



Security Command and the ANP Headquarters. The attack involved the use of VBIEDs, suicide-IEDS, rocket propelled grenades (RPGs) and small-arms fire, and resulted in the death of several Afghans. Furthermore, in the final days of March, the security situation in Kandahar City deteriorated significantly as demonstrators took to the streets in response to the burning of the Holy Qur'an.

Access to Municipal Officials: RAMP UP-South offices are located within the outer wire of the Kandahar Air Field. This location was selected to mitigate complex attacks such as the destruction of the ASI - South compound in Kandahar City in April 2010. However, this location makes regular access to municipal officials by expatriate staff difficult, and limits the more regular and productive interaction essential for capacity building. Options for renting a secure compound in Kandahar City where a limited number of expatriate staff could have sustained interaction with LN staff and municipal officials were explored, but not successful. In order to overcome this constraint, a new system of Municipal Program Coordinators filled by senior Afghan LN staff will be instituted to enhance coordination between international staff and municipal officials, as well as to improve communications and prevent misunderstandings on the design and implementation of program activities.

Work Permits and Visas: Throughout the quarter RAMP UP-South faced difficulties in obtaining and renewing work permits and visas for expatriate staff, including third country nationals. Expatriate staff members had to alter travel plans to accommodate the lengthy visa and work permit process. For staff members who have previously worked in Afghanistan, the process has taken in excess of eight weeks and staff members have been asked to produce lengthy documentation of their previous employment in Afghanistan. For third-country nationals, the process of obtaining a single entry visa has proved onerous, causing significant delays. RAMP UP-South worked diligently, throughout the quarter, to obtain work permits and visas through the official channels and processes. In the coming quarter, RAMP UP-South will continue to remain flexible and adapt to the changes, as set out by GIRoA, to obtain the necessary documentation.

PROGRAM OPERATIONS

Human Resources & Recruitment

Program Operations and Human Resources (field and Home Office) worked throughout the quarter to identify and hire qualified individuals to assist in the efficient and effective implementation of Program activities. Overall, RAMP UP-South increased staffing numbers, of both LN and expatriate staff. At the end of previous quarter period (October to December 2010) RAMP UP-South had a total of 65 employees, comprising of 46 LNs and 19 expatriates. At the end of this reporting period (January to March 2011) RAMP UP-South had a total of 100 employees – 73 LNs and 27 expatriates. Please refer to Appendix 4 (page 43) for RAMP UP-South populated staff positions.

Table 6: RAMP UP-South Personnel Tracker as of Quarter End (March 31, 2011)

RAMPUP-South - Personnel Tracker					
Province	Local National		Expatriate		Total
	Operations	Technical	Operations	Technical	
Hilamnd	17	6	1	3	
Kabul	8	1	1	1	11
Kandahar	11	29	8	13	61
Nimroz	0	0	0	0	0
Uruzgan	0	1	0	0	1
Zabul	0	2	0	0	2
Totals	36	39	10	17	102

Current Facilities

Kabul Office and Residence Space

- RAMP UP-South continues to occupy an office in Kabul City with working space for more than 15 people.

Kandahar City Office

- LN staff, including all female staff members and others who conduct business in Kandahar City, work from the RAMP UP-South downtown office. This space is equipped with workstations for 15 local staff. Its low profile and proximity to vendors, municipality officials, and project sites makes it a key part of the operational platform of the project.

Kandahar Airfield, Sherzai Office

- The Sherzai office complex near Kandahar Air Field is the central base of operations for Kandahar staff including all expatriates. The office holds 30 work stations and 20 shared office containers. During this reporting period additional storage space was obtained to accommodate incoming GIS and Land Registration computer equipment.

Lashkar Gah Office and Residence

- The Lashkar Gah office and residential compound expanded significantly in March as RAMP UP-South finalized a lease for the villa adjacent to the compound. The addition of this space will allow for the accommodation of incoming expatriates as well as a more robust team of local staff. Security upgrades on the facility are ongoing and RAMP UP-South expects the new building to be fully functional by mid April.

Uruzgan Office

- Local staff members working in Uruzgan continue to face problems finding secure housing; however, RAMP UP-South has identified temporary quarters.

Qalat Office and Residence

- RAMP UP-South finalized a lease for an office and residence in Qalat during the reporting period, which will allow for secure accommodation for LN staff visiting from other RAMP UP-South locations. This space will also serve as a primary office for local staff working permanently in Zabul.

Finance

During the month of January the RAMP UP-South Finance Director conducted training for the newly hired Lashkar Gah Finance Manager.

Financial challenges associated with Kabul Bank continued to persist throughout the quarter. Because of this, RAMP UP-South changed bank accounts from Kabul Bank to Afghan International Bank in Kabul and Kandahar, and Bakhtar Bank in Lashkar Gah.

A short-term Chemonics Home Office Field Accounting and Compliance Manager conducted a two week assignment in Kandahar and Lashkar Gah to help establish the accounting system for grants, and perform a review of RAMP UP-South procedures for financial control and contractual compliance under USAID regulations.

Logistics and Procurement

With the addition of local procurement staff in March, the RAMP UP-South Operations team has been able to expedite the procurement process for both technical activities and operational support. During the reporting period, the Operations team evaluated large procurements for technical activities including motor vehicles for waste collection and solar water treatment units. Three requests for motor vehicles were pending at the end of the quarter with the USAID Contracting Officer.

During the latter part of the quarter, RAMP UP-South finalized the procedures for booking military flights for RAMP UP-South staff and started to utilize new Embassy Air routes now available from Valdez Ramp at Kandahar Airfield. The addition of these transport mechanisms has allowed the project greater speed and flexibility in moving staff between locations in the southern provinces.

Finally, RAMP UP-South continued to experience the persistent logistical obstacle of obtaining and renewing work permits and visas for expatriate staff in Afghanistan. The closure of the relevant offices in the Ministry of Foreign Affairs in the middle of the month caused serious delays in obtaining new visas for incoming expatriates. The closure also made timely renewal of visas for existing staff problematic. The delays impact the project's implementation and divert logistics and operational resources from other priorities.

Procurements

Table 7: Technical Procurements for the Quarter Period

RFP No.	Description	Issue Date	Sub. Date	Status
RFP-16-03-2011	Establishing Internet System and Providing Internet Services to Kandahar and Lashkar Gah Office	Mar. 16	Mar. 22	Completed
RFQ No.	Description	Issue Date	Sub. Date	Status
RFQ-FUND-KC-001	IT procurement for Kandahar Municipality			Completed
RFQ-KC-FUND-002	IT procurement for Municipality			Completed.
RFQ-FUND-KC-003	Dump trucks for Kandahar Municipality	Jan. 24	Jan. 31	Approval request submitted to USAID. for approval. Awaiting USAID consent to subcontract.
RFQ-FUND-KC-004	Provision of GIS Software for Kandahar Municipality	Jan. 20	Jan. 27	Equipment ordered and pending delivery.
RFQ-FUND- KC-005	Plant/packages - potable water activity			Pending.
RFQ-FUND- KC-006	Visual studio professional/premium (w/MSDN), Iron Speed Designer, VMWare/Windows, Power Edge R710/eq	Mar. 5	Mar. 7	In Progress.
RFQ-FUND-KC-007	Garbage removal Equipment for Kandahar Municipality	Jan. 24	Jan. 31	Completed. (70 % of Equipment received by Kandahar Municipality.)
RFQ-FUND- KC-008	Refuse Compactor trucks	Feb. 20	Feb. 24	Approval request submitted to USAID for approval. Awaiting USAID consent to subcontract.
RFQ-FUND- KC-009	Stationery and office Equipments for Kandahar	Apr. 2	Apr. 6	In Progress
RFQ-FUND- LG-01	Dump Trucks for Lashkar Gah	Mar. 16	Mar. 22	Approval request submitted to USAID for approval. Awaiting USAID consent to subcontract.
RFQ-FUND- LG-02	Solar Powered UV systems	Feb.8	Feb.18	Approval request submitted to USAID for approval. Awaiting USAID consent to subcontract.
RFQ -KDH-OPS	Office networking	Mar. 27	Mar. 29	The process is Completed. PO issued
RFQ-FUND-KC-004	Provision of GIS Software for Kandahar municipality	Jan. 20	Jan. 27	USAID consent received. The Purchase Order was issued to Liwall, the licensed dealer for Afghanistan, on Apr. 2.

Table 8: Program Office Operation Procurements for the Quarter Period

RFP No.	Description	Issue Date	Sub. Date	Status
RFP-16-03-2011	Establishing Internet System and Providing Internet Services to Kandahar and Lashkar Gah Office	Mar. 16	Mar. 22	The process is Completed. contracts issued
RFQ -KDH-OPS	Office networking	Mar. 27	Mar. 29	The process is Completed. contracts issued and project is compacted
RFP No.	Description	Issue Date	Sub. Date	Status
RFQ -KDH-OPS	Office networking	Mar. 27	Mar. 29	The process is Completed. contracts issued and project is compacted

GRANTS, SUBCONTRACTS & COMPLIANCE - Procurements

Table 9: Procurements from the Quarter Period

RFP No.	Description	Issue Date	Sub. Date	Status
RFP-FUND-KC-003	Software Development for Integrating Financial Mgmt System	Feb. 21	Mar. 9	Two bids received. Technical and Cost evaluations completed on March 15 & 18 respectively. Clarifications were requested. Subcontract to be awarded during the 1 st week of April.
RFP-FUND-KC-007	Debris removal in Kandahar City	Jan. 13	Jan. 27	Completed. Debris removal program active.
RFP-FUND-KC-009	Traffic management signs in Kandahar City	Jan. 24	Feb. 13	Evaluations held, Subcontract awarded to SACC on Mar. 13. Assessment results due April 18th
RFP-FUND-KC-011	Municipal Website Development Lashkar Gah, Tirin Kot, Nili, Qalat	Mar. 16	Mar. 30	Ten bids received. Two bids were judged non-responsive due to the lack of information provided. Technical and Cost evaluations will take place during the 1 st week of April.
RFP-FUND-LG-001	Public latrines in Lashkar Gah	Jan. 23	Jan. 31	Subcontract awarded on Mar. 9. Due to changes in location of latrines, Subcontract was in suspended state until Mar. 31.
RFP-FUND-LG-002	IT assessment in Lashkar Gah	Feb. 10	Mar. 9 (Feb. 24)	Two proposals received by close date. Evaluations conducted on Mar. 15 and cost proposal incomplete. Request for revised budget revisions issued and received back. Subcontract to be awarded on Apr. 2.
RFP-FUND-LG-003	Women's Radio Shows, Lashkar Gah	Mar. 16	Mar. 30	Two bids received. Technical and Cost evaluations will take place during the 1 st week of April.
RFP-FUND-TK-001	Municipal parking structure in Tarin Kot	Jan. 27	Feb. 10	Determination made that a site visit by RAMPUP-South staff needs to be made before the Subcontract can be issued. Site visit to take place during the 2 nd week of April.

RFP No.	Description	Issue Date	Sub. Date	Status
RFP-FUND-TK-002	Snow removal in Nili	Feb. 10	Feb. 22	Cancelled. After discussion with USAID this activity has been cancelled
RFP-FUND-TK-003	IT assessment in Qalat	Feb. 10	Mar. 9 (Feb. 24)	Four proposals received in by new submission date. Evaluations completed, cost and technical, on Mar. 15. GSC requested a BAFO round from both firms. Subcontract negotiated and will be awarded on Apr. 5.
RFP-FUND-006	Public Opinion Research: Lashkar Gah, Tirin Kot, Nili and Qalat Local City Issues	Dec. 20	Jan. 9	USAID request for consent submitted for one firm due to the SubK potentially being over the \$150k threshold. Mar. 31 the WSC request for consent received from USAID. Subcontract and deliverable milestone schedule being revised and the Subcontract will be reviewed in HO. Additional firm identified for Tirin Kot (TK) polling. TK polling Subcontract awarded to ACTD on Mar. 14.
RFQ No.	Description	Issue Date	Sub. Date	Status
RFQ-FUND-KC-003	Dump trucks for Kandahar municipality	Jan. 24	Jan. 31	The Contract was sent to the PMU (Home Office) for Contracting Office Consent.
RFQ-FUND-KC-004	Provision of GIS Software for Kandahar municipality	Jan. 20	Jan. 27	The Purchase Order was issued to Liwall, the licensed dealer for Afghanistan, on Apr. 2.

LOOKING AHEAD: APRIL – JUNE 2011

RAMP UP-South has a full agenda of activities in the coming Quarter. The table summarizes the major activities with expected completion dates.

Table 10: RAMP UP-South Planned Activities for upcoming Quarter Period

PLANNED ACTIVITIES: April to June 2011	
Upcoming Activity	Timing
Completion of Municipality Capacity Indexes Tiran Kot, Zaranj, Qalat and Nili (C1)	All to be completed by end May 2011
Municipal Management Improvement Plans in each target municipality (C1)	June 2011
Public Latrines (various locations), Lashkar Gah (C2)	June 2011
Sewerage Treatment Sedimentation Pond – feasibility assessment on rehabilitating for operational use, Lashkar Gah (C2)	June 2011
Water Irrigation System, Lashkar Gah (C2)	June 2011
Pilot Solid Waste Management Program (C2)	June 2011
Traffic Signage – Phase I, Kandahar City (C2)	June 2011
Establishment of a Business Model to build capacity of Afghans on project driven activities	April 2011
Initiation of quick impact projects in Zaranj, Qalat and Nili	May 2011
Mayors Conference and Ramp Up South Retreat	May 2011
IDLG Training Program on Municipal Governance in the Hague	June 2011



QUARTERLY FINANCIAL REPORT

Contract Summary – Budget by Line Item and CLIN

Table II: Budget by Line Item and CLIN

Line Item	Base Year Budget Total	Base Year Budget by CLIN			Total Spent to Date (as of March 31, 2011)	Spent to Date by CLIN			Remaining Base Year Budget	Remaining Base Year Budget by CLIN		
		CLIN 1	CLIN 2	CLIN 3		CLIN 1	CLIN 2	CLIN 3		CLIN 1	CLIN 2	CLIN 3
I. Salaries	\$2,721,662	\$1,108,030	\$777,858	\$835,774	\$1,265,969	\$435,783	\$441,326	\$388,861	\$1,455,693	\$672,247	\$336,532	\$446,913
II. Fringe Benefits	\$987,347	\$379,553	\$329,300	\$278,494	\$495,085	\$182,664	\$166,214	\$146,206	\$492,262	\$196,888	\$163,086	\$132,288
III. Overhead	\$2,165,616	\$879,861	\$638,048	\$647,707	\$1,089,838	\$383,272	\$376,623	\$329,943	\$1,075,778	\$496,589	\$261,425	\$317,764
IV. Travel and Transportation	\$558,400	\$184,272	\$217,776	\$156,352	\$333,163	\$116,306	\$125,699	\$91,158	\$225,237	\$67,966	\$92,077	\$65,194
V. Allowances	\$1,000,644	\$330,213	\$390,251	\$280,180	\$1,339,945	\$437,240	\$506,063	\$396,641	(\$339,301)	(\$107,028)	(\$115,812)	(\$116,461)
VI. Other Direct Costs	\$1,730,577	\$571,090	\$674,925	\$484,562	\$1,135,503	\$377,986	\$446,844	\$310,673	\$595,074	\$193,105	\$228,081	\$173,888
VII. Equipment, Vehicles, and Freight	\$3,372,597	\$1,112,957	\$1,315,313	\$944,327	\$602,441	\$198,830	\$234,937	\$168,673	\$2,770,156	\$914,127	\$1,080,375	\$775,654
VIII. Subcontractors	\$14,282,092	\$4,713,090	\$5,570,016	\$3,998,986	\$7,432,333	\$2,448,181	\$2,895,131	\$2,089,022	\$6,849,759	\$2,264,910	\$2,674,885	\$1,909,964
IX. Program Support Direct Funding	\$18,300,000	\$5,133,711	\$12,966,289	\$200,000	\$1,309,328	\$223,346	\$1,085,982	\$0	\$16,990,673	\$4,910,365	\$11,880,307	\$200,000
Subcontracts	\$8,512,000	\$1,625,711	\$6,886,289	\$0	\$1,309,328	\$223,346	\$1,085,982	\$0	\$7,202,673	\$1,402,365	\$5,800,307	\$0
Grants	\$7,000,000	\$3,000,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$7,000,000	\$3,000,000	\$4,000,000	\$0
Procurement (Technical)	\$2,788,000	\$508,000	\$2,080,000	\$200,000	\$0	\$0	\$0	\$0	\$2,788,000	\$508,000	\$2,080,000	\$200,000
X. G&A	\$2,607,874	\$651,931	\$1,515,140	\$440,803	\$867,208	\$277,649	\$362,916	\$226,644	\$1,740,666	\$374,282	\$1,152,224	\$214,159
XI. Fees	\$2,794,610	\$826,609	\$1,369,935	\$598,067	\$1,181,197	\$378,087	\$494,604	\$308,507	\$1,613,413	\$448,522	\$875,331	\$289,560
Grand Total	\$50,521,420	\$15,891,317	\$25,764,851	\$8,865,252	\$17,052,009	\$5,459,343	\$7,136,339	\$4,456,328	\$33,469,411	\$10,431,974	\$18,628,512	\$4,408,924



Variance Analysis

This quarter, the RAMP UP-South project concluded the quarter with final expenditures totaling \$7,713,338. This represents approximately a 10 percent increase from last quarter. The most significant increases in expenditure this quarter were related to short and long-term technical assistance to support ongoing activities under Cs2 and 3, and performance-based fixed price subcontracts for citizen public opinion surveys under C1 and the debris removal activity under C2.

Variance Year-to-Date

As of March 31 RAMP UP-South has spent approximately 34 percent of the total base year contract budget due to a slower than anticipated start of certain technical activities and an increasingly difficult operating environment. Below is description of year-to-date variance by major line item.

Salaries: RAMP UP-South total salaries are slightly lower than anticipated due to difficulties identifying qualified Cooperating Country Nationals (CCNs) in southern Afghanistan. The Program is in the process of hiring additional CCNs, with most key technical and administrative positions filled in Kandahar City and Lashkar Gah, as well as some key positions in Qalat and Tirin Kot.

Allowances: The cost of allowances are higher than originally expected due to the hire of additional expatriates, which thereby increased the cost of danger pay, post differential, and involuntary separation maintenance allowance. Furthermore, due to the security situation in Kandahar City and the decree regarding the possible removal of private security companies, the program's residential and office accommodations are permanently based on the Kandahar Air Field (KAF), the conditions at which necessitate per diem payments for all staff. However, by the end of May, RAMP UP-South will have permanently moved all short and long-term staff to the Sherzai compound, upon which all per diem payments to long-term expatriates residing on KAF will cease.

Equipment, Vehicles, Freight (EVF): This line item represents a cost savings, mainly due to the fact that the total cost for the purchase and shipment of armored vehicles was lower than anticipated, and the project chose to lease rather than purchase soft skin vehicles for local national use.

Subcontractors: RAMP UP-South has had cost savings in this category largely due to lower security costs due to placement on the KAF, rather than a compound in Kandahar City.

Program Support Direct Funding: RAMP UP-South expected to begin issuing grants in the first quarter; however, support for technical activities was instead provided through US and local subcontracts and short-term technical assistance by consultants. The Program is in the process of identifying potential grant recipients, and will begin issuing grants in the next quarter. Local subcontracts and procurements to support technical activities were slower than anticipated, but this quarter has seen a significant increase in technical expenditures, which will continue to increase throughout next quarter.

Variance by Quarter

RAMP UP-South exceeded the estimated FY2011Q3 accruals of \$7,053,585, as sent to the COTR on March 15, 2011. This variance is due to several technical activities that progressed more rapidly during this quarter, specifically the debris removal activity, as well as the mobilization of several short-term expatriate technical consultants who will continue to support the development of activities under all components.

Projections and Accruals

In the coming quarter period of April to June, expenditures will increase substantially as technical activities continue to expand under all three components, and current activities gain traction. Among other activities, fixed price subcontracts are currently in process with local firms to complete a traffic management signage assessment in Kandahar City; IT infrastructure assessments in Qalat; snow removal in Nili; a municipal parking structure in Tirin Kot; and a women’s radio show in Lashkar Gah. We currently waiting for contracting officer’s approval to procure garbage removal vehicles costing approximately \$358,727 for the solid waste management program in Kandahar city and for public opinion survey in the amount of \$282,723. Also pending contracting officer approval is the procurement of solar-power water treatment units worth \$225,600 and additional garbage removal vehicles for the Lashkar Gah municipality totaling approximately \$425,555. In the next quarter, RAMP UP-South also expects to invoice costs associated with public latrine construction in Lashkar Gah at about \$85,304, and approximately \$100,000 in computers to support the land registration and integrated financial management activities in municipality of Kandahar City. The Program expects to invoice about \$1,800,000 of the ongoing fixed-price subcontract for debris removal in Kandahar City in the next quarter as well. The below table demonstrates the the estimated accruals and projections through the end of fiscal year 2011.

Table 12: Estimated Accruals and Projects to the endof the Fiscal Year 2011

2011 Quarterly Projections	Projected Costs in USD(\$)
April to June	15,975,000
July to September	18,000,000
TOTAL	33,975,000

APPENDIX I: COMPONENT 2

Appendix IA: Kandahar City FAF Debris Collection



Image 1: FAF workers cleaning the debris from the canal in the main Bazaar



Image 2: FAF workers cleaning the canal along a main commercial (shopping) road



Image 3: FAF workers cleaning the debris from a canal along a main road



Image 4: FAF worker in the underground section of a canal to ensuring all debris is removed



Image 5: Cleaning the debris from a canal



Image 6: Free running water in the canal upon removal of the debris by the FAF workers



Image 7: FAF workers removing debris from a residential street



Image 8: FAF workers removing debris from a semi-commercial street



Image 9: FAF workers loading debris into a truck for transportation to the dumpsite



Image 10: FAF workers loading debris into a truck for transportation to the dumpsite



Image 11: FAF workers sort and segregate debris at the dumpsite



Image 12: FAF workers sort and segregate debris at the dumpsite

Appendix 1B: SWM Garbage Collection Pilot



Image 1: Current view – garbage littering streets in and around District I, Kandahar City



Image 2: Current view – garbage littering streets in and around District I, Kandahar City



Image 2: Current view – garbage littering streets in and around District I, Kandahar City



Image 2: Current view – garbage littering streets in and around District I, Kandahar City

Appendix IC: Lashkar Gah Public Latrines



Image 1: Before the works begin on the Site



Image 2: Workers begin removing the cement and rubble



Image 3: Workers digging the holes for the foundations



Image 4: Installing the foundation structures for the latrines



Image 5: Pouring the cement to create the foundations of the latrines



Image 6: Completion of the foundations for the latrines

APPENDIX 2: COMPONENT 3

Appendix 2A: Manual and Automated Payroll Systems

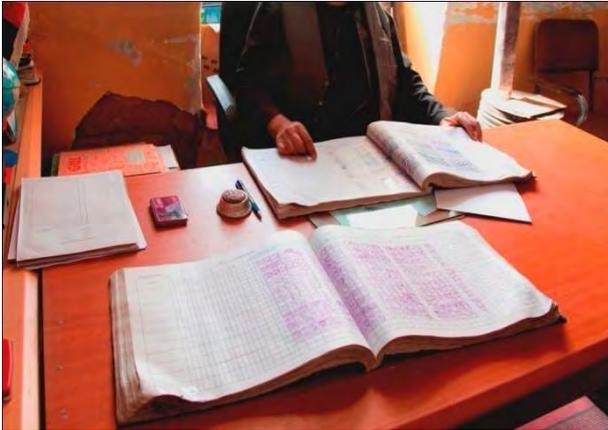


Image 1: Manual System to log hours worked by employees.



Image 2: Payroll being manually checked.



Image 3: Screen shot of the automated system for employee details.



Image 4: Screen shot of the automated system with employee details and hours worked.

Appendix 2B: Bank Account Registration at the Kandahar City Municipal Compound



Appendix 2C: GIS / Land Registration Training

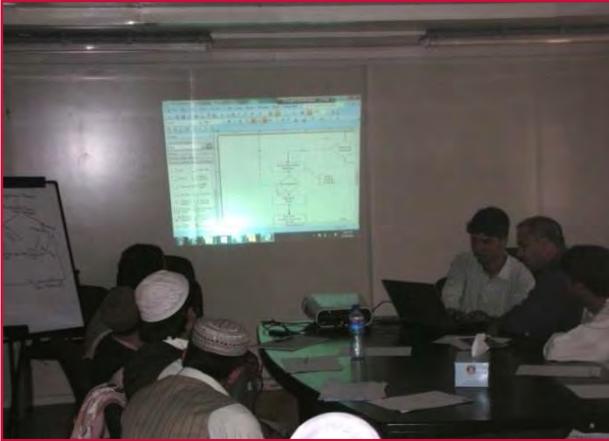


Image 1: Demonstration of the Flow Process



Image 2: The Land Registration Training

APPENDIX 3: CROSS CUTTING THEMES

Appendix 3A: Kandahar City Focus Groups



Image 1: Women's Group



Image 2: Men's Group

Appendix 3B: Kandahar City Polling Survey Charts

Chart 5: How would you rate the importance of the following issues for you and your family?

10 = very important / 1 = not important at all

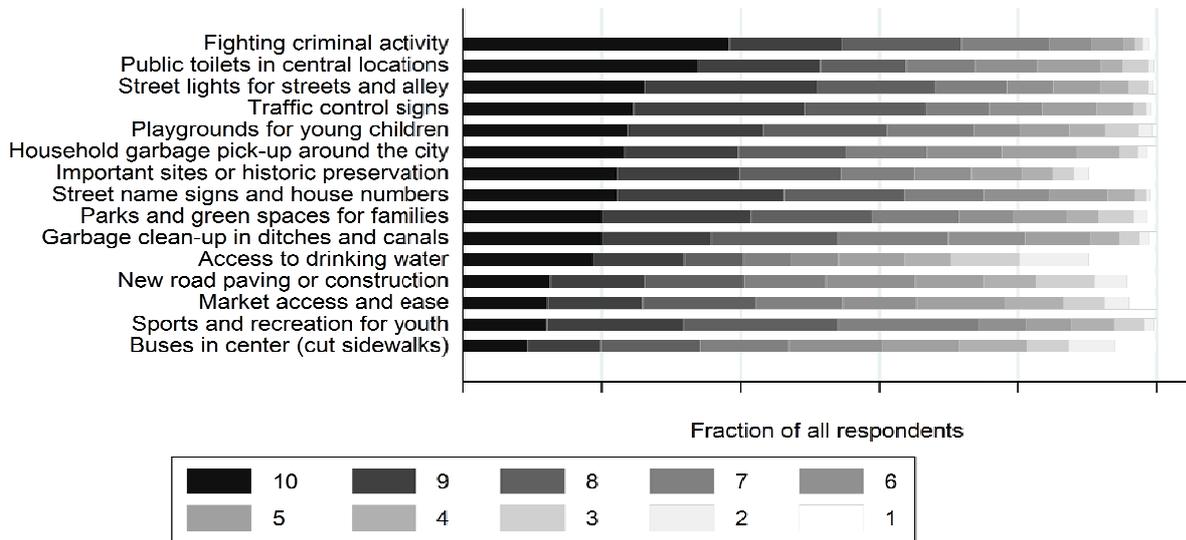


Chart 6: How satisfied are you on the following Municipal services?

10 = very satisfied / 1 = not satisfied at all

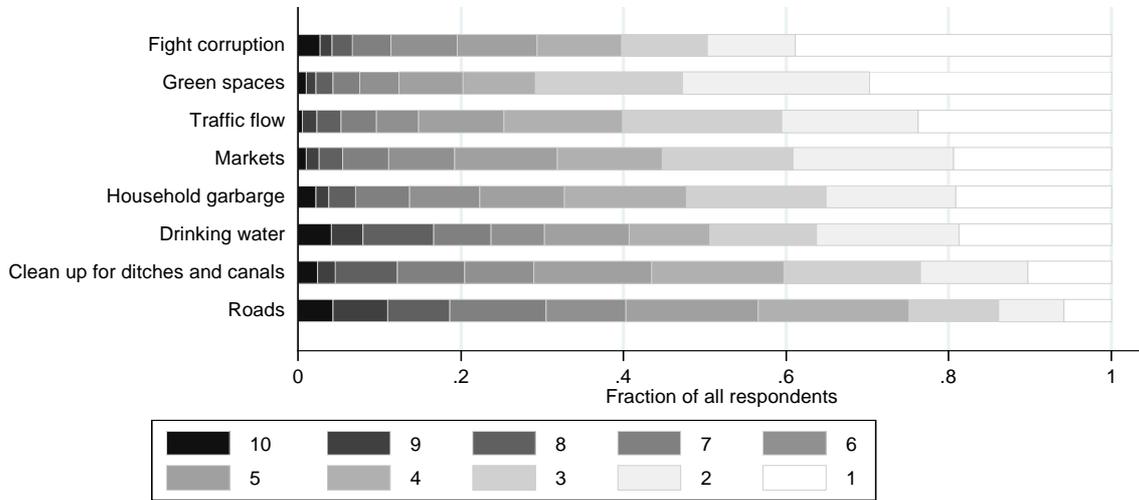
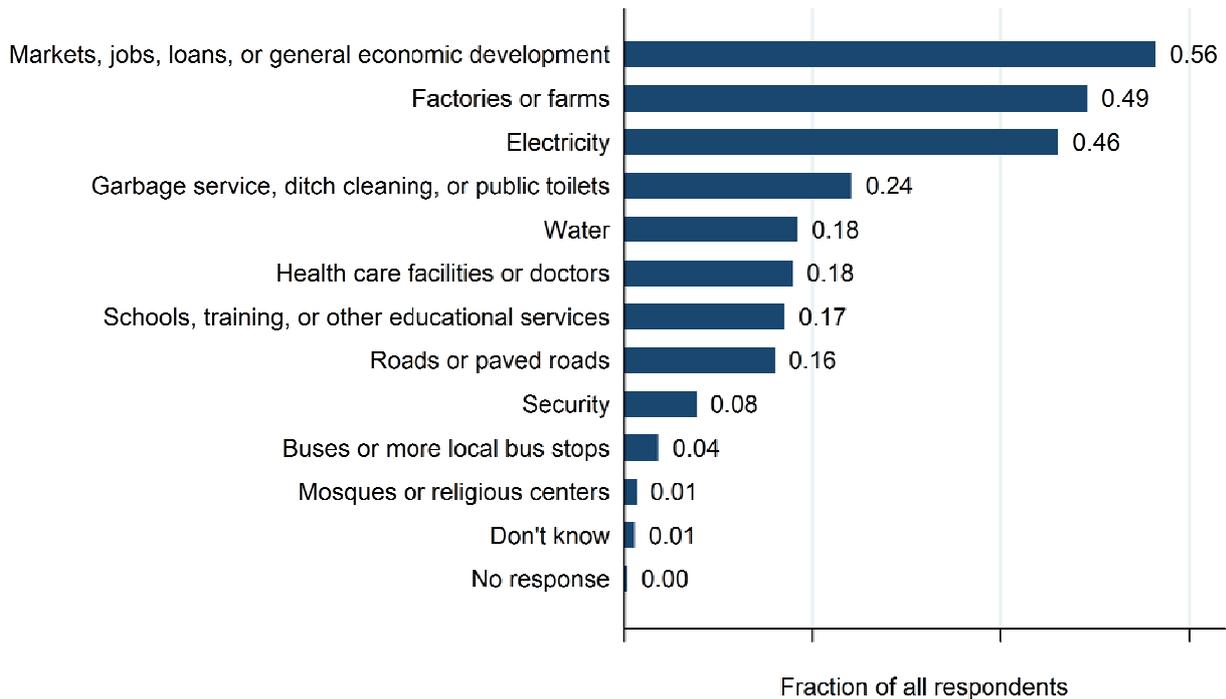


Chart 7: What business and/or service is missing or needed in your neighborhood?



Appendix 3C: Municipality Websites



Image 1: Lashkar Gah Municipal Website homepage



Image 2: Kandahar City Municipal website homepage

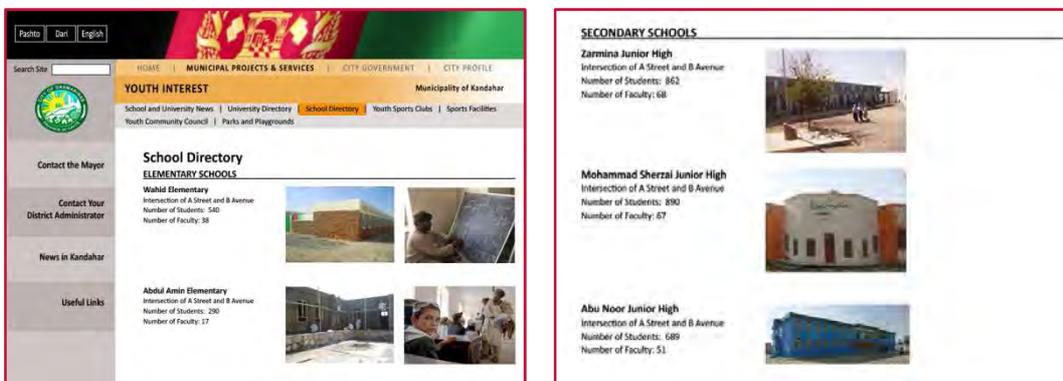


Image 3: Kandahar City Municipal website sub-page on schools



Image 4: Kandahar City Municipal sup-page on parks & tree planting

APPENDIX 4 – RAMP UP-South Populated Staff Positions

Table 13: RAMPUP-South Populated Staff Positions as at Quarter end (March 31, 2011)

RUS - Populated Staff Positions			
Location (Prov.)	Position	LN/ / Expat	Dept
Hilmand	Operations Manager	Expat	Operations
Hilmand	Component 3 Deputy Team Leader	Expat	Tecnical
Hilmand	Component 2 Deputy Team Leader	Expat	Tecnical
Hilmand	Public Communications & Outreach Deputy Director	Expat	Tecnical
Hilmand	Cleaner	Local National	Operations
Hilmand	Cleaner	Local National	Operations
Hilmand	Cleaner	Local National	Operations
Hilmand	Cook	Local National	Operations
Hilmand	Cook	Local National	Operations
Hilmand	Facilities Manager	Local National	Operations
Hilmand	Finance Manager	Local National	Operations
Hilmand	Gardner and outside Cleaner	Local National	Operations
Hilmand	Generator Technician	Local National	Operations
Hilmand	Grants & Subcontract Manager	Local National	Operations
Hilmand	Grants Finance Manager	Local National	Operations
Hilmand	IT Manager	Local National	Operations
Hilmand	Office and Personnel Manager	Local National	Operations
Hilmand	Procurement & Logistics Assistant	Local National	Operations
Hilmand	Procurement & Logistics Assistant	Local National	Operations
Hilmand	Procurement Manager for Technical Procurement	Local National	Operations
Hilmand	Senior Procurement & Logistics Manager	Local National	Operations
Hilmand	Auto CAD and 3D Designer	Local National	Tecnical
Hilmand	Pashto Translator	Local National	Tecnical
Hilmand	Engineer	Local National	Tecnical
Hilmand	M&E Regional Coordinator	Local National	Tecnical
Hilmand	Municipal Coordinator Manager	Local National	Tecnical
Hilmand	Outreach Coordinator	Local National	Tecnical
Kabul	Senior Operations Manager	Expat	Operations
Kabul	Senior Municpal Governance Advisor	Expat	Technical
Kabul	Chawkidar & Cleaner	Local National	Operations
Kabul	Finance Manager	Local National	Operations
Kabul	Grants & Sub Contracts Proc Manager	Local National	Operations
Kabul	IT Manager	Local National	Operations
Kabul	Logistics Manager	Local National	Operations
Kabul	Lunch Cook	Local National	Operations

RUS - Populated Staff Positions

Location (Prov.)	Position	LN/ / Expat	Dept
Kabul	Office & Personnel Manager	Local National	Operations
Kabul	Procurement & Logistics Manager	Local National	Operations
Kabul	Pashto Translator	Local National	Technical
Kandahar	Deputy Chief of Party - Management & Operations*	Expat	Operations
Kandahar	Finance Director	Expat	Operations
Kandahar	Grants and Subcontracts Finance Manager	Expat	Operations
Kandahar	Grants & Compliance Manager	Expat	Operations
Kandahar	HR Specialist	Expat	Operations
Kandahar	IT Specialist	Expat	Operations
Kandahar	Operations Manager (Kandahar)	Expat	Operations
Kandahar	Reporting Officer & Editor	Expat	Operations
Kandahar	Biogas & Latrine Specialist (STTA)	Expat	Tecnical
Kandahar	Chief Engineer	Expat	Tecnical
Kandahar	Component 1 Team Leader	Expat	Tecnical
Kandahar	Component 2 Team Leader	Expat	Tecnical
Kandahar	Deputy Chief of Party – Technical**	Expat	Tecnical
Kandahar	Environmental Compliance Specialist	Expat	Tecnical
Kandahar	GIS Specialist	Expat	Tecnical
Kandahar	M&E Director	Expat	Tecnical
Kandahar	Participatory Monitoring Specialist (STTA)	Expat	Tecnical
Kandahar	Public Communications & Community Outreach Director	Expat	Tecnical
Kandahar	Solid Waste Management Specialist	Expat	Tecnical
Kandahar	SWM Transfer Station and Landfill Specialist (STTA)	Expat	Tecnical
Kandahar	Component 3 Team Leader & Systems Architect***	Expat	Tecnical
Kandahar	Admin Assistant	Local National	Operations
Kandahar	Facilities Assistant	Local National	Operations
Kandahar	Finance Manager	Local National	Operations
Kandahar	Grants and Subcontracts Assistant	Local National	Operations
Kandahar	Grants and Subcontracts Manager	Local National	Operations
Kandahar	Overall Logistic Manager	Local National	Operations
Kandahar	HR Manager	Local National	Operations
Kandahar	Procurement and Logistics Manager	Local National	Operations
Kandahar	Procurement Officer	Local National	Operations
Kandahar	Admin & finance manager	Local National	Operations
Kandahar	Recruitment Assistant	Local National	Operations
Kandahar	Business Development Advisor	Local National	Tecnical
Kandahar	Business Development Advisor	Local National	Tecnical
Kandahar	Budget Performance Advisor	Local National	Tecnical

RUS - Populated Staff Positions

Location (Prov.)	Position	LN/ / Expat	Dept
Kandahar	Component I Deputy Team Leader	Local National	Tecnical
Kandahar	Engineer	Local National	Tecnical
Kandahar	Engineer	Local National	Tecnical
Kandahar	Financial Project Implementation Manager	Local National	Tecnical
Kandahar	GIS Specialist	Local National	Tecnical
Kandahar	GIS/GPS Surveyor	Local National	Tecnical
Kandahar	GPS Surveyor	Local National	Tecnical
Kandahar	GPS Surveyor	Local National	Tecnical
Kandahar	GPS Surveyor	Local National	Tecnical
Kandahar	Land Registration Coordinator	Local National	Tecnical
Kandahar	Land Registration Coordinator	Local National	Tecnical
Kandahar	Land Registration Coordinator	Local National	Tecnical
Kandahar	Land Registration Coordinator	Local National	Tecnical
Kandahar	Lead Surveyor Engineer	Local National	Tecnical
Kandahar	M&E Database Specialist	Local National	Tecnical
Kandahar	M&E Deputy Communication Specalist	Local National	Tecnical
Kandahar	M&E Deputy Director	Local National	Tecnical
Kandahar	M&E Training Specialist	Local National	Tecnical
Kandahar	Outreach Coordinator	Local National	Tecnical
Kandahar	Programmer Analyst	Local National	Tecnical
Kandahar	Revenue Generation Advisor	Local National	Tecnical
Kandahar	Solid Waste Management Manager	Local National	Tecnical
Kandahar	Surveyor	Local National	Tecnical
Kandahar	Surveyor	Local National	Tecnical
Kandahar	Systems Analyst	Local National	Tecnical
Kandahar	Training Team Leader	Local National	Tecnical
Uruzgan	Program Officer	Local National	Technical
Zabul	Land Registration Coordinator	Local National	Technical
Zabul	Outreach Coordinator	Local National	Technical

- * is now Acting Chief of Party
- ** formerly Component 3 Team Lead
- *** formerly Component 3 Systems Architect