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KABUL CITY INITIATIVE (KCI)

ANNUAL REPORT (BASE YEAR)

OCTOBER 1, 2010 – SEPTEMBER 30, 2011

October 31, 2011

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DISCLAIMER

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ACRONYMS AND ABBREVIATIONS

AUCC	Afghan Urban Consulting Company
ASI	Adam Smith International
CLIN	Contract Line Item Number
COA	Chart of Accounts
CO	Contracting Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
CSC	Civil Service Commission
DCOP	Deputy Chief of Party
DG	Director General
DM	Deputy Mayor
FMIS	Financial Management Information System
GIRoA	Government of the Islamic Republic of Afghanistan
GMIC	Government Media & Information Center
ICDL	International Computer Driving License
ICT	Information, Communication and Technology
JD	Job Description
KCI	Kabul City Initiative
KM	Kabul Municipality
LTTA	Long-Term Technical Assistance
MoC	Ministry of Communication
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MCITP	Microsoft Certified IT Professional
MMCIP	Municipal Management and Capacity Improvement Plan

NRC	National Research Council
PIO	Public Information Office
PMI	Project Management Institute
PMP	Performance Monitoring Plan
RFA	Request for Approval
RIAP	Revenue Improvement Action Plan
SOP	Standard Operating Procedure
SOW	Scope of Work
STTA	Short-Term Technical Assistance
TA	Technical Assistance
TOR	Terms of Reference
USACE	U.S. Army Corps of Engineers
USforA	United States Forces-Afghanistan
USAID	United States Agency for International Development
WG	Working Group

PREFACE

The Kabul City Initiative (KCI), implemented by Tetra Tech ARD, began its first (base) year operations on October 1, 2010. After some delays in startup due to USAID/Afghanistan's concerns regarding the President's security decree, USAID/Afghanistan instructed KCI on December 6, 2010 to plan for a contractual base period of 18 months or through March 2012. The work plan for the base year was prepared for a period of 16 months, from December 2010 through March 2012, and was approved by USAID on January 12, 2011. Subsequently, Tetra Tech ARD was informed that KCI would retain the 12-month base period.

The Kabul City Initiative (KCI) supports the Kabul Municipality (KM) and its Mayor in three important ways: 1) KCI increases the capacity of city officials to manage the city's resources, both human and material, to improve the level of services, to enable citizen participation in determining which services are provided by the government, and to communicate with citizens so they are aware of the improvements and credit the city administration with these accomplishments; 2) KCI assists city staff to markedly improve the level and quality of services provided; and 3) KCI increases the city's ability to generate its own revenues to fund increased levels of services.

KCI's objective is that citizens will experience consistently improving services provided by a steadily improving city workforce and modern management systems. The public will credit the Kabul administration with the improvements, become more supportive of Kabul government, and, therefore, be more likely to take an active role in improving the urban environment and contributing to an expanded, locally derived revenue base.

The Kabul City Municipality is a unique government entity in Afghanistan consisting of a central administration and 22 administrative districts. KCI has embedded its project leadership and most of its staff with the Mayor and his deputies at the Kabul Municipality, in each of the 22 districts, and in all of its operating departments.

Per Task Order EPP-I-05-04-00035-00, section F.6 pages two and three, this Annual Report presents the results and activities of the base year of KCI's implementation against the project Performance Monitoring Plan (PMP). It is also submitted in lieu of the Fiscal Year (FY) 2011 Quarter 4 report. This report:

- Describes the plan for the reporting period (as stated in the Annual Work Plan);
- Assesses overall progress to date with regard to performance indicators;
- Describes the specific accomplishments of the project during the year, including information on all activities, both ongoing and completed, by component; and
- Highlights any issues or problems that are affecting the delivery or timing of services provided.

Appendix A contains the tables that compare the Year One work plan tasks and the status of each of these tasks.

1.0 BASE YEAR HIGHLIGHTS

1.1 OVERALL ACHIEVEMENTS FOR CONTRACT BASE YEAR

KCI's base year accomplishments are impressive, especially in view of the security, financial, and bureaucratic constraints inherent in the Afghan context. KCI is particularly honored to have as its counterpart Mayor Nowandish of Kabul, an aggressive, practical, and results-oriented leader who works in true partnership with KCI, having adopted and incorporated the project into daily municipal activities. Specific accomplishments are listed below under their respective CLINs.

The CLINs are integrated components, with human capacity building and institutional development (CLIN 1) supporting improved delivery of city services (CLIN 2) and improved service delivery supporting improved revenue (CLIN 3), as citizens see their government improve and revenue collections increase. KCI maximizes the capacity-building potential of its activities and institutionalizes improved systems by ensuring that the KM is involved in all aspects of the project cycle and takes the lead in project planning.

Several of the project's successes are not CLIN-specific. These include:

- Creation of the Kabul Mayor's Donor Coordinating Task Force which meets biweekly and has been expanded to include all international donors working with the City. This Task Force was established as one of KCI's initial task forces and has become institutionalized as a regular forum, chaired by the Mayor. At the meeting, all donor projects are coordinated and approved to comply with the City's priorities. Each meeting is attended by 50–75 participants from KM and the international donor and military community. This collaboration has allowed KCI to leverage donor funding (for example the U.S. Army Corps of Engineers' agreement to dig wells in parks that KCI is rehabilitating), and to forge donor cooperation and support for the development of a new bus system for the City with the U.S. Department of Transportation, including embedding a U.S. Department of Transportation staff member in the City's traffic department;
- Sponsorship of Mayor Nowandish's visit to the U.S. where he attended the U.S. Conference of Mayors' meeting, made a presentation to USAID, met with potential business investors in Washington, DC and in California, and told Kabul's story to the U.S. media; and
- Production of a household citizen survey in January that provided baseline data on citizen satisfaction, participation, and perceptions which helped KCI and the KM identify public needs and plan public improvements. Survey data will also serve as key indicators of project success. The survey will be repeated in January 2012 to measure project performance and levels of citizen satisfaction with municipal services.

During the base year, KCI staff were embedded with and worked in close coordination with the Mayor and his three deputy mayors, the 16 municipal departments, and the 22 district offices.

1.1.1 Accomplishments in Capacity Building and Citizen Engagement (CLIN 1)

KCI instituted a comprehensive capacity-building program to develop both human and institutional capacity to improve policy, and standard operating procedures and systems. KCI also accomplished the following:

- Drafted or implemented 73 policies, procedures, or other management tools or processes; and identified 50 key municipal procedures for inclusion in an *Administrative Policy Manual for the Kabul Municipality*;
- Completed a three-year master training plan for all municipal staff that integrates classroom and on-the-job training with improved municipal service;
- Trained 1,831 full- and part-time municipal staff (out of a total of 7,000), principally through subcontracts with local Afghan firms;
- Established high-tech training centers in City Hall and in four department offices;
- Trained 1,000 Streets, Sanitation and Parks Department employees in workplace safety and issued safety equipment that included steel-toe boots, hard-hats, work gloves, safety glasses, ear protection, and a reflective vest; this was the first safety training ever provided to municipal staff;
- Trained street maintenance workers in surveying, asphaltting, and pothole patching;
- Installed hardware and software for the 370 staff who are receiving training and will be tested for certification in computer operations on-line through the International Computer Driving License (ICDL) program;
- Revised, standardized, and computerized 612 job descriptions into nine categories (or bands) covering all 7,000 municipal staff;
- Facilitated training for 56 city staff who received international certification in project management through the Project Management Institute (PMI) in Istanbul, Turkey, and established the first PMI chapter in Afghanistan;
- Established a Future Leaders Internship Program for 50 recent university graduates now employed at the municipality;
- Assisted the City with community meetings held through the wakhil-i-gozars and district offices to discuss the City's efforts to improve revenue collection and service delivery with citizens;
- Designed and introduced the City website, and the Mayor's Facebook page, Twitter account, Flickr account, blog, and Eblast;
- Initiated the process of integrating gender considerations into municipal standard operating procedures in hiring and in the direct provision of municipal services; and
- Established an alliance with the private sector and United States Forces-Afghanistan (USforA) to develop a six-month mentoring program for 13 female engineers working at Kabul Municipality.

1.1.2 Accomplishments in Service Delivery Improvements and Infrastructure

KCI's base year work plan laid out over 50 discrete infrastructure and service provision activities to be implemented over the life of project. By September 2011, approximately \$9 million in infrastructure procurements were underway or completed in Kabul. These procurements included projects for parks, urban forestry, solid waste management, human waste management, drainage, street construction, and facility rehabilitation. At the end of the base year, KCI had completed 18 service delivery projects, had broken ground on 28 more and had 10 major projects (e.g., city parks, roads packages) valued at over \$13 million in the procurement pipeline. At the end of Year One, the total procurement pipeline exceeded the available funding.

Base year projects included:

- The completion of two ditch construction projects, two ditch cleaning programs, and two ditch covering projects;
- The initiation of the rehabilitation of 10 neighborhood parks which will include sports courts, irrigation systems, security fencing and gazebos. Bathrooms, playground equipment, lighting, and guard/concession huts are under procurement;
- Preparation of designs and documentation for the rehabilitation of two major city parks; construction is currently on hold pending funding;
- Breaking ground on the Balahesar Road repaving project, with four additional repaving projects totaling over 30 km prepared for bidding;
- Breaking ground on five sidewalk projects to be completed by the end of calendar Year Two011;
- The completion of construction or electrical upgrades to eight of the City's 22 district offices to provide power for new information technology (IT) equipment to operate the new financial management system, with designs prepared for six more offices to be completed in Year Two; and
- The completion of renovations in four municipal buildings, including City Hall and the headquarters of the Parks, Sanitation, and Streets Departments.

During Year One, KCI helped the City establish a comprehensive GIS database to update all City maps and provide geographic references to socio-economic and demographic data. The geographic information system (GIS) is generating maps that are used by the Mayor's office for planning and outreach and is linked to web-based maps that citizens can access via the City's website. Were additional funding to become available, this map could be linked to the City's property tax register (developed with KCI assistance).

1.1.3 Accomplishments in Revenue Collection and Financial Management

The City's financial and property tax documents are no longer solely paper-based. During the base year, KCI:

- Prepared a three-year *Property Tax Registration Improvement Plan*, and began digitizing the City's property tax register to be linked to the comprehensive GIS database;
- Installed the City's first computerized Financial Management Information System (FMIS) which is compatible with the Ministry of Finance systems and functional in Dari and Pashto;
- Improved revenue collection systems, implemented new sources of revenue, and built institutional capacity in revenue collection and management resulting in a 24 percent increase in revenue collection compared to the previous year;
- Developed a citizen outreach campaign with more than 100 billboards illustrating the link between taxes and service delivery to encourage residents to pay the city's Safay'i tax. Safay'i collection increased by 15 percent;
- Analyzed all current and potential legal sources of revenue, produced a three-year *Revenue Improvement Plan*, and helped the City institute a Revenue Improvement Action Plan (RIAP);

- Produced a three-year *Financial Improvement Plan* that contains a three-year baseline analysis of historic revenues and expenditures, and budget-to-actual variances;
- Aligned a reformed budgetary process to coincide with the national budget cycle;
- Implemented a monthly bank account revenue/expenditure reconciliation protocol; and
- Developed a chart of accounts, and provided training in internal auditing based on internationally recognized standards.

1.2 CROSS-CUTTING ISSUES

In addition to the deliverables detailed by CLIN below, KCI also addressed the cross-cutting issues of anti-corruption and gender. These include the following:

1.2.1 Anti-Corruption

- Anti-corruption training for 98 staff, of whom four were female. This included training in chart of account and financial reporting for 61 staff, of whom four were female; customer service orientation/RIAP (21 staff - all male); and internal audit (16 staff - all male);
- Implementation of anti-corruption measures which include 13 policies: Construction Permit Policy, Building Standards Policy, Audit Policy, Municipality Fee Policy, City Property Lease Policy, Budget Policy, Financial Management Policy, Fiscal Management Policy, Recruitment Policy, Human Resources Policy, Nepotism Policy, Revenue Collection Policy, and Municipal Equipment Use and Maintenance Policy;
- Implementation of anti-corruption measures which include eight procedures: revenue improvement three-year plan, chart of accounts, electronic revenue-reporting procedure, FMIS, RIAP, budget preparation plan, financial management three-year plan, and property registration three-year plan;
- 23 consultative mechanisms; and
- 30 public information initiatives/media events.

1.2.2 Gender

KCI and KM made remarkable progress on gender mainstreaming in the base year that included:

- The drafting of gender-sensitive municipal policies, including the Sexual Harassment Policy, Anti-Discrimination Policy, Gender Policy, Workplace Violence Policy, Nepotism Policy, Recruitment Policy, Human Resources Policy, Public Participation Policy, and Health and Safety Policy;
- Assisting the KM in developing an employee-elected Women's Leadership Council to support female employees to achieve equity in all aspects of employment. The Council will report on the status of female employees; make recommendations on the effect of proposed and existing policies, procedures, and practices on women employees; and serve as a conduit for female employees to report issues of concern in the workplace. Six committees of the Council will work directly with two deputy mayors, and with the 22 district women's councils to identify municipal government programs for women and youth as well as needed infrastructure projects. The Council also intends to release an annual report on the status of women in Kabul Municipality;

- The establishment of an alliance with the private sector and USforA to develop a six-month mentoring program for 13 female engineers working at Kabul Municipality. These women will each be paired with a female expatriate engineer and will form an advisory board to incorporate women's needs into municipal infrastructure projects;
- Assisting the KM in launching neighborhood women's business campaigns to showcase women businesses; and
- Implementation of gender-sensitive procedures for KCI's baseline survey design and data collection: women were interviewed in the field by women and questions were designed to elicit female responses concerning city service delivery.

1.3 KCI RE-PROGRAMMED

In mid-June 2011, Tetra Tech ARD received official notification to exercise KCI's first option year, through September 30, 2012. Also in June, KCI received verbal guidance from USAID that the project could not anticipate any additional allocations in FY 2012, and must plan to operate for the next year within the current \$32 million allocation—that is, the three-year, \$119 million project must operate as a two-year, \$32 million project.

This reduction entailed significant cuts in all areas of the budget. KCI assessed and attempted to balance the need for specific project activities to continue sustainable improvements versus the benefits of highly visible infrastructure activities. All administrative and program areas were affected by the expenditure reductions, and reductions were distributed fairly across the budget.

As of July, KCI had received bids and was prepared to award \$8.2 million in subcontracts that had already been approved by USAID and the Vetting Support Unit in Washington, DC (for contracts exceeding \$150,000). An additional \$4.33 million in projects were in the pipeline and approved by USAID for FY2011 implementation. KCI put its activities on hold, and did not award the contracts as the project lacked the allocations to enter into subcontracts and initiate work.

In July, KCI not only halted major CLIN 2 infrastructure activities but also began to curtail operations and expenditures, including a projected layoff of local staff which was implemented as of September 30, 2011. Tetra Tech ARD reduced both administrative and program expenditures for both the base period and Year Two.

Administrative expenditure reductions, from the original FY 2011 and 2012 budgets included a:

- 46 percent reduction in the local staff budget;
- 45 percent reduction in long-term US/TCN employees and Tetra Tech ARD home office employees;
- 64 percent reduction in STTA; and
- 54 percent reduction in subcontracts.

Program expenditure reductions included:

- Reduction to \$1.6 million budgeted for CLIN 1 subcontracts primarily to fund training activities for KM staff and the elimination of the Team Leader position;

- A significant reduction in infrastructure projects in CLIN 2. Approximately \$8.6 million is budgeted, and much of this funding is dedicated to road improvements that are the Municipality's priority; and
- Reductions in CLIN 3's level of effort in all activities in Year Two and the elimination of the Team Leader position.

From June through September, KCI rapidly transitioned from peak programming activity into a much smaller, far less aggressive and ambitious project.

2.0 CLIN 1 ACHIEVEMENTS

During Year One, KCI instituted a comprehensive capacity-building program to develop human and institutional capacity to improve policy, standard operating procedures, and systems. KCI completed a Municipal Management and Capacity Building Implementation Plan (MMCIP) detailing its capacity-building programs for the three-year life of the project. This plan is based on organizational assessments conducted early in the project and includes a three-year master training plan for all administrative, technical, and professional employees. Much of the training is targeted human capacity building that responds to the demand created by CLIN 2 service provision and CLIN 3 revenue generation activities.

In addition to human and institutional capacity-building efforts to improve the City's performance and accountability, KCI also works with the City to increase transparency by involving citizens in decision making. KCI has assisted the KM with community meetings held through the *Wakili Gozars* and district offices to inform citizens of the City's efforts to improve revenue collection and service delivery levels and to discuss the municipal budget, infrastructure projects, solid waste collection, women's councils, and Safay'i payments.

At the start of the base year, CLIN 1 established four KCI/KM working groups. These groups plan joint KCI/KM activities and review and vet proposed projects and outputs prior to their submission to the Mayor for final approval. The working groups are:

1. Public Participation and Communication;
2. Budget, Finance, and Revenue;
3. Training/Capacity Building; and
4. Policy and Administration.

The recommendations of the working groups are presented at the bi-monthly meetings of the Kabul Mayor's Donor Coordinating Task Force that is chaired by the Mayor. KCI was instrumental in establishing the Task Force and inviting the military and other international donors to participate and coordinate their activities with KCI's activities. The Task Force mechanism is now institutionalized as the City's forum for donor coordination.

CLIN 1 provides both human and institutional capacity development to support CLIN 2's service delivery improvements and CLIN 3's revenue generation activities. In the base year, CLIN 1 developed a three-year master training plan for all municipal staff and coordinated training for 1,831 (of which 65 were female) of the City's 7,000 full- and part-time staff. CLIN 1 worked to improve institutional capacity and drafted or implemented 73 policies, procedures, or other management tools or processes.

CLIN 1 also focused on outreach and communications, and conducted public participation activities to highlight KM activities and accomplishments, including groundbreaking and dedication ceremonies for each service delivery/infrastructure project, and neighborhood and town hall meetings to discuss infrastructure and other municipal improvements. A highlight of the base year's activities was the public information campaign connecting revenue collection with service delivery improvements. Other communication activities included development of the City's web site, the Mayor's Facebook page, Twitter account, Flickr account, blog, and Eblast.

CLIN 1 was also responsible for the cross-cutting improvements in gender mainstreaming mentioned in Section 1.2. KCI was instrumental in the creation of the Kabul Municipality Women’s Leadership Council and assertive in its efforts to increase women’s participation in municipal leadership roles, and in participatory activities in the community to improve municipal services and create business opportunities.

2.1 CLIN 1 BASE YEAR ACHIEVEMENTS AND TARGETS

Ten of the Year One PMP indicators concerned CLIN 1 activities, and the quarterly and cumulative results of these indicators are provided in Section 2.2. KCI implemented six subtasks under CLIN 1 that are discussed below; the six subtasks are:

1. Develop Three-Year Municipal Management and Capacity Improvement Plan;
2. Build Human Capacity;
3. Develop Standard Operating Procedures (SOPs);
4. Implement a Municipal IT Strategy;
5. Improve Project Management; and
6. Increase Public Participation.

2.1.1 Develop Three-Year Municipal Management and Capacity Improvement Plan

During the base year, KCI completed a Municipal Management and Capacity Building Implementation Plan (MMCIP) detailing its capacity-building programs for the life of the project. This plan is built on the baseline assessments conducted early in the project and includes a three-year master training plan. The working groups were originally established to develop the MMCIP, and to review, discuss, develop, and recommend all KCI capacity-building activities. These working groups now monitor implementation of the MMCIP and participate in all decision making on joint KCI/KM activities across the three CLINs.

2.1.2 Build Human Capacity

This subtask involved two major activities: “Assess Training Needs; Design and Implement Demand-Driven Training Activities,” and “Assess Municipal and Market Salary Structures and Develop Strategies and Plans for Implementing Municipal-Wide Salary Increases.” KCI initiated or completed most of the activities in the work plan for these tasks during the base year.

The Training/Capacity Building Working Group administered a training needs and skills assessment to all 1,458 full-time employees of Kabul Municipality. Data compiled from the assessment surveys were analyzed to identify skills and training needs. The training database also serves as a tool for tracking trainings delivered and the application of new skills on the job.

KCI and the Training/Capacity Building Working Group jointly developed a comprehensive Kabul Municipality Master Training Plan that has been approved by the Mayor and incorporated into the MMCIP. The plan describes in detail core managerial and technical competencies for all full-time municipal staff in 16 departments and 22 district offices, and specific training needs based on current staff skill levels. The plan also includes individual training plans for Directors General (the heads of departments), and complies with the international standards of the Human Resource Institute of Certification (HRIC).

KCI provided training to 1,831 full- and part-time staff during the base year in core administrative functions, service management and operations, and revenue and financial management. KCI developed training scopes of work and contracted with local Afghanistan contractors to implement almost all of the training.

To the extent possible, KCI conducted certification training in line with international standards. Among the many training programs developed during the first year, the working groups adopted two internationally recognized training and certification curriculum for staff training: the International Computer Driving License (ICDL) program and the Project Management Institute (PMI) program. The ICDL program for 353 municipal staff (of whom 54 are female) was ongoing as of September 2011, and during Year One, 54 staff (one of whom was female) participated in PMI training in Istanbul.

All participants in the PMI training also received training in English and computers. KCI also obtained permission from the PMI copyright holder to translate the PMI textbook into Dari. This training resulted in the establishment of the initial PMI chapter in Afghanistan. The ICDL training is taking place in the City's five computerized training centers over a five-month period. During the base year, KCI renovated space and acquired internet access and equipment to create these five centers.

KCI also established a Future Leaders Internship Program for 50 new municipal staff that includes six months of training in leadership, management, accounting, human resources, English, IT skills, and municipal management.

Training provided in the base year corresponded with KCI's subtasks under all three CLINs. In addition to the ICDL, PMI, and Future Leaders programs, the training included:

- Initial training for the Future Leaders Internship Program for 50 newly employed staff;
- Training for 1,000 Streets, Sanitation and Parks Department employees in workplace safety. Trainees were also issued safety equipment that included steel-toe boots, hard-hats, work gloves, safety glasses, ear protection, and a reflective vest; this was the first safety training ever provided to municipal staff;
- Training for street maintenance workers in surveying (23, one of whom was female), road construction and inspection (16), street asphaltting (47), and pothole patching (5) ;
- Training in communications (24) for Kabul Zoo employees;
- Two rounds of training in proposal writing for 22 staff (one of whom was female);
- Training in process mapping for 88 staff (two of whom were female);
- Training in charts of account and financial reporting for 61 staff (four of whom were female);
- Training in customer service orientation (21);
- Training in radio production (eight, one of whom were female); and
- Training in internal auditing for 16 internal audit staff.

KCI also assisted KM in reviewing, revising, and standardizing KM's existing job descriptions. Job descriptions for all 7,000 full- and part-time municipal staff were revised into 612 job descriptions for nine different job categories.

Kabul Municipality originally requested that KCI obtain and analyze current market data on non-governmental salaries for various types of municipal jobs activity but initiated the survey and implemented salary increases independently with municipal funds.

2.1.3 Develop Standard Operating Procedures (SOPs)

KCI and the KM Procedures Working Group worked collaboratively during the base year to identify and revise priority municipal procedures. The team identified more than 50 procedures to draft and include in an *Administrative Policy Manual for the Kabul Municipality*. By the end of the base year, these 50 priority policies were drafted and 37 had been translated into Dari. These include policies in Administration (17); Human Resources (7); Revenue (1); Sanitation (1); Greenery (2); Streets (1); Cultural Affairs (3); Public Information (2); and Urban Planning (3).

All procedures concerning the application of IT have been drafted and approved, more than 30 are under draft review, and the remainder will be drafted and adopted in Year Two. Integrity Watch Afghanistan (IWA) conducted training on its methodology for evaluating procedures. KCI and KM jointly facilitated Integrity Watch Afghanistan's (IWA) assistance in the developing land sales and purchasing policies.

2.1.4 Implement a Municipal IT Strategy

During Year One, KCI developed an information and communications technology (ICT) strategy to incorporate ICT into core municipal management and administrative functions. KCI assessed the computer literacy of all KM staff, and completed Phase I of its ICT strategy by providing computers, training, and internet connectivity.

KCI installed hardware and software for the more than 370 staff who are receiving training in the use of the internet and basic computing, and who will be tested for the international on-line certification in computer operations through the International Computer Driving License (ICDL) program. KCI has also procured equipment and established five high-tech training centers in City Hall and in four outlying departments (Sanitation, Streets, Greenery, and Urban Planning).

During the base year, 90 laptops and 114 desktop computers, one scanner, four printers, and two copy machines were distributed to KM staff and district offices. KCI also installed a wireless internet and a network at KM headquarters, and installed internet access at the Kabul Zoo. KCI also provides the KM conference room with Uninterruptible Power Supply (UPS) backup power.

KCI has worked to ensure sustainability of the system—all IT improvements were implemented in coordination with the KM IT staff. KCI has contracted with a local training firm that is training and certifying the KM ICT team in Microsoft Certified IT Professional (MCITP) and A+ Hardware in preparation for the development of a Help Desk system in Year Two.

2.1.5 Improve Project Management

This subcomponent supports CLINs 2 and 3 by developing KM staff skills in project management. Training focuses on developing competency in project design, project budgeting, and monitoring and evaluation of project implementation. KCI identified the internationally recognized training and certification in project management provided by the PMI program and obtained copyright permission to translate the project management handbook, *Fundamentals of Project Management* into Dari. PMI is headquartered in the U.S. with active chapters in Turkey and in 145 other countries.

During Year One, 54 staff (one of whom was female) received computer and English language training in Kabul and then traveled to the PMI headquarters in Istanbul for official PMI training. The graduates of PMI now assist in managing the KCI and KM capital projects.

Under this component, KCI also conducted training in proposal writing for 22 staff (one of whom was female) and assisted the staff in increasing their skills in budgeting and estimating. As a result of this

training, those who were trained are drafting 71 proposals to be included in the City's five-year Capital Improvement Plan, a new joint initiative of KCI and KM.

2.1.6 Increase Public Participation

KCI conducted a baseline Public Opinion Survey in January 2011 to help inform the project's performance monitoring plan and to learn about citizen priorities in municipal service delivery. The results of this survey have been used to inform KCI and KM's priority projects for the base year. A follow-on survey will be conducted in January 2012 to measure any change in citizen perception of municipal service delivery.

KCI held 53 public events or town-hall meetings during the base year that involved citizens in the design and selection of municipal projects. These events included a Journalism Seminar, a large Mother's Day Event, and ribbon-cutting events in 13 districts to announce the groundbreaking or completion of USAID-funded municipal infrastructure projects. All events were covered in both the public and private media. KCI works with *wakhil-i-gozars* to organize town hall meetings, with a special emphasis on female attendance.

Working closely with the KM Publication and Information Department, and with the Communication and Technology (ICT) Department, KCI designed and introduced the City website (<http://km.gov.af/en>), blog (<http://kabulmayor-en.blogspot.com/>), Facebook page (<http://facebook.com/mayormohammadyunus.nawandish>), Twitter account (<http://twitter.com/KabulMayor>), and Flickr account. The KCI website includes an interactive GIS section which shows all donor projects taking place in Kabul.

KCI also initiated development of the Municipality's Radio/TV production center, developed a Civil Society Organization (CSO) database, and collected data from all 22 municipal districts to support planned outreach and networking activities that will continue into Year Two.

KCI solicited the participation of the Government Media and Information Center (GMIC), which was initially funded by the international community and now serves as the media center for the entire government. The GMIC has provided training to KM staff and is working with the Kabul Municipality to create a Public Information Office (PIO).

KCI supported a Woman in Business event that provided a venue for women to exchange information, strengthen networks, and help break into the Kabul market. Handicrafts made by local Afghan women were exhibited at the three-day event sponsored by the Municipality. The event proved so successful that KCI plans to hold additional markets in Year Two.

KCI also initiated a program of public education campaigns, holding a campaign on trash separation implemented in one district.

CLIN 1's progress is reflected in contributions to 10 indicator results in KCI's PMP (see below).

2.2 PERFORMANCE MONITORING PLAN, CLIN 1 INDICATORS AND RESULTS

Indicator	Description of Indicator	Baseline	Base Period Target	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Cumulative Results
#1 Impact	Percentage increase in trust and confidence in city government	55%	75%	Data to be acquired in January 2012 from public opinion survey				
#2 Output	Number of innovative management structures, new service performance standards, and systems or procedures manuals, instructions, or guidelines produced	0	37	2	6	19	34	61
#3 Outcome	Number of municipal departments with improved administrative systems, as demonstrated by the adoption SOPs/regulations (FACTS: ## of executive office operations supported with USG assistance) (HR, Finance, Project Mgt, Revenue Collection, Public outreach)	0	9	0	0	0	11	11
#4 Output	Number of staff trained in (CLIN 1) core administrative functions, (CLIN 2) service management and operations, and (CLIN 3) revenue and financial. (FACTS: Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (Male/Female))	0	382	0	133	240	1,500	1,831
#5 Outcome	Number of municipal staff with computer driver's license (Male/Female)	0	300	0	0	0	0	0

Indicator	Description of Indicator	Baseline	Base Period Target	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Cumulative Results
#6 Outcome	Number of departments with technical and professional employees demonstrating improvements in job skills, as evaluated by supervisors	0	4	0	0	0	0	0
#7 Output	Number of town halls or other public meetings held to request citizen input into project design, and to increase transparency and public participation (equivalent to FACTS: number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)	0	100	0	7	13	26	46
#8 Output	Media events held to publicize the projects (FACTS: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)	0	60	0	10	20	15	53
#9 Outcome	Increase in women's participation in government decision making	3%	13%	Data to be acquired in January 2012 from public opinion survey				
#10 Outcome	Increase in public awareness and participation in the budget process			Data to be acquired in January 2012 from public opinion survey				

3.0 CLIN 2 ACHIEVEMENTS

3.1 CLIN 2: BASE YEAR ACHIEVEMENTS AND TARGETS

The base year CLIN 2 work plan laid out over 50 discrete infrastructure and service provision activities to be implemented over the life of project. By September 2011, approximately \$9 million in infrastructure procurements were underway or completed in Kabul. These procurements included projects for parks, urban forestry, solid waste management, human waste management, drainage, streets construction, and facility rehabilitation. At the end of the base year, KCI had completed 18 service delivery projects, had broken ground on 28 more, and had 10 major projects (e.g., city parks, roads packages) valued at over \$13 million in the procurement pipeline.

After having prepared upward of \$20 million in shovel-ready municipal infrastructure projects and procurements, budget cuts have reduced the scale of CLIN 2 operations, and KCI has worked closely with the Mayor's office to re-prioritize infrastructure projects for implementation in Year Two.

The activities and tasks outlined below include a number of small renovation and construction projects, along with basic public works maintenance activities. All studies and preliminary designs include site-specific environmental screening as stipulated in the USAID/Afghanistan Initial Environmental Examination (IEE), and all infrastructure designs are accompanied by operating estimates for the first five years of the improvement. The City has agreed to absorb the operating and maintenance expenses.

CLIN 2 activity areas found in the KCI Base Year Work Plan include: 1) Parks and Greenery; 2) Sanitation; 3) Streets; 4) Commercial Area Development; 5) City Facility Rehabilitation; and 6) Establish Public-Private Partnerships. Another category, Small District-Oriented Projects, was added during the base year. CLIN 2 PMP results are presented at the end of this section.

3.1.1 Improve Kabul Parks and Greenery

KCI made significant progress in its collaboration with the Department of Parks and Greenery in the design, construction, and rehabilitation of 10 neighborhood parks and two major city parks. During the base year, park construction contracts were signed and ground broken to improve neighborhood parks with landscaping, gazebos, sidewalks, fencing, sports courts, irrigation systems, and greenery. Other park components were either designed (toilets, guardhouses and concession stands, and lighting), or in the design phase (playground equipment). These components will be installed during Year Two through separate contracts.

During the base year, KCI planted over 5,000 trees in Districts 4, 8, 9, and 12, and procured and planted over 4,000 roses. KCI completed an inventory of Parks and Greenery's existing equipment and provided tools for landscaping directly to district offices.

The design work on the two major city parks has been initiated, although their construction, originally planned for Year Two is on hold due to budget limitations. These two major parks are the KM's showcase parks: Shar-e-Naw Park, and the Zoo Park (the most well attended park in the KM park system).

Seven neighborhood parks were under construction at the end of the base year. KCI initiated cooperation with the U.S. Army Corps of Engineers (USACE) to provide wells in parks for irrigation through a Memorandum of Understanding (MOU) with KCI.

KCI has also provided significant support over the past year to the Kabul Zoo, including the development of International Zoo Standards; a financial analysis for fees; infrastructure; and support for the administration and coordination of international efforts with donors and other international zoo organizations for support, training, and mentoring. KCI successfully recruited one of the world's leading zoo designers (Jon Coe) to develop a "Kabul Zoo Master Plan" for Kabul Municipality. The plan will help change the zoo into an educational, training, and community facility where indigenous species from Afghanistan can be viewed in their natural habitat.

3.1.2 Improve Kabul City Sanitation

The Department of Sanitation oversees Kabul's solid waste management, drainage (canal and sewers), and human waste management. KCI supports the KM in all of these areas with activities in infrastructure, equipment, systems, and capacity-building. The base year work plan consisted of three subcategories under sanitation: solid waste management, drainage improvements, and human waste management. KCI will add two activities in Year Two: development of a Capital Investment Plan and development of a Trash Operations Manual.

Solid Waste Management

Kabul's residents dispose of their trash directly into dumpsters or into a pile on the street. During the base year, KCI worked with the Sanitation Department to improve collection and disposal of solid waste, and to ultimately prepare for the institution of door-to-door collection. KCI's activities to improve trash collection included:

- Completion of a waste collection system audit;
- An inventory of dumpsters and completed maps of dumpster locations for Districts 1 through 7;
- An inventory of open waste dumps in Districts 2 and 3;
- An initial study of households in District 4 in advance of the implementation of a private sector contract to provide door-to-door trash collection in this pilot district;
- Field testing of global positioning system (GPS) technology for use in implementing a fleet management system and to monitor fuel consumption; and
- Development and implementation of a routing plan in District 2.

In Year Two, KCI will work to organize and implement improved trash collection systems in 10 districts.

During the base year, KCI assisted KM with the development of a composting facility at the one landfill in Kabul, the Gazak Landfill. The facility helps both reduce the amount of waste disposed of in the landfill and provides composting material that the City now uses to fertilize newly planted trees. The facility now produces 50 tons of compost per month for the Greenery Department.

Also in Year One, KCI completed the design for a transfer station for the Sanitation Department to reduce the wear on trucks and the time required for each truck to travel independently to the remotely located landfill. KCI anticipates that construction of the waste transfer station will be completed in Year Two.

KCI also conducted an assessment to determine the potential to implement a private sector contract to repair machinery, and anticipates that the City will sign a contract for these services in Year Two. The

project also procured small equipment and hand tools such as wheelbarrows, shovels, pitch forks, and pickaxes for sanitation workers.

Drainage Improvements

KCI engaged in three types of activities to improve drainage in Kabul during the base year: 1) ditch and canal cleaning; 2) ditch and canal construction and rehabilitation; and 3) covering open ditches with strong steel mesh. Current budget amounts will permit KCI to complete those drainage improvement activities which were already under contract in Year One, but no further drainage improvements are anticipated for Year Two.

In the base year, KCI employed local Afghan subcontractors to complete 2,918 meters of ditch covering in District 2, and completed the design and prepared scopes of work for ditch covering projects in Districts 4, 5, 13, and 15. The Saraye Shamali canal cleaning project was completed with machinery as were 210 meters of the Mir Wayez canal.

In District 11, the Abdel Qader Bedel canal (350 meters) was cleaned and reconstructed, and in District 15 the 1,500 meter Khwajah Boghrah canal project was underway with completion anticipated for the end of the 2011 calendar year.

Human Waste Management

During the base year, KCI conducted preliminary assessments of sewage and liquid waste collection and determined that Kabul's needs exceeded the scope of KCI and that the KM's priority for KCI's assistance was solid waste collection.

3.1.3 Improve Kabul City Streets

Street repaving projects were not included in the base year work plan, as KCI originally planned to improve secondary graveled streets in Kabul's neighborhoods. As paved streets are Kabul Municipality's highest-priority infrastructure activities, KCI responded by devoting significant base-year time and resources to street repaving with asphalt rather than improving graveled streets. In coordination with USAID and the KM, KCI developed and designed over \$17 million in street repaving projects during the base period. Some of these projects also included adjacent sidewalk and drainage improvements. Street repaving subprojects were organized into seven contract packages. Six of these went to bid during the base year and contractors were selected. Under the current budget scenario, only one of these road paving projects will be implemented in its entirety (Balahesar). Selected streets from the District 3 repaving package will also be built. The remainder of the subcontracts for the street projects were approved by the USAID Contracting Office and the Vetting Support Unit in Washington, DC (for contracts exceeding \$150,000), but were not awarded as KCI lacked the anticipated funding to implement the projects.

As of the end of the base year, the status of KCI's street and sidewalk projects was as follows:

- 1 km Balahesar Road under contract and under construction;
- 10.23 km District 5 residential streets paving project under contract but on hold pending funding;
- 5.83 km design and construction for roads paving in District 3 under contract but on hold pending funding;
- 6.135 km District 4 residential streets paving project; procurement completed and contractor selected;
- 7.08 km District 3 and District 11 streets paving project; procurement completed and contractor selected;

- 3,544 km District 4 and District 5 streets paving project; procurement completed and contractor selected;
- Abdul Qader Bedel sidewalk improvement under contract;
- Sherino sidewalk improvement under contract;
- Karte Mamorin sidewalk improvements under contract;
- Qalaye Najara sidewalk improvements under contract; and
- 4,000 square meters of additional sidewalks improvements under contract.

3.1.4 Commercial Area Improvement

Assessment and planning for a pilot commercial area improvement project was completed during the base year. Further activities in Year Two have been put on hold due to budget limitations.

3.1.5 Rehabilitate City Facilities

KCI made significant progress during the base year in repairing and improving KM departments and district offices and facilities. Rehabilitation activities included interior and exterior surface repair, provision of water and toilets, improving windows and doors, implementing electrical systems, and replacing roofs. KCI plans to complete all facility rehabilitation projects for which SOWs were completed during the base year. The development of new SOWs for rehabilitation in other districts is on hold due to budget limitations.

3.1.6 Establish at Least One Public-Private Partnership

KCI facilitated a number of public-private alliance possibilities to create win-win scenarios for KM and a private sector partner. During Year One, KCI facilitated the following alliances:

- Alliance with the Wildlife Conservation Service, the Bronx Zoo, and other zoos to provide training, medical materials, and support; and
- An Alliance with USforA, Kabul Zoo, and private veterinarians to support training and medical care at the Zoo.

Other potential alliances will be further explored in Year Two and include:

- A Signage Alliance that would provide educational signs in English, Dari, and Pashto at the Kabul Zoo. Advertising would also be displayed on the signs and the proceeds would be used to buy food for the animals; and
- An Alliance that would develop an oversight board (Friends of the Kabul Zoo) to help raise funds and direct policy at the zoo, in a manner similar to the Aga Khan Foundation's maintenance of Babur Gardens.

CLIN 2's progress is reflected in contributions to four indicator results in KCI's PMP (see below).

3.2 PERFORMANCE MONITORING PLAN, CLIN 2 INDICATORS

Indicator	Description of Indicator	Baseline	Base Period Target	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Cumulative Results
#11 Impact	Percentage increase in respondents with access to municipal services (see Questions on survey: 7, 12, 20a and c, 21, 22, 31, 32)	33%	43%	Data to be acquired in January 2012 from public opinion survey				
#12 Output	Number of infrastructure/service delivery projects implemented with KCI funding	0	100	0	1	22	24	53
#13 Output	Number of public awareness campaigns conducted on service delivery and planning initiatives (FACTS: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)	0	5	0	0	1	0	1
#14 Output	Number of Public-Private Partnerships initiated	0	1	0	0	0	0	1

4.0 CLIN 3 ACHIEVEMENTS

4.1 CLIN 3: BASE YEAR ACHIEVEMENTS AND TARGETS

During the base year, CLIN 3 staff successfully embedded with the City and made significant progress on planned objectives in each of the three CLIN 3 focus areas: improving revenue collection, improving financial management, and developing an effective property registration system.

The City's financial and property tax documents are no longer solely paper-based. During its first year, KCI established a computerized property tax registration database, initiated digitization of the City's property tax register, and installed the City's first computerized Financial Management Information System (FMIS) which is compatible with the Ministry of Finance systems and functional in Dari and Pashto. The new property tax register will eventually be linked to a new, comprehensive Geographic Information System (GIS) database to increase property tax revenue and support territorial and land use planning. These two systems will be fully implemented in Year Two and represent significant reforms in budgeting, collecting revenue, and accounting for expenditures in Kabul.

KCI also worked with the Municipality to improve revenue collection systems, implement new sources of revenue, and create greater capacity. During the first year of the project:

- City revenue increased 24 percent compared to the previous period;
- KCI and the City developed a citizen outreach campaign with more than 100 billboards illustrating the link between taxes and service delivery to encourage residents to pay the City's Safay'i tax, resulting in a 15 percent increase in property tax revenue; and
- KCI organized a financial management study tour to two U.S. cities for the Deputy Mayor of Administration and his Director General of Revenue to provide practical examples of the operation of systems, procedures, and methods being introduced under CLIN 3. One result has been the Deputy Mayor's insistence on developing a capital planning process alongside the budget process currently being developed.

Significantly, the CLIN 3 team, in cooperation with the relevant working groups, delivered comprehensive three-year strategic plans to improve City operations in three work flows: revenue generation, financial management, and property registration. These plans included:

- A three-year *Financial Improvement Plan* that contains a three-year baseline analysis of historic revenues and expenditures, and budget-to-actual variances;
- A three-year *Property Tax Registration Improvement Plan*; and
- A three-year *Revenue Improvement Plan* based on an analysis of all current and potential legal sources of revenue.

These three-year work plans form the basis of KCI's ongoing assistance to the KM.

During the base year, KCI worked with KM to increase revenue collection, increase the number of records in the property tax register, and introduce new systems into financial management. Targets and actual values for these indicators are:

- Percentage increase in municipal revenue: target 15percent \$43.6 million; actual 24 percent \$54.0 million;
- Increase the number of records characterized in the computerized property tax database: target 16,500; actual 10,175 (achievement of this goal was delayed due to the unanticipated need to improve infrastructure at the district offices prior to installing digitization equipment); and
- Number of management systems introduced for improved control of finances, revenue collection, or internal expenses: target 7; actual 12.

4.1.1 Revenue Collection and Management

During the base year, the CLIN 3 revenue team improved revenue collection systems, implemented new sources of revenue, and built institutional capacity in revenue collection and management resulting in a 24 percent increase in revenue collection compared to the previous year.

One of the most significant and potentially influential revenue documents produced was the Legal and Policy Review, which provides specific recommendations for immediate and long-term revenue reforms for KMs current revenue sources. Another significant early achievement was the completion of a process-mapping project to examine, evaluate, and map 24 key financial and revenue-related processes. Other significant documents produced include a white paper on new revenue sources, a cost-benefit analysis of existing revenue sources, and a comparison of KM revenue results with other Afghan and regional cities.

KCI also initiated improvements to increase revenue collection. The most significant was the introduction of a Revenue Improvement Action Planning (RIAP) methodology. The RIAP identifies key legal and policy issues to streamline financial, accounting, and revenue collection systems, and increase revenue. The initial rollout of the RIAP was accompanied by a short training program targeting three districts. This will be followed by a progressive rollout to the remaining districts. KCI also initiated a KM revenue communications strategy with a Safay'i (property-based cleaning fee) public information campaign which was supported by the CLIN 1 Communications staff. This included erecting 100 billboards across Kabul linking payment of the Safay'i tax to improved service delivery to encourage tax compliance.

4.1.2 Accounting, Budgeting, and Financial Management

During the base year, the financial management team conducted an overall review of KM's financial framework and implemented several reforms to promote a more effective financial system within KM. Most significantly, KCI was able to install a Financial Management Information System (FMIS) for Kabul Municipality ahead of schedule. KM now has a reliable and transparent financial management system that replaces the previous paper-based, inaccessible, and fragmented accounting and reporting systems. KCI identified and procured a Dari and Pashto language local product suitable for KM's needs that is compatible with the FMIS in the Ministry of Finance. The full impact of the FMIS will be substantial for KM but will take a long-term, sustained joint effort to fully realize. Long-term skill building and capacity enhancement will be crucial.

Other significant achievements during the base year included the development of a chart of accounts and associated training, and the development of electronic revenue reporting initiatives. KCI provided training on program budgeting, a new budget management plan was developed and adopted by KM, and the reformed budgetary process is now aligned with the national budget cycle. This process is addressing serious deficiencies in KM's previous budgeting processes, which were inconsistent and redundant, as well as inadequate for addressing capital development needs. Combining the two separate budget processes (for operational and development activities) will help KM master the overall budget process and also address external government reporting requirements.

KCI also provided training in internal auditing based on internationally recognized standards, and implemented a monthly bank account revenue/expenditure reconciliation protocol.

4.1.3 Improve Property Tax Register

During the base year, KCI established a Property Working Group, conducted a review of the property tax registration process, established a computerized property tax registration database, and digitized all tax registrations for the current and previous fiscal years.

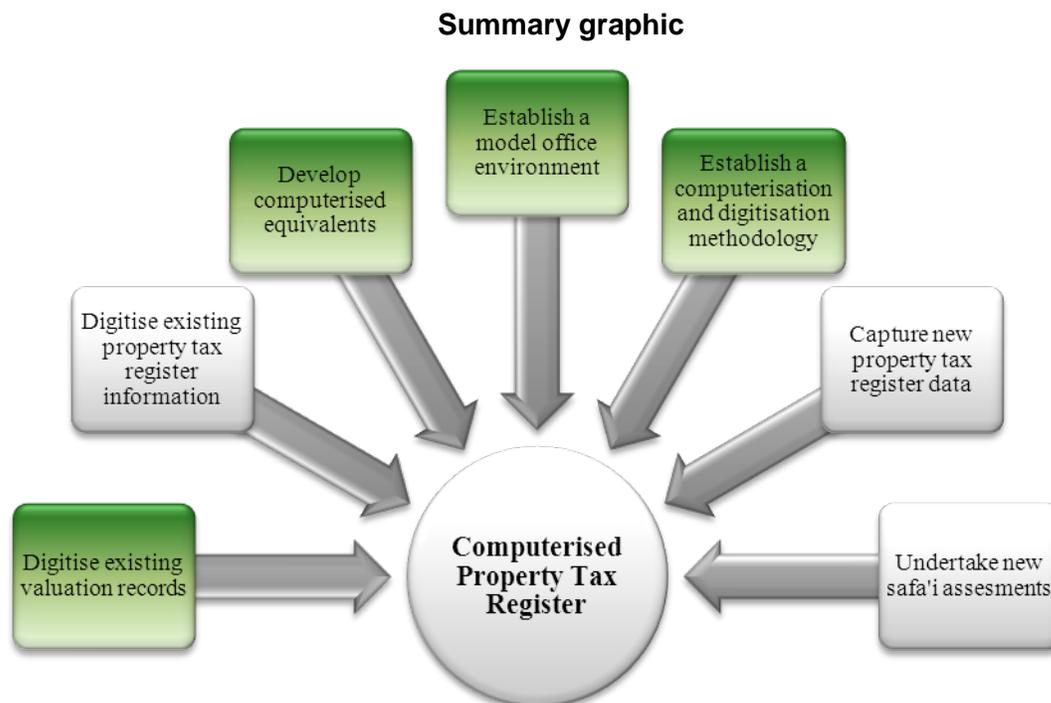
In refining the property tax registration procedure, KCI identified opportunities to shorten processing time, simplify procedures, and reduce duplication of efforts. The team developed computerized versions of existing forms and record books and added electronic features to simplify the process.

KCI developed a digitization methodology for different types of paper records, as well as a series of procedure maps and a detailed manual to guide KM staff in completing the digitization. This process will continue into Year Two. A total of 10,175 property registration records were digitized in Year One, representing only 9.28 percent of the current paper records.

Standard operating procedures for scanning, digitizing, and renaming records are contained in the manual. Additionally, a uniform reference framework for electronic records was created and shared with other USAID projects working with municipalities on land and tax records.

A pilot roll out of the computerized process was initiated for three districts, and the Kabul Municipality Property Working Group (PWG) will continue with the reform work now that the property tax component of KCI has been reduced due to funding constraints.

The graphic below shows in green the components that have been completed in the first year.



CLIN 3's progress is reflected in contributions to three indicator results in KCI's PMP as follows.

4.2 PERFORMANCE MONITORING PLAN (PMP), CLIN 3 INDICATORS

Indicator	Description of Indicator	Baseline	Base Period Target	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Cumulative Results
#15 Outcome	Percentage increase in Municipal Revenue	43.6 Million AFs	15% Increase or 50.05 Million AFs	7.7 Million AFs	19.1 Million AFs	12.7 Million AFs	13.5 Million AFs	53 Million AFs (21.6% increase)
#16 Output	Increase of Safay'i records characterized in the computerized property tax database	110,000 paper records	16,500 computerized records (15% of paper records)	0	0	9,536	639	10,175 computerized (9.28% of paper records)
#17 Outcome	Number of management systems introduced for improved control of finances, revenue collection or internal expenses	0	7	0	4	4	4	12

5.0 FINANCIAL SUMMARY

Budget Line Items	Approved Budget for Base Period and Option Year 1	Jul-11	Aug-11	Sep-11	Total Quarter 4	Total Invoiced To Date	% Budget Spent
CLIN 0001							
DIRECT LABOR	\$1,392,704	\$39,149	\$83,497	\$58,460	\$181,105	\$442,860	32%
FRINGE	\$154,586	\$951	\$631	\$997	\$2,579	\$44,630	29%
SUBCONTRACTS/ GUC	\$20,043,308	\$175,545	\$32,274	\$74,973	\$282,792	\$637,604	3%
ALLOWANCES	\$280,510	\$1,032	\$28,639	\$15,225	\$44,897	\$109,231	39%
ODCS	\$354,937	\$62,137	\$15,081	\$176,490	\$253,709	\$482,006	136%
ACTIVITY COSTS	\$725,000	\$0	\$0	\$0	\$0	\$0	0%
SECURITY	0				\$0	\$0	0%
INDIRECT	\$1,329,313	\$34,254	\$35,935	\$53,035	\$123,225	\$319,373	24%
TOTAL ESTIMATED	\$24,280,358	\$313,068	\$196,058	\$379,181	\$888,307	\$2,035,704	8%
FIXED FEE	\$841,842	\$11,396	\$7,137	\$13,803	\$32,336	\$74,104	9%
TOTAL CLIN 1 COSTS	\$49,402,558	\$324,464	\$203,195	\$392,985	\$920,643	\$2,109,808	4%
CLIN 0002							
DIRECT LABOR	\$1,681,410	\$38,947	\$27,963	\$36,656	\$103,565	\$526,909	31%
FRINGE	\$296,670	\$6,006	\$4,760	\$8,063	\$18,829	\$82,463	28%
SUBCONTRACTS/ GUC	\$39,017,767	\$192,500	\$375,928	\$501,680	\$1,070,109	\$2,278,257	6%
ALLOWANCES	\$558,207	\$1,537	\$13,571	\$8,855	\$23,963	\$122,566	22%
ODCS	\$940,555	\$17,489	\$18,343	\$10,450	\$46,282	\$94,670	10%
ACTIVITY COSTS	\$0	\$0	\$0	\$0	\$0	\$0	0%
SECURITY	\$0				\$0	\$0	0%
INDIRECT	\$1,639,198	\$26,204	\$20,565	\$33,417	\$80,186	\$290,504	18%
TOTAL ESTIMATED	\$441,338,807	\$282,682	\$461,131	\$599,121	\$1,342,934	\$3,395,368	1%

Budget Line Items	Approved Budget for Base Period and Option Year 1	Jul-11	Aug-11	Sep-11	Total Quarter 4	Total Invoiced To Date	% Budget Spent
FIXED FEE	\$1,477,495	\$10,290	\$16,786	\$21,809	\$48,886	\$122,640	8%
TOTAL CLIN 2 COSTS	\$486,950,109	\$292,973	\$477,917	\$620,930	\$1,391,820	\$3,518,008	1%
CLIN 0003							
DIRECT LABOR	\$660,100	\$6,867	\$7,821	\$7,180	\$21,868	\$91,768	14%
FRINGE	\$61,380	\$1,767	\$1,404	\$2,652	\$5,822	\$24,706	40%
SUBCONTRACTS/ GUC	\$4,946,175	\$350,749	\$167,612	\$152,384	\$670,745	\$1,316,887	27%
ALLOWANCES	\$109,892	\$2,534	\$4,255	\$3,494	\$10,283	\$44,202	40%
ODCS	\$319,384	\$4,402	\$693	\$2,798	\$7,893	\$20,850	7%
ACTIVITY COSTS	\$0				\$0	\$0	0%
SECURITY	\$0				\$0	\$0	0%
INDIRECT	\$484,585	\$9,637	\$6,241	\$7,852	\$23,730	\$75,945	16%
TOTAL ESTIMATED	\$6,581,516	\$375,955	\$188,026	\$176,359	\$740,341	\$1,574,358	24%
FIXED FEE	\$246,505	\$13,686	\$6,845	\$6,420	\$26,950	\$57,311	23%
TOTAL CLIN 3 COSTS	\$13,409,537	\$389,641	\$194,871	\$182,779	\$767,291	\$1,631,669	12%
Management CLIN							
DIRECT LABOR	\$3,485,755	\$107,910	\$114,567	\$119,005	\$341,482	\$1,172,136	34%
FRINGE	\$638,750	\$15,300	\$16,698	\$18,404	\$50,402	\$222,997	35%
SUBCONTRACTS/ GUC	\$0	\$410	-\$410	\$0	\$0	-\$25,966	0%
ALLOWANCES	\$1,048,582	\$27,894	\$33,218	\$29,093	\$90,204	\$336,240	32%
ODCS	\$2,390,729	\$156,652	\$138,955	\$176,476	\$472,083	\$1,820,825	76%
ACTIVITY COSTS	\$0				\$0	\$0	0%
SECURITY	\$0				\$0	\$0	0%
INDIRECT	\$1,957,286	\$59,519	\$62,271	\$70,564	\$192,354	\$717,312	37%
TOTAL ESTIMATED	\$9,521,102	\$367,685	\$365,298	\$413,542	\$1,146,525	\$4,243,544	45%
FIXED FEE	\$563,333	\$13,385	\$13,298	\$15,054	\$41,736	\$155,435	28%
TOTAL MGT CLIN COSTS	\$19,605,537	\$381,069	\$378,596	\$428,595	\$1,188,261	\$4,398,979	22%

Budget Line Items	Approved Budget for Base Period and Option Year 1				Total Quarter 4	Total Invoiced To Date	% Budget Spent
	Jul-11	Aug-11	Sep-11				
Security CLIN							
DIRECT LABOR	0						0%
FRINGE	0						0%
SUBCONTRACTS/ GUC	0						0%
ALLOWANCES	0						0%
ODCS	0						0%
ACTIVITY COSTS	0						0%
SECURITY	\$1,788,154	\$74,317	\$76,794	\$76,794	\$227,904	\$688,825	39%
INDIRECT	\$26,822	\$1,115	\$1,152	\$1,152	\$3,419	\$10,332	39%
TOTAL ESTIMATED	\$1,814,976	\$75,431	\$77,946	\$77,946	\$231,323	\$699,157	39%
FIXED FEE	\$55,255	\$2,746	\$2,837	\$2,837	\$8,421	\$25,451	46%
TOTAL SEC CLIN COSTS	\$3,685,207	\$78,177	\$80,783	\$80,783	\$239,743	\$724,608	20%
TOTAL ALL CLINS							
DIRECT LABOR	\$3,734,214	\$192,872	\$233,847	\$221,300	\$648,020	\$2,233,673	60%
FRINGE	\$1,151,386	\$24,022	\$23,494	\$30,116	\$77,633	\$374,796	33%
SUBCONTRACTS/ GUC	\$64,007,250	\$719,204	\$575,404	\$729,038	\$2,023,646	\$4,206,783	7%
ALLOWANCES	\$1,997,191	\$32,996	\$79,684	\$56,668	\$169,347	\$612,239	31%
ODCS	\$4,005,605	\$240,680	\$173,072	\$366,214	\$779,966	\$2,418,351	60%
ACTIVITY COSTS	\$725,000	\$0	\$0	\$0	\$0	\$0	0%
SECURITY	\$1,788,154	\$74,317	\$76,794	\$76,794	\$227,904	\$688,825	39%
INDIRECT	\$5,437,204	\$130,730	\$126,164	\$166,020	\$422,914	\$1,413,465	26%
TOTAL ESTIMATED	\$483,536,759	\$1,414,821	\$1,288,459	\$1,646,149	\$4,349,429	\$11,948,132	2%
FIXED FEE	\$3,184,430	\$51,503	\$46,903	\$59,923	\$158,329	\$434,941	14%
TOTAL ALL CLINS	\$486,721,189	\$1,466,324	\$1,335,362	\$1,706,073	\$4,507,759	\$12,383,072	3%

APPENDIX A: BASE YEAR WORK PLAN TASKS AND STATUS/RESULTS

CLIN 1

2.1.1: Develop Three-Year Municipal Management and Capacity Improvement Plan

Base Period Output Description	Base Period Activities and Status
Define membership of overarching Task Force and six working groups.	Completed.
Approve ToRs and set meeting schedule.	Completed.
Deliver training to Working Group members in assessment techniques, M&E and Media and Outreach.	Media and Outreach training completed for Public Information Department and Public Outreach working group members. Assessment and M&E training completed.
Assess with KM officials the feasibility of a "Future Leaders" internship program for 50 young men and women.	Plan developed, approved and internship program under implementation.
Based on assessment implement "Future Leaders" internship program.	Program design complete, private training firm contracted to conduct training for 50 interns (30 male, 20 female) who have joined the KM staff. 12 month training program began in July 2011.
Within their ToR, Working Groups establish priorities based on the results of assessments and public opinion surveys	Working groups continued to meet on a bi-weekly basis and implement priority activities in line with ToRs.
Deliver Municipal Management and Capacity Improvement Plan	Completed and approved by Mayor.
Implement Working Group activities	Working groups continued to meet on a bi-weekly basis and implement priority activities in line with ToRs.
Hold monitoring and oversight meetings with Task Force	The Task Force chaired by the Mayor met weekly during the first months of the program and now meets on a bi-weekly basis. The meeting has become the primary mechanism for monitoring the progress and receiving KM approval for projects. Other international donors participate in these meetings to receive KM approval for their projects, and the group is now known as the Kabul Mayor's Donor Coordinating Task Force.

2.1.2: Build Human Capacity

Base Period Output Description	Base Period Activities and Status
Conduct baseline organizational assessments to inform individual training plans for municipal managers.	KCI and the KM Training working group jointly conducted a baseline organizational assessment of KM staff capacity and produced the KM Master Training Plan.
Train working group participants on how to conduct individual skills assessments against job descriptions and how to measure effectiveness of training programs.	Working group members trained and assessment complete.
Develop work plans for priority department training needs, based on the post-assessment recommendations of the Organizational Management Specialist. Oversight will be by MNCBIP Task Force.	Department training plans developed
Support Working Group members to conduct individual skill assessments in priority departments.	KCI and the Training working group completed department skills assessments.
In cooperation with CSC, Afghan universities and relevant Afghan business associations, identify existing and/or develop new training curricula with M&E frameworks.	KCI, in consultation with USAID, decided to utilize private training firms until such time as financial arrangements can be made with ACSI. KCI helped to develop course outlines and to contract with qualified training firms to deliver the trainings.
In cooperation with CSC, Afghan universities, and relevant Afghan business associations, train trainers.	The decision to use experienced training firms eliminated the need to train trainers. All trainers are required to have two years' training experience and subject matter expertise.
In cooperation with CSC, Afghan universities, and relevant Afghan business associations, deliver training programs.	All planned trainings were launched or completed. Remaining trainings will be completed in Year Two.
Establish individual training plans for Directors General.	Training plans developed and approved for implementation.
Identify priority needs for Afghanistan or international certification programs in key management areas such as procurement, accounting, or public-private partnership management.	Certification programs identified. Master Training Plan includes PMI, ICDL, HRIC, and CAT training curricula.
Identify opportunities for exchange programs or overseas training for priority departments and municipal managers where such programs are required as part of an approved departmental or individual manager training plan.	Opportunities for overseas training identified and incorporated into the Master Training Plan.
Implement certification programs, exchange programs, or overseas training.	All certificate programs underway and will continue into Year Two of project.

Base Period Output Description	Base Period Activities and Status
Obtain and analyze current market data on non-governmental salaries for various types of municipal jobs	Kabul Municipality originally requested this activity but has now initiated it independently. KCI is focused on developing quality control mechanisms, such as the Finger Print Attendance System, and on improving job performance to support future compensation reforms.
Train KCI staff as trainers in QSIP Methodology	The implementation of QSIP has been suspended.
Evaluate recommendations from Organizational Management specialist on HR. Prepare plan of priority actions to ensure transparent HR processes in line with CSC procedures.	A training plan has been developed to comply with the international standards of the Human Resource Institute of Certification (HRIC) and KCI has developed a SoW for a Finger Print Attendance System and a computerized HR database. KCI has selected a firm and launched the systems.
Conduct internal communications activities that promote improved service delivery and performance standards as a prerequisite to potential salary increases.	KCI is working jointly with the KM to develop improved performance and service standards. Internal communications activities are included in the Master Training Plan and will begin in Year Two.

2.1.3: Develop Standard Operating Procedures (SOPs)

Base Period Output Description	Base Period Activities and Status
Implement baseline organizational assessment	Assessment complete - All programs incorporate assessment recommendations.
Deliver training to Working Group on how to evaluate the effectiveness and efficiency of procedures.	Integrity Watch Afghanistan (IWA) conducted training on its methodology for evaluating procedures in Q2. Working group will receive further assistance from KCI in Year Two.
Evaluate the recommendations of the Organizational Management Specialist and results of the Public Opinion Survey; establish priority regulations and procedures for revision.	Recommendations reviewed, and priority procedures identified by Procedures working group.
Present specific work plans to the Task Force for revisions to priority regulations and procedures.	Work plans for revising procedures completed and are being implemented.
Recruit technical advisers to assist with procedure revisions.	Revisions facilitated by KCI staff
Evaluate similar procedures from other Afghan municipalities, ministries and other countries.	Procedures from other municipalities evaluated and findings shared among working group and staff.
Hold public consultations to understand citizens' and/or the business community's propensity to comply with regulations and procedures.	Public education campaigns under development
Produce draft revisions of priority regulations and procedures.	Almost 40 draft revisions produced for almost 60 priority policies
Present public education plans to the Task Force on new procedures including methodology for measuring the compliance with regulations or procedures.	Public education campaigns developed for recently approved procedures.
Promulgate new regulations and procedures.	Public education campaigns are scheduled for Year Two.
Prepare quarterly reports to the Task Force on documented uptake of regulatory and procedural compliance.	To begin after revised procedures are disseminated in Year Two.

2.1.4: Implement a Municipal IT Strategy

Base Period Output Description	Base Period Activities and Status
Develop minimum standards of computer literacy required for municipal staff to receive computer equipment.	KM selected the International Computer Driving License (ICDL) as the official standard in Q2.
Build upon existing CSC computer training curriculum	KM selected the International Computer Driving License (ICDL) as the official standard in Q2.
Identify training opportunities for municipal IT staff in procurement, M&E, and network administration.	Training plan for ICT Department developed and approved.
Assess electricity supply at municipal satellite offices and produce procurement documents for needed electrical upgrades and backup sources of power (solar power, batteries and UPS, and/or generators) necessary to protect and service computer equipment	Electricity assessed at all municipal offices and upgrades completed in most offices (see CLIN 2 report).
Evaluate recommendations of the Organizational Management Specialist and present specific Phase I work plans to the Task Force for priority departments needing computer equipment and internet connectivity.	Phase I work plan presented to and adopted at the Task Force meeting.
Procurement training, M&E training, and network management training for IT staff.	Firms selected to implement trainings in accordance with the Department Training Plan.
Develop the procurement documents for Phase I computer equipment and internet connectivity.	Procurement documents developed, approved and purchases completed.
Provide Task Force with a five year cost/benefit analysis comparing the expansion of the in-house IT department with the cost of contracting out for network and equipment maintenance and service.	Cost/benefit analysis completed and presented to Task Force.
Train the trainer training for departmental point persons	ICT working group opted to implement ICDL training and to establish a Help Desk system in lieu of a ToT approach.
Deliver computer training in cooperation with CSC with follow on on-the-job training provided by embedded mentors.	Training firm for ICDL training has been contracted and training is under way for 370 participants.
Monitor installation of Phase I computer equipment and internet connectivity.	Phase I laptops and training center computers installed. Internet installed at KM. Phase I installation of final computer procurement complete.
Prepare quarterly report for Task Force on uptake of computer and internet use for Phase I users	Presentation made at Task Force meeting.
Develop and institute "help desk" procedures and tracking system.	Ministry of Communications requires the use of standard Help Desk software in all Afghanistan government offices. KCI has received software from MoC and will operationalize it during Year Two.
Based on the recommendations of the Organizational Management Specialist and the results of the computer literacy testing, prepare and present Phase II work plan to Task Force	Phase II work plan approved by Task Force and implementation underway and to continue into Year Two.
Coordinate with the Task Force for Finance, Revenues, and Land Registration to prepare recommendations for the information technology components of the Management Information System.	Recommendations prepared and accepted by Task Force.

Base Period Output Description	Base Period Activities and Status
Prepare procurement documents for hardware and software needed for Management Information System	Hardware and software procured.
Monitor installation of Management Information System and report on the uptake/use of the system.	Financial MIS system installed. Monitoring and support on system uptake to continue in Year Two.
Implement training and conduct physical assessments for Phase II plan	Financial MIS training underway.
Prepare procurement documents for Phase II computer equipment purchase	Procurement completed
Monitor installation of Phase II computer equipment and internet connectivity	Completed

2.1.5: Improve Project Management

Base Period Output Description	Base Period Activities and Status
Evaluate existing project management training opportunities in Afghanistan or overseas	KM adopted the Project Management Institute's training and certification program.
Present specific work plans to the Task Force for the delivery of the project management training suite to targeted departments, linking training materials to Service Delivery Fund projects that provide practical experience.	PMI training presented at the Task Force meeting as part of the Training Master Plan.
Adapt and augment project management curricula; train trainers	PMI training curriculum adopted by KM. PMI faculty conducted the training.
One day workshop for KCI technical advisors, KCI M&E staff and working group members in how to monitor and evaluate the effectiveness of project management training at the department, team, and individual levels	KCI M&E Specialist regularly attends working group meetings as an advisor. KCI and KM have determined that the need for training has been fulfilled.
Conduct proposal writing training for all district managers, DGs, and managers	Proposal writing training is completed.
Deliver targeted project management training on a schedule that advances Service Delivery Fund projects	100 copies of the PMI's Fundamentals of Project Management were produced in Q2 to serve as desk manuals for KM staff. PMI training in Turkey is completed.
Prepare quarterly M&E reports to the Task Force that evaluates the effectiveness of project management training at the department, team, and individual levels.	Reports on base year project management activities completed and presented to Mayor's office.

2.1.6: Increase Public Participation

Base Period Output Description	Base Period Activities and Status
Conduct a public opinion survey to inform program priorities and to establish a baseline of citizen trust and satisfaction	Survey completed and report translated into Dari. Data are used to plan events and programs.
Support Working Group Members to survey service delivery departments for public education/behavior change needs	Needs identified.
Deliver training in Media Relations and Public Outreach to Municipal Media Staff District Managers, Directors General and members of the Working Group for Women and Youth	The Government Media and Information Center (GMIC) is working with the Kabul Municipality to create a Public Information Office (PIO) that is consistent with other GIRoA PIOs. GMIC began training KM publications employees in early Q3. KCI provided embedded mentors to complement the training. This training will continue in Year Two.
Procure media monitoring services to establish baseline and measure improvements in news coverage of municipal activities	No private sector organizations expressed interest in bidding on this activity; KCI will not continue work on establishing a media monitoring unit within the Kabul Municipality Public Information Office.
Conduct assessment for establishment of citizen information/assistance/one stop center	Information center will be developed in Year Two.
Conduct assessment for developing a sustainable public access television and radio station for Kabul	Assessment in progress at end of Base year. Follow up on recommendations planned for Year Two.
Support Working Group to design and implement a series of three-month public education campaigns for women on top public education and behavior change needs to be approved and monitored by the MNCBIP Task Force	Campaign initiated and continuing in Year Two.
Support municipality to organize regular seminars for journalists	Seminars conducted bi-monthly starting in June 2011. To continue in Year Two.
Support Working Group to plan neighborhood level meetings for women and youth on priority public education campaigns; produce facilitation guide for neighborhood meetings; procure production services for brochures, posters, TV and radio spots, if required	Public education materials on sanitation and greenery, and a live composting demonstration were included in the March 10 International Women's Day event. Outreach to households in one district on separating household trash as part of a pilot door to door trash collection project was initiated. The municipal-wide public education activity will take place in Year Two.
Support Working Group to develop contact list of Kabul civil society organizations, youth clubs, CDCs, Shuras	KCI has gathered information on CSOs from each district manager and has compiled this information into a database.
Present results of baseline Public Opinion Survey to municipality to foster a better understanding of the opinions and expectations of women and youth	Survey and the analysis of the disaggregated gender data is completed and was presented at Task Force Meeting.

Base Period Output Description	Base Period Activities and Status
Support development of municipal website with procedures for departments and districts to regularly provide updated information to website to maintain relevance and usefulness for the public.	A commission of Kabul Municipality officials was formed in Q2 to oversee the development of the website and an assessment of departmental and district level capacity to contribute to the website was conducted. Uploading of content is complete and procedures and training have been developed. Procedures will be promulgated and training held in Year Two.
Develop work plan for priority departments requiring training in recruitment and advancement of female employees and in proper consultations with women and youth in project design and service delivery.	Women's recruitment program has been developed jointly with KM HR department, and has been approved by KM. KCI is currently working with wakhil-i-gozars to organize Year Two town hall meetings for women.
Conduct consultations with relevant Civil Society Organizations	CSOs are being contacted concerning specific and relevant events.
Roll out priority public education campaigns	First campaign on trash separation implemented in one district.
Develop procedures and guidance for recruiting and promoting female employees within the municipality in coordination with SOP subcomponent	Draft recruitment plan was completed.
Develop procedures and guidance for consultations with women and youth in project design and service delivery in coordination with SOP subcomponent	Draft gender communications strategy was completed.

3.1.1: Improve Kabul Parks and Greenery

Base Period Output Description	Base Period Activities and Status
Prepare inventory of existing and potential city parks and green areas	Increased number of identified city parks from 17 to 43; Completed
Design/ construct/ renovate small neighborhood parks (gender-sensitive design)	Scopes of Work for ten neighborhood parks completed and put out to bid. Seven of these in construction. Designs and SOWs for bathrooms, lighting, guard huts completed. Agreement in place for US military to provide wells in parks through MOU with KCI. Ten parks to be completed with US Military providing wells for irrigation water. Bathrooms, playground equipment, guard and concession huts, and lighting to be installed in each park
Design/ construct/ rehabilitate major city parks-- (gender-sensitive design)	Surveys completed for Shahar-e-Naw Parks, and Kabul Family nature Park and Zoo; Park Designs and SOWs completed. If funds become available – bidding and construction
Develop an urban landscaping pilot project for planting trees/shrubs and other landscaping materials	Over 5,000 trees planted in districts 4, 8, 9, and 12 by end of Q2. Over 4,000 roses procured and planted. Median and traffic circle pilots were eliminated by the Greenery Department Director; Cancelled; No Year Two actions
Construct small, fenced football/cricket facilities for youth/boys	Five sports court locations identified; Fledgling soccer association organized; Ten more potential sports facilities identified; Scope of work for Macrorayon Awal sports courts completed; On hold pending funding

Base Period Output Description	Base Period Activities and Status
Procure tankers, lawn mowers -maintenance equipment for Greenery Department	Equipment inventory completed; Procurement Cancelled
Implement small improvement projects (service structures)	Low municipal priority- no action during Year One; Cancelled
Procure small equipment and hand tools	Inventory of existing equipment completed—Tools for landscaping provided directly to District Offices; Completed
Procure other required supplies	Low municipal priority- no action during Year One; On hold pending funding

3.1.2: Improve Kabul City Sanitation

Solid Waste Management

Base Period Output Description	Base Period Activities and Status
Prepare an inventory for existing and potential dumpsters.	Inventory of dumpsters (1 and 7 cubic meters) complete and mapped for districts 1 through 7; Inventory of open waste dumps in Districts 2 and 3; Completed.
Develop trash collection strategy.	Waste collection system audit complete; Field testing of a GPS technology for fleet management and fuel consumption complete; Routing plan developed and implemented in District 2; Organize and implement improved trash collection systems in 10 districts.
Procure and mobilize trash collection trucks and trucks/trailers.	Equipment specifications completed; Cancelled.
Construct a transfer station.	Design work completed; Construct one solid waste transfer station.
Locate, design, and construct 2nd transfer station.	Location identified; Pending funding – design and build in Year Two
Conduct evaluation and study of a municipal compost system.	Composting facility for municipal solid waste established at Gazak Landfill, producing 50 tons of compost per month for Greenery Department. Office at Gazak renovated, tools provided; Continued operation of facility by Sanitation Department.
Private sector contract to provide door-to-door trash collection in a pilot district.	Initial study of households in District 4 completed; Completed plan in Year Two.
Private sector contract to repair machinery - study and implement.	Assessment of demand completed; Will move to a signed contract between KM and private sector service provider.
Conduct study exchange tours to other countries for 20 people.	Study tour not approved by USAID/Afghanistan; Cancelled.
Study and implement pilot program for solid waste recycling.	Not implemented; Cancelled.
Procure small equipment and hand tools.	Wheelbarrows, shovels, pitch forks, pickaxes etc. for sanitation work purchased and provided to districts; completed.
Procure other required supplies.	Low municipal priority; on hold pending funding.

Drainage Improvements

Base Period Output Description	Base Period Activities and Status
Cover the road side ditches with steel grates.	2,918 meters of ditch covering completed in District 2; Design and SOWs prepared for ditch covering projects in Districts 4, 5, 13, and 15.
Clean roadside ditches and canals with machinery.	Saraye Shamali canal cleaning project completed; 210 meter Mir Wayez canal and roadside ditch cleaning project completed; No Year Two activities in pipeline.
Construct or rehabilitate drainage canals.	District 11 350 meter canal cleaning and reconstruction completed (Abdel Qader Bedel); District 15 Khwajah Boghrah canal and road drainage project (1,500 meter canal) underway after new contractor selected; construction to be completed by end of calendar Year Two.
Purchase equipment for ditch cleaning.	Specifications prepared for loaders to be shared between Streets and Sanitation departments; on hold pending funding.

Human Waste Management

Base Period Output Description	Base Period Activities and Status
Private sector to collect and manage liquid waste.	Preliminary assessment; On hold pending funding.
Purchase machinery for liquid waste collection and disposal.	Preliminary assessment – memo prepared; On hold pending funding.
Repair the existing sewers feeding the Macrorayon wastewater treatment plant.	Preliminary assessment; On hold pending funding.
Upgrade Macrorayon Sewage Treatment Facility for treatment of bio-solids.	Preliminary assessment – memo prepared; On hold pending funding.
Implement facility improvements (buildings, sidewalks, etc.) at the Macrorayon Sewage Treatment Facility.	No action; On hold pending funding.

3.1.3: Improve Kabul City Streets

Base Period Output Description	Base Period Activities and Status
Prepare an inventory of existing asphalt, gravel, and dirt roads and streets	37 km of streets were packaged into six projects.
Improve third grade roads, residential area.	13.7 km of residential streets were slated for gravelling but were cancelled at KM request and paving projects were substituted.
Repave and provide associated improvements to city streets*	<ul style="list-style-type: none"> 1 km Balahesar Road under contract and under construction. 10.23 km District 5 residential streets paving project under contract but on hold pending funding decisions. 5.83 km Design and construction for roads paving in District 3 under contract but on hold pending funding decisions. 6.135 km District 4 residential streets paving project;

Base Period Output Description	Base Period Activities and Status
	<p>procurement completed and contractor selected.</p> <ul style="list-style-type: none"> • 7.08 km District 3 and district 11 streets paving project; procurement completed and contractor selected. • 3.544 km District 4 and District 5 streets paving project; procurement completed and contractor selected. • 3 km District 11 road design and paving in Khoja Boghra SOW completed. • KCI will complete all of Balahesar Road, select roads from D5 and D3 packages, and roads from other packages as funding permits.
Rehabilitate and construct sidewalks.*	<ul style="list-style-type: none"> • Abdul Qader Bedel sidewalks improvement under contract • Sherino sidewalks improvement under contract • Karte Mamorin sidewalks improvement under contract • Qalaye Najara sidewalks improvement under contract • 4000 M2 sidewalks Improvement under contract • Complete construction of all sidewalks. No new sidewalk projects in pipeline
Procure machinery and equipment for 10 Asphalt patching crews.	<ul style="list-style-type: none"> • Procurement underway; final decision on items and quantities pending budget ; • Complete procurement and deliver equipment
Maintain asphalt roads - pothole patching and repairing.	Maintenance plan completed for a 5.20 Km road from Reshkor to Doghabad; On hold pending funding
Repair or construct side ditches for third grade road, residential area.	Originally part of the 13.7 Km of residential streets slated for gravelling, On hold pending funding.
Establish or improve a material testing laboratory providing services to the KM.	Procurement completed and services being provided for Balahesar Road construction.
Procure and provide machinery for Maintenance and Works Department.	Procurement underway – final decision on items and quantities pending budget.
Conduct Study Tour to other country, Exchange experience with similar countries.	Study Tour not approved by USAID/Afghanistan; cancelled.
Evaluate and implement street lighting at residential Intersections.	Street lighting package for District 2 prepared. On hold pending funding.
Procure small equipment and hand tools.	Low municipal priority. On hold pending funding.
Procure other necessary supplies.	Low municipal priority. On hold pending funding.

* These activities were not originally included in the Year One work plan.

3.1.4: Commercial Area Improvement

Base Period Output Description	Base Period Activities and Status
Identify and provide a comprehensive upgrade to a business area to provide a model for Kabul bazaars and marketplaces.	District 2 selected for pilot project; Working group established; initial assessment completed; street lighting package prepared; on hold pending funding.

3.1.5: Rehabilitate City Facilities

Base Period Output Description	Base Period Activities and Status
Assess key municipal facilities and upgrade as necessary to provide electricity and improve productivity.	<ul style="list-style-type: none"> • Generator installed in City Hall. • Street Department offices re-wired, roof repaired, painted. • Sanitation Department re-wired. • Greenery Department re-wired. • Bathrooms at City Hall renovated. • SOWS prepared and repair work contracted for building renovation in Districts #1, #4, #7, #9, #11, #16. • SOWS prepared and repair work contracted for rewiring of buildings in Districts #1, #4, #5, #6, #7, #9, #11, #16.
Assess key municipal facilities and upgrade as necessary to provide electricity and improve productivity.	<ul style="list-style-type: none"> • SOWs prepared for district building renovations - #8/22, #10, #12/21, #14, #17, #18/19. • SOWs prepared for district building rewiring - #14, #17, #10, #18/19, # 8/22, #12/21, #20.

3.1.6: Establish at Least One Public-Private Partnership

Base Period Output Description	Base Period Activities and Status
Develop alliances between the City of Kabul and private sector partners that add value to the services provided by the city of Kabul to its citizens.	<p>Multiple concepts for public private partnerships created.</p> <p>KCI negotiating with private partners to establish municipal alliances with the private sector for:</p> <ul style="list-style-type: none"> • Infrastructure improvements (signage) at the Kabul Family Nature Center and Zoo • Signage in the City of Kabul. <p>MOU signed with the City of Kabul Family Nature Center and Zoo.</p>

4.1.1: Revenue Collection and Management

Base Period Output Description	Base Period Activities and Status
Conduct an overall business process review of the revenue collection system.	Completed. Reported within the three-year Plan, including process maps of revenue processes.
Identify and implement new methods of revenue collection on existing sources.	Ongoing. Recommendations included in KM three year plan. RIAP methodology approved, other improvements recommended and discussed in Working Group.
Conduct a legal mapping study of new and existing revenue sources to their legal authorities.	Completed. A comprehensive study completed and published. Will support and guide future policy and legal change.
Analyze potential and cost benefit of revenue sources.	Completed. Reported within the three-year Plan.
Identify new revenue sources external to the Municipality.	Substantially completed. Several new sources proposed for KM action in the three-year Plan. Implementations to continue in Project Year Two.
Implement identified methods and improvements.	Ongoing throughout the life of the Project.

4.1.2: Accounting, Budgeting, and Financial Management

Base Period Output Description	Base Period Activities and Status
Conduct overall review of KM's financial framework.	Completed.
Complete a three-year baseline analysis of historic revenue, expenditure vs. budgets.	Ongoing. An interim report with queries for KM response was prepared.
Implement computerized standard revenue reporting procedures.	Completed. Templates distributed and in use where computers are available. Training provided to all offices, and operational directions available.
Review and implement use of a Chart of Accounts.	Completed. COA adopted, distributed and training provided.
Implement a monthly bank account reconciliation protocol.	Ongoing. Templates and instruction prepared. Activity will have to be coordinated with ongoing FMIS implementation.
Implement expenditure management Procedures.	Ongoing. Recommendations made in three year Plan. Activity will have to be coordinated with ongoing FMIS implementation.
Improve cash management procedures.	Ongoing. Policy document prepared for adoption.
Conduct a systems study to identify needs and develop a computerized MIS.	Completed. Fully functioned FMIS procured and being implemented.
Introduce a budget planning process.	Completed. Budget planning process implemented. Further Budget development activities will be introduced in Year Two.
Provide essential financial management training.	<ul style="list-style-type: none"> • Ongoing. • COA and electronic template training delivered. FMIS training in progress. • General accounting training planned. • Boot camp training in the use of computers delivered. • Three day workshop on program budgeting delivered. • Internal Audit standards training delivered.

4.1.3: Improve Property Tax Register

Base Period Output Description	Base Period Activities and Status
Identify key personnel working within the property tax area and establish a property working group.	Completed. A Property Working Group comprising key stakeholders was established.
Establish a baseline of properties already characterized in the electronic property tax registry.	Completed. The baseline of digitized records was determined to be zero. A report detailing the availability of baseline data for the number of computerized property records and remaining paper records was produced.
Undertake a wider review of the property taxation system that includes lessons learnt by other donor organizations or key reform actors.	Completed. A series of meetings with key reform actors was undertaken and a report detailing the data and information was produced. This information informed the three-year Plan.
Assist and augment the existing street naming and numbering program by integrating compatible activities.	Abandoned. There is no current comprehensive street naming or numbering program at KM. A report detailing the practicality and cost constraints of undertaking a street naming and numbering program was produced.
Undertake a review of existing mechanisms, procedures, and methods of public engagement within the Municipality.	Completed. This work was completed and has informed the development of the digitization program. A series of procedure maps were generated through an inclusive stakeholder workshop process.
Develop a range of compliance incentives to support property registration programs.	Initial discussions undertaken with Property Working Group, further district meetings by PWG are required to establish guidelines for the development of a municipal policy.
Computerize the property tax system and procedures.	Completed. Opportunities for shorter process chains, simplified procedures and less duplication were identified through use of basic computerization methodologies. See below for further detailed activities related to this objective.
Increase the number of properties registered in the computerized Property Tax (Safay'i) system.	At the end of the base year, a total of 10,175 property registration records had been digitized.

Further detail relating to the computerization objective:

Base Period Output Description		Base Period Activities and Status
Computerize the property tax registration system and procedures	Develop digitization methodology for paper records.	Completed. Methods established for digitization of different types of records and a detailed manual produced.
	Test methodology with significant data sample.	Completed. Methodology trialed effectively using wide range of real life data.
	Develop computerized versions of existing forms and record books	Completed. Computerized versions of existing forms and record books with additional functionality were created.
	Develop uniform reference framework for electronic records.	Completed. Document specifying reference framework was produced and presented at a Mayor's weekly meeting. The reference structure was also discussed and agreed upon with RAMP-UP representatives.
	Test data capture into computerized versions of record books.	Completed. Computerized versions of existing record books populated with live data.
	Develop SOPs for all functions.	Completed. Documented description of SOPs for scanning, digitizing, and renaming of records encapsulated in a handover manual.
	Pilot rollout of computerized process (three Districts).	Initiated.

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