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KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 1)

OCTOBER 1–31, 2010

NOVEMBER 10, 2010

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DISCLAIMER

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

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ACRONYMS

AUCC	Afghan Urban Consulting Company
ASI	Adam Smith International
COP	Chief of Party
COTR	Contracting Officer Technical Representative
DG	Director General
KCI	Kabul City Initiative
NRC	National Research Council
SOP	Standard Operating Procedure
USAID	United States Agency for International Development
PMP	Project Management Plan
STTA	Short Term Technical Assistance
LTTA	Long Term Technical Assistance

PREFACE

The purpose of the Kabul City Initiative (KCI) is to provide technical assistance to Kabul City. The objects of the initiative will be to create effective, responsive, democratic, transparent, accountable, municipal governance in Kabul City. KCI will: (1) increase the capacity of city officials in Kabul; (2) markedly improve the delivery of municipal services to citizens in Kabul; and (3) increase municipal capacity to generate revenues and to account for expenditures and revenues. As a result of KCI, Kabul citizens will receive better services, understand responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

The government entity supported by KCI is Kabul City, which consists of a central administration and 22 administrative districts. Tetra Tech ARD is supporting Kabul City to increase institutional capacity, provide resources that allow Kabul City to deliver visible services, improve infrastructure, and increase city revenues.

Per Task Order EPP-I-05-04-00035-00, Section F.6 page 2, this Monthly Report concisely summarizes progress toward accomplishment of the benchmarks set forth, providing:

- An update of progress made toward fulfillment of the project results
- Identification of implementation issues including obstacles encountered and possible delays in the fulfillment of activities included in the work plan or PMP targets
- The KCI response to these issues and obstacles including any proposed changes to the work plan
- A forecast of next month's activities

DURING THE LAST MONTH – HIGHLIGHTS

- October 1: Effective date of the KCI Task Order
- October 14: Six international staff deployed to Afghanistan
- October 18: USAID introduces KCI staff to Mayor Nawandish and Deputy Mayors
- October 19: ARD is directed to suspend mobilization and RFA submission in response to a Decree by President Karzai to restrict licensing of private security companies (PSCs)
- October 20: Mayor Nawandish convenes a meeting for KCI with all department heads and district managers to begin preparations for a joint work planning workshop
- October 24 – 27: KCI staff participates in coordination meetings with USAID



Meeting between Kabul Municipal Leaders and KCI Team, October 20, 2010

1.0 ACHIEVEMENTS

USAID arranged for the KCI team to meet with the Mayor of Kabul, M. Yunus Nawandish, on October 18, shortly after the team arrived in Kabul. The Mayor is well informed about KCI and ready to get started. He organized for the KCI team to meet the entire leadership of the Kabul Municipality on October 20.

On October 20, department heads and district managers were all in attendance and well-prepared to inform KCI about their needs and issues. Training and capacity building were a priority for all departments. Many directors were very articulate about specific technology solutions to address both service delivery and public outreach needs. Technology solutions include GIS for the sanitation department, computer-assisted design software for the urban planning department, a computerized database for the land distribution department, and a municipal website for citizens for the administration department. Other department directors and district managers have specific procedures that require rationalization such as construction permits and accounting for expenditures. The Mayor's priority to eliminate corruption was woven throughout the meeting. Ideas for transitioning to forgery-proof documents were introduced. A full transcript of the meeting is included in Appendix A. The Mayor authorized KCI to move forward with initial meetings with individual departments and districts to follow up on the introductions made in this Municipal-wide meeting.

1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS

Within the scope of work of the KCI advisers that deployed to Kabul before the USAID/Afghanistan directive to suspend KCI mobilization, work has begun on preparing for the CLIN 1 deliverables.

Municipal Management and Capacity Building Plan

The Team Leader for Capacity Building, STTA Dave Evertsen, an organizational management specialist and STTA Kim Glenn, an information systems specialist met with the Deputy Mayor for Administration M.A. Akrami to discuss human resource issues, information system issues, and corruption. The team went on to meet with other important Kabul city officials - the Director General (DG) of Administration, the Media Office, and the DG for Internal Audit, the DG for Urban Planning, the director of the land acquisition (eminent domain) department, and the head of the nascent municipal IT department. Evertsen and Glenn also met with the DGs for Sanitation, Street Maintenance and Parks and Greenery.

The Kabul Municipality hierarchy is comprised of the Mayor, three Deputy Mayors (DM), Directors General (DG) who direct line departments, Managers of sub-departments, Professional Staff known as Officers, and support staff. There are also 22 District Managers who report to the 1st Deputy Mayor for Administration.

These meetings will inform the formation of a joint KCI/Kabul Municipality Management and Capacity Building Plan Task Force at the joint work planning work shop.

Organizational Audit

STTA Dave Evertsen is developing a municipal audit instrument in preparation for the joint work planning session between KCI and the Municipality that will be scheduled as soon as the suspension on mobilization is lifted. The plan is to engage Municipal officials to partner with KCI staff to conduct baseline audits of current structures and capacities of government officials. Subcontractor National Research Center (NRC) has also begun development of a baseline public opinion survey instrument. These two audit instruments will complement and cross-validate the planned Geographic Information System (GIS) baseline survey of access to services (see CLIN 2 below).

Gender Strategy

Work has not yet begun on the development of a gender strategy as mobilization of the STTA Gender Adviser has been temporarily suspended pending resolution of the PSC issue. Upon resolution of this issue, we have prepared for the rapid mobilization of the Gender Advisor to Kabul to begin working with the municipality to develop a Municipal Gender Strategy.

Training

Information is being collected on training programs currently available to municipal employees either directly from the municipality, such as a computer training program, or through the Afghan Civil Service Institute.

Standard Operating Procedures

Preliminary meetings indicate that few written Standard Operating Procedures (SOPs) exist and that even at the Director General level, there is limited understanding of internal SOPs. An illustrative example is the recently-appointed DG of the Land Acquisition department who is responsible for exercising the municipality's eminent domain policies. When asked about SOPs for land acquisition, he pulled out his copies of the laws that guide the administration and sale of lands, and indicated that each DG is instructed to interpret the laws to the best of their ability. Providing training and technical assistance to DGs and Managers to develop written SOPs for each relevant line department and sub-department will be an important early intervention.

Performance Standards

While the Sanitation DG can articulate the total volume of garbage collected citywide and the DG for Greenery can specify the number of trees planted in a year, preliminary meetings with these two professionals indicate that they have a limited understanding of the concept of performance standards at the individual, work unit and district levels. Developing a shared vision between KCI and the Municipality about the need for performance standards will be a focus of the joint work planning session which will be scheduled as soon as the restrictions on mobilization are lifted.

Information and Communication Technology

STTA Kim Glenn has begun a preliminary assessment of current Kabul Municipality IT capacity. The municipality has recently begun implementing a limited IT plan, beginning with the purchase of 150 computers and in providing in-house computer courses conducted by the two-person IT department. To date 300 employees have received the basic training, with Directors General among the first 150 trained and their deputies and key sub-department managers among the second group.

Some DGs report that they bring their own personal computers to the office and some employees, most notably in the urban planning department, also bring their own computers to work. The Municipality has articulated the need to have all 1460 professional staff equipped with computers and connected to the internet within three years; to date they have only been able to afford to purchase 150 computers. There are twelve service connections to the internet at the main headquarters through the Ministry of Communications and Information Technology, and an additional ten connections in the Department of Coordination and Policy through a private internet service contract. Some DGs have purchased their own USB internet cards that allow them to access the WWW via their computers. Glenn has been assessing different options for hardware, software, service, and internet connectivity available on the local market.

Public Outreach

ARD submitted a request for an exception to the marking requirements in accordance with ADS 320.3.2.5 for all deliverables except reports because co-branding KCI projects and activities would undercut the municipality's "ownership" of these deliverables which are better positioned to the citizens of Kabul as being "by" or "from" the municipality. Given the Task Order expected outcome to increase citizen satisfaction and trust in Kabul city by at least 60% over the baseline in three years,

it is necessary that before public outreach activities begin, KCI be prepared to showcase the role of the municipality, not the donor, in order to change citizens' attitudes towards their city civil servants.

Transparent and participatory budgeting process

Work has not yet begun on this activity.

1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS

STTA Jon Bormet as the Service Delivery Team Leader deployed to Kabul before the USAID/Afghanistan directive to suspend KCI mobilization. With three full time Afghan Urban Consulting Company (AUCC) engineers that were in place before the suspension, work has began on preparing for the CLIN 2 deliverables.

Citizen satisfaction, access and support baseline and tracking protocol

STTA for M&E Jeff Saussier in coordination with Kabul-based KCI CLIN 1 Team Leader Robin Johnson has begun work on the KCI PMP from the ARD home office. Subcontractor National Research Center (NRC) has also begun work on a public opinion research instrument from their US office. These two efforts will inform the development of an Activity- tracking protocol.

Improvements to solid waste management/sanitation services

Through discussions with Kabul city department staff, KCI identified major equipment purchases that are needed by the Kabul Municipality. KCI discussions with the DG of Sanitation identified an urgent need to educate citizens about proper use of the 1800 new dumpsters recently acquired by the city, as citizens are confused and are placing trash around the container instead of inside. The KCI team identified the absence of skilled mechanics and an equipped maintenance garage to as an obstacle to keeping equipment available to deliver service. While stated by the Director of Sanitation that were 4-6 locations identified for the construction of much needed transfer stations, the KCI team was able to identify just one.



Improvements to parks and greenery

KCI has begun identifying the location and scope of 16 new park projects recommended by the DG of Parks and Greenery. The KCI team has identified the lack of recreational facilities in city parks as a potential area of opportunity. Future activities may include the construction of new parks, the renovations of existing parks, and the provision of recreational opportunities like soccer fields and playgrounds. The KCI team will also work with the DG and Kabul Administration to explore the possibility of corporate sponsorships of parks/roadways

Improvements to street maintenance

KCI met with the Deputy Director of Streets, and identified significant challenges in this department including: an apparent lack of understanding of the budgeting process by the Department, inability to routinely maintain city streets; and, a significant lack of planning capacity. Future activities will include training Street Department workers to maintain streets, as there is currently just a single maintenance crew that serves the city.

Improvements to drainage

Through discussions with both Streets and Sanitation, KCI understands the need to identify significant drainage canals that are blocked either structurally or with trash, highlighting those areas that typically flood during the winter/spring. The KCI drainage improvement program will prioritize these canals for cleaning and rehabilitation during the last months of winter in an effort to avoid springtime flooding in adjacent Kabul neighborhoods and business areas.

Projects that improve quality of life for women

KCI received an endorsement from the DG of Greenery to move forward with seeking opportunities to improve women's access to parks.

Projects that improve quality of life for youth

KCI began to explore the possibility of establishing soccer fields and cricket fields in existing public parks. The team visited private schools to identify quality playgrounds in Kabul that could be used as models.

Public Awareness

KCI has identified the need to educate citizens about the proper use of the 1800 new neighborhood dumpsters (See above: Improvements to solid waste management/sanitation services)

Public-private partnerships

KCI identified parks and medians as potential sites for private sector sponsorship.

"This \$120 million donation of USAID is like a tree. When we plant a tree for the first time, it needs irrigation for two to three years, but afterwards, its roots get strong and stand on its own. The same is our programs. If our program's roots are irrigated like this in the very beginning of it, its roots will become stronger very soon, and the Kabul Municipality will stand on its own soon. And the Kabul Municipality will be able to tackle these challenges by itself."

—Mayor M. Yunus Nawandish,
October 20, 2010

1.3 CLIN 3: INCREASE REVENUE COLLECTION AND IMPROVE FINANCIAL ACCOUNTABILITY AND TRANSPARENCY

The PSC-related restriction on KCI mobilization has left CLIN 3 without a Team Leader in place. Adam Smith International (ASI) is standing by to deploy STTA Richard Day as soon as possible. Within the scope of work of ASI, two long-term Afghan experts and two international STTAs, who were already based in Kabul, have begun preparing to begin field work on CLIN 3 deliverables.

Legal assessment

ASI STTA Legal Adviser Mark Olsen, working from Kabul, has begun to collect and review relevant laws to begin the evaluation of the conformance of current revenue schemes, financial processes and procedures, systems and internal controls with Afghan Law.

Three year baseline analysis of historic revenues, expenditures and budget-to-actual variances

ASI's long term budget adviser Rafiq Rahimi, working in Kabul has begun collecting data from the past three years to inform the baseline analysis. The initial assessment surfaced a potential obstacle in that districts do not disaggregate the sources of the revenues they remit to the central municipal treasury.

Monthly bank account, reconciliation protocol

Work has not yet begun on this activity.

Simple three year projection of revenues and expenditures

ASI STTA Naresh Duggal, a revenue expert, working in Kabul, has begun to assess forecasting techniques currently being used by the municipality in order to make recommendations on conforming forecasting techniques to international best practices.

Comprehensive Revenue, Financial and Land Registration Improvement Plan

ASI advisers are meeting with the relevant municipal departments to develop a proposal for a joint work planning work shop. This workshop will establish how KCI and the municipality will form a joint Task Force to develop the comprehensive revenue, financial and land registration plan for Kabul City.

Improving extant tax collection

Duggal has met both with the Deputy Mayor for Administration and Revenues, Akrami, and the DG for Revenues, Haqbin to collect information on current revenue streams. This information will inform easily implementable, cost-effective approaches to improving extant tax.

Improving financial management

ASI's long term Afghan budget expert M. Iqbal has begun meetings with counterparts in the finance department. He learned that the Ministry of Finance will be introducing training on program budgeting methods to the Kabul Municipality soon.

Improving land registration

The PSC-related restriction on KCI mobilization has left KCI without an expert in Kabul to lead the inquiry into improving land registration. KCI will be challenged to engage in a fruitful discussion on land registration with our Kabul counterparts until the Mobilization restriction has been lifted.

1.4 ADMINISTRATIVE ACTIVITIES

Procurement

AUCC Procurement: AUCC Submitted paperwork for procurement of their office supplies, and furniture, but this has not yet been approved because of incomplete paper work. Start-up Specialist Geoffrey Katushabe is working with AUCC procurement personnel to explain Tetra Tech ARD's required documents for swift approval. AUCC has not yet submitted procurement documents for computers or other IT requirements.

KCI Office Furniture: A limited procurement for immediate needs has been made; 5 office desks, 8 chairs for the desks, two laptops, 2 printers, 2 scanners and other office supplies. Longer-term office furniture, computer and IT equipment requirements are being assessed. STTA for Information Systems, Kim Glenn, is testing the LINUX operating system as a potentially more affordable long-term solution for the Municipality. He will present his findings and make decisions for the operating system, while we structure the office to figure out how much space we will need for the KCI administrative staff.

Inventory management: The inventory management has been set up and updated.

Financial Management

QuickBooks (QB) has been set up for KCI and accounts updated. So far all expenses have been for general office supplies, so we have charged everything to one Task code. As we proceed to start procuring for specific CLINs, we need to develop QB classes for CLIN's, Activities or even deliverables so that QB can track expenses against the budget allocated. Operations budget is not yet added to QB.

Other Financial management systems put in place are: Petty cash protocols and advance management, requisition and approval processes as well as payment procedures.

Our Project Bank account was opened with Standard Chartered Bank, account details sent to ARD home office.

Local Hires

Nazir Sofizada signed a contract on November 17 to serve as Admin Manager and started work on November 1.

Mustafa Yasa has been hired on short term contract as translator/interpreter and to help on setting up appointments for meetings.

All Afghan professionals that were named in the proposal have been contacted to discuss contractual terms. This is still on-going.

All other local positions have been advertised through ACBAR a local Human Resource management organization. (www.acbar.org). Scheduling for interviews now.

Drafting a local compensation package as provided by Afghanistan 2007 Labor law has begun.

Local hire draft contract in place waiting to finalize on Local Hire benefits before being sent to STTA for Contracts, Paul Harris, who is supporting KCI from the home office.

Administration Handbook: A KCI Personnel hand book is being adapted from other Tetra Tech ARD Afghanistan projects. It is being customized to KCI almost in its final state. Waiting to get some specific information and it will be ready to get out to Paul for approval.

1.5 INTERNAL AUDIT ACTIVITIES

KCI ready to mobilize a full time internal auditor upon lifting of the security suspension.

2.0 ISSUES AND OBSTACLES

The directive from USAID on October 19 to suspend mobilization in light of the Decree by President Karzai to disband private security companies has curtailed ARD's ability to implement the planned joint KCI/Kabul Municipality Work Planning session and to deliver a Base Year Work Plan and a PMP as specified in the Task Order.

Delays in start-up mobilizations and activities will impact the implementation and deliverable schedule of the KCI Project.

Regulations for branding and marking all KCI activities with the USAID logo in accordance with ADS 320.3.2.5 would impede ARD from achieving the required outcome in the Task Order that "citizen satisfaction and trust in Kabul city will increase by at least 20%"

3.0 RESOLUTION

By November 2, 2010, Tetra Tech ARD was to submit a proposed continuation plan to the KCI COTR. The plan stated Tetra Tech ARD's corporate commitment to fully implementing KCI in a post-PSC environment. It stated that no changes would be required to the Task Order save the rescheduling of deliverables delayed by the suspension of mobilization. The submission requested that USAID lift the suspension of mobilization so that ARD could move forward with embedding advisers in the municipality and proceeding with the joint work planning work shop so that municipal expectations and citizens needs could be met.

Tetra Tech ARD has been preparing RFAs for submission to USAID that address mobilization of staff, consultants and subcontractors needed to rapidly. In accordance with COTR directives, these RFAs have yet to be submitted for approval and at the moment USAID/Afghanistan notifies Tetra Tech ARD that normal KCI project activities can resume, Tetra Tech ARD will present en masse the RFAs accumulated during this period to USAID/Afghanistan for approvals.

On November 1, ARD submitted a request for an exception to the marking requirements in accordance with ADS 320.3.2.5 for all deliverables except reports because co-branding KCI projects and activities would undercut the municipality's "ownership" of these deliverables which are better positioned to the citizens of Kabul as being "by" or "from" the municipality.

4.0 ACTIVITY FORECAST

Contingent on the lifting of the suspension of KCI mobilization activities and subsequent negotiation with USAID/Afghanistan on appropriate deliverable dates, are all of KCI's programmed start-up activities. These include:

- Mobilization of key staff and start-up STTA to Kabul
- Participatory work planning and PMP formulation with staff from KCI and key partners
- Introduction and population of the KCI budget monitoring tool
- Introduction and population of the KCI knowledge management system
- Design of the KCI environmental compliance system, which includes support to USAID/Afghanistan on putting together their IEE and threshold decisions.
- Design of Grants facility
- Completion of the Municipal assessment
- Implementation of baseline surveys

ANNEX 1: PERSONNEL

KCI Staff Currently In Country

Short Term Launch Team Leader	Peter Clavelle	STTA
Team Leader CLIN 1	Robin Johnson	Long Term
Team Leader CLIN 2	Jon Bormet	STTA
Organizational Expert	Dave Evertsen	STTA
IT Specialist	Kim Glenn	STTA
Start Up Specialist	Geoffrey Katushabe	STTA

KCI Staffing To Be Mobilized

Position	Name	Mobilization Date (estimated)
COP	Scott Johnson	29 Nov 2010
DCOP Technical	Brad Baxter	6 Dec 2010
DCOP Ops	Hoppy Mazier	20 Nov 2010
Team Leader CLIN 3	Richard Day	TBD
Finance Officer	Naresh Gongal	ASAP
Compliance Specialist	Larry Jensen	TBD
Team Leader Grants/Subks	TBD	TBD
Gender STTA	Jessica Powell	ASAP pending USAID rate approval
Sr. Participation Specialist (STTA)	Gary Forbes	29 Nov
Home Office Senior Technical Advisor/Manager (STTA)	Joanne Adams	TBD
Technical Advisor/Manager (STTA)	Scott Tobias	20 Nov 2010
Home Office Contracts Specialist (STTA)	Paul Harris	TBD

ANNEX 2: TRANSCRIPT OF OCTOBER 20 MEETING BETWEEN KCI AND MUNICIPAL LEADERSHIP

Meeting Notes from first Meeting of Mayor and Department/District Heads

(Notes provided by AUCC)

Venue: Kabul Municipality Hall

Participants:

USAID Representative, Kabul Mayor, Mayor's deputies, Municipality's all departments' directors, districts directors of Kabul municipality, ARD and AUCC Team members.

Date: October 20, 2010 9:00-12am

His Excellency Kabul Mayor opened the meeting and welcomed all participants USAID, ARD/ AUCC and Kabul Municipality (KM) representatives. He mentioned that in a meeting with HE Mr. USA Ambassador very good friend of Afghanistan people and Kabul Municipality he promises \$240 Million donation to Kabul Municipality. \$120 Million of that has received, \$50 Million for first year, \$40 for second year and \$30 Million for year third. He mentioned if we spend these funds effectively and demonstrate good capacity we will receive more funds.

KCI will be implemented by KM and ARD has excellent experiences of working with municipalities. We will use their experiences and knowledge to build and develop our capacities, because lack of capacity is a big problem of us. Beside that Lack of suitable facilities functional machineries and equipments, communication system, IT and GPS are the problems that badly affect our efforts toward serving Kabul citizens.

Greenery program of Kabul is one of our first priorities therefore we will plant about two million trees in the end of year 2010 and beginning of year 2011 on the exiting hills and aprons of mountains. For this purpose we will dig well in those locations that already identified by Kabul Municipality. Kabul needs about 6000 Hectares of green land and parks to clean the Kabul air.

We had had good results from our anti corruption program, in this area also we need to develop our capacity. The day before yesterday I had a two hours meeting with present Hamid Karzai in his office and I clearly explained and discussed the Kabul Municipality problems with him. He is happy and appreciates our outstanding performances. I promise and insured him that we will show to the international community that we fight against corruption and will change the Kabul municipality to an organization that completely and honestly serves the Kabul people. We have about 1,300 Km road in the Kabul City and are responsible to its operation and maintenance. 120 million fund of USAID will help us in this regards. In the future we try to increase our own income but it needs some reforms



ARD's Peter Clavelle and Mayor Younus Nawandesh talk after the kickoff meeting.

that we have to implement. The ministry of finance says that Municipality has possibilities of \$200 million but we have just \$30 million income annually we try to find that differences. Recently Kabul municipality received outstanding performance and appreciation letters from deferent organizations like parliament and Afghanistan cabinet.

After Mr. Mayor delivered his speech he requested ARD to talk about KCI project. Mr. Peter introduced the KCI-ARD, AUCC and Adam Smith staff to the participants and briefly explained their experiences. After that all participants paid attention to the presentation that was prepared by ARD.

After the presentation presented Mr. Mayor advised the Municipality Department Heads to work with this project and develop the organization and officials' capacity up, and use the possibilities and facility that this project is providing to increase the efficiency of their services.

Mr. Ahad Wahid Deputy Mayor delivered a brief speech. He said thank you for installation of a very good translation system for this meeting it helps us to save time. He mentioned that KCI is an outstanding program and advised the departments' representatives to get maximum advantages from and fully cooperate with. The program will help us to upgrade our Management, Procurement and revenue/incomes systems they are fundamental and basic elements of our system. We should thoroughly use their resources and experiences to increase our capacity.

Mr. Farid Moqadam Akrami, Deputy Mayor- Finance and Admin state that what presented by ARD they are the main and basic issue that we are facing. There are many problems exist in budget, income and procurements to work on. Previously implement project were not complete therefore it has to be considered in this program.

Mr. Mayor state that because of limited time the District Directors should meet for 10 minutes and present their problem to the participants by a representative.

1. Sanitation Department **Nisar Ahmad Habibi, Head of Sanitation Department**

Daily produce of solid waste is 3000 tons, only 1900 tones is disposed, with having the available capacity cannot serve Kabul city and population is growing day by day and having more informal settlement, we don't have standard services delivery.

Needs:

- Human resources Capacity building
- A new and proper system for solid waste management
- Restoring MIS,
- IT System
- GPS systems for managing trash collection truck daily routes and its locations.
- Need of 5 professional Advisors: 1. General Advisor, 2. Solid Waste Management Advisor, 3. Environment advisor, 4. Transportation advisor, 5. Finance Advisor.

Deputy Mayor Recap: Master plan for solid waste management, location of dumpsites, dumpsters, and transfer station should be prepared

2. Administration Department **Aqal khan Zakhily, Head of Administration Department**

Kabul municipality has 7000 employees, 1468 are official staff, and 5322 are workers.

- Improving Transportation system for operation
- Capacity building in procurement department
- Internet and communication systems
- Website development
- Files registry and recording system/Computerization and database
- Low capacity of HR department, Employment of professional advisors in HRD.
- 300 Computers are needed.

Mayor Recap: Work on paper work (current complicated system) is going on, and soon will be revised, as an example: a person who wants to build a house needs 60 signatures; the new proposed procedures will short this long process.

3. Policy and Planning Department **Shawali, Head of Policy Department**

Main responsibilities are coordination with Donors, project management, planning, and policy making.

Priorities:

- Need of human resources Capacity Building
- Study tours to outside
- Internet and communication systems
- Trainings of staff in English language

- A qualified Translator/Interpreter
- Hiring two advisors for making project proposals

Mayor's recap: Policy and planning department is a coordinator, capacity building of this department is urgent need.

4. Revenue Department **Abdul Jabar Haqbeen, Head of Revenue Department**

Priorities:

- Changing of the existing revenue collection system by a new one
- Generate new resources for revenues
- Internet Connection and communication system through internet between central office and districts
- Mayor's recap: Improving the existing revenue resources, improving Safayee fee should be increased, Tax collection from the owners of buildings who are not paying taxes.

5. Street maintenance Department

Sayed Hamidullah, Head of Street Maintenance Department

Priorities:

- Need of technical staff
- Need of equipment
- Need of testing Laboratory
- Training of staff

Mayor's recap: four professionals are hired, one is arrived in Kabul and 3 of them will be arriving soon. 1300 KM streets need to be maintained, and is not easily, Training of staff, a machine was purchased but nobody can use it. Salaries are low.

6. Greenery Department

Haji Ghulam Habib, Head of Greenery Department

Greenery department has 560 staff including workers, but this is not enough and need more staff, human resources capacity is much low, they have 16 medium and small size greenery projects pending for fund, which needs to be constructed, they need USD 16, 575,000.00. They also have 150 liner kilo meter road side flower pots which need to be improved and needs spring irrigation piping system.

Mayor's recap: in regards to the environment protection they have a plan to plant 2 million trees in the next coming spring season, even plant trees on the hills, and reservoirs will be constructed for its irrigation. Kabul city needs 6000 hectares of green land to protect the air pollution.

7. Planning and Implementation Department

Sayed Sayforahman, Head of Planning and Implementation Department

Planning and implementation department main responsibilities are Civil and Architectural engineering and provides detailed maps of master plan and drawings, they use less Auto CAD even can't operate it, they provides detailed maps by paper with Pen. They also Visa private maps.

Needs:

- Needs of hiring Professional staff to assist them in all Architectural and engineering field, there is no idea of Standards and codes.
- Capacity building and Study tours for engineers
- They need a library
- Maps needs to be computerized
- The master plans can't be implemented, most of maps are Tepic and old, they need technical assistance

8. Publication Department

They have only a weekly publication (Pamir) in RTA, they need to have a Radio station and TV station, this would be a good source of Kabul municipality for complain and broadcasting public information.

Mayor's recap: Publication department has a lot of needs, they live in a rental apartment and needs to have professionals for public campaign and transportation for them needs a hall for press conferences, and they don't have campaigns. They need also to have journalists but they don't have enough budget for that, Mayor suggested that if KCI can to help in regards to hiring those journalists.

9. Land Acquisition Department

Mohammad Naeem, Head of Land Acquisition Department

They need transportation and a specific request was that if Cadastral and geodesy department help them in regards to preparation of maps.

10. Property Department

Faraydoon, Head of Property Department

The property department responsibility is distribution of land, He complained from the existing conflicted system, they don't have a database system, he requested that the system should be computerized, and each property should be recorded.

11. Culture Department

Rahela Kohistani, Head of Culture Department

- She requested to have equipment,
- She mentioned that they have to build a Zoo, Gymnasium, playgrounds for children, improve Cinema, improving women garden.

Mayor's recap: There is no any role and regulation for Sing boards installation and fees, where, how and what size should be a board, they needs to have a role.

12. Construction Control Department

Abdul Razaq, Head of Construction Control Department

- Construction Control Department maintains and controls the construction works and controlling of map implementation.
- People don't implement the exact map, they bring changes in maps, and they build 5 story buildings instead of 2 stories.

Mayor's recap: Construction control department is the source of corruption, the Tepic maps cannot be implemented, new roles should be prepared for the construction controls.

12. Audit Department

Abdul Satar Amini, head of Audit department

In regards to the anti corruption regulations, the current roles are not effective and he requested that the roles and regulation should be prepared and revised.

13. Districts In general

Mr. Hayatullah Rashidi the head of district 15 talked on behalf of 22 district heads after their group discussion, he stated that Districts are secondary elements of the KM that are implementing the decisions. And their districts problems in general outlined and summarized as bellow:

Needs and existing problems:

- No transportation
- Extortion of land, Land mafia problems;
- Construction of informal towns
- Drainage problems
- Police and security cooperation in regards to the extortion of land and collecting revenues
- Animals inside the city bother greenery
- Lack of safe drinking water
- Kabul river improvement
- Improving green areas and parks
- Crime roles and regulation
- Urgent need of asphalted roads
- Include traffic and water supply departments to KM
- Government departments should pay their taxes to KM;
- Some districts belong to Kabul Governor and some belong to KM –causes problems
- Graveling of Districts Roads; and
- Develop of a rule and regulation for firing and closing of the shops.