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AFGHANISTAN

KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 13)

DECEMBER 1 - 31, 2011



ICDL FINAL TEST

January 10, 2012

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DISCLAIMER

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ACRONYMS

<i>ACCI</i>	<i>Afghanistan Chamber of Commerce and Industries</i>
<i>AUCC</i>	<i>Afghan Urban Consulting Company</i>
<i>ASI</i>	<i>Adam Smith International</i>
<i>BID</i>	<i>Business Improvement District</i>
<i>CIP</i>	<i>Capital Improvement Plan</i>
<i>CLIN</i>	<i>Contract Line Item Number</i>
<i>COA</i>	<i>Chart of Accounts</i>
<i>COP</i>	<i>Chief of Party</i>
<i>COTR</i>	<i>Contracting Officer's Technical Representative</i>
<i>DG</i>	<i>Director General</i>
<i>FMIS</i>	<i>Financial Management Information System</i>
<i>ICDL</i>	<i>International Computer Driving License</i>
<i>KCI</i>	<i>Kabul City Initiative</i>
<i>KM</i>	<i>Kabul Municipality</i>
<i>KMO</i>	<i>Kabul Municipal Offices</i>
<i>LTTA</i>	<i>Long Term Technical Assistance</i>
<i>MMCIP</i>	<i>Municipal Management and Capacity Improvement Plan</i>
<i>NRC</i>	<i>National Research Council</i>
<i>PMI</i>	<i>Project Management Institute</i>
<i>PMP</i>	<i>Project Management Plan</i>
<i>RFA</i>	<i>Request for Approval</i>
<i>RIAP</i>	<i>Revenue Improvement Action Planning</i>
<i>SME</i>	<i>Small and Medium Enterprise</i>
<i>STA/M</i>	<i>Senior Technical Adviser/Manager</i>
<i>STTA</i>	<i>Short Term Technical Assistance</i>
<i>SOP</i>	<i>Standard Operating Procedure</i>
<i>SOW</i>	<i>Scope of Work</i>
<i>TA</i>	<i>Technical Assistance</i>
<i>USAID</i>	<i>United States Agency for International Development</i>

PREFACE

The purpose of the Kabul City Initiative (KCI) is to provide technical assistance to the Kabul Municipality (KM) and to create effective, responsive, transparent, and accountable municipal governance in Kabul. KCI's goal is to: (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 revenue and to account for expenditures and revenue. As a result of KCI, it is anticipated that Kabul's citizens will receive improved services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

Per Task Order EPP-I-05-04-00035-00, Section F.6 page two, this Monthly Report summarizes progress towards accomplishing project benchmarks and provides:

- An update of progress made towards fulfilling project goals;
- Identification of implementation issues including obstacles encountered and possible delays in fulfilling activities included in the work plan and PMP targets;
- KCI's response to these issues and obstacles including any proposed changes to the work plan; and,
- A forecast of next month's activities.

HIGHLIGHTS

During the last month KCI:

- Conducted safety training for 100 Greenery Department employees;
- Drafted 44 new KM Policies;
- Finalized scopes of work for all four working groups;
- Distributed 28 desktop computers, 28 UPSs, 15 scanners and 1 printer to KM;
- Began the ICDL Module 3 certification test
- Drafted ToRs for the Women's Council committees;
- Conducted the third Women's Business Development Campaign in coordination with KM and female business owners;
- Began the public education campaign on Safa'i and business licensing;
- Completed electrical upgrades in 3 district offices
- Rehabilitated 10 district offices
- Completed over 2.1 km of sidewalks ;
- Preliminary draft of KM's first-ever Capital Improvement Program developed;
- Completed 95% of the first asphalt lift on Balahesar Road before work was suspended for the winter;
- Completed the review of the Urban Service Charges Law (in English);
- Obtained the DM Finance's endorsement of the concept of the Business Improvement Districts (BIDs)
- Completed the basic accounting course for 15 KM employees

1.0 ACHIEVEMENTS

1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS

Training

The KCI training team prepared scopes of work for five training programs. These included the Senior Leadership training for 20 KM senior staff, the Urban Planning training for five Urban Department staff, and the Driver Training for 22 newly hired drivers in the Sanitation Department. The objective of the Senior Leadership Training Program is to provide senior staff with leadership, analytical thinking and strategic planning knowledge and skills. The Basic Urban Planning Training will introduce the concepts of urban planning and will highlight the need for an integrated urban planning process. This will include using modern technology in preparing, planning and monitoring the implementation of urban development plans. In the Driving Training Program, drivers will learn driving standards, how to maintain vehicles and address mechanical issues, and how to plan transportation routes.

CLIN 1 staff completed scopes of work for the MCITP (Microsoft Certified IT Professional) and the Human Resources training. The 16-week HR training (two sessions/week) will cover the following topics: introduction to human resource management, job analysis, recruitment, staff development, employee performance management, and filing management.

In addition to the 1,000 staff who has already received safety training, KCI trained an additional 100 Greenery Department employees in December.

Additional trainings planned for the next month will include:

- ICDL training for an additional 200 staff members. Candidates have already submitted expressions of interest.
- Resumed training for 500 Future leaders after a three week break.

Public Outreach

The KCI CLIN 1 team continued to produce brochures highlighting KM work in the areas of greenery, sanitation and composting, and also began a public education campaign on the Sefa'i tax process and business licensing in coordination with CLIN 3 and the KM Revenue Department. Kabul citizens lack accurate information on why and how to pay their Sefa'i taxes which limits KM's ability to provide quality public services. A common misunderstanding among citizens is that the Sefa'i tax is only for trash collection and does not cover other service areas. Through the public education campaign, citizens will learn that paying their Sefa'i tax



Public Outreach Brochure on Sefa'i and Business Licensing

contributes directly to service improvements. The campaign will also encourage people to register their small businesses with the municipality, with the goal of increasing revenue for the city. This month KCI diversified the campaign, targeting children for educational outreach. This included producing 18 posters and one story book on sanitation.

KCI has contracted with the local subcontractor, Lapis to conduct the follow up Public Opinion Survey. The survey will be implemented in January and February, and the results will be compared to the baseline survey conducted in January 2011 to measure increases or decreases in public attitudes to city service delivery.

Additional public outreach activities in December included the following media events:

- Kick-off event for the Women's Engineering Training;
- Completion ceremony for the District Renovation projects in Districts 1, 4, 7 and 16;
- Certificate award ceremony for the Proposal Writing Training;
- Completion ceremony for the first phase of the Basic Accounting Training; and,
- Launch of the third Women's Business Development Campaign.

Gender

In response to demand from Kabul citizens, KCI implemented a third round of the Women's Business Development Campaign in December. More than 80 businesswomen showcased a variety of handicrafts, home-made sweets, pickles and cosmetics. This event, like the first two campaigns, was received positively by participants.

Also in December, KCI met with the Afghan Public Policy and Research Organization (APPRO) to review findings of the women's access to city services survey and presented the survey to the Deputy Mayor for City Services. KCI will continue to follow up on survey findings in the months ahead.

KCI developed the training curriculum for a six-month women professional engineers training. Topics include: the planning process, decision-making, modern engineering tools, time management, monitoring and evaluation, project management, contract management, subordinate management, reporting, communication and proposal writing. This training will be kicked off in January.

ICT

ICDL training continues and the Module 3 certification test is in progress. Eight groups containing 39 participants each have completed the test. The Module 2 test results were released and 182 out of 328 participants passed the exam. KCI and KM developed an attendance system to track ICDL student attendance. There are 370 trainees across different training centers at KM headquarters and individual departments. Developing a system to track participation was key to ensuring the effectiveness of the training program.

Additional activities undertaken by the ICT unit in December included the following:

- Developing a work order system database to track all IT related inquiries across KM's departments;
- Evaluating subcontractor bids for MCITP and A+ trainings for 10 KM IT department employees;
- Working with AFTEL (Afghan Telecom) team to set up the Fiber Optic ODF (Optical Distribution Frame patch panel) in Kabul Municipality;
- Distributing 28 desktop computers, 28 UPSs, 15 scanners and 1 printer to Kabul Municipality HQ and District Offices (#1, 2, 4, 5, 7, 8, 9, 10, 11, 13, 16, 17, 20 and 22).

1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS

Sanitation Services

In December KCI continued work on ongoing sanitation activities including steel mesh installation, canal construction, transfer station development, and trash pickup.

The steel mesh ditch covering project in District 2 is progressing well and is coming in under budget. With agreement from District 2, the project will be physically extended allowing the budget to be fully allocated.



Steel Mesh Ditch Covering in District 2

The Khowja Boghra Canal construction has been suspended for the winter. The project was scheduled to be completed prior to winter but the contractor performance was poor, completing only 35% of the project. KCI will decide in January whether to continue with this contractor or to rebid the project.

In the area of trash management, design work continues on the Transfer Station and KCI anticipates that in March, the project will be ready to solicit bids from local subcontractors to build the transfer station.

KCI has almost completed preparations to startup a new trash routing and collection project in District 2. The CLIN 2 team held meetings with the Wakil Gozars, and identified all dumpster locations and illegal dump sites. Illegal dump sites will be replaced with dumpsters.

Parks and Greenery

Out of the nine parks approved, six are nearing completion of the basic construction phase, and three others are underway but suspended for the winter. parks' bathroom/guardhouse construction is also suspended for the winter.

In coordination with the new DG Greenery, KCI has removed landscaping of the new parks from the subcontracts. Instead, KCI is working with the department to design the landscaping, which will save



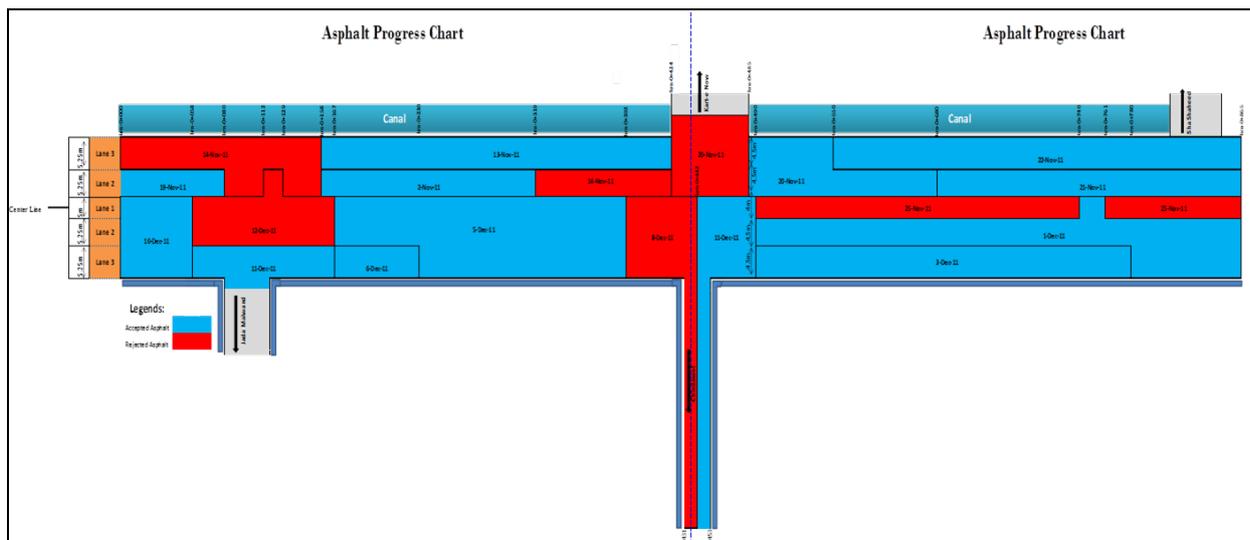
Newly Built Park in KM

The

money and improve the capacity of KM Greenery employees.

Kabul City Streets

KCI has suspended the construction of Balahesar Road for the winter. Much of the first lift of asphalt was improperly installed, with an unsuitable asphalt mix and improper installation. KCI decided not to have the improper asphalt removed before winter because it will provide a temporary wearing surface during the cold and snowy weather, and protect the sub-base. When construction resumes in the spring, the subcontractor will remove and replace the faulty materials, and install the second lift. In the drawing below, the red indicates the areas that will be replaced—amounting to 6,500 square meters.



The 10.23 km street renovation project in District 5 has also been suspended for the winter.

KCI has installed over 2.1 km of sidewalks, most notably near neighborhood parks/schools, and between the Polytechnic University and the Education University. While sidewalks appear to be a modest development, in fact they are a significant and important improvement as they enable the citizens to walk safely and stay out of traffic in heavy pedestrian and vehicle use areas.

District 13 is a poor, unplanned area of the city. KCI is working with the District 13 Manager and staff to survey and design road improvements to help increase the quality of living conditions for the local population in this district. Typically, these roads are very narrow with housing and retail buildings encroaching upon the right-of-way. This makes improvements very difficult. At the same time, this is a condition that is common throughout the city and completing the project may allow KCI to establish a methodology for improving roadways in other similar neighborhoods.



Street renovations in Kabul

An improved public transportation system is a major goal of Kabul Municipality and KCI is playing a coordinating role in achieving this goal. KM has selected 36 bus stop locations and is investigating improved bus circulation patterns. These

efforts will be coordinated with the Indian government who has offered to fund the bus stops and ultimately new busses for the city.

City Facilities

KCI is nearing completion of improvements to district offices. As of December, five districts (four buildings) have completed electrical rewiring, and another eight Districts (six buildings) have completed renovations. With the onset of winter, only a small amount of concrete work outside of two district offices remains and will be completed in April.

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

1. Revenue Collection

Policy Formulation, Legal Review

KCI submitted a document with draft articles to be included in a new improved version of Afghanistan's Municipality Act. These articles contain definitions of municipal autonomy and the status of municipal by-laws.

KCI completed an English version of a proposal to reform Afghanistan's Urban Service Charges Law (2000). This document will be of crucial importance with respect to revenue reform, as the quality of the existing legal framework is poor. At KM's request, KCI has also begun work on a similar proposal to reform Afghanistan's Rent Determination Regulation (2000). There are a considerable number of legal documents that seriously constrain Afghanistan's municipalities' ability to generate revenue.

KCI held two meetings with the USAID-funded Trade and Accession Facilitation for the Afghanistan (TAFA) project to discuss the tension between the existing city entry tax and Afghanistan's envisaged WTO-accession, and the possibility of replacing this tax with a much simpler road toll.

Revenue Improvement Action Planning (RIAP)

The Revenue team held a meeting with the DG Revenue to coordinate the RIAP progress and discuss future trainings on RIAP for other district offices. The team then worked on the curriculum for the RIAP training which is almost finalized. Staff from the central Revenue Department will also receive training.

Business Improvement Districts (BIDs)

The KCI Revenue Team held two meetings with the Afghanistan Chamber of Commerce and Industries (ACCI) to discuss the BID concept. ACCI agrees with the concept and promised their full support. ACCI has 21 sector committees who are willing to establish a new Small and Medium Enterprise (SME) sector committee for BIDs. ACCI has agreed to host a meeting about BIDs together with KCI and KM, to talk to the business community and promote the establishment of a new sector committee to work solely on this program.

The DM Finance has also endorsed the concept of BIDS and the next step will be to deliver a presentation at the Mayor's Donor Coordination Task Force meeting and then begin one or two pilot projects in the central districts.

2. Accounting, Budgeting, and Financial Management

Kabul Municipality's FMIS and Accounting

The FMIS team organized and facilitated a meeting with key FMIS users to resolve problems concerning data entry into FMIS and to produce a comprehensive expenditure report through FMIS, covering the first eight months (21 March 2011 – 21 November 2011). KM's Accounting, Budget and Contract Departments completed expenditure data entry.

With support from KCI, KM began implementing the payment process through FMIS on December 22nd. This included developing Revenue and expenditure reporting templates are now awaiting approval. These templates will be encoded in FMIS for future reporting needs.

Meanwhile, the KCI team assisted the FMIS suppliers in starting on-the-job training for the remaining key users of FMIS.



Basic Accounting Training

KCI finalized the training materials (including a participant manual and PowerPoint presentations) for the Basics of Accounting Course and 15 participants from the Accounts, Payment and Budget Departments took part in the training.

Budgeting

The CLIN3 Financial Management Team accompanied KM to the MoF budget hearing and participated in the presentation. This was the first time that KM requested assistance with budget affairs. KCI prepared the presentation on KM's budget for 1391 (March 2012 – March 2013) which was delivered by KM's DM Technical. The meeting was a success and the MoF agreed to fund KM's projects.

Payroll and Other Financial Management Issues

KCI is establishing a mechanism to enable salary transfers through bank accounts. Currently the KM civil servants receive their salaries in cash through a cashier. The process of disbursing salaries in cash is inefficient and creates a huge risk of fraud and theft as the cashiers keep a bundle of notes in their pockets while paying salaries. Making salary payments through bank transfers would significantly minimize risk. KM drafted a Memorandum of Understanding (MoU) with a commercial bank to allow staff salaries to be transferred through bank accounts.

3. Improvement of Property Tax Registration

In December, KM identified two KM officials to become the KM district staff trainers on property digitization. In addition, KCI continued scanning valuation forms for the year 1390 (21 March 2011 – 19 March 2012).

1.4 YOUTH

Several of KCI's activities have been specifically designed to serve the youth of Kabul. KCI has located many of its infrastructure projects in areas where youth will benefit from the improvements. The 5 sidewalk projects serve six schools and one university. Each day thousands of Kabul youth are now able to safely walk to and from school on sidewalks, out of muddy streets and dangerous traffic.

Each of the 10 municipal parks will include a sports court, which will be used by youth in Kabul. As you travel around Kabul, youth are playing soccer games on nearly every vacant lot; dodging rocks and utility poles to play the game they love. The new sports courts will provide them with a safe place to congregate.

KCI's public education campaigns also target youth, providing educational materials including posters, billboards, flyers and audio/visual material. The campaigns encourage youth to keep their city clean and green by properly disposing of trash. In December KCI obtained the author's permission to adapt a children's story about recycling and solid waste disposal which will be rolled out in the coming months to school children in Kabul.

2.0 ISSUES, OBSTACLES, AND RESOLUTIONS

- The lack of qualified training consultants in Afghanistan remains a major challenge to KCI's efforts to implement numerous trainings for KM.
- KM staff has yet to take ownership of the budget preparation process. KCI continues to work with KM to stress the need for them to manage the budget process.
- It is likely that the problems with the contractor for Balahesar Road will linger through the spring. KCI will continue discussions with the contractor through January so that if the project determines that the contractor must be replaced, there will be time to rebid the project before the spring construction season.
- The Khowja Boghra Canal contractor is behind schedule. KCI will be re-evaluating the work, and considering a termination and rebid of the remaining portion of the contract.
- The bidders for the Skid Steers equipment, which is central to city street maintenance and sanitation cleanup, do not have local maintenance facilities, and thus warranties

and parts for the equipment cannot be provided by the current bidders. KCI is exploring other methods for obtaining warranty support.

3.0 ACTIVITY FORECAST

Activities planned for the month of January 2012:

1. Identify and train employees for the Citizen Information Center;
2. Resume the Future Leaders training for 50 KM staff;
3. Develop the remaining three KM policies and translate them into English;
4. Continue work on the KM fiber optic connection and hard wiring;
5. Continue work on the ICDL and MCITP and A+ Training for KM staff;
6. Continue and expand the Public Education Campaign on Safa'i and business licensing to other districts;
7. Produce additional print and audio visual materials for the public education campaigns;
8. Continue work on the Public Opinion Survey;
9. Plan media training for KM;
10. Kick off the Professional Women Engineers training;
11. Begin training courses for the Women's Council on meeting management, team building and conflict resolution;
12. Launch the 4th Women's Business Development Campaign;
13. Finalize the Women's Council brochure and booklets;
14. Begin the Women's Leadership Training;
15. Roll out the new trash collection system/routing in District 2;
16. Develop a plan for using the compost produced at the landfill in the spring;
17. Train Sanitation Department truck drivers in driving and operating the compactors and dump trucks;
18. Arrange training for park maintenance staff;
19. Continue preparing the CIP, with at least 200 projects identified by the end of January;
20. Continue supporting the RIAP pilot project and expand the program to cover additional districts;
21. Translate the review of the Urban Service Charges Law; and review the Rent Determination Regulation (2000) and the Public Finance and Expenditure Management (PFEM) Regulation;
22. Continue supporting the FMIS key users and provide technical support to the Accounting Unit to process daily transactions through FMIS;
23. Deliver the Basic Budgeting and Chart of Accounts courses to 15 participants from the Accounts, Payment and Budget departments;
24. Continue Internal Audit training;

25. Establish a mechanism for salary transfers through bank accounts;
26. Continue scanning valuation records for the year 1390 and gradually transfer digitization work responsibility to KM Property Registration staff.
27. Coordinate with the Embassy Dept of Transportation to facilitate implementation of the BRT feasibility study and the ultimate construction of an improved bus system facilities
28. Explore ways to continue the Women's Business Development program originated by the Italian Embassy's Italian Corporation, by incorporating it into KCI's gender programming program

Annex A: Completed Service Delivery and Infrastructure Projects

S/N	Location	Type of project	Name of project	Date of Completion	Quarter of Completion
1	District 8/22	Facility improvement	Rewiring of District 8/22 Office Building	Quarter 1/Y2	3-Dec-11
2	District 14	Facility improvement	Rewiring of District 14 Office Building	Quarter 1/Y2	7-Dec-11
3	District 11	Greenery	Sayed ul Nasiri Neighborhood Park (Phase-1)	Quarter 1/Y2	12-Dec-11
4	District 11 & 15	Sanitation	Ditch Covering District 11 & 15	Quarter 1/Y2	14-Dec-11
5	District 5	Streets	4000 M2 Sidewalks Improvement	Quarter 1/Y2	20-Dec-11
6	District 1 & 5	Streets	Engineering and quantity roads survey	Quarter 1/Y2	Suspended
7	District 99	Streets	Materials and Soil Testing for Transfer Station	Quarter 1/Y2	Suspended
8	District 17	Facility improvement	Rewiring of District 17 Office Building	Quarter 1/Y2	27-Dec-11
9	District 20	Facility improvement	Rewiring of District 20 Office Building	Quarter 1/Y2	27-Dec-11
10	District 9	Facility improvement	Renovation of District 9 Office Building	Quarter 1/Y2	27-Dec-11
11	District 11	Facility improvement	Renovation of District 11 Office Building	Quarter 1/Y2	27-Dec-11
12	District 17	Facility improvement	Renovation of District 17 Office Building	Quarter 1/Y2	27-Dec-11
13	District 18/19	Facility improvement	Renovation of District 18/19 Office Building	Quarter 1/Y2	27-Dec-11
14	District 5	Facility improvement	Renovation of District 5 Office Building	Quarter 1/Y2	31-Dec-11
15	District 8/22	Facility improvement	Renovation of District 8/22 Office Building	Quarter 1/Y2	31-Dec-11

Annex B: Ongoing Projects

No	Location	Activity Name	Percentage Completed/ Construction	CLIN	Progress
1	District 3	Kart e Mamorin Park/New Neighborhood	93.8%	Services Delivery	Suspended
2	District 2	Shirino Park/Rehab Neighborhood	97%	Services Delivery	Suspended
3	District 12	Arzan Qimat Park-Block 4 (Park1)	88%	Services Delivery	Suspended
4	District 11	B. B. Sarwari Park/New Neighborhood	95%	Services Delivery	Suspended
5	District 16	Macrorayon Awal Park	82%	Services Delivery	Suspended
6	District 4	Shahr Ara Neighborhood Park	96%	Services Delivery	Suspended
7	District 4	Taimani Neighborhood Park	11%	Services Delivery	Suspended
8	District 3	Dehboori Park	5%	Services Delivery	Suspended
9	District 4	Canteen Construction in Shahrara Park	30%	Services Delivery	Suspended
10	District 2	Guard room and Canteen Construction in Shirino Park	30%	Services Delivery	Suspended
11	District 12	Guard room, Canteen & Toilet Construction in Arzan Qimat Park	20%	Services Delivery	Suspended
12	District 99	Transfer Station Design/Engineering Contract	90%	Services Delivery	In Progress
13	District 99	Composting project in Gazak Land Fill	40%	Services Delivery	In Progress
14	District 2	Ditch Covering District 2	90%	Services Delivery	In Progress
15	District 15	Khowja Boghra Canal & Side Drainage	35%	Services Delivery	Suspended
16	District 99	Wheels for Dumpster 8 inch	30%	Services Delivery	Pending in Procurement
17	District 99	Materials and Soil Testing	35%	Services Delivery	Suspended

18	District 1	1 KM Road Paving Project Balahesar	53%	Services Delivery	Suspended
19	District 5	10.23 KM Roads Paving Project	9%	Services Delivery	Suspended
20	District 2	Shirino Sidewalks Improvement	96%	Services Delivery	Suspended
21	District 3	Kart e Mamorin Sidewalks Improvement	96%	Services Delivery	Suspended
22	District 12	Qalaye Najara Sidewalks Improvement	96%	Services Delivery	Suspended
23	District 12/21	Rewiring of District 12/21 Office Building	76%	Services Delivery	Suspended
24	District 12/21	Renovation of District 12/21 Office Building	72%	Services Delivery	In Progress
25	District 14	Renovation of District 14 Office Building	97%	Services Delivery	In Progress

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