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KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 4)

JANUARY 1 - 31, 2011

February 12, 2011

This publication was produced for review by the United States Agency for International Development and was prepared by Tetra Tech ARD

This report was prepared for the United States Agency for International Development, Contract No. EPP-I-00-04-00035-00 Kabul City Initiative (KCI) Project under the Sustainable Urban Management Indefinite Quantity Contract II (SUM II IQC)

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ACRONYMS

AUCC	Afghan Urban Consulting Company
ASI	Adam Smith International
ATAP	CIDA-funded Afghanistan Technical Assistance Program
BOQ	Bill of Quantities
CIDA	Canadian International Development Agency
CLIN	Contract Line Item Number
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DFID	Department for International Development (UK)
DG	Director General
ICDL	International Computer Driver's License
ISAF	International Security Assistance Force
KCI	Kabul City Initiative
KM	Kabul Municipality
KMO	Kabul Municipal Offices
LTTA	Long Term Technical Assistance
MMCITF	Municipal Management and Capacity Improvement Task Force
MMCIP	Municipal Management and Capacity Improvement Plan
NRC	National Research Council
PMI	Project Management Institute
PMP	Project Management Plan
PRT	Provincial Reconstruction Team
QSIP	Quality Service Improvement Program
RFA	Request for Approval
STA/M	Senior Technical Adviser/Manager
STTA	Short Term Technical Assistance
SOP	Standard Operating Procedure
SOW	Scope of Work
TA	Technical Assistance
UNOPS	United Nations Office for Project Services
USACE	US Army Corps of Engineers
USAID	United States Agency for International Development
WWW	World Wide Web

PREFACE

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 the participation of Kabul citizens in the determination of services to be provided, and to communicate with citizens so they are aware of the improvements and credit the city administration with these accomplishments; 2) KCI assists the city staff to markedly improve the level and quality of services provided; and 3) KCI increases the ability of the city to generate its own revenues so as to fund the increased level of services that new management capacity makes possible.

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; and,
- A forecast of next month's activities.

JANUARY HIGHLIGHTS

- Nineteen Service Delivery Fund project concepts have been presented to the Steering Committee of Kabul Municipality
- Three Service Delivery Fund projects are in the contracts and procurement pipeline
- The baseline Organizational Management Assessment is completed
- The data from 2200 respondents to the KCI baseline public opinion survey have been compiled and submitted to the National Research Center for analysis and recommendations
- The Mayor approved the Municipal Management and Capacity Improvement Task Force (MMCITF) recommendations that Kabul Municipality adopt two internationally recognized training and certification curriculum for staff training: the International Computer Driver's License program (ICDL) and the Project Management Institute program (PMI)
- All three CLIN teams are fully embedded in Kabul Municipality offices
- Senior Project staff positions are filled
- Home and Field Office staff initiated contract and budget revisions to align with the approved 18 month work plan. These revisions will be submitted to USAID in February.

1.0 ACHIEVEMENTS

The embedding of KCI program staff in the Kabul Municipality and the implementation of the Working Group/Task Force process has enabled KCI to initiate coordination of donors interested in supporting Kabul Municipality. Donors such as the DFID-funded Harakat and the CIDA-funded Afghanistan Technical Assistance Program (ATAP) program are regularly attending Working Group meetings while others such as the US Army Corps of Engineers (USACE), the Provincial Reconstruction Team (PRT), the World Bank, CANDEM, ISAF, Task Force Fury, Task Force Kabul, European Union, the Turkish Government and the United Nations Office for Project Services (UNOPS) attend the weekly coordinating meetings chaired by the Mayor to leverage KCI funds.

The result has been elimination of the duplication of effort by donors intending to assist the City with the same road or the same park. Another result is cooperation on projects with one donor performing one function and another donor a different function such as the purchase and planting of trees. The Mayor sees KCI as his staff responsible for coordinating and systematizing his relationship with donor agencies, and has expressed his appreciation to KCI for bringing all the donors to one table to coordinate their efforts for KM.

1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS

Municipal Management and Capacity Improvement Plan (MMCIP)

KM Mayor Nawandish joined the January 13 meeting of the Municipal Management and Capacity Improvement Task Force to hear the preliminary findings of the KCI Organizational Assessment on the City's Institutional and Management Capacity. Working Groups reporting to the Task Force were instructed to consider the findings of the KCI Organizational Assessment in preparing their proposals and action plans for the Municipal Management and Capacity Improvement Plan.

The Organizational Assessment was completed and a Final Report and an appendix of the data collected during the assessment have been delivered to KCI for review. Specific recommendations were presented to the Procedures Working Group and the Training Working Group and will guide their contributions to the design and implementation of the Municipal Management and Capacity Improvement Plan.

Training

As KCI was performing a skills assessment of the 146 top managers in Kabul Municipality as part of the Organizational Assessment, the Training Working Group moved forward in developing a training needs and skills assessment for all 1458 employees of Kabul Municipality. KCI assisted in the development of a self-administered survey questionnaire which Working Group members then distributed to all departments. All of the surveys were returned within the month. KCI has prepared a database for analysis of the skills and training needs and to serve as tool for tracking delivery of training and the application of new skills on the job.

The Working Group prioritized the Sanitation Department, Greenery Department and Streets and Maintenance Department as the first three departments for analysis and creation of individual training plans for each department.

Standard Operating Procedures

The DFID-funded Harakat organization which seeks to improve the business-enabling environment in Afghanistan has been participating in the Procedures Working Group to coordinate their efforts to streamline procedures for construction permitting. The Working Group is also reviewing a proposal from the new Director General of Land Sales on streamlining the procedures for selling municipal land to citizens for housing.

Performance Standards

ARD's Quality Service Improvement Program (QSIP) expert STTA presented the QSIP methodology to KCI management and delivered recommendations for areas within the Kabul Municipality that can benefit from the QSIP methodology. The QSIP methodology which helps the municipality examine and improve relations with internal clients will be implemented in the fourth quarter.

ICT

The ICT Working Group presented a recommendation to the Municipal Management and Capacity Improvement Task Force that Kabul Municipality staff be certified through the International Computer Driver's License program (ICDL). The ICT Working Group has prepared a proposal for equipping a computer lab in the central municipal office for training and testing. The Working Group has sent out a survey to all 1400 employees in order to gauge the present level of computer skills and to understand what computer skills are needed for each job function. The Working Group will prepare a training plan.

KCI has issued an RFP to procure 80 laptop computers for the members of the nine Working Groups responsible for developing and implementing the Municipal Management and Capacity Improvement Plan and the Comprehensive Revenue, Finance and Land Registration Plan. The laptop computers will enable Working Group members to access and analyze information in the Training database and to prepare proposals and action plans.

Public Outreach

KCI public outreach staff are attending the weekly KCI/Kabul Municipality Project Oversight meeting to hear the presentations that AUCC staff are making to the Mayor and the Oversight Committee on CLIN 2 Service Delivery Fund projects. This enables public outreach staff to prepare communications and public participation action plans for each CLIN 2 activity that wins approval from the Mayor and the Oversight Committee. At the January 30 Project Oversight meeting, the Mayor instructed the Director General for Culture, the Greenery Department and the District Managers to work with KCI to prepare public meetings for citizens, particularly women and youth, to provide input into the design of seven neighborhood parks being built or improved through the Service Delivery Fund.

On January 10, the members of the Working Group for Increasing Participation of Women and Youth organized a meeting between the Kabul Municipality and the managers and editors of 30 news organizations. The Mayor, the Deputy Mayors, Directors General and the KCI COP and DCOP listened to the suggestions that Kabul news organizations proposed for creating a better partnership for informing citizens about city life. Based on the recommendations of the news media representatives, KCI prepared a proposal for improving media relations.

The Working Group has also developed a proposal for a public education campaign targeted at youth for proper disposal of household trash in neighborhood trash containers.

1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS

Four presentations were made to the Mayor and Kabul Municipality in January to secure concept approval and concurrence on proposed projects. Nineteen project concepts have been presented to the Steering Committee of KM including: ten Parks, one multisport court, a topographical survey of five neighborhood parks, four Sanitation and Drainage Subprojects, one Road Subproject in District 12 and municipal buildings facilities improvement and equipment upgrading subprojects. These projects will be issued for tender in February.

As project concepts have been approved, the Kabul Municipality has assigned its technical staff to participate in subprojects selection, survey, design, community engagement meetings and

implementation of subprojects as well as bid evaluation.

KCI subcontractor, Afghan Urban Consulting Company (AUCC) expanded its staff during the reporting period to include three Engineering Specialists for the Sanitation Department's Solid Waste Management and Drainage teams. All embedded staff of KCI/AUCC are based in the site offices and municipal departments. The AUCC training team has conducted assessments of the training needs of three departments. They are preparing schedules and materials for training technical staff.

Improvements to Solid waste management/Drainage sanitation services

The following projects were approved by the KM Steering Committee:

1. Ditch Covering with Mesh in District Two
 - A SOW/BOQ was completed for 2,918 meters of ditch covering that will keep trash out of ditches, keep people from using the water, and increase safety for pedestrians/vehicles. The estimated cost is \$160,000. This project will be accompanied by a Sanitation/Dumpster/Trash Receptacle program and full public outreach to ensure effectiveness.
2. Canal and ditch cleaning in district Eleven
 - This project includes cleaning 650 linear meters of Saraye Shamali Canal and 2075 linear meters of roadside ditches and was identified by the Director General of Sanitation because these drainage ditches typically flood in springtime, and this preventive maintenance will avoid future damage to the property of citizens and businesses in the area.
3. Transfer station in district Nine
 - A concept note for a transfer station to be located in Pol-e-Pacha is prepared and presented to the KM's meeting and has been approved. The next step is for the Municipality to provide KCI with land ownership documents for the transfer station.
4. Door-to-door waste collection in district Four
 - The concept for Door-to-Door waste collection in District Four was approved. Preparation of all required documents for tendering this project is underway.

Solid Waste Management teams have prepared summary information for the new initiative of the Kabul Municipality to implement door-to-door solid waste collection. Kabul Municipality considers the program to be highly successful and requests it be expanded into the all districts of Kabul.

The team worked with the key related staff of the Sanitation Department of Kabul Municipality to identify existing and potential locations for dumpsters in six districts of Kabul. Dumpster locations were identified and entered into the Google earth for Districts 1 through 6.

This work was conducted in preparation for reconfiguring dumpsters and creating regular collection schedules. Maps will be created for relocating dumpsters. Route maps will be prepared to train and help drivers to know the exact locations of dumpsters. KCI will work with KM to develop a public education campaign to engage citizens in the proper disposal of household trash into dumpsters

Preparation of design, SOW and other required documents are in progress for rewiring system of the sanitation building.

Parks and Greenery Improvements

The KCI/AUCC team has collected preliminary quotations for the purchase of 60,000 evergreen trees. The Greenery Department has identified locations for the trees on Google Maps and has taken the delivery of quotation for purchasing the amount from a private company. Concepts for building or rehabilitating the following parks were requested by the Director General (DG) of Greenery and presented to the KM Steering Committee and approved:

1. Refurbishment of basketball court in Shahr-e-Naw Park D-4.
2. Rehab of Shirino neighborhood park, D-2
3. Karte Mamorin new neighborhood Park, D-3
4. Rehab of Arzan Qimat neighborhood Park, D-12
5. B. B. Sarwari new neighborhood Park, D-11
6. Qala-e-Wazir new neighborhood Park, D-5
7. Rehab of Allauddin Park/Major, D-6
8. Rehab of Shahre Now Park/Major, D-4
9. Topographic Survey/five neighborhood parks
10. Construction of Mecrorayane Awal Park, D-16
11. Rehab of Dehbori neighborhood Park, D-3

Following an evaluation and site survey the team identified a large-scale park called Allahudin as a priority in district 6. The Allahudin site can accommodate a park on the scale of Shar-e-Naw Park or the Women's Garden that will attract visitors from all over the city. The project concept was presented to KM Steering Committee on January 11 and approved.

The Greenery Team is working closely with the Greenery department staff assigned by the Kabul Mayor. On January 30 the Mayor assigned two members of the Urban Planning Department to work with the park design team. He also assigned members of the Culture Department and district managers to work on public outreach events related to parks.

Improvements to Street Maintenance

The KCI/AUCC streets maintenance team prepared a concept note for a topographic survey of Ahmad Shah Baba Mina Township in District 12. An RFQ will be released to identify five pre-qualified firms.

In addition, the team prepared three concept notes on the following items:

- Replacing and upgrading the existing electrical system of SMD's building.
- Provision of Hand tools/Concept and an updated list.
- Training and equipping of six work groups for Kabul City roads asphalt patching.

At the weekly Project Oversight Committee meeting, the Kabul mayor asked the KCI street team to consider the following items:

- Reducing the asphalt patching teams from 10 to 5 working groups and spend the saved amount on upgrading of roads.
- All the roadside ditches should be stone masonry rather than RCC or dirt.

- The team should conduct the technical survey and topography of the area to build culverts and gravel of roads properly to get ready for asphaltting. Kabul Mayor highlighted that the municipality will asphalt such roads.

The team prepared a concept note for the procurement of machinery for five groups for a asphalt patching program and associated training. The team also conducted meetings with the private sector to identify available asphalt patching machinery.

Projects that improve quality of life for women and youth

The Mayor assigned relevant Municipal staff to work with KCI to engage women and youth in consultations during the design phase of the parks projects.

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

Legal assessment

CLIN 3 is in the process of reviewing the principal laws and regulations governing municipal finance in the KM such as the cleaning fee regulations, the regulation for parking areas charge on non-urban passenger vehicles and the Regulation on Lease Determination for Municipal Property Rent.

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

Revenue data for the years 1387 (2008) and 1388 (2009) has been collated and CLIN 3 is in the process of assembling a revenue data set for 1389 (2010).

Expenditure information for the years 1387, 1388 and 1389 has been provided by the KM and will be integrated into a comprehensive three year baseline analysis.

Monthly bank account, reconciliation protocol

A substantial consultation exercise has now been completed and a full draft Chart of Accounts has been completed and is ready for data population. Implementation of KM HQ procedures relating to the full Chart of Accounts is now being planned and will be followed by District Office field testing. The implementation of a full Chart of Accounts will facilitate consistent reporting of revenue and expenses, and contribute to the provision of accurate and complete financial information to stakeholders including the Ministry of Finance.

Comprehensive Revenue, Financial and Land Registration Improvement Plan

Improving extant tax collection

KCI's Municipal Revenue expert continues to meet with key KM counterparts both at the Municipality and at District Offices. Activities undertaken include a field visit to District 7 and a review of District 7 revenue data and work on development of the Chart of Accounts from a revenue perspective.

In addition, a hand-out on construction permit fees was developed and presented to the Revenue Working Group. Research on employee permits and a review of the Urban Service Charges Law is continuing.

Improving financial management

KCI's financial team continues to work closely with Kabul Municipality staff and has facilitated the three finance working groups in which a number of activities were identified and undertaken to improve the overall Kabul Municipality financial management systems.

The main activities undertaken were:

- Commencement of the digitization process of manual books of budget, allotments, expenditures and revenue records
- Standardization of reporting mechanisms
- The establishment of an internal control mechanism to ensure departments and districts comply with the applicable legislation and procedures
- Commencement of reform implementation and streamlining of the budget preparation process
- Gathering information for the preparation of a three year financial management improvement plan

Improving property tax registration

The Property Working Group continues to meet regularly and is presently developing a detailed three year work plan. Work has begun to catalogue the property and valuation records held at the Municipality and to establish control listings that will help accurately define the baseline and allow monitoring and evaluation of progress against targets.

Land administration processes that include property tax collection and property transaction tax revenue have been included in a planned process review and evaluation exercise.

Digitization equipment to assist in the increase of property tax records characterized in the property tax database has been procured and will soon be delivered.

2.0 ISSUES, OBSTACLES AND RESOLUTION

Security

Security continues to be a priority concern of the project, especially in consideration of the forthcoming Presidential decree in March regarding private security companies (PSC). To mitigate potential security limitations, Tetra Tech ARD will be hiring a Country Safety and Emergency Response Director to oversee security and ensure consistent application of security procedures for all Tetra Tech ARD projects including KCI. KCI will acquire five armed vehicles from an ARD project that is closing in February to help mitigate staff exposure when traveling among the central Kabul Municipality, the district offices and the project offices in Green Village.

Branding and Marking

A request for exemption from the USAID regulations for branding and marking all KCI activities with the USAID logo in accordance with ADS 320.3.2.5 was denied by the acting Mission Director. KCI is pursuing options to mitigate concerns that the branding of Service Delivery Fund activities with the USAID logo will undermine the ability to achieve the required KCI metric of increasing citizen trust in and satisfaction with the Kabul Municipality by 20% a year. KCI has issued a Request for Proposals from qualified Afghan advertising and public relations agencies to explore the possibility of strengthening and enhancing the Kabul Municipality brand by developing a theme and logo which would be incorporated, along with the USAID logo into the KCI Branding and Marking Plan. KCI anticipates engaging the municipal leadership in discussions of an enhanced Kabul Municipality brand during the month of February. KCI will submit a Branding and Marking Plan to USAID by the end of this quarter.

3.0 ACTIVITY FORECAST

- Work with Kabul Municipality to plan and hold public events that will engage women and youth in consultations on the design of neighborhood parks
- Submit a proposal to the Project Oversight Committee to proceed with implementation of a public education campaign to engage citizens, particularly youth, in proper disposal of household trash in municipal dumpsters
- Working with the Sanitation Department as the priority department, design a department training plan that links improvements in job descriptions to individual training plans and performance evaluations
- Submit proposals to the Project Oversight Committee for the rehabilitation and equipping of the Kabul Municipal Computer Training Lab and an interim private sector training solution that runs parallel to the training and certification of KM IT staff in ICDL training and testing.
- Present a concept to the Kabul Municipality for Service Delivery Fund projects to rehabilitate a 3 km road in District 11 that feeds into the ring road and will reduce traffic congestion in Khair Khana.
- Lead the coordination of all donor tree planting initiatives being proposed for the Spring planting (Naw Ruz)
- Coordinate efforts on Khair Khana Park with ISAF
- Identify and survey residential street gravelling project opportunities in multiple districts
- KCI will co-ordinate and harmonize the Harakat investment climate program work on construction permits and provide an analysis of the impact on revenue streams.
- Initiate development of KCI gender strategy

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