



USAID | **AFGHANISTAN**
FROM THE AMERICAN PEOPLE

KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 6)

April 1 - 30, 2011



April 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)

Principal contacts:

Scott Johnson, Chief of Party, Tetra Tech ARD Kabul, Afghanistan

Adrienne Raphael Project Manager, Tetra Tech ARD Burlington Vermont

Implemented by:

Tetra Tech ARD/KCI
Green Village BC-3-18
Supreme Road
Kabul, Afghanistan

Tetra Tech ARD
P.O. Box 1397
Burlington, VT 05402
Tel: 802-658-3890

AFGHANISTAN KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 6)

April 1-30, 2011

May 12, 2011

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.

CONTENTS

CONTENTS	I
ACRONYMS	III
PREFACE	5
APRIL HIGHLIGHTS	6
1.0 ACHIEVEMENTS	7
1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS	7
1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS	9
1.3 CLIN 3: INCREASE REVENUE COLLECTION AND IMPROVE FINANCIAL ACCOUNTABILITY AND TRANSPARENCY	10
2.0 ISSUES, OBSTACLES, AND RESOLUTIONS	12
3.0 ACTIVITY FORECAST	13

ACRONYMS

AUCC	Afghan Urban Consulting Company
ACSI	Afghan Civil Service Institute Training
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
COA	Chart of Accounts
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DG	Director General
FMIS	Financial Management Information System
GMIC	Government Media and Information Center
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
PPWG	Public Participation Working Group
PRT	Provincial Reconstruction Team
QSIP	Quality Service Improvement Program
RFA	Request for Approval
RWG	Revenue Working Group
STAM	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

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.

APRIL HIGHLIGHTS

- The curriculum design for the first English and computer training course for KM employees has been completed.
- The assessment of KM staff in preparation for International Computer Driver's License (ICDL) trainings has been completed.
- KM staff members have been identified to participate in the project management training at the Project Management Institute (PMI) to be held in Turkey.
- The Saraye Shamali canal and roadside ditch cleaning project was completed in April, just days before significant rain storms hit the city. The cleaning of the ditch avoided substantial neighborhood flooding.
- Topographical surveys and designs have been completed for five parks, all of which will be out to bid in May and under construction in June.
- Over 25 kilometers of streets, divided into five projects, were identified, planned, and put out for bid in April.

1.0 ACHIEVEMENTS

1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS

Training

During the month of April, CLIN 1 was active in designing surveys and collecting data to assess municipal employee training needs. Surveys on KM training needs were designed and circulated in Districts 1, 2 and 9. More than 500 surveys were collected from these districts as well as from the revenue department, and were entered into the training survey database.

The SOW for the Afghan Civil Service Institute Training (ACSI) proposal writing training and the project management training was reviewed, revised and prepared for submission to USAID. The KM-KCI-Master Training Plan for the upcoming six months was developed. The plan includes the following training information by department (1) training topic, (2) list of participants, (3) tentative dates, (4) location and duration. The KM-KCI Master Training Plan will be presented to the Mayor during the first week of May.

Project Management

KCI awarded contracts for the initial English and computer trainings designed to prepare Kabul Municipality staff for participation in the PMI training course. The subcontractor conducted a pre-test in order to develop a curriculum based on staff training needs. The completed curriculum was submitted to KCI on May 2nd and the Dari version of the PMI books have been rebound and will be distributed among the potential PMI candidates during the first week of May. KCI asked and received copyright permission from PMI to translate its text to Dari. The English and computer trainings are scheduled to kick off the first week in May. In addition, the proposal from PMI Turkey has been received and the list of participants has been finalized and signed off on by the Working Group.

Compensation

A team from KCI and KM was assigned to review, revise and standardize the existing job descriptions of the KM staff. Hand written job descriptions received from the departments were subsequently typed, reviewed and revised by the KCI/KM assigned team. In order to expedite this process, KCI provided two computers and two printers to the KM Advisory Board. As of the end of April, job descriptions for seven departments had been finalized including: (1) All Director Generals, (2) Urban Planning, (3) Sanitation (4) Districts (5) Greenery, (6) Cultural, and (7) Market Control.

ICT

In April, CLIN 1 completed the following ICT activities:

- KCI completed the ICDL assessment of KM staff and the ICDL training is tentatively scheduled to take place from the first week of June through October.
- KCI distributed 57 laptop computers and printers to the KM Advisory board.
- Purchase requests were issued for equipment for the Sanitation training centre and the Streets & Maintenance training centre including computers (12 for Sanitation and 20 for Streets & Maintenance), IT equipment and furniture.

Public Outreach

KCI meetings with the Government Media and Information Center (GMIC) resulted in an agreement to conduct work related training courses for KM Publications Department staff. GMIC has also agreed to prepare new staff job descriptions and send two interns to work closely with the Public Information (PI) Department.

Other public outreach activities in April included the following:

- The Public Participation Working Group (PPWG) approved the Community Engagement Center proposal to rebuild the Cinema Park and use the space for the KM Printing Press and Radio/ TV station.
- The KM Anti-Corruption Strategy was drafted with input from PPWG members.
- KCI and the KM have completed the design for the KM M&E Commission. Members of the commission have been identified and the development of job descriptions has begun. The members will be trained in M&E techniques to prepare them for service on the commission.
- KCI Communications Strategy was drafted.
- The Opening Ceremony for the Ditch Covering Project in District 2 took place with the participation of teachers, elders, students and other members of the community.
- Audio production and photography training courses designed for KM PI department staff in cooperation with GMIC have been scheduled.

Gender Strategy

The KCI Gender Advisor completed the first trip of her short term assignment and has produced the Kabul Municipality Gender Strategy. KCI recognizes the differing conditions and needs of men and women in Afghanistan. The goal of the Kabul Municipality Gender Strategy is to help improve women's trust in city government and satisfaction with its services through activities which aim to achieve three outcomes:

- Outcome One: Women have greater opportunity and capacity to contribute to decision-making in Kabul Municipality;
- Outcome Two: Women have improved access to municipal services; and
- Outcome Three: Kabul Municipal Government is better informed about the needs of women in Kabul City, and women in Kabul City are better informed about the municipal services available to them.

Planned activities outlined in the gender strategy include:

- The development and implementation of a Kabul Women's Recruitment Project and a Women's Professional Development Program at the Municipality
- Support for and improvement in the capacity of the Municipal Women's Council.
- The development of gender sensitive Human Resource policies, accompanied by staff training on these policies.

- The establishment of a Department of Gender Equity with a mandate and resources to design and advocate for improved services and infrastructure for women.
- The development of and associated training on Standard Operating Procedures for gender mainstreaming for all departments in the municipality.
- Development and implementation of a Women’s Safety Audit program.
- Completion of a gender budget audit which identifies the amount of money spent on service delivery for women versus men.
- Development and adoption of a communications policy and a public education and outreach campaign for women with accompanying training.

The Gender Advisor will be returning to Kabul in mid-May to serve as Interim CLIN 1 Team Leader and plans to begin her second gender assignment in June.

1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS

Improvements to Solid Waste Management/Drainage Sanitation Services

In April, CLIN 2 worked with KM to clean and rehabilitate multiple canals and roadside ditches. The Saraye Shamali canal and roadside ditch cleaning project was completed in April, just days before significant rain storms hit the city. The cleaning of the ditch avoided substantial neighborhood



Figure 1 Saraye Shamali Canal--Before



Figure 2 Sayaye Shamali Canal--Completion

flooding. Cleaning and rehabilitation for the Mirwayez drainage canal (210 meters) and the Proja Jadid Khaikhana drainage canal in district 11 (350 meters) also began in April.

The ditch cleaning and grating project in District 2 encountered some difficulty when the contractor found that he was unable to obtain the iron for the grates. This required a redesign which caused a week long delay. The work has now resumed.

The pre proposal, bid opening, and bid evaluation meetings for the Khowja Boghra Canal and ditch construction and cleaning in District 15 have been conducted, and the construction work will begin in May.

The GPS demonstration tools which were installed by KCI in a sanitation waste collection compactor truck continue to function successfully. In May, KCI plans to begin testing a radio-based system that will avoid GSM/telephone charges for the Municipality.

The Composting project work is in progress. KM identified and assigned sanitation workers to work with the composting specialist. KCI is pursuing a Public Private Partnership that will operate the

composting project. This will help increase employee salaries and improve motivation while at the same time produce more compost.

Rewiring of the Sanitation building is underway, including the establishment of a small training room.

Parks and Greenery Improvements

KCI has completed the construction of a fence around the sports court in Park-e-Shahre Naw and the court has become popular with the community's youth.

Topographical surveys and design have been completed for five parks, all of which will be out to bid in May and under construction in June.

The tree planting project has been suspended for the end of the tree planting season. The program fell short of expectations partly due to differing expectations of the DG Greenery and KCI. The DG for Greenery expected that KCI would simply provide trees to the Department to be planted, while KCI determined that the Department did not have the capacity to plant 60,000 trees, and the trees would likely be resold in the market. Kabul Municipality remains in desperate need of greenery. In June KCI subcontractor AUCC will be hiring a professional arborist in Kabul and the project will begin to design and layout additional areas for tree planting. KCI will work cooperatively with the community and youth groups and tree planting will resume in the fall.



Figure 1 New Lighting at Streets Department

Street Maintenance Improvements

Over 25 kilometers of streets, divided into five projects, were identified, planned, and put out for bid in April. All five projects will be contracted in May and underway in June.

The Street Maintenance Department is being completely rewired and repainted and the roof is being replaced.

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

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

During the last two months the CLIN 3 financial team tried to collate basic financial data into electronic format for further analysis. Revenue, expenditure and budget information for 1387, 1388 and 1389 will be integrated into the first three year baseline summary report. An initial basic analysis of the data illustrated that the figures provided by KM Directorates and the Districts were inadequate and incomplete. Fortunately, KCI has compiled a detailed spreadsheet of revenue collection results reported by the 22 Districts which will allow comparative analysis of District results by revenue type. These reports should facilitate a deeper analysis of Kabul Municipality financial activities over the past three years, pending KM cooperation in providing electronic or paper copies of historic bank statements.

Development of a Chart of Accounts

The Chart of Accounts was approved on the 31st of March. During the month of April the COA was

implemented for the new fiscal year, commencing March 22. The COA has been implemented across all Departments and 22 Districts along with electronic format standardized reporting templates. User training will begin mid May.

The use of the COA will facilitate consistent reporting of revenue and expenses and will contribute to the provision of accurate and complete financial information to senior managers and stakeholders including the Ministry of Finance (Budget) and others.

During April instructions and examples for COA usage were developed to assist Kabul Municipality employees in learning to use the COA appropriately in their day to day accounting, finance and reporting activities.

The Bank reconciliation templates have been prepared in Dari and English. **Improving financial management**

KCI's financial team members and Kabul Municipality staff continue to identify needs and develop proposals for improvements to KM financial management. The main activities undertaken during April were:

- Development of standardized revenue reporting templates.
- Assessment of the Internal Audit Department operations, reporting and organizational structure.
- Preparation of communications and training materials for COA implementation and standardized reporting.
- Ongoing reform and streamlining of the budget preparation process.
- One meeting was held with the Financial Working Group, while the other planned meetings were postponed due to lack of support from KM participants. In the future, these meetings will be held every other Tuesday.
- The team has prepared criteria to support the acquisition of FMIS including judging technical features of the system, functionality and taking part in the pre-proposal bidding meetings.

Legal assessment

During the month of April, the CLIN 3 Legal Support Advisor and the short term Legal and Policy Adviser researched and analyzed revenue collection activities. A number of previously unknown key documents have been located and translated including:

- The Council of Ministers' approval of vehicle urban service charges
- The Land Sales and Acquisition Prices By-law/Schedule
- Relevant provisions concerning work permits in the Labor law
- The Official Gazette no. 966 (the Labor Law), the old Urban Service Charges By-law of the year 1384

Other Activities:

- Research on: the application of Safai rates, building assessments in Kabul City, and Safai charge exemptions
- Meetings with the KM Budget Unit, Ministry of Transport for the vehicles rent by-law, Director of Cultural Services about penalties and advertisement revenue
- Visit to District 5 to obtain information on building assessments

These documents along with the previously completed legal translations of the key laws affecting municipal revenue collection will form the basis of the legal analysis to be completed by KCI's Legal and Policy Advisor.

Improving extant tax collection

KCI's Municipal Revenue expert and his revenue advisers meet regularly with key KM counterparts both at the Municipality and at District Offices. Activities undertaken in April include:

- Support to the Canadem/ATAP joint project on business license process re-engineering.
- Field visits to Districts 5 and 11 to review revenue collection and the Safayi registration processes.
- Finalization of a Power Point Presentation on the Safai collection process for municipal revenue officers.
- Comparison of revenue gathered by Kabul and the four other big cities in Afghanistan: Herat, Jalalabad, Kandahar and Mazar.
- Meeting with the Director of Culture about revenue (regular or penalties) of advertisement bill boards.
- Preparation of a presentation on a Revenue Improvement Action Plan (RIAP) and presentation to RWG. On May 8th, the presentation will be presented at the Mayor's meeting.
- Developed a 62 slide presentation on customer service orientation.

Improving property tax registration

The scanning equipment for digitization of property records, one of the priorities of KM, arrived and the Property Registration and the Administrative and Program Assistant-Property began to scan the property records. Currently, 4700 documents have been scanned.

The Property team undertook the following additional activities:

- Established and communicated the baseline of properties already characterized in the property tax system, including electronic and paper-based registrations.
- Introduced accurate tracking mechanism to measure digitization progress.
- Visited Districts 1, 2, 3,4,6,7 and 11 to demonstrate the digitization process.
- Wider development context report written. Work plan item 2.5.3 "Undertake a wider review of the property taxation system that includes lessons learned by other donor organizations or key reform actors" – 100 % complete.
- Valuation form created in electronic format and translated into Dari.
- Successful presentation on Property Registration at the Mayors coordination meeting by Mohammad Arif Nassery.
- Support to Property Working Group proposal for a new property distribution strategy and feasibility study.

2.0 ISSUES, OBSTACLES, AND RESOLUTIONS

CLIN 1 Issues

- Awaiting procurement of 544 computers in order to implement the KM computer training program. Procurement has taken longer than anticipated.
- It has been difficult to attract media to attend the public events. CLIN 1 is working on ways to improve outreach to the media to encourage them to attend and report on KM projects.

CLIN 2 Issues

- The tree planting program fell short of expectations partly due to differing expectations of the DG Greenery and KCI. The DG of Greenery wanted 60,000 trees however KCI did not feel

that the large number of trees could realistically be planted and cared for with the current resources. KCI additionally was not able to obtain the large number of trees required due to vendor shortages.

- The pace of project implementation for CLIN 2 has been slower than expected. KCI is working to remedy this by improving processes for designing scopes of work and by streamlining the subcontracting and procurement processes.

CLIN 3 Issues

- City officials have been reluctant to release electronic bank statements to reconcile with KM accounting figures. This has delayed completion of the “Three year baseline analysis of historic revenues, expenditures” work objective and will hamper other objectives including automated bank reconciliation procedures. An alternative is to ask for hard copies of the statements, however this will also cause further delays and include additional work to re-digitize the data.
- Senior officials at KM lack authorization to make decisions, as substantive issues are routinely deferred to the Mayor for approval. An example is the bidding process for the FMIS. In addition to the KCI experts the procurement rules require an expert from KM to take part in the evaluation and only the Mayor may make the appointment. This has caused some delays in the process of bidding the FMIS.

3.0 ACTIVITY FORECAST

CLIN 1 May Activity Forecast

- **Project Management and Compensation**
 - The first group of PMI students will begin English and Computer classes.
 - All job descriptions for the Municipality will be finalized.
- **Training**
 - Begin proposal training for senior employees of KM
 - Begin the total station training for KM-Engineers
 - Finalize the training assessment matrix
 - Finalize the Training Master Plan
- **ICT**
 - Implementation of the Help Desk management system
 - Implementation of the FMIS software
 - Implementation of the KM ICT infrastructure
- **Communication and Outreach**
 - Media Training at GMIC
 - Begin work on the KM Printing Press
 - Begin work on the KM Radio/TV Studio
 - District 2 Business Development Public Education Campaign
 - CSO Database
 - Recruitment for vacant posts in the Communications and Outreach portfolio
 - Begin work on the Mayor’s blog and Eblast
 - Prepare SOW for Public Education Campaign (multi media)
 - Conduct Journalists’ Seminar

CLIN 2 May Activity Forecast

- Sanitation:
 - Construction of 350 M roadside drainage ditch project in front of Abdul Qader Bedel School in District 11 in progress.
 - Construction and cleaning of Khwaja Boghra Canal project in District 15 begun.
 - Survey to identify new potential drainage projects.
 - Rewiring of Sanitation building project in progress.
 - Composting project ongoing.
 - New routing plan implemented for District 2 trash collection.
 - The existing composting office in Gazak landfill repairing work will be started and completed.
- Greenery
 - 5 parks will be put out for bid.
 - Rewiring of Greenery building project completed.
- Streets
 - Proposals evaluated for 26.195 km paved streets.
 - Proposals evaluated for Pothole patching equipment.
 - Interior painting and roof insulation of street maintenance building completed.
 - Rewiring of Street maintenance building project completed.
 - Total Station training started in Street maintenance department for municipal engineers. Targeted municipal departments include Street Maintenance, Urban Planning and Construction Control departments of Kabul Municipality.

CLIN 3 May Activity Forecast

- User support of COA in all financial reporting of Departments and 22 Districts.
- Distribution of COA training materials and training conducted for KM staff.
- Evaluation of the bids on FMIS procurement, depending upon support of KM officials.
- Issuing of an Internal Audit Manual after approval by Financial Working Group members.
- Three year baseline analysis of historic revenues, expenditures and budget-to-actual variances – depending upon cooperation of KM officials in providing electronic bank statement data.
- Legal analysis and mapping of revenue sources and begin preparation of the final report.
- Continue shared responsibility for work of the Revenue, Financial Management and Property Planning Task Force and its three working groups.
- Develop and refine preliminary three-year comprehensive improvement plans for Revenue, Finance and Property.
- ASI teams will continue to visit District Offices and Departments to review activities and conditions of operations, particularly with regard to revenue collections, property activities and financial processes. The district Office visits will allow CLIN 3 advisors to examine firsthand the procedures and documentary infrastructure being employed at the district level and compare that with current KM activity.

USAID/Afghanistan
U.S. Embassy Cafe Compound
Great Masood Road
Kabul, Afghanistan
Tel.: (202) 216-6288
<http://afghanistan.usaid.gov>