



# KABUL CITY INITIATIVE (KCI)

## MONTHLY REPORT (NO. 5)

FEBRUARY 1 - 28, 2011



Kabul Sanitation Workers in Dress Uniforms

March 12, 2011

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**Principal contacts:**

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

Adrienne Raphael Project Manager, Tetra Tech ARD, Inc. 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

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## **DISCLAIMER**

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# CONTENTS

<b>CONTENTS</b> .....	<b>I</b>
<b>ACRONYMS</b> .....	<b>III</b>
<b>PREFACE</b> .....	<b>5</b>
<b>FEBRUARY HIGHLIGHTS</b> .....	<b>6</b>
<b>1.0 ACHIEVEMENTS</b> .....	<b>7</b>
1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS .....	7
<b>1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS</b> .....	<b>8</b>
CLIN 3: INCREASE REVENUE COLLECTION AND IMPROVE FINANCIAL ACCOUNTABILITY AND TRANSPARENCY .....	10
<b>2.0 ISSUES, OBSTACLES AND RESOLUTION</b> .....	<b>12</b>
<b>3.0 ACTIVITY FORECAST</b> .....	<b>12</b>



# 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
COA	Chart of Accounts
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
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.

# FEBRUARY HIGHLIGHTS

- Eight new Service Delivery Fund project concepts were approved by the Project Steering Committee of Kabul Municipality
- The baseline Public Opinion Survey was completed
- The Mayor approved the installation of a computer training lab in the central Kabul Municipality building
- The first in a series of public meetings to engage citizens in the design of Service Delivery Fund projects took place in Districts 2, 3 and 11 where women and youth discussed neighborhood parks
- A Chart of Accounts for the KM has been developed and will be presented to the Mayor in early March
- The first three-year baseline summary report of revenue, expenditure and budget information for 1387, 1388 and 1389 has been prepared
- A revised Work Plan and PMP were approved by USAID

# 1.0 ACHIEVEMENTS

## 1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS

The baseline Public Opinion Survey has been completed. Findings include information on: citizen priorities for city services, willingness to pay, satisfaction with services, and perceptions of government responsiveness, corruption and change over time. The survey findings will be presented to the Mayor in March. An advertising agency selected through a tender has initiated work on developing a theme and logo that can serve as a consistent theme for branding signs of the many donor-funded projects for Kabul Municipality.

### **Municipal Management and Capacity Improvement Plan**

In response to KM concerns to reduce the number of meetings concerning joint KM/KCI activities, the six Working Groups now report directly to the Mayor at the joint Project Oversight and Donor Coordination meeting. The feasibility study for the “Kabul Future Leaders” internship program was completed. While KCI and Kabul Municipality are in agreement that the program will have a positive impact, there remain some obstacles to be addressed concerning recruitment and payment and how to ensure that KCI-employed interns receive credit for their years of service when they move onto the municipal payroll at the end of their internship.

### **Gender Strategy**

The Gender Advisor has been contracted to begin delivering STTA on March 5 to KCI for the development and implementation of a Gender Strategy.

### **Training**

Data on the self-assessed training needs of 1150 Kabul Municipality employees has been entered into a database. Computer training and English language training are the two needs most often identified, with Administration, Leadership and Management and AutoCAD training also cited by a significant number of employees.

The Training Working Group held a practical workshop during their February 17 meeting on the need for managers to document specific required skills, particularly in the areas of English and computer training. The workshop covered the need and methods for monitoring and evaluating training programs and for conducting performance evaluations.

The Streets and Maintenance Directorate used a matrix developed in the workshop for Streets and Maintenance managers, to review the training needs data and develop recommendations for ‘required skills’ that should be included in individuals’ job descriptions. This will result in the development of individual training plans for Streets and Maintenance Directorate employees in early March and will roll up into a department-wide training plan.

Work on individual training plans for municipal managers has been delayed as KCI, Kabul Municipality and the Civil Service Commission are developing a Memorandum of Understanding concerning training to be delivered by ASCI. It is anticipated that plans will be developed in March.

### **Standard Operating Procedures**

Two sub-groups have been working on priority procedures (land registration and construction permitting procedures). In response to the Organizational Management Assessment finding that few administrative procedures exist in writing, the Procedures Working Group has collected nineteen first drafts of written procedures from eleven directorates.

KCI met with Integrity Watch Afghanistan (IWA) to request that they present their proven methodology for streamlining procedures to the Procedures Working Group. The IWA methodology consists of process mapping, customer surveys, customer service training, public information, and a robust monitoring and evaluation process. IWA will make a presentation in March, at which time KCI will determine whether they will utilize IWA funding to partner with Kabul Municipality to take one or more procedures through the streamlining process.

### **Performance Standards**

The ICT Working Group has reviewed Help Desk Management Software that will support the KM IT Department to establish performance standards for help desk staff.

### **ICT**

Eighty laptop computers have been procured. The Mayor and the three Deputy Mayors received the first laptops to be configured. The remainder will be distributed to Working Group members in March. The laptop computers will improve daily productivity, as well as assist WG members in handling the extra workload that comes from participating in the joint KCI/Kabul Municipality Working Groups. WG members will be able to perform analyses on the data in the training database created by KCI.

The Mayor approved the plan to build a 20 station computer training lab in the central Kabul Municipality office using desk top computers. Procurement is underway and computer training utilizing the International Computer Driver's License standard is expected to begin on or about April 1.

The ICT Working Group is preparing a plan to establish a municipality-wide help desk function. The Group began working on a plan to gradually segue existing computer operator positions in the directorates and district offices to a Help Desk and computer training function.

### **Public Outreach**

The first series of events to engage citizens in the design of municipal services and infrastructure were well attended. More than 400 citizens, mostly youth and women, participated in three public events to solicit citizen input into the design of neighborhood parks. Citizens in the Sherino neighborhood of District 2, the Karte Mamorin neighborhood in District 3 and the Bibi Sarwari neighborhood in District 11 gathered to share their ideas of what makes a good park. Children and youth used paper and crayons to express their ideas, while women and community elders caucused in separate groups to prioritize the amenities that would best serve the local population.

Two technology presentations facilitated by the US Embassy in February have interested the Mayor of Kabul in new social networking technology. After meeting with a delegation of Google representatives, the Mayor requested assistance with developing a blog and Facebook page. The demonstration of group SMS distribution by Paywast resulted in the Mayor forming, on the spot, a group of his senior managers to look into group SMS distribution for KM. The Mayor also requested that television PSAs be run to alert citizens how to join the Mayor's PAYAM group to receive regular SMS updates on city activities.

## **1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS**

In four meetings (held regularly once a week) with the Mayor and Kabul Municipality on proposed projects, eight project concepts were presented to the KM Steering Committee to secure approval and concurrence including:

- Three projects for the Sanitation Department;
- Three projects for Street Maintenance; and,

- Two projects for the Greenery Department.

The information on the approved concepts is detailed below under each individual department.

Project proposals are jointly evaluated with at least two KM staff participating. It has become evident that the concept of bid evaluation is new to the KM staff, so KCI will provide both classroom and on-the-job training to our Municipal counterparts for future evaluations.

### **Improvements to Solid Waste Management/Drainage/Sanitation**

The following projects were approved by the KM Steering Committee:

Composting is a major priority of the Kabul Municipality. KCI will initiate a composting program in the city. The KCI program will provide a container for tool storage, miscellaneous small tools, safety clothes, a water source, and hire an experienced Afghan compost expert. Kabul Municipality will assign 20 workers to the project. Compost will be produced for city use, with the goal being the sale of compost to citizens and farmers.

Drainage: A 'missing link' in a canal is leading to neighborhood flooding in District 11. A 350 meter drainage canal will be designed and built to correct the problem. 500 households will directly benefit from the project; a major canal and street-side ditch project will be undertaken in District 11. 2260 households will directly benefit from the project. A contract was awarded for the cleaning of Saraye Shamali Canal, a major canal along Airport Road that is fully blocked and will flood the surrounding neighborhood during the spring runoff.

KCI's Solid Waste Management Team completed the recording of dumpster locations (GPS/Google Map) for Districts 5 and 6. The team is currently recording the dumpster locations in District 1. As a result, the project will prepare maps and route plans and relocate dumpsters in March to better manage the collection of waste in those districts.

### **Parks and Greenery Improvements**

The Director General (DG) of Greenery requested concepts for building or rehabilitating the following parks. Concepts were subsequently approved by the KM Steering Committee:

- Construction of sport court, District 4, approximately 500 households will benefit from this project;
- Refurbishment of Macrorayon-e-Awal sport complex, District 16. 5020 households will be benefited by this project.

Procurement is underway toward the Mayor's goal of planting 60,000 trees in Kabul. Major obstacles remain, including the lack of a locational plan for planting the trees, the brief window for planting, and the limited supply of trees. Although the total is contracted, the 60,000 target is aggressive, so it is likely that fewer than 60,000 trees will be planted this season. KCI has coordinated the tree planting programs of ISAF, KCI and the Turkish military. A ceremonial tree planting symbolizing the start of all three projects is planned for early March.

Five park surveys were completed. KCI awarded the work to five separate firms, including three very small firms, so as to spread program benefits throughout the community, provide experience to small firms, and test the capacity of firms for future, larger projects.

The contract for fencing of the Sports Court that will create a small soccer field for youths in Shar-e-Naw Park was signed.

## **Improvements to Street Maintenance**

Four project concepts were presented to and approved by the KM Steering Committee including:

- Upgrading of 3 km of residential streets, including construction of side ditches in the Second Part of Khair-Khana in District 11. Approximately 3,200 households and 200 shops will benefit from this project;
- Upgrading of 5.4 km of street in District 3. Approximately 2,200 households and 600 businesses will benefit from this project;
- Upgrading of 1 km of Balahesar Street in District 1. Approximately 1,510 households and 400 businesses will benefit from this project.

A fourth streets project was not approved by the Steering Committee, the construction of Shahrak-e-Police Intersection. The Mayor stated that he believed there were higher priorities for KCI, and that he hoped another donor would be found to complete this intersection.

The rewiring design for the Street department building is completed and has been submitted to AUCC/KCI management for review.

## **CLIN 3: INCREASE REVENUE COLLECTION AND IMPROVE FINANCIAL ACCOUNTABILITY AND TRANSPARENCY**

### **Process Mapping Seminars**

The Revenue, Property and Financial Working Groups, with STTA assistance, progressed toward implementation of a process-mapping program. The objective is to complete process maps of six key revenue collection processes and an overview of the financial framework comprising six major work flows. These process maps will facilitate the standardization of working procedures across 22 Districts, as well as provide a starting point for developing more effective revenue collection and financial processes. The first workshop, on the *Safayi* (property tax) assessment and payment process, was conducted on February 20. The full package of completed process maps will contribute to the development of a comprehensive three-year revenue, financial and property improvement plan, a key deliverable of the KCI project.

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

The CLIN 3 financial team has been able to collate basic financial data into electronic format for further analysis. Revenue, expenditure and budget information for 1387, 1388 and 1389 has now been integrated into the first three year baseline summary report. This data allowed for preparation of a detailed analysis of salary costs to inform decisions on future salary levels. Additionally, a detailed spreadsheet of revenue collection results from the 22 Districts has been compiled, allowing the comparative analysis of District results by revenue type. These reports will facilitate the completion of a more extensive analysis of Kabul municipality financial activities over the past three years, including 1389 (current year).

### **Development of a Chart of Accounts**

The financial team, working with the Financial Improvement Working Group, has developed a plan and supporting materials for implementation of the proposed new KM Chart of Accounts (COA). The COA will be implemented for use during the new fiscal year, commencing March 22. It will be applied across all Departments and 22 Districts along with electronic format standardized reporting templates and user training.

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.

### **Legal assessment**

Research and analysis of legal authorities for revenue collection activities continued. CLIN 3 will identify a qualified STTA legal advisor to complete this analysis, which will support the development of a three-year revenue improvement plan.

### **Improving extant tax collection**

Collection activities included a presentation to Revenue Working Group meeting 5th February on revenue data by district for 1387 and field visits to districts 4 and 11 for review of revenue collection and *Safayi* registration processes.

### **Improving financial management**

The working group, with ASI assistance, has now completed an initial draft of a 3-year comprehensive improvement plan for financial systems within KM.

The significant additional activities were:

- Development of standardized revenue reporting templates;
- Digitization process of manual books of budget allotments, expenditures and revenue records: 11 standardized forms and ledgers have been identified, designed and developed in Excel. These forms will be provided to pertinent KM officials to be used in the new fiscal year (1390). The digitization process will be supported by the required number of training sessions;
- Development of an internal control mechanism in order to ensure departments and districts comply with the applicable legislation and procedures;
- Planning of communications and training materials for implementation of COA and standardized reporting;
- Ongoing reform implementation and streamlining of the budget preparation process.

### **Improving property tax registration**

The Property working group has developed a preliminary detailed three year work plan that encompasses the agreed project tasks and activities. Work to catalogue the property and valuation records held at the Municipality and to establish control listings is nearing completion. This catalogue is necessary to 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 are now being documented in the Process Mapping program. A second property expert STTA resource has been engaged to ensure consistent technical assistance and support for improvement of the property tax register.

Digitization equipment to assist in the increase of property tax records characterized in the property tax database has been procured but has not yet been delivered. Upon delivery, these tools will be used to support the digitization of property records, a priority activity of the municipality.

The Property team coordinated with other entities interested in KM revenues as follows:

- Coordinated and harmonized intended investment climate program work overlapping KCI work plans and objectives relating to property tax registration and construction permit process improvements;
- Agreed with Afghan Land Consulting Organization (ALCO) to work together on digitization activities.

## 2.0 ISSUES, OBSTACLES AND RESOLUTION

The Kabul Municipality has expressed no interest in establishing a Public Information Office. Having adopted the practice of paying independent television stations fees for covering press events or broadcasting pre-packaged messages from the Kabul Municipality, municipal officials do not believe that independent media will fairly cover municipal activities without remuneration. Instead, the Kabul Municipality believes it can best fulfill its mandate to provide information to the people of Kabul by operating its own television and radio stations. KCI has agreed to submit a Request for Approval (RFA) to USAID for a Scope of Work (SOW) for purchasing and installing a printing press and developing a television and radio production studio. At the same time, KCI will submit an RFA to USAID for a SOW to create a Media Monitoring activity that will establish a baseline of the quantity and quality of news and information on municipal work reaching the public via the mass media and measure the changes over time.

A separate effort by Kabul Municipality management to design a new compensation plan independent from the Civil Service Commission and the joint KCI/KM Compensation Working Group has impeded progress in the Working Group. This has had a ripple effect in other Working Groups (Training, ICT and Project Management) which require updated job descriptions with required skills upon which to base training plans. KCI met with the Civil Service Commission and secured assurances that a CSC plan for revising pay and grading at the KM would be delivered imminently.

Delay in the approval of the subcontract with Urban Government Consulting (UGC) is causing delays in fielding short term engineering assistance for the transfer station, a landscape architect for Greenery, and an STTA for Streets. The result will be a delay in the approval, contracting and implementation of various large scale projects.

Equipment necessary for the digitization of property records was impounded in an Afghan customs warehouse. Revenue improvement without the ability to improve records will be difficult. Purchase and shipment of replacement equipment will probably be necessary.

## 3.0 ACTIVITY FORECAST

Activities planned for the month of March:

A ceremony beginning the coordinated Tree Planting Program involving KCI, the US military and the Turkish military will include Mayor Nawandish and General Petraeus planting the first trees in Bi Bi Mahro Park on Wazir Akhbar Khan Hill.

The public celebration of International Women's Day in Babur's Garden is expected to attract 3000 women to discuss what women can do to support the cleaning and greenification of Kabul;

Mayor will launch a blog and begin establishing social networks using *Paywast* group SMS technology;

Work with individual directorates and district offices to put relevant and timely content on the newly introduced Kabul Municipality website;

Finalize training plans for Streets and Maintenance, Sanitation and Greenery Departments;

Install a 4MB internet service in the central Kabul Municipal offices with wireless distribution;

Presentation of the Citizen Opinion Survey to the Mayor and KM officials in summary and in successive weeks by category to the Mayor's coordinating committee;

Presentation of proposed Chart of Accounts (COA) implementation activities at the Mayor's Meeting for discussion and approval;

Implementation of COA in all financial reporting of Departments and 22 Districts including distribution of COA Directives, materials, standardized electronic reporting templates and instructions for use;

Complete process mapping program including KM financial framework and six key revenue collection processes. Seek approval and publish approved maps; distribute to affected areas to support development of further documentation;

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