



**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

# KABUL CITY INITIATIVE (KCI)

## MONTHLY REPORT (NO. 11)

### OCTOBER 1 - 31, 2011



KM Women's Council Elections

November 10, 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, 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

# AFGHANISTAN KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 11)

October 1-31, 2011

November 10, 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

<b>CONTENTS</b> .....	<b>I</b>
<b>ACRONYMS</b> .....	<b>III</b>
<b>PREFACE</b> .....	<b>4</b>
<b>HIGHLIGHTS</b> .....	<b>5</b>
<b>1.0 ACHIEVEMENTS</b> .....	<b>6</b>
1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS .....	6
1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS .....	9
1.3 CLIN 3: INCREASE REVENUE COLLECTION AND IMPROVE FINANCIAL ACCOUNTABILITY AND TRANSPARENCY .....	12
<b>2.0 ISSUES, OBSTACLES, AND RESOLUTIONS</b> .....	<b>13</b>
<b>3.0 ACTIVITY FORECAST</b> .....	<b>14</b>

# ACRONYMS

AUCC	Afghan Urban Consulting Company
ASI	Adam Smith International
BID	Business Improvement District
CLIN	Contract Line Item Number
COA	Chart of Accounts
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DG	Director General
ICDL	International Computer Driving License
KCI	Kabul City Initiative
KM	Kabul Municipality
KMO	Kabul Municipal Offices
LTTA	Long Term Technical Assistance
MMCIP	Municipal Management and Capacity Improvement Plan
NRC	National Research Council
PMI	Project Management Institute
PMP	Project Management Plan
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
USAID	United States Agency for International Development

# 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 has completed the following activities:

- Seven service delivery projects were completed in October and 46 more are on-going
- Seven Districts (1, 2, 4, 5, 7, 9 and 13), have now been fully renovated with new wiring, renovations, and digitisation equipment installed
- Award of the contract for construction of the Taimani Park project in District 4
- Future Leaders and ICDL Trainings formally kicked off by the Mayor
- Dari and English version of 36 drafted policies presented to the Mayor and Deputy Mayors
- The original seven Working Groups reduced to four
- First ever Women Council elections held in Kabul Municipality
- Two Women's Business Development campaigns held
- Translation of the review of the Public Finance and Expenditure Management Law (PFEML) completed

# 1.0 ACHIEVEMENTS

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

### Training

The Kabul Municipality's Future Leaders Internship Program was officially inaugurated by the Mayor on October 18<sup>th</sup>; with the new interns and local media in attendance. Through this new Program fifty interns will be trained in a number of subjects which will enable them to:

- Understand and apply fundamental principles of municipal management;
- Contribute to the basic business functions of their departments; and,
- Converse in and read basic English

Based on individual English assessment scores, participants were divided into two groups of 25 interns each. The first training module entitled "The Art of Leadership" began in October 2011. The program will continue with weekly classes held four times a week through April 2012.

Another two lessons will focus on English language and public speaking skills. The 72 hour English language course will be taught by native English speakers. The public speaking course focuses on teaching students skills related to creating and giving focused presentations. Students were video-taped delivering a short presentation at the beginning of the course. Throughout the program they will learn new techniques and will be filmed again at the end of the program to demonstrate their newly acquired skills.

### Procedures

During the month of October, both Dari and English versions of 36 internal policy documents were drafted and are now under review by the Kabul Municipality team. These include the following:

#	Department	Policy
1	IT	ICT Equipment Use Policy
2	IT	ICT Internet Use Policy
3.	IT	Social Media Policy
4.	IT	Printer Use Policy
5.	IT	Email Policy
6	IT	Mobile Phone Use Policy
7	IT	Password Policy
8	Administration	Fuel Reduction Policy
9	Administration	Green House Gas Policy
10	Administration	Municipal Asset Policy
11	Administration	Municipal Building Use Policy

12	Administration	Anti-Corruption Policy
13	Administration	Business License Policy
14	Administration	Cash Management Policy
15	Administration	International Donor Policy
16	Human Resource	Sexual Harassment Policy
17	Human Resource	Human Resource Policy
18	Human Resource	Municipal Employee Training Policy
19	Human Resource	Employee Gift Policy
20	Human Resource	Employee Health & Wellness Policy
21	Revenue	Safi Collection & Payment Policy
22	Sanitation	Recycling Policy
23	Greenery	Urban Forestry & Maintenance Policy
24	Streets	Snow Removal Policy
25	Cultural Affairs	Street Banner Policy
26	Cultural Affairs	Street Sign Policy
27	Sanitation	Sanitation Policy
28	Cultural Affairs	International Zoo Standards Policy
29	Public Information	Public Participation Policy
30	Public Information	Media Policy
31	Urban Planning	Land Use Policy
32	Urban Planning	Construction Permit Policy
33	IT	Wireless Security Policy
34	IT	Blogging Policy
35	Human Resource	Workplace Violence Policy
36	Greenery	Park Management Policy

An additional 16 municipal government policies will be drafted over the next 30 days and when complete, will make up the first ever Administrative Policy Manual for a municipal government in Afghanistan.

Once the Administrative Policy Manual is completed and adopted, the next step will be to assist KM in drafting standard operating procedures to correspond to the new policies and reference the associated laws.

### **Public Outreach**

During the month of October, KCI produced a variety of promotional materials including brochures, posters and flyers. Once approved by KM, these promotional materials will be ready to print for use in KCI's major public education campaign, beginning in November. These will include brochures on cleaning, greening, composting, business license registration and (Safayi) payments.

Public/media events conducted during October included the following:

- Inauguration of the sidewalk construction project in front of the Abdul Qader Bedel high school in District 11 on October 12th
- Inauguration of 2,066 square meters of sidewalk in Districts 2, 3 and 11 in Qala e Najara on October 12th
- Future Leaders Internship Program inauguration event, October 18th.
- ICDL training inauguration event, October 18th

- Launch of the Women's Business Development Campaign events, October 4<sup>th</sup> and 25<sup>th</sup>

## Gender

To support women's empowerment and encourage women to participate in social and economic affairs, KCI launched two Women's Business Development Campaigns in October. The first three-day campaign was held from October 4<sup>th</sup>-6<sup>th</sup> in the 1st Macrorayan Neighborhood Park in District 16 and the second was held from October 25<sup>th</sup>-27<sup>th</sup> in the 3rd Macrorayan Neighborhood Park in District 9. Approximately 77 female businesswomen took part in the events.

The business development campaign included a crafts fair featuring a variety of handicrafts, home-made sweets, pickles and cosmetics produced by women-owned businesses. The fair provided these women with an opportunity to expand their access to markets in Kabul, increase their participation in the business sphere, promote the purchase of Afghan products among Afghans, and improve economic development in Kabul. Women from neighboring districts traveled to attend the events and the fair proved so successful that participants requested that KM and KCI hold additional events in the future.



Following a three month effort by KCI and the KM, the Women's Council elections were held at KM. On October 29th, female KM staff elected a Chairperson, First Deputy and Second Deputy of the Women's Council. 204 voters from across the municipality cast their ballots. Mrs. Parwin Sadiq, from the Policy and Coordination Department was elected as the Chairperson of the Women's Council with Fahima Ahmad, from Sanitation Department as the first deputy and Nargis Qaumi, from Human Resources Department, as the Second Deputy. The election was monitored by the Ministry of Women's Affairs to ensure fairness and transparency.

## ICT

In October, the ICT staff coordinated with Protech Ltd to implement the ICDL trainings. As of the end of October, two ICDL modules had been completed. Following completion of the training, students evaluated the course and reported that they found the content useful to their work. ICDL trainings will continue for the 370 KM staff in November.

In addition, over the next two months KCI will help coordinate the installation of a Fiber Optic Network with Afghan Telecom. This network will be accessible throughout the Kabul Municipality's main building and will significantly increase KM's capacity to access the internet and will improve communication and efficiency across the municipality.

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

### Sanitation Services

During October KCI continued its work to improve sanitation in Kabul through canal clearing and rehabilitation, the construction of sidewalks, ongoing compost work at the Gazak Landfill, and the development of a transfer station.

The Khojaboghra Canal project is 16% complete. It involves cleaning the canal and lining it with stone to eliminate flooding in District 15. Work on the ditch covering with steel mesh project in districts 11 and 15 is 25% complete. Once this project is complete, road side ditches will properly drain ensuring that sidewalks and streets are cleared of storm water and mud, particularly important during the upcoming rainy winter season.



Also in October, KCI completed the sidewalk construction project next to Abdul Qadir Bedel High school in district 11 which will improve the safety of children traveling to and from school.

The KCI sanitation team has been working with the Sanitation Department to map the location of dumpsters in Kabul and develop a plan for routing trash pickup. The team is also looking into determining the placement of additional dumpsters in locations that are easily accessible to citizens and



KM sanitation workers, and that encourage proper waste disposal. KCI has provided one thousand eight inch dumpster wheels to make the process of moving dumpsters around the city more efficient

The KCI team attempted to complete soil testing in preparation for the proposed transfer station however the team ran into unexpected difficulties when people came forward to claim that the land identified for the transfer stations was private property. KM senior management is currently conducting further investigations into this issue.

Compost production at the Gazak Landfill continues and 300 metric tons of compost have been produced to date.

## **Parks and Greenery**

KCI will construct ten neighborhood parks in Kabul. Currently seven park projects are ongoing or completed. KCI has awarded one new park subcontract this month and two others will be implemented in the near future.

The first phase of the Shirino Park project in District 2 is almost complete. The remaining work which involves planting flowers and trees will be completed in March 2012 once the planting season resumes. The sub-contractor has agreed to maintain the park until March 20, 2012 at which point the park will be handed over to Kabul Municipality once planting is complete.

The first phase of the Shahrara Park project in District 4 is almost complete. The contractor will be installing a water tank in the park and planting will take place in March 2012. As is the case with the Shirino park project, the sub-contractor will maintain the park until March 2012.



Progress on additional KCI park projects is as follows:

- Bibi Sarwari Park in District 11: 85% complete.
- Kart e Mamorin Park in District 3: 80% complete.
- Qala e Najara Park in District 11: 75% complete.
- Macrorayon Awal Park in District 16: 55% complete
- Arzan Qimat Block 4 Park in district: 65% complete
- Timani Park project in District 4: signed and 3% complete



## **Kabul City Streets**

The Balahesar road project is underway. This project is critical for alleviating traffic congestion, is high visibility, and is a high priority for the Kabul Municipality. KCI has had

some concerns about the subcontractor's pace of work but the team has been working closely with the subcontractor to resolve delays and increase the speed of implementation.

Additional road project progress in October is as follows:

- Structural and base work for 10.23 km of streets in District 5 including digging road side ditches.
- Final design of 5.833 km street in District 3 is in progress and will be submitted to the Urban Planning Department for final approval once completed.
- 2,066 square meter sidewalk project is underway and 50% complete. This project will provide a safe walkway for 12,000 schoolchildren.
- 4,000 square meter sidewalk project which connects Polytechnic University to Education University is ongoing.



Balahesar road work progress

## City Facilities

In October, KCI continued to work with Kabul Municipality to improve its facilities and provide safe and secure work spaces for its employees. Electrical upgrading of office buildings in Districts 1, 4, 5, 8, 22, 14, 18 and 19 are underway and the design for electrical upgrades in District 17 is complete. The electrical upgrades to office buildings in Districts 6, 7, 9, 4 and 16 have been completed. The office building renovations in Districts 1, 4, 5, 7, 8, 22, 9, 10, 11, 12, 21, 14, 16, 17, 18 and 19 are underway.





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

#### **Revenue Collection**

##### **Revenue Improvement Action Planning (RIAP)**

As a result of the RIAP and training activities a revenue analysis for the first half of 1390 (March 2011 – September 2011) was initiated. This analysis will be studied and the results will be presented to the Mayor's Task Force.

##### **Business Improvement District Methodology**

The KCI CLIN3 Revenue Team began a study of the Business Improvement District Methodology (BID) to determine whether this methodology might be applicable to Kabul Municipality. Currently over 55,000 (BIDs) exist worldwide. Using the BID would increase individual district autonomy in deciding how to spend revenues. The BID methodology will be implemented as a pilot in District 2 and if successful, will be rolled out to other districts. The concept will be presented at the Mayor's task force meeting in November.

##### **Legislation Issues**

The Revenue Team completed the translation of the review of the Public Finance and Expenditure Management Law (PFEML) and submitted it to the DG of Revenue. The Urban Services Charges Law (USCL) needs revision and the Revenue Adviser has expressed willingness to serve as an advisor in developing new legislation. KM received draft provisions for an upgraded Municipality Act focused on outlining the powers of municipalities to adopt by-laws, create a municipality fund and increased financial supervision.

#### **Financial Management**

##### **Implementation of a Kabul Municipality FMIS**

During the month of October, one of the primary activities of the KCI CLIN 3 Financial Management Team has been to support the on-going development of the FMIS. KCI completed on the job training for all the key FMIS users and KM's 1390 internal operating and development budget as well as the Ministry of Finance (MoF) funded budget are now managed in the FMIS.

One issue encountered by the Financial Management Team is that some KM staff have not yet taken ownership of the FMIS system and do not fully understand that updating the FMIS is the responsibility of the KCI FMT. These issues have been discussed with the DM of Finance and Administration and the DG of Administration and KCI will continue to work with KM to handover the system.

### **Implementation of a Budget Planning Process**

The Financial Management Team met with the Deputy Mayor for Administration and the Deputy Mayor for Policy and Planning to prioritize development projects for the year 1391 budget and to discuss the new program budget structure. One key issue is that the development budget for the year 1390 is considerably under spent; only 8% of the total budget of 29.5 million USD. For the year 1391 MoF has provided 17 million USD to Kabul Municipality to finance four projects. The FMT will continue to work with the DM's to effectively program all available funds.

### **Improving Financial Management**

The KCI CLIN3 Financial Management Team conducted an assessment and submitted a report on the Internal Auditing Department. The team also finished a three-day training program on internal auditing and finalized the materials for courses 2 and 3 of the internal audit training. The Financial Management Team further developed an internal audit annual plan template and translated it into Dari. The plan will be introduced by the DG of Internal Auditing at the upcoming training session

### **KM Policies**

The Financial Management Team delivered the Internal Audit Policy and initiated work on the Financial Management Policy and the Budget Policy.

### **Property Registration Improvement**

The digitization and computerization of property registration records continues. KCI has procured all the equipment necessary to equip all so that district staff can complete independent digitization activities. Seven Districts (1, 2, 4, 5, 7, 9 and 13), are fully renovated with new wiring, renovations, and equipment installed. Power supply remains an issue that KCI continues to address.

## **2.0 ISSUES, OBSTACLES, AND RESOLUTIONS**

KCI has experienced delays in completing district office digitization plans as a result of the need to renovate offices before installing furniture, computers and specialized equipment needed for digitization. KCI will focus on training activities until the district office renovations are complete.

## 3.0 ACTIVITY FORECAST

Activities planned for the month of November:

1. An additional 50 interns will be identified for the Future Leaders Internship Program
2. Preparations for Human Resources training
3. Remaining 12 KM Polices developed and translated into English
4. A major Public Education Campaign kicked off to raise public awareness on sanitation, greening, revenue and the business registration process in Districts 2 and 4
5. Support selection of remaining 11 members of the KM Women Council
6. Action plan prepared for the KM Women Council
7. Follow up on women's engineering program
8. Another Women's Business Development Campaign launched
9. Hard wiring of KM Network and installation of the fiber optic internet connection
10. Continued implementation of ICDL training
11. Continued distribution of computers to district offices
12. Ongoing support to RIAP pilot project, expansion of program to include additional districts
13. Ongoing study of Business Improvement District Methodology (BID)
14. Actions on priority items from the KM Revenue Improvement Plan
15. Ongoing involvement in the development of revised legislation: the Municipal Law, the Urban Service Charges Law and the PFEM Regulation
16. Ongoing support to FMIS key users and input of current year financial data and transactions
17. Ongoing support to the Budget preparation process, the KM Budget Team and KM budget managers
18. Internal Audit Manual issued following additional Internal Audit training
19. Ongoing scanning of 1390 valuation records; gradual transfer of digitization work responsibility to KM Property Registration staff and introduction of the Dari translated manual for the scanning equipment
20. Finalize policy development in conjunction with the Procedures Working Group

**Annex A: CLIN 2 Completed projects**

<b>S/N</b>	<b>Location</b>	<b>Type of project</b>	<b>Name of project</b>	<b>Date of Completion</b>	<b>Quarter of Completion</b>
1	District 11	Streets	Abdul Qader Bedel Side Walks Improvement	31-Oct-11	Quarter 1/Y-2
2	District 6	Facility improvement	Rewiring of District 6 Office Building	22-Oct-11	Quarter 1/Y-2
3	District 7	Facility improvement	Rewiring of District 7 Office Building	22-Oct-11	Quarter 1/Y-2
4	District 9	Facility improvement	Rewiring of District 9 Office Building	22-Oct-11	Quarter 1/Y-2
5	District 11	Facility improvement	Rewiring of District 11 Office Building	22-Oct-11	Quarter 1/Y-2
6	District 16	Facility improvement	Rewiring of District 16 Office Building	22-Oct-11	Quarter 1/Y-2
7	District 99	Sanitation	Wheels for Dumpsters 8 inch/1000 wheels	29-Oct-11	Quarter 1/Y-2

## Annex B: CLIN 2 Ongoing Projects

No	Location	Activity Name	Percentage Completed/ Construction	CLIN	Progress	Remark
1	District 3	Kar e Mamorin Park/New Neighborhood	80%	Service Delivery	In Progress	
2	District 2	Sherino Park/Rehab Neighborhood	95%	Service Delivery	In Progress	
3	District 12	Arzan Qimat Park-Block 4 (Park1)	65%	Service Delivery	In Progress	
4	District 11	B. B. Sarwari Park/New Neighborhood	85%	Service Delivery	In Progress	
5	District 16	Macrorayan Awal Park	55%	Service Delivery	In Progress	
6	District 11	Qalay e Najara Neighborhood Park	75%	Service Delivery	In Progress	
7	District 4	Shahr Ara Neighborhood Park	95%	Service Delivery	In Progress	
8	District 4	Taimani Neighborhood Park	5%	Service Delivery	In Progress	
9	District 99	Transfer Station Design/Engineering Contract	80%	Service Delivery	In Progress	
10	District 99	Communications/Radio/GPS	12%	Service Delivery	In Progress	
11	District 99	Composting project in Gazak Land Fill	33%	Service Delivery	In Progress	
12	District 2	Ditch Covering District 2	52%	Service Delivery	In Progress	
13	District 11 & 15	Ditch Covering District 11 & 15	22%	Service Delivery	In Progress	
14	District 15	Khwaja Boghrah Canal & Side Drainage	15%	Service Delivery	In Progress	
15	District 99	Wheels for Dumpster 8 inch	20%	Service Delivery	In Progress	
16	District 99	Materials and Soil Testing for Transfer Station	5%	Service Delivery	In Progress	
17	District 99	Materials and Soil Testing	15%	Service Delivery	In Progress	
18	District 1	1 KM Road Paving Project Balahesar	15%	Service Delivery	In Progress	
19	District 5	10.23 KM Roads Paving Project	3%	Service Delivery	In Progress	
20	District 2	Shirino Sidewalks Improvement	50%	Service Delivery	In Progress	
21	District 3	Kart e Mamorin Sidewalks Improvement	30%	Service Delivery	In Progress	
22	District 12	Qalay e Najara Sidewalks Improvement	40%	Service Delivery	In Progress	

23	District 5	4000 M2 Sidewalks Improvement	20%	Service Delivery	In Progress	
24	District 1 & 5	Engineering roads survey	7%	Service Delivery	In Progress	
25	District 1	Rewiring of District 1 Office Building	85%	Service Delivery	In Progress	
26	District 4	Rewiring of District 4 Office Building	98%	Service Delivery	In Progress	
27	District 5	Rewiring of District 5 Office Building	85%	Service Delivery	In Progress	
28	District 8/22	Rewiring of District 8/22 Office Building	70%	Service Delivery	In Progress	
29	District 10	Rewiring of District 10 Office Building	85%	Service Delivery	In Progress	
30	District 12/21	Rewiring of District 12/21 Office Building	3%	Service Delivery	In Progress	
31	District 14	Rewiring of District 14 Office Building	15%	Service Delivery	In Progress	
32	District 17	Rewiring of District 17 Office Building	3%	Service Delivery	In Progress	
33	District 18/19	Rewiring of District 18/19 Office Building	65%	Service Delivery	In Progress	
34	District 1	Renovation of District 1 Office Building	85%	Service Delivery	In Progress	
35	District 4	Renovation of District 4 Office Building	95%	Service Delivery	In Progress	
36	District 5	Renovation of District 5 Office Building	45%	Service Delivery	In Progress	
37	District 7	Renovation of District 7 Office Building	99%	Service Delivery	In Progress	
38	District 8/22	Renovation of District 8/22 Office Building	5%	Service Delivery	In Progress	
39	District 9	Renovation of District 9 Office Building	70%	Service Delivery	In Progress	
40	District 10	Renovation of District 10 Office Building	5%	Service Delivery	In Progress	
41	District 11	Renovation of District 11 Office Building	65%	Service Delivery	In Progress	
42	District 12/21	Renovation of District 12/21 Office Building	5%	Service Delivery	In Progress	
43	District 14	Renovation of District 14 Office Building	5%	Service Delivery	In Progress	
44	District 16	Renovation of District 16 Office Building	70%	Service Delivery	In Progress	
45	District 17	Renovation of District 17 Office Building	5%	Service Delivery	In Progress	
46	District 18/19	Renovation of District 18 /19 Office Building	5%	Service Delivery	In Progress	

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