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**AFGHANISTAN**

# KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 25)

MAY 1 - 31, 2013



Figure 1: KCI continued its popular Clean and Green Campaign in Kabul schools.

June 10, 2013

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**Principal contacts:**

Bradley Baxter, Chief of Party, Tetra Tech, Kabul, Afghanistan

George M. White, Deputy Chief of Party – Technical, Tetra Tech, Kabul, Afghanistan

Joanne Adams, Senior Technical Advisor/Manager, Tetra Tech, Burlington, Vermont

Seth Eden, Project Manager, Tetra Tech, Kabul, Afghanistan

**Implemented by:**

Tetra Tech KCI  
Green Village  
Supreme Road  
Kabul, Afghanistan

Tetra Tech  
159 Bank Street, Suite 300  
Burlington, VT 05402  
Tel: 802-658-3890

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## **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.



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# ACRONYMS

AutoCAD	Automated Computer Aided Design
BoQ	Bill of Quantity
CCNA	Cisco Certificate Network Associate
CLIN	Contract Line Item Number
COP	Chief of Party
COR	Contracting Officer's Representative
DG	Director General
FMIS	Financial Management Information System
GIS	Geographic Information System
HQ	Kabul Municipality Headquarters (City Hall)
HR	Human Resources
ICDL	International Computer Driving License
ICT	Information and Communication Technology
KCI	Kabul City Initiative
KM	Kabul Municipality
km	Kilometer
KMO	Kabul Municipal Offices
PABX	Private Automatic Branch Exchange
PIRC	Public Information and Relations Center
PMP	Performance Monitoring Plan
PSAs	Public Service Announcements
QA/QC	Quality Assurance/Quality Control
RFA	Request for Approval
STA/M	Senior Technical Adviser/Manager
STTA	Short Term Technical Assistance
SOW	Scope of Work
TF-Tarpon	Task Force Tarpon
TOR	Terms of reference

UPS	Uninterrupted Power System
USAID	United States Agency for International Development
US-DOT	United States Department of Transportation
USFOR-A	United States Forces – Afghanistan

# PREFACE

The purpose of the Kabul City Initiative (KCI) is to provide technical assistance to 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 May, USAID's Kabul City Initiative (KCI) accomplished the following:

- Completed the third round of the Advanced Future Leaders Program for Kabul Municipality (KM) staff;
- Continued Clean and Green Campaign in Kabul schools for the second school term;
- Provided complete plans, documents, software and training materials as well as building construction designs to RAMP-UP West to enable them to replicate the Public Information and Relation Center (PIRC also known as a Citizen Information Center) in four major municipalities in Western Afghanistan; KCI has also provided briefings and training to RAMP-UP West staff on how to set-up such a center and how to build the capacity of municipal staff;
- Continued the Women's Leadership and Management Skills training;
- Continued training Greenery Department staff on the installation of playground equipment in the remaining parks;
- Provided training on topographical surveying to upgrade the municipality staff's capacity to calculate the dimensions and terrain characteristics data needed to maintain the parks and other infrastructure provided by KCI and other international donors;
- Increased the number of municipal records that have been digitized and entered into Kabul Municipality's database, which now totals 114,240; and,
- CLIN 3 completed its assignment and completed the training on "Financial Management and Financial Narrative Report Writing" for 13 KM district managers. CLIN 3 activities have been turned over to Kabul Municipality. KCI's management analyst section will continue providing mentoring as appropriate.

# 1.0 ACHIEVEMENTS

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

### Training

During May, the results of the examinations for third round of the International Computer Driving License (ICDL) training were released. 162 students out of 200 passed four modules of ICDL in this round. Meanwhile, the fourth round of ICDL started with an orientation session in all five Computer Training Centers of Kabul Municipality. This five-month training will be completed by the end of September 2013. Some 220 Kabul Municipality (KM) staff members will be trained on four ICDL modules (Using the Computer and Managing Files, Word Processing, Spreadsheets and Web Browsing and Communication). There was a low attendance problem during this month which was raised with senior municipality officials; they are addressing the problem.

In May, the third round of Future Leaders training was completed. The sessions covered: improving the relationship between KM and its citizens, media relations and the importance of media and an orientation session on Kabul Municipality's revenue procedures. Meanwhile, the fourth round of the Future Leaders Program started with a pre-test and a general orientation session. This four-month course is for 50 newly hired and junior staff of Kabul Municipality. KCI and KM intend to train recent graduates in necessary skills to manage Kabul Municipality in the future.

In addition, the Advanced Future Leaders Program concluded. The recent sessions included case studies on office management, improving citizens' participation and the concepts of counterpart management.

The Advanced Human Resource Management course was completed during this reporting period. All 16 staff members of the Human Resources (HR) Department who attended this training passed the final test. As part of this training, a review and revision of the HR Policies and Procedures was conducted. All staff members of the HR Department shared their comments about each part of these policies.

Driving training started for 24 newly hired drivers of the Sanitation Directorate in May. The course covered Afghan and international traffic rules, regulations and basic vehicle maintenance. The Director General of Sanitation and Mamozai Driving School representatives discussed the program and cost for the next stage of the Driving Course (Practical Driving). As a result, the DG Sanitation said he would assume responsibility for overseeing the next stage of the driving course with assistance from Mamozai Driving School.

The Dari version of the Kabul Municipality Training Database was shared with the HR Director General (DG) and KM Training Unit for their comments.

KM has selected the Urban Planning Department engineers who will attend the six-week Topographical Survey Course.

KCI began preparations for the third round of the Senior Leadership Training. The American University of Afghanistan (AUAF) submitted a proposal for implementing this round. This training program will instruct KM senior officials on high level leadership skills including

analytical thinking, strategic planning and other key topics. This customized course will focus on building their capacity to deliver effective and efficient services to Kabul's citizens.

The Public Information and Relations Center (PIRC) established by Kabul City Initiative at Kabul Municipality has become a model project for fostering better Afghan government relations with its constituents throughout Afghanistan. Afghanistan's Civil Service Reform Commission has received briefings on the PIRC and recommended that it be emulated in various ministries.

In May Kabul City Initiative (KCI) provided materials as well as briefings and training on how to set up a PIRC to several staff members of RAMP-UP West which plans to establish such centers in four major municipalities in Western Afghanistan. The materials include the database, all forms, operating manual, training plans, manual and materials and briefing materials that KCI developed. KCI provided similar assistance to RAMP-UP South last year.

### Public Outreach

In May, KCI and KM continued the Public Education Campaign on cleaning and greening the city in Kabul schools. Storybooks, coloring books, crayons, garbage bags, posters, fliers and caps were distributed among the children, while clean and green messages were conveyed by Shir Sultan and his wife Maleka in the form of a short theater performance. This was very well received by the students.



More than 700 children in Aburaihan Al Biruni School in District 1, 1000 children in SpinaAdi School, 800 children in Saaduddin Ansari School and 1,800 children in Chamandi School in District 10 participated in the campaign during the reporting period. The campaigns were covered by USAID's media unit for its website and YouTube channel as well as by BBC, Reuters News Agency and Afghan National TV.



Figure 2,3: Shir Sultan asks the children: Who is a friend of Kabul?

KCI continued work to produce a storybook on the new cartoon character for the public education campaign for children, Maleka (Shir Sultan's wife), who was added to this year's campaign. The new storybook will feature her adventures in helping to make the city clean and green. The first draft of the book is ready for review and editing.

KCI and KM's Publications Department started production of the TV public service announcement on the municipality's Public Information and Relations Center (PIRC).

In addition, KCI began developing the standard operating procedures for the production of Public Service Announcements (PSAs) for Kabul Municipality's Publications Department.

## Media Events:

- Certificate distribution for graduates of the audit and financial training courses.
- Groundbreaking of the KM Kindergarten renovation project.

## Gender and Youth

In May, Kabul Municipality's Strategic Plan for Female Employees was revised and translated into Dari. It was then shared the Deputy Mayor for City Services for his review. Once the Women's Council receives his comments and conducts a final review of the Strategic Plan, it will be published.

The Women's Leadership and Management Skills training continued during this reporting period.

Kabul Municipality's Women's Council's set of operating procedures has been submitted to the Deputy Mayor for City Services for his review and comments. The Women's Council will publish a manual containing the operating procedures once the Deputy Mayor's comments have been received and factored into the final revision.



Figure 4: Women's Business Development Campaign

KCI is working to finalize the Women's Business Directory by incorporating comments made by the Deputy Mayor for City Services. This is a major initiative to assist these firms in building the capacity to publicize their products and services. KCI expects to publish the Women's Business Directory by early July.

The Dari version of the Women's Council Meeting Management Manual was submitted to the Deputy Mayor for City Services for his review and comments.

The English and Dari versions of the Women's Council Newsletter are being updated for reprinting and distribution.

During this reporting period, a Women's Council meeting was conducted to: discuss setting dates and times for regular meetings; review the operating procedures for the Women's Council; review and finalize the Strategic Plan and the three month work plan; and, to review the Dari version of the Women's Council's Meeting Management Manual.

The 15th Women's Business Development Campaign was launched in District 10 for two days for businesswomen to showcase and sell their handcraft products including jewelry, clothes, and embroidery.

In addition, a meeting was held with AIESEC (Association internationale des étudiants en sciences économiques et commerciales: in English, the International Association of Students in Economic and Commercial Sciences) which is one of the world's largest youth-run organizations operating in Kabul. This organization focuses on providing a platform for youth leadership development. In addition, it offers young people opportunities to be global citizens and to get experience and skills that matter today. The objective of the meeting was

to provide them an overview of the conference on youth participation in city services to be held in July 2013. This meeting also provided the youth an opportunity to articulate their views on city services and youth participation among themselves and with Kabul Municipality in order to contribute meaningfully to planning for a youth council. Meanwhile, a meeting was held with the Director of the Afghan Youth Civic Network to discuss arrangements for the youth conference which will increase the involvement of youth in Kabul and will provide the municipality another mechanism for interacting with its public.

### **Information and Communications Technology**

In April, Cisco Certificate Network Associate (CCNA) training continued and covered binary number conversion, internet protocol (IP) class A, B and C sub-netting, CISCO hardware components, IOS basic and assigning IP to the Ethernet interfaces, internet protocol (IP) routing (dynamic and static) and Access list essentials. The participants took a practice exam.

The Microsoft Access Database management training continued; 90% of the topics have been covered.

Kabul Municipality has now taken complete control of the internet system while KCI continued coaching the KM IT department staff on daily activities.

KCI's Information and Communication Technology (ICT) Manager along with the KM IT Manager met with an Afghan Telecom representative regarding providing short code numbers for the KM so that the Kabul citizens could easily call for municipality services; the Mayor would like to use an easily remembered number such as 111. It was decided that KM will get a short code from ATRA of the Ministry of Telecommunications and give it to Afghan Telecom for routing/forwarding the code to the given number to establish the call center for citizens. Assistance was provided to KM's IT Manager in reviewing vendors to see if they could provide the necessary services/equipment for the call center which will be installed in the Public Information and Relations Center (PIRC) in Kabul Municipality.

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

### **Sanitation Services**

KCI's embedded representative continued to assist the Director General of the Sanitation Department on computerizing all of his department's records and operations. In addition, KCI discussed options for obtaining assistance on training and equipment for the department's equipment maintenance garages. USAID is assisting KCI in obtaining some very useful garage equipment and tools from departing U.S. Forces - Afghanistan units. This will significantly improve the capacity of the KM to service, repair and manage its extensive fleet of donor provided heavy duty equipment.

The Director General of Sanitation delivered a lecture at the American University of Afghanistan on the provision of public services in a major municipality. His talk covered assessing the needs of the public, developing management plans, allocating resources and communicating with the public. This lecture was part of the public outreach program the Director General and the KCI advisor embedded in his department have put together. The Director General is an excellent public speaker who is actively engaging in public outreach to make the public aware of the steps Kabul Municipality is taking to address their needs.

KCI is also working with RMA the supplier of the 1CX (skid steers) backhoes to ensure the Sanitation, Streets and Maintenance and Greenery Departments and the district offices develop and institutionalize effective preventative maintenance programs. RMA under its contract with KCI will for a year conduct routine maintenance visits to mentor the KM staff on how to check equipment prior to daily use, weekly and monthly maintenance and on adhering to a standardized maintenance plan. This capacity building is a crucial part of KCI's efforts to ensure that the contributions made to Kabul Municipality are properly maintained and provide years of service.

### **Parks and Greenery**

During this reporting period, the base construction of Ahmad Shah Baba Mina Block 8 Park in District 12 started; the subcontractor has completed mobilization and has started excavation of the existing surface.

In addition, KCI started installing playground equipment in Taimani Park in District 4, Arzan Qimat Block 11 Park in District 12 and

Macrorayan-e-Awal Park in District 16. This included staking, excavation, pouring concrete for foundations and installation of the playground equipment. The playground equipment installation has been completed in Taimani Park in District 4 and Arzan Qimat Block 11 Park in District 12 and is 20% complete in Macrorayan-e-Awal Park in District 16. Also, about 230 cubic meters of sand have been purchased and delivered to New Taimani Park in District 4 for the playground area and about 235 cubic meters of sand is being delivered to Arzan Qimat Block 11 Park in District 12.

A key component of the construction of the playground equipment has been building the capacity of the Greenery Department staff who previously had not been engaged in construction of structures for parks. KCI's engineers have provided on the job training on: the use of power tools; methods for leveling horizontal structures and for aligning vertical elements of structures; the use of straps, pulleys, stays and other equipment to align components of structures and to hold them in place while concrete is setting; the proper depth and quality of sand for



Figure 5: Ahmad Shah Baba Mina Park Excavation



Figure 6: Imported Playground equipment has been installed in Arzan Qimat Block-11 Park in District-12



Figure 8: KCI engineers instructing Greenery Department workers on the proper techniques for the construction of playgrounds in Arzan Qimat Block-11 Park in District-12

playgrounds; and, preventive maintenance to ensure that the equipment and landscaping remain intact and provide years of service for Kabul’s children and families.

KCI’s Chief of Party and DCOP-Technical met with the Deputy Mayor for City Services and the neighborhood wardens (wakilgozars) to discuss maintenance of the Old and New Taimani parks and the role that the residents in the neighborhood can play. The enthusiastic response from these community leaders about getting the people engaged will certainly help to ensure the sustainability of the parks KCI is constructing. The community leaders also recommended to the Deputy Mayor that the Greenery Department’s capacity be upgraded.

Refurbishment of canteens and guard rooms was completed but the subcontractor has not yet fixed the punch list of deficient items identified in Bibi Sangari Park in District 11, Sayed-ul-Naseri Park in District 11, Kart-e-Mamorin Park in District 3, Dehbori Park in District 3 and Arzan Qimat Block 11 Park in District 12.

In addition, the design drawings of sport court in Bibi Sarah Park in District 15 and the technical evaluation of Youth Gym renovation, sport courts and volleyball courts in Rahman Mina Block E in District 8, in Sayed-ul-Naseri Park II in District 11 as well as Ahmad Shah Baba Mina Block 8 Park in District 12 were completed.

The subcontractor started construction of the sport court and volleyball court in Rahman Mina Block E Park but due to the existence of an old bakery and other old buildings on the site, the work was delayed. KM promised to demolish and remove these buildings from the site. This was done and fortunately, the work resumed during the last week of May, 2013.

KM had promised to maintain parks provided by donors, but the Greenery Department has lacked the capacity to do so. As a result, Old Taimani Park, built , over five years ago by USAID in District 4 is in bad condition. KCI has decided to renovate this park. This will include greenery work in Old as well as New Taimani Park which KCI is constructing. In addition, KCI will repair or replace the damaged playground structures in Old Taimani Park. To address the underlying problem – a serious lack of managerial capacity -- KCI has arranged for capacity building training on park maintenance, management and scheduling of park workers’ workweeks. This instruction which will also include a “train the Trainer” component will start in June 2013.

KCI completed the three week long training for Greenery Department engineers on topics such as French, Spanish, Morocco, Italian and Japanese landscape types as well as Persian and Mughal Gardens and parks and elements and Principals of design, park facilities and vegetation. A key component of this training on proper park design will also build the capacity of the Greenery Department engineers to create landscape designs and evaluate the topography so they can develop designs that facilitate preventative maintenance planning.

Installation of modern electrical systems was completed in four parks, Arzan Qimat Block 11 Park in District 12, Dehbori Park in District 3 and Taimani Park in District 4. KCI is also



Figure 9: Properly Wired Panel Box

providing professional training to KM's electricians to build their capacity to wire systems in accordance with the national code.

The proposals for renovation of KM's kindergarten kitchen and washroom were evaluated and the subcontractor was selected during this reporting period. The subcontractor has started the mobilization and removal of the existing tiles. The project is expected to be completed by the end of June.

CLIN 2 is including a Kabul Municipality engineer in the evaluations of all bids by contracting firms for various infrastructure and other projects. The KM engineers are briefed on the proper procedures for evaluating bids, the qualifications of the firms and their staff. This training will provide KM with experienced staff capable of managing competitive bidding processes once KCI departs.

KCI has also developed the SOWs and BOQs for courses on professional electrician and carpentry skills that will contribute to KM's capability to maintain KM's buildings and other infrastructure after KCI departs.

### **Kabul City Streets**

KCI continues to implement small scale projects to help alleviate the problems with roads in Kabul. Due to budget constraints, KCI is unable to work on any road projects but KCI is coordinating with U.S. Forces – Afghanistan (USFOR-A) for construction graveling of roads in Districts 7, 8, 16 and the Bagrami area. During May, KCI and USFOR-A held several community meetings in order to identify the roads to be graveled. KCI performed a site visit of five kilometer long road along with USFOR-A in District 16. The next step will be to discuss this issue with the Kabul Mayor to establish a partnership between KM, KCI and USFOR-A. KCI will provide technical support by designing the roads and inspecting the project, KM will provide the machinery and fuel and USFOR-A will fund the gravel for the roads in the above mentioned districts.

KCI evaluated the proposals for the Topographical Survey training for 12 engineers of KM's Urban Planning Department and selected the subcontractor. The developed curriculum was reviewed and the training started in the last week of May 2013. This training will continue for five weeks and concentrate on providing the students practical experience in conducting surveys. This capacity building will significantly increase the capacity of the KM engineers to design or evaluate plans for construction. It will also enable them to survey parks and other landscaped areas to spot erosion or other terrain deterioration and engage in preventive maintenance.

In addition, KCI has developed the SOW and BOQ for the courses on electrical work and carpentry for the technical staff of KM Street and Maintenance, Sanitation and Greenery Departments. These courses will help develop the technical skills that KM staff need to maintain the buildings and other infrastructure provided by KCI and other international donors. These courses will contain components on preventive maintenance.

### **City Facilities**

KCI is also assisting the American University of Afghanistan, the U.S. Department of Transportation, the Japanese International Cooperation Agency (JICA), the Canadian Police Advisors and other international organizations that deal with traffic issues in arranging a conference to bring together top Afghan officials and experts to address the traffic problems in Kabul. President Karzai has issued two decrees instructing Kabul Municipality and

responsible ministries to address this high priority problem. Kabul City Initiative will provide engineering and management consultant expertise as well as \$10,000 to cover the estimated cost of the conference.

KCI's COP met with RAMP UP South to discuss arrangements for hosting a solid waste management conference. Among other things, this conference would address effective management of waste disposal and recycling, route planning, environmental considerations and other best practices in modern municipal waste management. This is one of the crucial areas in which Kabul Municipality and other municipalities throughout Afghanistan have to upgrade their capacity. The information and options that Kabul Municipality's officials obtain at the conference would also enhance their capacity to factor sanitation infrastructure and maintenance into the Capital Improvement Plan that KCI helped the municipality develop.

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

#### **1.3.1 Revenue Collection**

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

The KM Fiscal Year 1391 Revenue Report was completed in English and Dari, and handed over to the Director for Revenue and the Deputy Mayor for Finance and Administration. The attempts to train the Assets Management Unit to produce the FY 1391 revenue report were only partially successful, as the staff of this unit (and of other units of the central revenue department) were absent most of the time to collect city entry tax at the five city entry points. One of the issues KM has to address is the development of anti-corruption accounting procedures to ensure that this tax is not vulnerable to corrupt practices by the municipal revenue staff.

All of CLIN 3's outstanding deliverables were completed in English. This includes a draft municipal by-law on business license fees which will be revised in accordance with the White Paper on Business License Fees previously developed by KCI in cooperation with KM. Some of these deliverables still need to be translated into Dari, and handed over to the Director for Revenue and the Deputy Mayor for Finance and Administration.

##### **Develop training materials**

Materials were prepared for the legal training held in May. The package consists of: general introduction, constitutional issues, international practices on property tax legislation (some of which might be applicable to the safay'i fee that is collected from businesses and households in Afghanistan), draft legislation for Afghanistan on the one per cent title deed transfer fee, draft legislation for Afghanistan on the charge on advertisements and a draft municipal by-law for Kabul on business license fees. Note: one of the problems that Kabul Municipality faced in the past was that in some cases, e.g. parking fees, it sought to collect fees without drafting the necessary regulations and legal documents such as municipal by-laws. This training will help KM staff to be aware of legal requirements and the ways to fulfill them. This, in turn, will facilitate the establishment of the new sources of revenue needed to raise additional funds to pay for essential public services.

#### **1.3.2. Accounting, Budgeting, and Financial Management**

##### **Kabul Municipality's Financial Management Information System and Accounting**

In response to a request by the Mayor, KCI and Glory Consultants arranged a presentation on possible upgrades and future plans for improving the application of the Financial Management Information System to the Mayor. Staff of the Departments of Finance and Administration, Policy Coordination and Revenue participated in the meeting. Unfortunately the Mayor could not join and the Deputy Mayor for Finance and Administration requested that KCI repeat this presentation for the Mayor.

KCI completed advising and coaching the Head of Accounting, the Bookkeeping Manager, the Accounts Payable Manager, the Reconciliation Manager and the Payroll Manager on improving KM's daily financial and accounting practices.

KCI together with the Payroll Department continued developing a list of employees with all the required details in MS-Excel sheets. More than 1,600 of Kabul Municipality's 7,500 employees are already entered into the list. The supervision of this task was handed over to KM HR Department.

### **Budgeting**

KCI briefed USAID officials on the Financial Management Information System (FMIS) installed at Kabul Municipality.

A presentation on "Budget, Expenditures, Revenue, Financial Reforms and Capacity Building activities of the Administration and Finance Department of KM (fiscal years 1388 till 1391)" was prepared. The Deputy Mayor for Finance and Administration presented it to the Mayor's Donor Coordination meeting on May 20, 2013.

KCI finished the budget execution report for the first and second quarter (ongoing) of fiscal year 1392, which was submitted to the Deputy Mayor for Finance and Administration.

KCI reported to the Deputy Mayor for Finance and Administration on the estimated future maintenance costs for parks. In the budget for fiscal years 1388 till 1392 no maintenance costs were budgeted. KCI advised including specific allocations for the maintenance costs for parks in the next fiscal year 1393.

### **Financial Management and Internal Audit**

KCI completed the training on "Financial Management and Financial Narrative Report Writing" for 13 KM district managers. This will increase their capacity to provide accurate information that the Deputy Mayor for Finance and Administration and his senior staff need to manage the municipality's finances in the districts. More accurate reporting will provide greater transparency of finances and help to eliminate opportunities for corruption.

KCI completed the coaching sessions on the use of the practical audit manual in KM's Internal Audit Directorate. The Director General of the Internal Audit Department expressed his gratitude for this manual and said it had proved to be quite helpful in the daily work of the Internal Audit Department. The provision of standardized manuals for the work in various departments complements the Kabul Municipality Administrative Policy, Standard Operating Procedures and Terms of Reference previously developed by KCI and KM. The practical audit manual will help to ensure the sustainability of the reforms that KCI and KM have made in the auditing process in the municipality.

#### **1.3.3 Improvement of Property Tax Registration**

KCI continued visiting district offices (as well as the central property registration department) to monitor progress on digitizing municipal records, coach them and give them support on IT infrastructure. This included assistance in drafting plans including time lines; assistance in getting computers repaired; reinstalling Windows; procuring antivirus software; procuring UPSs; reinstalling scanners; ordering toner cartridges for printers; and dealing with situations where there is no power. The management of the digitization of municipal records has been transferred to Kabul Municipality. However, KCI will continue to provide coaching and trouble shooting on the data entry process as well as data management. KCI management analysts were introduced to the District Managers in seven districts to take over coaching of the digitization process after May. The districts visited were 2, 4, 5, 6, 7, 11 and 15. The management analysts will continue to regularly visit the districts for mentoring and trouble shooting, but on a less frequent schedule since most of the municipal staff in the districts have developed the capacity to undertake the digitization process.

A large number of records were digitized in May. The total number of records digitized is now 114,240 (see table below), which is significantly more than the goal set for KCI in the PMP.

District	1389 Valuation Records digitized	1389 Valuation Records renamed	1390 Valuation Records digitized	1390 Valuation Records renamed	1391 Valuation Records digitized	1391 Valuation Records renamed	Safay'i Records digitized	Total Records
1	198	198	242	242	660	660	6.100	8.300
2	151	151	23	23	1.419	150	4.107	6.024
3	243	243	305	305	63		600	1.759
4	1.169	1.169	679	679	812	812	6.961	12.281
5	759	759	880	880	364		7.743	11.385
6	605	605	539	539	23		13.033	15.344
7	395	395	235	235	70	70	8.298	9.698
8	372	372	235	235	44		4.201	5.459
9	73	73	65	65	38		1.587	1.901
10	474	474	289	289	55		11.696	13.277
11	1.476	1.476	1.242	164	97		5.023	9.478
12	1.426	1.426	1.751	1.551	1.060		1.195	8.409
13	0	0	0	0	520	520	1.420	2.460
14	60	60	433	433	0		1.023	2.009
15	402	402	700	700	18		985	3.207
16	332	332	789	789	21		495	2.758
17	17	17	0	0	0			34
18	0	0	0	0	0			0
19	22	22	65	65	0			174
20	0	0	0	0	0			0
21	0	0	0	0	0			0
22	77	77	44	44	41			283
<b>Total</b>	<b>8.251</b>	<b>8.251</b>	<b>8.516</b>	<b>7.238</b>	<b>5.305</b>	<b>2.212</b>	<b>74.467</b>	<b>114.240</b>

## 2.0 ISSUES, OBSTACLES, AND RESOLUTIONS

- The Financial Management training for district managers and directors general had to be cancelled because KM's HR Department did not send the invitation letters to the participants. Communication between the departments still needs improvement.
- Advanced Budget training was planned to be delivered during the second week of May 2013 but the Deputy Mayor for Finance and Administration cancelled the training. The Deputy Mayor did not agree with the part of the training that deals with the preparation of the 1393 budget, based on program budgeting. KCI will consult with the Deputy Mayor to resolve this issue.

## 3.0 ACTIVITY FORECAST

Activities planned for June 2013:

1. Complete Cisco Certificate Network Associate (CCNA) training for KM IT staff;
2. Continue Women's Leadership and Management Skills Development training for 19 KM female staff;
3. Continue on the job training and mentoring of KM's Training Department;
4. Continue the fourth round of International Computer Driving License (ICDL) training for KM staff;
5. Start the fourth round of the Future Leaders Program for KM staff;
6. Start the third round of the Senior Leadership course for 25 KM senior staff;
7. Start the Topographical Survey training for 12 engineers of the Urban Planning Department;
8. Start and complete the Project Management course for KM's senior staff;
9. Prepare the contents of the Advanced Database Management System;
10. Continue coaching the KM ICT staff to build the capacity of the team to perform daily tasks individually;
11. Conduct the "Afghan Youth Networking & Community Engagement" Conference for 220 male and female youth;
12. Finalize the Terms of Reference (ToRs) of the Women's Support Group;
13. Finalize the Women's Council's Strategic Plan;
14. Finalize the Women Council's operating procedures;
15. Publish the Women's Meeting Management Manual;
16. Publish the Women's Business Directory;
17. Assist the Women's Council in celebrating International Mother's Day;
18. Conduct two Women's Business Development Campaigns;
19. Conduct one waste cleanup campaign by women;
20. Continue the public education campaign on cleaning and greening for children in Kabul's schools;
21. Complete production of the TV public service announcement on the municipality's Public Information and Relations Center (PIRC);
22. Complete preparations to start the advanced media course for KM staff;

23. Complete development of the standard operating procedures for the production of Public Service Announcements (PSAs);
24. Conduct a press conference for the Mayor on KM's achievements;
25. Conduct inauguration events for neighborhood park projects completed by KCI;
26. Continue conducting media events for KM/KCI projects;
27. Continue with the base construction of Ahmad Shah Baba Mina Block 8 Park in District 12;
28. Complete installation of the playground equipment in Macrorayan-e-Awal Park in District 16;
29. Complete the repair work in Arzan Qimat Block 11 Park in District 12;
30. Hand-over Arzan Qimat Block 11 Park to KM;
31. Complete the repair work in Macrorayan-e-Awal Park in District 16 and handover to KM;
32. Start the renovation of Old Taimani Park in District 4;
33. Continue with the construction of the sport court and volleyball court in Rahman Mina Block E Park in District 8;
34. Start the renovation of the Youth Gym at the Street & Maintenance Department in District 8;
35. Fix the deficiencies in guardrooms, canteens and toilets in Bibi Sangari Park, Sayed-ul-Naseri Park, Dehbori Park, Karte Mamorin Park, New Taimani Park, Arzan Qimat Block 11 Park and Macrorayan Awal Park;
36. Continue site visits and community meetings with USFOR-A for planning gravel roads;
37. Complete the design documents of the Kabul Youth Center in District 16;
38. Start the professional skills courses on electrical work and carpentry for KM staff;
39. Start the advanced safety training for KM engineers;
40. Start the training on park management. This will include developing detailed daily and weekly work schedules for every week of the year. This course is crucial for developing the capacity of the Greenery Department to maintain the parks, street median strips and other green areas in Kabul, including those built by Kabul City Initiative and other international donors.
41. Continue with the renovation of KM's kindergarten kitchen and bathroom;
42. CLIN 3 Team Leader to write a comprehensive close out report that includes, inter alia: achievements; PMP goals met and other deliverables; items still to be accomplished by the end of KCI; guidance on the next steps to be taken for the capacity building initiatives; and recommendations on how to make the systems improvements and capacity building sustainable.

## ANNEX 1: LIST OF COMPLETED SUBPROJECTS IN THE MONTH OF MAY 2013:

S/N	Name of project	Location	Department	Percent Completed	Quarter of Completion
1	Design drawings of sport court in Bibi Sarah Park	Districts 15	Greenery	100%	3 <sup>rd</sup> Quarter
2	Technical evaluation of Youth Gym renovation, and three sport courts and volleyball courts in Rahman Mina Block E, in Sayed-ul-Nasari Park II and Ahmad Shah Baba Mina Block 8 Park	Districts 8, 11, 12	Greenery	100%	3 <sup>rd</sup> Quarter
3	Technical evaluation of proposals for Sayed-ul-Nasari Park II, Ahmad Shah Baba Mina Block 8 Park, and Rahman Mina Park	District 8, 11, 12	Greenery	100%	3 <sup>rd</sup> Quarter
4	Installation of Playground Equipment in New Taimani Park and Arzan Qimat Block 11 Park	District 4, 12	Greenery	100%	3 <sup>rd</sup> Quarter
5	Construction of guardroom and canteen in Macrorayan-e-Awal Park	District 16	Greenery	100%	3 <sup>rd</sup> Quarter
6	Electrical upgrading of four parks including Arzan Qimat Block-11 Park, Dehbori Park and Taimani Park	District 12, 3, 4	Greenery	100%	3 <sup>rd</sup> Quarter

## ANNEX 2: STATUS OF ONGOING PROJECTS FOR THE MONTH OF MAY 2013:

No	Name of project	Location	Department	Percentage Completed/ Construction	CLIN	Progress
1	Base Construction of Ahmad Shah Baba Mina Block 8 Park	District 12	Greenery	15%	Services Delivery	In Progress
2	Construction of Sport Court and Volleyball Court in Rahman Mina Block E Park	District 8	Greenery	5%	Service Delivery	In Progress
3	Installation of Playground Equipment in Macrorayan-e-Awal Park	District 16	Greenery	20%	Services Delivery	In Progress
4	Sand delivery to Arzan Qimat Block 11 Park	District 12	Greenery	60%	Service Delivery	In Progress
5	Topographical Survey Training	District 4	Urban Planning Dept.	10%	Training	In Progress
6	Renovation of KM Kindergarten Kitchen and Bathroom	District 1	KM Main Building	10%	Service Delivery	In Progress
7	Site visit of Gravel Roads along with USFOR-A	District 7, 8, 16 and Bagrami Area	Streets	20%	Service Delivery	In Progress

## ANNEX 2: STATUS OF PROJECTED PROJECTS FORTHE MONTH OF JUNE 2013:

No	Name of project	Location	Department	Percentage Completed/ Construction	CLIN	Progress
1	Hand-over two parks which are New and Old Taimani Park	District 4	Greenery	100%	Service Delivery	Completed
2	Continue with the base construction of Ahmad Shah Baba Mina Block 8 Park	Districts 12	Greenery		Service Delivery	In Progress
3	Complete the playground equipment installation in Macrorayan-e-Awal Park	District 16	Greenery		Service Delivery	In progress
4	Complete the repair work in Arzan Qimat Block 11 Park	District 12	Greenery		Service Delivery	In progress
5	Hand-over Arzan Qimat block 11 Park to KM	District 12	Greenery		Service Delivery	In progress
6	Complete the repair work in Macrorayan-e-Awal Park in District 16 and hand-over to KM	District 16	Greenery		Service Delivery	In progress
7	Start renovation of Old Taimani Park	District 4	Greenery		Service Delivery	In progress
8	Continue construction of Sport Court and Volleyball Court in Rahman Mina Block E Park	District 8	Greenery		Service Delivery	In Progress
9	Start renovation of Youth Gym at the Street & Maintenance Department	District 8	Street & Maintenance Department		Service Delivery	In Progress
10	Fix the deficiencies in guardrooms, canteens and toilets in Bibi Sangari, Sayed-ul-Naseri, Dehbori, Karte Mamorin, New Taimani, Arzan Qimat Block 11 and Macrorayan Awal Parks	District 11, 3, 4, 12, 16	Greenery	100%	Service Delivery	Completed

11	Continue site visit and community meeting with USFOR-A for gravel roads	District 7, 8, 16 and Bagrami Area	Streets	20%	Service Delivery	In Progress
12	Complete the design documents of Youth Center	District 16	Greenery	80%	Service Delivery	In Progress
13	Continue with Topographical Survey Training for 12 KM engineers at Urban Planning Department.	District 4	Training	10%	Training	In Progress
14	Start the professional skillstraining for KM electricians and carpenters	Streets, Greenery and Sanitation Dept.	Training		Training	In Progress
15	Continue with the renovation of KM's kindergarten kitchen and bathroom	KM Main Building		10%	Service Delivery	In Progress

\* The Park projects are being built in three phases. Phase I includes greenery, sidewalks, sports courts, etc. Phase II includes canteens, guardrooms, and bathrooms. Phase III includes playground equipment. To date most of the parks are 100% complete with regard to Phase I construction as noted above.

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