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KABUL CITY INITIATIVE (KCI)

WORK PLAN, YEAR TWO

OCTOBER 2011 – SEPTEMBER 2012

October 31, 2011

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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 AND ABBREVIATIONS

AO	Assistance Objective
ASI	Adam Smith International
ARDMIS	ARD Management Information System
AUCC	Afghanistan Urban Consulting Company
CAD	Computer Aided Design
CCN	Cooperating Country National
CLIN	Contract Line Item Number
CO	Contracting Officer
COA	Chart of Accounts
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DCOP	Deputy Chief of Party
FACTS	Foreign Assistance Coordination and Tracking System
FAF	Foreign Assistance Framework
FMIS	Financial Management Information System
FY	Fiscal Year
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
GPS	Global Positioning System
GW	GardaWorld
ICDL	International Computer Driving License
ICT	Information Communication Technology
IEE	Initial Environmental Evaluation
IQC	Indefinite Quantity Contract
IR	Intermediate Result

KCI	Kabul City Initiative
KM	Kabul Municipality
M&E	Monitoring and Evaluation
MIS	Management Information System
MMCBIP	Municipal Management and Capacity Building Improvement Plan
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
NRC	National Research Center Inc.
O&M	Operation and Maintenance
PMP	Performance Monitoring Plan
PPP	Public Private Partnership
PSC	Private Security Company
QA/QC	Quality Assurance/Quality Control
RFTOP	Request for Task Order Proposal
RFA	Request for Approval
RIAP	Revenue Improvement Action Plan
SOP	Standard Operating Procedure
SOW	Scope of Work
STTA	Short-Term Technical Assistance
TBD	To Be Determined
TCN	Third Country National
USACE	United States Army Corps of Engineers
USAID	United States Agency for International Development

1.0 INTRODUCTION

The Kabul City Initiative (KCI), implemented by Tetra Tech ARD began its first (base) year operations on October 1, 2010. After some delays in startup due to USAID/Afghanistan's concerns regarding the President's security decree, USAID/Afghanistan instructed KCI on December 6, 2010 to plan for a contractual base period of 18 months or through March 2012. The work plan for the base year was prepared for a period of 16 months, from December 2010 through March 2012, and was approved by USAID on January 12, 2011.

During the first year of operations, KCI achieved significant results and on June 6, 2011, received notification from USAID of an option year (or Year Two) extension through September 30, 2012.

Later in June, KCI received verbal notification of limited funding allocations and began to curtail its current and projected activities and expenditures accordingly. The FY 2012 KCI budget and this work plan reflect a much reduced level of activity from the first year's activities.

From January to July 2011, KCI ramped up activities, awarding subcontracts for capacity building, design, infrastructure, and equipment acquisition to improve revenue collection and service delivery. During this period, KCI first worked with the Mayor and municipal officials to design procedures for the development and implementation of projects from concept to completion. Each project (or activity as detailed in the work plan) is the product of a working group composed of Kabul Municipality (KM) staff, is vetted in departments and district offices, and then presented and approved at weekly meetings (that are now held biweekly) chaired by the Mayor. KM staff then participate in the bidding and implementation process to increase their ownership in and capacity to manage municipal projects.

As of July, KCI had received bids and was prepared to award \$8.2 million in subcontracts, principally for road improvements, with an additional \$4.33 million in the pipeline for FY2011 implementation. Without funding for these projects, they were put on hold, and annual expenses were curtailed to approximately \$13 million for FY2011. The proposed budget for Year Two, or FY2012, includes expenditures of approximately \$19 million, such that the total for the first and second years does not exceed the current allocation of \$32 million. Despite these reductions, KCI is on target to meet its deliverables for Year One.

KCI has implemented significant cost savings for Year Two in response to reduced allocations. Administrative staff and expenses have been cut to provide a maximum level of support to the KM without compromising KCI's ability to manage additional funding should it become available. National staff were cut 30 percent and international staff 29 percent. Significant program reductions are proposed across all three CLINs of the project. KCI has also reduced equipment purchases, and has provided over \$1 million in equipment and furniture from closed out USAID projects to all 22 district offices, departmental offices, and to the KM central office.

Most of Year Two activities will build on the accomplishments and continue the activities initiated in Year One. Few new activities, apart from infrastructure improvements, are anticipated.

1.1 PROJECT PURPOSE

KCI is a Task Order under the Sustainable Urban Management II Indefinite Quantity Contract (SUM II IQC), whose purpose, inter alia, is to provide assistance to USAID in: (1) expanded and equitable delivery of urban services, and (2) enhanced effectiveness and accountability of local government.

The purpose of KCI is to provide technical assistance to the Kabul Municipality to create effective, responsive, transparent, and accountable municipal governance. KCI is designed to: (1) increase the capacity of Government of the Islamic Republic of Afghanistan (GIROA) officials in the Kabul Municipality, (2) improve the delivery of municipal services to citizens in Kabul, and (3) increase municipal capacity to generate and account for revenue. At \$120 million over a three-year period, KCI is the largest municipal program for an individual city ever undertaken by USAID.

It is anticipated that, as a result of KCI, 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.

KCI is designed to contribute to the United States Government (USG) Assistance Objective (AO) 1: Improved performance and accountability of governance; specifically, Intermediate Result (IR) 1.3: Strengthened governance and service delivery at national and sub-national levels, and its applicable sub-IRs:

- Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory.
- Sub-IR 1.3.4: Increased citizen awareness of reformed governance structures.

The main GIROA counterpart for KCI is the Kabul Municipality, which is led by the Mayor of Kabul who serves at ministerial rank as a presidential appointee. Kabul, with an estimated population of 5 million, contains 20 percent of the Afghan population, and 50 percent of the country's urban population.

KCI has embedded its project leadership and half of its staff with the Mayor and his deputies at the Kabul Municipality in each of the 22 districts and in all of its operating departments. KCI staff work side by side with city officials on a daily basis to help increase their capacity to communicate with citizens and deliver improved services.

1.2 PROJECT ACCOMPLISHMENTS

KCI's base year accomplishments are impressive, especially in view of the security, financial, and bureaucratic constraints inherent in the Afghan context. KCI is particularly honored to have as its counterpart Mayor Nowandish of Kabul, an aggressive, practical, and results-oriented leader who works in true partnership with KCI, having adopted and incorporated the project into daily municipal activities. Specific accomplishments are listed below under their respective CLINs.

The CLINs are integrated components, with human capacity building and institutional development (CLIN 1) supporting improved delivery of city services (CLIN 2), and improved service supporting improved revenue (CLIN 3) as citizens see their government improve and revenue collections increase. KCI maximizes the capacity-building potential of its activities and institutionalizes improved systems by ensuring that the KM is involved in all aspects of the project cycle and takes the lead in project planning.

Several of the project's successes are not CLIN-specific. These include:

- Creation of the Kabul Mayor's Donor Coordinating Task Force which meets biweekly and has been expanded to include all international donors working with the City. This Task Force was established as one of KCI's initial task forces and has become institutionalized as a regular forum,

chaired by the Mayor and at which all donor projects are coordinated and approved to comply with the City's priorities. Each meeting is attended by 50–75 participants from KM and the international donor and military community. This collaboration has allowed KCI to leverage donor funding (such as the U.S. Army Corps of Engineers' agreement to dig wells in parks that KCI is rehabilitating), and to forge donor cooperation and support for the development of a new bus system for the City with the U.S. Department of Transportation, including the embedding of a U.S. Department of Transportation staff member in the Kabul Municipality;

- Sponsorship of Mayor Nowandish's visit to the U.S. where he attended the U.S. Conference of Mayors' meeting, made a presentation to USAID, met with potential business investors in Washington, DC and in California, and told Kabul's story to the U.S. media; and
- Production of a household citizen survey in January that provided baseline data on citizen satisfaction, participation, and perceptions that helped KCI and the KM identify public needs and schedule public improvements. Survey data will also serve as key indicators of project success. The survey will be repeated in January 2012 to measure project performance and levels of citizen satisfaction with municipal services.

1.2.1 CLIN 1 Accomplishments: Capacity Building

During Year One, KCI instituted a comprehensive capacity-building program to develop human and institutional capacity to improve policy, standard operating procedures, and systems. KCI completed a Municipal Management and Capacity Building Implementation Plan (MMCIP) detailing its capacity-building programs for the three-year life of the project. This plan is based on organizational assessments conducted early in the project and includes a three-year master training plan for all administrative, technical, and professional employees. Much of the training is targeted human capacity building that responds to the demand created by CLIN 2 service provision and CLIN 3 revenue generation activities.

KCI has installed hardware and software for the more than 370 staff who are receiving training in the use of the internet and basic computing, and who will be tested for the international on-line certification in computer operations through the International Computer Driving License (ICDL) program. KCI has also procured equipment and established high-tech training centers in City Hall and in four outlying departments.

KCI trained 1,831 municipal staff in Year One. Almost all of the training was implemented through subcontracts with local Afghan firms. Training programs initiated under CLIN 1, in addition to IT training, include:

- International certification in project management through the Project Management Institute (PMI) in Istanbul, Turkey for 53 staff. KCI also obtained permission from the PMI copyright holder to translate the PMI textbook into Dari. This training resulted in the establishment of the initial PMI chapter in Afghanistan.
- Establishment of a Future Leaders Internship Program for 50 new municipal staff that includes six months of training in leadership, management, accounting, human resources, English, IT skills, and municipal management;
- The first ever safety training conducted in KM operating departments for 1,000 municipal staff in the Streets, Sanitation, Greenery, and Macrorayon Departments. All staff received Personal Protection Equipment that included steel-toe boots, a hard-hat, work gloves, safety glasses, ear protection, and a reflective vest;
- Training in surveying, road construction and inspection, asphaltting, and pothole patching for 98 Street Maintenance, Urban Planning, and Construction Control Department staff;

- Training in FMIS, budget preparation, and internal audit for 109 staff of the Revenue, Finance, and Internal Audit departments;
- Proposal Writing training for 44 District Managers and District Deputies;
- Communication Training for 24 District Managers; and
- Basic English and computer training for 59 PMI candidates in Kabul.

Also during Year One, more than 56 priority policies were identified and reviewed, and almost 40 have been reformulated or drafted for inclusion in the KCI-designed *Kabul Municipality Administrative Policy Manual*. KM and KCI also revised all City job descriptions into 612 positions covering all 7,000 KM employees. An employee evaluation system has been created.

In addition to human and institutional capacity-building efforts to improve the City's performance and accountability, KCI also works with the City to increase transparency by involving citizens in decision making. KCI has assisted the KM with community meetings held through the *Wakili Gozars* and district offices to inform them of the City's efforts to improve revenue collection and service delivery levels and to discuss the municipal budget, infrastructure projects, solid waste collection, women's councils, and safay'i payments.

KCI has also designed and introduced the City website (<http://km.gov.af/en>), blog (<http://kabulmayor-en.blogspot.com/>), Facebook page (<http://facebook.com/mayormohammadyunus.nawandish>), Twitter account (<http://twitter.com/KabulMayor>), and Flickr account, and is working with the City to integrate gender considerations into municipal standard operating procedures in hiring and in the direct provision of municipal services. The KCI website includes an interactive GIS section which shows all donor projects taking place in Kabul.

KCI is establishing an alliance with the private sector and United States Forces-Afghanistan (USFORA) and Afghan Engineering Team to develop a six-month mentoring program for 25 female engineers working at Kabul Municipality. These women will each be paired with a female expatriate engineer and will form an advisory board to incorporate women's needs into municipal infrastructure projects.

During this first year, KCI worked with KM to establish an employee-elected Women's Leadership Council to support female employees to achieve equity in all aspects of employment. The Council will report on the status of female employees; make recommendations on the effect of proposed and existing policies, procedures, and practices on women employees; serve as a conduit for female employees to report issues of concern in the workplace; and work with the 22 district women's councils to identify municipal government programs for women and youth as well as priority infrastructure projects. Six committees of the Council will work directly with two deputy mayors.

1.2.2 CLIN 2 Accomplishments: Infrastructure and Service Delivery

During Year One, KCI helped the City establish a comprehensive GIS database to update city maps and provide geographic references to socio-economic and demographic data. The geographic information system (GIS) is generating maps that are used by the Mayor's office for planning and outreach and is linked to web-based maps that citizens can access via the City's website.

Working closely with the Departments of Sanitation, Parks and Greenery, and Streets, KCI and the City prepared over \$15 million of municipal improvement projects for procurement in Year One and have:

- Completed two ditch construction projects, two ditch cleaning programs, and two ditch covering projects. Multiple construction, cleaning, and covering projects are in the pipeline pending funding;

- Initiated the rehabilitation of 10 neighborhood parks which will include sports courts, irrigation systems, security fencing, and gazebos. Bathrooms, playground equipment, lighting, and guard/concession huts are under procurement;
- Prepared designs and documentation for the rehabilitation of two major city parks; construction is currently on hold pending funding;
- Broke ground on the Balahesar Road repaving project, with four additional repaving projects totaling over 30 km prepared for bidding;
- Broke ground on five sidewalk projects to be completed by the end of calendar year 2011;
- Completed construction or electrical upgrades to eight of the City's 22 district offices to provide power for new IT equipment to operate the new financial management system, with designs prepared for six more offices (pending funding); and
- Conducted renovations in four municipal buildings including City Hall and the headquarters of the Parks, Sanitation, and Streets Departments.

KCI has also provided significant support over the past year to the Kabul Zoo including the development of International Zoo Standards; a financial analysis for fees; infrastructure; and support for the administration and coordination of international efforts with donors and other international zoo organizations for support, training, and mentoring. KCI successfully recruited one of the world's leading zoo designers (Jon Coe) to develop a "Kabul Zoo Master Plan" for Kabul Municipality that would help change the zoo into an educational, training, and community facility that would allow the indigenous species of animals from Afghanistan to be viewed in their natural habitat.

1.2.3 CLIN 3 Accomplishments: Revenue Collection and Financial Management

The City's financial and property tax documents are no longer solely paper-based. During its first year, KCI initiated the digitization of the City's property tax register and installed the City's first computerized Financial Management Information System (FMIS) which is compatible with the Ministry of Finance systems and functional in Dari and Pashto. The new property tax register will be linked to a new, comprehensive Geographic Information System (GIS) database to increase property tax revenue and support territorial and land use planning. These two systems will be partially implemented in Year Two and represent significant reforms in budgeting, collecting revenue, and accounting for expenditures in Kabul.

Over the first year of the project, City revenue has risen by 24 percent compared to the previous period. KCI's first-year target for revenue improvement was 15 percent. KCI worked with the Municipality to improve revenue collection systems, implement new sources of revenue, and create greater capacity. KCI and the City also developed a citizen outreach campaign with more than 100 billboards illustrating the link between taxes and service delivery to encourage residents to pay the City's safay'i tax, resulting in a 15 percent increase in property tax revenue.

During its first year KCI:

- Analyzed all current and potential legal sources of revenue, produced a three-year *Revenue Improvement Plan*, and helped the City institute a Revenue Improvement Action Plan (RIAP) that identifies key legal and policy issues to be addressed to streamline financial, accounting, and revenue collection systems, and increase revenue;
- Produced a three-year *Financial Improvement Plan* that contains a three-year baseline analysis of historic revenues and expenditures and budget-to-actual variances; aligned a reformed budgetary process to coincide with the national budget cycle; implemented a monthly bank account revenue/expenditure reconciliation protocol; developed a chart of accounts; and provided training in internal auditing, based on internationally recognized standards;

- Prepared a three-year *Property Tax Registration Improvement Plan*, established a computerized property tax registration database, and digitized all tax registrations for the current and previous fiscal years; and
- Organized a financial management study tour to two U.S. cities for the Deputy Mayor of Administration and his Director General of Revenue to provide practical examples of the operation of systems, procedures, and methods being introduced under CLIN 3. One result has been the insistence by the Deputy Mayor on development of a capital planning process alongside the budget process currently being developed.

1.3 BASE PERIOD: PARTNERS AND OUTPUTS

KCI is teamed with several private sector implementing partners. The contributions of each are tabulated in Table 1 below.

Table 1: Contributions of Private Sector Implementing Partners

Tetra Tech ARD Partner	Activity	Outputs¹
Afghan Urban Consulting Company (AUCC)	Embedded in municipal departments. Build municipal capacity to identify and implement municipal service and infrastructure projects	Number of service delivery projects and number of infrastructure projects
Adam Smith International (ASI)	Embedded in municipal departments. Lead CLIN 3 activities to improve municipal revenue collection	Restructured administrative, financial, accounting, and land tax register systems
National Research Center Inc. (NRC)	Citizen satisfaction survey design, training of local enumerators, survey data analysis	Completed Year Two survey and report
Urban Governance Collaborative LLC (UGC)	Embedded in municipal departments. Lead the implementation of CLIN 2, Service Delivery	Number of service delivery projects and numbers of infrastructure projects
GardaWorld	Security for project staff	Ongoing security to all project elements
Lapis, local subcontractor for surveys	Perform field surveys	Collect and compile survey data. Perform basic data analysis
Local training subcontractors	Provision of classroom and field-based training	Training events and individuals trained in topics across CLINs
Local construction subcontractors	Design and construction of municipal infrastructure	Numbers of municipal projects

¹ Output Targets are detailed in the KCI Performance Monitoring Plan (PMP) – found in Appendix A.

2.0 OVERVIEW OF THE YEAR TWO WORK PLAN

KCI integrates all CLIN activities toward shared objectives. CLIN 1 and CLIN 3 activities are designed to respond to the demand created by CLIN 2 service delivery improvements. The key assimilating force for KCI is the service delivery activities that visibly improve the lives of citizens by creating a cleaner, greener, and more livable city where municipal services are increasingly reliable. Service delivery projects serve as an engine that drive demand for new municipal systems; capacity building of staff; communication and outreach efforts by the KM; and improved financial, accounting, and revenue systems.

In January of 2010, KCI conducted a public opinion survey to obtain a baseline of public opinion concerning the delivery of city services, and to identify citizen priorities in service delivery. Data from this survey has been used to develop KCI activities that are most responsive to citizen needs, and have been incorporated into the project's Performance Monitoring Plan (PMP) presented in Appendix A. KCI will conduct a follow-up survey in January 2011.

2.1 CLIN 1: CAPACITY DEVELOPMENT AND CITIZEN ENGAGEMENT

CLIN 1 supports service delivery (CLIN 2) and revenue generation (CLIN 3) through both staff and institutional capacity development. CLIN 1 also conducts public participation activities that highlight KM activities and accomplishments, including ground-breaking and dedication ceremonies for each service delivery/infrastructure project.

During Year One, KCI completed a Municipal Management and Capacity Building Implementation Plan (MMCIP) detailing its capacity-building programs for the three-year life of the project. This plan is built on baseline assessments conducted early in the project and includes a three-year master training plan. To develop the MMCIP, working groups were established for Public Participation and Communication; Budget, Finance, and Revenue; Training/Capacity Building; and Policy and Administration. The KCI Year Two work plan tracks the proposed improvements contained in the MMCIP.

KCI will also continue to plan, support, and manage in coordination with KM the bi-weekly Kabul Mayor and Donors Task Force meetings, where KCI and KM take leadership roles to coordinate the efforts of KM and all of the national and international donors working to improve the City of Kabul.

2.1.1 Staff Capacity Development

In its second year, under Task 1.1.1, KCI will continue to provide training in core administrative areas that was initiated during the first year and includes:

- ICDL for 370 staff who are receiving training in the City's five computerized training centers over a five-month period; ICDL training will be provided for an additional 200 staff in Year Two; and,

- The Future Leaders Program for 50 newly employed staff that is being conducted over a six-month period; in Year Two, KCI will conduct a second round of this program for 50 additional interns.

Executive Leadership Training, and Women's Leadership and Business Skills Training were designed in Year One and will be implemented in Year Two.

Under Task 1.1.2, KCI will continue training in operations and maintenance of city services with a second year focus on the women's engineering program, GIS, Global Positioning System (GPS), Computer Aided Design (CAD), safety (for an additional 1,000 workers), water and wastewater treatment, materials analysis, asphalt production, parks maintenance, and sanitation training including landfill operations, route design, maintenance, and driver training.

Under Task 1.1.3, KCI will provide training in coordination with CLIN 3 to fully implement the Financial Management Information System (FMIS) and includes training in accounting, revenue stream generation, and internal audit and risk management.

This training program schedule is detailed in Table 2 (page 10) below.

2.1.2 Institutional Capacity Development

In its first year, KCI, working with the procedures working group, identified more than 56 procedures for drafting and inclusion in an *Administrative Policy Manual for the Kabul Municipality*. All procedures concerning the application of IT have been drafted and approved, more than 36 are under draft review, and the remainder will be drafted and adopted in Year Two. Under Task 1.2.1, KCI will develop a report that identifies organizational redundancies and conflicts, and will draft departmental policy manuals, standard operating procedures, and terms of reference.

Task 1.2.2 is a new initiative in Year Two. During the first quarter, a work plan will be developed and office space identified for the establishment of a Citizen Information Center. During the second quarter, policies and Standard Operating Procedures (SoPs) will be developed, and staff will be assigned and trained to include a study tour to Romania to learn firsthand about citizen information centers.

Under Task 1.2.3, KCI will assist the Kabul Municipality to fully implement the Women's Council initiative introduced during the first year. Elections were held in Year One and will be followed by a new member orientation and development of a work plan in Year Two. The Council also intends to release an annual report on the status of women in Kabul Municipality.

During Year One, KCI developed an ICT strategy to incorporate information and communications technology into core municipal management and administrative functions, and completed Phase I of its ICT strategy, providing computers, training, and internet connectivity. In Year Two, under Task 1.2.4, KCI will complete the Phase II Equipment and Networking Assessment, and connect to fiber optic and satellite. KCI will continue to assist the Kabul Municipality IT staff to become self-sufficient in monitoring and maintaining the City's IT system with the installation of a Help Desk and training in A+ and MCIPT.

Under Task 1.2.5, KCI will work to improve management systems by increasing internal reporting requirements and drafting accompanying the SoPs.

2.1.3 Increase Public Participation

This subcomponent supports CLINs 2 and 3 by improving the quantity and quality of news coverage of the Kabul Municipality and increasing public participation, particularly regarding the provision of

essential services and infrastructure; by providing public information that educates citizens about the cost of service delivery and the need for tax and fee compliance; by improving the communication between the municipality and citizens, so that service delivery can be better tailored to citizens' needs and willingness to pay; and by conducting public education campaigns to engage citizens in improving municipal services through proper trash disposal and awareness of the need to keep drainage canals free of debris.

Under this task in Year Two, KCI will:

- Deliver training in media relations and public outreach to municipal media staff district managers, directors general, and members of the public participation working group;
- Support the Working Group to conduct neighborhood-level meetings with *Wakil Gozars* and civil society organizations to design and implement a series of public education campaigns on the top public education/behavior change needs including cleaning, greening, revenue, and business licenses to be approved and monitored by the MMCBIP Task Force. KCI will also produce promotional materials such as brochures, posters. TV, and radio spots will be done should funding become available;
- Continue to support and facilitate regular press conferences for journalists;
- Continue to conduct media events to publicize projects; and
- Continue to support the development of the municipal website and the Mayor's Blog, Facebook, and Twitter with procedures for departments and districts to regularly provide updated information to the website.

Table 2 below details the timeline for implementation of CLIN 1 activities.

Table 2: Implementation Schedule of CLIN 1 Year Two Activities

CLIN 1 Year Two Work Plan				2011			2012											
	ARDMIS Activity Number		Tasks	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
				Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola			
1.1 Staff Capacity Development	1.1.1	Core Administrative Trainings	Executive Leadership Training delivered															
			Women's Leadership & Business Skills Training delivered															
			ICDL Training delivered															
			"Future Leaders" Internship Program training delivered															
	1.1.2	Service Management and Operations Training	GIS training delivered															
			GPS Training Delivered															
			CAD Training Delivered															
			Women's Engineering Program															
			Worker Safety Training delivered															
			Water Treatment training delivered															
			Materials Analysis Training delivered															
			Asphalt Production Training delivered															
			Park Management Training delivered															

		CLIN 1 Year Two Work Plan				2011			2012										
						Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
ARDMIS Activity Number		Tasks				Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola		
1.1.3	Revenue and Financial Training	Accounting Training delivered																	
		FMIS Training delivered																	
		Municipal Revenue Stream Generation Training Delivered																	
		Internal Audit and Risk Management Training delivered																	
1.2.1	Policy and Procedure development	Develop report that identifies organizational redundancies and conflicts																	
		Department Policy Manuals drafted																	
		Department SoPs drafted																	
		Department ToRs approved																	
1.2.2	Citizen Information Center	Work Plan development																	
		Policies and SoPs developed																	
		Staff Assigned																	
		Staff Trained																	
		Romania Study Tour																	
		Office Space Identified																	
1.2.3	Gender Mainstreaming	Women's Council Elections																	
		Women's Council New Member Orientation																	
		Women's Council Work Plan development																	
		Women's Council Internal Elections																	
		Women's Council Monthly Meetings																	
1.2.4	ICT Systems	Release annual report on status of women in Kabul Municipality																	
		Phase II Equipment and Networking Assessment Completed																	
		Phase II Equipment and Fiber Optic / Satellite Installed																	
		Phase II Equipment Monitoring																	
		A+ and MCIPT training delivered																	
		Help Desk Launched																	
		Help Desk Monitored																	
		KM Website / Email technical monitoring and maintenance																	
FMIS technical monitoring and maintenance																			

			CLIN 1 Year Two Work Plan												
			2011			2012									
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
ARDMIS Activity Number		Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola	
1.2.5	Management Systems	Internal Reporting Requirements and SoPs drafted													
1.3 Increase Public Participation		Deliver training in Media Relations and Public Outreach to Municipal Media Staff District Managers, Directors General and members of the Public Participation Working Group													
		Support Working Group in conducting neighborhood level meetings with <i>Wakil Gozars</i> and Civil Society Organizations to design and implement a series of public education campaigns on top public education/behavior change needs including cleaning, greening, revenue and business licenses to be approved and monitored by the MMCBIP Task Force. Also produce promotional materials like brochures, posters.													
		Support and facilitate regular Press Conferences for journalists													
		Conduct media events to publicize projects													
		Support development of municipal website, Mayor's Blog, Facebook and Twitter with procedures for departments and districts to regularly provide updated information to website to maintain relevance and usefulness for the public													
		Present reports of results of public education campaigns to the Task Force													
		KCI to plan, support and manage in coordination with KM the bi-monthly Kabul Mayor and Donors Task Force meetings, where KCI and KM take leadership roles to coordinate the efforts of KM and all of the national and international donors working to improve the City of Kabul.													

As a result of reductions to the KCI budget, the project has cancelled or put on hold CLIN 1 projects originally scheduled for Year Two. This has resulted in a 30 percent reduction in planned trainings. The following is a list of CLIN 1 activities that have been curtailed or cancelled, but will be implemented if additional funds become available:

1. ICDL for Year 2 originally planned for 350 employees, reduced to 200
2. Women's Leadership Training: originally 100 participants, reduced to 10
3. Engineer Training, originally 100 participants, reduced to 25
4. Community meetings with the working groups, originally 100 meetings planned, reduced to 30
5. Senior Leadership Training, originally 100 participants, reduced to 25
6. A 50 percent reduction in the number and frequency of working group meetings

7. A 10 percent reduction in the number of days available for mentoring and training Deputy Generals
8. SOP development significantly slowed
9. Reduction in the number of gender and youth programs.

2.2 CLIN 2: MUNICIPAL SERVICE DELIVERY

Efficient and effective municipal service delivery is the primary focus of all KCI activities. The CLIN 2 Year Two work plan is designed to provide improved infrastructure and services that will ultimately result in increased confidence among Kabul citizens in their government. KCI works closely with the Departments of Parks and Greenery, Sanitation and Streets, the 22 district offices, and the Mayor’s Office in planning and implementing these activities.

The activities and tasks outlined below include a number of small renovation and construction projects, along with basic public works maintenance activities. All studies and preliminary designs include site-specific environmental screening as stipulated in the USAID/Afghanistan Initial Environmental Examination (IEE), and all infrastructure designs are accompanied with operating estimates for the first five years of the improvement, with the City agreeing to absorb the operating and maintenance expenses.

The base year CLIN 2 work plan presented over 50 discrete infrastructure and service provision activities to be implemented over the life of project. By May 2011, over \$15 million in infrastructure procurements was either contracted or in the bidding process for the 2011 construction season. Over \$20 million more was in the design pipeline. These procurements included projects in parks, urban forestry, solid waste management, human waste, drainage, streets, and facility rehabilitation.

Recent budget adjustments have radically altered the KCI CLIN 2 implementation plan, with the original three-year \$60 million target reduced to approximately \$11 million over two years. By the end of FY 2011, KCI will have contractually obligated over \$1.8 million to infrastructure procurements, with some \$9.2 million programmed for FY 2012. KCI has worked closely with the Mayor’s Office to identify those priority CLIN 2 projects for Year Two implementation, and will continue this coordination should additional funds become available to implement projects in the pipeline.

Table 3 below presents major CLIN 2 projects that are currently planned for Year Two. The table includes:

- Projects that have broken ground in the base year and will be completed in Year Two;
- Projects that are slated to commence and be completed in Year Two; and
- Projects that, should resource availability allow, be implemented in Year Two (*italicized* in the table).

Table 3: KCI Year Two Construction Projects and Procurements

Project Title	Kabul Government Unit	Year Two Budget US\$	Notes
Streets			
Balahesar Road Construction/ Paving (1 km)	Streets Department	\$1.59 million	This activity is under contract and construction began in September 2011
Residential streets in District 3 construction and paving (5.83km)	Streets Department	\$2.27 million total package	This activity is under contract and in implementation. Overall budget of this Project can be reduced by eliminating individual streets from the package.
<i>Residential streets in District 5 construction and paving (10.23 km.)</i>	<i>Streets Department</i>	<i>Estimated \$3.73 million total package</i>	<i>Contractor identified. Activity consists of numerous small streets. Overall budget of this Project can be reduced by eliminating individual streets from the package.</i>

Project Title	Kabul Government Unit	Year Two Budget US\$	Notes
<i>Residential streets construction and paving - 3 km in Khoja Bogra D11;</i>	<i>Streets Department</i>	<i>\$1.27 million total package</i>	<i>Activity consists of numerous small streets. Overall budget of this Project can be reduced by eliminating individual streets from the package.</i>
<i>Residential streets construction and paving - 6.135 km in D4;</i>	<i>Streets Department</i>	<i>Estimated \$2.1 million total package</i>	<i>Activity consists of numerous small streets. Overall budget of this Project can be reduced by eliminating individual streets from the package.</i>
<i>Residential streets construction and paving - 7.08 km in D3 and D11;</i>	<i>Streets Department</i>	<i>Estimated \$3.11 million total package</i>	<i>Activity consists of numerous small streets. Overall budget of this Project can be reduced by eliminating individual streets from the package.</i>
<i>Residential streets construction and paving - 3.544 km in D4 and D5;</i>	<i>Streets Department</i>	<i>Estimated \$4 million</i>	<i>Activity consists of numerous small streets. Overall budget of this Project can be reduced by eliminating individual streets from the package.</i>
Five sidewalk construction projects	Streets Department	2011 budget already committed	Five projects underway - to be completed in Year Two
<i>Additional 10km of sidewalks selected, designed, constructed</i>	<i>Streets Department</i>	<i>Budget pending</i>	
Sanitation			
Heavy and medium equipment purchases for Sanitation and Streets	Sanitation and Streets' Departments	Estimated \$1 million	These purchases will take place during the Year Two and final price tags will reflect available funds and priorities.
Solid waste transfer station #1 construction	Sanitation Department	Estimated \$ 1 million	This activity is in the design phase and final budget not set
<i>Solid waste transfer station #2 construction</i>	<i>Sanitation Department</i>	<i>Estimated 1\$ million</i>	<i>Would use same basic design as Transfer Station #1</i>
Construction or repair of canals and roadside ditches	Sanitation Department	Approximately \$300,000	Abder Qader Bedel canal completed; District 15 Khwajah Boghrah canal and road drainage project to complete in November 2011
Complete work in cleaning roadside ditches and canals with machinery	Sanitation Department	2011 budget already committed	
Complete work in covering ditches with steel grates	Sanitation Department	2011 budget already committed	Initiated in FY 2011, Complete installation in FY 2012
Parks			
Complete base construction of 10 neighborhood parks	Parks and Greenery	2011 budget already committed	Initiated in FY 2011, to be completed in FY 2012
Park toilets in each of the 10 neighborhood parks	Parks and Greenery	Total estimate \$150,000	Have gone out to bid by October 2011
Guard house and concession stands in each of the 10 neighborhood parks	Parks and Greenery	Total estimate \$150,000	Designs and SOW done – September 2011. Ready to be bid
Park playground equipment in each of the 10 neighborhood parks	Parks and Greenery	Total estimate \$400,000	Designs pending
Install lighting in each of the 10 neighborhood parks	Parks and Greenery	Total estimate \$335,000	On hold
<i>Improve Major City Parks-- Shar-e-Naw Park and Zoo</i>	<i>Parks and Greenery</i>	<i>Estimated \$800,000 and \$250,000</i>	<i>Designs on hold, in planning stages</i>

Project Title	Kabul Government Unit	Year Two Budget US\$	Notes
Upgrade sports courts at Share-Naw Park and at the Macro rayon	Parks and Greenery	\$16,400 and \$67,600	Construction complete
<i>Upgrade and construction of basketball, volleyball, futsal (mini-football) courts, small football and cricket fields</i>	<i>Parks and Greenery</i>	<i>Variable</i>	<i>On hold</i>

Project Title	Kabul Government Unit	Year Two Budget US\$	Notes
Facility Upgrades			
Complete all municipal facility upgrades for district and department facilities	Various	2011 budget already committed	Departments of Sanitation, Parks and Greenery, Streets and City Hall with completed upgrades. Renovation of district buildings in: D1, D4,D5, D7, D9, D11, and D16 will be completed in FY 2012
Complete all municipal facility electrical upgrades district and department facilities	Various	2011 budget already committed	Electrical upgrades and re-wiring in Departments of Sanitation, Parks and Greenery, City Hall completed. Rewiring in Districts: D1, D4, D5, D6, D7, D9, D11 and D16 will be completed in FY 2012
<i>New upgrades for Municipal facilities</i>	<i>Various</i>	<i>TBD</i>	<i>Could include: Carpet Streets Department offices Renovate offices of districts: D8/22; D10, D12/21; D14; D17; D18/19 (SOWs completed 2011) Re-wire district offices: D14; D17; D10; D18/19; D8/22; D12/21; D20 (SOWs completed 2011) Repair and maintenance of district equipment</i>

The activities and tasks below are organized by the CLIN 2 activity areas as listed in the KCI Base Year Work Plan: 1) Parks and Greenery; 2) Sanitation; 3) Streets; 4) Commercial Area Development; 5) City Facility Rehabilitation; 6) Establish Public-Private Partnerships; and 7) Small District-Oriented Projects.

2.2.1 Improve Kabul Parks and Greenery

KCI made significant progress in its collaboration with the Department of Parks and Greenery in Year One, and is poised to complete construction and rehabilitate 10 neighborhood parks and two major city parks. Park construction contracts include landscaping, gazebos, sidewalks, fencing, sports courts, irrigation systems, green spaces, and greenery. Other park components—playground equipment, toilets, guardhouses, concession stands, and lighting—are to be contracted separately and installed in each of the parks.

The current funding scenario will allow KCI to complete basic construction of the 10 neighborhood parks. KCI also plans to install bathrooms, playground equipment, guard huts, concession stands, and lighting in each park. The funding situation has put construction of the two major city parks on hold, although designs and bidding documents will be prepared.

The Gantt chart (Table 4) below indicates that KCI's Year Two activities with the Parks and Greenery Department will focus on completing neighborhood parks. Blue indicates actions that are currently scheduled for Year Two. Red indicates those actions that are currently on hold.

Table 4: KCI Year Two Parks and Greenery Department Activities

CLIN 2 Year Two Work Plan			1390					1391						
Parks and Greenery			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	OUTPUT	Tasks	Mizan	Aqrab	Gaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
Improve Kabul Parks and Greenery	Final Construction of 10 Neighborhood Parks/Train maintenance workers	Complete base construction of 10 neighborhood parks												
		Complete construction of toilet facilities												
		Complete construction of guard house/concession stand												
		Procure/install park lighting												
		Procure/install playground equipment												
		Train maintenance workers												
	Improve Major City Parks—Shar-e-Naw and Zoo--Train maintenance workers	Identify area for renovation												
		Design renovation												
		Procurement												
		Construction												
		Identify private sector sponsors for financial support												
		Train maintenance workers												
	Build 5 new sports courts for use of young men	Identify sites for sports courts												
		Procurement												
		Construction												
		Identify private sector sponsors for financial support												
	Renovate old Greenery Building for youth/women Center	Community meetings to determine best layout												
		Determine operations methodology												
		Identify private sector sponsors for financial support												
		Procurement												
		Construction												
		Operations training												

2.2.2 Improve Kabul City Sanitation

The Department of Sanitation oversees Kabul’s solid waste management, drainage (canal and sewers), and human waste management. KCI supports the KM in all of these areas with activities in infrastructure, equipment provision, systems, and capacity building. The work plan for Year Two is detailed below in those same categories.

Solid Waste Management

KCI will continue to support the Sanitation department in improving logistical systems and will complete equipment purchases. The Gantt chart (Table 5) below indicates that KCI's Year Two activities in solid waste management will focus on completing one solid waste transfer station, completing optimized routing plans for trash collection in 5 districts, and setting up private sector trash collection in one district. Blue indicates actions that are currently scheduled for Year Two. Red indicates those actions that are currently on hold.

Table 5: KCI's Year Two Solid Waste Management Activities

CLIN 2 Year Two Work Plan			1390					1391						
Solid Waste Management			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
Improve Kabul City Sanitation	Construct one transfer station	Complete design of solid waste transfer station												
		Procurement												
		Construction												
		Operations training												
	Communications radios/GPS	Finalize field demonstration												
		Design radio/GPS System												
		Procurement												
		Operations training												
	Develop systems for neighborhood solid waste collection	Inventory dumpsters and neighborhood open waste dumps												
		Waste collection system audit complete.												
		Field testing of a GPS technology for fleet management and fuel consumption complete.												
		Routing plan developed and implemented in District 2												
		Complete routing plans for five districts												
	Private Sector household trash collection in one district	Finalize public outreach-communications plan												
		Procurement												
		Implementation												
		Evaluation for replication												
		Solicitation (if pilot successful)												
		Implementation												

CLIN 2 Year Two Work Plan			1390							1391				
Solid Waste Management			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
	Ramp Up composting	Establish system for source separation of green material												
		Identify/purchase additional equipment												
		Feasibility study for sale/privatization												
		Implementation of privatization or sale												
	Outsource maintenance for trucks/machinery	Decision by DGs Streets and Sanitation Departments on joint use facility												
		Procure private sector source												
		Train municipal staff on contract management												
		Renovate existing garage at Streets Department												
		Implement program												
		Evaluate												

Drainage Improvements

KCI engaged in three types of drainage activities during the base year: 1) ditch and canal cleaning; 2) ditch and canal construction and rehabilitation; and 3) covering open ditches with strong steel mesh. Current budgets will permit KCI to complete those activities already under contract.

The Gantt chart (Table 6) below demonstrates that KCI's drainage improvement projects with the Sanitation Department will wind down in Year Two. Those activities already under contract will be completed and no new activities planned or initiated. Blue indicates actions that are currently scheduled for Year Two.

Table 6: KCI's Year Two Sanitation Department Drainage Improvements Activities

CLIN 2 Year Two Work Plan			1390							1391				
Drainage Improvements			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	OUTPUTS	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
Improve Kabul City Sanitation	Ditch grating	Complete ditch grating program												

CLIN 2 Year Two Work Plan			1390						1391					
Drainage Improvements			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	OUTPUTS	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
	Canal construction/rehabilitation	Complete canal construction/rehab program (District 15 Khwajah Boghrah canal)												

Human Waste Management

KCI will not engage in any Year Two activities in human waste management due to the current budget scenario and the low municipal priority given to the topic. No Gantt chart is included.

Capacity Building in the Sanitation Department

This activity was not included in the base year work plan. At the request of the KM, KCI will work with the Sanitation Department staff to develop a three-year capital improvement/depreciation schedule for Sanitation Department planning and budgeting. KCI will also develop and help implement a trash collection and disposal (solid waste management) operations manual that will help systematize all municipal trash collection and disposal activities. These activities will begin at the end of the 2011 calendar year and will continue into 2012 and beyond.

Table 7: KCI's Year Two Sanitation Department Capacity Building Activities

CLIN 2 Year Two Work Plan			1390						1391					
Capacity Building – Sanitation Department			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	OUTPUTS	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
Improve Kabul City Sanitation	Create a capital improvement/depreciation schedule	Inventory existing equipment												
		Project growth of department												
		Develop draft CIP for DG												
		Develop draft CIP for Mayor's approval												
		Present/distribute to donors												
	Develop and implement trash operations manual	Gather existing policies												
		Prepare draft for DG review												
		Prepare final for Mayor's adoption												
		Train staff on operations												

2.2.3 Improve Kabul City Streets

KCI originally planned to improve secondary graveled streets in the KM. Street repaving projects were not included in the base year work plan, but as paved streets are Kabul Municipality's highest priority in infrastructure, KCI has responded. In coordination with USAID and the KM, KCI developed and designed over \$17 million in street repaving projects during the base period. These projects also include sidewalk and drainage improvements. Street repaving subprojects were organized into seven contract packages. Six of these went to bid and contractors were selected. Under the current budget scenario, one of these road paving projects is to be implemented in its entirety (Balehesar). Selected streets from the District 3 and District 5 repaving packages will also be built.

The Gantt chart (Table 8) below indicates that KCI's Year Two activities with the Department of Streets will be to complete construction of Balehesar Road, and select roads in District 5. Blue indicates actions that are currently scheduled for Year Two. Red indicates those actions that are currently on hold.

Table 8: KCI's Year Two Department of Streets Activities

CLIN 2 Year Two Work Plan			1390					1391							
Streets Department – streets, sidewalks, equipment			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
TITLE	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola	
Improve Kabul City Streets	Streets paving/ construction	Construct Balehesar Road													
		Construct District 3 (5.83 km)													
		Construct District 11 (3 km)													
		Construct District 4 (6.135 km)													
		Gravel District 5 (10.23 km)*													
		Construct District 3/11 (7.08 km)													
		Construct District 4/5 (3.544 km)													
	Sidewalk construction	Complete Construction of Sidewalks Underway													
		Construct 10 km of Sidewalks													
	Equipment purchase**	Complete Procurement for Skid Steers and Street Maintenance Equipment													
		Receive Equipment													
		Train Operators													

* Selected roads built with remaining funds in this package will total less than 10.23 km.

**KCI is currently evaluating bids for leased equipment in the interim before purchased equipment arrives.

Capacity Building in the Streets Department

At the request of the KM, KCI will work with Streets Department staff to develop a three-year Capital Improvement/Depreciation Schedule for Streets Department planning and budgeting. These activities will begin at the end of the 2011 calendar year.

Table 9: KCI's Year Two Streets Department Capacity Building Activities

CLIN 2 Year Two Work Plan			1390					1391						
Capacity Building – Streets Department			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
Improve Kabul City Streets	Create a capital improvement/depreciation schedule	Inventory Existing equipment												
		Gather existing information												
		Develop draft CIP for DG												
		Develop final CIP for Mayor's approval												
		Present/distribute to donors												

2.2.4 Commercial Area Improvement

Assessment and planning for a pilot commercial area improvement project was completed during the base year. KCI is continuing to explore opportunities for completing a potential pilot project in this area in Year Two which could include the development of a Business Improvement District.

Table 10: KCI's Year Two Commercial Area Improvement Activities

CLIN 2 Year Two Work Plan			1390					1391						
Commercial Area Improvement			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
Commercial Area Improvements	Create a capital improvement/depreciation schedule	Present Plan to DM/District 2												
		Accept petition from merchants												
		Coordinate Services with Municipality												
		Implement Program												

2.2.5 Rehabilitate City Facilities

KCI made significant progress during the base year to make much-needed repairs and improvements to KM department and district offices and facilities. The overall objective was to rehabilitate all department and district office buildings owned by the city. Repairs and rehabilitation included interior and exterior surfaces, water and toilets, windows and doors, electrical and wiring systems, and roofs. KCI plans to complete all facility rehabilitation projects for which SOWs were completed during the base year of the contract.

The Gantt chart (Table 11) below indicates actions that are currently scheduled for Year Two.

Table 11: KCI's Year Two City Facilities Rehabilitation Activities

CLIN 2 Year Two Work Plan			1390						1391					
Rehabilitate City Facilities			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
Municipal Facilities Upgrades	Re-habilitate city facilities	Complete ALL projects with construction kick-off in Base Year - district building renovation completed - #1, #4, #7, #9, #11, #16 - district buildings rewiring completed - #1, #4, #5, #6, #7, #9, #11, #16												
	Re-habilitate city facilities	Complete district building renovations completed - #8/22, #10, #12/21, #14, #17, #18/19, Complete district building rewiring completed - #14, #17, #10, #18/19, # 8/22, #12/21, #20												

2.2.6 Establish Public-Private Partnerships

KCI facilitated a number of public-private alliance possibilities to create win-win scenarios for KM and a private sector partner. During Year One, KCI facilitated the following alliances:

- Alliance with the Wildlife Conservation Service, the Bronx Zoo, and other Zoos to provide training, medical materials, and support; and
- An Alliance with USforA, Kabul Zoo, and private veterinarians to support training and medical care at the Zoo.

Other potential alliances will be further explored in Year Two and include:

- A Signage Alliance that would provide educational signs in English, Dari, and Pashto at the Kabul Zoo. Advertising would also be displayed on the signs and the proceeds would be used to fund food for the animals; and

- An Alliance that would develop an oversight board (Friends of the Kabul Zoo) to help raise funds and direct policy at the zoo, in a manner similar to the Aga Khan Foundation’s maintenance of Babur Gardens.

2.3 CLIN 3: REVENUE COLLECTION AND FINANCIAL MANAGEMENT

CLIN 3’s objective is to help the Kabul Municipality increase revenue collection and improve financial accountability and transparency. During the base year, CLIN 3’s work resulted in:

- A three-year baseline analysis of historic revenues, expenditures, and budget-to-actual variances;
- The implementation of a monthly bank account, revenue/expenditure reconciliation protocol;
- A realistic, three-year projection of revenues and expenditures;
- An increase in the number of parcels added and/or characterized in the Property Tax Register of at least 20 percent; and
- The development of a comprehensive Revenue, Financial, and Property Tax Registration Improvement Plan that includes a timeline with measurable milestones.

During Year Two, CLIN 3 will continue assisting the KM to communicate with the public on safay’i collection, and to develop a safay’i guide and a business payments guide. CLIN activities will also include support and plans to implement any necessary regulatory changes for new revenue sources.

2.3.1 Revenue Collection

A Revenue Improvement Action Plan (RIAP) was developed during Year One and will be rolled out to additional districts in Year Two. This implementation is divided in three phases: Phase 1 was initiated in Year One in districts D4, D10, and D11 as pilot projects; Phase 2 will expand RIAP implementation to five additional districts; and Phase 3 will include all remaining districts.

During Year Two, KCI will continue to develop communication tools on the importance of paying Safay’i and linking payment to improved city services, and will assist the Revenue Department in communicating with the citizens of Kabul. KCI will also develop a new Safay’i Guide and a Business Payment Guide.

KCI will continue to work with the Revenue Department to develop new revenue resources and necessary regulatory changes, prepare a new sources implementation plan, and implement priority new sources.

2.3.2 Accounting, Budgeting, and Financial Management

CLIN 3 initiated the installation and training of a Financial Management Information System (FMIS) during the base year, and Year Two activities will concentrate on full implementation of the system. CLIN 3 will continue with improvements to the budgeting, internal audit, and accounting functions. KM budget and financial staff continue to work with KCI’s financial management team to develop KM’s 1391 (2011–2012) Budget. The FMIS is now used to make budget adjustments and for the preparation of the 1391.

KCI intends to conduct specific training as follows:

- Financial Management Training on all levels, continuing FMIS training, and training in writing annual report narratives for managers of the KM departments and the district directors (on revenues);
- Financial Management Training for the heads of departments and sub-management of districts, directors general, and district directors;
- Developing curricula for permanent education in coordination educational institutions and

- ministries; and
- Improving the internal audit function by training Internal Audit Division (IAD) employees in Internal Audit Standards and audit technical vocabulary.

Other activities will include a review of existing internal audit procedures and policies, and an assessment of skills and education levels of IAD staff; development and publication of an internal audit booklet, development of a reformed and more relevant Terms of Reference for the IAD; development and implementation of a standard internal audit process; development of a municipal policy on cash handling; and development and implementation of a bylaw on internal audit, a code of conduct, and an audit manual.

KCI will also expand its assistance to further improve the budget process by organizing a bi-weekly meeting with the budget team, developing and implementing a three-year rolling projection process for revenues and expenditures, establishing annual Program Budget reviews, and developing FMIS Standard Operation Procedures.

The project will improve the accounting function by monitoring and supporting the use of a Chart of Accounts (COA) in operational and other financial management areas, conducting an annual review on COA, implementing a monthly bank account reconciliation protocol with published procedures, developing and implementing expenditure and cash management procedures, developing a quarterly reporting process, and implementing a regular computerized operational reporting regime at all levels of management.

KCI will review the possible procurement and implementation of additional FMIS modules for payroll, human resource, and procurement functions (budget permitting), and the development and implementation of human resource, payroll, and procurement reforms.

2.3.3 Improve Property Tax Register

The safay'i valuation forms from all 22 districts for the years 1389 and 1390 were digitized and converted into PDF documents in Year One. Once the upgrading of district offices is completed, equipment installed, and staff trained to use the computers, district offices will be able to move from producing paper-based property tax records to electronic versions of the same. This will help speed up the processes by removing unnecessary duplication and will ensure that records can be backed up and protected.

In Year Two, KCI will assist in the development of safay'i tax registration procedures to increase the numbers in the digitized register and facilitate a pilot rollout of the computerized process in three districts, with a view to aiding progressive rollout of the computerized process to remaining districts. KCI will monitor the progress of digitization uptake at the districts, establish district data-sharing protocols, and demonstrate the methodology to produce a KM-wide data set.

Working with the KM Property Department, KCI will facilitate the development of a range of compliance incentives, or inducement tools, to encourage payment of the property tax. KCI will also research and report on options for simple tax-mapping functionality at the district level, on business registration electronic data management options, and on options for a simplified and reliable property assessment process.

Activities are detailed in Table 12 below.

Table 12: KCI's Year Two CLIN 3 Work Plan

		CLIN 3 Year 2 Work Plan			1390						1391						
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Title, Work Plan Number	ARDMIS Activity Number		Tasks		Mizan	Aqrab	Gaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola	
2.5.1 Revenue Collection	3.1.1	Implement Revenue Improvement Action Planning methodology	RIAP phase one - continue development of D4, D10 & D11 pilot project														
			Phase two - expand RIAP implementation to 5 additional Districts														
			Phase three - expand RIAP implementation to remaining Districts														
	3.1.2	Develop communication tools	Continue Safay'i communication messaging														
			Develop Safay'i Guide														
			Develop Business Payments Guide														
	3.1.3	Develop new revenue sources	Support any necessary regulatory change														
			Prepare new source implementation plan														
			Implement priority new sources														
	2.5.2 Accounting, Budgeting and Financial Management	3.2.1	Conduct Financial Management training on all levels	Continuing FMIS training by Glory Consulting Company													
Annual report narrative writing for managers and district directors (revenues)																	
Financial Management training for the heads of departments and sub management of districts, DG's and District Directors																	
Develop curricula for permanent education, coordination educational institutions and ministries																	

CLIN 3 Year 2 Work Plan				1390					1391							
Title, Work Plan Number	ARDMIS Activity Number		Tasks	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
				Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola	
	3.2.2	Improve the Internal Audit Function	Training IAD employees in Internal Audit standards, audit technical vocabulary etc.													
			Review existing internal audit procedures and policies and assessment of IAD staff													
			Develop and publish an internal audit booklet													
			Develop and implement a reformed and more relevant TOR													
			Develop and Implement a standard internal audit process													
			Developing and implementing by law on Internal Audit													
			Developing code of conduct and an Audit Manual													
	3.2.3	Improving the Budget Process	Bi-weekly meetings with the Budget Team													
			Develop and implement a three-year rolling projection process for revenues and expenditures													
			Establish annual Program Budget reviews													
			Develop FMIS Standard Operation Procedures													
	3.2.4	Improving the Accounting Function	Monitor and Support use of CoA in operational and other FM areas													
			Conduct an annual review on COA													
			Implement a monthly bank account reconciliation protocol with published procedures													
			Develop and implement expenditure and cash management procedures													
			Develop a quarterly reporting process													

CLIN 3 Year 2 Work Plan				1390					1391								
Title, Work Plan Number	ARDMIS Activity Number		Tasks	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
				Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola		
	3.2.5	Improving other financial processes	Implement a regular computerized operational reporting regime on all levels of management														
			Consider procurement and implementation of additional FMIS modules for Payroll, HR and Procurement functions (budget permitting)														
			Develop and implement HR & Payroll reforms														
			Develop and implement Procurement reforms														
2.5.3 Improve the Property Tax Register	3.3.1	Develop registration procedures to increase # in the digitized register	Test data capture into computerized versions of record books														
			Pilot roll out of computerized process (3 Districts)														
			Progressive roll out of computerized process to remaining Districts														
			Monitor progress of digitization uptake at Districts														
			Establish District data sharing protocols and produce KM-wide data set														
	3.3.2	Enable future enhancements	In partnership with KM Property Department, develop a range of compliance incentives, or inducement tools to encourage payment of the property tax														
			Research and report on options for simple tax-mapping functionality at District level														
			Research and report on business registration electronic data management options														
Research and report on options for a simplified and reliable property assessment process																	

CLIN 3 made the following reductions in scheduled activities as a result of reductions to the KCI budget. If additional funds become available, some or all of these activities will be implemented:

1. Tax Mapping has been cancelled
2. Working group meetings have been reduced by 70 percent
3. The number of tax records and land registrations will be reduced 30 percent to 50 percent
4. The ability to mentor and train Deputy Generals, Deputy Mayors, and District Managers in revenue and collection has been reduced by 40 percent
5. SOP development will be significantly slowed
6. Implementation of new revenues sources and policies will be slowed.

2.4 MONITORING AND EVALUATION

The KCI PMP (see Appendix A) contains measurable indicators as presented in Tetra Tech ARD's contract with USAID for each CLIN. The PMP includes Foreign Assistance Coordination and Tracking System (FACTS) indicators for reporting against Public Sector Executive Function and Local Government and Decentralization objectives of the Foreign Assistance Functional (FAF) Objective. The PMP also details the methodology for establishing and collecting baseline information for all CLIN indicators, including:

- 1) CLIN 1 measurable milestones in the Management Capacity Plan and the percentage increase in trust and confidence in city government, disaggregated by gender. It also contains project-specific indicators on increases in the skills of municipal employees.
- 2) CLIN 2 indicators on access to services and the number of PPPs. It also contains indicators on the number of projects completed with USAID funding, and the number of public awareness campaigns conducted on service delivery and planning initiatives.
- 3) CLIN 3 indicators of measurable milestones in the Comprehensive Revenue, Financial and Tax Registration and Improvement Plan, the percentage increase of revenues, and the percentage increase in the number of land parcels added or characterized in the tax registry.

In January 2012, KCI will implement a quantitative opinion poll using a scientifically valid city-wide random sample, as a follow-on to the baseline survey conducted in January 2011. Data from this survey will be used to measure percentage increases or decreases from the baseline data in the project's PMP.

2.5 COLLABORATION WITH COUNTERPARTS AND OTHER DONORS

KCI is well-known for its coordination efforts with other USAID projects and international donors, and for its ability to leverage other donor funds to benefit KCI projects and other municipal priorities. KCI initiated the Mayor's Task Force as a forum at which to vet municipal projects funded by KCI. That biweekly forum, chaired by the Mayor, has now become institutionalized as the venue for coordination and approval of all donor activity in the Kabul Municipality.

Each meeting is attended by 50–75 participants from KM and the international donor and military communities. This collaboration has allowed KCI to leverage donor funding (such as the U.S. Army Corps of Engineers' agreement to dig wells in parks that KCI is rehabilitating), and to forge donor cooperation and support for the development of a new bus system for the City with the U.S. Department of Transportation, including the embedding of a U.S. Department of Transportation staff member in the Kabul Municipality.

KCI will continue to provide support for these meetings, to exercise leadership with the Mayor in overall donor coordination and work to establish creative partnerships.

3.0 PERSONNEL AND MANAGEMENT STRUCTURE

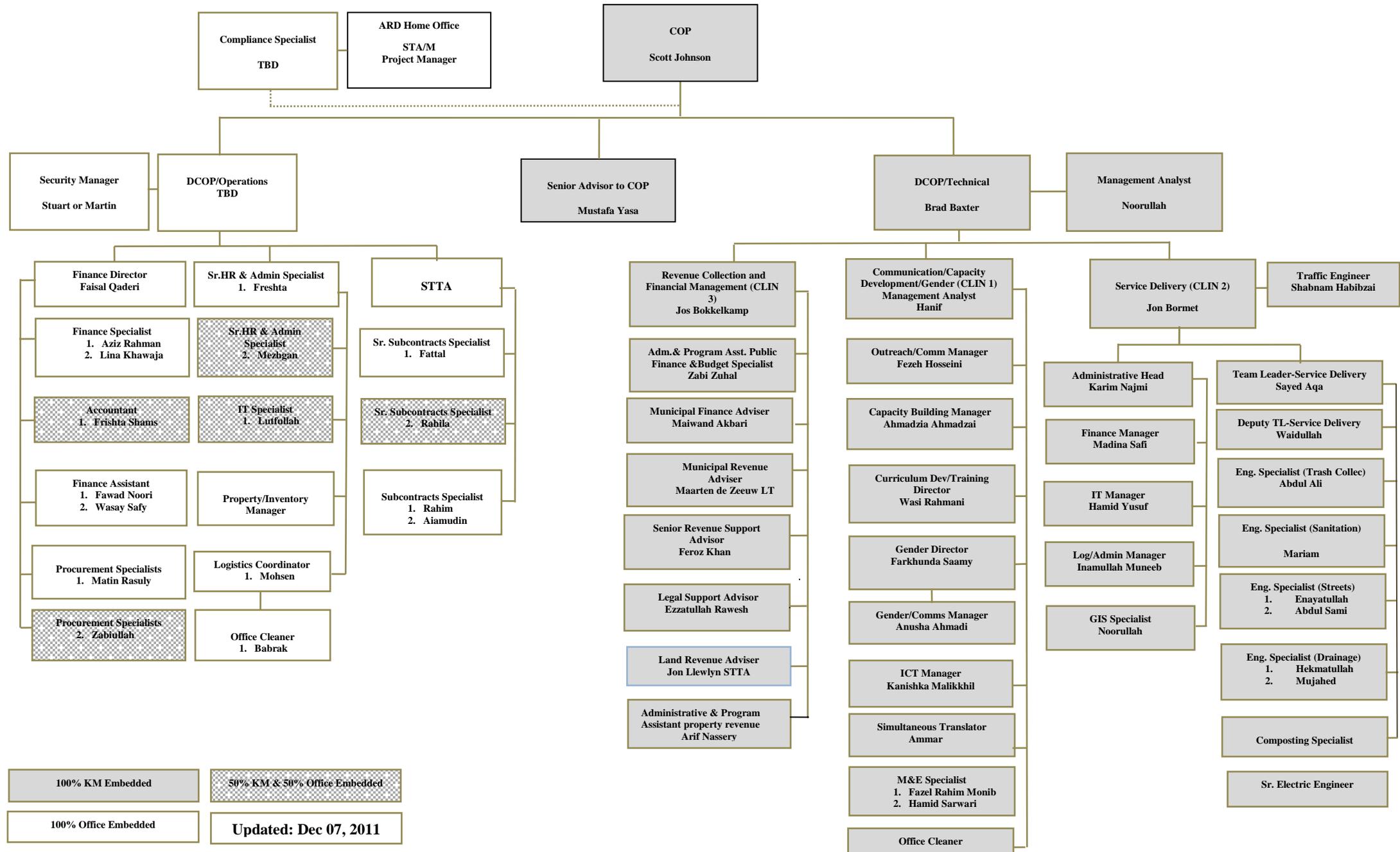
The KCI management team for Year Two has been reduced due to funding restrictions. KCI's full staffing consisted of eight expatriates (a Chief of Party [COP], two Deputy Chiefs of Party [DCOPs], a Subcontracts Director, three CLIN Team Leaders, and a Compliance Specialist) and over 64 CCNs. Five expatriates were embedded in the Kabul Municipality with 30 CCNs.

Staffing levels were reduced in late September to five expatriates (a COP, two DCOPs, one CLIN 2 Team Leader, and a Compliance Specialist). Three expatriates are embedded in the Kabul Municipality with 14 CCNs, and 21 CCNs function as support staff performing administrative, finance, data entry and translations, and operational support functions.

As of September 30, 2011, KCI implemented the following budget reductions:

- 46 percent reduction in the local staff budget;
- 40 percent reduction in long-term US/TCN employees and Tetra Tech ARD home office employees; this includes elimination of the CLIN 1 Team Leader position and the position for the Director of Contracts and Grants;
- 66 percent reduction in STTA; and
- The elimination of the CLIN 3 Team Leader position.

TETRA TECH ARD-KCI ORGANIZATIONAL CHART



4.0 SECURITY PLAN

The private security company (PSC), GardaWorld, has been contracted to manage KCI security and to provide mobile security and transportation. This PSC is expected to continue until PD 62 calls for disbandment of PSCs, as is anticipated in March 2012. Tetra Tech ARD is currently working with USAID to implement contingency arrangements should PD 62 proceed as planned.

This work plan is prepared assuming the security risk will stay the same or improve. KCI's ability to continue operations as anticipated in this work plan could be affected by heightened security risks. Should PD 62 be implemented as planned, it is unlikely that KCI could proceed with all activities as described in this work plan.

Tetra Tech ARD employs a Country Safety and Emergency Response Director (CSERD) in Afghanistan who is Tetra Tech ARD's dedicated representative responsible for all matters related to the safety and security of staff, operations, and facilities, as well as the professional and contractual performance of security, logistics, emergency response, training, and other supporting risk services and of vendors.

Specific logistical and security actions that KCI is taking to ensure effective implementation include:

Central Administration: Maintaining all administrative functions in offices at Green Village.

Office and Housing: Locating the KCI Project office and housing international staff and short-term technical assistance consultants at Green Village.

Security Team: Employing the CSERD and a Security Team (GardaWorld), headed by an international Safety and Security Director (SSD) co-located with KCI staff to manage all staff movements and security, and to advise KCI Senior Management on security issues. The SSD works with Tetra Tech ARD's CSERD to:

- Update and revise KCI Security Plans as directed by USAID;
- Oversee all project security in coordination with other security agencies and actors in Kabul; and
- Gather and assess information to determine and avoid potential "problem areas" within the City.

Transport: Transport is provided in Kabul for KCI staff with trained and supervised drivers and armed security managed by the KCI SSD. KCI also owns armored vehicles that could be used to provide additional protection for staff. However, KCI has been unsuccessful in obtaining registration for the vehicles from the Afghan government.

Embedded Staff: KCI staff embedded within the Municipality of Kabul are secured by armed GardaWorld CNN security staff.

Evacuation Plan: An Evacuation Process and Procedures have been developed for the KCI Project and are included in the Security Plan.

APPENDIX A: PERFORMANCE MONITORING PLAN

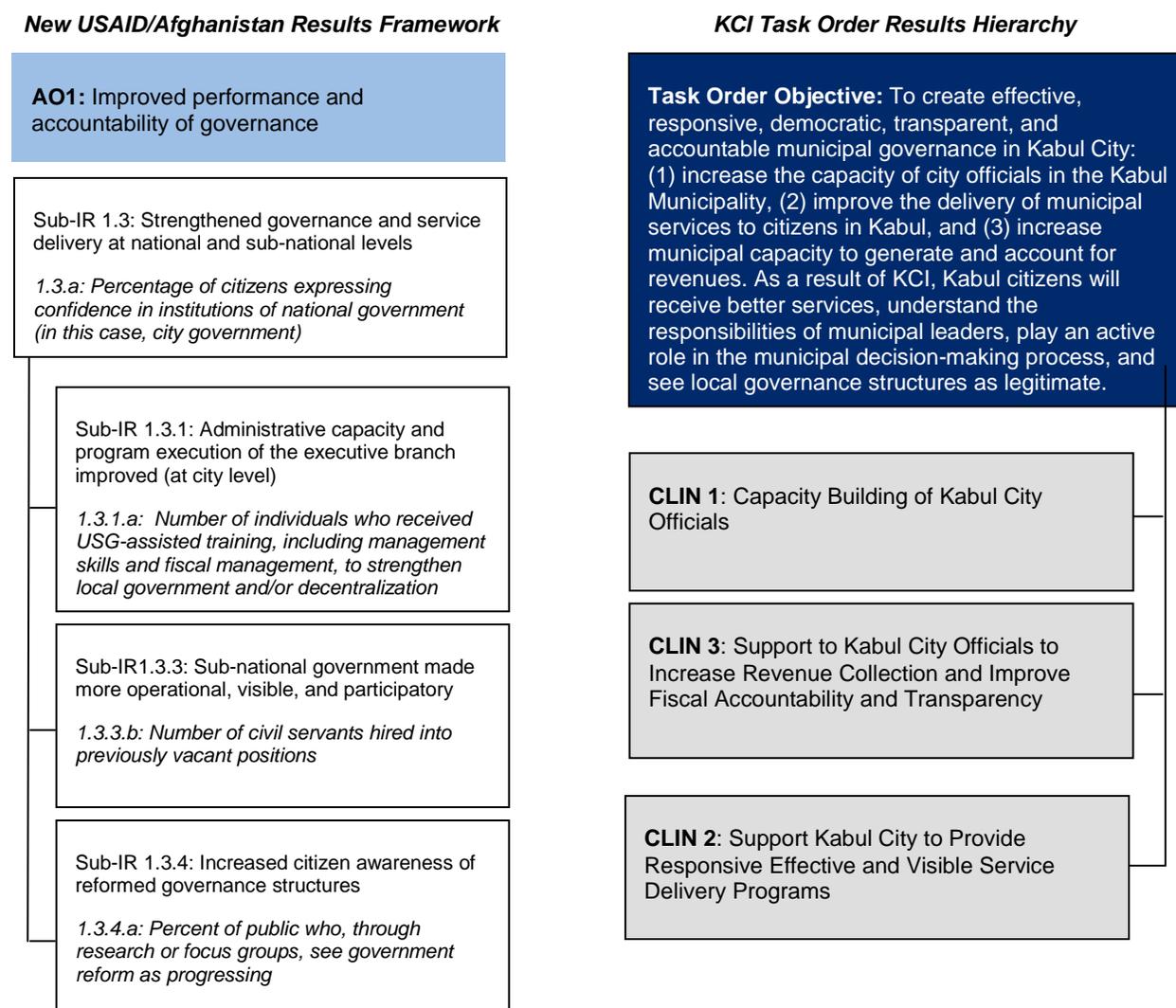
USAID/Afghanistan has recently completed a new Performance Management Plan for 2011–2016. This Task Order falls under the following components of the Mission’s Results Framework:

Assistance Objective AO1: Improved performance and accountability of governance

- IR 1.3: Strengthened governance and service delivery at national and sub-national levels
 - Sub-IR 1.3.1: Administrative capacity and program execution of the executive branch improved
 - Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory
 - Sub-IR 1.3.4: Increased citizen awareness of reformed governance structures.

Each CLIN contributes to each Sub-IR as shown in the figure below.

Figure A.1: KCI’s Support to Sub-IR 1.3



LESSONS LEARNED FROM YEAR ONE PERFORMANCE MONITORING PLAN

The results of KCI's Performance Monitoring Plan for the base year are shown in the table below. Out of 17 indicators, and despite reductions in funding toward the end of the base year, KCI met or exceeded six of its targets. Data for four of the targets are not yet available as they will be collected during our public opinion survey to be conducted in January 2012. Of the remaining seven targets (#5, 6, 7, 8, 12, 13, and 16), most were not met (though considerable progress was made) due to overestimation and the slower than anticipated subcontracting process.

During the base year, KCI gained a more realistic understanding of what and how much can be accomplished in the Afghan context, particularly given the cumbersome pace of subcontracting. KCI was more successful in meeting its targets in those areas where staff provide direct services such as training, introduction of innovative management structures and administrative systems, and improvements in revenue and financial management systems. Other targets, such as the number of infrastructure projects and associated public meetings, media events, and public awareness campaigns, approached their targets but were affected by the procurement process and budget reductions.

KCI has modified its indicators and targets to reflect lessons learned and to match current program direction. The PMP for Year Two contains more realistic targets, duplicate indicators have been combined (#2 and #17; #7 and #8), and three indicators (#10, #14, and #15) have been removed as shown in Table A.1 below. Progress toward these objectives will be included in monthly and quarterly reports. The eight indicators identified in the project's Scope of Work are predicated on a \$120 million budget. With a \$32 million budget, KCI will not have the capacity to meet all of the anticipated targets. KCI has and will, however, demonstrate progress on all indicators in the contract.

Table A.1: Changes in PMP Indicators for Year Two

<p>Indicator #02: Number of innovative management structures, new service performance standards, and systems or procedures manuals, instructions, or guidelines produced</p> <p>Indicator #17: Number of management systems introduced for improved control of finances, revenue collection or internal expenses</p>	<p>These two indicators from the previous PMP have been merged, as they both measure new management systems and structures.</p>
<p>Indicator #07: Number of town halls or other public meetings held to request citizen input into project design, and to increase transparency and public participation (equivalent to FACTS: number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)</p> <p>Indicator #08: Media events held to publicize the projects (FACTS: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)</p>	<p>These two indicators from the previous PMP have also been merged, as there is considerable overlap between them.</p>
<p>Indicator #10: Increase in public awareness and participation in the budget process</p> <p>Indicator #14: Number of Public-Private Partnerships initiated</p> <p>Indicator #15: Percentage increase in Municipal Revenue</p>	<p>These three indicators have been deleted from the PMP. KCI will continue to reach these targets which will be reported on in monthly and quarterly reports.</p>
<p>Indicator #12: Number of cooperation or coordination meetings facilitated/held between Kabul Municipality and donors.</p>	<p>This is a new indicator for the Year Two PMP</p>

The CLIN 1 base year Indicator #10, "Increase in public awareness and participation in the budget process," is an expected outcome that is predicated on, "*Devise an inclusive, functioning budget process with publically available, transparent financial information that increases public awareness and participation.*" Under CLIN 3, KCI is working with KM to create a transparent budget process with public participation. It is somewhat premature to report on "an *increase* in public awareness and

participation” for a process that has yet to be fully implemented. Progress pertaining to creating the *process* will be reported on quarterly and annually.

Progress on the CLIN 2 base year Indicator #14 concerning public-private partnerships can also be reported on monthly/quarterly and annually, and has been deleted from the PMP in Year Two.

Similarly, the base year Indicator #15 on increases in municipal revenue will be reported to USAID quarterly and annually.

KCI has added one indicator to measure one of our significant achievements in the base year—the implementation of a donor coordination mechanism. The Year Two PMP contains, “Indicator #12: Number of cooperation or coordination meetings facilitated/held between Kabul Municipality and donors.”

BASE YEAR PMP SUMMARY-CLIN 1

S/N	Service delivery area	Level	Description of Indicators	Frequency	Baseline if applicable	Intended target	Actual results to date				
							Q1	Q2	Q3	Q4	Cumulative
1	CLIN 1: Capacity building of Kabul City Government	Impact	Percentage increase in trust and confidence in city government	Annually	55%	75%	Data to be acquired in January 2012 from public opinion survey				
2		Output	Number of innovative management structures, new service performance standards, and systems or procedures manuals, instructions, or guidelines produced	Quarterly	0	37	2	6	19	34	61
3		Outcome	Number of municipal departments with improved administrative systems, as demonstrated by the adoption SOPs/regulations (FACTS: ## of executive office operations supported with USG assistance) (HR, Finance, Project Mgt, Revenue Collection, Public outreach)	Annually	0	9	0	0	0	11	11
4		Output	Number of staff trained in (CLIN 1) core administrative functions, (CLIN 2) service management and operations, and (CLIN 3) revenue and financial. (FACTS: Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (Male/Female))	Quarterly	0	382	0	91	240	1500	1831
5		Outcome	Number of municipal staff with computer driver's license (Male/Female)	Annually	0	300	0	0	0	0	0

S/N	Service delivery area	Level	Description of Indicators	Frequency	Baseline if applicable	Intended target	Actual results to date				
							Q1	Q2	Q3	Q4	Cumulative
6	CLIN 1: Capacity building of Kabul City Government	Outcome	Number of departments with technical and professional employees demonstrating improvements in job skills, as evaluated by supervisors	Quarterly	0	4	0	0	0	0	0
7		Output	Number of town halls or other public meetings held to request citizen input into project design, and to increase transparency and public participation (equivalent to FACTS: number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)	Quarterly	0	100	0	7	13	26	46
8		Output	Media events held to publicize the projects (FACTS: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)	Quarterly	0	60	0	7	20	15	53
9		Outcome	Increase in women's participation in government decision making	Annually, Q50 on Survey	3%	13%	Data to be acquired in January 2012 from public opinion survey				
		Outcome	Increase in public awareness and participation in the budget process	Annually, Q42 on Survey Annually, Q51 on Survey	26% 30% 17% 26%	36% 40% 27% 36%	Data to be acquired in January 2012 from public opinion survey				

BASE YEAR PMP SUMMARY-CLIN 2

S/N	Service delivery area	Level	Description of Indicators	Frequency	Baseline if applicable	Intended target	Actual results to date				
							Q1	Q2	Q3	Q4	Cumulative
11	CLIN2: Support Kabul City to Provide Responsive, Effective, and Visible Service Delivery Programs	Impact	Percentage increase in respondents with access to municipal services (see Questions on survey: 7, 12, 20a and c, 21, 22, 31, 32)	Annually	33%	43%	Data to be acquired in January 2012 from public opinion survey				
					31.00%	41.00%					
					55.00%	65.00%					
					75%	65%					
					37%	47%					
					7%	17%					
					42%	52%					
12		Output	Number of infrastructure/service delivery projects implemented with KCI funding	Quarterly	0	100	0	1	22	24	53
13		Output	Number of public awareness campaigns conducted on service delivery and planning initiatives (FACTS: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)	Quarterly	0	5	0	0	1	0	1
14		Output	Number of Public-Private Partnerships initiated	yearly	0	1	0	0	0	0	Pending

BASE YEAR PMP SUMMARY-CLIN 3

S/N	Service delivery area	Level	Description of Indicators	Frequency	Baseline if applicable	Intended target	Actual results to date				
							Q1	Q2	Q3	Q4	Cumulative
15	CLIN 3: Support to Kabul City Officials to Increase Revenue Collection and Improve Financial Accountability and Transparency	Outcome	Percentage increase in Municipal Revenue	Annually	43.6 Million AFs	15% Increase or 50.05 Million AFs	7.7 Million AFs or 15%	19.1 Million AFs or 38%	12.7 Million AFs or 25%	13.5 Million AFs or 27%	53 Million AFs or 106%
16		Outcome	Increase of safay'i records characterized in the computerized property tax database	Quarterly	110,000	16,500 or 15% of baseline	0	0	9,536 or 8.7%	639 or 0.85%	10175 or 9.28%
17		Outcome	Number of management systems introduced for improved control of finances, revenue collection, or internal expenses	Annually	0	7		4	4	4	12

YEAR TWO PERFORMANCE MONITORING PLAN

Kabul City Initiative (KCI) Performance Monitoring Plan (PMP) for October 1, 2011 – September 30, 2012 (FY12)

INDICATOR No.	LEVEL	CLIN	DESCRIPTION	DISAGGREGATION	FREQUENCY	YEAR TWO (FY12) TARGET
1	IMPACT	1-3	Percentage increase in citizen satisfaction and trust in City Government.	City District, Gender & Age-set	Annually	5% improvement in citizen satisfaction and trust in City government over Year-1
2	OUTPUT	1-3	Number of innovative management structures, management systems, policies, TOR/SOPs or guidelines introduced and implemented.	N/A	Quarterly	18
3	OUTCOME	1-3	Number of Municipal Departments with improved administrative systems as demonstrated by the adoption of new SOPs/Regulations. (FACTS: Number of Executive Office operations supported with USG assistance). (HR, Finance, Project Management, Revenue Collection, Public Outreach)	N/A	Annually	10
4	OUTPUT	1-3	Number of full-time Kabul Municipal staff trained. (FACTS: Number of individuals who received USG assisted training, including management skills and fiscal management to strengthen local government and/or decentralization)	Department & Gender	Quarterly	700
5	OUTPUT	1	Number of Kabul Municipal staff that participates in Computer Literacy (ICDL) training and successfully pass ICDL tests for at least one module and/or receive full certificates.	Department & Gender	Quarterly	400
6	OUTCOME	1	Proportion of trained Kabul Municipal staff demonstrating improvements in job performance, as evaluated by their Supervisor.	Department & Gender	Annually	60%

INDICATOR No.	LEVEL	CLIN	DESCRIPTION	DISAGGREGATION	FREQUENCY	YEAR TWO (FY12)
CLIN 1: Percentage Increase of Public Participation in Government Decision Making						
7	OUTPUT	1	Number of Town Hall or other public meetings and media events held to increase transparency, public participation and to publicize projects.	N/A	Quarterly	22
8	OUTCOME	1	In increase in Women's participation in government decision making.	Female	Annually Question #50 on Citizen Survey	10% over FY11
9	IMPACT	1&2	Percentage increase in Citizen Survey respondents with access to municipal services. (See Survey questions 7,12,20a/c, 21-22,31-32)	District & Service	Annually	10% of respondents
10	OUTPUT	2	Number of infrastructure or service delivery projects implemented with KCI funding.	District & Service	Quarterly	22
11	OUTPUT	1&2	Number of public awareness campaigns conducted in support of service delivery and planning initiatives. (FACTS: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)	N/A	Quarterly	4
12	OUTPUT	1-3	Number of cooperation or coordination meetings facilitated/held between Kabul Municipality and Donors.	N/A	Quarterly	20
CLIN 3: Support to Kabul City Officials to Increase Revenue Collection and Improve Financial Accountability and Transparency						
13	OUTPUT	3	Increase of Safay'i Records characterized in the <i>computerized</i> Property Tax database.	N/A	QUARTERLY	30,000

APPENDIX B: PERFORMANCE INDICATOR REFERENCE SHEETS

USAID/Afghanistan
SUM 2 Task Order: Kabul City Initiative EPP-I-00-04-00035-00
Performance Indicator Reference Sheet

Strategic Objective	<i>AO1: Improved performance and accountability of governance.</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels.</i>
Sub-Intermediate Result	
CLIN	<i>All</i>
Indicator 01	<i>Percentage increase in citizen satisfaction and trust in city government</i>
Type of Indicator	<i>Impact</i>
DESCRIPTION	
Precise Definition	“Trust” refers to a perception of accountability and “openness” of government to inputs and complaints of citizens (we “trust” government to take care of our needs and concerns).
Unit of Measure	Percentage of respondents answering in the affirmative (on a scalar)
Disaggregation	City district, gender, age-set (youth versus non-youth). Youth is defined as 25 years old or less.
Management Utility	The overall goal of this task order is to change the nature of the relationship between city government and its citizenry, being seen as more effective, responsive, transparent and accountable.
PLAN FOR DATA ACQUISITION	
Data Collection Method	Household survey conducted as baseline and annually throughout the life of the task order. Initial estimate of 1500 households (1) semi-stratified for city districts, (2) semi-randomly selected based on ability of enumerators to work undisturbed. Kish grid principles will be used to ensure samples from youth and women.
Data Source(s)	Citizenry of Kabul as reported by enumerators of household survey
Frequency of Data Collection	Baseline in first year, end of year replicate at the end of each program year
Persons Responsible for Data Collection	NRC is the sub-contractor charged with these measurements. They will hire the enumerator firm, manage the surveys and ensure the analysis and reports are done.
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is derived from sample projections
Known Data Limitations	(1) Access to women respondents (2) The nature of the connotations around the word “trust”
Actions to Address Data Limitations	(1) Kish grid principles on selection of respondents at each house, plus enumerators’ work in man-woman teams. (2) Requires very carefully crafted questions to get consistent responses in each survey and over time.
Date of Future DQA	Following the initial survey, an analysis will be conducted on the questions and methodology (as well as security and access to women concerns) to improve the next survey
Procedures for Future DQA	TBD

PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	Analysis will utilize regression analysis using SPSS to ascertain differences in perceptions in different parts of the city, between men and women and between youth and older citizens.
Presentation	A report with disaggregated tables (with analysis).
Review of Data	From the report the “number” for the three sub-indicators will be assigned. COP & DCOP/Technical.
Reporting of Data	Quarterly report for the quarter when the survey was conducted, summarized in annual report
OTHER NOTES	
Baseline (FY10-11)	TBD by survey
Target Year 1 (FY12)	5% higher than Baseline
Target Year 2 (FY13)	TBD x% higher over first Option Year
Location of Data Storage	Baseline report (hard and soft) at KCI HQ and USAID. Data in electronic form will be kept by KCI.
Other Notes	Fulfillment of indicator targets will be explained in a special report that describes the analysis and calculation of indicator values.
ORIGINAL AND REVISION	
Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011
Date of Revision 2	October 31, 2011

USAID/Afghanistan
SUM 2 Task Order: Kabul City Initiative EPP-I-00-04-00035-00
Performance Indicator Reference Sheet

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN 1	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 02	Number of innovative management structures, management systems, policies, TORs, SOPs or guidelines produced
Type of Indicator	<i>Output</i>
DESCRIPTION	
Precise Definition	As per the RFTOP, KCI is to develop “Standard Operating Procedures” (SOPS) for city government. These SOPS are regulations or procedures, which are described in the SOP itself, accompanied by guidelines, instruments, or manuals. This indicator tracks the production of SOP components (the next indicator measures whether they have been installed).
Unit of Measure	Number
Disaggregation	N/A
Management Utility	This output-level indicator measures progress towards introducing improved SOPS and systems. These SOPS provide consistent administration of city operations and are tied to the training of personnel.
PLAN FOR DATA ACQUISITION	
Data Collection Method	Review of reports
Data Source(s)	Reports of the Capacity Building Manager, backed up by physical inspection of SOP components
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Reports go to M&E Specialist for input into the ARDMIS, keeping hard copy in PMP indicator files
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number Target 18 for FY12
Known Data Limitations	N/A
Actions to Address Data Limitations	N/A
Date of Future DQA	End of year – Sep 2012
Procedures for Future DQA	See above
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	Prior to implementation the work plan will specify what will be contained in each SOP package. Inspection of the products will ensure that the SOP package is complete.
Presentation	A package with English report summarizing the components of the SOP and its components
Review of Data	COP & DCOP Technical
Reporting of Data	Quarterly on production of SOPs, annual on review of SOPs

OTHER NOTES	
Baseline	Baseline is zero – Target FY10-11 is 37
Target FY12	18
Target FY13	TBD
Location of Data Storage	Reports go to M&E who will input into ARDMIS. Hard copy kept in indicator files.
Other Notes	
ORIGINAL AND REVISION	
Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011
Date of Revision 2	October 31, 2011

USAID/Afghanistan
SUM 2 Task Order: Kabul City Initiative EPP-I-00-04-00035-00
Performance Indicator Reference Sheet

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 03	<i>Number of municipal departments with improved administrative systems (as demonstrated by the adoption and use of SOPs)</i>
FACTS	<i>Number of executive office operations supported with USG assistance)(HR, Finance, Project Management, Revenue Collection, Public Outreach</i>
Type of Indicator	<i>Outcome</i>
DESCRIPTION	
Precise Definition	Administrative systems include internal HR and communication systems, financial systems, project management, or revenue collection. Indicator is fulfilled when SOPs have been written, systems installed, persons trained and systems are operating. Indicator is fulfilled preliminarily when all of these activities have been completed and then confirmed annually by the KCI senior team and city leadership through inspection.
Unit of Measure	Number of Departments
Disaggregation	N/A
Management Utility	Demonstrates the achievement of the objective of improving the effectiveness and efficiency of city government administration.
PLAN FOR DATA ACQUISITION	
Data Collection Method	Annual review by COP and DCOP/Technical
Data Source(s)	Observation and interview of municipal officials
Frequency of Data Collection	Annual
Persons Responsible for Data Collection	COP and DCOP/Technical
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is precise number
Known Data Limitations	Covers internal administrative systems only
Actions to Address Data Limitations	N/A
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	At the end of the program year, the KCI senior team sits down with Kabul officials to go over the number of manuals developed, systems introduced, and persons trained, and together determines which departments are operating better using the criteria of effectiveness (ability to handle work load), efficiency, accuracy, and when appropriate, customer satisfaction.
Presentation	Short report of the meetings with the “scores” for each department
Review of Data	COP & DCOP/Technical
Reporting of Data	Annual Report

OTHER NOTES	
Baseline	Baseline is zero (there are currently 16 municipal departments) Target of 9 in FY10-11
Target FY12	10
Target FY13	TBD
Location of Data Storage	KCI and KM Offices. Reports go to M&E that input to ARDMIS and retain hard and soft copies.
Other Notes	
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Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 04	Number of Kabul Municipality staff trained
FACTS	<i>Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization</i>
Type of Indicator	<i>Output</i>
DESCRIPTION	
Precise Definition	The number of municipal employees who take a training course, workshop or module sponsored or facilitated by KCI.
Unit of Measure	Number of trainees
Disaggregation	Department and Gender (note that the structure of ARDMIS requires input of male and female trainees separately)
Management Utility	This output indicator measures progress towards achieving the outcome of improved systems, the result of training, SOP development, and installation of technology.
PLAN FOR DATA ACQUISITION	
Data Collection Method	Tally of training registers from the different courses
Data Source(s)	Training Course Managers
Frequency of Data Collection	Collected as training is completed, reported quarterly, summarized annually
Persons Responsible for Data Collection	Training manager ensures that the number of persons trained is correctly recorded. These data are provided to M&E who input the data into ARDMIS.
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	N/A
Actions to Address Data Limitations	
Date of Future DQA	End of Year Sep 2012
Procedures for Future DQA	TBD
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	End of training questionnaire whether the training was useful, relevant and appropriate, understandable, and enjoyable. The participants will also rate the quality of instruction and materials.
Presentation	Tables showing training courses total number of trainees, number coming from each department and gender breakdown
Review of Data	M&E to confirm whether the ARDMIS records and hard copy back-up match. COP & DCOP/Technical to review reports before presentation to USAID.
Reporting of Data	Quarterly

OTHER NOTES	
Baseline	For KCI baseline is 0 this will be determined in the annual report
Base Year (FY10-11)	CLIN 1:210, CLIN 2:12 CLIN 3: 160 Total:382
Target FY12	700
Location of Data Storage	On-going records kept in ARDMIS. M&E (and Training) will keep hard copies in files.
Other Notes	
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Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 05	Number of Kabul Municipality staff who participated in the computer literacy (ICDL) training and successfully passed ICDL tests for at least one module
Type of Indicator	<i>Output</i>
DESCRIPTION	
Precise Definition	<p>The courseware, testing and certification programs that are going to implemented by KCI are based on the following 7 Modules, focused on basic computer literacy:</p> <p>Module 1 - Concepts of Information-Communication Technology (ICT) Module 2 - Using the Computer & Managing Files Module 3 - Word Processing Module 4 - Spreadsheets Module 5 - Using Databases Module 6 - Presentation Module 7 - Web Browsing and Communication</p> <p>This indicator measures the number of KM Employees who participated in the courses and successfully passed ICDL tests for one or more modules. Two types of certification will be awarded: #1 a Full Certification for passing all 7 modules; and #2 a Mini Certification to those passing 4-6 test modules.</p> <p>Numerator: Number of KM employees who have successfully passed ICDL test for at least one module. Denominator: Total number of KM employees who have participated in computer literacy training.</p>
Unit of Measure	Number
Disaggregation	Department and Gender
Management Utility	The primary intention in setting up ICDL is to provide high quality courses and testing under an international benchmark that would result in KM employees receiving internationally accepted certification and, as a result, being able to better utilize ICT in carrying out their professional duties.
PLAN FOR DATA ACQUISITION	
Data Collection Method	KCI will collect data from the ICDL test centers established within the KM training centers as well as from Authorized External Test Centers and update them in the ICDL database.
Data Source(s)	See above
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	ICT manager and the data are provided to M&E who input the data into ARDMIS and TraiNet.
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	N/A
Actions to Address Data Limitations	
Date of Future DQA	End of Year

PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	KCI will compare actual performance against targets and baseline data.
Presentation	Table will be disaggregated by Department and Gender
Review of Data	Team Leader and M&E, COP and DCOP/Technical.
Reporting of Data	Quarterly Report
OTHER NOTES	
Baseline	Baseline is zero – FY10-11 target is 300
Target FY12	400
Target FY13	TBD
Location of Data Storage	ARDMIS, M&E files and ICT
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Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 06	Proportion of trained Kabul Municipality staff demonstrating improvements in their job performances as evaluated by their Supervisor.
Type of Indicator	<i>Outcome</i>
DESCRIPTION	
Precise Definition	Each trained employee will be evaluated by their Supervisor according to Civil Service regulations. These evaluations should reflect an increase in job skills development. Numerator: Total number of KM employees who attend the training. Denominator: Total number of KM employees who demonstrate and show improvement in their job performance.
Unit of Measure	Number
Disaggregation	Department and Gender
Management Utility	Demonstrates the results of training, development of SOPs, and new systems in terms of human capacity development and organizational effectiveness.
PLAN FOR DATA ACQUISITION	
Data Collection Method	Employee evaluations from the HR department in KM.
Data Source(s)	HR department in KM
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Training manager and the data are provided to M&E who input the data into ARDMIS.
DATA QUALITY ISSUES	
Date of Initial DQA	Is a percentage – a precise number
Known Data Limitations	N/A
Actions to Address Data Limitations	
Date of Future DQA	End of Year
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	This indicator measures the number of KM staff that have demonstrated improvements in their job performance as reported by their Supervisor.
Presentation	A table with the number of employees with improved skills, by gender and by department, with percentages then calculated
Review of Data	COP & DCOP/Technical
Reporting of Data	Quarterly Report
OTHER NOTES	
Baseline	Baseline is zero. Base Year (FY10-11) target is 4 Departments
Target FY12	60 %
Target FY13	TBD
Location of Data Storage	M&E will collect and report to ARDMIS & TraiNet, and store data.

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Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 07	Number of Town Hall or other public meetings and media events held to increase transparency, increase public participation and to publicize the projects.
FACTS	<i>FACTS: number of local mechanisms supported with USG assistance governmental mechanisms supported with USG assistance for oversight of the executive branch</i>
Type of Indicator	<i>Output</i>
DESCRIPTION	
Precise Definition	This indicator refers to activities conducted by the municipality that were publically announced, conducted and provided the opportunity for citizens to ask questions or state their views on municipal services and project design. These can be general or specifically targeted to special groups like women or youth.
Unit of Measure	Number
Disaggregation	N/A
Management Utility	Demonstrates that the city is becoming more transparent, accountable and participatory.
PLAN FOR DATA ACQUISITION	
Data Collection Method	Meetings and Reports
Data Source(s)	KM
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Communication and outreach team and the data are provided to M&E who input it into ARDMIS
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	Allowing for citizen participation requires attending a sample of such meetings to gauge the relationship between citizen and officials
Actions to Address Data Limitations	Attending a sample of such meetings
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	This indicator only measures coordination meetings that occur. Actual attendance will be qualitatively reported for transactional analysis between citizens, officials and donors attending.
Presentation	Presented in report as a number, list of topics and qualitative assessment
Review of Data	COP & DCOP/Technical
Reporting of Data	Quarterly Report

OTHER NOTES	
Baseline	Baseline is zero
Target FY12	22
Target FY13	TBD
Location of Data Storage	ARDMIS, M&E and Communication and outreach team files.
Other Notes	Major media events reported in Weekly Summary
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Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 08	<i>Increase in Women's participation in government decision making</i>
Type of Indicator	<i>Outcome</i>
DESCRIPTION	
Precise Definition	Indicator refers to self-reported participation from women in baseline and subsequent surveys.
Unit of Measure	Percentage
Disaggregation	N/A
Management Utility	Demonstrates proactive engagement with citizenry to participate in governance by providing information on willingness and self-reported participation.
PLAN FOR DATA ACQUISITION	
Data Collection Method	Response to question #50 on citizen satisfaction survey, disaggregated (“In the last 12 months, have you attended a public meeting or hearing held by the municipal government?”)
Data Source(s)	Public opinion survey report and result sheet
Frequency of Data Collection	Annually
Persons Responsible for Data Collection	M&E
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is percentage increase of self-reported participation
Known Data Limitations	Indicator is self-reported. Will only indirectly influence impact indicators
Actions to Address Data Limitations	
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	Performed by NCR – survey subcontractor and results reported to KCI
Presentation	Text in report on annual survey
Review of Data	COP & DCOP/Technical
Reporting of Data	Annual
OTHER NOTES	
Baseline	Baseline is 3%
Target FY12	10% increase
Target FY13	TBD
Location of Data Storage	ARDMIS and M&E files
Other Notes	
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Strategic Objective	<i>AOI: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 2: Support Kabul City to Provide Responsive, Effective, and Visible Service Delivery Programs</i>
Indicator 09	Percentage increase in respondents with access to municipal services
Type of Indicator	<i>Impact</i>
DESCRIPTION	
Precise Definition	Two questions on each of three services are asked on the annual survey regarding access to municipal services
Unit of Measure	Percentage increase
Disaggregation	District and Project
Management Utility	Provides an estimate of the coverage of KCI in terms of improving quality of life
PLAN FOR DATA ACQUISITION	
Data Collection Method	Percentage increase in respondents with access to municipal service as self-reported in survey. Questions #7 (“We’d like to know how you dispose of your household trash? I am going to read a list of ways you might dispose of your trash and then ask you which of these you usually do”); # 12 (“How often does the city collect the trash from your neighborhood?”); #20a (“The condition of drainage ditches near your home” and c (ditch cleaning services”); #21 (What kind of road do you have outside your home?);# 22 (“How would you rate the condition of the road outside your home?”); # 31 (“Are there any green areas/parks within a 20 minute walk of your home?”) and #32 (Quality of the parks closest to you)
Data Source(s)	Annual Survey
Frequency of Data Collection	Annual
Persons Responsible for Data Collection	M&E
DATA QUALITY ISSUES	
Date of Initial DQA	Jan 2011
Known Data Limitations	
Actions to Address Data Limitations	
Date of Future DQA	End of Year
Procedures for Future DQA	
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	Performed by NCR – survey subcontractor and results reported to KCI
Presentation	NCR to KCI – Annual Survey Report
Review of Data	COP & DCOP/Technical
Reporting of Data	Annual Survey

OTHER NOTES	
Baseline	Baseline is 33%, 31%, 55%, 75%, 37%, 7%, 42%
Target FY12	10% increase
Target FY 13	TBD
Location of Data Storage	ARDMIS, with hard copy storage in M&E indicator files
Other Notes	
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Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 2: Support Kabul City to Provide Responsive, Effective, and Visible Service Delivery Programs</i>
Indicator 10	<i>Number of infrastructure/service delivery projects implemented with KCI funding.</i>
Type of Indicator	<i>Output</i>
DESCRIPTION	
Precise Definition	Indicator counts the number of projects implemented by KCI and Kabul City government using KCI funding. Indicator fulfilled upon completion of the project.
Unit of Measure	Number
Disaggregation	N/A
Management Utility	Provides the mechanisms for improving the quality of life of Kabul residents and improving the credibility and visibility of city government.
PLAN FOR DATA ACQUISITION	
Data Collection Method	Review of reports on these activities
Data Source(s)	Project reports entered into ARDMIS
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Team Leaders for each project provide reports to M&E for input into ARDMIS
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	N/A
Actions to Address Data Limitations	
Date of Future DQA	End of Year
Procedures for Future DQA	All projects prioritized by Mayor with COP
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	M&E track and collect completed project data and report
Presentation	In quarterly report with photos
Review of Data	COP, DCOP/Technical & DCOP/Admin
Reporting of Data	Quarterly Report
OTHER NOTES	
Baseline	Baseline is zero. Base Year (FY10-11) target is 100
Target FY12	22
Target FY13	TBD
Location of Data Storage	KCI files
Other Notes	FY12 target reflects the 75% reduction in available funds.
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Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 2: Support Kabul City to Provide Responsive, Effective, and Visible Service Delivery Programs</i>
Indicator 11	<i>Number of public awareness and educational campaigns conducted on service delivery and planning initiatives (FACTS: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)</i>
Type of Indicator	<i>Output</i>
DESCRIPTION	
Precise Definition	Indicator counts the number of public awareness campaigns implemented by KCI and Kabul City government with KCI funding. Indicator fulfilled upon completion of the event.
Unit of Measure	Number
Disaggregation	N/A
Management Utility	Provides the mechanisms for improving the quality of life of Kabul residents and improving the credibility and visibility of city government
PLAN FOR DATA ACQUISITION	
Data Collection Method	Review of reports on these activities.
Data Source(s)	Project reports entered into ARDMIS.
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Team Leaders for each project provide reports to M&E for input into ARDMIS
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	N/A
Actions to Address Data Limitations	
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	CLIN-1 & M&E report events weekly to COP, DCOP/Technical & DCOP/Admin
Presentation	In quarterly report with photos
Review of Data	COP, DCOP/Technical
Reporting of Data	Quarterly Report
OTHER NOTES	
Baseline	Baseline is zero. Target for FY10-11 is 5.
Target FY12	5
Target FY13	TBD
Location of Data Storage	KCI
Other Notes	

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Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 3: Support to Kabul City Officials to Increase Revenue Collection and Improve Financial Accountability and Transparency</i>
Indicator 12	Number of cooperation/coordination meetings facilitated/held between Kabul Municipality and donors.
Type of Indicator	<i>Output</i>
DESCRIPTION	
Precise Definition	This indicator is a direct measure of the number of cooperation/coordination meetings held between KM and donors as a result of KCI intervention and/or involvement.
Unit of Measure	Number
Disaggregation	N/A
Management Utility	This indicator measures the number of coordination meetings held between KM and donors. At the result of these meetings a number of cooperative events and agreements between KM and donors will take place and many infrastructure/service delivery projects will be implemented at Kabul city.
PLAN FOR DATA ACQUISITION	
Data Collection Method	Monthly or Quarterly Progress report. Copies of meetings minutes and copies of agendas will be provided as supporting documents.
Data Source(s)	QPRs and other ad-hoc reports
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	DCOP/Technical
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	
Actions to Address Data Limitations	
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	CLIN 1 & M&E compile data and report to DCOP/Technical
Presentation	Text in report
Review of Data	COP, DCOP/Technical & DCOP/Admin
Reporting of Data	Quarterly

OTHER NOTES	
Baseline	Baseline is zero.
Target FY12	20
Target FY13	TBD
Location of Data Storage	Copies of reports on file with M&E
Other Notes	
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Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 3: Support to Kabul City Officials to Increase Revenue Collection and Improve Financial Accountability and Transparency</i>
Indicator 13	<i>Increase of Safay'i records characterized in the computerized property tax database.</i>
Type of Indicator	<i>Output</i>
DESCRIPTION	
Precise Definition	Indicator measures the increase in the number of <i>Safay'i records</i> that have been added to the property tax database.
Unit of Measure	Number
Disaggregation	NA
Management Utility	This serves as the basis for increased tax collections and improved revenue projections.
PLAN FOR DATA ACQUISITION	
Data Collection Method	Output report from database
Data Source(s)	Database
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Property department provides reports to Team Leader Revenue Collection (CLIN 3), information goes to M&E for input into ARDMIS
DATA QUALITY ISSUES	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	Availability and validity of records
Actions to Address Data Limitations	Some sampling may be done for confirmation purposes
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
PLAN FOR ANALYSIS, REVIEW AND REPORTING	
Data Analysis	The database will provide the basis upon which to make projections for revenue projections, based on location, value, occupancy, and condition.
Presentation	Number in PMP report
Review of Data	COP, DCOP/Technical
Reporting of Data	Quarterly
OTHER NOTES	
Baseline	Baseline is zero.
Target FY12	30,000 Safi records computerized
Target FY13	TBD
Location of Data Storage	
Other Notes	
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