



KABUL CITY INITIATIVE (KCI)

MONTHLY REPORT (NO. 27)

AUGUST 1 - 31, 2013

Figure 1: Groundbreaking at Sayed al Naseri Park 2 in District 11.



September 10, 2013

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AFGHANISTAN KABUL CITY INITIATIVE (KCI)

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ACRONYMS

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

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

PREFACE

The purpose of the Kabul City Initiative (KCI) is to provide technical assistance to Kabul Municipality (KM) and to create effective, responsive, transparent and accountable municipal governance in Kabul. KCI's goal is to: (1) increase the capacity of city officials in Kabul; (2) markedly improve the delivery of municipal services to citizens in Kabul; and (3) increase municipal capacity to generate revenue and to account for expenditures and revenue. As a result of KCI, it is anticipated that Kabul's citizens will receive improved services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

Per Task Order EPP-I-05-04-00035-00, Section F.6 page two, this Monthly Report summarizes progress towards accomplishing project benchmarks and provides:

- An update of progress made towards fulfilling project goals;
- Identification of implementation issues including obstacles encountered and possible delays in fulfilling activities included in the work plan and PMP targets;
- KCI's response to these issues and obstacles including any proposed changes to the work plan; and,
- A forecast of next month's activities.

HIGHLIGHTS

During August, USAID's Kabul City Initiative (KCI) continued to focus on ensuring the sustainability of its capacity building initiatives in Kabul Municipality. These efforts are as follows:

- Continued the fourth round of the Advanced Future Leaders Program for Kabul Municipality staff.
- Resumed the clean and green campaign featuring the lion characters Shir Sultan and his wife Maleka; this campaign helps build civic awareness and reduce the costs incurred by the Sanitation Department in collecting and removing trash.
- Began the development of comprehensive operating manuals with daily schedules for all the greenery, structures and infrastructure in each of the parks that KCI has built for Kabul. This will substantially enhance the capacity of Kabul Municipality's Greenery Department to manage the parks.
- KCI purchased tools and received excess U.S. military property to use in constructing garages at the Sanitation Department and the Streets and Maintenance Departments for road building equipment, backhoes and other heavy equipment.
- KCI launched an office equipment maintenance course to enable municipality staff to maintain and repair photocopiers and other items KCI and other international donors have provided.
- Inaugurated Ahmad Shah Baba Mina Park.
- Kabul Municipality's digitized database now contains over 123,900 records. This will substantially increase the capacity of the municipal offices to manage municipal properties, collect fees from residences and businesses and to counter land fraud.

1.0 ACHIEVEMENTS

1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS

Training

The fourth round of the Future Leaders Program continued during August with English classes and sessions on: property facilities management, municipal management, structure of the Afghan Government, and public administration .

KCI completed development of the advanced proposal writing course materials. This course will be conducted for municipal officials engaged in proposal writing.

The third round of the Senior Leadership training started at the American University of Afghanistan. The participants in this seven-week course are 25 of Kabul Municipality’s senior officials. After the pre-evaluation session, the first topic covered was the revenue generation system at Kabul Municipality.



Figure 2: Senior Leadership training for KM senior staff

KCI translated the project management course materials into Dari. The course has been designed to further build the capacity of the 25 KM officials who previously attended courses at the Project Management Institute in Turkey.

The fourth round of International Computer Driving License (ICDL) for 120 trainees continued with hands-on training to practice workplace applications, testing and completion of the module three (word processing). Instructions on module four (spread sheets) started with sessions on numbering.

KCI began carpentry training for ten carpenters of Kabul Municipality’s Street and Maintenance, Sanitation and Greenery Departments. This instruction is being provided by the Champion Technical Training Center (CTTC) and is designed to teach modern carpentry techniques within four weeks. Following the safety presentation covering job site dangers, the trainees were equipped with safety packages that include hard hats, protective glasses, uniforms and boots.

KCI developed training materials for a four-day orientation training on establishing a Public Information and Relations Center (PIRC) for the RAMP-UP West Project. KM’s PIRC has been recognized as one of the best public relations models by many Afghan municipalities. RAMP-UP West has decided to establish PIRCs in the west region of Afghanistan, but will use the more common title Citizen Information Center. The instruction covered the process of planning for and establishing a PIRC, developing policies and operating concepts, communications and customer care skills.

Public Outreach

In August, KCI and neighborhood leaders conducted an extensive public education campaign on the Safay'i cleaning fee and business licensing in District 4. Wakil Gozars (neighborhood leaders) joined with KCI to distribute educational materials which included posters, fliers and brochures among local people in public places. Around 60,380 people benefitted from this campaign in 87 mosques during prayer times.

Production of the storybook on Maleka and Shir Sultan for the public education campaign on environmental awareness and proper waste disposal for children was completed during this month. Maleka (Shir Sultan's wife) was added to this year's campaign. The new storybook features her adventures in seeking to help make Kabul clean and green.



Figure 3: A page of the new Maleka and Shir Sultan Story book

After the summer school break, KCI and KM resumed their public education campaign in elementary schools on cleaning and greening the city. Storybooks, coloring books, crayons, garbage bags, posters and fliers were distributed among more than 1000 children in Amir Shir Ali Khan School in District 4. This was very well received by the students.

KCI continued distribution of thousands of posters on sanitation and greenery to Kabul Municipality's District Offices as well as to the Sanitation, Greenery, Public Information and Cultural Affairs Departments. The promotional materials are designed to encourage adult citizens to help Kabul Municipality make Kabul clean and green.

KCI completed development of the standard operating procedures for the production of public service announcements (PSAs) to help the KM Publications Department produce in-house audio-visual materials. KCI along with the Director General of Human Resources devised plans for additional capacity building instruction for the staff. KCI ordered some additional specialized software; the Director General is working on procurement plans for KM's coming fiscal year.

Media Events

Kabul's Mayor participated in the following public events arranged by his staff and KCI:

- Presentation of graduation certificates to the 114 trainees of the third round of ICDL training.
- The groundbreaking ceremony for Sayed ul Naseri Park 2 in District 11.
- Inauguration of the neighborhood park in Ahmad Shah Baba Mina, Block 8, District 12.



Figure 4: Youth City Clean-up Campaign in District 8

Gender and Youth

KCI's Gender Advisor and select members of the Women's Council continued work to finalize the Women's Business Directory, the Women's Council's Standard Operating Procedures, the Women's Council Newsletter and the Meeting Management Manual.

A two day Women Business Development Campaign was conducted in District 16 to provide an opportunity for business women to showcase their products including handicrafts, embroidery, jewelry, and carpets.

KCI and the leaders of the Women's Council met with the Deputy Mayor for City Services to discuss the provision of permanent office space for Council. The Women's Council met to discuss progress on projects underway and to plan for future activities.

A Youth City Clean-up Campaign was conducted in District 8 to encourage youth to take part in cleaning the city. Around 100 youth participated in the campaign. This was a preliminary activity which will be discussed at the upcoming Kabul Youth Conference which will include sessions on various ways youth can participate in improving their city and working with the Municipality.

Information and Communications Technology

The office equipment repair and maintenance course for Kabul Municipality's IT Department staff began in August. The instruction consists of 30 sessions, held 5 days a week. Upon completion of this course, the trainees will be able to repair minor problems and maintain the printers, copiers and scanners at KM.

KCI assisted the KM IT Department in daily ICT routine tasks and visited several districts to resolve IT issues in August.



1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS

Parks and Greenery

Basic construction of Ahmad Shah Baba Mina Block 8 Park in District 12 has been completed. This neighborhood park will be handed over to KM soon. Construction of the sports court and volleyball court in in Ahmad Shah Baba Mina Block 8 Park in District 12 is approximately 80% complete.

Construction of Sayed al Naseri Park 2 in District 11 started. Excavation for walkways and boundary fence installation are underway. This park will include garden areas based on Islamic geometric designs developed by KCI's architect.



Construction of Rahman Mina Block E Park in District 8 has begun. The subcontractor completed mobilization. Site preparation, earth filling, excavation for walkways and fence fabrication works are in progress.

The installation of canteens and guard rooms in four parks has been finished but the subcontractor (a small Afghan firm) has not yet completed the punch list items. The parks are Taimani New and Old Parks in District 4, Macrorayan-e-Awal Park in District 16 and Arzan Qemat Block 11 Park in District 12.

Renovation of the Kabul Youth Gymnasium is in progress. To date, 60% of the work has been completed.

Repair work in Macrorayan-e-Awal Park in district 09 has been completed. This park features a modern playground with American made equipment. It will be inaugurated by the Mayor in early September.

Renovation of the kindergarten in Kabul Municipality is underway; 20 % of the work has been completed.

Locally made Playground equipment construction for Old Taimani Park has started.

KCI's architecture/engineering team completed the design of Maslakh Park in District 9 and submitted the complete package (architectural, structural, electrical drawings and cost estimates) of the mentioned park along with canteen, toilets and guard rooms designs to Kabul Municipality Greenery Department.

The team is also preparing a manual for playground equipment installation and maintenance to help ensure the sustainability of the parks KCI has provided to the Municipality. In addition, KCI is working on the development of a manual for the maintenance (irrigation, grafting, budding, weeding etc.) of parks to be used as official guide by the Greenery Department for the maintenance of the parks.

Kabul City Streets

The Kabul City streets component of KCI has completed all gravel roads and paving projects and is now focused on the provision of on the job training for technical staff of the Street and Maintenance Department. Planning is underway for additional courses which KCI engineers will teach on QA/QC and other technical subjects.



Figure 8: Repair work in Macrorayan Awal Park in District 9



Figure 9: Renovation of the kindergarten in Kabul Municipality

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

KCI visited Districts 4, 7, 9, 12, 13, 17 and 21 for monitoring and troubleshooting on the digitization of property sanitation fee (Safay'i) and other records. Building the capacity of the municipal district office staff to digitize records is a crucial part of KCI's efforts to enable Kabul Municipality to improve its revenue generation and the accountability of its staff for funds.

The first draft of the CLIN 3 Financial Management Manual (Intermediate) was completed this month.

KCI officially handed over two used laptop computers and one HP printer to the KM Revenue Department to record Safay'i (property sanitation fee) books.

KCI provided KM's district offices with external hard disks for data backup. KCI also received the District 21 external hard disks for data backup (it is worth mentioning that this is the first time we have received their data backup). This will add to the capacity of Kabul Municipality's Financial Department to monitor revenue and expenditures.

2.0 ISSUES, OBSTACLES, AND RESOLUTIONS

One of the major obstacles to ensuring the sustainability of KCI initiatives is the lack of capacity among the technical staff of Kabul Municipality. To resolve this, KCI has increased its efforts to train municipal staff in various departments to develop their capacity to maintain and repair facilities, office equipment, heavy equipment, parks, and other facilities. This comprehensive program has included, among other things, instruction and the provision of training materials on: QA/QC, lab testing and total station surveying for engineers; GIS and urban planning for the Urban Planning Department staff; basic carpentry, electrician procedures, backhoe operation and maintenance for the technical staff of the Sanitation, Greenery and Streets and Maintenance Departments; a full range of IT systems and office equipment maintenance and repair for the IT staff; and, the development of comprehensive park maintenance and repair manuals, including a complete set of daily schedules for the entire year for each of the parks KCI built for Kabul Municipality.

Fortunately, KCI has an excellent partnership with the Mayor, Deputy Mayors and the Directors General, especially the DG of the Human Resources Department, in developing capacity building courses and other initiatives that will become institutionalized as part of the KM's future training efforts. In addition, KCI and KM's leadership have paid particular attention to developing the skills of supervisors and others who will be trainers for other staff and new hires. The training of trainers component in every activity is a crucial part of KCI's comprehensive strategy for ensuring the sustainability of the goals set out in USAID's task order.

3.0 ACTIVITY FORECAST

Activities planned for September 2013:

1. Complete the carpentry training;
2. Continue the Senior Leadership Round-3 course;
3. Continue the Future Leaders Round-4 course;
4. Continue the ICDL Round-4 course;
5. Continue the office equipment repair & maintenance training;
6. Start Greenery ToT (Training of Trainers);
7. Start carpentry training round-2;
8. Start advanced proposal writing course;
9. Start revenue forecasting training;
10. Start mechanics training;
11. Develop the scope of work for the advanced database management course;
12. Conduct the “Afghan Youth Networking & Community Engagement” Conference for 220 male and female youth;
13. Finalize the Women’s Council’s Strategic Plan;
14. Finalize the Women’s Council’s operating procedures;
15. Finalize the Women’s Council newsletter;
16. Publish the Women’s Meeting Management Manual;
17. Publish the Women’s Business Directory;
18. Conduct two Women’s business development campaigns;
19. Conduct one waste cleanup campaign led by women;
20. Set up the office for the KM Women’s Council;
21. Provide guidance to the Women’s Council for their plan to provide training for 100 small business owner women on marketing techniques;
22. Continue the public education campaign on cleaning and greening for children in Kabul’s schools;
23. Complete production of the TV public service announcement on the municipality’s Public Information and Relations Center (PIRC) by KM Publications Office;
24. Complete preparations to start the advanced media course for KM staff;
25. Start re-broadcasting KCI’s clean and green Kabul TV spots ;
26. Conduct inauguration events for neighborhood park projects completed by KCI;
27. Continue conducting media events for KM/KCI projects;
28. Continue construction of Rahman Mina Block-E Park in District 8;
29. Continue construction of Sayed al Naseri Park in District 11;
30. Continue construction of Sayed al Naseri Sport Court in District 11;
31. Complete repair work in Arzan Qemat Block 11 Park in District 12;
32. Hand-over Arzan Qemat Block 11 Park to KM;
33. Complete the repair work in Macrorayan-e-Awal Park in District 16 and hand-over to KM;
34. Start renovation of Old Taimani Park in District 4;
35. Continue renovation of the Kabul Youth Gym at the Street & Maintenance Department in District 8;
36. Continue renovation of KM’s kindergarten class rooms, offices and corridors;
37. Fix the deficiencies in guardrooms, canteens and toilets in New Taimani Park in District 4 and Arzan Qemat Block 11 Park in District 12 and Macrorayan Awal Park in District 16;

38. Start the advanced safety training for KM engineers;
39. Continue coaching KM's revenue staff on the digitization of property records and other municipal documents; and,
40. Continue work with the Director General of Human Resources on a comprehensive set of training courses and other capacity building mechanisms to help ensure the sustainability of all of the assistance, equipment and systems provided by USAID through the Kabul City Initiative.

ANNEX 1: LIST OF COMPLETED SUBPROJECTS IN THE MONTH OF AUGUST 2013:

S/N	Name of project	Location	Department	Percent Completed	Quarter of Completion
1	Base construction of Ahmad Shah Baba Mina Block 8 Park	Districts 12	Greenery	100%	4 th Quarter
2	Design drawings of Maslakh Park	Districts 16	Greenery	100%	4 th Quarter
3	Repair work of Macrorayan Awal Park	District 16	Greenery	100%	4 th Quarter

ANNEX 2: STATUS OF ONGOING PROJECTS FOR THE MONTH OF AUGUST 2013:

No	Name of project	Location	Department	Percentage Completed/ Construction	CLIN	Progress
1	Base Construction of Sayed al Naseri Park 2	District 11	Greenery	20%	Services Delivery	In Progress
2	Construction of sports court and volleyball court in Ahmad Shah Baba Mina Block 8	District 12	Greenery	80%	Service Delivery	In Progress
3	Construction of sports court in Sayed al Naseri Park 2	District 11	Greenery	28%	Services Delivery	In Progress
4	Base Construction of Rahman Mina Block-E Park	District 08	Greenery	10%	Service Delivery	In Progress
5	Renovation of Kabul Youth Gymnasium in Street and Maintenance Department	District 08	Urban Planning Dept.	60%	Service delivery	In Progress

ANNEX 2: STATUS OF PROJECTED PROJECTS FORTHE MONTH OF SEPTEMBER 2013:

No	Name of project	Location	Department	Percentage Completed/ Construction	CLIN	Progress
1	Handed over Ahmad Shah Baba Mina Block 08 Park	District 12	Construction	100%	Service Delivery	Completed
2	Continue with the base construction Sayed al Naseri Park 2	District 11	Construction		Service Delivery	Under Progress
3	Continue with the base construction of Rahman Mina Block E parks.	District 08	Construction		Service Delivery	Under progress
4	Complete the repair work in Arzan Qemat Block 11 Park	District 12	Construction		Service Delivery	Under progress
5	Hand-over Arzan Qemat block 11 Park to KM.	District 12	Construction		Service Delivery	Under progress
6	Complete repair work in Macroryan-e-Awal Park in District 16 and hand over to KM.	District 16	Greenery		Service Delivery	Under progress
7	Start the renovation of Old Taimani Park	District 4	Construction		Service Delivery	Under progress
8	Continue with renovation of Youth GYM at the Street & Maintenance Department	District 08	Construction		Service Delivery	Under Progress
9	Fix the deficiencies in guardrooms, canteens and toilets in Bibi Sangari Park in D-11, Sayed-ul-Naseri Park in D-11, Dehbori Park in D-3 and Karte Mamorin in D-3, New Taimani Park in District 4 and Arzan Qemat Block 11 Park in District 12 and Macroryan Awal Park in District	District 11, 3, 16, 12	Greenery		Service Delivery	Completed

	16.					
11	Complete the design documents of the proposed Kabul Youth Center to be built by KM.	District 16	Greenery		Service Delivery	Under Progress
12	Start the carpentry training for KM staff.	Streets Dept. Greenery Dept. And Sanitation Dept.	Training		Training	Under Progress
15	Renovate KM kindergarten classes and corridors.	KM Main Building			Service Delivery	Under Progress

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

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