7TH "BEST PRACTICE IN CITIZENS' PARTICIPATION" DISTINCTION

AWARD APPLICATION FORM

A. BASIC INFORMATION:

Title of the experience : Kabul Solidarity Program and Park Design		
Name of city/region : Kabul City		
Promoting entity: Kabul Municipality		
Country: Afghanistan		
Starting date: Feb 2011	Finishing date : on-going Project	
Name of the contact person:		
Position of the contact person:		
Contact telephone:	E-mail:	
Population size: Approx. more than 5 million		
Surface area: 2750 Sqkm		
Population Density: 5 Million		
GDP per capita: NA		
Sector of the economy: Samll Business and government Agencies		
Type of experience:	Participatory budget	
	Urban planning	
	Councils	✓
	Diagnosis, prospection, prioritization, monitoring etc. workshops or spaces	
	Forums and audiences	
	Referendum/Public consultation	
	Citizenship judging committee	
	Open-government/ e-government	
	Public participation in the Law	
	Others	
Regional scope	Entire Region	
	District	✓
	Neighbourhood	
Thematic area	Governance	
	Education	
	Transportation	
	Urban management	✓
	Health	
	Safety	
	Environment and/or urban agriculture	
	New social movements and associations	
	Culture	
	Housing	
	Employment	
	Decentralization	
	Local Development	
	Learning/training	

	Economy and/or finances	
	Legal regulations	
	Social inclusion	
	All	
	Others	

B. PROCESS

DESCRIPTION OF THE CONTEXT IN WHICH THE EXPERIENCE OCCURRED
(Economic, technical, socio-political, organizational…)
How the experience came up?
Max. 1800 characters/300 words

After the three decades of war Kabul City's infrastructure was mostly destroyed and during the last 10 years starting from 2001, Kabul City experienced a large number of Economic, political and war immigrants looking for work into Kabul.
The population from 1.5 million in 2001 increased up to more than 5 million in 2013.
The Mayor of Kabul and his municipal administration seek to reach out, to engage and mobilize the citizens and gain their support and contribution through community organization, settlement regularization and service delivery.
To achieve these goals the Mayor proposes the Kabul Solidarity Program (KSP).
The KSP will seek to build on the lessons, positive and negative, learned from the Afghan government's National Solidarity Program financed by donors through the Afghanistan Reconstruction Trust Fund of the World Bank and managed by the Ministry of Rural Rehabilitation and Development. One of the important lessons from the NSP is that programs can be taken to scale if resources and organization is dedicated to the process.
The proposed program will focus on supporting the lowest level of the municipality organizational structure: the Wakile at the Gozar (600 in Kabul each with approximately 1000 households) or sub-district level. Through the KSP, the office of the Wakile Gozar will be strengthened beyond the present functions of certifying residence of inhabitants and signing marriage and birth certificates. The KSP will provide training to the Wakile Gozars to establish their roles, responsibilities and terms of reference, to manage Gozar assembly elections, to facilitate the settlement regularization/titling process, to facilitate participatory planning for the Gozar Action Plan (GAP), and to coordinate linkages and service requests to the District and Municipal offices and with NGOs present on their Gozar.

OBJECTIVES
(Describe the goal/s of the initiative)
Max. 1000 characters/ 200 words

Kabul Solidarity Program (KSP) has been designed to tackle the present needs of the Kabul City such as issues arising from over population, environment and lack of infrastructure in the planned and unplanned areas.
1-KSP program aims to empower the people (men and women) in various districts

through community based infrastructure and income generating activities.
2- Improve the living condition of people.
3- Enhance the capacities of relevant municipality staff and communities to develop action plans at the Gozar level.
KSP is designed to alleviate Urban community poverty and establish a foundation for improved local governance by:
Establishing a national network of elected NDCs and GDCs.
Funding priority subprojects to improve access to social and productive infrastructure, markets, and services;
Strengthening community capacities through participatory processes and training.
Promoting accountability and wise use of public and private resources.
Build best close relationship between Community and Kabul Municipality and other Governmental organization in Kabul City.

DESCRIBE THE EXPERIENCE
Max. 3200 characters/600 words

Since 2011 the KSP is implementing through related partners with considering the below procedure and based on the practice these experienced tasks are resulted positive:

Phase I: Raising Community Awareness (How we can mobilize community in order to have good management and relationship with Kabul Municipality and Government of Afghanistan).

STEP 1:   Contacting Community Representatives.
STEP 2:   Small Group Meetings for Discussing Community Assets and Problems; and the Feasibility of a Neighbourhood Development Councils (NDC) & Gozar Development Councils (GDC), thereby Generating Demand for a Large Community Gathering.

Phase II: Establishing NDCs & GDCs Development Council as management team.

STEP 3: Holding a large community gathering for acknowledgement of community resources and problems, and for the realization of the importance and need of GDCs & NDCs to take charge of community action, and for agreement on the selection of a committee to supervise the NDCs & GDCs election processes.
STEP 4: Establishing and Registering the NDC & GDCs Development Councils.
STEP 5: NDCs & GDCs Mission Statement, and Endorsement of Mission Statement by community Groups.

Phase III: NDC & GDC Development Plan. (Plan from down to top through community)
STEP 6: Preparing NDC & GDC Development Plan.
STEP 7: NDC & GDC community Endorsement of the Development Plan
STEP 8: NDC & GDC Community Self-Initiative Project.

Phase IV: Project Design & Submission of Proposal. (train Kabul Municipality staff

in district level and Community Councils)
STEP   9:   Designing of NDC&GDC Project(s)
STEP 10:   NDC & GDC Endorsement of Project Designs.
STEP 11:   Write-up of the NDC & GDC Project Proposal(s)
STEP 12:   Submission of NDC & GDC Project Proposals.

Phase VI:-Project implementation, Project Management, Leader ship & Good Governance, Monitoring and Evaluation.
STEP 13: Implementation, Monitoring, and Reporting on KSP Project Progress.
STEP 14: Set up project management Committee, 3 Person (Deputy Head, Casher and local Engineer).
STEP 15: Working TOR for Community.
STEP 16: Review Proposal.
STEP 17: Preparing procurement Plan and working through Procurement procedure.
STEP 18: Accounting System for Community (Bills & Quotations) through KSP Accounting Manual.
STEP 19: Dealing with NDC & GDC Contribution.
STEP 20: Keeping & recording Filing system for KSP Documentation.
STEP 21: Good Community Leader.
STEP 22: Decision Making Process.
STEP 23: TOR for NDCs & GDCs.
STEP 24 : Community Capacity Evaluation (Socially and Technically)
STEP 25: Work with Community about How to Manage our NDC & GDC.
STEP 26: How to dealing with Women Community for establishing Female NDCs.
STEP 27: Final NDC & GDC Capacity and Project Evaluation and Handover of Project.
STEP 28: Reflection on Project Learning Experience, and Review of Community Development Plan and Project Management.

Social Audit Methodology:
The idea of conducting a meeting publicly to review progress and to monitor utilization of resources of an infrastructure development project was originally termed as "Public Audit". The basic concept behind it was to instill public confidence towards self-help and empowerment of the rural poor. Besides generating the feeling of ownership towards the project, public audit had been a very useful tool to minimize misappropriation of resources by the people who had control and authority over the resources.

LEADERSHIP AND SHARED RESPONSABILITES.
(who drive the process. Tasks, responsibilities and functions for the different actors).
Max. 1000 characters/200 words

The KSP program is actually driven by the Program Implementation Unit (PIU) under the leadership of Kabul Municipality and technically supported by JICA and is responsible for managing, evaluating, supervising and enhancing the pace and quality of implementation of the KSP program activities.
The other actors involved in the implementation of KSP, UN-Habitat as a facilitating

Partner, Neighbouring Development Councils (NDC) as an implementing Partner and Kabul Municipality District Department as government responsible organization.

The UN-Habitat acts as a facilitating partner in the arrangement and implementation of the program whereas the NDCs are created by the people of the communities and is obliged to oversee, monitor and control the implementation process.

The following key actors are instrumental in programme implementation. Roles and responsibilities are briefly summarized below and discussed in more detail throughout the OM.

Executing Agency: The KSP is executed by the Kabul Municipality's program implementation Unit (PIU) that are responsible for managing, supervising and evaluation of all KSP activities.

Facilitating Partners (FPs): The KSP-PIU has contracted with (UN-Habitat) to facilitate the KSP activities in targeted areas and communities to assist KSP activities at the local level.

Communities: KSP program established 30 NDC and 6 GDC in three districts (11, 12, 16) in 2011 and also in 2012 KSP established 6 GDCs councils and 26 NDCs Male Councils and 26 Female councils in three more district of Kabul city (9,3,15).

Donors: The Programme is financed through Japan Embassy in 2011 and JICA (Japan International cooperation Agency) grants in 2012.

COLLABORATION WITH OTHER ENTITIES OR WITH OTHER DEPARTMENTS OF THE SAME MUNICIPAL GOVERNMENT
Max. 1000 characters/200 words

KSP enjoys the immense support and collaboration from various departments of the Kabul Municipality. The Kabul Municipality District Department head and his technical team are involved in all the technical related activities implemented by KSP. The female social activities of KSP are also coordinated and collaborated with the Kabul Municipality women councils.
While the KSP sub projects are completed the Maintenance Department of Kabul Municipality takes the responsibility of maintenance issues.

C. METHODOLOGY

DESCRIBE THE METHODOLOGY AND THE PARTICIPATION MECANISMS IMPLEMENTED IN THE DIFFERENT STAGES OF THE PROCESS.
Max. 1000 characters/200 words

The KSP methodology includes the direct involvement of the community councils in the implementation of the projects. The neighbouring development councils (NDCs) are established by the PIU and FP. The administrative staffs of the NDCs

are elected by the communities through a fair election process. After the establishment of the NDCs, the community action plans are created which involves the NDCs in listing down and prioritizing their major problems and challenges and suggesting alternative solutions. According to the priority list of issues, the proposals are prepared by Facilitating Partner (FP) under direct supervision of PIU. The participatory mechanism involves the direct community contributions in the implementation process which constitutes with the minimum of 35% of the overall budget considered. The implementation process is monitored by PIU as a technical supervisor and the NDCs as the direct beneficiaries.

KSP processes are:

D. FUNDING STRATEGY AND BUDGET

BUDGET

Total amount and percentage amount over the total costs of the project/institution/department.

Max. 1000 characters/200 words

The KSP program started early in 2011 as covered three districts with total budget of USD **6,330,000** as combination of USD **4,151,991** by Japan Embassy and USD **2,178,009** by Community contribution which is 65.6% donor contribution and 34.4% community contribution was considered and utilized in the first phase of this program,

Further to the 2011 KSP program JICA agreed to support KSP to cover three more districts for 2012-2013 with total budget of USD **4,483,193** by JICA and USD **2,092,586** by Community contribution which is 67% donor contribution and 33% community contribution will be considered and utilized in the existing phase of this program.

KSP budget for the year 2012

District	Gozar	Total Investment (USD)	Community Contribution (%)
District 3	1	1,127,500	37%
	2	1,327,500	37%
District 9	1	413,789	26%
	2	568,780	26%
District 15	1	1,520,780	36%
	2	1,617,430	36%
Total		US $ 6,575,779	US$ 2,092,586 (33%)
Total JICA Investment		US $ 4,483,193	
Total People's Investment		US $2.1 million	

FUNDING STRATEGY

Origin of funds (own, subsidies, donations, etc.). List of partners to the initiative noting if they are public or private actors.
Max. 1000 characters/ 200 words

Since start of the KSP program an amount of USD **4,151,991** by Japan embassy and an amount of USD **4,483,193** by JICA are funded to cover six districts as JICA is committed to support KSP for 2013-2014 to cover five more districts and willing to target more districts under KMDP as funding through world bank.

E. INFORMATION SPREADING AND FEED-BACK TO THE PARTICIPANTS

OIDP

DESCRIPTION OF THE INFORMATION DISSEMINATED DURING THE PROCESS.

What kind of information has been disseminated?
Max. 1000 characters/ 200 words

The information regarding the activities and working procedure of the KSP has been disseminated to the community councils through meetings and workshops to educate them about the role and responsibilities of KSP as well as the NDCs. The procurement process and the detailed information regarding the project proposals and the implementation methodologies have been shared with the community councils in order to make sure that they are fully aware of the material and budget utilized and would be ready to monitor the working procedures.
The final output of the project is also disseminated so that the strengths and weaknesses of the program is analysed.

FEED-BACK TO THE PARTICIPANTS
To whom has the information been returned? (General, individual, sectorial return). In which stage/s of the process the information has been returned?   Is the return mandatory? Used means/ channels for returning the information.
Max. 1000 characters/ 200 words

The KSP feed-back as it determined through some KSP counterpart research and investigation shows very good result and based on that Donors are much more interested to support and expand KSP in other district of Kabul as well.
Mainly the KSP involved counterparts are Kabul Municipality (Program Implementation Unit), Japan International Cooperation Agency (JICA), UN-Habitat as a Facilitating partner and Neighbourhood Development Council (NDC) community councils.

F. RESULTS

TOTAL NUMBER OF PARTICIPANTS. PERCENTATGE OF PARTICIPANTS OVER THE TARGET POPULATION GROUP. PROFILE OF THE PARTICIPANTS.
Max. 500 characters/100 words

KSP program established 30 NDC and 6 GDC in districts of 11, 12 and16 in 2011 and also in 2012 KSP established 6 GDCs councils and 26 NDCs Male Councils and 26 Female councils in three more district of Kabul city.

In KSP each NDC collected from 250 up to 300 House hold and each GDC collected from 1000 up to 1300 House Hold the total GDC which is established up to now through KSP are 13 GDC councils it show the KSP program cover 15600 HH, 109200 Population was target for this program in 2011 and 2012. And through this program in six districts KM staff also train with methodology of KSP.

HAVE THE RESULTS BEEN DOCUMENTED? WHAT KIND OF DOCUMENTATION IS IT? HAVE OUTCOMES BEEN RETURNED TO THE CITIZENS?
Max. 1000 characters/ 200 words.

The result of every step in the implementation process has been documented in a proper filing system. The PIU office owns the original copies of all the documents which includes the survey documents, different forms filled by the communities, the procurement and the financial documents. Since the citizens or the community councils are involved in all the monitoring and evaluations processes, the outcomes are just documented in the administrative section of the PIU office.

IMPACTS ON PUBLIC POLICY. PLEASE DESCRIBE IF, ONCE THE EXPERIENCE HAS BEEN IMPLEMENTED, HAVE THERE BEEN CHANGES IN THE LEGISLATION, ACTIONS OF THE ADMINISTRATION (NEW PLANS, NEW PROJECTS), BUDGET AND/OR MUNICIPAL MANAGEMENT.
Max. 1000 characters/ 200 words.

Kabul Solidarity Program (KSP) is much more known and familiar in Kabul city residence and daily people from different part of the city is requesting for KSP to cover their areas as well but due to budged limitation Kabul Municipality is not able to expand the program for all 22 district of Kabul city.
As per the effective impacts of KSP Government of Afghanistan with the help of International Donors are decide to use the same approach for the other big city of Afghanistan such as Herat, Mazar-e-Sharif, Kandahar and Jalabad cities by the name of Urban Solidarity Program.

IMPACTS ON THE ACTORS. CULTURAL EFECTS AMONG PARTICIPANTS AND CULTURAL EFECTS AT THE ADMINISTRATION (TECHNICAL STAFF, POLITICAL STAFF) CAN BE DESCRIBED?
Max. 500 characters/100 words.

The technical cooperation through Japan International cooperation Agency (JICA) is considered vital in urban improvement and transformation of Kabul city which is meant to successfully transfer know-how and their innovative cultural experience to the Afghan technical staff during the cooperation period for future sustainable development by Afghan side. The community councils both male and female come together on a same platform through KSP disregard of any cultural, language or religious differences to share their problems and find alternative solutions to improve their living conditions. In addition efforts have been made to enforce the culture of an effective management and office administration.

EXTERNAL IMPACTS. IS THE EXPERIENCE TRANSFERABLE? CAN IT BE REPLICATED IN ANOTHER CITY OR BY ANOTHER ORGANISATION?
Max. 500 characters/100 words

The project aims to contribute towards rehabilitation and improvement of the

living condition of the existing Kabul city in the long run. More employment opportunities shall be provided to the communities and in this way a technology transfer shall take place. The program would create a unity and a sense of solidarity among the communities for a better future. The experience of KSP is definitely transferable and can be replicated in other cities since the idea itself has been derived from the national solidarity program in rural areas.

G. EVALUATION AND MONITORING.

DESCRIBE SHORTLY WHAT KIND OF EVALUATION (INTERNAL/EXTERNAL) HAS BEEN FORESEEN FOR THE PROCESS, WHO WILL CONDUCT IT AND WHICH PARAMETERS WILL BE MEASURED.
Max. 1000 characters/ 200 words.

Since the KSP program is implemented and controlled by different bodies, the evaluation is also multi-dimensional. The Program Implementation Unit (PIU) has the ultimate evaluation authority based on the evaluation report provided by the community councils. PIU is responsible to monitor and evaluate the overall process of the KSP program from the first step to the end of the project. The community councils should regularly evaluate and monitor the progress of work done and approve if it is satisfactory. All the technical, social, administrative and financial issues under the KSP are overseen by community councils and approved by PIU to prevent any kind of fraud or corruption.

WILL CITIZENS BE INVOLVED IN THE EVALUATION? WILL THEY BE PROVIDED WITH THE EVALUATION'S RESULTS?
Max. 1000 characters/ 200 words

The citizens or the members of the community councils are directly involved in the evaluation process. They are the decision makers and have the authority to evaluate and monitor all the process and progress of KSP and stop the activities if not satisfactory and according to the standards.   The members of the community councils would have access to the evaluation results since they are indulged in all the process from the beginning to the end.

ONCE THE EVALUATION PROCESS IS FINALIZED, IS THERE A CITIZENS' MONITORIZATION/ FOLLOW UP PROCESS FORESEEN?
Max. 1000 characters/ 200 words

If the upgrading projects are relatively simple, their implementation can be accomplished by the community with support from the district level engineers who planned the projects. The contributions of the community can be most easily managed by the NDC, for example where labourers and their daily food are part of the community contribution, organization is best assured by the NDC while worksite management and oversight will be assured by the district engineers. NDCs will be able to monitor (ease of access) and verify that correct thicknesses of

rocks and concrete are delivered, correct methods and sand to cement ratios for concrete preparation are applied and appropriate attention is paid to protecting and curing the newly laid concrete. Using the NDC to monitor the work will free up precious municipality resources for technical tasks.

There are more than 30 % community contribution in KSP sub projects, PIU designed the use of the social audit for project evaluation as this again reinforces the sense of ownership by the community and thence the commitment to issues of operations, maintenance and repair.

H. ABSTRACT AND CONCLUSIONS.

HIGHLIGHTS OF THE EXPERIENCE.
Max. 1000 characters/ 200 words.

Since 2011 the KSP is implementing through related partners, district 11, 12 and 16 in 2011-2012 and 3, 9 and 15 in 2012 as two Gozar in each districts are considered with KSP rule and regulations.

Phase I: Raising Community Awareness (How we can mobilize community to having good management and relationship with Government and KM).
Phase II: Establishing NDCs & GDCs Development Council as management team.
Phase III: NDC & GDC Development Plan. (Plan from down to top through community)
Phase IV: Project Design & Submission of Proposal. (train KM staff in district level and Community Councils)
Phase VI: Project implementation, Project Management, Leader ship & Good Governance, Monitoring and Evaluation.

Social Audit Methodology: The idea of conducting a meeting publicly to review progress and to monitor utilization of resources of an infrastructure development project was originally termed as "Public Audit". The basic concept behind it was to instill public confidence towards self-help and empowerment of the rural poor. Besides generating the feeling of ownership towards the project, public audit had been a very useful tool to minimize misappropriation of resources by the people who had control and authority over the resources.

FUTURE CHALLENGES TO ACHIEVE.
Max. 500 characters/ 100 words.

The major challenges threatening the program which needs to be addressed are the lack of coordination among various entities involved in the implementation process, the effect on the quality of projects due to an unstable budget and the conflict between the community councils established by KSP and the district authorities.

WHY CAN THE EXPERIENCE BE CONSIDERATED INNOVATIVE?
Max. 500 characters/ 100 words.

The KSP program is considered to be innovative since it is designed to tackle the present needs and challenges of the Kabul city through direct participation of the citizens. The term "for the people, by the people and from the people" is clearly highlighted in the working methodologies of the KSP. The community councils are established to strengthen the national solidarity among the citizens and are obliged to directly contribute and are authorized to oversee and monitor the constant progress of the projects.