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USAID | **AFGHANISTAN**
FROM THE AMERICAN PEOPLE

ENGINEERING SUPPORT PROGRAM

WO-LT-0041

MOTCA CAPACITY BUILDING: PROJECT
ADMINISTRATION – MAIMANA AND FAIZABAD
AIRPORTS – FINAL REPORT



November 25, 2012

This publication was produced for review by the United States Agency for International Development. It was prepared by Tt, Inc.

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November 25, 2012

[REDACTED]
USAID – Office of Economic Growth and Infrastructure (OEGI)
Café Compound
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Re: WO-LT-0041 MoTCA Capacity Building Final Report

[REDACTED]
Enclosed is the final report for WO-LT-0041 MoTCA Capacity Building. The enclosed report summarizes the results of Tetra Tech AESP's capacity building within MoTCA on behalf of USAID.

I look forward to meeting with you at your convenience to discuss this report.

Respectfully,

[REDACTED]
Chief of Party (AESP)
Tt, Inc.

Cc: [REDACTED] (USAID-OEGI)
[REDACTED] (USAID-OEGI)

Prepared for:



MOTCA CAPACITY BUILDING: PROJECT
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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.



Contents

| | |
|----------------------------------|---|
| Executive Summary | 1 |
| 1.0 Project Background..... | 2 |
| 2.0 Monthly Report Review..... | 3 |
| 3.0 Financial Report Review..... | 4 |
| 4.0 Meeting Minutes | 5 |
| 5.0 Project Challenges | 6 |
| 6.0 Conclusion | 7 |

Appendices

- Appendix A Daily Report Format
- Appendix B MoTCA Daily Report Review Comments
- Appendix C Meeting Minutes

Executive Summary

On June 29, 2011 USAID directed the Tetra Tech (Tt) Afghanistan Engineering Support Program (AESP) to provide capacity building for project administration oversight services and guidance under the Tt AESP work order WO-LT-0041 to the Government of Afghanistan Ministry of Transport and Civil Aviation (MoTCA). The objective of this scope of work was to improve administrative capabilities within MoTCA as well as to facilitate administration activities on the (then current) regional airport projects at Maimana and Faizabad.

MoTCA personnel requested project administration capacity building in order to satisfy the financial reporting requirements outlined in the Implementation Letter No. 17 (IL No. 17) associated with WO-LT-0029, Maimana and Faizabad Regional Airports.

Tt provided project administration oversight and capacity building to MoTCA in Kabul. Tt assisted MoTCA on a weekly basis to ensure that MoTCA personnel satisfied the financial reporting requirements outlined in the IL No. 17 at Faizabad and Maimana Regional Airports.

Tt supported MoTCA staff by assisting with monthly report preparation. Once completed, MoTCA submitted the reports to Tt for review. Tt staff reviewed the reports, provided feedback and made recommendations to MoTCA. Tt recommendations and corrections were often not incorporated into the revised final reports, resulting in lengthy delays, and demonstrating that MoTCA personnel were not responding well to the guidance offered consistently over the extended capacity building period.

This report provides a summary of our training support and guidance to MoTCA for project administration as outlined in the WO-LT-0041 Statement of Work. This report includes a summary of the trainings and assistance Tt provided during the period July 2011 through October 2012.

1.0 Project Background

For nearly a decade the Ministry of Transport and Civil Aviation (MoTCA) has been evaluating the re-establishment of the Islamic Republic of Afghanistan Civil Aviation System. Major efforts resulted in the development of a sector plan that established the framework for the system. The MoTCA has developed a Civil Aviation Master Plan to guide reconstruction of the Civil Aviation system in Afghanistan. The sector plan addresses reconstruction of the aviation sector and the development of aviation professionals to guide the growth of the industry.

Under the Civil Aviation Master Plan there are four regional airports slated for construction or rehabilitation. USAID provided funding for rehabilitation of Maimana and Faizabad regional airports.

Maimana is the capital of the province of Faryab located in northern Afghanistan near the Turkmenistan border. Maimana is located in the northern foothills of the Turkestan mountain range at the elevation of approximately 833 meters (2,700 feet) on the old terrace of the Qysar River. The Maimana Regional airport is located approximately 400 kilometers (250 miles) WNW of the Afghan capital of Kabul. The recently constructed runway 14-32 is on the same alignment and adjacent to the old runway to the west.

Faizabad is the capital of Badakhshan Province located in the northeastern portion of Afghanistan, near the Tajikistan border. The Faizabad Airport is located west of the Kokcha River approximately 5.6 kilometers (3.5 miles) northwest of the town of Faizabad, 152 kilometers (94.4 miles) ENE of Kunduz Airport and approximately 307 kilometers (191 miles) NNE of Kabul. The Maimana Airport has a single runway with an alignment of 18 and 36.

These projects were initially funded under loan 2105 by the Asian Development Bank (ADB). The projects consisted of construction of the runway, taxiway, apron, buildings and safety zones.

Each runway was designed to accommodate C-130 aircrafts per engineering study International Civil Aviation Organization (ICAO) standard. The design was for aircraft such as the Antonov AN 24 or Fokker F28.

There was a signed agreement on December 21, 2010 between USAID, MoTCA and the Afghanistan Ministry of Finance (MoF) which was called implementation letter (IL) No. 17. Under IL No. 17, USAID provides an additional six million dollars USD (\$6,000,000.00) in addition to the six million dollars USD (\$6,000,000.00) allocated by MoF for the rehabilitation of Maimana and Faizabad Airports.

2.0 Monthly Report Review

Tt staff reviewed drafts of monthly progress reports prepared for Maimana and Faizabad airports by MoTCA. Tt made comments for the improvement of the reviewed reports.

The initial reports prepared by the MoTCA Project Implementing Unit (PIU) were of poor quality and did not address the requirements of the IL No. 17. Tt made trips to the MoTCA/PIU office and worked with the PIU staff offering advice and guidance to help prepare daily construction reports. Tt reviewed reporting requirements with the PIU and the PIU was provided with a written summary of the requirements. Tt reviewed MoTCA draft reports and provided MoTCA with written comments on reports as well as guidance at project meetings.

Tt typically received multiple iterations of draft reports that did not address all Tt's comments on the original draft submission. Only after iterative review and submission of additional comments and recommendations for revision of these revised draft reports, were all of Tt's original comments incorporated into each PIU report. This process was typical of the report preparation by the PIU.

Tt prepared a format for daily reports for PIU field crews to fill out and, for reference, the daily report format is included in Appendix A. Tt also helped the PIU staff prepare site visit reports and monthly reports for submission to USAID.

Tt staff worked with the PIU field crew and helped inspect the different phases of construction and observed the sampling procedures for concrete, asphalt and testing procedures of various construction works. Tt also worked with the PIU's field crew and helped prepare daily reports and calculation quantities. The monthly report review comments are included in Appendix B.

3.0 Financial Report Review

Tt assisted MoTCA/PIU in preparing the financial report for the initial tranche of \$2,000,000. The initial financial report submitted by MoTCA/PIU did not initially properly address many of the requirements of IL No. 17. Considerable guidance and assistance was required before that the PIU was able to meet minimum USAID submission requirements for release of funds.

For the second programmed tranche payment, Tt reviewed the Interim Payment Certificates (IPCs) submitted by contractors and cross checked the reported quantities against the quantities given in the daily reports of construction. Tt also reviewed required documents to ensure they corresponded with the regulations under Article 5 of IL No. 17. Upon submission of the financial reports to USAID, MoTCA received the second tranche of funding from USAID.

Tt AESP consistently made its staff available to assist MoTCA in any way necessary at MoTCA's convenience. Tt AESP provided many services over the 15 months period of performance to expedite and help the financial reporting progress, including:

- Summarizing IL No. 17
- Providing a written compilation of the reporting requirements for IL No. 17
- Providing guidance and suggestions for report preparation
- Reviewing MoTCA's reports for content
- Meeting with MoTCA to review Tt's comments
- Offering aid to improve MoTCA's reports
- Prompting MoTCA to take action when required.

In the last two months of the project, September 2012 through October 2012, Tt worked with the PIU staff to complete the final financial reports and the remaining monthly reports to make it possible for USAID to transfer the final tranche to MoF. During that time, MoTCA staff was not able to provide Tt with adequate information to complete the financial reports per the requirements of IL No. 17. Tt contacted the PIU on a daily basis and requested information to assist in completion of the reports. After the PIU provided the requested information to Tt and Tt worked with the PIU to complete the financial reports; the PIU provided different information the next day. This process of providing incorrect information and subsequently replacing the information at a later time occurred multiple times with the PIU changing the IPCs or MoF documents each time. MoTCA was reminded multiple times that the deadline for submitting justification documentation financial reports to USAID for the final payment was October 31, 2012; however, the report remained incomplete.



Tetra Tech oversight and support for MoTCA provided under WO-LT-0041 MoTCA Capacity Building ended on October 31, 2012 before the final payment documentation was completed.

4.0 Meeting Minutes

Tt arranged meetings in the Tt or MoTCA offices to assist MoTCA/PIU with monthly progress reports, financial reports, meeting minutes and daily reports.

Tt staff attended all meetings over the 15 months period of performance. Tt provided sign in sheets and prepared the meeting minutes. Tt worked with the PIU staff to prepare meeting minutes and provided them a template of the minutes. Tt attended meetings and prepared the meeting minutes from March, 2011 through September, 2012. The meeting minutes were distributed to all involved parties. The meeting minutes are included in Appendix C.

5.0 Project Challenges

Multiple challenges were encountered when implementing WO-LT-0041 MoTCA Capacity Building.

Staff introduced by MoTCA to receive training and work with Tt were reluctant to provide required information or cooperate with Tt staff.

MoTCA staff did not follow the recommendations of Tt and did not review the comments provided by Tt.

These actions by the PIU caused delays in submitting reports and in some instances, reports were left incomplete.

6.0 Conclusion

Creation of Work Order WO-LT-0041 MoTCA Capacity Building has resulted in the successful preparation of monthly progress reports for the Maimana and Faizabad airport rehabilitation projects as well as the completion of the MoTCA's first and second set of financial reports.

It is unlikely that reporting requirements would have been fulfilled had USAID not made the commitment to provide assistance to MoTCA. This would have jeopardized release of subsequent funds and, consequently, the final completion of the airport projects.

MoTCA failed to submit the below final financial reports.

- a. A final financial report showing all actual payments made from the special account.
- b. Bank statements issued by Da Afghanistan Bank (DAB) showing account activity for the account referenced in Article 2 – Regional Airports Project.
- c. A final financial report showing the amount of funds spent for: 1) any remediation work authorized by USAID, and 2) the paving of the runways, taxiways and aprons at the Faizabad and Maimana Regional Airports, detailed in comparison to the project budget.
- d. A final financial report showing GIRoA's matched contributions with its own resources for the Regional Airports Project.

Prepared for:



MOTCA CAPACITY BUILDING PROJECT
ADMINISTRATION- MAIMANA AND FAIZABAD
AIRPORTS – FINAL REPORT
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Appendix A Daily Report Format

Prepared for:



MOTCA CAPACITY BUILDING PROJECT
ADMINISTRATION- MAIMANA AND FAIZABAD
AIRPORTS – FINAL REPORT
NOVEMBER 25, 2012

Appendix B MoTCA Daily Report Review Comments



MEMORANDUM

To: [REDACTED] - USAID
[REDACTED] - USAID

From: [REDACTED] – Tetra Tech AESP

Date: November 15, 2011

Re: **WO-LT-0041 MoTCA Capacity Building:
Project Administration – Maimana and Faizabad Airports
Faizabad Airport Monthly Progress Report Review**

Tetra Tech (TT) has performed a review of the draft September 2011 Monthly Progress Report prepared for Faizabad Airport, and we offer the following comments:

- A. General Comments:
- a. Include a Table of Contents and provide colored dividers for the start of each section.
 - b. Documentation needs to be provided from daily field observations by MoTCA representatives to justify all progress identified for payment in the Project Accomplishments section.
- B. Cover: The cover refers to the Rehabilitation of Seven Regional Airports. Is this correct for this project?
- C. Work Summary: There are some items within the Work Summary that are inconsistent with Implementation Letter 17 (IL 17):
- a. The third paragraph refers to an asphalt thickness of 15 cm, but the contract only calls for 13 cm.
 - b. Reference is made to car parking and access roads at two locations in the summary, these items are not included in IL 17.
 - c. The installation of the PAPI lights is not part of IL 17.
 - d. Verify the location of the taxiway; the reference location is given differently in two locations and neither appears to agree with the available plans.
- D. Work Schedule:
- a. Include only the work schedules that were in effect during the reporting period.
 - b. For this report, only the 5th Revised Schedule was in effect during the month of September.
 - c. Several target dates were missed during this time period for the initiation and completion of various tasks.
 - d. Prepare a discussion of the schedule identifying the reason for missed dates and the steps taken to get the project back on schedule.



MEMORANDUM

To: [REDACTED] - USAID

[REDACTED] - USAID

From: [REDACTED] – Tetra Tech AESP

Date: November 15, 2011

Re: **WO-LT-0041 MoTCA Capacity Building: Project Administration –
Maimana and Faizabad Airports
Maimana Airport Monthly Progress Report Review**

Tetra Tech (TT) has performed a review of the draft August 2011 Monthly Progress Report prepared for Maimana Airport, and we offer the following comments.

A. General Comments:

- a. Include a Table of Contents and provide colored dividers for the start of each section.
- b. Documentation needs to be provided from daily field observations by MoTCA representatives to justify all progress identified for payment in the Project Accomplishments section.

B. Work Summary: There are some items within the Work Summary that are inconsistent with Implementation Letter 17 (IL 17).

- a. The third paragraph refers to an asphalt thickness of 15 cm, but the contract only calls for 13 cm.
- b. Reference is made to car parking and access roads, these items are not included in IL 17.
- c. The installation of the PAPI lights is not part of IL 17.
- d. Correct the discussion about the shoulders; the shoulders at this airport are only compacted to 98% for the first 7.5m, with the remaining 22.5m consisting of native material compacted to 95%.

C. Work Schedule:

- a. Include the work schedule that was in effect during the reporting period. The included schedule was not even issued until 16-10-11, so it is not the correct schedule for this monthly report.

D. Daily Reports: The GHI Daily Activity Reports for August 4, 17, 18, 24 and 25 have not been included. These reports should be included if available.

E. Site Visit Report: The FKH Inspector Daily Reports for August 1 through 8 have not been included. These reports should be included if available.

F. Project Accomplishments: The Project Accomplishments page identifies work completed during this period.



TETRA TECH

MEMORANDUM

To: [REDACTED] - USAID

[REDACTED] - USAID

From: [REDACTED] – Tetra Tech AESP

Date: December 19, 2011

Re: **WO-LT-0041 MoTCA Capacity Building: Project Administration –
Maimana and Faizabad Airports
Maimana Airport July Monthly Progress Report Review**

Tetra Tech (TT) has performed a review of the draft July 2011 Monthly Progress Report prepared for Maimana Airport, and we offer the following comments.

A. General Comments:

- a. The Table of Contents should reference the correct order of the report sections.

B. Work Schedule:

- a. Include the work schedule that was in effect during the reporting period. The included schedule was prepared on 04-12-11, so it is not the correct schedule for the July monthly report.

C. Site Visit Report:

- a. The MoTCA Site Visit Reports for reference asphalt lab tests for each day, but asphalt paving operations only took place on July 29, 30 and 31.

D. Work Progress Photographs:

- a. The provided photographs show work at Sta 1+780, but no work was performed at that location during July.

E. Quality Control Report:

- a. The field density tests are dated 9-12-2010 and 10-12-2010, how do these relate to the July report?
- b. Provide the test results for the field density tests that were performed on the aggregate base course placed during the month of July.

Tetra Tech is available to review these comments with MoTCA, please contact [REDACTED] [REDACTED] with your questions or to arrange a meeting.



MEMORANDUM

To: ██████████ - USAID
██████████ - USAID

From: ██████████ – Tetra Tech AESP

Date: December 3, 2011

Re: **WO-LT-0041 MoTCA Capacity Building:
Project Administration – Maimana and Faizabad Airports
Faizabad Airport October Monthly Progress Report Review**

Tetra Tech (TT) has performed a review of the draft October 2011 Monthly Progress Report prepared for Faizabad Airport, and we offer the following comments:

- A. General Comments:
 - a. Documentation needs to be provided from daily field observations by MoTCA representatives to justify all progress identified for payment in the Project Accomplishments section.
- B. Table of Contents:
 - a. Correct the table of contents so that the sections headings are in the proper order.
- C. Work Summary: There are some items within the Work Summary that are inconsistent with Implementation Letter 17 (IL 17):
 - a. The third paragraph refers to an asphalt thickness of 15 cm, but the contract only calls for 13 cm.
 - b. Reference is made to car parking and access roads at two locations in the summary, these items are not included in IL 17.
- D. Project Accomplishments: The Project Accomplishments page identifies work completed during this period:
 - a. The headings are missing from the table.
 - b. The “Previous Period” columns include information from earlier periods. This information should be removed, and the total should equal last month’s “This Period” values. Alternatively, this column should be labeled “Prior Periods” if that is the intention.
 - c. The quantities noted for the current period include 371 Cu-M of concrete on the threshold, 25 ton of steel bars, 12,300 Sq-M of prime coat on the main runway, and 1,906.53 Cu-M of asphalt on the runway.
 - d. For the month of October, the Site Inspector’s daily reports identify concrete work on only one day, asphalt binder placement, aggregate base placement, prime coat application, and embankment placement.
 - e. The project accomplishments sheet does not reference aggregate base or embankment work during the current period, and it is unlikely that



MEMORANDUM

To: [REDACTED] - USAID

[REDACTED] - USAID

From: [REDACTED] – Tetra Tech AESP

Date: December 3, 2011

Re: **WO-LT-0041 MoTCA Capacity Building: Project Administration –
Maimana and Faizabad Airports
Maimana Airport Monthly Progress Report Review, 11/29/11 Submission**

Tetra Tech has reviewed the revised August Monthly Progress Report submitted on 11/29/11. Our updated comments to the memo submitted to USAID on November 15, 2011 are included in bold.

Tetra Tech (TT) has performed a review of the revised draft August 2011 Monthly Progress Report prepared for Maimana Airport, and we offer the following comments.

A. General Comments:

- a. Include a Table of Contents and provide colored dividers for the start of each section.
These changes have been incorporated into the report.
- b. Documentation needs to be provided from daily field observations by MoTCA representatives to justify all progress identified for payment in the Project Accomplishments section.
No additional documentation has been provided.
- c. **Please be more thorough when preparing the report; one section has been bound into the document backwards.**

B. Work Summary: There are some items within the Work Summary that are inconsistent with Implementation Letter 17 (IL 17).

- a. The third paragraph refers to an asphalt thickness of 15 cm, but the contract only calls for 13 cm.
This inconsistency remains in the report.
- b. Reference is made to car parking and access roads, these items are not included in IL 17.
This inconsistency remains in the report.
- c. The installation of the PAPI lights is not part of IL 17.
This reference has been removed.
- d. Correct the discussion about the shoulders; the shoulders at this airport are only compacted to 98% for the first 7.5m, with the remaining 22.5m consisting of native material compacted to 95%.
This reference has been removed.



MEMORANDUM

To: [REDACTED] USAID

[REDACTED] USAID

From: [REDACTED] – Tetra Tech AESP

Date: December 19, 2011

Re: **WO-LT-0041 MoTCA Capacity Building: Project Administration –
Maimana and Faizabad Airports
Maimana Airport Monthly Progress Report Review, 12/11/11 Submission**

Tetra Tech has reviewed the revised August Monthly Progress Report submitted on 12/11/11. Our updated comments to the memo submitted to USAID on November 15, 2011 are included in bold, and our updated comments to the memo submitted on December 3, 2011 are included in **bold red text**.

Tetra Tech (TT) has performed a review of the revised draft August 2011 Monthly Progress Report prepared for Maimana Airport, and we offer the following comments.

A. General Comments:

- a. Include a Table of Contents and provide colored dividers for the start of each section.
These changes have been incorporated into the report.
- b. Documentation needs to be provided from daily field observations by MoTCA representatives to justify all progress identified for payment in the Project Accomplishments section.
No additional documentation has been provided.
- c. Please be more thorough when preparing the report; one section has been bound into the document backwards.
This has been corrected.

B. Work Summary: There are some items within the Work Summary that are inconsistent with Implementation Letter 17 (IL 17).

- a. The third paragraph refers to an asphalt thickness of 15 cm, but the contract only calls for 13 cm.
This inconsistency remains in the report.
This inconsistency remains in the report.
- b. Reference is made to car parking and access roads, these items are not included in IL 17.
This inconsistency remains in the report.
These items are covered under the contingency funds.
- c. The installation of the PAPI lights is not part of IL 17.
This reference has been removed.
- d. Correct the discussion about the shoulders; the shoulders at this airport are only compacted to 98% for the first 7.5m, with the remaining 22.5m consisting of native material compacted to 95%.
This reference has been removed.



MEMORANDUM

To: [REDACTED] - USAID
[REDACTED] USAID

From: [REDACTED] – Tetra Tech AESP

Date: December 19, 2011

Re: WO-LT-0041 MoTCA Capacity Building: Project Administration –
Maimana and Faizabad Airports
Maimana Airport October Monthly Progress Report Review

Tetra Tech (TT) has performed a review of the draft October 2011 Monthly Progress Report prepared for Maimana Airport, and we offer the following comments.

- A. Table of Contents:
 - a. The Table of Contents should reference the correct order of the report sections.
- B. Work Schedule:
 - a. Include the work schedule that was in effect during the reporting period. The included schedule was prepared on 04-12-11, so it is not the correct schedule for the October monthly report.
- C. Project Accomplishments:
 - a. The previous period quantities do not reflect the values contained in the August report.
 - b. The site reports do not reference any drainage excavation however it is included on the project accomplishment sheet.
- D. Work Progress Photographs:
 - a. There are photos representing drainage work, while during this period no drainage work was referenced in the field reports.
- E. Quality Control Report:
 - a. The number of asphalt test results included in the monthly report does not meet the frequency requirements of the contract specifications.
 - b. Some of the provided test results are to be duplicate reports, please remove from the report.
 - c. Concrete slump test results are included in the report, but there are no compressive strength test results for the concrete.
 - d. Provide the test results for the field density tests that were performed on the aggregate base course.

Tetra Tech is available to review these comments with MoTCA, please contact [REDACTED] with your questions or to arrange a meeting.



MEMORANDUM

To: [REDACTED] - USAID

[REDACTED] - USAID

From: [REDACTED] – Tetra Tech AESP

Date: December 3, 2011

Re: **WO-LT-0041 MoTCA Capacity Building:
Project Administration – Maimana and Faizabad Airports
Faizabad Airport Monthly Progress Report Review, 11/29/11 Submission**

Tetra Tech has reviewed the revised September Monthly Progress Report submitted on 11/29/11. Our updated comments to the memo submitted to USAID on November 15, 2011 are included in bold.

Tetra Tech (TT) has performed a review of the revised draft September 2011 Monthly Progress Report prepared for Faizabad Airport, and we offer the following comments:

A. General Comments:

- a. Include a Table of Contents and provide colored dividers for the start of each section.
These changes have been incorporated into the report.
- b. Documentation needs to be provided from daily field observations by MoTCA representatives to justify all progress identified for payment in the Project Accomplishments section.
No additional documentation has been provided.

B. Cover: The cover refers to the Rehabilitation of Seven Regional Airports. Is this correct for this project?
This reference has been removed from the report.

- C. Work Summary: There are some items within the Work Summary that are inconsistent with Implementation Letter 17 (IL 17):
- a. The third paragraph refers to an asphalt thickness of 15 cm, but the contract only calls for 13 cm.
This inconsistency remains in the report.
 - b. Reference is made to car parking and access roads at two locations in the summary, these items are not included in IL 17.
This inconsistency remains in the report.
 - c. The installation of the PAPI lights is not part of IL 17.
This reference has been removed.
 - d. Verify the location of the taxiway; the reference location is given differently in two locations and neither appears to agree with the available plans.
This has been clarified.



MEMORANDUM

To: [REDACTED] - USAID
[REDACTED] - USAID

From: [REDACTED] – Tetra Tech AESP

Date: April 8, 2012

Re: **WO-LT-0041 MoTCA Capacity Building:
Project Administration – Maimana and Faizabad Airports
Faizabad Airport June Monthly Progress Report Review**

Tetra Tech (TT) has performed a review of the draft June 2011 Monthly Progress Report prepared for Faizabad Airport, and offers the following comments:

- A. Work Summary: There are some items within the Work Summary that are inconsistent with Implementation Letter 17 (IL 17) or did not happen in May:
 - a. The fifth paragraph refers to a runway length of 1.820 km, but the contract calls for 1.880 km.
 - b. The length of the Taxiway was noted in the ninth paragraph to be 270 m which is different from the IL 17 and the plan. Where did this value come from?
 - c. There are activities other than the IL 17 mentioned in the tenth paragraph such as building construction and earth work which are not required.
 - d. The eleventh paragraph indicates that the construction activities were inspected by MoTCA, TT and IRD EQUALS, while FKH was performing the QA for MoTCA and ADB during this period.
- B. Work Schedule: KNK submitted a work schedule during this period and it needs to be included.
- C. Daily Reports:
 - a. The reports for June 23rd and 25th are not placed in order.
 - b. As MoTCA had no permanent staff for quality assurance at the site, who prepared the daily reports?
- D. Project Accomplishments: Since there was Apron concrete pouring during this month and it is part of the IL 17, the project accomplishment sheet should be prepared and included with this report.
- E. Work Progress Photo: Since FKH was performing QA oversight and reporting to both MoTCA and ADB, photos should be available in PIU files. Therefore this section should not be left blank.



MEMORANDUM

To: [REDACTED] - USAID
[REDACTED] - USAID

From: [REDACTED] – Tetra Tech AESP

Date: April 8, 2012

Re: **WO-LT-0041 MoTCA Capacity Building:
Project Administration – Maimana and Faizabad Airports
Faizabad Airport May Monthly Progress Report Review**

Tetra Tech (TT) has performed a review of the draft May 2011 Monthly Progress Report prepared for Faizabad Airport, and offers the following comments:

- A. Work Summary: There are some items within the Work Summary that are inconsistent with Implementation Letter 17 (IL 17) or did not happen in May:
 - a. The fifth paragraph refers to a runway length of 1.820 km, but the contract calls for 1.880 km.
 - b. The length of the Taxiway was noted in the ninth paragraph to be 270 m which is different from the IL 17 and the plan. Where did this value come from?
 - c. The tenth paragraph refers to prime coat application and asphalt paving, but there were no bitumen works during this period.
 - d. There are activities other than the IL 17 mentioned in the eleventh paragraph such as building construction and earth work which are not required.
 - e. The twelfth paragraph indicates that the construction activities were inspected by MoTCA, TT and IRD EQUALS, while FKH was performing the QA for MoTCA and ADB during this period.
 - f. The final paragraph mentions work on the fire station and walls which are not part of the IL 17 activities.
- B. Work Schedule: KNK submitted a work schedule during this period and it needs to be included.
- C. Daily Report: As MoTCA had no permanent staff for quality assurance at the site, who prepared the daily reports?
- D. Project Accomplishments: Since there was Apron concrete pouring during this month and it is part of the IL 17, the project accomplishment sheet should be prepared and included with this report.
- E. Work Progress Photo: Since FKH was performing QA oversight and reporting to both MoTCA and ADB, photos should be available in PIU files. Therefore this section should not be left blank.



MEMORANDUM

To: [REDACTED] - USAID
[REDACTED] - USAID

From: [REDACTED] - Tetra Tech AESP

Date: May 2, 2012

Re: **WO-LT-0041 MoTCA Capacity Building: Project Administration –
Maimana and Faizabad Airports
Maimana Airport February Monthly Progress Report Review**

Tetra Tech (TT) has performed a review of the revised draft February 2012 Monthly Progress Report prepared for Maimana Airport submitted on April 30, 2012, and offers the following comments. Updates to the original comments are noted in bold text.

- A. Work Summary: It appears that the work summary was copied from the report for Faizabad airport. However, the report is intended to be a report on the works at Maimana Airport.
- a. In the fifth paragraph, the length of the runway is listed as 1820 m but the actual runway length for both airports is 1880 m.
The length of the runway was corrected.
 - b. In the sixth paragraph, there is reference to an end safety zone with the length of 80 m but the end safety zones in Maimana are each 100 m.
This was corrected.
 - c. Correct the discussion in the eighth paragraph about the shoulders; the shoulders at this airport are only compacted to 98% for the first 7.5 m, with the remaining 22.5 m consisting of embankment material compacted to 90%.
This was corrected.
 - d. Page 2, second paragraph, discusses activities that did not occur and mentions IRD EQUALS who are no longer involved with this project. Only ongoing work at Maimana airport should be discussed.
This was not addressed.
- B. Work Schedule:
- a. The work schedule included in this report is dated March 11, 2012. MoTCA should remove this schedule and replace it with the schedule that was available during January, 2012.
This was not addressed.
- C. Daily Reports:
- a. The daily reports were created while the MoTCA site engineer was in Kabul. MoTCA should not create false reports. Ongoing activity at the site should be mentioned in the work summary as information received from the Contractor with the reported quantity and location of the work. If MoTCA is not represented at the site, they should obtain



MEMORANDUM

To: [REDACTED] - USAID
[REDACTED] - USAID

From: [REDACTED] - Tetra Tech AESP

Date: May 2, 2012

Re: **WO-LT-0041 MoTCA Capacity Building: Project Administration –
Maimana and Faizabad Airports
Maimana Airport January Monthly Progress Report Review**

Tetra Tech (TT) has performed a review of the revised draft January 2012 Monthly Progress Report prepared for Maimana Airport submitted on April 30, 2012, and offers the following comments. Updates to the original comments are noted in bold text.

- A. Work Summary: It appears that the work summary was copied from the report for Faizabad airport. However, this report is intended to be a report on works at Maimana Airport.
- a. In the fifth paragraph, the length of the runway is listed as 1820 m, but the length of the runway for both airports is 1880 m.
This was corrected.
 - b. The sixth paragraph refers to an end safety zone with the length of 80 m but the end safety zones in Maimana have an equal length of 100 m.
This was corrected.
 - c. Correct the discussion in the eighth paragraph about the shoulders; the shoulders at this airport are only compacted to 98% for the first 7.5 m, with the remaining 22.5 m consisting of Embankment material compacted to 90%.
This was corrected.
 - d. Page 2, paragraphs #2, #3 and #4 refer to last year's activities in Faizabad and identify the Contractor as KNK. Only ongoing work at Maimana airport should be discussed.
This comment was not addressed.
 - e. In the last paragraph on page one, the reference is given to PCC drainage, but the drainage at Maimana is RCC drainage.
- B. Work Schedule:
- a. The work schedule included in this report is dated March 11, 2012. MoTCA should remove this schedule and replace it with the schedule that was available during January 2012.
This comment was not addressed.
- C. Daily Reports:
- a. The daily reports were created while the MoTCA site engineer was in Kabul. MoTCA should not create false reports. Ongoing activity at the



MEMORANDUM

To: [REDACTED] USAID-OEGI
[REDACTED] USAID-OEGI

From: [REDACTED]

Date: June 26, 2012

Re: **WO-LT-0041 MoTCA Capacity Building – Project Administration
Work Order Evaluation**

At USAID's request, Tetra Tech (Tt) has prepared an evaluation of the effectiveness of AESP Work Order (WO-LT-0041), MoTCA Capacity Building: Project Administration – Maimana and Faizabad Airports.

Background:

The objective of this work order was to provide capacity building and training for project administration oversight at the Ministry of Transport and Civil Aviation (MoTCA) to satisfy financial reporting requirements outlined in the Implementation Letter No. 17 (IL No. 17) associated with WO-LT-0029. To satisfy this objective, Tt was to assist MoTCA on a weekly basis to ensure that MoTCA personnel were meeting the requirements outlined in the IL for Faizabad and Maimana Regional Airports.

IL No. 17 became effective on January 9, 2011, the date of signing by the last party, and the agreement identified various documents that were to be provided to USAID. On the date of authorization of WO-LT-0041, July 7, 2011, MoTCA had yet to fulfill any of their reporting requirements. Release of subsequent tranches of funds was dependent upon successful documentation of project progress and of the appropriate expenditure of USAID funds.

Work Order Benefits:

Creation of Work Order WO-LT-0041 has resulted in the successful preparation of monthly progress reports for the Maimana and Faizabad airport rehabilitation projects. It is unlikely that reporting requirements would have been fulfilled had USAID not made the commitment to provide assistance to MoTCA. This would have jeopardized release of subsequent funds and, consequently, the ultimate completion of the airport projects.



MEMORANDUM

To: [REDACTED] - USAID
[REDACTED] - USAID

From: [REDACTED] – Tetra Tech AESP

Date: March 3, 2012

Re: **WO-LT-0041 MoTCA Capacity Building:
Project Administration – Maimana and Faizabad Airports
Faizabad Airport January Monthly Progress Report Review**

Tetra Tech (TT) has performed a review of the draft January 2012 Monthly Progress Report prepared for Faizabad Airport, and we offer the following comments:

- A. Work Summary: The third, fourth and fifth paragraphs in page #2 explain the activities in December, 2011 and is not related to January Report.
- B. Project Accomplishments: The expenditure for the previous month is not matching the closing balance for the month of December, 2011.
- C. Project Data: The quantities noted for the IPC#2 and the IL budget are different from the submitted IPC #3 to USAID and from IL funding sheet for Faizabad.

Note: however the IPC #4 has been not yet shared or submitted but a quantity is given for IPC #4.

Tetra Tech is available to review these comments with MoTCA, please contact [REDACTED] with your questions or to arrange a meeting.



MEMORANDUM

To: [REDACTED] - USAID
[REDACTED] - USAID

From: [REDACTED] – Tetra Tech AESP

Date: March 19, 2012

Re: **WO-LT-0041 MoTCA Capacity Building: Project Administration –
Maimana and Faizabad Airports
Maimana Airport February Monthly Progress Report Review**

Tetra Tech (TT) has performed a review of the draft February 2012 Monthly Progress Report prepared for Maimana Airport, and offers the following comments.

- A. Work Summary: It appears that the work summary was copied from the report for Faizabad airport. However, the report is intended to be a report on the works at Maimana Airport.
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 - d. Page 2, second paragraph, discusses activities that did not occur and mentions IRD EQUALS who are no longer involved with this project. Only ongoing work at Maimana airport should be discussed.
- B. Work Schedule:
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- a. The daily reports were created while the MoTCA site engineer was in Kabul. MoTCA should not create false reports. Ongoing activity at the site should be mentioned in the work summary as information received from the Contractor with the reported quantity and location of the work. If MoTCA is not represented at the site, they should obtain reports from the Contractor and include them in the report. MoTCA staff should prepare a report for each day that they are present at the site, the report should state the activities that took place that day and the quantity of work performed. If GHI is actively working on the airport, MoTCA should have representatives at the site overseeing the work.
- D. Project Accomplishment:



MEMORANDUM

To: [REDACTED] - USAID
[REDACTED] USAID

From: [REDACTED] – Tetra Tech AESP

Date: March 19, 2012

Re: **WO-LT-0041 MoTCA Capacity Building: Project Administration –
Maimana and Faizabad Airports
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Prepared for:



MOTCA CAPACITY BUILDING PROJECT
ADMINISTRATION- MAIMANA AND FAIZABAD
AIRPORTS – FINAL REPORT
NOVEMBER 25, 2012

Appendix C Meeting Minutes



AESP WOLT0041 Maimana & Faizabad Airports Capacity Building
13 July 2011
Meeting Minutes
Location: USAID Compound

1. **Introductions /Sign-In Sheet - 1040 (refer to attached Attendee Sign-In Sheet)**
2. **Identification of Point of Contact - The following points of contact were identified for this project:**
 - MoF [REDACTED]
 - MoTCA [REDACTED]
 - USAID [REDACTED]
 - Tetra Tech [REDACTED]
 - FKH [REDACTED]
3. **Summary of Needed documents**
 - i. From FKH
FKH has been providing information to MoTCA for invoice processing on this project.
ACTION: A meeting will be scheduled by Tetra Tech with FKH and MoTCA to gather historical data on the project and to identify the reporting format(s) that have been used thus far.
 - ii. From MoF and or MoTCA
USAID has received verification of the creation of a separate bank account, access to that account, and verification that the USAID grant has been included in the SY 1389 and 1390 budgets.
Copies of the project plans and the list of equipment for the airports have not yet been received by USAID.
ACTION: Project plans and the list of equipment for the airports will be submitted to USAID.
4. **Documents Needed Prior to Subsequent Disbursement**
 - i. From MoF and or MoTCA
Since the initial disbursement of funds has not been expended, MoF and MoTCA have not submitted the paperwork required for subsequent disbursements. This information will be submitted when required.
ACTION: None required at this time.
5. **Monthly Reporting Requirements**
 - i. From MoF and or MoTCA
Monthly reporting to USAID as required under the conditions of IL 17 has not yet occurred.
ACTION: Tetra Tech will coordinate with MoTCA to ensure that this material is provided to USAID.



**AESP WOLT0041 Maimana & Faizabad Airports Capacity Building
19 July 2011
Meeting Minutes
Location: MoTCA Deputy Minister's Office, Room 229**

1. Introductions /Sign-In Sheet - 1400 (refer to attached Attendee Sign-In Sheet)

2. Document Review and Transfer

██████████ provided a brief overview of the purpose of the capacity building project with The Ministry of Transport and Civil Aviation (MoTCA).

██████████ then presented a summary of the current processes followed by FKH in the administration of the ongoing projects. Copies of the documents were not provided at this time.

██████████ indicated that MoTCA currently has people performing the needed functions and that he does not anticipate any change in the current process, as FKH is still under contract with MoTCA.

ACTION: An additional meeting will be scheduled between ██████████ MoTCA, FKH, and Tetra Tech (TT) to further coordinate the Capacity Building program and to receive all necessary documentation in both electronic and hard copy from FKH.

3. Documentation for USAID

Information and documentation required to be submitted to USAID by Implementation Letter No. 17 (IL 17) is still outstanding.

ACTION: The requirements of IL 17 will be discussed at the Capacity Building coordination meeting, including the reporting requirements of MoTCA to USAID.

4. MoTCA Field Personnel

MoTCA has received approval from the Ministry of Finance (MoF) to hire several persons to oversee the construction operations at each of the two airports.

ACTION: MoTCA will provide the names and contact information of the field personnel to the project team, when this information is available.

5. KNK Progress Update

USAID questioned the performance of KNK and their ability to meet the scheduled dates for completion of the work at Faizabad airport. At the most recent site visit, many questions were raised regarding both the progress being made at the airport and the quality of the work being performed.

██████████ president of KNK, responded to USAID's concerns. KNK acknowledges that the project has experienced numerous difficulties, the most recent of which is unpaid invoices approaching \$1,000,000, which hinders their ability to pay their sub-contractors. FKH explained that the ADB portion of the outstanding Interim Payment Certificates (IPC) is being withheld by ADB pending completion of the project. KNK has requested an adjustment in the unit price of asphalt from the original contract price of \$185 to the current price of \$200.

USAID has requested an updated project schedule and daily updates from KNK on the progress of the project.



**AESP WOLT0041 Maimana & Faizabad Airports Capacity Building
24 July 2011
Meeting Minutes
Location: MoTCA Human Resource Director's Office, Room 209**

- 1. Introductions /Sign-In Sheet - 1400 (refer to attached Attendee Sign-In Sheet)**
Introductions were made, and each party gave a brief overview of their part in the airport rehabilitation projects and in the capacity building program.
- 2. Document Review and Transfer**
As identified by [REDACTED] the original documentation from Maimana and Faizabad airports resides in the Project Implementation Unit (PIU) office within the MoTCA. The documentation is available in both hard copy and digital format. Tetra Tech will coordinate with the MoTCA Human Resources department to identify the persons to be involved in the record keeping and USAID reporting tasks.
ACTION: Continue coordination between MoTCA, Tetra Tech, and the PIU regarding the sharing of documents to meet the USAID reporting requirements and to assist in Capacity Building. RIMU will work towards scheduling a meeting this week with the Human Resources Department to identify the persons to be assigned to the project and initiate the Capacity Building program.
- 3. Documentation for USAID**
Information and documentation required to be submitted to USAID by Implementation Letter No. 17 (IL 17) is still outstanding.
ACTION: MoTCA, Tetra Tech, and the PIU will coordinate to identify the documentation needed for reporting to MoTCA and develop a monthly reporting procedure.
- 4. MoTCA Field Personnel**
MoTCA, through the PIU, has received approval from the Ministry of Finance (MoF) to hire several persons to oversee the construction operations at each of the two airports.
ACTION: The PIU will provide the names and contact information of the field personnel to the other members of the project team when this information is available.
- 5. Adjourn - 1500**



Tetra Tech

USAID-OIEE-AESP

Meeting Minutes

WO-LT-0041 MoTCA Capacity Building: Project Administration
 Maimana and Faizabad Airports

Date: 13 September, 2011

Location: PIU Office, MoTCA

Subject: IL No.17 Reporting Requirements Coordination Meeting

Attendees

| Name | Organization | Email Address |
|------------|--------------|---------------|
| [REDACTED] | PIU/MoTCA | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] |

This was the initial meeting to assist the Ministry of Transport and Civil Aviation (MoTCA) in the preparation of the reports necessary to comply with the requirements of Implementation Letter Number 17(IL #17). This implementation letter is a joint agreement between USAID, MoTCA, and the Ministry of Finance (MoF), entered into force on 9 January, 2011. Through IL #17, USAID will contribute up to \$6,000,000 for the repaving of the runways, taxiways and aprons at the airports in Faizabad and Maimana, and for any work needed to ensure that the drainage, earthwork, profile, base, and sub-base at the two airports are of sufficient quality.

As a condition of the contribution, MoTCA and MoF commit to provide USAID with the information outlined in IL #17. To facilitate the transfer of the documentation, Tetra Tech met with the Project Implementation Unit (PIU) staff to review the reporting requirements of IL #17 and the information that is currently available at the PIU office.

The conditions of Articles 4, 8 and 9 were reviewed with the PIU staff to acquaint them with the specific information that needs to be provided to USAID to fulfill the requirements of the agreement. The articles identify the information that is to be provided to USAID on a monthly basis, dating back to the effective date of the agreement. The monthly reports include, but are not limited to: work reports, updated schedules, quantities of eligible materials placed, Contractor QC reports, site visit reports, and evaluations and quality control conducted on behalf of the Government of the Islamic Republic of Afghanistan (GIROA). It appears that all of the information needed to fulfill the monthly reporting requirements is available in the PIU office, but it must be reviewed and edited to include only information pertaining to the eligible expenses as identified in Article 3 of IL #17. There has been no attempt in the field to differentiate between the various funding sources for the data collected in the field, and information regarding non-eligible items of work is included in the same field reports as the eligible items. Information regarding non-eligible items is irrelevant to the purposes of IL #17 and needs to be removed to provide clear, concise reports to USAID that will allow efficient evaluation of the status of the relevant activities.



Tetra Tech

USAID-OIEE-AESP

Meeting Minutes

WO-LT-0041 MoTCA Capacity Building: Project Administration
 Maimana and Faizabad Airports

Date: 18 October, 2011

Location: Deputy Minister’s Office, MoTCA

Subject: IL No.17 Reporting Requirements Coordination Meeting/KNK Performance

Attendees

| Name | Organization | Email Address |
|------|--------------|---------------|
| | PIU/MoTCA | |
| | FAA | |
| | USAID | |
| | Tetra Tech | |
| | Tetra Tech | |
| | KNK | |

This meeting was called to review the reporting requirements of Implementation Letter No. 17 (IL 17) with the representatives of the Ministry of Transport and Civil Aviation (MoTCA). Articles 4, 8 and 9 of IL 17 identify the information that is to be provided to USAID on a monthly basis, dating back to the effective date of the agreement. To assist in the identification of the necessary report information, Tetra Tech provided a summary of the reporting requirements identified in IL 17.

Based upon information provided by [REDACTED] it appears that all of the information needed to fulfill the monthly reporting requirements is available in the Project Implementation Unit (PIU) office. This information must be reviewed and edited to include only information pertaining to the eligible expenses as identified in Article 3 of IL #17. Information regarding non-eligible items is irrelevant to the purposes of IL #17 and needs to be removed to provide clear, concise reports to USAID that will allow efficient evaluation of the status of the relevant activities.

Article 8 requires that updated project schedules dating back to the effective date of IL #17 be provided to USAID on a monthly basis. Explanations for schedule modifications such as missed deadlines and delayed start times should also be provided.

In addition to the information provided in the monthly reports, various financial reporting requirements must be met prior to the disbursement of additional grant proceeds for the Regional Airports Project. [REDACTED] noted that the PIU has attempted to coordinate with the Ministry of Finance (MoF), but the MoF has not been forthcoming with the necessary financial report information.

At the conclusion of the meeting, it was agreed that a subsequent meeting will be held the following day, October 19, at 2:00 PM in the FAA office at MoTCA to assist the PIU in preparing a report for a representative month. Tetra Tech will distribute the invitation for the



Tetra Tech

USAID-OIEE-AESP

Meeting Minutes

120114 WOLT0029 Meeting Minutes RJM

Date: January 14, 2012

Location: MoTCA

Subject: WO-LT-0029 Maimana and Faizabad 3rd Party QA: Regional Airport Rehabilitation: Project Status Update

Attendees

| Name | Organization | Email Address |
|------|--------------|---------------|
| | USAID | |
| | FAA | |
| | FAA | |
| | MoTCA | |
| | MoTCA/PIU | |
| | MoTCA/PIU | |
| | GHI | |
| | GHI | |
| | KNK | |
| | Tetra Tech | |
| | Tetra Tech | |
| | Tetra Tech | |

120114.01 Topics of Discussion

ACTION ITEMS:

- a. This meeting was called by MoTCA to review the progress and concerns for the regional airports, and Deputy Minister Capt. [REDACTED] chaired the meeting.
- b. Updated status of both airports (Faizabad & Maimana).
 - 1. [REDACTED] provided an update of the current status of the IL 17 construction operations at the two airports.

Maimana

| | |
|---------------------------|-----------------------------------------------------------------|
| Asphalt pavement, runway | 100% |
| Asphalt pavement, taxiway | 0% |
| Drainage | less than 40% (temporary ditches constructed per contractor) |
| Fence | 80% |
| Concrete, turnabouts | 100% |
| Concrete, apron | 46 out of 216 panels complete |

2. Faizabad

| | |
|----------------------------------|----------------|
| Asphalt pavement, runway wearing | 80% binder, 4% |
| Asphalt pavement, taxiway | 50% binder |
| Drainage | 0% |
| Fence | 0% |

The contractor at Faizabad airport is currently paying penalties for failure to complete the ADB portion of the project on time.

Tetra Tech

USAID-OIEE-AESP

Meeting Minutes

120201 WO-LT-0029 Meeting Minutes RJM

Date: February 1, 2012, 2:00 PM

Location: MoTCA

 Subject: WO-LT-0029 Maimana and Faizabad 3rd Party QA, Regional Airport
 Rehabilitation: MoTCA Progress since January 14

Attendees: See attached Sign-In sheet

| 120201.01 | Topics of Discussion | <u>STATUS</u> |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| a. | This meeting was requested by Tetra Tech (TT) and hosted by MoTCA as a follow-up to the January 14, 2012 meeting to review MoTCA's progress on the action items from the earlier meeting. Tetra Tech referenced their notes from the earlier meeting to act as a guide for the meeting. | |
| i. | A meeting was to be held the week of January 15, 2012 with the local Governor in Maimana to discuss the restrictions placed on the quarrying of aggregate for the airport project. | MoTCA was unsure of the outcome of the meeting or if it had even taken place. |
| ii. | The Contractors at both airports were to be notified of their responsibility to protect the completed works from damage due to winter weather. | MoTCA stated that they had sent letters to the contractors. TT suggested that MoTCA follow-up to ensure action. |
| iii. | The FAA has requested that a large white "X" be placed at each end of the closed runway in Faizabad. | MoTCA stated that they had sent letters to the contractor but had received no response. Darwish stated that he would follow-up with the contractor. |
| iv. | MoTCA provided a schedule prepared by KNK for the work to be completed in the spring for Faizabad airport. The schedule contained little detail and did not reference the completion of the binder course, aggregate shoulders, or the drainage work. Despite repeated requests, the schedule was clearly created only to satisfy a requirement and does not reflect the ongoing work at the airport. | MoTCA will again try to obtain a realistic schedule from KNK. |
| v. | A QC plan was requested by USAID for each airport, and a plan has not been provided by MoTCA for the Faizabad airport. | MoTCA will request a QC plan from KNK, the Faizabad contractor. |
| vi. | USAID has requested that MoTCA identify the persons that will be staffing the field office at the two airports and provide their qualifications. MoTCA is combining | Once the PIUs are combined, then the names and information will be available. Capt. Saidi stated that he will |

Page 1 of 2

Tetra Tech supports USAID's effort to assist MoTCA in the execution of their contracts for the rehabilitation of the regional airports, and these minutes are an unofficial documentation of the events and do not represent an endorsement of any particular action.



Tetra Tech

USAID-OIEE-AESP

Meeting Minutes

120206 WO-LT-0029 Meeting Minutes RJM

Date: February 6, 2012, 10:30 AM Location: MoTCA

Subject: WO-LT-0029 Maimana and Faizabad 3rd Party QA, Regional Airport
Rehabilitation: Project Finances and Construction Contract Disposition

Attendees: See attached Sign-In sheet

120206.01 Topics of Discussion

STATUS

This meeting was hosted by MoTCA as agreed at the February 1, 2012 meeting to discuss the financial status of the contract, the procurement requirements and options for the construction contracts.

1. Financial Concerns

- a. The Maimana Contractor, GHI, has requested payment of outstanding IPC's. [REDACTED] has been in contact with USIAD and noted that the MoF has submitted the SF1034 release request to USAID earlier in the day and that the MoF expects to receive the second disbursement of funds by the week's end. The MoF expects disbursement of funds from USAID within the week.

2. Procurement

- a. [REDACTED] provided a brief overview of the project history and the current status of the construction contracts for the benefit of the ARDS representatives and MoTCA's Technical Advisor. Key points included: the expiration of the contracts on 12/31/11 and the need to extend or renew them; KNK's performance and non-responsiveness to MoTCA's requests; and MoTCA's consideration of removal of KNK from the project and the need to understand the alternatives available to them and the merits of each. The ARDS representatives and MoTCA's Technical Advisor were unfamiliar with the status of the project and the challenges that have been encountered thus far.
- b. [REDACTED] the ARDS P.L.O., introduced [REDACTED] as the new ARDS Advisor for MoTCA. [REDACTED] explained that MoTCA's options that may be considered for Faizabad include the possibility of subcontracting up to 20% of the contract value, coordination with the contractor and then petitioning the Special Procurement Committee for the ability to issue a sole-source contract, or rebidding of the remaining work. ARDS cannot make an immediate recommendation to MoTCA until they have had an opportunity to review the project documents. ARDS MoTCA agreed to provide ARDS with the requested documentation.



Tetra Tech

USAID-OIEE-AESP

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120213 WO-LT-0029 RJM

Date: February 13, 2012, 10:00AM

Location: Deputy Minister's Office, MoTCA

Subject: Coordination and Follow-Up Meeting

Attendees

| Name | Organization | Email Address | Phone No. |
|------|----------------|---------------|-----------|
| | USAID | | |
| | MoTCA | | |
| | MoTCA | | |
| | MoTCA | | |
| | FAA | | |
| | ARDS | | |
| | TetraTech | | |
| | Tetra Tech | | |
| | Haji Khali/KNK | | |

Meeting Minutes

| Item | Description | Issue Raised | Action By | Issue Closed | Status |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|--------------|--------|
| 1 | Introduction | | | | |
| | 1.1 The meeting was requested by MoTCA to discuss the outstanding issues, and follow-up with all issues which been discussed during previous meetings on February 12 and 13. | | | | |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
 120220 WO-LT-0029 RJM

Date: February 20, 2012, 10:00AM

Location: Deputy Minister [REDACTED] MoTCA

Subject: Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|--------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | ARDS | [REDACTED] | [REDACTED] |
| [REDACTED] | ARDS | [REDACTED] | [REDACTED] |
| [REDACTED] | TetraTech | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |

Meeting Minutes

| Item | Description | Issue Raised | Action By | Issue Closed | Status |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|--------------|-----------------------------------------------------------|
| 1 | Introduction | | | | |
| | 1.1 The meeting was requested by MoTCA to discuss the outstanding issues, and follow-up with all issues which had been discussed during previous meetings on February 12 and 13. | | | | |
| | 1.2 KNK has not identified a responsible person to attend meetings and respond to MoTCA requests. KNK has also | 1/12/12 | MoTCA/KNK | | KNK failed to introduce person as promised at the 2/20/12 |

Page 1 of 5

Tetra Tech supports USAID's effort to assist MoTCA in the execution of their contracts for the rehabilitation of the regional airports, and these minutes are an unofficial documentation of the events and do not represent an endorsement of any particular action.



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
 120225 WO-LT-0029 RJM

Date: February 25, 2012, 10:00AM

Location: Deputy Minister [Redacted] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|--------------|---------------|------------|
| [Redacted] | USAID | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | TetraTech | [Redacted] | [Redacted] |
| [Redacted] | Tetra Tech | [Redacted] | [Redacted] |
| [Redacted] | GHI | [Redacted] | [Redacted] |
| [Redacted] | GHI | [Redacted] | [Redacted] |
| [Redacted] | KNK | [Redacted] | [Redacted] |

Meeting Minutes

| Item | Description | Issue Raised | Action By | Issue Closed | Status |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|--------------|-----------------------------|
| 1 | Introduction | | | | |
| | 1.1 The meeting was requested by MoTCA to discuss the outstanding issues, and follow-up with all issues which had been discussed during the previous meeting on February 20. | | | | |
| | 1.2 KNK has not identified a responsible person to attend | 1/12/12 | MoTCA/KNK | 2/25/12 | KNK produced a letter dated |

Tetra Tech supports USAID's effort to assist MoTCA in the execution of their contracts for the rehabilitation of the regional airports, and these minutes are an unofficial documentation of the events and do not represent an endorsement of any particular action.



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120303 WO-LT-0029 RJM

Date: March 3, 2012, 2:00 PM

Location: Deputy Minister's Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|--------------|---------------|------------|
| [Redacted] | USAID | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | GHI | [Redacted] | [Redacted] |
| [Redacted] | GHI | [Redacted] | [Redacted] |
| [Redacted] | KNK | [Redacted] | [Redacted] |
| [Redacted] | KNK | [Redacted] | [Redacted] |
| [Redacted] | TetraTech | [Redacted] | [Redacted] |
| [Redacted] | Tetra Tech | [Redacted] | [Redacted] |
| [Redacted] | Tetra Tech | [Redacted] | [Redacted] |

Meeting Minutes

| Item | Description | Issue Raised | Action By | Issue Closed | Status |
|------|-------------------------------------------------------------------------------------------------------------------|--------------|-----------|--------------|--------|
| 1 | Introduction | | | | |
| | 1.1 The meeting was requested by MoTCA to discuss the outstanding issues, and follow-up with all issues which had | | | | |

Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
 120306 WO-LT-0029 RJM

Date: March 6, 2012, 2:00 PM

Location: Deputy Minister's Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------|--------------|---------------|-----------|
| | USAID | | |
| | MoTCA | | |
| | MoTCA | | |
| | KNK | | |
| | TetraTech | | |
| | Tetra Tech | | |
| | Tetra Tech | | |

Meeting Minutes:

| Item | Description | Issue Raised | Action By | Issue Closed | Status |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Introduction | | | | |
| | 1.1 The meeting was requested by MoTCA to provide updates on the issues which had been discussed during the previous meeting on March 3, 2012. KNK's authorized representative, was not present at the meeting and therefore no progress was made regarding KNK's commitment of resources to the project. | 3/6/12 | MoTCA/KNK | | KNK authorized [redacted] as their representative to be present at meetings and make decisions and commitments on the company's behalf. |

Page 1 of 8

Tetra Tech supports USAID's effort to assist MoTCA in the execution of their contracts for the rehabilitation of the regional airports, and these minutes are an unofficial documentation of the events and do not represent an endorsement of any particular action.



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120311 WO-LT-0029 RJM

Date: March 11, 2012, 2:00 PM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|--------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | ARDS | [REDACTED] | [REDACTED] |
| [REDACTED] | ARDS | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | YCL | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
 120314 WO-LT-0029 RJM

Date: March 14, 2012, 2:00 PM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|--------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |

*Primary organization contact person

Meeting Minutes

| Item | Description | Issue Raised | Action By | Issue Closed | Status |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|--------------|--------|
| 1 | Introduction | | | | |
| | 1.1 The meeting was requested by MoTCA to provide updates on the progress of the release of USAID funds and other issues which had been discussed during the previous meeting on March 11, 2012. Future meetings will be conducted in the office of the new Deputy Minister: [REDACTED] | | | | |



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120328 WO-LT-0029 BK

Date: March 28, 2012, 10:30 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|--------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | HSK | [REDACTED] | [REDACTED] |
| [REDACTED] | YOL | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] | [REDACTED] |

*Primary organization contact person



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120401/120402 WO-LT-0029 BK

Date: April 01 and 02, 2012, 2:00 PM

Location: Deputy Minister, [Redacted] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|----------------|---------------|------------|
| [Redacted] | USAID | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | MoTCA | [Redacted] | [Redacted] |
| [Redacted] | FAA | [Redacted] | [Redacted] |
| [Redacted] | FAA | [Redacted] | [Redacted] |
| [Redacted] | KNE | [Redacted] | [Redacted] |
| [Redacted] | YCL | [Redacted] | [Redacted] |
| [Redacted] | GHI | [Redacted] | [Redacted] |
| [Redacted] | Tetra Tech(Tt) | [Redacted] | [Redacted] |
| [Redacted] | Tetra Tech(Tt) | [Redacted] | [Redacted] |
| [Redacted] | Tetra Tech(Tt) | [Redacted] | [Redacted] |

*Primary organization contact person



Tetra Tech

USAID

Meeting Minutes

120407 WOLT0029 Meeting Minutes RJM

Date: April 7, 2012, 10:15 AM

Location: Offices of MoTCA Deputy Ministers [REDACTED]

Subject: WO-LT-0029 Maimana and Faizabad 3rd Party QA, Regional Airport Rehabilitation: Faizabad Construction Contract Disposition

Attendees

| Name | Organization | Phone Number |
|------------|--------------|--------------|
| [REDACTED] | MoTCA | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] |
| [REDACTED] | USAID | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] |
| [REDACTED] | Tetra Tech | [REDACTED] |
| [REDACTED] | FAA | 0162 551 845 |

Tetra Tech was invited to a meeting by USAID at Deputy Minister [REDACTED] office to discuss the progress of the construction contract for the Faizabad airport.

Deputy Minister [REDACTED] expressed his disappointment that KNK has not been performing as promised and that the construction of the airport improvements is falling even farther behind schedule. He is concerned that the project will not be completed by the deadline of July 31, 2012 since KNK did not start the asphalt work on April 5, 2012 as stated in their most recent revised schedule. Deputy Minister [REDACTED] asked the PIU representatives for their recommendations regarding what action MoTCA should take with KNK.

[REDACTED] responded that the concrete and earthwork subcontractor, [REDACTED], has mobilized his equipment and is ready to begin operations and that HSK, the asphalt contractor, is trying to procure bitumen for the pavement.

The meeting attendees relocated to [REDACTED] office at 10:45 to continue the meeting and include Deputy Minister [REDACTED]. Deputy Minister [REDACTED] noted that he was assigned responsibility for this project by the Minister, not Deputy Minister [REDACTED] and he was also very concerned with the lack of progress this spring on the construction of Faizabad airport. He was also dismayed at the PIU's lack of action regarding this project. Deputy Minister [REDACTED] directed [REDACTED] and [REDACTED] to travel to Faizabad as soon as possible (Sunday, April 8, 2012) to oversee the start of construction activities and to motivate the subcontractors to take action.

A site trip to Faizabad was tentatively scheduled for Tuesday to include [REDACTED] USAID, FAA and Tetra Tech. Flight availability and accommodations will be investigated.

The meeting adjourned at 11:30.

P:\1298\Work Orders\WO-LT\WO-LT-0029 Maimana and Faizabad Airport QA\ProjMgmt\Meetings\Minutes\120407 Meeting\120407 WOLT0029 Meeting Minutes RJM.docx



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120425 WO-LT-0029 BK

Date: April 25, 2012, 2:00 PM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120501 WO-LT-0029 BK

Date: May 01, 2012, 10:00 AM

Location: Deputy Minister, [REDACTED], MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120505 WO-LT-0029 RJM

Date: May 05, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120508 WO-LT-0029 RJM

Date: May 08, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120516 WO-LT-0029 RJM

Date: May 16, 2012, 9:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120522 WO-LT-0029 RJM

Date: May 22, 2012, 9:00 AM

Location: Deputy Minister, [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120528 WO-LT-0029 RJM

Date: May 28, 2012, 2:00 PM

Location: Deputy Minister, [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120609 WO-LT-0029 BK

Date: June 09, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120612 WO-LT-0029 HR

Date: June 12, 2012, 10:00 AM

Location: Deputy Minister, [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120625 WO-LT-0029 RM

Date: June 23 and 25, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | YCL | [REDACTED] | [REDACTED] |

¹Only in attendance at the June 23, 2012 meeting.

²Only in attendance at the June 25, 2012 meeting.



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120703 WO-LT-0029 RM

Date: July 03, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120710 WO-LT-0029 RM

Date: July 10, 2012, 2:00 PM

Location: Deputy Minister, [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120714 WO-LT-0029 HR

Date: July 14, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (It) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (It) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (It) | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120717 WO-LT-0029 HR

Date: July 17, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120723 WO-LT-0029 HR

Date: July 23, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | YCL | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120723 WO-LT-0029 HR

Date: July 23, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | YCL | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120728 WO-LT-0029 HR

Date: July 28, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120731 WO-LT-0029 HR

Date: July 31, 2012, 10:00 AM

Location: Deputy Minister's Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
Maimana and Faizabad Regional Airports
120804 WO-LT-0029 HR

Date: August 04, 2012, 10:00 AM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | FAA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | YCL | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120904 WO-LT-0029 HR

Date: September 04, 2012, 10:00 AM

Location: Deputy Minister, [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|--------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | HKC | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | 8120 500 767 |



Tetra Tech

USAID

Meeting Minutes
 Maimana and Faizabad Regional Airports
 120912 WO-LT-0029 HR

Date: September 12, 2012, 13:00 PM

Location: Deputy Minister [REDACTED] Office, MoTCA

Subject: WO-LT-0029 Coordination and Follow-Up Meeting

Attendees:

| Name | Organization | Email Address | Phone No. |
|------------|-----------------|---------------|------------|
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | USAID | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | MoTCA | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | GHI | [REDACTED] | [REDACTED] |
| [REDACTED] | YCL | [REDACTED] | [REDACTED] |
| [REDACTED] | KNK | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |
| [REDACTED] | Tetra Tech (Tt) | [REDACTED] | [REDACTED] |



**AESP WOLT0029 Maimana & Faizabad Airport QA
20 April 2011
Meeting Minutes
Location: Tetra Tech Kabul Compound**

1. Introductions

2. Attendees: See Attached Sign-in Sheet

3. Faizabad – Outstanding Issues

- a. Discussion w/MOTCA & USAID - Land Ownership dispute at airport runway
 - There has been an ongoing dispute for over 2 years with the land located at the west end of the runway. KNK contractor representative [REDACTED] stated that the local people are not allowing the contractor to enter the disputed area to perform construction activities and this is impacting his work schedule.
 - MoTCA Administrative Manager [REDACTED] stated that they have been working with the local governor and anticipates that the land dispute issue should be resolved with the next few days.
 - USAID [REDACTED] stated that additional payments cannot be made until this land dispute is resolved between the local people and the government (GoIRA).
- b. Contractor's Proposed Construction Schedule
 - KNK stated that a revised schedule will be submitted today (4/20/2011).
- c. Contractor's Proposed Drainage Design
 - KNK stated that the Drainage Design/Calculations /Costs will be submitted by tomorrow (4/21/2011).
- d. Update on Other Construction Activities
 - KNK stated that the ongoing activities were the placement of apron sub base and runway sub base and aggregate base.
 - Tetra Tech (TT) [REDACTED] requested that TT Senior Engineer [REDACTED] communicate with FKH QA Engineer [REDACTED] to set up site visit and forward material testing reports for TT review.

4. Maimana – Outstanding Issues

- a. TT Field Observation Report from April 5-10
 - Eng. [REDACTED] of TT will complete and forward the trip report within the next 2 days.
- b. Runway Repair requirements
 - GHI President [REDACTED] stated that the runway aggregate base was damaged when a US Military C-130 landed on the runway on 02/26/2011. Tamem also stated that the runway is receiving traffic from PRT vehicles that is also causing damage to the previously placed prime coat.
 - USAID/TT stated that this damage to the runway needs to be documented by GHI and presented to GoIRA.



**AESP WOLT0029 Maimana & Faizabad Airport QA
10 May 2011
Meeting Minutes
Location: Tetra Tech Kabul Compound**

1. **Introductions - 1400**
2. **Attendees: FAA, USAID, and Tetra Tech (See Attached Sign-in Sheet)**
3. **Recap of Maimana and Faizabad Airport Projects**
 - a. Tetra Tech outlined the role of each company involved in both projects and the contracting mechanisms in place
 - a. USAID – Client
 - b. MOTCA and MOF – Ministries responsible for enforcing contract & payments
 - c. FKH – Project Administrator
 - d. GHI – Contractor to FKH on Maimana Airport Construction
 - e. KNK – Contractor to FKH on Faizabad Airport Construction
 - f. Tetra Tech – 3rd Party QA
 - b. FAA requested POCs at MOTCA and expressed interest in contacting MOTCA to determine MOTCA's method of payment/withholding payments to FKH and assess MOTCA awareness of FKH performance to date.
 - c. Tetra Tech outlined the major issues that have arisen during the Maimana QA process.
 - a. **Runway damage from PRT C-130 landing.** FKH wants reimbursement for damage but has not submitted an investigation or cost estimate for repairs to GoIRA. TT recommended that FKH prepare an investigation report and cost estimate and submit to GoIRA.
 - b. **Drainage design.** GHI has submitted two iterations of drainage channel designs and hydrology/hydraulics backup calculations. Their design was near completion when FKH sent engineers to the field and determined no drainage is required.
 - c. **Suitable Fill Materials.** TT field results for the shoulder embankment material, and safety zone native material showed inadequate soils in these areas. FKH will direct GHI to use more suitable materials from the borrow pit.
 - d. **Construction Schedule/Site Visits.** FKH submitted a schedule in March that was rejected by TT due to inadequacies. Revised schedule yet to be seen from FKH pending resolution of drainage, damaged runway, and fill material issues. TT cannot schedule site visits until FKH produces a revised schedule.
 - d. Tetra Tech outlined the major issues that have arisen during the Faizabad QA process.
 - a. **Construction Schedule/Site Visits.** FKH submitted a schedule in March that was rejected by TT due to inadequacies. Revised schedule yet to be seen from FKH pending resolution of land dispute issue. TT cannot schedule site visits until FKH produces a revised schedule.
 - b. **Land Dispute.** A land dispute at the west end of the runway has been pending for 2 years. At the last meeting with FKH and GHI, FKH said it would be resolved within 3 days. The land dispute is preventing GHI from clearing/grubbing at the west end of the runway. FKH/MOTCA to update TT/USAID on land dispute.



**AESP WOLT0029 Maimana & Faizabad Airport QA
18 May 2011
Meeting Minutes
Location: Tetra Tech Kabul Compound**

Introductions - 1500

Maimana– Outstanding Issues

Runway damage. FKH explained that GHI had submitted a document that outlined the proposed runway fix to FKH but had not included a cost estimate. GHI explained that they would send FKH the runway repair cost estimate by 5pm today, May 18. GHI and FKH disagreed on the area of the proposed repair and it was decided that they would settle the area calculation outside of the meeting.

Drainage Design. Tetra Tech (TT) provided a brief overview of the history of the drainage design issue. FKH expressed concern with 2 issues of the GHI drainage design (1) private land issues at outfall and (2) disagree with tributary area calculation. TT restated their stance that FKH's proposed drainage design using earthen ditches is unacceptable. MoTCA expressed concern regarding the funding of the drainage construction. There is \$540,000 allocated for the construction and GHI's current drainage will cost approximately \$1,200,000 based on a preliminary estimate by GHI. USAID said they would like to see TT, GHI, and FKH work together to find a drainage design that meets the proposed budget. A meeting was scheduled for Monday May 23rd at the TT compound between TT, GHI, and FKH to take steps towards a more cost effective drainage design.

Suitable fill materials. TT explained the test results for fill materials used for the safety zone showed very low CBR value, but the IL is silent as to CBR requirements for the safety zone. A conclusion on compaction requirements for the safety zone was not reached. TT explained the test results for fill materials used for the runway shoulders did not meet IL requirements of a CBR of 40. FKH proposed that CBR 14 would be sufficient instead of CBR 40. Tetra Tech disagreed with this approach and restated that a CBR of 40 should be used. GHI and FKH agreed to come to agreement on shoulder CBR requirements at Monday's meeting.

Construction Schedule. GHI agreed to submit the construction schedule to FKH who would submit to TT after all unresolved issues, including the drainage design, shoulder compaction, and runway damage, were resolved.

Site Visits. The FAA is working to coordinate a site visit to Maimana.

Faizabad– Outstanding Issues

Land Dispute. MoTCA and FKH explained that the land dispute at Maimana had been resolved. MoTCA agreed to send a letter to TT and USAID regarding land dispute agreement.



AESP WOLT0029 Maimana & Faizabad Airport QA
23 May 2011
Meeting Minutes
Location: Tetra Tech Kabul Compound

Introductions - 1000

Discussion on next steps – Schedule for Site Visits – [REDACTED] from FAA explained that he had arranged a site visit to Maimana for Wednesday May 25. Exact departure and return times are TBD. Each party involved at Maimana appointed two personnel to join the site visit.

Review of Ongoing Maimana Construction Issues:

FKH & GHI resolution regarding the damaged runway – FKH and GHI agreed on the damaged runway and repair area quantities and cost estimate provided by GHI. GHI and FKH agreed that quantities of 2,050 square meters of base course and 27,800 square meters of prime coat are sufficient to repair the damaged areas. At \$10 per square meters, the estimated cost of the base course repair is \$20,500. FKH explained that the method for repairing the base course included scarifying 15 cm into the damaged aggregate base, installing 15cm of new base course in the damaged areas, wetting the areas, and then re-compacting to meet contract compaction requirements. *FKH agreed to submit their methodology to TT by COB Tuesday May 24. The runway damage will be assessed by all parties during the Weds May 25 site visit.*

Finalize the drainage design – FKH explained that GHI/TT and FKH are not in agreement on the tributary area at Maimana. FKH added that there are outstanding land dispute issues at the downstream end of the runway that will affect the drainage. TT explained that the runway drainage will feed into an irrigation canal and will not impact the adjacent properties. FKH clarified that the land dispute is in regards to the Airport property boundary. The Airport and the adjacent properties are not in agreement as to the exact property boundary location.

FKH claimed that a site investigation was not performed by GHI or TT, negating their tributary area determination. GHI and TT engineers explained that [REDACTED] of TT and GHI engineers did in fact walk the site together and determined that drainage was necessary. GHI presented their revised drainage design, which included thinner and slightly narrower RCC drainage channels on each side of the runway. GHI explained that the ROM cost of this design is \$830,000.

FKH engineer explained that drainage is not required on portions of the runway where runoff drains to adjacent cultivated lands. GHI hydrologist explained GHI's approach for determining the tributary area and rainfall intensity for the 50 year storm and reiterated the importance of durable and well constructed channels to manage peak flows. *All parties agreed that a site walk on Wednesday May 25 would be the best time to resolve the drainage design issue.*

Finalize agreement on criteria for safety zone materials and compaction – FKH explained that they have prepared a formal proposal for the design of the runway shoulders, including thickness and compaction requirements. *FKH explained that they would submit the formal shoulder design proposal to TT by COB Tuesday May 24.*

110523 WOLT0029 Maimana and Faizabad Airport QA Meeting Minutes



**AESP WOLT0029 Maimana & Faizabad Airport QA
1 June 2011
Meeting Minutes
Location: Tetra Tech Kabul Compound**

Introductions – 1400 (refer to attached Attendee Sign-In Sheet)

Maimana– Outstanding Issues

Runway Damage Funding. USAID/ADB/MOTCA discussed the funding for runway damage repair and replacement of unsuitable material for shoulders & safety zone. FKH explained that their current contract has a line item for reconstruction of sub base and that the repair costs of \$31k could be covered by this line item. GHI explained that their cost estimate for repair of the sub base only was \$20k. MoTCA requested that FKH submit adequate documentation of the runway damage including a description and cost estimate to MoTCA and MOF in order to begin processing FKHS request for funding the repair.

ACTION: FKH agreed to prepare the proper documentation (Amendment) for the repair of the runway damage and for the replacement of unsuitable materials in the shoulders and safety zone by next week and submit to ABD/MoTCA and copy TT/USAID on the submittal email to MoTCA.

Final Drainage Design. TT explained that the site visit provided an opportunity for FKH/GHI/TT to observe the existing drainage and terrain surrounding the airport and that all parties agreed that two drainage channels were required on either side of the runway. GHI added that both drainage channels need to be extended to the safety zone area in order to provide adequate positive drainage away from the safety zone area.

ACTION: GHI will be submitting the drainage design & cost estimate to TT & FKH by noon tomorrow (Thurs June 2). TT will review the design and provide comments by the end of the day.

FKH submittal of NTP to GHI regarding resolution of technical issues.

ACTION: FKH committed to providing written NTP to GHI via email tomorrow (Thurs June 2).

Possible solutions to PAPI installation to meet ICAO Standards. MoTCA said they would issue a waiver for PAPI installation.

ACTION: GHI agreed to prepare and submit revised PAPI schematics to the FAA for approval.

Project Administration beyond June 30. ADB explained that FKHS contract would not be extended past their current end date. MoTCA suggested that FKH continue as project administrators.

ACTION: MoTCA and FAA are to discuss this issue further outside of this meeting and provide resolution to the group via email.

Updated Construction Schedule. TT reminded all parties that the IL required the construction to be substantially complete by August 30, 2011, with project close-out complete by December 31, 2011. GHI explained that several delays have occurred that is contributing to construction delays, including pending approvals from FKH for the last 3 months.

ACTION: GHI will work on preparing a revised schedule that represents a realistic timetable for completion of each construction item.



**AESP WOLT0029 Maimana & Faizabad Airport QA
27 June 2011
Meeting Minutes
Location: Tetra Tech Kabul Compound**

Introductions – 1400 (refer to attached Attendee Sign-In Sheet)

Faizabad– Outstanding Issues

Land Dispute. MoTCA has explained that the land dispute issue has been resolved by the local governor but USAID has not seen an official letter stating that it is resolved.

ACTION: MoTCA agreed to send an official, signed letter stating that the land dispute at Faizabad is resolved.

Completion Schedule. KNK handed out copies of their proposed construction schedule, planned to end on September 31.

ACTION: All parties agreed that they would provide a review of the proposed schedule and reply to KNK with comments.

Site Visit. USAID agreed to coordinate the site visit for July 2nd pending flight schedules. All parties elected one or two people from their group to attend the site visit and the list of names and phone numbers was given to USAID.

ACTION: USAID to research flight dates/times for Faizabad site visit and coordinate with each company.

Design Documents for USAID Field Personnel. USAID requested that a full set of airport drawings be given to USAID field personnel for PRT planning purposes. KNK site engineer had been asked by USAID field personnel for drawings, but KNK cannot disclose drawings unless permitted by their employer, MoTCA.

ACTION: USAID to submit a letter of request to MoTCA for a full set of design drawings to be printed and delivered to USAID field personnel. MoTCA will approve and pass the letter onto KNK, who will deliver the drawings to the PRT or USAID field personnel ([REDACTED] /USAID Rep. at Badakhshan PRT or [REDACTED] USAID/GDO).

FKH Extension. ADB has extended FKH contract until end of September only for project closeout. The contract extension does not include a project administrative role after June 30, 2011. FKH will provide a site engineer at Maimana Airport, but not Faizabad Airport for the remainder of the project.

KNK Payment Process. KNK expressed frustration over payment processing issues with FKH. FKH explained that they are allowed 15 days to process invoices and they would get back to KNK within 15 days.

Maimana– Outstanding Issues

Runway Shoulder Compaction. GHI explained that the runway shoulder area outside of the 7.5 sub-base material is not meeting the previously agreed compaction requirement of 95%. Tests show

110627 WOLT0029 Maimana and Faizabad Airport QA Meeting Minutes



**AESP WOLT0029 Maimana & Faizabad Airport QA
 09 July 2011
 Meeting Minutes
 Location: Tetra Tech Kabul Compound**

Introductions – 1410 (refer to attached Attendee Sign-In Sheet)

Review of Completed Activities

Faizabad– Outstanding Issues

Contractor's Proposed Construction Schedule. As a result of a site visit last week, USAID is quite concerned that the work at Faizabad Airport appears to be well behind the most recently submitted schedule and that there been a decline in the apparent quality of the work. MoTCA is concerned with the lack of oversight in the field and has requested clarification from FKH regarding their participation in the QA/QC at the two airports. FKH responded that they do not have resources to provide onsite QA oversight. FKH stated that their 3 month extension is for project close out only. USAID is coordinating with IRD-EQUALS for continued QA/QC coverage at the airports. MoTCA is in the process of recruiting site engineers for the airport projects to work with IRD-Equals staff to provide oversight for the airport projects. FKH also stated that the airport sites no longer have accommodations available for their site engineer (s). USAID has a meeting scheduled for tomorrow (July 10, 2011) at 1400hrs with IRD to discuss the QA capacity building with MoTCA staff.

ACTION: KNK will submit a revised schedule on 10 July 2011 for the completion of construction operations at Faizabad airport. The schedule will need to include any impacts due to the approaching of Ramadan. The schedule will be submitted to both FKH and TT simultaneously to minimize delays in the review. KNK will mobilize the asphalt plant and have it at the site within 10 days. Installation will then take approximately 5 to 7 days, and an additional 5 days will be required for calibration of the equipment. All parties agreed that they would provide a prompt review of the proposed schedule and reply to KNK with comments.

Asphalt Mix Design Submission/Approval and Prime Coat Type. Asphalt mix design and prime coat material have not yet been submitted for approval by KNK.

ACTION: KNK will submit the asphalt mix design by 18 July 2011. Prime Coat material will be submitted for approval and application is anticipated on 20 July 2011.

Methodology for the Laboratory Test, field test for Asphalt Concrete. KNK was asked about their methodology for the laboratory and field testing of the asphalt materials.

ACTION: KNK responded that they will have the necessary laboratory facilities and technicians available on site to perform the required testing.

Source of Asphalt and Method of Placement. USAID is concerned with the asphalt source and method of placement to be used for this project.

ACTION: KNK will provide this information to MoTCA.

Placement of the Base. TT has received reports that portions of the gravel base has been placed and compacted in much thicker lifts than allowed by the contract, and this raises concerns with the

110709 WOLT0029 Maimana and Faizabad Airport QA Meeting Minutes

AESP WO-LT-0029 Faizabad and Maimana Airport
 MoTCA Capacity Building – 24 July 2011, 14:00 PM

Attendees

| Name | Division/Title | Organization | Email Address | Phone | Signature |
|------------|-------------------------------|--------------|---------------|------------|------------|
| [REDACTED] | Transportation Sector Advisor | USAID | [REDACTED] | [REDACTED] | [REDACTED] |
| | Senior Engineer | USAID | | | |
| | DCoP | TetraTech | | | |
| | Transportation Lead | TetraTech | | | |
| | Contract Administrator | FKH | | | |
| | D.T.L | FKH | | | |
| | PIV Tech Manager | MoTCA | | | |
| | Director of HR | MoTCA | | | |
| | Admin Manager | MoTCA | | | |
| | HR Specialist | RIMU | | | |
| | International Airport Advisor | FAA | | | |
| | MoF Budget | MoF | | | |



**AESP WOLT0029 Maimana & Faizabad Airport QA
08 August 2011
Meeting Minutes
Location: Project Implementation Unit (PIU) Office, MoTCA**

Attendees:



MoTCA
MoTCA
FKH
GHI
GHI
Tetra Tech
Tetra Tech

Call to Order - 1300

This meeting was called to review the IL Bill of Quantities (BOQ) prepared by GHI for the Rehabilitation of Maimana Airport.

DISCUSSION

Clarification of USAID's Position on Funding. Tetra Tech (TT) reiterated that the total USAID contribution for the 2 airport projects is limited to \$6,000,000 and that additional funding beyond that identified in Implementation Letter No. 17 (IL #17) will not be available.

ACTION: None

Unit Prices. TT inquired about the discrepancy between some of the unit prices included in IL #17 and the higher values used in developing the BOQ. FKH stated that the unit prices in IL #17 were taken from the original ADB contract and that the escalation clause in that contract allowed for modification of the unit prices. The prices in question have all been reviewed by FKH and approved by the Asian Development Bank (ADB).

ACTION: None

Item No. 1, Survey and Design. The value for this item established by IL #17 is \$75,000, but Amendment No. 02 references a value of \$180,000 and the Total Amount is listed as \$105,000. GHI stated that the additional design for the modifications to the drainage system has an associated cost of \$30,000, bringing the total for survey and Design to \$105,000. The reference to \$180,000 in Amendment No. 02 is a clerical error and will be corrected. FKH confirmed the approved amount of \$30,000 for the additional design work and the total amount of \$105,000.

ACTION: GHI will modify the BOQ to reflect the above described corrections.

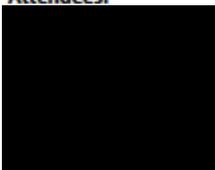
Earthwork Quantities and Payment Sources. The total value listed for the BOQ is \$4,696,937.30. This amount exceeds the USAID/MoF maximum contribution detailed in IL #17 by \$350,065.30. IL #17 has no consideration for USAID or MoF to fund earthwork improvements, with ADB being identified as the responsible party for the funding of those operations.

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**AESP WOLT0029 Maimana & Faizabad Airport QA
01 November 2011
Meeting Minutes
Location: Project Implementation Unit (PIU) Office, MoTCA**

Attendees:



- MoTCA
- MoF
- MoF
- Tetra Tech
- Tetra Tech
- Tetra Tech

Call to Order – 14:15

This meeting was called to review the IL requirements for submitting financial report to USAID.

DISCUSSION

TT (): Explained the background of IL.

MoF : asked question about QA and QC on both projects.

TT : QA and QC on both projects (Faizabad/Maimana) is being by MoTCA site engineer and IRD Equals staff. TT is performing third party QA.

MoF : Questioned the status of the completion dates for both projects.

MoTCA: NKK to submit an updated schedule for Faizabad. GHI submitted an updated schedule indicating Maimana Airport project completion at the end of year 2011.

MoF: Questioned the status of ongoing activities on both airport projects.

MoTCA: Stated that both projects have ongoing activities and briefly explained the activities.

MoF: Questioned if there are any provisions in the contract for liquidated damages against the contractor for delays in completing the work on time.

MoTCA(REP): Stated that there are liquidated damages clause in the ADB specifications.

MoF: Suggested that a meeting with the Minister of MoTCA be held to discuss outstanding issues with the contractors and use MoTCA's authority to have the contractors either complete the project or get a firm completion date in the spring to extend the IL date.

TT : Explained the TT's responsibility and role as third party QA oversight on both airport projects.

TT : Questioned the status of releasing/disbursement of additional USAID funds

MoTCA: \$1.54 Million of the first \$2 Million of USAID funds have been expended over both airport projects.

MoF : Is MoTCA waiting to finish the balance of \$2 Million or are additional funds being requested?

MoTCA: We are on the process of submitting a request/invoice for additional funds.

MoF: There is a branch in MoF that is working with USAID and the staff will provide assistance and information to help with the preparation of the request for additional funds.

MoF : Explained the procedures of payment. The funds will go to the special account and the fund can be withdrawn from that account.

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Tetra Tech

USAID-OIEE-AESP

Meeting Minutes

120112 WOLT0029 Meeting Minutes RJM

Date: January 12, 2012

Location: Tetra Tech Compound

 Subject: WO-LT-0029 Maimana and Faizabad 3rd Party QA: Regional Airport
 Rehabilitation: Project Status Update

Attendees: (refer to attached Attendee Sign-In Sheet)

120112.01 Topics of Discussion

a. Updated status of both airports (Faizabad & Maimana).

1. [REDACTED] provided an update of the current status of the IL 17 construction operations at the two airports.

Maimana

| | |
|---------------------------|--------------------------------------------------------------------|
| Asphalt pavement, runway | 100% |
| Asphalt pavement, taxiway | 0% |
| Drainage | less than 40% (some excavation complete, no concrete) |
| Fence | 80% [REDACTED] will provide photographs of incomplete fence areas) |
| Concrete, turnabouts | 100% |
| Concrete, apron | 5% |

Runway markings are not currently included in the contract. Funding source is uncertain, possibly MoF. A proposal has been requested from GHI, but MoTCA is required to obtain at least three quotes. MoTCA said that they will solicit quotes for this work in February so that the markings can be placed in the spring when permitted by the weather conditions.

2. Faizabad

| | |
|---------------------------|------------------------|
| Asphalt pavement, runway | 80% binder, 4% wearing |
| Asphalt pavement, taxiway | 50% binder |
| Drainage | 0% |
| Fence | 0% |
| Concrete, turnabouts | 100% |
| Concrete, apron | 100% |

3. [REDACTED] indicated that the Ministry of Finance had expressed concerns over MoTCA's failure to complete the airport projects in accordance with the original schedule and that they were reluctant to continue to fund the projects beyond 12/31/11. He also suggested that MoTCA require both contractors to provide an authorized local representative in the Kabul area to represent the contractor at meetings and answer questions for the Ministries and USAID.

[REDACTED] countered that MoTCA did not possess the necessary knowledge and experience to execute Implementation Letter No. 17 in a timely fashion, resulting in delays to the revision of the contracts and carrying out of the work. In addition, KNK submitted a contract amendment in July which MoTCA commented on, and KNK never submitted a revised amendment.

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