

- PD-ABJ-295  
1st 90240

**CONSTRUCTION CONTROL SERVICES  
CORPORATION**

**FINAL REPORT**

**TRAINING:**

**ACHIEVEMENTS, METHODS AND RECOMMENDATIONS  
1989 - 1994**

*Project # 306-0205*

*February 6, 1994*

*Submitted by:*

*Dr. Mahmood H. Butt*

## **TRAINING**

### **Summary of Achievements, Methods and Recommendations**

*Since its inception in 1988 the ACLU has been cognizant of the need to train its Afghan refugee employees to effectively carry out the various missions assigned to it. During the initial phase the mission was to provide transport for the repatriation of the Afghan refugees to their homeland and to carry the essential commodities to provide humanitarian aid during their resettlement in their home areas. During this phase a small training program was initiated to provide basic training in automotive operations and maintenance, drivers safety and education and to promote literacy in english for better communication among the CCSC staff and the ACLU personnel. An auto repair workshop fondly called the 'Truck Farm' was created and along with the workshop a basic training school was set up to provide basic and advanced level training in auto-mechanics, welding and heavy equipment maintenance and operation.*

*The mission of ACLU changed significantly in 1990-91. To better transport refugees and commodities war damaged roads and bridges had to be built or repaired. So the primary mission of ACLU became construction and repair of secondary roads in the liberated eastern areas of Afghanistan. This mission demanded organizing a team of engineers, technical staff and construction crews and after mission-related training in ACLU/CCSC facilities in Pakistan to send them on job sites to undertake specific construction projects. A variety of short technical courses, workshops and training activities were organized and offered to the ACLU personnel to develop and/or refine their technical skills. The overall goal was to create a functioning engineering organization using Afghan manpower which could actually prepare designs, specifications and work plans for road and bridge construction and repair. Quite often the jobs assigned to ACLU demanded not only complex engineering skills but also human relations skills including deliberate creation of a new work-ethic to complete the assigned tasks in a timely and efficient manner. The task of creating ACLU into a functioning engineering organization was given to CCSC, an American construction consulting services company under an AID contract.*

*In this report three distinct phases of ACLU's training program are described. The phases chronologically cover the initial period 1989-91 when training was provided on an ad hoc basis. The second phase, starting in Summer 1991, treated training as an essential, planned activity. This phase continued through 1993. During this phase all 860 employees of ACLU from top management to the construction crews working in the field were provided over 177000 person hours of training on a variety of subjects including construction and engineering topics, quality control, operation and maintenance of motorized construction equipment, computer utilization, English language and financial management topics. A special emphasis was given to the development of an administrative/management team for ACLU. Institutional Development Associates of Lahore, Pakistan, conducted 2384 person hours of classes, seminars, and workshops for managerial staff of ACLU. Finance department employees were trained in accounting/management and financial reporting procedures. More than*

6600 person hours of computer training was provided both to the managerial staff as well as office personnel. A small library of useful reference materials, was created and both CCSC expatriate staff and ACLU engineers were encouraged to develop training manuals and materials. An example of such a training manual is the one developed by CCSC engineer Fred Wilson on Gabion Structures, Analysis/Design and Construction Practices. This manual was used by Engineer Wilson in a series of weekly seminars conducted during December 1991. 35 ACLU upper and middle level engineers attended these seminars.

The third phase covers the more recent period June 1993 - March 1994. In this phase ACLU is being transformed into an NGO registered in Pakistan and Afghanistan. Even though a detailed plan for training was developed by Mr. Haider Zaidi, the emphasis was mainly on developing and training a board of directors, streamlining ACLU into a lean but productive Engineering and Construction Company. The staff of ACLU was reduced to 86 people from a high of 860. During this period of down sizing ACLU lost a significant number of its trained staff. Those remaining were concerned about the challenges of survival as a non-profit NGO. The key training needed was for the management to keep the confidence of the remaining staff, training them to market the reconstituted ACLU to prospective clients and maintain the organizational discipline.

The following report summarizes the salient achievements and methods used for training ACLU staff over all the three phases. The final phase has some recommendations for the future also.

## Summary of Training Activities: The Initial Phase 1989 - 1991

Ms. S. Winslow was employed locally for a 90 day period to provide computer training and administrative assistance. Computer training courses were inaugurated on September 20, 1989 and the first course was completed on October 26. The trainees included CCSC's Chief Accountant and two administrative employees as well as 2 ACLU employees. The course covered an introduction to computers, MS-DOS and Multi Mate Word processing. The course instructor reported that one of the ACLU and one of the CCSC trainees are making immediate use of their training and two of the trainees have upgraded their skills.

The second computer class began November 5 and included two ACLU accountants and one ACLU engineer; two employees of the Afghan Interim Government (AIG) Ministry of Finance and 3 CCSC employees. For the beginners the course covered MS-DOS and Basic Computer, thereafter, the course covered Lotus 123.

Most training conducted during the period March through July 1989 was on the job training, short brief sessions in response to problems and situations which occurred. Some sessions were with individual mechanics, operators or management personnel but more often when a problem arose all concerned personnel were involved in the training session.

John Klaasmeyer, CCSC Operation and Maintenance Training Specialist, conducted two or three day operator training courses specific to the new construction equipment as it arrived.

Mohammad Mushtaq, CCSC Senior Accountant, conducted training sessions on procurement and money handling at the transport unit.

In August, a training program and plan was established which included the series of training courses outlined below. The following courses were completed during the period August to December 1989.

A two day First Aid and Trauma training course was completed in August. The trainees included 5 convoy managers and 3 drivers. A second class held in September included 4 convoy managers, an ACLU nurse and 3 drivers.

A two week Front End Loader course was completed in August. The Course included 13 trainees; 7 of the trainees passed the course and 6 were hired by ACLU.

A two week Motor Grader Operator Course was completed in September. The course included 13 trainees; 6 trainees passed the course and 56 were employed by ACLU.

A multi-purpose training project was started in September and completed in October. The project involved operators using all types of construction equipment in a real road building exercise using surveyed marks, elevations to cut, and various road building equipment. The exercise conducted by John Klaasmeyer and his assistants constructed over a mile of road.

In July CCSC sponsored a basic Hino Service Program. The course was run in two groups spaced over a one week time period. All 32 mechanics attended the course which was taught by a Hino Factory Representative. Students of all levels were grateful for the instruction and requested more formal training.

In November and December fundamental courses in mechanics were begun by Jim Winslow/CCSC and Haji Aziz/ACLU head mechanic. Two groups of lower grade mechanics (6 in each group) were taught this course. It consisted of fundamentals in Diesel engines, overhaul procedures, and basic theory in science and physics. The course was extremely successful and set the stage for the future training being designed.

In December, two very experienced Afghan Vo-Tech instructors were hired by ACLU. They have since taken up the daily training, in cooperation with Jim Winslow in mechanic and welding fields.

Our second short term Engineering Consultant arrived at post in July 1990 (For a 90 day tour of duty). He initiated seven one day intensive training sessions covering the following aspects of road and bridge construction engineering:

Construction Specifications - a method of work performed that would achieve desired rate of progress and control of the piece of work.

Construction System - a method of work performance that would achieve desired rate of progress and control of the pace of work.

Allocation of Resources - how to estimate the need for labor, materials, tools and equipment.

Planning Construction Activities - how to develop plans for the rehabilitation of roads and bridges, giving consideration to the goals to be achieved with the quantity and quality of available resources.

Design and Construction of Small Drainage Structures - this session covered the types of drainage structures usable for different situations, preparing drawings of each structure and how to use natural materials that might be found at the construction site.

Design and Construction of Retaining Walls - the design and construction of retaining walls is critical to any road construction project, therefore the utilization of mortar and stone masonry was covered in this session.

Operation and maintenance of Construction Equipment - the situation in which certain pieces of equipment should be used, proper operation of the equipment and proper maintenance of the equipment. The instructions for this session were the CCSC O&M Manager and Equipment Specialist.

The participants in these training sessions were the ACLU engineers, those that are in the field at construction sites and the engineering group in the headquarters in Peshawar.

CCSC received approval for a follow on contract with Ms Winslow which ran from January 15 to June 14, 1990. Ten software courses were planned which included a beginners course, advanced course, Lotus, MS DOS, Word Perfect, Formtool, Sidekick etc.

The 17 participants included AIG, CCSC and ACLU employees. All the courses were completed and we understand the participants are using their new skills.

b. Fourth Quarter-Progress

The departure of our computer training specialist stopped our regularly scheduled training sessions. However, we were able to initiate and complete a short D-Base course for 4 trainees. Computer training will start again in the first quarter of FY-91. We anticipate starting classes again in November.

2. Vehicles and Construction Equipment

a. Life Of Project

Some training was instituted almost immediately upon the arrival of the contractor's expatriate staff, in the form of OJT.

After ascertaining the qualifications of ACLU employees, maintenance and operator training programs were organized for every piece of equipment and vehicle in the ACLU inventory (Exhibit I and Exhibit J).

For the period April 89 through December 89, scheduled training programs were started and completed in the following disciplines:

- Heavy Equipment Operators
- Front End Loader Operators
- First Aid and Trauma Treatment
- Motor Grader Operators
- Roller Operations
- Tow Truck Operations

In addition, a multi purpose training project in which trainees were placed in an actual road construction situation was undertaken. The exercise required the use of the following pieces of equipment and engineering skills:

Backhoe Operators  
Knuckle Boom Truck Operators  
Roller Operators  
Tractor Operators  
Surveyors and Technicians

For the period January 90, through June 30, 1990, scheduled training programs were started and completed in the following disciplines:

Rock Drill Operators  
Bulldozer Operators  
Scraper Operators  
Advanced training for all heavy equipment operators.  
Advanced training for all mechanics.

The O&M Manager estimates that the entire maintenance center staff of 127 employees have received some form of training and about half the staff have received some form of advanced training.

b. Fourth Quarter

At present, three certified Afghan vocational instructors are updating the skills of ACLU employees with regularly scheduled training classes (Exhibit K). CCSC has also arranged for training by manufacturer's training specialists wherever possible.

Only one specialized course was scheduled during this quarter because expatriate managers were on leave for part of this period. One Dozer Operator course was completed.

3. ENGINEERING

1. Life of Project

Our short term Engineering Consultant arrived at post on February 16, 1990. During his 90 day tenure he initiated monthly technical meetings with CCSC and ACLU engineers and construction unit team leaders. These meetings covered:

Organization of the Engineering Unit: This unit is organized as a section within the Construction Department.

Construction Needs Survey - pre work mobilization planning covering, labor, equipment and material needs.

Design and Engineering Management - a review of critical path technology.

b. Fourth Quarter

Our second short term Engineering Consultant arrived at post in July 1990 (For a 90 day tour of duty). He initiated seven one day intensive training sessions covering the following aspects of road and bridge construction engineering:

Construction Specifications - a method of work performed that would achieve desired rate of progress and control of the piece of work.

**E-1 Finance & Budgeting Refresher Workshop**

From 8 December to 12 December 1991 the directors of the ACLU had a workshop conducted by short term consultant, Haider Zaidi. The operations during the past half year were reviewed, especially the impact of the border closure, and plans and procedures for the future were considered.

**E-2 Engineering Refresher Course**

The ten-week winter training program for engineers and technicians began in 15 early December with English language classes conducted by instructors from the International Rescue Committee (IRC). In the past six weeks, there have been courses in engineering fundamentals and surveying. There will be several short courses in project management and costing, and route surveying.

**E-3 English Language Training**

Ongoing English language training classes are being conducted by instructors from IRC from 3-4 pm daily, Sunday through Thursday. Upon completion of this class, participants will receive additional training as time permits.

**E-4 Listing of Training Performed in 2nd Quarter FY92**

- (1) Construction Inspection
- (2) Engineering Project Planning
- (3) Accounting/Mngt Skills Workshop
- (4) Soil Mechanics
- (5) Geophysical Lab School
- (6) Computer Class Training (Night classes)
- (7) Heavy Equipment Operator/Driver Training
- (8) Engineering Economics
- (9) Engineering Economics

- (10) Roads & Rural Areas
- (11) Quality Control
- (12) Construction Supervision

**METHODOLOGY:**

*Most of the training during this period (1989-91) was provided by CCSC staff at various locations in Peshawar and on site in Afghanistan. A salient development was the hiring of experienced Afghan Vo-Tech instructors to form the nucleus of a "trade school" providing beginning and advanced level training in welding, auto-mechanics, maintenance and operational use of heavy construction equipment and driver education. The trade school was established in conjunction with the warehouse and truckfarm in Hayatabad. Approximately two hundred Afghans were given the necessary training to staff the construction units in the field.*

**Phase 2**  
**TRAINING AS A PLANNED ACTIVITY**  
**1991 - 92**

**A. PURPOSE AND SCOPE:**

*Recognizing the importance of training to ensure the continued evolution and long term viability of the Afghan Construction and Logistics Unit as a parastatal NGO, a short term consultant on training and human resource development was appointed in August 1991 to develop a detailed training plan inclusive of assessment of training needs of each section of ACLU, personnel proposed for training, type, nature and duration of training, and proposed sites and agencies providing training. The training plan covered a period of eighteen months through fiscal year 1992. It was envisaged that for technical/vocational training various O/AID/REP-financed institutions and agencies in Peshawar should be used. For other specialized managerial needs local, in-country and regional resources could be used to provide on-site, hands-on training. In some exceptional cases 60-90 days work experience with a selected U.S. county road building department specializing in gravel surfaced mountain roads could be provided. Short term Pakistani, Afghan and in exceptional circumstances, expatriate consultants could be used to provide specially focussed and topical training opportunities to ACLU engineers, technicians and other staff.*

*The plan included a detailed implementation schedule and a regular, systematic process of formal assessment and evaluation of training on a 1-3-6 month basis. An end of the year evaluation to determine progress and identify constraints if any towards achieving the objectives was included in the plan.*

**B. METHODOLOGY:**

*The consultant spent the first ten days after arrival in Peshawar in familiarizing himself with the organizational structure, existing and envisaged, of ACLU/CCSC through a careful study of quarterly reports, operational procedures and policies and the annual implementation plans of both CCSC and ACLU. The review of literature was supplemented by personal visits to ACLU/CCSC headquarters, Trucking and Equipment yard, Warehouse, Quality Control Lab, Construction/Logistics set up and the Afghan Technical Training Center in Hayatabad.*

*Personal interviews were held with Engs. Karim, Hamidi, Niaz, Yousaf and Najimi regarding their perceptions of the training needs for ACLU staff. All of these gentlemen were very cooperative and forthcoming in identifying the specific training needs to enhance the organizational efficiency and productivity of ACLU. CCSC expatriate staff was also frequently consulted to seek their views on the present and future training needs.*

Eng. Karim provided the names, professional qualifications and job assignments of the engineers and technicians within each department of ACLU. Some department heads provided more specific lists of training needs of staff in their respective departments.

The consultant was also briefed by the staff of CCSC on the operational relationship between CCSC and ACLU. The Chief of Party, Mr. George L. Scott had a unique perspective since he had been involved with the project from its very inception and he gave a thorough briefing about evolving relationship between CCSC and ACLU. Mr. Jim Winslow, Acting Chief of Party and advisor O & M, had been actively involved in the development of the technical training center, besides his other duties, to meet the needs of training mechanics and operators in the automotive and heavy equipment repair fields. He shared his experiential perspective on the training needs for Equipment and Maintenance Department. Mr. Lou Cohen, the short term CCSC engineering advisor, provided a wealth of information on the training needs in the Engineering Department. He had developed a working paper listing the immediate needs for specialized training of ACLU staff. In his opinion some of the specialized courses needed by ACLU Engineering and technicians included:

1. Refresher Course in Road Design and Construction and in Engineering Management (IRC/CRTA, Peshawar)
2. Short courses in report writing , managing staff and conducting meetings, (IRC)
3. Operation and Maintenance of heavy construction equipment, (Pakistani dealers)
4. Estimating manpower, equipment and costs of projects, (Local consultant)
5. Principles of contracting, (CCSC civil engineer)
6. Technical English, (IRC/in house)
7. M.S.C.E. for quality control, (A.I.T, Bangkok)
8. Hydrology, soil mechanics, strength of materials and bridge design refresher courses, (University of Peshawar)
9. Origin/destination surveys and traffic counts, (local consultant)
10. CPM/PERT scheduling, (CCSC Civil Engineer)
11. ARCS, Survey (Consultant/IRC)
12. Principles of Road and Bridge maintenance, (Local Consultant)
13. Principles of Construction Project management (CCSC Civil Engineer)

The expatriate consultant on training was joined by a local consultant on management and human resource development during the second week. He had been actively involved in the development of the reorganization plan of ACLU. Collectively they did the needs assessment and formulated the implementation strategy for the proposed training plan.

C. List of specific training needs for ACLU/CCSC by department:

HEADQUARTERS:

<u>Type of Training</u>	<u>Providing Agency</u>
1. Effective Management of Human Resources	IDA Consultant
2. Effective Management of Fiscal Resources	Consultant, Local
3. Team Building: Integrative Management	IRC/IDA
4. Information Flow Charting	Computer Consultant
5. Record keeping: Electronic Data Processing	IDA/CAD/Cam/EMKYBEE Ltd.
6. Lotus 1-2-3/dBase/Spreadsheet	"
7. Computerized Perpetual Inventory System (W.H.)	"
8. Engineering Project Management	IRC/VITA
9. Principles of Contracting	IRC
10. Applied Cost Estimation	IRC
11. Time Management	IDA
12. Management by Objectives	IDA
13. Report Writing and Documentation	P.Weerts/Cons.
14. Financial Procedures & Control	Consultant/In House
15. Conducting Productive Meetings	UNO
16. Staff Evaluation and Supervision	In House
17. Monitoring Procedures for Work Plan	In House
18. Quality Assurance	IRC/VITA
19. Technical English	P.W/VITA/UNO
20. Business Communication	P.W/UNO

**ENGINEERING DEPARTMENT:**

- |     |   |                        |
|-----|---|------------------------|
| 1.  | English: Basic/Int./Adv./Tech                               | P.W/IRC/UNO            |
| 2.  | CAD Program   | IDA/CAD.CAM Consultant |
| 3.  | Management of Engineering Proj.                             | IRC/In House           |
| 4.  | Design and Application of Low Volume Roads/Bridges          | IRC                    |
| 5.  | Design and Application of Reinforced Concrete Structures    | IRC/In House           |
| 6.  | Pre-stressed Concrete Systems                               | IRC                    |
| 7.  | Engineering Economics                                       | IRC                    |
| 8.  | Soil mechanics and Design of Foundation                     | IRC                    |
| 9.  | Strength of construction materials                          | IRC                    |
| 10. | Quality Control. Procedures                                 | IRC                    |
| 11. | Monitoring of Progress of Work                              | In House               |
| 12. | Electronic Data Processing:<br>Lotus 1-2-3/dBase/Autosketch | In House               |
| 13. | Design and Fabrication of Pre-Cast Structures               | IRC                    |
| 14. | Survey of Const. Materials                                  | VITA                   |
| 15. | Decision-Making and Problem solving                         | IDA                    |

**PROJECT PLANNING AND DEVELOPMENT DEPT:**

- |    |   |                |
|----|---|----------------|
| 1. | Project Feasibility                     | VITA/IRC       |
| 2. | Cost Estimation                         | CCSC Civ. Eng. |
| 3. | Techniques of Project Planning/Schedule | IRC            |
| 4. | Project Management                      | IRC            |
| 5. | Equipment Needs Estimation              | In House/IRC   |

- |     |                                     |                          |
|-----|-------------------------------------|--------------------------|
| 6.  | <i>Time on Task</i>                 | <i>IRC</i>               |
| 7.  | <i>CPM Scheduling</i>               | <i>In House</i>          |
| 8.  | <i>Manpower Estimation</i>          | <i>In House</i>          |
| 9.  | <i>Principles of Contracting</i>    | <i>IRC</i>               |
| 10. | <i>Documentation of Data</i>        | <i>Consultant, Local</i> |
| 11. | <i>Project Follow Up/Assessment</i> | <i>In House</i>          |

**SURVEYING AND MAPPING/ARCS DEPT**

- |    |   |                            |
|----|---|----------------------------|
| 1. | <i>Developing Standard Survey Form</i>                                  | <i>In House</i>            |
| 2. | <i>Principles and Procedures of Road Survey</i>                         | <i>IRC</i>                 |
| 3. | <i>Numbering/Coding of Road Systems</i>                                 | <i>In House</i>            |
| 4. | <i>Use of dBase and Plotter and Mapper<br/>Computer Program (ATLAS)</i> | <i>Consultant</i>          |
| 5. | <i>Computerized Data Processing System of ARCS</i>                      | <i>Consultant</i>          |
| 6. | <i>Assessing Qualitative Condition of Roads<br/>and Bridges.</i>        | <i>Civil Eng./In House</i> |
| 7. | <i>Origin/Destination Surveys and Traffic Counts</i>                    | <i>IRC</i>                 |

**EQUIPMENT AND MAINTENANCE DEPARTMENT:**

- |    |  |                    |
|----|--|--------------------|
| 1. | <i>Perpetual Inventory Control, Warehouse</i>    | <i>Consultant</i>  |
| 2. | <i>Operating Heavy Equipment</i>                 | <i>Pak Dealers</i> |
| 3. | <i>Principles of Equip Maintenance</i>           | <i>ATTC/UNO</i>    |
| 4. | <i>Basic/Adv. Diesel Mechanics</i>               | <i>UNO</i>         |
| 5. | <i>Basic/Adv. Automatic Electrical System</i>    | <i>UNO</i>         |
| 6. | <i>Measurement/Calculation for Repair/Design</i> | <i>UNO</i>         |
| 7. | <i>Equipment Manager Training</i>                | <i>UNO</i>         |

- |     |  |                     |
|-----|--|---------------------|
| 8.  | <i>Introductory/Adv. Machining and Welding</i>                                   | <i>UNO</i>          |
| 9.  | <i>Head Mechanics (Foreman) Seminar</i>  | <i>UNO</i>          |
| 10. | <i>Fabrication and Machine Tool Use</i>  | <i>UNO</i>          |
| 11. | <i>Maintenance and Operation for Field Engineers and Managers.</i>               | <i>UNO</i>          |
| 12. | <i>Equipment Managers Training</i>   | <i>UNO</i>          |
| 13. | <i>Specialized Heavy Equip Maintenance Course</i>                                | <i>Pak. Dealers</i> |
| 14. | <i>Cooperative Work Experience</i>   | <i>UNO/ATP</i>      |
| 15. | <i>Trade Skills: Master Mason, Masonry, Steel Work in Construction, Welding.</i> | <i>MTP/UNO</i>      |

**CONSTRUCTION DEPT:**

- |     |  |                     |
|-----|--|---------------------|
| 1.  | <i>Construction Engineering (9 months)</i> | <i>IRC</i>          |
| 2.  | <i>Concrete Fundamentals</i>               | <i>IRC</i>          |
| 3.  | <i>Pre-Stressed Concrete System</i>        | <i>IRC</i>          |
| 4.  | <i>Adv. Structures</i>                     | <i>IRC</i>          |
| 5.  | <i>Soil Mechanics</i>                      | <i>IRC/VITA</i>     |
| 6.  | <i>Hydraulic Stress</i>                    | <i>IRC</i>          |
| 7.  | <i>Construction of Foundations</i>         | <i>IRC</i>          |
| 8.  | <i>Construction of Culverts</i>            | <i>IRC</i>          |
| 9.  | <i>Drilling and Blasting</i>               | <i>Pak. Dealers</i> |
| 10. | <i>Crane Operation</i>                     | <i>Pak. Dealers</i> |
| 11. | <i>Earth Moving Techniques</i>             | <i>In House</i>     |
| 12. | <i>Compacting</i>                          | <i>IRC</i>          |
| 13. | <i>Use of Front End Loaders</i>            | <i>Pak. Dealers</i> |
| 14. | <i>Operating Backhoe Equip.</i>            | <i>" "</i>          |

- |     |  |                               |
|-----|--|-------------------------------|
| 15. | <i>Strength of Materials</i>   | <i>IRC</i>                    |
| 16. | <i>Quality Control Procedures</i>  | <i>AIT Bangkok</i>            |
| 17. | <i>Work Schedule and Measuring Output<br/>Daily, Weekly, Monthly Program Reports</i> | <i>In House</i>               |
| 18. | <i>M.S.C.E. Quality Control</i>  | <i>A.I.T Bangkok</i>          |
| 19. | <i>Safety Procedures on the Construction Site</i>                                    | <i>In House</i>               |
| 20. | <i>Internships:</i>  |                               |
|     | (a) <i>Two weeks, on road/bridge construction<br/>site in Pakistan.</i>              |                               |
|     | (b) <i>60-90 days in the U.S</i>   | <i>US Park Dist. Services</i> |
| 21. | <i>Perpetual Inventory Control System for<br/>Constructional Materials</i>           | <i>In House</i>               |
| 22. | <i>Allocation of Construction Resources</i>  | <i>In House</i>               |
| 23. | <i>Locating and Construction of Drainage<br/>Structure and Retaining Walls</i>       | <i>In House</i>               |

**D. COST ESTIMATES**

*The project financial plan for fiscal year 1991 had budgeted a total of \$178,000 for providing training opportunities to the participants. No exact figures were available in the records to show how much of this money was actually spent during 1990-91. It is assumed that a fair amount of this money was spent on in-house vocational and technical training provided through ATTC.*

*The projected financial plan for fiscal year 1992 called for a total amount of \$259,000 out of which \$122,000 was to be spent on in-house training and the rest for training in the US.*

*Given the nature of the proposed training program and the greater reliance on the local, regional and some US training opportunities and need for continuous monitoring, assessment and evaluation of training activities, it was recommended that the overall training budget in fiscal 1991-92 be slightly increased to a total of \$289,000. The in-house training shall be restricted to specific short-term activities conducted by the CCSC full-time expatriate staff.*

<b>A. TENTATIVE BUDGET, SEPTEMBER 1991-DECEMBER 1992:</b>		
I.	Local Training Consultant/Coordinator	
	90 days @\$145/day	\$13,050.00
	Travel/Lodging/Per diem	6,900.00
II.	Materials for Management Training Courses	16,200.00
	Fees for Training Venues	5,000.00
	Vocational/Tech. Training	20,000.00
III.	Other Consultants/Local hire	19,185.00
IV.	8 Local Interns	
	96 days @ 85/day	8,160.00
V.	4 Participants for 90 days Internship in the USA	68,000.00
VI.	1 Participant for 90 days at A.I.T, Bangkok	9,000.00
VII.	Local Hire Expat. Instructor for English	15,000.00
VIII.	Evaluation/Monitoring by Expat. Training Consultant.	26,500.00
	Honorarium/Per Diem/Travel	
IX.	VITA/IRC/UNO	61,000.00
X.	Miscellaneous	21,005.00
		<hr/>
	TOTAL:	\$289,000.00

## CONTINUING PLANNED TRAINING 1992 - 93

### A. Purpose and Scope

Construction Control Services Corporation, an 8 (a) firm, headquartered in Durham N.C has been the technical assistance contractor operating under contract # 306-0205-C-00-9372-00 to provide technical assistance and advisory support to ACLU. The CCSC Peshawar team consists of four longer term expatriate advisors, one locally hired expatriate and twenty two local administrative support staff. This team is assisted by short term consultants as needed to perform specific tasks. The CCSC staff of advisors set up the initial ACLU organization at the headquarters and the two departments of transport and logistics and construction and engineering. During the initial phase of the contract CCSC not only advised but actually set up the organizational structure, hired suitably qualified Afghans for various positions and carried out the mission of ACLU. By summer 1991 it was evident that if ACLU was to survive on its own then the relationship between ACLU and CCSC had to change significantly. More and more responsibility for project planning and implementation had to be delegated to ACLU staff and CCSC staff had to gradually work themselves out of a job.

Such a transition demanded a far greater attention to training the ACLU personnel for their emerging role as managers, planners, engineers and implementors of their projects and plans. The main thrust of the training plan was to create a work environment and organizational culture conducive to effective and efficient implementation of ACLU mission. Recognizing the importance of such training to ensure the continued evolution and long term viability of ACLU a comprehensive training program was developed in August 1991. The plan covered the fiscal year of 1991-92 . It envisaged technical and vocational training to be provided by various O/AID/REP financed agencies in Peshawar like VITA, IRC and UNO , according to their regularly scheduled courses, workshops and seminars. For the specialized managerial training needs local, in-country and regional providing agencies were identified. The plan also called for sending 3-4 outstanding senior Afghan engineers to get on-site, hands-on training in the United States with a carefully selected U.S county road building department specializing in gravel surface mountain roads for a period of 60-90 days. Short term Pakistani, Afghan and, in some instances, expatriate consultants were to be used to provide specialized training to ACLU engineers, technicians and other staff.

Mr. Haider Zaidi of Institutional Development Associates (IDA) (Pvt) Ltd of Lahore, who earlier participated in developing the reorganization plan of ACLU, was retained to coordinate the implementation of the training plan 1991-92.

The full-time resident staff of CCSC was expected to play its part in providing in-house technical and vocational training to all categories of ACLU staff. The senior civil engineer was expected to nurture specific technical competencies of the engineers in the Engineering and Construction departments. The operations and maintenance advisor was to continue training of the auto-mechanics and operators of heavy construction equipment. These in-house training activities were designed to improve the working efficiency of ACLU staff at a very low cost.

Two consultants Mr. Martin Everitt, and Mr. Peter Hager were brought in for short term assignments to train Afghan staff in the area of their respective expertise. Martin Everitt a geo-technical engineer, trained ACLU engineers, in geo-technical/material testing and quality control and Peter Hager worked with the ARCS section of the engineering department. He helped the ACLU engineers and staff in setting up the procedures to survey and document the condition of all 20000 Km of roads in Afghanistan. A manual of procedures was developed and detailed instructions were given to the personnel of ARCS section on how to carry out the inventory and survey of road conditions using both the manual and advanced technical instruments. A system of numbering roads was developed for the use of ARCS personnel, road/bridge condition survey forms were developed and to accurately position and map roads and bridges GPS(Global Positioning System ) Units are utilized by each team of surveyors.

## **B. Training Activities Undertaken in 1991-92**

### **1. Participant Training for ACLU engineers in the USA.**

The program was implemented with the assistance of U.S Forest Service. Three ACLU engineers visited the Forest Services road construction sites in Virginia and Oregon, USA.

It was recommended that the three participants be effectively utilized as trainers of their professional staff and share with others, in their respective departments the specialized skills learnt during their training.

### **2. On-site Internship in Pakistan .**

The four engineers involved in this program were provided on the job training by two private construction companies in Pakistan. A summative evaluation of the three month internship was sent by the supervisor to the GM, ACLU and the interns submitted a short narrative account of skills learnt that could be applied to their professional work.

### **3. Advanced mechanics course:**

The five mechanics enrolled in this course were considered for promotion on a selective basis according to their performance in the course.

### **4. Managerial Skills Development Workshop:**

Managerial Skills Development Workshop covered the topics of effective managerial leadership, time management, project planning, project management and interpersonal/interdepartmental communications. The workshop focused on the ACLU related problems and issues and emphasized pro-active management techniques and work ethic. It covered the upper management of ACLU and succeeded in identifying a pool of talent which, with subsequent training, can provide leaders to carry out the evolving mission of ACLU.

5. **Supervisory Skills Development Workshop:**

The workshop covered with middle level managers the topic of managing human and material resources, report writing, communication skills and supervision of staff. This was an initial attempt at nurturing accountability and a performance evaluation of tasks in a systematic, cost effective manner.

6. **Project-management Skills Workshop:**

Project-management Skills Workshop was designed to enhance the project management skills of engineers and project managers of ACLU/CCSC. Various theories of project management and practical techniques pertaining to effective implementation of the project cycle were discussed and the participants performed specific exercises dealing with ACLU projects underway.

The managerial skill development workshops have prepared the ACLU manager to go on to more specific training in CPM, M.B.O. feasibility studies, costing of projects, work scheduling, negotiation skills both-with-funding agencies as well as with-subcontractors. These will be part of the training plan for 1992-93.

7. **Gabion Fabrication Workshop:**

A week long workshop, done in-house by the expat civil engineer provided a prototype of other similar job-specific training exercises. The workshop also resulted in a well-documented manual covering gabion design, analysis and construction practices. It is like writing your own text book and making it available as a source of reference for other future site engineers. The 1992-93 plan includes similar workshop on Bailey bridge construction, culvert construction and stressed beam construction. It was suggested that ACLU should use some of its own engineers who have constructed bridges, culverts and foundations to conduct these workshops with the active help and assistance from CCSC expatriate staff. For example Eng. Sharif and Gul Mohammad have built four Bailey bridges of various sizes and spans. They can be the nucleus staff for teaching the workshop on Baily bridge building. The resident civil engineer can be their technical advisor and they can be assisted by an appropriately qualified and experienced person from the Pakistani army engineers.

8. **Accounting Management Skills Workshop:**

The workshop covered the existing financial procedures, gave relevant exercises to the ACLU staff on reconciliation of accounts, basic accounting procedures and emphasized the need for timely actions and proper reporting of the financial aspects of an organization.

9. **Training workshop in geo-technical and material engineering and quality control:**

The expat consultant covered general concepts of geo-technical and material engineering and broadened the knowledge base of ACLU engineers in soil mechanics, behavior of soil or rock materials, as processed or mixed with

others as it applies to building roads and their associated structures. He also covered quality assurance sampling and testing techniques with the use of the equipment in the quality control laboratory. He emphasized the need to train the site staff to be cognizant of more commonly used procedures for site investigation and reporting, mixing of pavement materials, concrete and foundation materials, quality assurance sampling and testing, coordinating requests for special equipment and drilling and pit sampling. This training ought to be the ongoing responsibility of the engineers in the quality control, construction, and planning and design departments of ACLU. A follow up series of one day workshops on these specific topics conducted by ACLU engineers was recommended.

10. **Technical Training for Construction Engineers:**

Four engineers completed their training course through IRC Peshawar on compacting, earth moving and soil mechanics, reinforced concrete structures and equipment utilization in road building activities. These are all potential candidates for use as trainers within their own units and departments. They ought to be involved in providing training and sharing skills that they learnt in the course with their fellow workers.

11. **Audio Visual Laboratory Technician Training:**

The film studio head of ACLU was trained at Allama Iqbal University, Institute of Educational Technology in planning and production of video and still pictorial documentation techniques.

He can be a good resource person with the technical ability, to help produce ACLU newsletter provided the text copy is provided to him. He is not trained to write the copy of the text.

12. **A series of heavy equipment operators training workshops have been provided for driver education and operating of trucks, tractors, dozers, and other pieces of heavy construction equipment. A total of 59 operators have enrolled in these course, out of which 41 have successfully completed their training. Other courses of this nature are being offered on a continuing basis to enhance the operational skills of the ACLU staff.**

The training of the mechanics has also been conducted through the UNO controlled, MTP program. This program is designed to offer basic and advanced courses in auto mechanics at the Hayatabad facility. The quality of course work and practical experience provided is spotty and needs to improve significantly if the mechanics are to adequately service and maintain the existing fleet of construction equipment and the additional DOD equipment being donated to ACLU. This is a critical need and ought to be met in an expeditious manner early on in the training plan for 1992-93.

13. *English Language Programs:*

A total of 93 ACLU staff have availed of the opportunity to develop or improve their English proficiency skills during the current plan. The program has been offered through the IRC English Language Program at Peshawar.

It is recommended that literacy and communication skills in English for Afghan technicians ought to be continued. Levels I-IV ought to be available on a shared cost basis rather than a free service and ought to be offered after the work hours so that the work of the organization is not adversely effected.

14. A refresher course for training deminers was provided for 11 ACLU deminers through Operation Salam. It is recommended that not only such courses be taught to more ACLU construction and survey units personnel but a general course in awareness of mine safety procedures be provided to engineers and staff working in the field in the future.

15. An expatriate consultant trained the ARCS engineers and documentation staff to perform an inventory and condition survey of all the 20000 km road in Afghanistan. Survey forms were developed and the staff was trained in how to complete those forms. Specific forms dealt with detailed survey of roads and their conditions, bridges and their condition, causeways and their condition and pavement conditions. A standard numbering system for roads was developed to allow easy recognition of class and type of roads. Techniques of photo-identification were also taught. This phase of the training has provided the initial data gathering tools to the ARCS staff. Documentation of the data using the Atlas mapper and plotter program is underway. With the digitizer coming on line the staff will have the capability to do more refined survey work. A follow up workshop is needed to develop advanced skills of reliable mapping and plotting of roads/bridges/causeways according to their condition and to estimate costs of repair of each road or its segment. Such detailed information can also establish more rational priorities for construction and repair of roads in the future.

C. *Summary evaluation of training activities in 1991-92:*

The CCSC/ACLU administration and staff and the training coordinator ought to be complimented for the extent and manner of implementing the 1991-92 training plan. In a really cost effective manner over 283 individuals participated in a variety of training programs described above including managers, engineers, office and support staff, drivers, and mechanics. If one of the purposes of the 1991-92 training program was to include all categories of employees in a program to improve their individual skills and through that enhance the productive effectiveness of the organization then 1991-92 could be considered a salutary success. The training program succeeded in:

1. *Creating individual awareness of improving their knowledge and professional skills,*

2. *Providing a competitive environment to seek opportunities for self improvement,*
3. *Identifying a pool of talent in all categories of employees who can be groomed for more responsible positions, and*
4. *Building team work in various units and departments of the organization.*

*In general the training activities undertaken during the plan period succeeded in motivating a significant portion of ACLU manpower to perceive training not as time off from work but as a tool for self improvement and upward mobility. It has set the stage for a more job specific, on-going program for human resource development through which individuals can aspire to reach higher and more challenging positions.*

**D. List of Specific Training needs by Department**

**ACLU HEAD QUARTER**

<u>TYPE OF TRAINING</u>	<u>PROVIDING AGENCY</u>
1. <i>Project feasibility &amp; costing</i>	<i>In house</i>
2. <i>Developing proj. proposal</i>	<i>CAD-CAM</i>
3. <i>Computerized inventory control</i>	<i>PIM/CAD-CAM</i>
4. <i>Office skills: manual filing</i>	<i>In house</i>
5. <i>Computerized E.D.P, Lotus 123, Dbase</i>	<i>CECOS</i>
6. <i>Report writing</i>	<i>IRC</i>
7. <i>Employee Evaluation/Supervision Skills</i>	<i>In house</i>
8. <i>Budgeting of projects</i>	<i>In house/FDW</i>
9. <i>Financial planning</i>	<i>In house/RL</i>
10. <i>M.B.O.</i>	<i>In house/HZ</i>
11. <i>Newsletter production</i>	<i>In house/HZ</i>
12. <i>Tech English</i>	<i>VITA</i>
13. <i>CPM</i>	<i>CAD-CAM</i>

**ENGINEERING DEPARTMENT**

1. <i>CPM</i>	<i>CAD-CAM</i>
2. <i>CAD _ Bridges/Roads</i>	<i>"</i>
3. <i>Proj. scheduling</i>	<i>In house/FDW</i>
4. <i>Proj. monitoring</i>	<i>In house/FDW</i>
5. <i>Prin of contracting</i>	<i>IRC</i>
6. <i>Origination/destination survey</i>	<i>Tr. Consult</i>
7. <i>Topical workshops on:</i>	

*Pre-stressed concrete systems  
Soil-mechanics & testing  
Calculating strengths of const. materials  
Decision-making problem solving  
Equipment needs estimation  
Documentation of work*

## CONSTRUCTION DEPARTMENT

- |     |  |                      |
|-----|--|----------------------|
| 1.  | Bailey bridge Wksp.                    | In house/Pak Army    |
| 2.  | GABION fabrication                     | FP/GULM/Sherif       |
| 3.  | Compacting                             | TR.Consult./In house |
| 4.  | Earth moving tech.                     | TR.Consul.           |
| 5.  | Concrete mixing                        | Pesh. Univ.          |
| 6.  | Quality control (materials)            | Pesh. Univ.          |
| 7.  | Stressed beams                         | In house             |
| 8.  | Pre-stressed structures                | IRC/In house         |
| 9.  | First Aid-safety on construction sites | ICRC                 |
| 10. | Concrete foundations culvert building  | In house             |
| 11. | Masonry                                | A.E.D./BTS           |
| 12. | Welding                                | A.E.D./BTS           |
| 13. | Work schedule and daily/weekly reports | In house             |

## OPERATIONS AND MAINTENANCE DEPARTMENT

- |     |   |                            |
|-----|---|----------------------------|
| 1.  | Computerized inventory control for the parts warehouse    | PIM/CAD-CAM                |
| 2.  | Familiarity with and integration of the new DOD equipment | In house/JK                |
| 3.  | Maintenance workshop procedures                           | In house/Habib/Jk          |
| 4.  | Use of special tools                                      | In house                   |
| 5.  | Heavy equipment maintenance Wksp. Massey Ferguson         | Pak dealers for John Deere |
| 6.  | ADV course in diesel mechanics                            | AED                        |
| 7.  | ADV course in auto repair                                 | AED                        |
| 8.  | ADV courses for operators                                 | In house                   |
| 9.  | Develop manuals for DOD equipment in Farsi/Dari           | In house                   |
| 10. | Basic/ADV auto electrical systems                         | AED                        |

## INTERNSHIPS

1. It was recommended that four young engineers from the construction department be assigned to two local construction firms for on-site training for a duration of three months each.
2. Two senior mechanics were recommended to be sent for one month long internship each in the workshops of heavy equipment dealers, in Pakistan. John Deer, Massy Ferguson and Caterpillar workshop in Lahore or Islamabad could be ideal sites for this internships.
3. It was recommended that U.S. internships be increased from three this year to four next year. A program like this is certainly beneficial to the front line engineers of ACLU. It is recommended that next year the interns be sent in two groups of two each. Each one will be placed in an organization specializing in the field of interest for the ACLU engineer, yet the organization

*shall be chosen from amongst those who primarily work on gravel roads in the mountainous terrain similar to that of Afghanistan.*

*The general objectives of the internship shall be:*

- 1. to acquaint the visiting engineers with the American practices of planning, designing, constructing and maintaining low grade, dirt or gravel roads,*
- 2. to provide detailed information on project management process and procedures,*
- 3. to acquaint them with developing and managing a functional planning-design-construction-maintenance organization.*

- In addition it was recommended that more job specific objectives be included in the internship program. For example a bridge building or surveying specialist ought to be provided with an opportunity to work with those specializing in those areas. A desirable breakdown of the 90 days internship could be 40% of the time spent on general objectives and 60% on the job specific experiences.*

*Since the current group of interns includes specialists in engineering and bridges, it was recommended that next year interns be selected from other areas of critical importance to the evolving mission of ACLU e.g planning, ARCS, construction and quality control.*

- It was recommended that to improve the effectiveness of all internship programs the following steps be taken:*
  - a. Pre-Internship orientation shall be conducted by CCSC/ACLU staff clearly stating the objectives of the program, anticipated outcomes and expectations from the interns and systems of evaluation and accountability to be used.*
  - b. A system of monthly documentation of the work experience, using the monthly performance report form should be instituted. This form should be initialed daily by the supervising engineer and sent to the ACLU headquarter every month.*
  - c. A summative evaluation on the prescribed performance evaluation form ought to be provided by the supervising engineer at the end of the training period.*
  - d. The intern should write a daily journal and submit a detailed final report to the GM, ACLU highlighting the specific skills learnt and how they can be used to improve the efficiency and effectiveness of ACLU.*
- It was recommended that services of three expatriate training consultants be acquired during 1992-93 to conduct incountry training of ACLU personnel. There was critical need in two areas of expertise. They included a. Road*

condition survey and b. Auto repair and maintenance. The work started by Peter Hager in setting up the initial structure and organization of ARCS needed to be followed up and instruments for origination and destination survey of roads needed to be developed.

- Since a greater burden of training in the coming year will fall on the inhouse staff it was recommended that the CCSC expat resident staff nurture ACLU counterparts in becoming not only more efficient personally but also trainers of their fellow workers using the apprenticeship model. This might be the more enduring contribution that CCSC can make to the Afghan reconstruction effort compared to the roads and bridges already built or in the workplan for next year. CCSC and ACLU started as a humanitaian effort to transport essential commodities and Afghan refugees to their homeland. Through the training program CCSC would have continued its humanitarian effort by improving the human resources of Afghanistan. Building the dirt and gravel roads in eastern Afghanistan along with refining the talents of Afghans building their homeland had become the twin and intertwined objectives of ACLU and CCSC.

#### Assessment and Evaluation

- An annual comprehensive evaluation of the training program should be done by the expatriate training consultant and the local consultant in July-August 1993.

#### Cost Estimates

- The project had budgeted \$289000 for implementing the 1991-92 training plan. The preliminary figures provided indicate that total expenditure on training in this budget year has been \$135,000.00.

The following budget was proposed for the 1992-93 year. This is a reasonable and realistic budget estimate given the extent of training activities recommended.

PROPOSED BUDGET

1.	3 Expat. Tech Training Consultants: Honor. 105 days (a) \$ 250.00 Per Diem 105 days (a) \$ 75.00 Travel USA-Peshawar	\$26250.00 7875.00 18000.00 Sub.Total \$52125.00
2.	1 Expat Training Consultant: Honor. 40 days (a) 250.00 Per Diem 40 days (a) 75.00 Travel USA-Peshawar	\$10000.00 3000.00 6000.00 Sub.Total \$19000.00
3.	Material for inhouse Training Fees for Providing Agencies Voc/Tech. Training	\$15000.00 8000.00 15000.00 Sub.Total \$38000.00
4.	Participant Training In USA 4 Participant (a) \$ 13000.00 90 -days each	  Sub.Total \$52000.00
5.	Internship In Pakistan 4 Participants 90 days each 2 Participant 30 days each	3000.00 500.00 Sub.Total \$3500.00
6.	Local Hire Consultants	Sub.Total \$6000.00
7.	Local Training Coordinator Honor. 90 days (a) Rs.3000.00 Per Diem Travel	10800.00 6750.00 550.00 Sub.Total \$18100.00
	TOTAL:	----- \$188725.00 -----

**Phase 3**  
**TRAINING DURING TRANSITION**  
**1993 - 94**

*During the Summer 1993 CCSC was asked by USAID to design and implement a phase out plan which called for converting ACLU into a duly registered NGO with a Board of Directors, a smaller number of core ACLU staff trained to sustain ACLU as a mid-sized engineering construction firm.*

*A time-table was agreed upon which provided financial support by USAID through March 1994 to facilitate transition to becoming a self-sustaining NGO registered in both Afghanistan Pakistan. May 10, 1993 plan for conversion of ACLU to an NGO has outlined the procedural details through which the conversion was to take place.*

*Meanwhile John Gibbons of Louis Berger International Inc. and Nathan Associates, Inc. was commissioned by USAID to do an assessment of ACLU and recommend future juridical, staffing and organizational structure of ACLU in the light of its market potential as a construction and engineering firm. A report was submitted in December 1993. Gibbons concluded that a financially self-sustaining ACLU needs to change its:*

- \* Financial Management;*
- \* Juridical Structure;*
- \* Staffing and organizational structure;*
- \* Marketing Strategy;*
- \* Productivity, Cost and Scheduling Contracts;*
- \* Training Strategies;*
- \* Technical Assistance; and*
- \* Equipment configuration;*

*While its recommendations were well-thought out the events have overtaken them.*

*Interviews with GM ACLU and Senior engineers and staff have indicated a very high level of anxiety and uncertainty about the future. They are confident that ACLU can be sustained and kept as a disciplined organization but only with proper level of support and supervision of USAID. This support is necessary in the initial years of the transition to facilitate getting contract work paid for by other donor agencies and international organizations as well as to keep the organizational discipline of ACLU.*

*There were concerns expressed that ACLU, without the adequate supervision and support may fall victim to indiscipline and succumb to political, personal, family and other interests not necessarily consistent with its operational objectives. There is a real danger that its assets and resources may become victim of the existing political turmoil in Afghanistan.*

*Berger and Nathan Associates, recommendations on training needs during the period of transition assume a smooth and gradual transition. ACLU Staff, however, are concerned about a too quick push towards independence which may prove to be harmful.*

To assure a relatively smooth transition the Chief of Party CCSC and Mr. Haider Zaidi of IDA were asked to develop a training plan for ACLU for June 1993 - March 1994. The plan covered the following four broad areas:

I. Management Training

- A. Board of Directors Orientation
- B. Board Procedures
- C. ACLU Organization
- D. Inventory Management
- E. ACLU Procedures and Records

II. Financial Training

- A. Financial Management of ACLU
- B. Budgeting and costing
- C. Procurement Procedures
- D. Reporting of financial data

III. Marketing Training

- A. ACLU Promotional Literature
- B. Marketing Plan
- C. Marketing to Attract New Clients
- D. Marketing ACLU for joint ventures

IV. Technical Training

- A. Planning and Tracking of Projects
- B. Records and Job Reporting
- C. Geotechnical Applications for Civil Engineering works
- D. Pre-Stressed concrete Designs and Construction Techniques
- E. Contract Documents
- F. Practical Training in Operation and Maintenance of Equipment
- G. Design and construction of irrigation works
- H. Asphalt covered Roads Design and Construction

The training plan for June 1993 - March 1994 is a well-thought out document. Some of its elements have already been implemented under the supervision of Mr. Zaidi and Dr. Sinclair. Board of Directors orientation workshop was held on December 15, 1993. A promotional brochure on ACLU has been developed and a memorandum and articles of association of ACLU as an NGO have been submitted to the various governmental agencies for registration. CCSC staff including the COP has been deliberately providing training to ACLU management and staff for smooth transition. CCSC and ACLU finance departments are cooperating in developing standard accounting procedures that ACLU staff can effectively use in the future.

### Recommendations:

*In the present climate of uncertainty and anxiety when survival is the key issue, even the best thought out training plans are unworkable. It is recommended that to ensure smooth transition of ACLU to a stable NGO status:*

1. *An expatriate Senior Engineer be appointed as a liaison officer for at least the next fifteen months, April 1994 - June 1995. This individual should be given clear terms of appointment including being an ex-office's member of the Board of Directors with veto powers. The primary functions of the Liaison Officer ought to be to facilitate marketing of ACLU with possible international donor agencies, assist the General Manager ACLU in maintaining institutional viability and discipline of ACLU, explore developing joint-venture relationships with civil engineering firms in the United States and to provide visibility and credibility to the newly constituted ACLU.*
2. *GM, ACLU be provided with assistance to negotiate contracts and collaborative relations with the Nordic agencies like DACAAR, SCA and NAC and United Nations agencies like UNDP and UNCHCR. The later have specific projects ready to be given out for bids that ACLU can compete for. The expatriate Liaison officer can provide the technical know how to assist ACLU staff prepare bids for these projects as well as provide credibility to ACLU during the initial period as an NGO.*
3. *Training of the Board of Directors ought to be continued so that the directors could effectively perform their fiduciary responsibilities. This demands continued help from Mr. Haider Zaidi of IDA who conducted the initial orientation and training of the Board.*
4. *The business and finance department of ACLU needs particular attention. The new finance Manager and his staff needs training in budgeting, procurement procedures, generating regular, periodic financial reports for the Board and the upper management. A new finance manager has been hired but the transition to the days of financial self-reliance demands a retooling of the staff serving with him. It is absolutely essential that reliable and accurate data be available to the General Manager and the Board of Directors for sound fiscal decisions including costs, productivity and schedule contracts.*
5. *The marketing group needs to become more proactive in soliciting new business for ACLU. ACLU has an experienced staff in its Engineering, Construction and Operation and Maintenance departments. They have an excellent fleet of equipment for a mid-sized road building company. ACLU has also developed good will and name recognition in Afghanistan and Pakistan as an organization specializing in building quality roads and bridges. The marketing group needs to be trained to seek new business opportunities and to use the reputation of ACLU as a company committed to delivering an excellent product in an efficient manner. Exploitation of ACLU's market potential should be a top priority for the marketing and sales staff.*

6. Mr. Haider Zaidi of IDA, Lahore should be appointed as local training consultant to the reconstituted ACLU at least for the initial year of transition. His services are needed because he has developed excellent rapport with ACLU management during the last four years. His familiarity with ACLU and its evolution into an NOG will be a definite asset. Moreover the process of registration as an NOG in Pakistan, with its cumbersome detail will need his help.

Conclusion:

ACLU, in February 1994, is standing at a critical juncture. If peace comes to Afghanistan ACLU has a very bright future. It is perhaps the only trained, disciplined and viable construction and engineering group that can successfully undertake the task of reconstruction of the war-ravaged infra-structure in Afghanistan.

Lacking peace in Afghanistan, ACLU can survive as an NGO in Pakistan. The data provided to the Board of Directors indicate that ACLU has been successful in getting contracts till November 1993 worth one million dollars plus. The volume of business plus equipment rental and other income can keep ACLU viable in the short run. This option demands continuing support and supervision by USAID for at least the next fifteen months as recommended earlier. With this small investment ACLU survival can be facilitated.

There is a real possibility that ACLU, totally left to itself from March 1994 onwards, may fall victim to the organizational disarray prevailing in Afghanistan and gradually fall apart. The pool of talent that was developed through concerted training efforts briefly described in this report will be lost first. The equipment already granted may be the next to go. Lacking strong central leadership of ACLU and the Afghan propensity to take what is needed may create a free for all.

In summary it has been a remarkable experience to undertake the humanitarian human resource development effort symbolized in ACLU. Almost nine hundred Afghan refugees with various levels of skills and training were forged into a productive, disciplined work force which "delivered the goods". The final test for ACLU will be to demonstrate its viability over the next few years as an independent construction and engineering company or NGO.