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## QUARTERLY REPORT

1st Quarter 2009 – January to March 2009

## KABUL SCHOOLS PROGRAM

COOPERATIVE AGREEMENT NO. 306-A-00-07-00517-04



**Agreement Information**

The Cooperative Agreement, entitled Kabul Schools Program (USAID PIO CA No. 306-A-00-07-00517-04), is funded and managed by the USAID Afghanistan Office of Social Sector Development (OSSD) / Office of Infrastructure, Engineering and Energy (OIEE). Technical services for Kabul Schools Program are provided by the United Nations Office of Project Services (UNOPS).

**Reporting Period**

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## **INTRODUCTION**

The United Nations Office for Project Services (UNOPS) Afghanistan Operations Centre (AGOC) under the USAID/Afghanistan-funded Kabul Schools Program (KSP) is responsible for supporting the Ministry of Education by providing professional engineering services, accountable project management, and quality construction of schools and multiple classroom blocks throughout Kabul. The current period of performance of the Program is from June 7, 2007 to June 30, 2010.

The purpose of this report is to describe the status, progress and performance, and will identify and quantify constraints to achievement of activities/results framework of the KSP in the 1st Quarter of Year 3 (January to March 2009). It describes: (1) activities undertaken during the reporting period, including design, procurement and construction; (2) progress on other program components; (3) programmatic issues and constraints; (4) program cost and schedule trends; (5) staff levels of the program; (6) activities planned for the next quarter; and (7) project photographs.

# **1. ACTIVITIES UNDERTAKEN DURING THE REPORTING PERIOD**

A significant milestone was achieved during the reporting period with mobilization of the contractor for construction of the main building at Sardar Kabuli Girls High School. UNOPS also completed work on the accessway improvements at Sardar Kabuli Girls High School and the new potable water wells at the Kabul Classrooms sites. Activities at Ghazi Boys High School were slowed by poor weather conditions and problems with the construction contractor.

The Cooperative Agreement has been amended through Modification 04 to reflect the revised program description, including construction of the Ghazi Boys High School Administrative Wing and elimination of construction of the Kabul Classrooms school buildings. The Agreement period of performance was also extended to 30 June 2010 and the program budget was fully obligated.

## **1.1 Ghazi Boys High School**

UNOPS worked with the contractor to devise a methodology for cold-weather concrete works to allow for progress during the winter period. The contractor utilized a combination of tenting and forced air heating to provide acceptable temperatures for concrete curing. UNOPS emplaced digital thermometers and other monitoring instruments within the work area to ensure that the required temperatures were maintained throughout the curing process. The cold-weather system successfully maintained adequate temperatures during concrete placement despite sub-freezing conditions outside. Unfortunately, due to delays in assembly of the tenting and lack of adequate resources applied on-site by the contractor, only minimal progress was made during the reporting period despite these efforts. The contractor dismantled the tents by early March with the onset of warmer weather conditions.

UNOPS issued a series of warnings to the contractor to improve the rate of construction progress. These warnings culminated in a Cure Notice and Request for Corrective Action issued to the contractor on 24 February. The contractor responded to UNOPS on 08 March; however, UNOPS determined that the contractor's Corrective Action Plan was not feasible and would not achieve completion of the construction within the required schedule. As a result, UNOPS issued a Notice of Expulsion to the contractor on 06 April in anticipation of termination of the contract. Per the terms of the Notice, the contractor will complete structural concrete construction up to the ground floor slab level by no later than 30 April and then demobilize from the site.

UNOPS plans to have a new contract in place for completion of Ghazi by the end of May 2009. This will provide the contractor with just under 10 months to complete the works under the current Agreement period of performance. UNOPS believes that this schedule is aggressive but possible; although it may result in additional costs due to schedule

compression. UNOPS believes that a new contractor is more likely to complete the construction within a reasonable time frame, as the current contractor has not demonstrated any ability to maintain an adequate rate of progress.

It is unknown how the market will respond to a new tender for completion of the works at Ghazi Boys High School. Factors influencing costs include: 1) inflation since the original contract was issued in March 2008; 2) limited qualified contractor pool; and 3) current commitments for 2009 construction (GoA, USACE, ISAF, etc). In addition, there may be a “risk penalty” applied to a contract for these works due to contractor’s concerns with completion of a partially constructed building.

UNOPS plans to issue a new tender for the entirety of the works, inclusive of the linkway and the administration block. These additional works could increase the value of the project by almost 100%, making the work attractive to more contractors and reducing the unit rates. However, no contingency funds were included in Modification No. 4, in order to bring total costs under \$23.4 million original program budget. Additional costs will need to be offset by additional funding or descoping of portions of remaining works under KSP program.

## **1.2 Sardar Kabuli Girls High School**

The contract for construction of the main building at Sardar Kabuli Girls High School was awarded on 22 January 2009 to FCEC/UIP a joint-venture of a local Afghan-owned construction firm (FCEC) and a US-based engineering firm (UIP). Award of the contract followed a competitive tendering process. Representatives of USAID and the Ministry of Education participated throughout the tendering process, including serving as observers during the bid opening and the bid evaluation.

The contractor began mobilization to the site on 25 January 2009, including establishment of site construction offices, workshops, kitchen/dining hall, and a clinic. The contractor has constructed a concrete batching plant onsite capable of producing 30 cubic meters of concrete per hours. At the end of the reporting period, the contractor had begun excavation for the building foundation.

UNOPS has contracted ARUP Engineering, a UK-based international engineering firm, to complete the required third-party certification of the structural engineering designs. ARUP was selected based on a competitive procurement process and is a world-leading engineering firm. It is anticipated that the certification will be complete by early May 2009. Based on this certification, UNOPS expects USAID to approve the 100% designs for construction.

UNOPS completed work on the pedestrian accessway and roadway improvements in January 2009. These improvements will mitigate pedestrian and traffic conflicts during construction and improve the appearance of the school.

### **1.3 *Kabul Classrooms***

Construction of the new and repaired potable water systems at the Kabul Classrooms project sites was substantially completed in January 2009. Some minor punchlist items were remaining, with most of these items regarding design documentation. USAID requested some minor additional work which was underway at the end of the reporting period. Laboratory testing indicated that all well water met World Health Organization standards for potable water. In addition, water drawdown testing proved that the wells could adequately supply water to meet the calculated demand. These potable water systems will provide reliable and safe drinking water for over thousands of students, resulting in improved health and better learning opportunities.

UNOPS has completed the structural design of the Classroom buildings and will submit final design documentation packages to USAID and the Ministry of Education in the next reporting period.

## **2. PROGRESS ON OTHER PROGRAM COMPONENTS**

### **2.1 *Environmental Assessment***

The Amended Initial Environmental Examination (IEE) was approved by USAID on 16 March 2009 in accordance with 22 CFR 216.3(a)(4)(iv). The IEE recommended a Negative Determination with Conditions per 22 CFR 216.3(a)(2)(iii), as the proposed action would not have a significant effect on the environment. The IEE identified design and mitigation criteria to minimize any environmental impacts.

## **3. PROGRAMMATIC ISSUES AND CONSTRAINTS**

### **3.1 *Resolution of Issues and Constraints from Previous Reporting Period***

#### **3.1.1 *Rectification of Safety and Quality Issues***

On 10 November 2008, USAID issued a rectification order to UNOPS regarding safety and quality issues based on poor performance by the construction contractor. At UNOPS direction, the contractor rectified the scaffolding at the site in compliance with the Health and Safety Plan and resolved the quality issues identified by USAID. The contractor resumed work in mid-January 2009; however, the contractor's quality control has continued to be a problem. UNOPS committed additional engineers and safety personnel to ensure that the contractor complies with design specifications and good safety practices.

#### **3.1.2 *Delays due to Winter Season***

As reported above, UNOPS worked with the contractor at Ghazi Boys High School to devise a methodology for cold-weather concrete works to allow for progress during the winter period. The cold-weather system successfully maintained adequate temperatures

during concrete placement despite sub-freezing conditions outside. Unfortunately, due to delays in assembly of the tenting and lack of adequate resources applied on-site by the contractor, only minimal progress was made during the reporting period despite these efforts. The contractor dismantled the tents by early March with the onset of warmer weather conditions.

### **3.2 Issues and Constraints for Current Reporting Period**

#### **3.2.1 Ghazi Boys High School Rate of Progress**

On 08 February 2009, the UNOPS Engineer informed the contractor that the rate of progress on the construction was too slow to ensure the completion of works within the contract period of performance. UNOPS requested that the contractor takes such steps as necessary to expedite progress, including remedial actions and a detailed plan of work. The contractor failed to respond to UNOPS' satisfaction and, as a result, a Cure Notice was issued requesting a corrective action plan. The Cure Notice noted that failure to adequately respond would result in suspension or termination of the Contract. The Contractor provided a corrective action plan and a revised program of work on 08 March 2009. The Contractor's response was unsatisfactory and UNOPS issued a Notice of Expulsion to the Contractor on 06 April 2009 (outside the reporting period).

#### **3.2.2 Lack of Support from Ministry of Education**

In January 2009, the Head of Construction for the Ministry of Education resigned his position. At the end of the reporting period, no successor had been appointed by the Ministry. As a result, coordination with the Ministry has been significantly impacted. Current outstanding items requiring input from the Ministry include the following:

- Stone-laying ceremony for Sardar Kabuli Girls High School
- Coordination with the Ministry of Water and Power for electrical supply to Ghazi Boys High School and Sardar Kabuli Girls High School
- Provision of specification and lists of needs for furniture and equipment at both schools.

UNOPS appreciates the assistance of the monitoring engineers assigned by the Ministry for this program but is concerned that lack of high level representation will impact on coordination.

## 4. PROGRAM COST AND SCHEDULE TRENDS

The trend report seeks to capture and record significant cost and schedule impacts as they occur to allow all stakeholders to understand effects on project schedule and budget controls. As these trends are reported as soon as they are recognized, it is not always possible to capture exact costs or delays and these are indicated as to be determined until their impact can be clarified.

All cost and schedule trends identified prior to November 2008 were addressed by Agreement Modification No. 4. The table provided in Appendix A outlines the cost and schedule trends identified since the submittal of UNOPS proposal for modification.

A summary of the program budget and expenditures to date are provided in Appendix B.

The updated program schedule is provided in Appendix C.

## 5. STAFFING

Position	Int	Ntl	Position	Int	Ntl
Program Manager	1	-	Finance	1	1
Construction Project Manager	2	1	Engineers	4	9
Architect	1	2	Draftsmen	-	2
Security	-	-	Office Support	-	3
Procurement/Contracting	1	1	IT	1	1
Logistics / Administration	-	1	Drivers	-	12
<b>TOTALS</b>	<b>5</b>	<b>5</b>		<b>6</b>	<b>28</b>

Mr. Sebastian May returned to Kabul in early March 2009 and assumed his previous role as Design Office Manager and Architect. During Mr. May's absence, Mr. Joe Edwards provided excellent leadership for the Design Office. Mr. Edwards has returned full-time to his permanent role as Health and Safety Officer. As of 15 March 2009, Mr. Gurani Koc has been assigned as Acting Construction Project Manager for Ghazi Boys High School.

## 6. ACCOMPLISHMENTS PLANNED FOR NEXT QUARTER

The following major accomplishments are forecast for the 2nd Quarter of 2009 (April to June 2009):

### Construction

- Terminate current contract for construction of Ghazi Boys High School Blocks A & B due to non-performance.
- Award contract for completion of Ghazi Boys High School Classroom Blocks A & B and construction of Linkway and Administrative Block.

- Complete significant portion of structural concrete for Sardar Kabuli Girls High School main building construction.

### **Design**

- Obtain USAID approval of the 100% design documentation for Ghazi Boys High School Linkway and Administrative Block.
- Receive USAID approval of 100% design documentation for Sardar Kabuli Girls High School.
- Submit 100% design documentation for Classroom project sites.
- Develop preliminary specifications, in coordination with program stakeholders, for equipment and furniture to be provided for Ghazi Boys High School and Sardar Kabuli Girls High School.

## **7. PROJECT PHOTOGRAPHS**

### **7.1 Ghazi High School**



**Figure 1:** Tenting erected over Classroom Blocks for cold-weather concrete placement. Blue tarps protect formwork and steel reinforcement from wet weather.



**Figure 2:** Forced air heaters inside tented Classroom Block structure. Temperatures were maintained well above 5 degrees Celsius, as required for concrete placement.

## **7.2 Sardar Kabuli Girls High School**



**Figure 3:** Starting excavation of foundation for main building.



**Figure 4:** Construction of concrete batching plant feeder ramp.

### **7.3 *Kabul Classrooms***



**Figure 5:** Construction of reinforced concrete water tanks during cold winter weather challenged local contractors.



**Figure 6:** New water reservoir stores clean safe drinking water from a new deep well constructed at Bibi Sara Girls High School.



**Figure 7:** Laboratory testing proved that water from the new wells meets World Health Organization standards for safe drinking water.

# **APPENDIX A. PROGRAM COST AND SCHEDULE TRENDS**

**Kabul Schools Program  
Cost Schedule Trends Report  
30 April 08**

Trend No.	Trend Date	Trend Updated	Sub-Project	Description	Details	Estimated Cost Impact	Estimated Schedule Impact
1	30-Jan-09		Ghazi/Sardar	Electrical Connection	The MOE has indicated that they do not have sufficient funding available to pay for any required upgrades to the municipal electrical distribution system that may be required for the connection to Ghazi Boys High School and Sardar Kabuli Girls High School. The MOE will coordinate with the Ministry of Water and Power to determine what upgrades will be required and will report the estimated cost to USAID and UNOPS.	TBD	TBD
2	30-Jan-09		Ghazi	Construction Delays	Construction of Classroom Blocks A&B has been delayed by approximately 2.5 months during the quarter due to poor contractor performance, unnecessary quality assurance testing, and resolution of minor design issues. UNOPS is working with the contractor to plan for winter construction operations to recover lost schedule.	Nil	75 days
3	30-Mar-09		Sardar	Design Delays	USAID approval of 100% designs is required prior to construction. Approval is pending 3rd-party certification of structural engineering designs. Construction activities are continuing but may be impacted by delays in design approval.	TBD	TBD
4	15-Apr-09		Ghazi	Termination of Contractor	It is unknown how the market will respond to a new tender for completion of the works at Ghazi Boys High School. Factors influencing costs include: 1) inflation since the original contract was issued in March 2008; 2) limited contractor pool; and 3) current commitments for 2009 construction (GoA, USACE, ISAF, etc). In addition, there may be a "risk penalty" applied to a contract for these works due to contractor's concerns with completion of a partially constructed building. Schedule delays will also result from the required termination of the contractor, due to the need to retender the construction contract and mobilize a new contractor. Cost and schedule impacts will only be known at the completion of the tender process.	TBD	TBD
<b>Subtotal</b>						<b>\$0.00</b>	
Additional Indirect Costs						\$0.00	
<b>TOTAL: ADDITIONAL PROGRAM COST</b>						<b>\$0.00</b>	

## APPENDIX B. PROGRAM BUDGET AND EXPENDITURE

Period Covered: January 1, 2009 - March 31, 2009

Particulars	Approved Budget (A)	Prior Period Cumulative Disbursements (B)	Current Period Disbursements (C)	Cumulative Disbursements to date D = (B + C)	Budget Balance E = (A - D)
<b>Program Costs:</b>					
Ghazi Schools	\$ 10,462,857	\$ 1,870,793	\$ 268,308	\$ 2,139,101	\$ 8,323,756
Sardar Kabuli Schools	\$ 8,135,847	\$ 1,320,930	\$ 239,989	\$ 1,560,919	\$ 6,574,927
Small Classrooms	\$ 1,886,457	\$ 1,783,773	\$ (157,595)	\$ 1,626,177	\$ 260,280
<b>Subtotal Program Costs</b>	<b>\$ 20,485,161</b>	<b>\$ 4,975,496</b>	<b>\$ 350,702</b>	<b>\$ 5,326,198</b>	<b>\$ 15,158,963</b>
<b>UNOPS Administrative Costs:</b>					
HQ & Regional Operational Admin. Cost	\$ 1,392,833	\$ 338,175	\$ 23,848	\$ 362,023	\$ 1,030,810
Afghanistan - Local Operational Admin. Cost	\$ 1,515,730	\$ 368,014	\$ 25,952	\$ 393,966	\$ 1,121,763
<b>Subtotal Administrative Cost</b>	<b>\$ 2,908,562</b>	<b>\$ 706,190</b>	<b>\$ 49,800</b>	<b>\$ 755,990</b>	<b>\$ 2,152,573</b>
<b>Total</b>	<b>\$ 23,393,723</b>	<b>\$ 5,681,686</b>	<b>\$ 400,501</b>	<b>\$ 6,082,187</b>	<b>\$ 17,311,536</b>

## **APPENDIX C. PROGRAM SCHEDULE**

**KSP GHAZI HIGH SCHOOL**  
Mon 4/20/09

ID	Task Name	Start	Duration	Finish	Actual Start	Actual Finish	% Complete
0	<b>KSP GHAZI HIGH SCHOOL</b>	<b>Thu 6/21/07</b>	<b>1106 days</b>	<b>Tue 12/28/10</b>	<b>Thu 6/21/07</b>	<b>NA</b>	<b>24%</b>
1	<b>1 Mobilization</b>	<b>Thu 6/21/07</b>	<b>65 days</b>	<b>Tue 9/4/07</b>	<b>Thu 6/21/07</b>	<b>Tue 9/4/07</b>	<b>100%</b>
12	<b>2 Demolition and Site Clearance</b>	<b>Thu 6/21/07</b>	<b>59 days</b>	<b>Tue 8/28/07</b>	<b>Thu 6/21/07</b>	<b>Tue 8/28/07</b>	<b>100%</b>
18	<b>3 Guard House Buildings - Design</b>	<b>Thu 6/21/07</b>	<b>54 days</b>	<b>Wed 8/22/07</b>	<b>Thu 6/21/07</b>	<b>Wed 8/22/07</b>	<b>100%</b>
21	<b>4 Guard House Buildings - Construction</b>	<b>Thu 8/23/07</b>	<b>68 days</b>	<b>Sat 11/10/07</b>	<b>Thu 8/23/07</b>	<b>Sat 11/10/07</b>	<b>100%</b>
41	<b>5 Guard House - Handover</b>	<b>Sun 6/1/08</b>	<b>157 days</b>	<b>Sun 11/30/08</b>	<b>Sun 6/1/08</b>	<b>NA</b>	<b>20%</b>
44	<b>6 Latrine Block - Design</b>	<b>Thu 6/21/07</b>	<b>54 days</b>	<b>Wed 8/22/07</b>	<b>Thu 6/21/07</b>	<b>Wed 8/22/07</b>	<b>100%</b>
47	<b>7 Latrine Block - Construction</b>	<b>Thu 8/23/07</b>	<b>98 days</b>	<b>Sat 12/15/07</b>	<b>Thu 8/23/07</b>	<b>Sat 12/15/07</b>	<b>100%</b>
65	<b>8 Latrine Block - Handover &amp; Maintenance Period</b>	<b>Sun 6/1/08</b>	<b>79 days</b>	<b>Sun 8/31/08</b>	<b>Sun 6/1/08</b>	<b>Sun 8/31/08</b>	<b>100%</b>
68	<b>9 School Building A &amp; B - Design &amp; Tender</b>	<b>Thu 6/21/07</b>	<b>233 days</b>	<b>Sat 3/15/08</b>	<b>Thu 6/21/07</b>	<b>Sat 3/15/08</b>	<b>100%</b>
80	<b>10 School Building A - Construction</b>	<b>Sun 3/16/08</b>	<b>620 days</b>	<b>Mon 3/8/10</b>	<b>Sun 3/16/08</b>	<b>NA</b>	<b>50%</b>
101	<b>11 School Building B - Construction</b>	<b>Sun 3/16/08</b>	<b>628 days</b>	<b>Wed 3/17/10</b>	<b>Sun 3/16/08</b>	<b>NA</b>	<b>48%</b>
122	<b>12 School building A &amp; B - Handover &amp; Maintenance Period</b>	<b>Thu 3/18/10</b>	<b>157 days</b>	<b>Thu 9/16/10</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
125	<b>13 Covered Linkway - Design &amp; Tender</b>	<b>Thu 10/30/08</b>	<b>198 days</b>	<b>Wed 6/17/09</b>	<b>Thu 10/30/08</b>	<b>NA</b>	<b>0%</b>
135	<b>14 Covered Linkway - Construction</b>	<b>Thu 6/18/09</b>	<b>186 days</b>	<b>Wed 1/20/10</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
147	<b>15 Covered Linkway - Handover &amp; Maintenance Period</b>	<b>Thu 1/21/10</b>	<b>156 days</b>	<b>Wed 7/21/10</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
150	<b>16 Admininstrative Wing - Design &amp; Tender</b>	<b>Mon 1/5/09</b>	<b>178 days</b>	<b>Thu 7/30/09</b>	<b>Mon 1/5/09</b>	<b>NA</b>	<b>0%</b>
160	<b>17 Administrative Wing - Construction</b>	<b>Sat 8/1/09</b>	<b>263 days</b>	<b>Wed 6/2/10</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
171	<b>18 Administrative Wing - Handover &amp; Maintenance Period</b>	<b>Thu 6/3/10</b>	<b>157 days</b>	<b>Thu 12/2/10</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
174	<b>19 Existing Building Refurbishment - Design</b>	<b>Thu 6/11/09</b>	<b>86 days</b>	<b>Sat 9/19/09</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
177	<b>20 Existing Building Refurbishment - Construction</b>	<b>Thu 1/21/10</b>	<b>155 days</b>	<b>Tue 7/20/10</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
197	<b>21 Existing Building Refurbishment - Handover</b>	<b>Wed 7/21/10</b>	<b>78 days</b>	<b>Tue 10/19/10</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
200	<b>22 Furniture</b>	<b>Mon 4/13/09</b>	<b>240 days</b>	<b>Sun 1/17/10</b>	<b>Mon 4/13/09</b>	<b>NA</b>	<b>0%</b>
205	<b>23 Site Services - Design</b>	<b>Fri 5/15/09</b>	<b>74 days</b>	<b>Sun 8/9/09</b>	<b>Fri 5/15/09</b>	<b>NA</b>	<b>0%</b>
208	<b>24 Site Services - Construction</b>	<b>Mon 8/10/09</b>	<b>84 days</b>	<b>Sun 11/15/09</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
226	<b>25 Site Services - Handover</b>	<b>Mon 11/16/09</b>	<b>156 days</b>	<b>Sun 5/16/10</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
229	<b>26 Hard Landscaping</b>	<b>Tue 12/1/09</b>	<b>82 days</b>	<b>Sat 3/6/10</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>
234	<b>27 Administration</b>	<b>Wed 10/20/10</b>	<b>60 days</b>	<b>Tue 12/28/10</b>	<b>NA</b>	<b>NA</b>	<b>0%</b>

**KSP SARDAR KABULI GIRLS HIGH SCHOOL**  
**Mon 4/20/09**

ID	Task Name	Start	Duration	Finish	% Complete	Actual Start	Actual Finish
0	<b>KSP SARDAR KABULI GIRLS HIGH SCHOOL</b>	<b>Thu 6/21/07</b>	<b>1019 days</b>	<b>Sat 9/18/10</b>	<b>23%</b>	<b>Thu 6/21/07</b>	<b>NA</b>
1	<b>1 Mobilization</b>	<b>Thu 6/21/07</b>	<b>51 days</b>	<b>Sun 8/19/07</b>	<b>100%</b>	<b>Thu 6/21/07</b>	<b>Sun 8/19/07</b>
9	<b>2 Demolition and Site Clearance</b>	<b>Sun 1/27/08</b>	<b>30 days</b>	<b>Thu 2/28/08</b>	<b>100%</b>	<b>Sun 1/27/08</b>	<b>Thu 2/28/08</b>
13	<b>3 Boundary Wall - Heightening and Infill</b>	<b>Thu 6/21/07</b>	<b>127 days</b>	<b>Thu 11/15/07</b>	<b>100%</b>	<b>Thu 6/21/07</b>	<b>Thu 11/15/07</b>
18	<b>4 Guard House Buildings - Design</b>	<b>Thu 6/21/07</b>	<b>54 days</b>	<b>Wed 8/22/07</b>	<b>100%</b>	<b>Thu 6/21/07</b>	<b>Wed 8/22/07</b>
21	<b>5 Guard House Buildings - Construction</b>	<b>Thu 8/23/07</b>	<b>125 days</b>	<b>Tue 1/15/08</b>	<b>100%</b>	<b>Thu 8/23/07</b>	<b>Tue 1/15/08</b>
41	<b>6 Guard House - Handover &amp; Maintenance Period</b>	<b>Tue 1/15/08</b>	<b>157 days</b>	<b>Sun 7/13/08</b>	<b>100%</b>	<b>Tue 1/15/08</b>	<b>Sun 7/13/08</b>
44	<b>7 Latrine Block - Design</b>	<b>Thu 6/21/07</b>	<b>54 days</b>	<b>Wed 8/22/07</b>	<b>100%</b>	<b>Thu 6/21/07</b>	<b>Wed 8/22/07</b>
47	<b>8 Latrine Block - Construction</b>	<b>Thu 8/23/07</b>	<b>198 days</b>	<b>Sun 4/6/08</b>	<b>100%</b>	<b>Thu 8/23/07</b>	<b>Sun 4/6/08</b>
65	<b>9 Latrine Block - Handover &amp; Maintenance Period</b>	<b>Fri 6/6/08</b>	<b>78 days</b>	<b>Thu 9/4/08</b>	<b>100%</b>	<b>Fri 6/6/08</b>	<b>Thu 9/4/08</b>
68	<b>10 New School Building - Design &amp; Tender</b>	<b>Mon 10/15/07</b>	<b>403 days</b>	<b>Thu 1/22/09</b>	<b>100%</b>	<b>Mon 10/15/07</b>	<b>Thu 1/22/09</b>
82	<b>11 New School Building -Construction</b>	<b>Sun 3/1/09</b>	<b>329 days</b>	<b>Thu 3/18/10</b>	<b>5%</b>	<b>Sun 3/1/09</b>	<b>NA</b>
181	<b>12 New School building - Handover &amp; Maintenance Period</b>	<b>Sat 3/20/10</b>	<b>157 days</b>	<b>Sat 9/18/10</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>
184	<b>13 Exstg Admin/Classroom Building Refurb - Design</b>	<b>Wed 12/16/09</b>	<b>78 days</b>	<b>Tue 3/16/10</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>
187	<b>14 Exstg Admin/Classroom Building Refurbishment - Construction</b>	<b>Wed 3/17/10</b>	<b>81 days</b>	<b>Sat 6/19/10</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>
205	<b>15 Exstg Admin/Classroom Building Refurb - Handover &amp; Maintenance Period</b>	<b>Sun 6/20/10</b>	<b>78 days</b>	<b>Sat 9/18/10</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>
208	<b>16 Furniture</b>	<b>Mon 4/13/09</b>	<b>260 days</b>	<b>Tue 2/9/10</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>
213	<b>17 Site Services - Design</b>	<b>Sat 5/2/09</b>	<b>82 days</b>	<b>Tue 8/4/09</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>
216	<b>18 Site services - Construction</b>	<b>Wed 8/5/09</b>	<b>85 days</b>	<b>Wed 11/11/09</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>
232	<b>19 Site services - Handover</b>	<b>Wed 10/21/09</b>	<b>78 days</b>	<b>Tue 1/19/10</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>
235	<b>20 Hard Landscaping</b>	<b>Tue 9/1/09</b>	<b>99 days</b>	<b>Thu 12/24/09</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>
240	<b>21 Final Completion</b>	<b>Mon 6/21/10</b>	<b>12 days</b>	<b>Sun 7/4/10</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>
242	<b>22 Administration</b>	<b>Sun 7/4/10</b>	<b>65 days</b>	<b>Sat 9/18/10</b>	<b>0%</b>	<b>NA</b>	<b>NA</b>