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IRD International Relief & Development

**Human Resources and Logistics Support (HRLS)
USAID Contract No. 306-00-04-00543-00**

FINAL REPORT

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IRD
1621 North Kent Street, 4th Floor
Arlington, VA 22209

Kabul Office: Kulo-La Pushta Main Road

EXECUTIVE SUMMARY

The Human Resources and Logistical Support project originally ran from May, 2004 through December 31, 2005. In November, 2005, it received an extension through March 31, 2006. This extension allowed the full complement of international and national staff to continue working at full-capacity through the end of the project.

IRD provided engineering services, human resources, and logistical support to USAID/Afghanistan's Office of Infrastructure, Engineering and Energy (OIEE) operation. We provided support to the full range of activities for which OIEE was responsible, including project identification, planning engineering, design, management information system design and operation, procurement of goods and services, construction and quality assurance inspection, vocational and other training, and institutional support to Government of Afghanistan (GoA) ministries and operating units, and to the private sector.

A. Transportation

The Transportation Division's primary role was to monitor the activities of USAID-funded road projects, as assigned by OIEE. This involved close observation of day-to-day activities of the project, cooperation with the contractor, in order to ensure quality control/quality assurance, and provide practical recommendations on deficiencies emerging during the work. Over the course of the project, close cooperation with contractors has resulted in progressively lower frequencies of deficiencies. In most cases, IRD teams were stationed in field offices and accommodated in the contractor's camps. Senior engineers were assigned as team leaders for each group stationed in these on-site camps, with monthly visits conducted by department managers.

IRD assigned monitor teams to the following roads:

Primary Roads:

Kandahar – Herat Road

- | | |
|---------------|------------|
| (a) Section 2 | 115 Km |
| (b) Section 3 | 124+434 Km |
| (c) Section 4 | 100 Km |
| (d) Section 5 | 101 Km |

50% of these projects were completed.

Provincial Roads:

- | | |
|---------------------------|--------|
| 1. Kabul – Gardez | 125 Km |
| 2. Pul-e Alam – Ring Road | 35 Km |
| 3. Charikar – Panjshir | 70 Km |

- | | |
|---------------------------|-----------|
| 4. Jalalabad – Asmar | 124 Km |
| 5. Sheberghan – Sar-e Pul | 54 Km |
| 6. Farah – Ring Road | 71 Km |
| 7. Lashkargah – Ring Road | 49+300 Km |
- 60% of these projects were completed.

District-Center Roads

42 projects in five project-defined regions throughout the country were monitored. 33 of these projects have been completed.

Capacity Building

Training courses and on-the-job-training was conducted for Ministry of Public Works (MPW) staff and IRD national engineers on modern technologies/methodologies and on road/bridge building. Geographical Positioning System (GPS) training was also conducted.

Five training courses were conducted for Ministry of Public Works (MPW) staff and IRD national engineers. Topics included:

- Quality Assurance / Quality Control
- Properties of Concrete
- Concrete Mix Design



B. Vertical Structures

IRD focused monitoring activities on on-going schools and clinics programs that were assigned by OIEE. Additionally, Vertical Structures staff participated in the site selection process for additional schools and clinics, representing USAID and the Ministries of Education and Health. Management weaknesses identified during these visits prompted corrective actions that were essential for the success of these programs.

Weekly field inspection reports were submitted to USAID. These reports documented the status and quality of construction observed by IRD engineering monitors during visits to project sites.

33 Field monitors completed a total of 381 site monitoring visits.

By geographical areas set up for Vertical Structures, here is a summary:

Area	clinics	schools	sub-total
Region 1 (Kabul)	506	388	894
Region 2 (Ghazni)	520	651	1171
Region 3 (Mazar-i-Sharif)	860	950	1810
Region 4 (Herat)	1082	507	1589
Total	2968	2496	5464

The technical support team attended weekly meetings of the Afghan Geological Survey Renovation Committee, and made bi-weekly site visits to gauge progress and resolve issues.

Senior staff attended pre-bid conferences for various structures, such as the American University of Kabul. Participated in a review and analysis of 5 master planning proposals submitted by pre-qualified firms.

The technical support team carried out site inspections and prepared feasibility studies for various vertical structures, e.g. additional buildings for Antany Hospital in Kabul.







C. Energy and Natural Resources

The work and responsibilities of the Energy and Natural Resources Division has been broad, including water resources and environmental management.

Energy

Assembled a task force for the new business entity designed to manage the Northern Transmission system and designed a detailed presentation on energy trade for a regional cooperation conference.

Advised the Ministry of Mines and Industries (MMI) on restructuring, and coordination with major donors. Working as part of the Senior Management Group at the MMI, the IRD advisor assisted in securing firm commitments of more than \$250 million to support mineral, gas and industrial development in Afghanistan.

Assisted the Ministry of Energy and Water (MEW) with long-term planning.

Directed field work investigations for a micro-hydro power assessment study.

Natural Resources and Environment

Assisted and advised on the rehabilitation of the Afghan Geological Survey (AGS) building, and provided technical support for capacity development and management development for the staff.

Supported US Geological Survey (USGS) scientists on five components of their natural resources development program in Afghanistan:

- ground water systems
- assistance with the capacity development process in the Afghan Geological Survey, in the Ministry of Mines and Industries (MMI)
- technical support to the rehabilitation and establishment of new seismological centers.
- coal studies
- USGS Geospatial Program in Afghanistan, including field assistance with mineral studies

Reviewed and provided technical comments on the implementing partner's feasibility studies of:

- Zana Khan Dam, Ghazni Province
- Sarde Dam, Ghazni Province
- Sare Dam, Faryab Province
- Sharawan Dam, Kunduz Province

Reviewed and provided technical comments on the implementing partner's Socio-Environmental Impact Assessment Studies of the Kajaki Dam, in Helmand Province.

Managed and technically supported the process of drafting Afghanistan's first National Environmental Law (which became law in 2006). Also designed and led the process of drafting first National Environmental Policy for Afghanistan.

Worked with the GoA to establish the National Environmental Protection Agency (NEPA). Subsequently, provided technical assistance to the head of NEPA in management of this newly established institution, and led a Policy, Reform and Restructuring (PRR) process which was nearing completion at the end of the HRLS project.

Water Sector

1. Advised USAID and implementing partner on procedures for design, construction, and quality control and quality assurance on four water supply projects:

- Karte-Se Water Distribution Network
- Chel Dokhtaran Water Supply
- Ghazni Water Supply
- Gardez Water Supply projects).

Hired and trained Monitoring Engineers for quality assurance on the construction of these four projects. Organized town hall meetings to explain the project to local people for their understanding and cooperation. In coordination with Provincial Governors and police, hired local people to provide site security. Regularly visited project sites to observe construction and prepared punch lists.

2. Reviewed detailed designs for water supply projects, and recommended modifications to AID, such as adding fire hydrants in the distribution network, establishing appropriate locations for the water reservoirs, adding security walls around the steel water storage tanks, and selecting appropriate locations of the control yards for the projects.

3. Managed activities for performing feasibility studies for repair of the two wastewater treatment plants available in Kabul (the Microrayon Waste Water Treatment Plant and the Wastewater Treatment Plant at the Afghan National Army Hospital). Both studies were completed and reports were reported to USAID and to the Ministry of Urban Development and Housing.

Also managed activities for performing feasibility studies for water supplies in 5 provincial capitals. Reports were completed by implementing partner, CDM, and submitted to USAID and to the Ministry of Urban Development and Housing.

4. Managed activities of implementing partner, Care International, in the city of Kabul, for delivering trucked water to remote parts of the urban area, trash collection and disposal, drainage ditch construction in the Kart-e Parwan area, and operation and maintenance of two major water pumping stations -- Nasaji and Allaudin pumping stations.







D. HUMAN RESOURCES

Total LOE delivered:

- International staff: 25.5 person-years
- Local staff: 209 person-years

E. DATA MANAGEMENT AND REPORTING

So-called 'Master Lists' in MS Excel spreadsheet form were populated with all infrastructure project data, including vertical structures, roads and water projects. All supporting documentation (e.g. handover documents, drawings, inspection reports, etc.) was stored in a mix of hard and soft copies.

In addition, in support of HRLS activities as well as those of USAID OIEE and Implementing Partners, the HRLS I GIS Team provided scanning, digitizing and mapping services. Over the course of the HRLS I program over 10,000 scans and 5,000 maps were produced.

Weekly and monthly progress reports of HRLS I activities were submitted to USAID.

F. SECURITY

IRD provided professional security through a subcontracted provider, which permitted operations to be carried out over a broad range of geographic areas, including satellite offices. Security conditions significantly deteriorated throughout the country over the course of the project. Procedures and policies were adjusted accordingly. As a result, there were no significant security incidents involving IRD staff or its subcontractors.

In Kabul, IRD maintained secure office space in a compound, and housing for international staff in two guest house compounds comprising 4 houses. In satellite offices, IRD combined offices and residences in rented houses/compounds.

Coordination meetings were regularly conducted on project security with Provincial Governors and police chiefs. To the greatest extent possible, local people were hired to secure field offices and work sites.

G. LOGISTICS and ADMINISTRATION

Headquarters offices and residences were quickly established in Kabul, providing fully furnished offices, internet and telecommunications services, and living quarters. Satellite offices were established and operated in Herat, Khandahar, Ghazni, and Mazar-i-Sharif, Sheberghan and Jalalabad.

Logistical services were established to provide administrative and financial services, shipping, procurement, equipment and corresponding maintenance.

Internal and international travel services were established, including chartered air services as needed. Ground transportation was contracted for and handled for contractors and employees through a fleet of over 50 vehicles.