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ENGINEERING SUPPORT PROGRAM

YEAR 4 WORK PLAN-Final

Final November 15, 2012

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



November 15, 2012

[REDACTED]
USAID – Office of Economic Growth and Infrastructure (OEGI)
Café Compound
U.S. Embassy
Great Masood Road, Kabul, Afghanistan

**Re: Task Order 01-EDH-I-00-08-00027-00
Year 4 Work Plan**

Dear [REDACTED]

Tetra Tech is pleased to submit the Final Year 4 Work Plan for the above referenced task order under the Afghanistan Engineering Support Program.

Please feel free to contact me with any questions or comments.

Respectfully,

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

Cc: [REDACTED]

AFGHANISTAN ENGINEERING SUPPORT PROGRAM YEAR 4 WORK PLAN - Final

Final November 15, 2012

DISCLAIMER

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Acronyms and Abbreviations

A-E	Architecture and Engineering
AESP	Afghanistan Engineering Support Program
A/COR	Alternate Contracting Officer's Representative
ATVI	Afghanistan Technical & Vocational Institute
B&M	Branding & Marking Plan
BMP	Best Management Practice
CMU	Concrete Masonry Unit
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
CV	Curriculum Vitea
DCOP	Deputy Chief of Party
GIRoA	Government of the Islamic Republic of Afghanistan
GW	GardaWorld
IP	Implementing Partner
IQC	Indefinite Quantity Contract
IT	Information Technology
ISAF	International Security Assistance Force
JOFOC	Justification for Other than Full and Open Competition
LN	Local National
LOE	Level of Effort
LTTA	Long Term Technical Assistance
MIS	Management Information Systems
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoPW	Ministry of Public Works
MEW	Ministry of Energy and Water
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
OEGI	Office of Economic Growth and Infrastructure
O&M	Operation and Maintenance
OSSD	Office of Social Sector Development
PMP	Performance Monitoring Plan
PRT	Provincial Reconstruction Team
QA	Quality Assurance
RMSI	Remote Medical Solutions International
R&R	Rest & Recuperation
RRB	Regional Rest Break
SMART	SMART Engineering Team
SOW	Statement of Work
STTA	Short Term Technical Assistance
TBD	To Be Determined
TO	Task Order
USACC	US Afghan Consulting and Construction
USAID	United States Agency for International Development
USG	United States Government
WO	Work Order
WO-A	Work Order-Administrative
WO-LT	Work Order-Long Term



1.0 Introduction

1.1 Background

The Afghanistan Engineering Support Program (AESP) provides quick response resident professional architect and engineering (A-E) technical services in the sectors of energy, water and sanitation, transportation, vertical structures, and water resources to United States Agency for International Development (USAID) - Afghanistan. Activities under this Task Order (TO) support USAID's priority projects include hydropower plants (HPPs), electrical power transmission and distribution, roadways/airports and fostering sustainable development in Afghanistan. Tetra Tech is committed to developing local national engineers by mentoring and training them through work orders performed under this program.

This Year 4 Work Plan updates the Final Year 3 Work Plan submitted on November 3, 2011. The Year 4 Work Plan provides an updated overview of program management structure, schedule, work flow, and overall program approach. It also outlines work to be accomplished during the fourth year of the program, with an overview of short-term level of effort (LOE), work activities, long-and medium-term postings with arrival dates. For information on work completed to date, please consult quarterly reports submitted to USAID on February 4, 2012, April 18, 2012 and July 25, 2012.

1.2 Program Goals

The overall program goals remain unchanged since the Final Year 3 Work Plan submitted on November 3, 2012. Tetra Tech is committed to capacity building, gender equality and capacity, and efforts to strengthen collaborative activities with Afghan organizations and individuals. Tetra Tech will continue to support work orders with current local national engineering staff and hire additional staff as directed by USAID. Activities performed by Tetra Tech under the AESP, complement and reinforce the activities and A-E expertise of USAID's Office of Economic Growth and Infrastructure (OEGI) staff in the following sectors:

- Energy (generation, transmission, distribution and regulation). These services include, but are not limited to, the assessment, planning, design and construction of multiple power networks from generation to distribution, and regulation. Power networks ranging from small scale systems, renewable energy systems and hybrid systems. These services also include training local nationals.
- Water Resources/Dams. These services include, but are not limited to, the assessment, planning, design and construction for hydropower generation, water resource management, urban and rural water systems, drainage basins and irrigation systems, dams and storage reservoirs, flood control programs, domestic and industrial water supply, and the exploration and development of groundwater resources. These services also include training local nationals.
- Transportation (roads, rail and airports). These services include, but are not limited to, the assessment, planning, design and construction of transportation systems, primary and secondary roads, and bridges. These services also include training local nationals.



- Vertical Structures (structural assessment and design of schools, clinics, government centers and other buildings, including temporary space). These services include, but are not limited to, the structural assessment, seismic assessment and retrofit design, planning, design and construction of education, health, judicial, general government facilities, agriculture, industrial parks and other structures as required. These services also include training local nationals.
- Water and Sanitation (urban and rural water supply systems, sanitation facilities, hygiene behavior change, and irrigation). These services include, but are not limited to the assessment, planning, design and construction for water treatment, water conveyance, wastewater collection, and wastewater treatment systems. These services also include training local nationals.
- Quality Assurance (QA). This activity includes implementation of the AESP Quality Assurance Plan during all phases of operations, including studies, design and construction activities. These services also include training local nationals in QA.

Under the AESP, Tetra Tech provides A-E and technical support so that the USAID can continue to further the development of sustainable infrastructure in Afghanistan. Tetra Tech's focus continues to be providing quality engineering services while developing an LN staff of men and women to perform all services.



2.0 Program Approach

2.1 Introduction

Tetra Tech's Year 4 Work Plan approach is similar to the Final Year 3 Work Plan approach submitted on November 3, 2011. Under the AESP, Tetra Tech provides engineering planning, design, and technical support from a dedicated office in Kabul. Providing engineering technical assistance and collaboration ensures competent engineering practice and promotes professional development in the engineering staff to improve the quality of consulting engineering in Afghanistan.

Work product is evaluated within general performance standards: quality of work/compliance with specifications, cost control/effectiveness, timeliness, and client satisfaction.

AESP LN engineers managed by expatriate senior engineering leads, receive additional engineering support through short-term expatriate experts. Tetra Tech anticipates staffing realignment of LN engineers to support Year 4 projects. LN engineers and professional men and women will continue to be mentored by senior expatriate staff involved in capacity building to further develop technical excellence and gender equality in the Afghanistan professional community. Additional program support provided is summarized below:

- Engineering technical expertise and support from reachback engineering staff provided as needed through e-mail correspondence, videoconference, and technical consultations.
- Engineering design guidance and review provided by USAID OEGI.
- Collaboration and active working relationships with USAID, government agencies, non-governmental organizations (NGO's), and other stakeholders.
- Hiring local national staff, men and women, in professional disciplines to assist in providing sustainable infrastructure that meets local needs.
- Ensuring that the impact of our work is sustainable and lasting in the future.

2.2 Planning Activities

Tetra Tech provides quality engineering, technical assistance and guidance in the planning of AESP activities requested, including conceptualization, analysis and approval documentation such as:

- Preparation and/or review of studies, assessments, designs, and specifications for systems and equipment for facilities, statements of work (SOW) for associated services, bill of quantities (BOQ) and cost estimates, requests for proposals (RFP), and bid assistance;
- Preparation and/or review of training programs, especially in the areas of construction inspection and management, seismic retrofit options, shop drawing review, plant or equipment start-up, operation, maintenance, testing, acceptance, and logistics procedures and efficiency;



- Preparation, review, or assistance in development of statistical data on existing supply/demand and supply/demand forecasts. Development and interpretation for system usage data, forecasting future system requirements and estimating costs;
- Preparation or review of pre-feasibility and feasibility studies; cost estimates; technical, financial and economic surveys; social soundness, management and financial analyses; organizational plans; and recommendations concerning technical and economic aspects of development;
- Ensuring that environmental and sustainability issues are considered in program design and in keeping with Agency practices in accordance with USAID's environmental procedures or "Regulation 216" (Title 22, Code of Federal Regulations, Part 216);
- Analysis of risks associated with natural disasters and the design of structures and services to appropriate building standards to better withstand such disasters; and analysis, evaluation and preparation of plans and procedures for maintenance and operations;
- Preparation of Quality Assurance Plans for constructional AESP activities using our team of local engineers and expatriate staff;
- Associate project goals to core principles outlined for USAID engagement: (1) increase Afghan ownership and capacity, (2) contribute to stability and confidence and (3) is effective both programmatically and cost-wise.

2.3 Design Activities

Tetra Tech manages the preparation of detailed engineering studies, assessments, designs, plans, specifications and cost estimates and ensures that they comply with appropriate national and international standards to reflect USAID best practices including:

- Design of complex activities in support of OEGI;
- Provision of limited scope or short-term services involving preparation of preliminary or final drawings, sketches, plans, aerial photographs and other topographical or geological data used to plan and review projects; and
- Analysis and evaluation of designs, drawings, specifications, cost estimates, schedules and lists of equipment requirements to inform and make recommendations to USAID regarding assistance commitments for activities;
- Preparation of specific Quality Assurance Plans.

2.4 Technical Support and Consulting Services to USAID

Tetra Tech provides engineering and project management support to USAID under this contract and provides engineering guidance to contractors and grantees in accordance with the terms of the contract including:

- Provide technical advice and support to personnel working on USAID programs that are related to infrastructure, such as provincial reconstruction team (PRT) personnel;



- Provide technical advice to industrial and managerial personnel regarding design, and/or program modifications and structural repairs;
- Provide expert technical oversight to implementer staff, keeping OEGI, PRT, Office of Social Sector Development (OSSD) and the contracting officer (CO) informed of work progress;
- Provide technical support for procurement processes, including evaluation of IP's request for bids, proposals, quotes and contract modifications;
- Prepare or review reports and recommendations regarding the general arrangements, viability and cost effectiveness of capital plans and processes as to validity and economy of work plans, and for changes, additions, or revisions in project activities;
- Monitor adequacy and acceptability of delivered goods and services under approved activities including equipment installation, training activities through field inspections, reviewing contractor reports, and meeting project personnel and implementer representatives;
- Develop solutions to complex project and program A-E issues unresolved by implementers;
- Provide construction inspection and surveillance services in accordance with the approved Quality Assurance Plans;
- Provide value engineering services;
- Provide technical assistance to the COR in responding to proposed changes in OEGI's Contracts, SOWs, the validity of claims, and the reasonableness of contract time extensions;
- Provide appropriate technical assistance to the COR in issuance and negotiations of change orders in accordance with procedures;
- Perform administrative responsibilities including, but not limited to, activities such as drafting project implementation letters, preparing action memorandum and reports, estimating expenditures, reviewing payment vouchers, responding to audits, assessing claims, writing Justification for Other than Full and Open Competition (JOFOC) and performing other related activities; and
- Provide quality assurance services, as required.

2.5 Quality Assurance Services

Tetra Tech monitors construction projects implemented by other contractors and grantees through site visits by qualified engineers. Monitoring includes visual inspection of work at the site as well as inspection of the implementing partners' (IPs') testing facilities, procedures and results. The engineering monitors check the IPs' work to ensure compliance with the approved Quality Control (QC) Plan, Quality Assurance (QA) Plan, and pre-determined technical standards and construction schedules.

QA tasks include but are not limited to the following:



- Regular Inspections: The QA monitor conducts on-site inspections of projects. During the inspections, QA monitor:
 - Verifies and ensures that the quality of materials used meet contract specifications;
 - Verifies the correctness of the quantities used;
 - Monitors sampling and testing procedures, including testing frequency, and reports failed tests to concerned parties for corrective action;
 - Verifies the quality of construction/installation work and ensure conformity to contract design plans, specifications and requirements;
 - Monitors progress of work against the approved construction schedule, report deviations and their causes, and recommend corrective actions;
 - Reports on the safety conditions on project sites, contractor’s facilities, and identifies violations of safety regulations;
 - Monitors safety violations and follows-up on corrective actions; and
 - Verifies security incident reports, weather problems and any other events that could affect construction schedule in a timely manner.
- Substantial Completion Inspection: Upon substantial completion of construction/rehabilitation activities, the QA monitor with representatives from USAID and the relevant Ministry shall inspect the project and develop a punch list of items requiring remedial work before final inspection and acceptance.
- Punch List Verification Inspection: When the IP informs the QA monitor that the punch list activities are completed, the QA monitor, together with representatives from USAID and the relevant Ministry will conduct an Inspection and Verification of Punch List activities. During the inspection, parties will either determine if the punch list items have been corrected or if they require additional work.
- Final Inspection and Acceptance: After completion of punch list activities, the Contractor together with USAID and the relevant Ministry representative will conduct Final Inspection of Project activities including the punch list. If parties are satisfied that the punch list items have been completed, USAID and the GIRoA sign the handover certificate.
- Final Warranty Inspection: When there is a warranty period, the QA monitor, together with USAID and the relevant Ministry will conduct a Final Warranty Inspection of the Project. Following this inspection, responsibility will then be transferred to the relevant Ministry.

2.6 Capacity Building

USAID has a commitment to capacity development of Afghan organizations and individuals through their participation in USAID awards. To that end, Tetra Tech has included Afghan program staff, Afghan engineering staff, and Afghan organizations as subcontractors, as applicable. The expatriate staff works closely with the Afghan staff to develop their skills including project management, project workflow, AutoCAD, construction, contracts, and technical writing.



Tetra Tech is using SMART engineering, a local Afghan engineering firm and USACC, an Afghan multi-disciplined engineering and construction services firm, to provide staff to work in the Tetra Tech office as dedicated staff, but as a sub-contractor. This allows the local engineering firm's employees to gain valuable experience and to share experiences with the Tetra Tech expatriate staff.

Additional capacity building activities have been identified to be implemented as work orders. These include activities such as internships for female university students, field trips to local construction sites to provide real world examples of engineering projects, and a professional society program. Section 5.5 provides more discussion on ongoing and proposed capacity building activities.

2.7 Gender Equality

In support of USAID's commitment to gender equality for Afghan woman, Tetra Tech employs Afghan women in our professional program staff. In addition, AESP maintains an active Afghan woman engineer student intern program for Kabul University engineering students. AESP expatriate and LN engineering staff work closely with the Afghan women university students to develop their skills including project management, project workflow, AutoCAD, construction, contracts, and technical writing.

2.8 Collaboration/Coordination with Appropriate Stakeholders

Tetra Tech collaborates and coordinates with appropriate stakeholders when directed by the COR. In the past, this has included the following entities: International Security Assistance Force (ISAF), U.S Military, key Afghan ministries (e.g. Ministry of Finance (MoF), Ministry of Foreign Affairs (MoFA), Ministry of Public Works (MoPW), Ministry of Transport and Civil Aviation (MoTCA), and Ministry of Energy and Water (MEW)), provincial officials, donors, NGOs, communities, and others as identified by work order requirements.

3.0 Program Staffing

3.1 Overview and Management

Since the submittal of the Final Year 3 Work Plan on November 3, 2011, USAID has increased the scope of this program substantially, requiring a greater LOE in the initial years of the program. Three modifications (MOD 5, MOD 6 and MOD 8) addressed additional staffing requested by USAID, and revised the labor categories and LOE of the Task Order. Resulting from these modifications, Tetra Tech expanded in-country and home office team of resources, with a particular focus on adding staff members in electrical, mechanical, transportation, and structural disciplines.

Figure 3-1 graphically presents an organization chart depicting the key personnel and Afghan mid- and junior-level staff assigned to the AESP and authorized by USAID in MOD 8. Long-term and short-term technical assistance (LTTA and STTA) and reach back support personnel supplement the work effort as necessary.

It can be anticipated that expatriate and LN technical staff will be realigned as the scope and nature of the work orders evolve.



3.2 In Country A-E Staff

3.2.1 Expatriate

Our in-country team is led by the Chief of Party (COP), who has full authority to execute the program and respond to the needs and directives of OEGI.

The AESP added nine expatriate staff positions in Year 3 to bring the program total to 19 to strengthen discipline specific capabilities for expanding work order support and quality control. Positions added through contract modifications are clearly identified on the Expatriate Staff Plan (Table 3-1).

In support of USAID's engagement in Afghanistan, the AESP work plan called for the Deputy Chief of Party (DCOP) position to be filled by a local national. During Year 3, a qualified local national engineer was identified and is currently supporting the AESP program as DCOP. The expatriate DCOP will continue to provide ongoing mentoring for the local national DCOP until transfer of responsibilities occurs completely. The AESP program will continue its' commitment to preparing engineering professionals of all levels in support of USAID's campaign of increasing Afghan ownership capacities.

As shown on Table 3-1, there are leads for each of the five sectors – energy, water resources, water/sanitation, vertical structures, and transportation. As requests were received from the COR and A/COR, support staff members in the Civil/Structural, Electrical, and Mechanical/HVAC disciplines were substituted or replaced to meet work order deadlines. The Technical Support Manager position assists in the overall work order coordination and implementation. The Administration Manager position oversees and manages the Afghan administrative and support staff. These positions were added as part of MOD 6 and MOD 8. The organization chart shows several expatriate staff positions that were included in the initial contract. Initially, two junior level engineering staff, that work closely with the Afghan engineering staff were included. Manager of Information Systems/Technical Writer, (MIS Manager), who prepares the status reports and deliverables associated with applicable work orders was included. In addition, a Contracts/Procurement Manager and a Finance Manager provide administrative oversight and support the daily functions in Kabul.



Table 3-1 Expatriate Staff Plan AESP

Position	Workdays Ordered					
	Y1	Y2	Y3	Y4	Y5	Total
Chief of Party						
Deputy Chief of Party						
Vertical Structures Lead						
Energy Lead						
Water/Sanitation Lead						
Water Resources Lead						
Field Service Manager						
Contracts Manager						
MIS Manager/Tech Writer						
Finance Manager						
Civil Engineer						
Civil Engineer						
Transportation Lead						
VS Electrical Lead						
Senior Energy Specialist						
VS Civil/Struct Lead						
Senior Project Manager						
Tech Support Manager						
Administration Manager						
PRT Manager						
Communications Specialist						
Sr QA Inspector						
STTA – IT Start Up						
STTA – IT Support						
STTA – Water/WW Eng						
STTA - Survey Support						
STTA - Geologist						
STTA – TBN Civil - Sr						
STTA – TBN Civil - Mid						
STTA – TBN Civil – Jr						
Various – Home Office Reachback						
Total Workdays Ordered						

3.2.2 Local National Staff

In support of Tetra Tech’s capacity building program, 31 LN positions (both full time and part time) were included in the initial work plan. These include junior architects and engineers, administrative, finance and IT personnel, and several facilities support staff.

During the first year, the AESP added 39 LN staff members, through Contract MODs, in the areas of administration, accounting and civil engineering to strengthen the team’s



capabilities, particularly in the transportation sector. MOD 8 expanded that program significantly to 70 LN positions to accommodate the authorized work orders for the SPR QA Program (WO-LT-0007) and the PRT Support Program (WO-LT-0009) during Year 2. During Year 4, that project focus will be concentrated within the Energy sector. A realignment of LN staff members will be done to meet current and future work order requirements.

In addition to providing capacity development through hiring full-time staff through direct subcontracts, an important component of the AESP is partnering with Afghan firms both to develop much-needed local capacity and to better address local challenges. To that end, Tetra Tech collaborated with SMART Engineering Team (SMART) and US Afghan Consulting and Constructing (USACC) at the outset of the AESP. In Year 4 of the AESP, Tetra Tech will continue to work with these firms. Surveying services are also being utilized on vertical structures projects on several work orders. Several Afghan geotechnical firms are being utilized for geotechnical services on vertical structures and energy projects.

SMART is an Afghanistan-based civil, mechanical, and electrical engineering firm headquartered in Kabul with an additional six regional field offices. SMART will continue to provide a source of qualified local Afghan engineers to AESP.

USACC, an Afghan multi-disciplined engineering and construction services firm, brings a combination of professional consulting expertise in housing design and construction, transport and hydropower development, and water resource management to the project. The company's prime objective is to provide engineering and construction opportunities for local Afghan engineers in Afghanistan. USACC will continue to provide a source of qualified local Afghan engineers and support staff to AESP.

Tetra Tech will continue its efforts to partner with local educational entities to provide mentoring and internship opportunities to future capacity of local male and female engineering students and professionals.

3.3 In Country Support Services

In country support services consist of security, contracts and procurement, information technology (IT), and administration. There have been no substantial changes since the outset of the AESP. The following identifies in-country support services provided under the AESP.

- To ensure that our staff can safely complete work throughout the country, security for Tetra Tech is provided by GardaWorld (GW) as described in the Operational Security Plan, Version 5, March 2012. The Operational Security Plan will be reviewed again as the security situation continues to evolve. The current contract will remain in force until March of 2013. Afghan Public Protection Force (APPF) has begun transitioning into security services, will continue to review and assess situation during Year 4. Directives from the local government and USAID will be incorporated into the security plan.
- Contracts and procurement staff support the AESP program with the following activities:
 - provide guidance to contractors/grantees as requested by OEGI;
 - provide support for procurement processes, including evaluation of contracts, and contract modifications;



- provide assistance to the COR in issuance and negotiating of change orders; and
- writing JOFOC.
- Tetra Tech IT staff provide appropriate technology solutions as required supporting ongoing operations. The staff consists of two Afghan IT specialists, who bring a wide array of systems engineering, technical support, and network operations skills to the table. They were recruited in part for their familiarity with sound industry-standard procedures and will receive ongoing training throughout the project.
- Administrative staff assists the A-E staff with document production, travel coordination and other administrative tasks.

3.4 Home Office

3.4.1 Technical Support

Home office technical reach back provides a cost-effective means of accessing essential and unique engineering expertise (such as geology, seismology, environmental and structural engineering) needed for accurate and high quality project designs. Tetra Tech's home office resource base consists of over 12,000 architects, engineers, and other technical support professionals spanning 50 technical and management disciplines. The home office technical support manager will continue to provide day-to-day support to the COP on requirements for technical home office support and STTA staffing needs. To date, more than 330 people have been approved and are available to provide reach back support as needed on the AESP.

3.4.2 STTA Staff Coordination

Technical specialists from the US are utilized as in-country STTA support staff for short term (2 to 6 weeks or longer) assignments to augment the in-country team as required. The STTA support staff approach provides the ability to respond to specific needs and to focus on complex technical issues and staff surge requirements. Geotechnical and survey STTA staff rotate into the program at various times to provide support on the vertical structures and energy work orders. Tetra Tech's airport planning specialist provided services for the Limited Airport Master Plans (LAMPs) program through a STTA arrangement.

3.4.3 Administration and Personnel Support

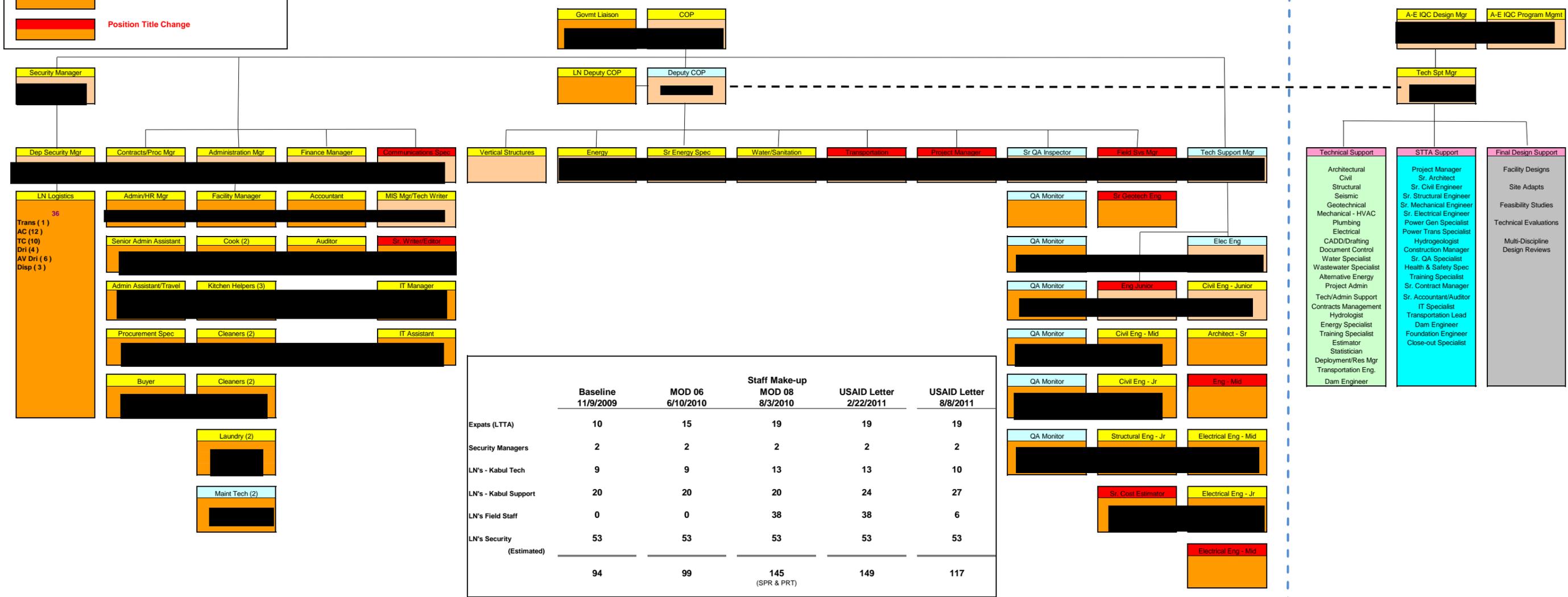
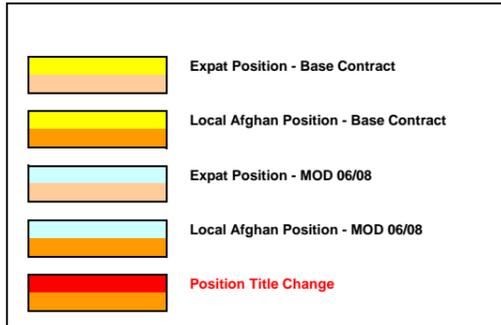
Overall project administration and personnel support is provided by the home office. This includes human resources for expatriate staff, deployment support, and financial management. LN personnel administration and support is provided by the Tetra Tech office in Kabul. The COP provides day-to-day project administration.

3.5 Assignment Staffing

Depending on the type of work, reach back support, STTA staff, or special local consultants may be required. Tables 3-2 to 3-6 present the anticipated source of staffing for the various types of activities described in Sections 2.2 to 2.7. To the extent practical, Year 4 will allow for work to be completed by in-country expatriate and LN staff.

Afghanistan Engineering Support Program
Organization Chart
In-Country Management and Staffing

Home Office Support



	Baseline 11/9/2009	MOD 06 6/10/2010	Staff Make-up MOD 08 8/3/2010	USAID Letter 2/22/2011	USAID Letter 8/8/2011
Expats (LTTA)	10	15	19	19	19
Security Managers	2	2	2	2	2
LN's - Kabul Tech	9	9	13	13	10
LN's - Kabul Support	20	20	20	24	27
LN's Field Staff	0	0	38	38	6
LN's Security (Estimated)	53	53	53	53	53
	94	99	145 (SPR & PRT)	149	117

Technical and Support Staff
Resource Pool of 12,000+ Staff

Tetra Tech POWER Eng USACC SMART Engineering Team Garda World

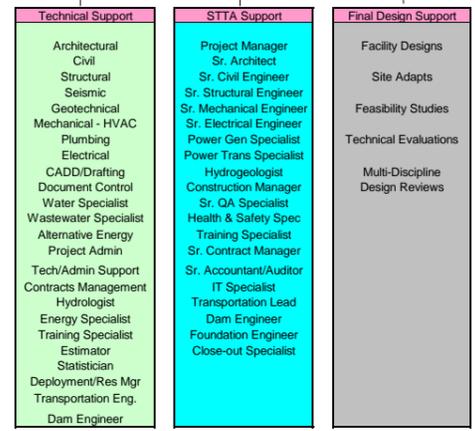


Table 3-2 Energy Sector Assignment Staffing

Activity	Activity Type	Sub-Activity	In-Country Staff	Tetra Tech Reach Back	Specialty Consultant Reach Back	STTA Technical Assistance	Special Local Consultant
A. Planning Activities							
	Electrical Generation Master Planning			x	x		
	Load Studies			x	x		
B. Design Activities							
	Support Vertical Structure Design						
		MEP Design Review	x	x			
		HVAC	x	x			
		Plumbing	x	x			
		Fire Protection	x	x			
		Fuel and Gas Piping	x	x			
		Site Electrical	x	x			
		Power Distribution	x	x			
		Standby Power Systems	x	x			
		Solar Photovoltaic Systems	x	x			
		Interior Lighting	x	x			
		Site Lighting	x				
		Internal Building Telecommunications	x	x			
	Power Distribution						
		Medium Voltage Public Distribution			x	x	x
		Secondary Substations			x	x	x
	Generation and Transmission						
		High Voltage Transmission Lines			x		
		Primary Substations			x		
		Power Generation (Power Plants), Oil & Gas			x		
		Generation (Power Plants), Micro-Hydro, Wind & Solar			x	x	x
		Utility Management Practices, Tariff Analysis, Regulation		x	x		
		Economic Growth Analysis		x	x		
	Roadways						
		Roadway Lighting	x				
	Communication Infrastructure						
		Site Outside Plant		x			
		Local Communications Switch Facility		x		x	
		Communications Public Distribution		x		x	
C. Technical Support Oversight							
	General Technical Support in Energy		x	x			
D. Capacity Building							
	Development of Afghan Energy Organizations and Professionals		x				
	Attend Professional Conferences		x				
	Participate in Professional Societies		x				
E. Collaboration/Coordination with Appropriate Stakeholders							
	General Tetra Tech Collaboration/Coordination with Appropriate Stakeholders		x				
	Attend Implementing Partner Meetings		x				
	Attend Inter-Ministerial Committee Meetings		x				

Table 3-3 Vertical Structures Sector Assignment Staffing

Activity ^a	Activity Type	Sub-Activity	In-Country Staff	Tetra Tech Reach Back	STTA Technical Assistance	Special Local Consultant
A. Planning Activities						
	Vertical Structures Master Planning					
		Site Utilization Studies	x	x		
		Site Master Planning	x	x		
		Land Use Study Agency Board Processing	x	x		
		Site Selection Studies	x	x		
B. Design Activities						
	Pre-Design Service					
		Project Programming	x	x		
		Project Development Scheduling	x	x		
		Agency Consulting and Review	x			
		Existing Facility Survey and Evaluation	x			
		Facility Planning Study	x			
		Feasibility Study	x	x		
	Architectural Design					
		Architectural Programming	x	x		
		Conceptual Design/Schematic Design	x	x		
		Design Development	x	x		
		Construction Documents	x	x		
		Construction Specification	x	x		
		Construction Cost Estimating	x	x		
		Landscape Design Coordination	x	x		
		Civil Engineering Design Coordination	x	x		
		Engineering Design Coordination	x	x		
		Code Compliance Study	x	x		
		Control and Phasing	x	x		
	Building Engineering Design ^b					
		Building Structural Design		x		
		Building Seismic Design		x		
		Building HVAC		x		
		Electrical	x	x		
		Plumbing		x		
		Fire Protection Design		x		
	Civil Engineering Design ^c					
		Sites up to 2-Acres	x	x		
	Bidding and Negotiation					
		Bidding Documents	x	x		
		Bidding Negotiation	x			
		Bid Evaluation	x			
		Construction Cost Assistance	x			
	Construction Administration					
		Construction Observation	x			

Activity ^a	Activity Type	Sub-Activity	In-Country Staff	Tetra Tech Reach Back	STTA Technical Assistance	Special Local Consultant
		Field Reports	x			
		Shop Drawings Review and Approval	x	x		
		Change Order Monitoring and Processing	x			
		Application for Payment Review and Approval	x			
	Post-Construction Services					
		Start up Assistance			x	
		Record Drawings	x			
		Warranty Review	x			
	Miscellaneous Services					
		Graphic Design		x		
		Rendering		x		
		3D Modeling and Presentation	x	x		
		Presentations		x		
		Color, Signing System and Graphics		x		
		Model Making	x			
C. Technical Support Oversight						
	General Technical Support in Architecture		x	x		
D. Capacity Building						
	Development in Afghan Architectural Organizations and Professionals		x			
E. Collaboration/Coordination with Appropriate Stakeholders						
	General Tetra Tech Collaboration/Coordination with Appropriate Stakeholders		x			

a. Includes vertical structures and vertical structure support activities

b. Depending on the size and complexity of the project, Tetra Tech reach back assistance may be needed in providing some of the Engineering Services

c. Sites larger than 2 acres will be assigned to Local Staff, but Tetra Tech reach back assistance may be needed.

Table 3-4 Water and Sanitation Sector Assignment Staffing

Activity	Activity Type	Sub-Activity	In-Country Staff	Tetra Tech Reach Back	STTA Technical Assistance	Special Local Consultant
A. Planning Activities						
	Water and Sanitation Master Planning					
		Water demand and wastewater generation estimates	x			
		Identification and yield analysis of water supplies		x		
		Raw water quality	x			
		Potable water standards		x		
		Wastewater treatment standards	x			
		Service area delineation	x			
B. Design Activities						
	Water Treatment	Pre-treatment		x		
		Treatment		x		
		Disinfection		x		
		Storage		x		
		Instrumentation and controls		x	x	
		Plant start-up			x	
		O&M services			x	x
	Water Transmission & Distribution					
		Transmission mains	x	x		
		Distribution mains	x	x		
		Hydraulic modeling	x	x		
		Pump Stations	x	x		
	Wastewater Collection					
		Gravity Sewers	x	x		
		Force Mains	x	x		
		Pump Stations	x	x		
		Collection system modeling			x	
	Wastewater Treatment					
		Wastewater characterization		x		
		Flow monitoring	x	x		
		Pre-treatment	x	x		
		Secondary treatment	x	x		
		Tertiary treatment		x		
		Disinfection	x	x		
		Solids handling	x	x		
		Instrumentation and controls	x	x	x	
	Wastewater Operation					
		Plant start-up			x	x
		Training			x	x
		O&M Services			x	
	Construction Support					
		Construction Administration	x			x
		Field Inspection	x	x		x

Activity	Activity Type	Sub-Activity	In-Country Staff	Tetra Tech Reach Back	STTA Technical Assistance	Special Local Consultant
		RFIs	x	x		
		Design Certifications	x		x	
		Record Drawings (As-Builts)	x	x		
C. Technical Support Oversight						
	General Technical Support in Water and Sanitation		x			
D. Capacity Building						
	Development in Afghan Water and Sanitation Organizations and Professionals		x			
E. Collaboration/Coordination with Appropriate Stakeholders						
	General Tetra Tech Collaboration/Coordination with Appropriate Stakeholders		x			

Table 3-5 Transportation Staffing Assignment Sector

Activity	Activity Type	Sub-Activity	In-Country Staff	Tetra Tech Reach Back	STTA Technical Assistance	Special Local Consultant
A. Planning Activities						
	Transportation Master Planning					
		Traffic Studies		x		
		Road/Interstate Analysis		x		
		Aviation Facilities Analysis		x		
		Railroad Analysis		x		
		Pedestrian Traffic Analysis		x		
		Multi-Modal Transit Analysis		x		
B. Design Activities						
	Road/Inter-province Analysis					
		Inter-province Design		x		
		Local Roadway Design	x			
		Intersection & Widening Improvements	x			
		Site Ingress/Egress Design	x			
		Site Circulation Design		x		
		Reconstruction and Improvements	x			
		Roundabout Design		x		
		Signal/Signage & Striping Design		x		
	Traffic Studies					
		Demand Forecasting Modeling		x		
		Site Circulation & Access Studies		x		
		Congestion Management Studies		x		
		Downtown/Urban Studies		x		
	Aviation Facilities					
		Public		x		
		Military		x		
	Railroad Analysis					
		Road Crossing/Intersection Design		x		
		Rehabilitation Design - Track/Bridges/Terminals			x	
		Signal Design			x	
		Terminals			x	
	Pedestrian Traffic Analysis					
		Traffic Flow Analysis		x		
		Site Circulation Design		x		
	Design for Construction					
		Traffic Control Plans	x			
		Site Inspections	x			
	Intelligence Systems					
		Operation/Safety & Efficiency Designs			x	
	Pavement Management					
		Survey of Conditions	x			x
		Life Cycle Cost Analysis		x		

Activity	Activity Type	Sub-Activity	In-Country Staff	Tetra Tech Reach Back	STTA Technical Assistance	Special Local Consultant
		Alternative Strategies & Costs		x		
	Capital Improvement Plans					
		Development of budgets & Prioritization	x			
		Program Implementation & Management	x			
C. Technical Support Oversight						
	General Technical Support in Transportation		x			
D. Capacity Building						
	Development in Transportation Organizations and Professionals		x			
E. Collaboration/Coordination with Appropriate Stakeholders						
	General Tetra Tech Collaboration/Coordination with Appropriate Stakeholders		x			

Table 3-6 Water Resources and Dams Sector Assignment Staffing

Activity	Activity Type	Sub-Activity	In-Country Staff	Tetra Tech Reach Back	STTA Technical Assistance	Special Local Consultant
A. Planning Activities						
	Water Resources Master Planning					
		Water Quality Assessments	x			
		Floodway Studies	x	x		
		Sediment Transport	x			
		Water Storage/Dam Studies	x	x		
		Stormwater Management/Master Drainage Studies	x			
		Source Water Protection	x	x		
		Designated Uses and Water Quality Standards	x	x		
		Disaster Prevention and Contingency Planning	x	x		
		Agricultural Runoff Assessments	x	x		
		Erosion Control Planning	x	x		
		Ground and Surface Water Hydrology	x	x		
		Wetlands Delineation	x	x		
B. Design Activities						
	Stormwater Management					
		Erosion Control Design/Best Management Practices (BMPs)	x			
		Agricultural Runoff Control	x			
		Flood Control	x	x		
		Infiltration Controls	x			
	River and Stream Restoration					
		Stream Channel Restoration	x			
		Habitat and Ecosystem Restoration			x	x
		Flow Control Structures	x	x		
	Water Storage Dam Design					
		Water Storage Volume	x	x		
		Watershed Area	x	x		
		Sediment Volume	x	x		
		Structure Design	x	x		x
		Spillway Design	x	x		
		Risk Assessment	x	x		
		Existing Dam Stabilization	x	x	x	
	Wetlands					
		Engineered Wetlands Design	x	x		
C. Technical Support Oversight						
	General Technical Support in Water Resources		x	x		
D. Capacity Building						
	Development in Water Resources Organizations and Professionals		x			
E. Collaboration/Coordination with Appropriate Stakeholders						
	General Tetra Tech Collaboration/Coordination with Appropriate Stakeholders		x			



4.0 Deployment

Figure 3-1 presents an updated AESP organization chart. During this fourth contract year, the only anticipated deployment will be the rotation of the 19 approved expatriate positions. Depending on the type of work, reach back support, STTA staff, or special local consultants may also be required.

5.0 Work Orders

5.1 Overview

Work Order (WO) procedures remain unchanged since the Year 3 Work Plan submittal on November 3, 2011. Tetra Tech's point of contact with USAID is the project COR (or alternate contracting officer's representative (A/COR) when the COR is unavailable). Likewise, USAID's point of contact with Tetra Tech is the project COP, or the DCOP, when the COP is unavailable. To ensure smooth and strategic implementation of the project, it is critical that USAID and Tetra Tech always have and share the same information and decision-making processes. To achieve this, our communication channels are open but limited to this single point of contact for work order initiation and approval. Tetra Tech communicates with USAID and other US Government (USG) entities through and in collaboration with the COR. Communication to Tetra Tech from USAID and other USG entities is channeled through our COP. This facilitates collaborative and focused planning that prioritizes and allocates resources consistent with the project mandate and the needs of the USG.

AESP will remain cognitive of USAID's focus of project based AESP support. A move from current support, which is more program based. Currently a transition to project based support from program-based support is underway.

5.2 Work Order Process Flow

WO requests are initiated by USAID through the COR or A/COR. The COR or A/COR advises the COP of a WO request. There are two types of WOs described in this TO, Administrative Work Orders (WO-A) and Long Term Work Orders (WO-LT). Refer to Figure 5-1 for an illustration of the WO process flow.

5.2.1 Administrative Work Order (WO-A)

A WO-A is a work order typically related to energy, water, wastewater, buildings, or transportation with the anticipated total level of effort (LOE) less than or equal to 18 work days (144 work hours). WO-As include, but are not limited to, conducting site visits, review of plans and designs, logistical support for visits, drafting concepts, presentations, correspondence, and providing technical analysis. The COR (or A/COR) requests work under a WO-A to the COP. Atypical requests outside of the five sector disciplines are addressed on a case-by-case basis. Tetra Tech confirms the WO request in writing to the COR and A/COR before commencing work as shown in Figure 5-1.

5.2.2 Long Term Work Order (WO-LT)

A WO-LT is a work order related to energy, water, wastewater, vertical structures, or transportation with the anticipated total LOE greater than 18 work days (144 work hours). To



implement a WO-LT, the COR (or A/COR) submits a WO request to the COP. The WO request includes a brief description of the requirements including the project background, objective, tasks, deliverables, timeframe, proposed LOE and proposed skill sets required.

Upon receipt of the WO request, the COP designates a project Technical Lead. From the WO request, the project Technical Lead prepares a WO proposal collaborating with the USAID Technical Point of Contact (POC). The WO proposal includes the elements of the WO request and/or any modifications proposed by Tetra Tech. The WO proposal also includes staffing and budget projections for expatriate staff, LN staff, sub-contractors, and reach back assistance. Upon review and approval from the COP, the WO proposal is transmitted to the COR and A/COR. The COR (or A/COR) reviews the WO proposal. Upon written approval of the WO proposal, the WO-LT is assigned a number for tracking purposes and work can commence.

5.3 Additional Scope Requests

If a WO request is received that may be outside the Scope of Work and detailed work requirements as described in Sections C.3 and C.4 of the Task Order, it is reviewed with the CO and COR so a WO-A, WO-LT or other contract mechanism can be authorized as appropriate.

5.4 Tracking

Per TO, it is the joint responsibility of OEGI and Tetra Tech to track the budget over the course of the project. To aid in tracking, Tetra Tech assigns a number for each WO starting with 0001. WO-A's are numbered WO-A-0001, WO-A-0002, etc. Similarly, WO-LTs are numbered WO-LT-0001, WO-LT-0002, etc. To facilitate the compilation of the LOE for related WOs, when a modification or extension to an existing WO is necessary an amendment is created add additional scope. This facilitates budget and scope tracking at the project (and work order) level without opening an additional work order.

Tetra Tech tracks progress and budget for each WO in a format agreed upon with OEGI and submits updates to the COR on a weekly basis. An example of the WO tracking sheet is provided in Appendix A (Active and Pending Work Order Status and Completed Work Orders). Additionally, Tetra Tech tracks hours, subcontractor costs, expenses on all WO's and then reports them in the quarterly and annual reports.

5.5 Capacity Building

Tetra Tech identified the following activities for potential work orders during Year 1 and Year 2. These activities support the mission of the AESP, and are being undertaken as administrative work orders (WO-As) through Year 4.

5.5.1 Women in Engineering

Tetra Tech established a gender specific capacity building program where Tetra Tech's female engineering staff visit Kabul University and Kabul Polytechnic and host a series of informal meetings for mentoring the female students to discuss issues in the engineering profession. Tetra Tech professionals have presented examples of A&E plans as well as



scheduled field visits to construction sites. For each meeting, a report summarizing the number of attendees and topics discussed is prepared and submitted to OEGI.

Continued efforts will be made during Year 4 to establish mentoring and internship opportunities for female students enrolled in engineering and architecture programs in Universities in Kabul, Afghanistan with Tetra Tech.

5.5.2 Technical Academic Resources

Tetra Tech will continue dialogue with the Deans of the Kabul University Engineering School, Kabul University School of Agriculture, and Kabul Polytechnic to present and individually address USAID and the various COPs at the above noted networking workshops. This provides the universities a venue to present their academic programs and discuss what they can offer in the way of training assistance, testing, and research. Inviting ATVI to address the workshops is also a possibility. This approach will further be evaluated and refined for incorporation into the Year 4 COP workshop plan.

5.5.3 Engineering Field Trips and Demonstrations

Tetra Tech will continue to develop training programs such as field trips to local construction and infrastructure sites to provide real world examples of engineering projects. Examples for potential field trip destinations include roadway construction projects, wastewater treatment or power plants. Year 3 field trips included Ghazi High School, Sardar Girls School and Kabul University.

In Year 4, female AESP interns will be working with an expatriate engineer to develop a training program for USAID engineering staff on plan set review, RFI and record keeping for a successful construction project.

5.6 Long-Term Work Orders to Promote Capacity Building

Tetra Tech will support OEGI on long-term work orders that are aimed at capacity building. Woman Engineering Internship program (WO-LT-0042) received concurrence during Year 3. Efforts will continue through Year 4 to provide internship opportunities for students at other Kabul educational facilities. AESP will continue to support USAID's mission of developing local engineering professional's capacity and gender sensitive initiative.

5.7 Completed, Pending and Anticipated Work Orders

Table 5-1 presents an overview of WOs completed to date. More detail on completed WOs is provided in the quarterly reports submitted on February 4, 2012, April 18, 2012, and July 22, 2012.

Table 5-2 provides a listing of current or pending WOs. Pending work orders include the following:

- Substation Assessments (WO-LT-0058): The proposed work order is to provide technical services that will describe the condition of Da Afghanistan Breshna Sherkot (DABS) existing primary substations (SSs) in the Northeast Power System (NEPS) electrical grid in Afghanistan. Reports will be created to be used as a baseline to



- Identify future remedial improvements and repairs at these substations. This work order will observe and report on selected 110kV transmission lines and selected medium voltage (MV), 15kV or 20kV, distribution feeders that are likely to require remedial work in the near future.
- NEPS System Protective Relay Coordination Studies (WO-LT-0059): The proposed work order is to deliver to USAID protective relaying coordination studies of key portions of Afghanistan's Northeast Power System (NEPS) high voltage (HV) electrical grid. This initial effort includes Kabul area substations only but may be extended to additional coordinated protective relay operation. Medium voltage (MV), 11kV, 15kV and 20kV, protective relaying studies and suggested relay settings will be performed.
- NEPS Connections to Customers (WO-LT-0061): The proposed work order is to develop new technical documents to extend work from the proposed 220kV transmission line (T/L) planned from Dasht-e-Barchi Substation (SS) to Kandahar East SS to provide electrical power from the proposed transmission line to customers nearby.

Following are the estimated Year 4 projections for WOs in each of the five sectors based on the trend from the completed WOs to date and the remaining LOE on WOs in progress. MOD 16-budget realignment approved a [REDACTED] budget for Year 4. Work orders are anticipated to be approximately [REDACTED] of that budget totaling an estimated [REDACTED].

- Energy – 37%
This level of effort in energy will continue to grow in Year 4 due to USAID and other donors working in Afghanistan to secure additional electricity supplies through new generation and imports. The focus to improve quality of supply to existing customers and to increase access to electricity for populations currently not yet served will make up a majority of work orders in Year 4.
- Transportation – 13%
In year 4, Tetra Tech will shift its focus from infrastructure to capacity building, technical assistance, and high level support.
- Vertical Structures – 26%
The Vertical Structures sector work not only includes architectural and structural engineering services but also includes site civil design, MEP, and on-site water, seismic retrofit and sanitation design. This work is anticipated to decrease in Year 4. Tetra Tech will continue to support the Vertical Structures administrative work orders, drawing reviews and technical support during Year 4.
- Water Resources – 0%
Following the work from Year 3, limited work on dams is expected in Year 4; however, OEGI has not specifically identified projects or indicated the LOE in this sector for Year 4.



- **Water and Sanitation – 0%**
Although there is no work specific to this particular sector projected for Year 3, most of the water and sanitation related work is projected to be done on vertical structures projects and is included in that forecast.
- **Miscellaneous Technical Support – 24%**
Under the AESP contract, Tetra Tech is available to provide various technical support services and provide capacity building efforts. Tetra Tech will continue to provide these services in Year 4 including the continuation of the Afghan First Contractor Capacity Building Program. Also during Year 4, Tetra Tech is to provide support to the Requests for Equitable Adjustments (REA) and Claims evaluation and assessment process. The USAID Office of Acquisition and Assistance (OAA) received a substantial number of Claims, Requests for Equitable Adjustment, and Termination Settlement proposals from the Office of Economic Growth and Infrastructure.

Notes:

- [1] PM and RBM to review and advise if added reach back funding is required.
- [2] Contracts Manager to track if there are comments from OIEE CO and advise COP
- [3] All use of reach back resources to be coordinated by Technical Support Manager (TSM)
- [4] Use of Special Local Consultant and STTA will require OIEE CO & COTR approval
- [5] COP, DCOP or MIS Manager shall attend all meetings with USAID-OIEE

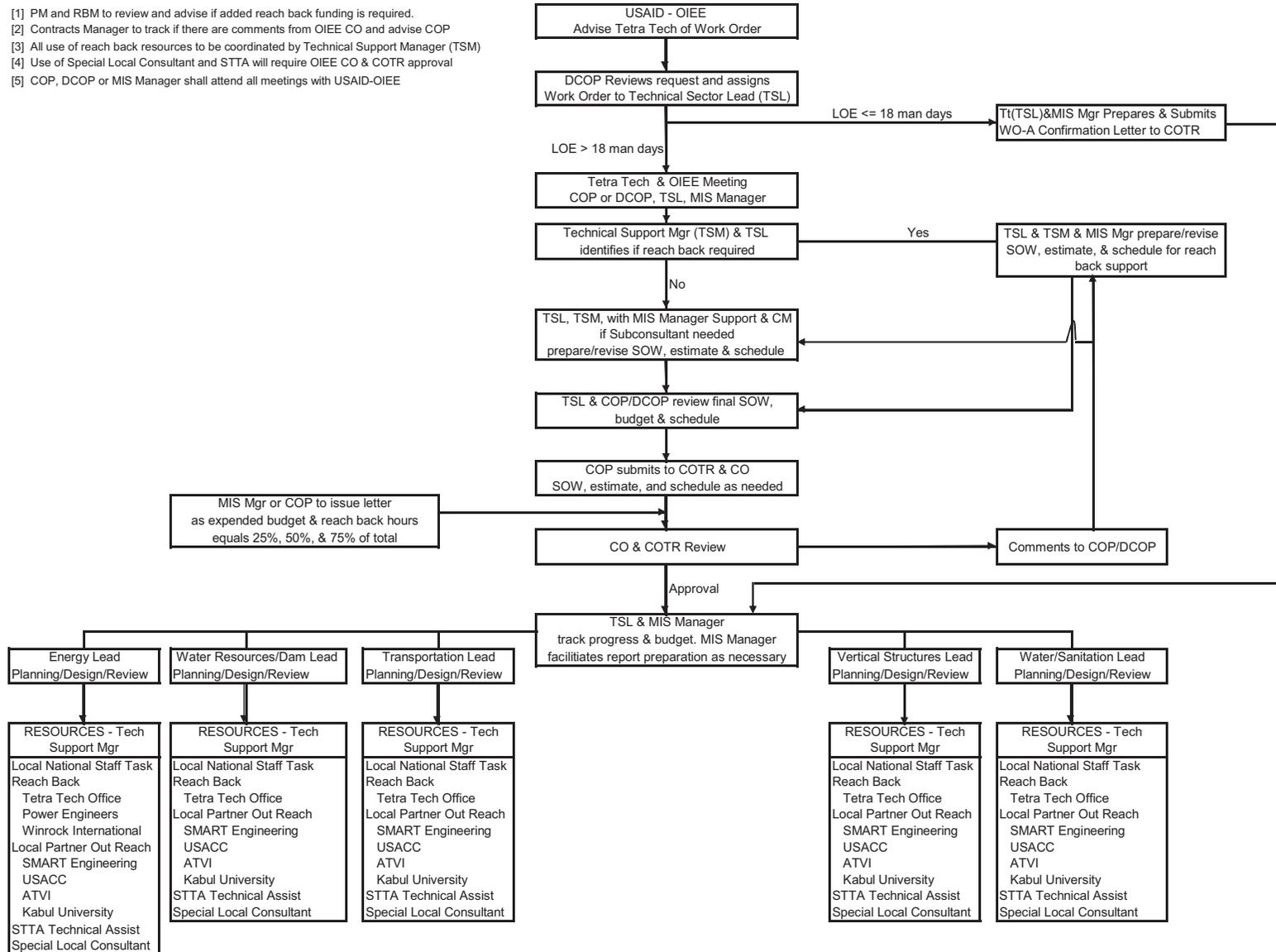


Figure 5-1: Work Order Process Flow Chart

COMPLETED WORK ORDERS
 Afghanistan Engineering Support Program
 IQC: Task Order 01 - EDH-I-00-08-00027-00
 USAID Technical Office: USAID/Office of Economic Growth and Infrastructure (OEGI)
 Revised July 31, 2012 (Reporting Thru July 20, 2012)

Energy
Water Resources
Vertical Structures
Transportation
Water and Sanitation
Multi-Disciplinary
Technical Support

Work Order Number	Program Type ⁽³⁾	Description	Work Order NTP Date	Complete Date	Estimated Cost (ROM)	In Country Cost to Date ⁽⁶⁾	Reach Back Cost to Date ⁽⁶⁾	Total Cost to Date ⁽⁶⁾
WO-A-0001	W/S	Review Kabul Water Study	12/28/2009	1/17/2010	NA			
WO-A-0001A	W/S	Review of Kabul Water MTP-1 Bid Docs	2/2/2010	3/16/2010	NA			
WO-A-0002	VS, E, & W/S	Review of AUAF Master Plan Infrastructure	12/28/2009	1/6/2010	NA			
WO-A-0002A	VS, E, & W/S	AUAF Master Plan Rev & SOW/ROM	1/25/2010	2/6/2010	NA			
WO-A-0003	W/S	GBHS Sanitation	1/13/2010	2/22/2010	NA			
WO-A-0004	E	GBHS Electrical	1/13/2010	2/15/2010	NA			
WO-A-0005	W/S	GBHS Water Supply	1/13/2010	2/22/2010	NA			
WO-A-0006	W/S	Sardar GHS Sanitation	1/16/2010	2/22/2010	NA			
WO-A-0007	E	Sardar GHS Electrical	1/16/2010	2/15/2010	NA			
WO-A-0008	W/S	Sardar GHS Water Supply	1/16/2010	2/22/2010	NA			
WO-A-0009	E	Integration of Nangarhar into NEPS	1/30/2010	5/11/2010	NA			
WO-A-0010	TS	Review of BS-25 Draft Position	2/2/2010	4/11/2010	NA			
WO-A-0011	E	HFO Feasibility for Tarakhil Power Plant	2/3/2010	4/26/2010	NA			
WO-A-0012	TS	Position Advertisements	2/15/2010	3/7/2010	NA			
WO-A-0013	E	Third Party MEP Review of IOM 20 Bed Hospital	2/17/2010	3/14/2010	NA			
WO-A-0014	TS	Construction Equipment Costs	2/23/2010	2/25/2010	NA			
WO-A-0015	E	MOT Electrical	3/4/2010	5/10/2010	NA			
WO-A-0016	VS	AUAF Board of Trustees Support	3/6/2010	4/19/2010	NA			
WO-A-0017	VS	Faculty of Education	3/15/2010	4/19/2010	NA			
WO-A-0018	WR	Dam #1 Review for Pul-e-Khumri	3/28/2010	5/2/2010	NA			
WO-A-0019	WR	Dam #2 Review for Pul-e-Khumri	3/28/2010	5/2/2010	NA			
WO-A-0020	E	SEPS Additional Work	4/1/2010	4/18/2010	NA			
WO-A-0021	VS	MoEW VTC Rehab Drawing Review	4/6/2010	4/20/2010	NA			
WO-A-0022	VS	50 Bed Wmn Hosp Drawing Review	4/6/2010	4/12/2010	NA			
WO-A-0023	TS	Data Collection for Afghan Contractors Capacity Building	4/11/2010	8/22/2010	NA			
WO-A-0024	TS	Afghan First COP Meetings	8/17/2010	3/20/2012	NA			
WO-A-0025	WR	Kajaki Dam	4/12/2010	6/2/2010	NA			
WO-A-0027	E	National Electric Distribution Work Unit Quantity Model	4/18/2010	7/10/2010	NA			
WO-A-0028	VS	IOM 50 BH Samangan Geotech Review	4/18/2010	4/21/2010	NA			
WO-A-0029	VS	CHEF PTTC Drawing Review	4/20/2010	4/29/2010	NA			
WO-A-0030	VS	ISD-DGA Proposal Review	4/22/2010	4/28/2010	NA			
WO-A-0031	VS	100 BH IQC Comparison ROM	4/28/2010	5/7/2010	NA			
WO-A-0032	WR	Pul-e-Khumri Cost Estimate	4/29/2010	6/2/2010	NA			
WO-A-0033	VS	MoPH Complex Structural Design Review	5/12/2010	6/8/2010	NA			
WO-A-0034	WR	Kajaki Dam SOW	5/8/2010	7/6/2010	NA			
WO-A-0036	VS	AUAF 3D CDR Presentations	5/9/2010	6/12/2010	NA			
WO-A-0037	T	Doshi to Salang Tunnel Pavement Design Review	5/15/2010	7/11/2010	NA			
WO-A-0038	E	Execution Plan for RC-East and Nangarhar Elec Power Distribution Program	5/12/2010	10/9/2010	NA			
WO-A-0039	WR	Kajaki Dam Cost Review	5/18/2010	10/9/2010	NA			
WO-A-0040	TS	Power Point Presentation	5/27/2010	6/15/2010	NA			
WO-A-0042	VS	AVIPA Processing Plant Review	6/5/2010	8/8/2010	NA			
WO-A-0043	WR	Shahtoot and Sarobi II Dam Review	6/16/2010	10/9/2010	NA			
WO-A-0044	VS, E, & W/S	Kabul University DFAC and Laundry 35% Design Review	6/16/2010	7/25/2010	NA			
WO-A-0045	T	Chagcharan Airport Site Visit	6/21/2010	10/19/2010	NA			
WO-A-0046	E	Jalalabad Elec Power Distribution	7/13/2010	2/10/2011	NA			
WO-A-0047	T	Technical Review Maimana & Faizabad Airport	7/21/2010	11/2/2010	NA			
WO-A-0048	TS	Action Memo SGFDP	7/27/2010	7/31/2010	NA			
WO-A-0049	WR	Badakshan Bridge Independent Review	8/1/2010	10/19/2010	NA			
WO-A-0050	TS	USAID DVD/CD Filing	8/6/2010	10/13/2010	NA			
WO-A-0051	VS	MOT Electrical Phase II Drawing Review	8/17/2010	11/15/2010	NA			
WO-A-0052	E	NEPS-SEPS Connection Review	8/15/2010	10/9/2010	NA			
WO-A-0053	E	ACEP Report Review	8/18/2010	1/4/2011	NA			
WO-A-0054	E	NLCC 30% Electrical Design Review	8/18/2010	9/6/2010	NA			
WO-A-0055	VS	NLCC 90% Design Review	8/28/2010	10/9/2010	NA			
WO-A-0057	E	NEPS-Kandahar Construction Plan	9/9/2010	10/9/2010	NA			
WO-A-0058	TS	Afghan Standardization	9/20/2010	12/20/2011	NA			
WO-A-0059	E	Parwan Road Village Electrification	9/13/2010	7/30/2011	NA			
WO-A-0060	W/S	Embassy Biodigestion Study	9/22/2010	11/16/2011	NA			
WO-A-0061	WR	Bamyan Dam Study	9/19/2010	12/12/2010	NA			
WO-A-0062	VS	FOHE Schematic Design Review	9/20/2010	10/17/2010	NA			

Work Order Number	Program Type ⁽⁹⁾	Description	Work Order NTP Date	Complete Date	Estimated Cost (ROM)	In Country Cost to Date ⁽⁹⁾	Reach Back Cost to Date ⁽⁹⁾	Total Cost to Date ⁽⁹⁾
WO-A-0063	WR	Topchi Hydropower Plant Canal Review	10/6/2010	12/12/2010				
WO-A-0064	E	Sufyane Village Electrification	10/9/2010	7/30/2011				
WO-A-0065	TS	Pre-Award Survey of Afghan Construction Companies	10/28/2010	11/18/2010				
WO-A-0066	VS	Sardar Roof Design Review	11/6/2010	1/19/2011				
WO-A-0067	VS	Ghazi Admin Bldg Design Review	11/28/2010	4/18/2011				
WO-A-0068	TS	USAID Plan Filing	11/18/2010	3/16/2011				
WO-A-0069	VS	Construction Principles Guidelines	11/19/2010	2/10/2011				
WO-A-0070	VS	100% NLCC Design Review	12/2/2010	2/10/2011				
WO-A-0071	VS	PTTC Water Tower Review	12/14/2010	2/10/2011				
WO-A-0072	TS	File Transfer Services	12/14/2010	1/31/2012				
WO-A-0073	VS	Roof Framing Design for Sardar Girls High School	1/5/2011	3/12/2011				
WO-A-0074	VS	Insulation Materials Technical Comparison	3/1/2011	3/16/2011				
WO-A-0075	T	Khost-Gardez Highway Failure Investigation	4/27/2011	7/17/2011				
WO-A-0076	T	Kabul Road Preliminary Costing	6/2/2011	6/19/2011				
WO-A-0077	TS	KHPP Environmental Services	6/18/2011	3/24/2012				
WO-A-0078	TS	Kajaki Unit 2 Assessment	9/12/2011	12/20/2011				
WO-A-0079	E	Tarakhil O&M Estimate	10/27/2011	12/13/2011				
WO-A-0080	E	Gas Pipeline Pre-Feasibility Study	10/27/2011	2/22/2012				
WO-A-0081	T	K-K Bridge Calculations Review	10/31/2011	1/4/2012				
WO-A-0082	E	SEPS Technical Services	10/31/2011	12/7/2011				
WO-A-0083	VS	Review of Sardar GHS Fire Doors	11/20/2011	1/31/2012				
WO-A-0084	VS	Sardar GHS Fire Door Suppliers and Cost Estimates	1/15/2012	4/10/2012				
WO-A-0085	W/S	GBHS Winter Operations Support	1/22/2012	4/24/2012				
WO-LT-0001	VS	Regional and Provincial Training Centers Concept and Final Design	1/5/2010	4/10/2012				
WO-LT-0002	VS, E, & W/S	AUAF Concept Design	2/18/2010	8/5/2010				
WO-LT-0004	W/S, E	MoPH Design Management: Extension of Staff Services & Design Reviews	3/17/2010	6/1/2011				
WO-LT-0005	W/S, E	GBHS Utility Construction Documents	3/17/2010	10/25/2011				
WO-LT-0007	T	QA Oversight SPR - Southern & Eastern Afghanistan	6/7/2010	4/8/2012				
WO-LT-0008	T	LAMPs for Maimana & Faizabad Airport	5/5/2010	12/13/2010				
WO-LT-0009 AMD 1	T	PRT Field Support - Khost Bridge Final Design	8/6/2010	11/26/2011				
WO-LT-0009 AMD 4	T	Matun and Lakan Crossings Conceptual Bridge Designs	4/19/2011	11/26/2011				
WO-LT-0012	E	PK to Chintala Transmission Line	6/10/2010	11/6/2011				
WO-LT-0013	VS	Three Towers Project	6/3/2010	12/14/2010				
WO-LT-0014	VS	VTC Green Design	8/2/2011	5/12/2012				
WO-LT-0021	E	Selected NEPS Transmission Line Field Investigation	12/23/2010	10/25/2011				
WO-LT-0022	E	Power Reliability Study (US Embassy, USAID)	12/23/2010	3/13/2012				
WO-LT-0023	E	Afghanistan Electrical Transmission & Generation Study	12/23/2010	3/27/2012				
WO-LT-0024	E	Kud Bergh (Mazar) 48MW Power Plant Field Investigation	12/23/2010	3/25/2012				
WO-LT-0025	E	RC-East Villages Electrification	11/25/2010	2/19/2012				
WO-LT-0030	E	Sherberghan 200MW Power Plant Feasibility Study	12/23/2010	8/31/2011				
WO-LT-0031	E	Concept Design for Three 20-kV Lines	12/23/2010	9/28/2011				
WO-LT-0033 AMD 1	TS	USAID/OAA Claims Assistance	1/31/2011	6/26/2012				
WO-LT-0034	WR	Topchi HPP Design Review	2/16/2011	7/7/2011				
WO-LT-0035	E	Afghanistan Electricity Sector Economic Study	5/19/2011	11/6/2011				
WO-LT-0036	E	Tarakhil PP Operational Evaluation	3/30/2011	8/31/2011				
WO-LT-0039	TS	CHEF Environmental Site Assessment Services	6/2/2011	9/8/2011				
WO-LT-0043	E	PTEC - Environmental Assessments Power Transmission, Expansion and Connectivity	Limited 12/26/2011	3/25/2012				
WO-LT-0044	E	Barmyan Valley T & D Design	Task 1 9/23/2011	11/26/2011				
WO-LT-0045	TS	Darunta Technical Services	11/8/2011	3/17/2012				
WO-LT-0049	T	Evaluation of MoPW Capacity to Conduct Roadway O&M	10/29/2011	5/12/2012				
WO-LT-0051	E	NEPS-SEPS Alternatives Study	11/12/2011	2/22/2012				
WO-LT-0057	VS	Tarakhil Fire Suppression System Assessment	5/14/2012	7/1/2012				
WO-LT-0015	VS	Kabul University Technical Assistance	7/25/2010	07/22/2012				

TABLE 5-2 ACTIVE AND PENDING WORK ORDER STATUS

ACTIVE AND PENDING WORK ORDER STATUS

Afghanistan Engineering Support Program

USAID Technical Office: USAID/Office of Economic Growth and Infrastructure (OEGI)

Revised July 29, 2012 (Reporting Thru July 20, 2012)

Program Type ⁽³⁾	Work Order Number	Description	Work Order NTP Date	Scheduled End Date	Completed Date	Estimated Cost (ROM)	In Country Cost to Date ⁽⁵⁾	Reach Back Cost to Date ⁽⁵⁾	Incurred Cost to Date ⁽⁵⁾	Total Hours
W/S, E	WO-LT-0006	SGHS Utility Construction Documents	3/17/2010	11/15/2011						
T	WO-LT-0009	PRT Field Support	8/6/2010	4/30/2012						
T	WO-LT-0009 AMD 2	PRT Field Support - Bamyan Dam Sites Pre-Feasibility Studies	Task 1,2,3 5/17/2011	2/6/2012						
T	WO-LT-0029	Maimana and Faizabad Airport 3rd Party QA	11/12/2010	7/31/2012						
TS	WO-LT-0033 AMD 2	USAID/OAA Claims Assistance	9/7/2011	TBD						
TS	WO-LT-0033 AMD 3	USAID/OAA Claims Assistance	9/7/2011	TBD						
T	WO-LT-0041	MoTCA - Regional Airport Support	7/6/2011	10/31/2012						
TS	WO-LT-0042	Afghan Women Internship Program	9/16/2011	TBD						
E	WO-LT-0048	Engineering Study for 220kV Transmission Line from Dasht-E-Barchi to Kandahar	3/12/2012	10/31/2012						
VS	WO-LT-0052	Annual O&M Cost Budgets	1/16/2012	6/9/2012						
E	WO-LT-0053	NEPS and NEPS - SEPS Connection Assessments	2/8/2012	6/7/2012						
E	WO-LT-0054	Reactive Power Compensation for PK to Chimtala	3/5/2012	10/31/2012						
E	WO-LT-0055	Darunta HPP Assessments	3/13/2012	5/12/2012						
VS	WO-LT-0056	Structural Engineering and Cost Estimating Services for Seismic Retrofit Options	3/28/2012	7/28/2012						
Pending Work Orders										
E	WO-LT-0058	Substation Assessments								
E	WO-LT-0059	NEPS System Protective Relay Coordination Studies								
E	WO-LT-0061	NEPS Connections to Customers								

	Energy
	Water Resources
	Vertical Structures
	Transportation
	Water and Sanitation
	Multi-Disciplinary
	Technical Support
	Pending



6.0 Reporting and Deliverables

Tetra Tech provides accurate and timely reporting to USAID as specified in the TO and summarized below.

6.1 Work Plan

This document serves as the required work plan for the entire TO. It is intended to be a living document that will be reviewed and modified as the AESP develops. Note that this revision updates the prior revision of November 3, 2011. The work plan includes items such as arrival dates, work activities, and long- and medium-term postings. It also includes a description of the Tetra Tech management structure, work flow, and overall program approach. The yearly work plan will become part of the TO.

6.2 Operational Security Plan

The Operational Security Plan (SOP) provides information on the personnel and physical security for TO. The Operational Security Plan was submitted for review and approval by the COR under separate cover on December 12, 2009. Every six months, the SOP is updated and refined as local conditions change and as the project's security needs require refinement.

6.3 Performance Monitoring Plan

In accordance with the TO, a Performance Monitoring Plan (PMP) was submitted to and approved by the COR within 90 days of the Contract award. The PMP establishes performance indicators to measure the program's progress and accomplishments.

6.4 Weekly Meetings

Tetra Tech holds weekly meetings with the COR to discuss the AESP progress and resolve problems as required. Tetra Tech COP and COR will continue to communicate through email, cell phone and meetings outside the weekly meetings to support project progression.

6.5 Quarterly Progress Reports

Quarterly progress reports are submitted 10 days after the end of the reporting period. Submission of this report follows the USG reporting schedule, which begins October 1. A fourth quarter report is not required as that information is submitted in the annual report as noted in Section 6.7. Thus, reports are to be submitted on or before January 10, April 10, and July 10 of each year. To date, Tetra Tech has submitted final quarterly reports on February 23, 2010; May 6, 2010 and July 21, 2010 for activities in Year 1; January 26, 2011, April 19, 2011 and July 20, 2011 in Year 2; February 2, 2012, April 18, 2012 and July 22, 2012 for Year 3.

The quarterly reports summarize the progress of major activities during the period of performance, indicates if problems were encountered, and proposes remedial actions as appropriate. The quarterly reports also include status updates for the WOs including the total hours utilized to date by individual WO and overall TO.

The Tetra Tech COP will notify the CO and the COR of problems, delays, or adverse conditions, which materially impair the team's ability to meet the requirements of the TO.



6.6 Reach Back Hours

USAID will be notified when 25%, 50%, and 75% of the authorized total of reach back hours have been expended. There are a total of [REDACTED] man days authorized under the Task Order. In Year 4, we anticipate utilization of [REDACTED] man days.

6.7 Annual Work Plans

Annual work plans will be prepared that detail the work to be accomplished during the upcoming year. The fourth year and fifth year work plans will be finalized 60 days prior to the end of the preceding year according to the USG reporting schedule. Accordingly, the annual work plans will be submitted during the month of August. These annual work plans may be revised, as needed, to reflect changes on the ground and with the concurrence of the COR.

6.8 Annual Report

An annual report of each fiscal year will be submitted 30 days after the end of the fiscal year on September 30. Thus, annual reports will be submitted on or before October 30 each year. The report will combine the activities of the four quarters and provide an assessment of the progress in achieving the annual objectives set forth in the annual work plans.

6.9 Final Project Report

At the end of the contract, Tetra Tech will prepare a final project report. The final report will be drafted to allow for incremental improvements in the process, both generally within USAID and specifically with respect to this TO. The final report will contain the following information:

- Specific objectives of the program;
- Activities undertaken to achieve program objectives;
- Results achieved by objective, including life-of-program reporting according to the Performance Monitoring Plan;
- Cost of efforts by sector;
- Actions taken to leverage resources and to ensure the continuation and sustainability of program objectives and the effectiveness of these actions;
- Recommendations regarding unfinished work and/or program continuation; and
- Lessons learned over the course of the program and recommendations for other related programs.

6.10 Other

Tetra Tech prepares periodic success stories and other outreach materials that can be utilized by Tetra Tech and USAID as appropriate. Tetra Tech staff may shadow the OEGI local staff as determined appropriate.

Appendix A

Sample Work Order Tracking Sheet

ACTIVE AND PENDING WORK ORDER STATUS
 Afghanistan Engineering Support Program
 IQC: Task Order 01 - EDH-I-00-08-00027-00
 USAID Technical Office: USAID/Office of Economic Growth and Infrastructure (OEGI)
 Revised July 29, 2012 (Reporting Thru July 20, 2012)

Program Type ⁽³⁾	Work Order Number	Description	Notes and Outstanding Items	Assigned By	Technical POC	Tetra Tech Lead	Status ⁽⁴⁾	Work Order Issue Date	Work Order NTP Date	Approved AMD Date	Pending AMD	Approved AMD	Scheduled End Date	Completed Date	Estimated Cost (ROM)	In Country Cost to Date ⁽⁵⁾	Reach Back Cost to Date ⁽⁵⁾	Incurred Cost to Date ⁽⁵⁾	Total Hours
WO-LT: Long Term Work Orders⁽²⁾																			
W/S, E	WO-LT-0006	SGHS Utility Construction Documents	Amendmnt #5 - Construction Administration Services for Sity layout, grading and utilities. TT site visit 6/25. Construction readiness underway. Awaiting schedule from contractor.				Open	2/15/2010	3/17/2010	11/5/2011		1,2,3,4,5,6,7	11/15/2011						
T	WO-LT-0009	PRT Field Support	Awaiting USAID directive.				Open	3/22/2010	8/6/2010	6/8/2011		Rev 1	4/30/2012						
T	WO-LT-0009 AMD 2	PRT Field Support - Bamyan Dam Sites Pre-Feasibility Studies	TT submitted the draft Shikari report on 12/4/11 and final Kalu report on 12/7/11. TT submitted a recap of Bamyan PRT meeting on 2/12/12. Coordination meeting held on 5/21/12. TT submitted cost/time estimates on 5/26/12. Awaiting USAID directive.				Open	3/22/2010	Task 1,2,3 5/17/2011	Rev 4 11/8/2011		Rev 3,4	2/6/2012						
T	WO-LT-0029	Maimana and Faizabad Airport 3rd Party QA	QA monitors currently at Faizabad and Maimana. TT engineer trip to Faizabad 7/18 - 7/21 to review for substantial completion. Weekly mtgs (Tuesday) continuing. Field reports pending. Workorder pending closeout.				Open	10/14/2010	11/12/2010	6/25/2012		1,2,3,4	7/31/2012						
TS	WO-LT-0033 AMD 2	USAID/OAA Claims Assistance	Pending review.				Open	9/7/2011	9/7/2011	9/7/2011			TBD						
TS	WO-LT-0033 AMD 3	USAID/OAA Claims Assistance	Settlements and REA for #2, 4, 5, 8, 10, 11, 18, 20, 22, 24, 27, 34, and 38 pending review. Settlements #16 and 19 submitted. REV 3 submitted 06/24/2012. REV 3 approved 06/26/2012				Open	9/7/2011	9/7/2011	6/26/2012		Rev 2, 3	TBD						
T	WO-LT-0041	MoTCA - Regional Airport Support	April and May 2011 Maimana monthly reports and May 2012 Faizabad monthly report review submitted to MoTCA. TT supporting MoTCA to complete outstanding reports.				Open	7/3/2011	7/6/2011	1/30/2012		1	10/31/2012						
TS	WO-LT-0042	Afghan Women Internship Program	Internship Program ongoing. Interns currently on leave until August for final exam. Tasks identified - planning fall schedule. Arranging meetings with Polytechnical and Kabul University department heads to contact potential interns for Spring 2013 program.				Open	6/21/2011	9/16/2011				TBD						
E	WO-LT-0048	Engineering Study for 220kV Transmission Line from Dasht-E-Barchi to Kandahar	Submitted Revised Final Engineering Study on July 28, 2012.				Open	10/13/2011	3/12/2012	7/5/2012		1, 2 (Rev 2)	10/31/2012						
VS	WO-LT-0052	Annual O&M Cost Budgets	TT submitted final report on 6/12/12. W/O to remain open until further direction is received from USAID.				Open	11/17/2011	1/16/2012	1/31/2012		Rev 5	6/9/2012						
E	WO-LT-0053	NEPS and NEPS - SEPS Connection Assessments	Work ongoing. TT submitted final draft on 6/12/12. Final report review. TT to submit reviewed report on August 7, 2012.				Open	12/26/2011	2/8/2012				6/7/2012						
E	WO-LT-0054	Reactive Power Compensation for PK to Chimtala	Work ongoing.				Open	1/7/2012	3/5/2012	6/4/2012		1	10/31/2012						
E	WO-LT-0055	Darunta HPP Assessments	Work suspended 3/29/12 by USAID. Awaiting notice from USAID to resume work.				Open	2/18/2012	3/13/2012				5/12/2012						
VS	WO-LT-0056	Structural Engineering and Cost Estimating Services for Seismic Retrofit Options	TT revising draft report. TT submitted 3 month extension on July 23, 2012. Awaiting USAID response.				Open	3/7/2012	3/28/2012			1	7/28/2012						
Pending Work Orders																			
E	WO-LT-0058	Substation Assessments	TT to submitted SOW and ROM 07/16/2012. Received comments from USAID. TT to submit Rev 1				Open	Pending											
E	WO-LT-0059	NEPS System Protective Relay Coordination Studies	TT to submit SOW and ROM				Open	Pending											
E	WO-LT-0061	NEPS Connections to Customers	TT to submit SOW and ROM				Open	Pending											

Notes⁽⁶⁾:

- (1) Work Orders with anticipated level of effort of 18-workdays or less
- (2) Work Orders that are planned to equal more than 18-workdays
- (3) Program Type: Technical Support (TS), Energy (E), Transportation (T), Vertical Structures (VS), Water/Sanitation (W/S) or Water Resources (WR)
- (4) Status: Pending Approval, Open, or Complete
- (5) Labor, expenses, OH, GA, and fee.

Energy
Water Resources
Vertical Structures
Transportation
Water and Sanitation
Multi-Disciplinary
Technical Support
New Work Orders in July 2012
Pending

RED-AWAITING TT RESPONSE
 BLUE-AWAITING USAID RESPONSE

USAID/Afghanistan
U.S. Embassy Cafe Compound
Great Masood Road
Kabul, Afghanistan
Tel: 202.216.6288
<http://afghanistan.usaid.gov>