



Technical Assistance Report

Project Number: 37083
October 2005

Technical Assistance Islamic Republic of Afghanistan: Capacity Building for Road Sector Institutions

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 28 September 2005)

Currency Unit – afghani/s (AF)

AF1.00 = \$0.02046

\$1.00 = AF48.87

ABBREVIATIONS

ADB	–	Asian Development Bank
KPU	–	Kabul Polytechnic University
MPW	–	Ministry of Public Works
RCD	–	road construction department
SDD	–	Survey and Design Department
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sector	–	Transport and communications
Subsector	–	Roads and highways
Themes	–	Governance, capacity development
Subtheme(s)	–	Public governance, institutional development

NOTES

In this report, "\$" refers to US dollars.

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I. INTRODUCTION

1. In 2002, the Asian Development Bank (ADB) provided a cluster technical assistance (TA) for Capacity Building for Reconstruction and Development,¹ by which a team of international and domestic experts was assigned to the Ministry of Public Works (MPW) of Afghanistan to compensate the lack of capacity to implement large-scale projects, particularly to plan and manage projects. Under the series of road rehabilitation projects provided thereafter, the capacity of the project implementation unit established within MPW to handle day-to-day project implementation has been gradually strengthened with the aid of project management consultants. Several MPW staff have been attached to the contractor and the supervision consultants to receive on-the-job training in project administration and implementation. Although these efforts to strengthen the capacity of MPW have met the immediate need to train MPW staff to be involved in day-to-day project implementation, there is still a need to systematically build the capacity of MPW to carry out its core function of planning, designing, and managing, and implementing road investments with sustainability. Recognizing this need, the Government requested ADB to provide TA to strengthen the capacity of MPW to plan, design, and manage and implement road investments. The TA is included in ADB's Afghanistan *Country Strategy and Program Update 2004–2006*, published in 2004.

2. The Fact-Finding Mission visited Afghanistan in August 2005 and reached an understanding with the Government on the objectives, scope, cost estimates, financing plan, implementation arrangements, and terms of reference for consulting services. This TA report was prepared on the basis of the Mission's discussions with the Government; its observations in the field; and its review of relevant data, studies, and reports.² The TA design and monitoring framework is presented in Appendix 1.

II. ISSUES

3. MPW is responsible for developing, operating, and maintaining the regional and national highway and provincial road network totaling 3,200 kilometers (km), 4,900 km, and 9,000 km, respectively.³ Much of Afghanistan's road infrastructure was destroyed or damaged during the more than two decades of conflict. Lack of resources and capacity prevented maintenance, and has led to major deterioration and loss of infrastructure. During March–May 2002, comprehensive assessment of the needs of the Afghanistan transport sector by major external funding agencies including ADB revealed that 54% of national roads were in poor condition, 26% in fair condition, and only 20% in good condition. Since the end of the conflict, the complete length of regional highways, about 910 km of national highways, and some stretches of provincial roads are being rehabilitated mainly through aid agencies' assistance.

4. Before the protracted conflict, MPW, through its 15 departments, was virtually responsible for all government construction and maintenance, including roads and bridges, airports, public housing, and water supply. All aspects of planning, design, construction, and

¹ ADB. 2002. *Technical Assistance Cluster to the Islamic Republic of Afghanistan for Capacity Building for Reconstruction and Development*. Manila.

² The TA first appeared in *ADB Business Opportunities* (internet edition) on 17 August 2005.

³ Regional highways foster regional trade and economic linkages between Afghanistan and the neighboring countries, i.e., Iran, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan. National highways promote trade and economic linkages and extend regional highways to provincial capitals contributing peace, security, stability, economic growth, and national integration. Provincial roads improve the administrative, trade, and economic contacts between district headquarters and respective provincial capitals and between important district headquarters.

maintenance were carried out in-house through a number of MPW construction units. In addition, MPW had a multitude of other responsibilities, such as city planning and collection of road tolls.

5. Over the course of the conflict, the Government ministries lost the majority of their trained staff. In provinces where staff and equipment were retained, they were often under the influence of provincial governments and not under the full control of the ministry headquarters in Kabul. The situation is gradually being realigned as the central Government successfully extends its control outside Kabul to the provinces. The current staffing level of MPW is about 2,900, 900 of whom are employed on a permanent basis, 1,900 are paid daily wages, and 140 are military officers. Most of the current staff require substantial skills enhancement to perform their duties.

6. To fill the capacity gap, most of the externally funded projects are being implemented, with international consultants assisting in project management. Civil works are packaged into large contracts and bid out through competitive procedures to private sector contractors. Consultants engaged by MPW supervise the works of contractors. Under ADB's TA for Capacity Building for Reconstruction and Development (footnote 1), a project management specialist (12 person-months) and a project design and quality control firm (18 person-months) were assigned to MPW. The project management specialist (i) provided MPW with operational advice on a day-to-day basis, and (ii) played a key role in assisting MPW in procuring civil works for the Kandahar–Spin Boldak road. The project design and quality control firm assisted MPW in identifying material testing and quality control equipment and in establishing a material testing laboratory that would ensure the quality of civil works. The TA also assisted MPW in (i) developing a database on the inventory of primary highways and developing the capability of MPW staff to undertake periodic road condition surveys, and (ii) undertaking environmental and resettlement assessment for specific road sections.

7. A follow-on TA to prepare a road master plan is currently under way. Its main output will be a comprehensive road database of the physical conditions and associated socioeconomic indicators of all the regional, national, and provincial highways. The road database will be a powerful tool to assist MPW in prioritizing a long-term road improvement/maintenance work. The road database, once prepared, will need regular update, which will require good management skill within MPW.

8. With its restructuring plan,⁴ MPW is to be transformed into a lean and thin organization with the primary task of nationwide policy formation, planning the countrywide road network, setting standards (including technical, safety, social, and environmental safeguards), regulation and enforcement functions, and managing roads under its jurisdiction. To transform itself into a well-functioning sector planner, MPW should equip itself with key skills for road sector management such as road database management, quality control of road works, road maintenance, road safety, economics of road investment, and environmental and resettlement of road projects. At the initial stage of its transformation, MPW needs to strengthen its capacity for road database management and quality control of road works as first priority, for the general lack of information in MPW is a major constraint on the everyday work of planning and implementing road works. The capacity for quality control of road works is essential for MPW to appropriately supervise civil works contractors and consultants.

⁴ The Ministry of Public Work's (MPW) restructuring plan was approved by the Independent Administrative Reforms and Civil Services Commission as part of the Government's priority reform and restructuring scheme.

9. Although aid agencies have made several efforts to strengthen the capacity of MPW for sector management, assistance has been on an ad hoc and piecemeal basis mainly to meet the immediate need to upgrade MPW's capacity for project implementation and with little regard to long-term sustainability of those efforts. Building the capacity from scratch right after the civil strife and conflict might justify various piecemeal measures with no systematic long-term plan to quickly attend to urgent requirements. However, as MPW's operation normalizes and with its attention shifting from quick rehabilitation of damaged roads to long-term planning and quality control of road works, the paradigm for building its capacity needs to be changed from meeting immediate needs to establishing a sustainable arrangement that is self-sufficient, with minimum support from outside.

10. To enhance the sustainability and self-sufficiency of capacity-building efforts, key players involved in MPW capacity building—MPW, local construction industry, and the road construction department (RCD) of Kabul Polytechnic University (KPU)—need to be twinned and to work together to establish a virtuous cycle of producing and training skilled engineers. The TA will help this twinned group develop a sustainable arrangement for building the capacity of Afghanistan's road sector institutions and implement its measures, with first priority given to improving the capacity for MPW's road database management and quality control for road works.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

11. The objective is to upgrade road database management and quality control of road works in Afghanistan. The TA will strengthen the capacity of MPW to (i) develop a road database; collect, store, and retrieve road information; and carry out road surveys; and (ii) operate a material testing laboratory equipped with appropriate testing equipment and carry out material testing to ensure the quality of road works.

12. The TA will (i) develop curricula for road database management and quality control for road works to be provided in RCD of KPU; (ii) develop training courses for road database management and quality control for road works to be included in the MPW retraining scheme; (iii) upgrade testing equipment and a computer network in the material testing laboratory, the quality control and database management unit of the Survey and Design Department (SDD) in MPW and RCD of KPU; (iv) develop synopses of curricula, operations manuals, and training manuals for road database management and quality control of road works; (v) provide international training for faculty members of RCD of KPU and MPW staff; and (vi) provide with MPW staff and selected engineers from local construction companies local training through the MPW retraining scheme.

B. Methodology and Key Activities

13. To ensure the sustainability of capacity building, the TA will assist the twinned group of MPW, the local construction industry, and RCD of KPU. Universities are the first-tier training institutes that produce potentially qualified engineers. Without strengthening the capacity of universities, any effort for capacity building would have limited effect in the long term. In this regard, the TA will strengthen the curricula of RCD of KPU, particularly for road database management and quality control of road works, as well as upgrade related testing equipment and computer system, to have a stable supply of qualified engineers. The MPW retraining scheme is the second-tier training arrangement that retrains engineers with a career such as

those in MPW or in the local construction industry. Retraining engineers possessing a career is important because such engineers usually take charge of crucial functions in the field and need to absorb new knowledge and technology in a timely manner to make the right decisions. Consequently, it is essential to regularize the retraining scheme, preferably through the MPW training center, to ensure the sustainability of capacity building. Alternatively, secondment of MPW staff to local construction companies for a period of time can be an opportunity for retraining by enabling them to absorb hands-on knowledge in the field. The consultants will develop and implement a secondment program that will benefit both parties.

14. A stable supply of engineers and their regular retraining will enable MPW to improve its capacity for road database management and quality control of road works if aided by suitable test equipment and computer networks. In this regard, the TA will assist the material testing laboratory, the database management and quality control unit of SDD under MPW, and RCD of KPU in upgrading their testing facilities and computer system.

15. The consultants will develop synopses of curricula for RCD of KPU and training manuals for the MPW retraining scheme, in coordination with faculty members of RCD of KPU. The curricula and training materials will be reviewed by an international expert possessing engineering education/training skills. Faculty members of RCD will be invited to lecture in the training courses for the MPW retraining scheme. Some faculty members and selected MPW staff will receive international training for 1–3 months to keep abreast with new engineering knowledge and technology. The consultants will develop an operations manual for road database management and quality control of road works for the use of MPW staff.

16. To provide an appropriate incentive for the MPW staff assigned to the database management and quality control unit, the TA will support paying per diems. Faculty members of the RCD of KPU who take charge of training courses under the MPW retraining scheme will be duly compensated. The consultants will be embedded in the SDD of MPW as advisors and will provide guidance on the day-to-day operation of SDD as well as on-the-job training for its staff. The consultants will organize a workshop to discuss the draft TA evaluation report. Outline terms of reference for consultants are in Appendix 2.

C. Cost and Financing

17. The total cost of the TA is estimated at \$1,040,000 equivalent, comprising \$791,000 in foreign exchange and \$249,000 equivalent in local currency. ADB will provide \$1,000,000 equivalent to cover the entire foreign exchange cost and a portion of the local currency cost amounting to \$209,000 equivalent. The TA will be financed on a grant basis by ADB's TA funding program. The Government will finance the remaining \$40,000 equivalent to cover the costs of counterpart staff, office accommodation and equipment, and local communications. Appendix 3 gives the detailed cost estimates.

D. Implementation Arrangements

18. MPW will be the Executing Agency for the TA. The MPW deputy minister will be the project director and will be responsible for the TA's overall implementation. A steering committee will be established. It will be composed of the deputy minister of MPW, the president of SDD of MPW, representatives of the local construction industry and RCD of KPU, the team leader of the consultants, and the ADB project officer. The steering committee, cochaired by the project director and the ADB project officer, will provide overall guidance in implementing the TA and will specifically endorse consultants' proposals for curricula and training courses in RCD of

KPU and the MPW retraining scheme, procurement of testing equipment and computer systems, synopses of curricula, training manuals and operations manuals, international and local training plans, and a secondment program.

19. A database management and quality control unit will be established in SDD, to which MPW staff with proven professional and technical capability will be assigned. The unit will take charge of road surveys, database maintenance, and quality control of road works in SDD. The staff to be assigned to the unit will be selected by the consultants in consultation with the project director and the president of SDD.

20. The TA will require international consulting services of 24 person-months from a firm. Selection will be by simplified technical proposal procedures based on the quality- and cost-based method. Domestic consulting services of 30 person-months will be provided by consultants engaged as individuals in accordance with ADB's *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB for selection and engagement of domestic consultants. The international consultants will have expertise in pavement engineering/training coordination, material engineering, and database management. The domestic consultants will have expertise in material engineering, pavement engineering, and database management. Equipment⁵ under the TA (para. 13) will be procured in accordance with ADB's *Guidelines for Procurement*.

21. Consultants will start their work in March 2006 and complete it in February 2007, within the 12-month TA period. They will submit (i) an inception report, within 1 month of the start of services, outlining any change in the approach, methodology, or work plan, as well as the cost implications; (ii) a monthly progress report, within 2 weeks of the following month showing the progress of all initiatives undertaken by the TA and actions taken; (iii) synopses of curricula for RCD of KPU, training manuals for the MPW retraining scheme, and operations manuals for database management and quality control of road works within 3 months of the start of their services; (iv) a report evaluating the training program, within 2 weeks after completion of international and local training programs, summarizing input, output, and outcomes; (v) a draft final TA evaluation report, by TA completion, listing all activities undertaken including training and the secondment program and curricula and manuals, and evaluating their impact on capacity strengthening for MPW; and (vi) a final TA evaluation report, within 1 month of receipt of comments from the Government and ADB.

IV. THE PRESIDENT'S DECISION

22. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$1,000,000 on a grant basis to the Government of Afghanistan for Capacity Building for Road Sector Institutions, and hereby reports this action to the Board.

⁵ Computer facilities and testing equipment will be procured by the consultants and installed in the material testing laboratory, the database management and quality control unit of Survey and Design Department under MPW, and the road construction department of the Kabul Polytechnic University as recommended by the consultants. They will be turned over to concerned parties upon completion of the TA. Vehicles for consultants' use will be leased.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions
<p>Impact Improvement of the road database management and quality control of road works</p>	<ul style="list-style-type: none"> • Establishment and maintenance of a road database of regional and national highways including road conditions within 5 years after technical assistance (TA) completion • Zero road defect within the period of defects liability stated by contractor (within 5 years of TA completion) 	<p>Asian Development Bank's (ADB) policy dialogue for setting up the function of road database management and quality control in MPW MPW's report on road defect that occurred and treatment applied ADB's TA review missions</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Ministry of Public Work's (MPW) commitment to strengthen the function of database management and quality control • Appropriate budgetary support for MPW to discharge its expanded responsibility for database management and quality control, particularly for properly running MPW training center and material testing laboratory • Availability of sufficient qualified MPW staff
<p>Outcome Strengthened capacity of MPW to maintain a road database and to ensure quality of road works</p>	<ul style="list-style-type: none"> • Availability of road data for regional highways including road conditions within 2 years after TA completion • Availability of road data for national highways including road conditions within 5 years after TA completion • 50% decrease in road defect within the period of defects liability stated by contractor (within 2 years after TA completion) • 100% increase in the number of trainees who have attended training courses under the MPW retraining scheme for database management and quality control of road works within 2 years after TA completion 	<ul style="list-style-type: none"> • MPW's report on road data • MPW's report on road defect that occurred and treatment applied • MPW's report on the performance of MPW training center • ADB TA review missions 	<p>Assumption</p> <ul style="list-style-type: none"> • High-quality services provided by international and domestic consultants
<p>Outputs 1. Junior engineers better equipped with technical knowledge about road database</p>	<ul style="list-style-type: none"> • All manuals and curricula available within 3 months after start of TA for subsequent use of MPW 	<ul style="list-style-type: none"> • Consultants' progress report • ADB missions to assess TA 	<p>Assumptions</p> <ul style="list-style-type: none"> • High-quality services provided by international and domestic consultants • MPW's acceptance of

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions
<p>management and quality control of road works</p> <p>2. Well-functioning database management and quality control unit in MPW</p> <p>3. Well-functioning material testing laboratory in MPW</p> <p>4. Upgraded testing equipment and computer facilities in database management and quality control unit and material testing laboratory in MPW</p> <p>5. Synopses of curricula for newly developed courses in Kabul Polytechnic University, operations manuals, and training manuals for road database management and quality control of road works</p> <p>6. TA evaluation report</p>	<p>and Kabul Polytechnic University</p> <ul style="list-style-type: none"> • Database management and quality control unit and the material testing laboratory functioning as mandated, by TA completion • Kabul Polytechnic University having as its regular courses road database management and quality assurance and quality control, by TA completion 	<p>implementation</p>	<p>consultants' advisory role on day-to-day operational matters</p>
<p>Activities with Milestones</p> <ol style="list-style-type: none"> 1. Developing curricula for road database management and quality control of road works to be offered in the road construction department of Kabul Polytechnic University 2. Developing training courses for road database management and quality control of road works to be provided in the MPW retraining scheme 3. Upgrading testing equipment and a computer network in the material testing laboratory, the quality control and database management unit of the Survey and Design Department in MPW, and the road construction department of Kabul Polytechnic University 4. Developing synopses of curricula, operations manuals, and training manuals for road database management and quality control of road works 5. Providing international training for faculty members of the road construction department of Kabul Polytechnic University and MPW staff 6. Providing local training through the MPW retraining scheme for MPW staff, and selected engineers from local construction companies 			<p>Inputs</p> <ul style="list-style-type: none"> • TA financing of \$1,000,000 on a grant basis, funded by ADB's TA funding program • Government's in-kind contribution to TA • 24 person-months of international and 30 person-months of domestic consulting services

OUTLINE TERMS OF REFERENCE

A. Objective

1. The objective of the technical assistance (TA) is to upgrade the road database management and the quality control of road works in Afghanistan. The TA will strengthen the capacity of the Ministry of Public Works (MPW) to (i) develop a road database; collect, store, and retrieve road information; and carry out road surveys; and (ii) operate a material testing laboratory equipped with appropriate testing equipment and carry out material testing to ensure the quality of road works.

2. The TA will (i) develop curricula for road database management and quality control of road works to be offered in the road construction department (RCD) of Kabul Polytechnic University (KPU); (ii) develop training courses for road database management and quality control of road works to be offered in the MPW retraining scheme; (iii) upgrade testing equipment and the computer network in the material testing laboratory, the quality control and database management unit of the Survey and Design Department (SDD) in MPW, and the RCD of KPU; (iv) develop synopses of curricula, operations manuals, and training manuals for road database management and quality control of road works; (v) provide international training for faculty members of RCD of KPU and MPW staff; and (vi) provide local training through the MPW retraining scheme for MPW staff, and selected engineers from local construction companies.

B. Scope of Work

1. International Consultants

3. Three international consultants—a pavement engineer/training coordinator (12 person-months), a material engineer (6 person-months), and a database management specialist (6 person-months), will be engaged respectively to carry out the following tasks:

- (i) Collect and review information and data related to past and ongoing capacity-building efforts, particularly for road database management and quality control of road works.
- (ii) Conduct a baseline survey and collect baseline performance indicators presented in the design and monitoring framework.
- (iii) Analyze existing skills in MPW for road database management and quality control of road works; forecast the demand for such skills in the short, medium, and long term; identify a skills gap; and develop a plan to fill the skills gap in the short, medium, and long term.
- (iv) Identify the strength of staff and appropriate skills mix of the database management and quality control unit of SDD to meet the workload in the short and medium term, and develop job descriptions for the staff.
- (v) Review the curricula in the RCD of KPU; assess their adequacy to produce skills for database management and quality control of road works needed to fill identified skills gap in the medium and long term; and identify additional curricula to produce necessary skills to meet the demand in the medium and long term.
- (vi) Develop synopses for identified additional curricula in coordination with faculty members of RCD of KPU.

- (vii) Review training courses currently provided through the MPW retraining scheme; assess their adequacy to produce skills for database management and quality control of road works needed to fill an identified skills gap in the short, medium, and long term; and modify them in such a way as to produce the necessary skills to meet the demand in the short, medium, and long term.
- (viii) In coordination with faculty members of RCD of KPU, develop training manuals for newly identified training courses for database management and quality control of road works and identify and procure necessary training materials.
- (ix) Engage an international expert possessing engineering education/training skills to review the synopses of curricula and training materials and modify them, if required, according to the feedback.
- (x) Arrange lecturers for newly identified training courses in consultation with faculty members of RCD of KPU.
- (xi) Inventory the testing equipment and computer facilities in the RCD of KPU, the material testing laboratory, and the database management and quality control unit, assess necessary testing equipment and computer facilities for RCD of KPU to run additionally identified curricula and provide additionally identified training courses for MPW staff, and for the material testing laboratory and the database management and quality control unit to properly carry out its function; and develop a plan for procuring testing equipment and computer facilities for each part in the short, medium, and long term.
- (xii) Prepare specifications of testing equipment and computer facilities to be procured in the short term for RCD of KPU, the material testing laboratory, and the database management and quality control unit; procure them according to Asian Development Bank's (ADB) *Guidelines for Procurement*.
- (xiii) Conduct training sessions for RCD of KPU, the material testing laboratory, and the database management and quality control unit on the proper use of testing equipment and computer facilities.
- (xiv) Explore the possibility to arrange an exchange program (faculty and trainees) with academic or training institutions in the subregion.
- (xv) Assess the international training needs of faculty members in RCD of KPU and MPW staff in the database management and quality control unit for road database management and quality control of road works; arrange appropriate training programs in consultation with RCD; and select candidates from RCD faculty members and MPW staff in the database management and quality control unit.
- (xvi) Design a monitoring and evaluation tool for an international training program and trainees, monitor the proceedings for each trainee, and evaluate the program and the performance of each trainee.
- (xvii) Prepare a plan for local training through the MPW retraining scheme for database management and quality control, which will cover all MPW engineers and selected engineers from the local construction industry; provide intensive courses for MPW staff of the database management and quality control unit.
- (xviii) Design a monitoring and evaluation tool for local training courses, lecturers, and trainees; monitor the proceedings of training courses; and evaluate the training courses and the performance of lecturers and trainees.
- (xix) In consultation with representatives from the local construction industry, develop a secondment program for MPW staff to be assigned to local construction companies for a period of time; prepare detailed job descriptions for seconded MPW staff; and select candidates, particularly from the database management and quality control unit.

- (xx) Design a monitoring and evaluation tool for the secondment program and secondees, monitor the proceedings of the program, and evaluate the program and the performance of secondees.
- (xxi) Develop operations manuals for road database management and quality control of road works including standard specifications for materials and workmanship, to be used throughout MPW.
- (xxii) Act as advisors embedded in SDD of MPW and provide guidance in day-to-day operations of SDD as well as on-the-job training for its staff.
- (xxiii) Organize a workshop to be attended by MPW, KPU, the Afghan Builders' Association, and other aid agencies to discuss the draft TA evaluation report.
- (xxiv) Prepare detailed terms of reference for domestic consultants as needed and find suitable candidates for engagement.
- (xxv) Carry out additional tasks as requested by ADB staff.

2. Domestic Consultants

4. Three domestic consultants—a material engineer, a pavement engineer, and a database management specialist—will be engaged, each for 10 person-months, to carry out the following tasks:

- (i) Assist the international consultants to collect information and data, and translate them into English as required.
- (ii) Assist the international consultants in developing synopses of curricula, training manuals, and operations manuals and translate them as necessary into Dari.
- (iii) Assist the international consultants in designing researches and survey tools, equipment and facility inventory, and various monitoring and evaluation tools, and translate them into Dari, if required; conduct field-based surveys, researches, inventory, and monitoring and evaluation work as instructed by the international consultants; and compile and analyze the results of surveys, researches, inventory, and monitoring and evaluation.
- (iv) Liaise with the Government, the RCD of KPU, and the local construction industry for the international consultants.
- (v) Carry out additional tasks as requested by the international consultants.

C. Reports

5. The following reports, in the English language for (i), (ii), (iv), (v), and (vi) and in both English and the Dari language for (iii), will be submitted by the consultants to the Government and ADB. The final report will also be submitted in CD ROM.

- (i) The inception report will be submitted within 1 month of the start of the services. It will outline any changes in the approach, methodology, or work plan, as well as cost implications for the consultants' services (contained in the consultants' proposal) that are required to fulfill the terms of reference.
- (ii) A monthly progress report will be submitted within 2 weeks of the following month. It will show the progress of all initiatives undertaken by the TA, actions taken, and consultants' monitoring and evaluation.

- (iii) Synopses of curricula for RCD of KPU, training manuals for MPW retraining scheme, and operations manuals for the MPW staff in the database management and quality control unit will be submitted within 3 months of the start of their services
- (iv) A report evaluating the international training program and local training courses will be submitted within 2 weeks after completion of all training programs and courses. The report will summarize input, output, and outcomes of all training programs and courses.
- (v) The draft final TA evaluation report will be submitted by TA completion. This report will list all activities undertaken under the TA, including training and the secondment program and curricula, and all manuals. It will evaluate their impact on capacity strengthening of MPW. Before submission, the draft TA evaluation report will be discussed in the workshop to be attended by all stakeholders.
- (vi) The final TA evaluation report will be submitted within 1 month of receipt of comments from the Government and ADB

COST ESTIMATES AND FINANCING PLAN

(\$)

Item	Foreign Exchange	Local Currency	Total Cost
A. Asian Development Bank (ADB) Financing^a			
1. Consultants			
a. Remuneration			
i. International Consultants	340,000	0	340,000
ii. Domestic Consultants	0	60,000	60,000
b. Per Diem for International Consultants	60,000	0	60,000
c. Travel	9,000	3,000	12,000
2. Equipment			
a. Computer Equipment and Software ^b	100,000	0	100,000
b. Testing Equipment	120,000	0	120,000
c. Vehicle (rental for two vehicles including operating cost)	0	20,000	20,000
3. Human Resources Development			
a. International Training	60,000	0	60,000
b. Local Training	0	100,000	100,000
4. Communications, Reports, and Documents ^c	0	7,000	7,000
5. Security Assurance	30,000	0	30,000
6. Contingencies	72,000	19,000	91,000
Subtotal (A)	791,000	209,000	1,000,000
B. Government Financing			
1. Counterpart Staff	0	12,000	12,000
2. Office Space in Kabul	0	12,000	12,000
3. Office Equipment	0	5,000	5,000
4. Communications ^d	0	6,000	6,000
5. Contingencies	0	5,000	5,000
Subtotal (B)	0	40,000	40,000
Total	791,000	249,000	1,040,000

^a Financed by ADB's technical assistance funding program.

^b Computer equipment includes computers (desktop and laptop) and associated accessories including software.

^c Including books and periodicals.

^d Including fixed line phones and a facsimile machine.

Source: Asian Development Bank estimates.