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Afghanistan Reconstruction Trust Fund (ARTF)

Supervisory Agent

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Guide to Acronyms

ARAP	Afghanistan Rural Access Project	MoPW	Ministry of Public Works
ARTF	Afghanistan Reconstruction Trust Fund	MRRD	Ministry of Rural Rehabilitation & Development
CDC	Community Development Council	MTC	Monitoring Training Center
CM	Community Monitoring	NERAP	National Emergency Rural Access Program
EQUIP	Education Quality Improvement Program	NSP	National Solidarity Program
GoA	Government of Afghanistan	O&M	Operations and Maintenance
IRD	International Relief & Development, Inc.	QC	Quality Control
ISD	Infrastructure Services Department	SA	Supervisory Agent
IRDP	Irrigation Restoration and Develop. Program	TPM	Third Party Monitoring
MoEW	Ministry of Energy and Water	WB	World Bank
MoE	Ministry of Education		

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Year II Results

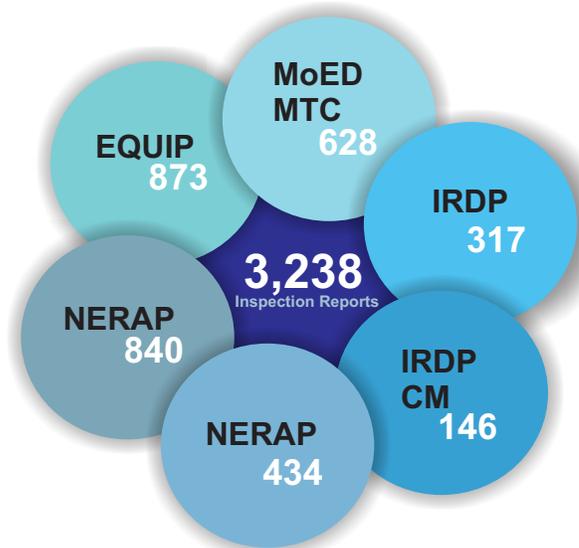
The beginning of Year II saw a continuation of Year I activities including the Third Party Monitoring (TPM) of the Education Quality Improvement Program (EQUIP), the National Emergency Rural Access Program (NERAP), and the National Solidarity Program (NSP), but also saw significant additions to the Afghanistan Reconstruction Trust Fund (ARTF) Monitoring Program. The Irrigation Restoration and Development Program (IRDP) was added to the TPM program and the Supervisory Agent (SA) branched out to two new initiatives: a Ministry Training Center (MTC) at the Ministry of Education (MoE) and a Community Monitoring (CM) program to supplement IRDP under the Ministry of Energy and Water (MoEW).

Under the Year II work plan, the SA planned to submit a total of 2,800 inspection reports with the breakdown as follows:

- EQUIP: 800
- MoEd MTC: 400
- IRDP: 250
- IRDP CM: 200
- NERAP: 350
- NSP: 800

As the SA continued to increase program efficiency, the number of delivered reports rose to eventually reach 3,238 for Year II which exceeded the program target by over 15%. The program peaked during the third quarter with 963 inspection reports completed, prior to a planned decline in the fourth quarter that coincided with the observance of the Islamic holy month of Ramadan and Eid-ul-Fitr.

In general, the programs continued to show signs of improvement both in terms of the quality of delivered projects and the strength of the implementing ministries in tracking and rectifying deviations. Specifically, all four programs had above average grades for the second half of Year II, with IRDP having the highest average score. One of the key developments during the year that can be seen as contributing to the continuing program improvements is the submission of weekly deviations by the SA to the ministries and a monthly review of the overall deviation tracker. This tool was implemented across all programs by the second half of the year and has provided a concise, clear way to manage project deviations.



Chief among the many successes of Year II was that of the Community Monitoring (CM) pilot program. Implemented in Year II and providing observations throughout the second half of the year, the CM program under IRDP was quickly recognized as an invaluable tool for MoEW. The near real-time data from project sites provided the Ministry with the ability to effectively monitor construction progress remotely with fewer travel costs and security risks. The CM program also provides a tool for verifying rectification of deficiencies quickly and efficiently. The positive feedback and many lessons-learned from this pilot program have led to further expansion in Year III.

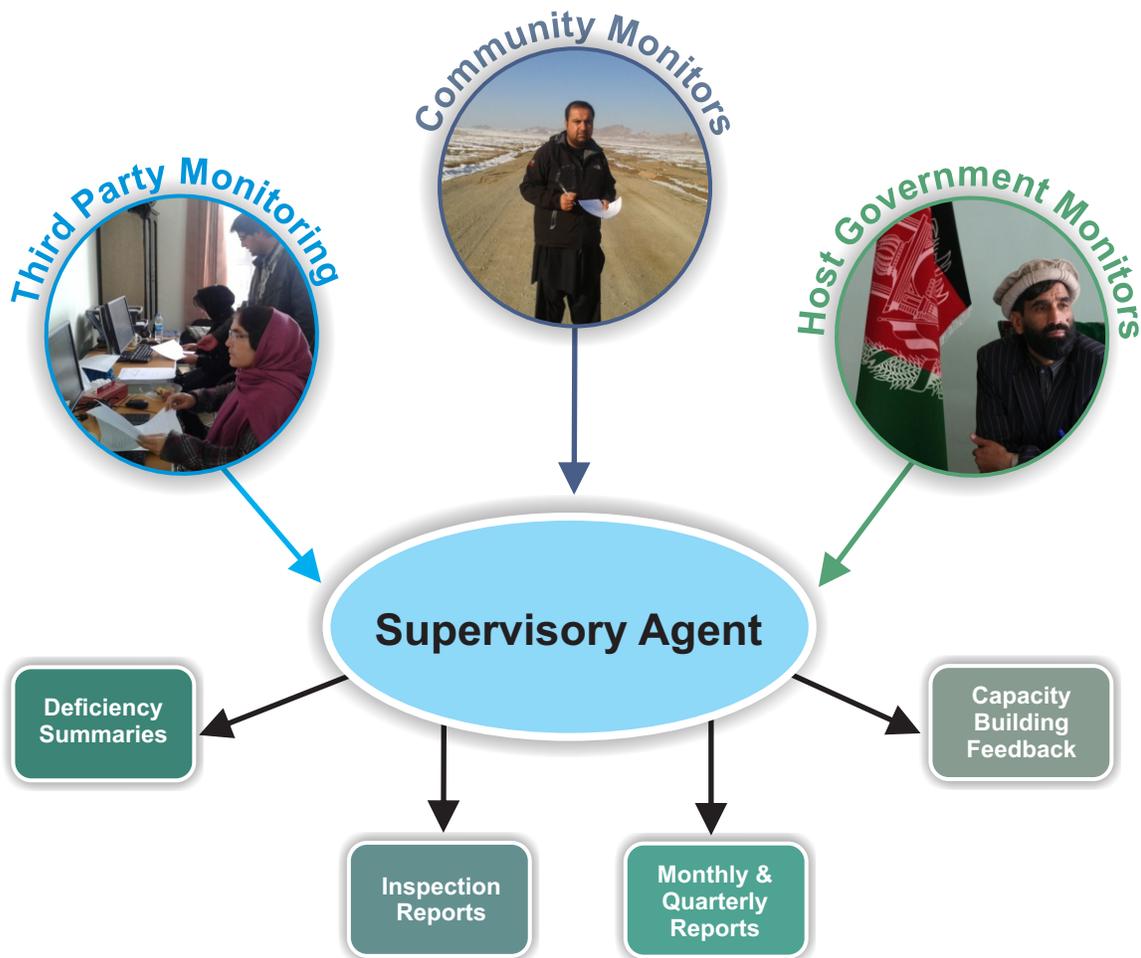
Additionally during Year II, the SA began the development of “road maps” for ensuring that CMORE data and systems are integrated with the existing ministry systems. This is critical so that ministry databases may be populated with the vast amounts of information collected by the SA and that information seamlessly integrates with the systems used in regular operations. This task will continue through Year III as the program approaches completion in August of 2014.





What is CMORE?

CMORE is an integrated set of tools that allows field-based staff to be assigned tasks, collect information in the field through smart phones, and electronically send it back to a database where supervisors review the data and generate reports. Additionally, CMORE provides a means for tracking deficiencies, analyzing trends over time, and organizing regular reporting. The information collected can then be displayed in a variety of ways, including geographical layouts, data tables, and reports.





Education Quality Improvement Program – Ministry of Education Third Party Monitoring

HIGHLIGHTS



EQUIP, under the stewardship of MoE, is tasked with the construction of education facilities for Afghanistan's youth. The SA's EQUIP TPM team completed 873 inspections and reports during Year II, over 9% above the target, and inspected a total of 300 schools.

During Year II, although poor quality workmanship and failure to follow design on CC (Community Contracted) projects noted, improvement in the quality of construction observed under the EQUIP program. Generally, construction of NCB (National Competitive Bid) projects rated higher than the projects awarded under CC and projects, where the provincial engineers had more active quality assurance inspections, rated high.

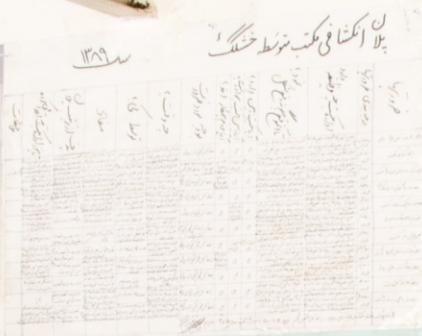
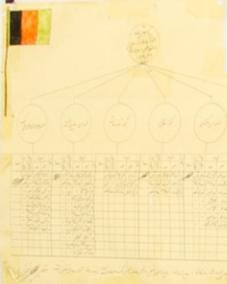
The SA continued working closely with MoE during Year II and while the focus was on overall program improvement, specific attention was given to critical items. Examples of the critical issues are:

- Deficiencies in structural elements such as walls and roofing systems.
- Deviations from the approved scope of work (i.e., a change in design).
- Unsafe working conditions or construction issues that may result in danger to the beneficiaries.

During the year it became apparent that the ministry could benefit from more regular reporting of critical deficiencies. In order to achieve this, the SA developed and implemented a weekly update of critical deficiencies for MoE. This mechanism allows for more timely rectification and a simplified means of tracking problems as they arise. The ministry has been proactive in addressing deficiencies and the overall quality of construction should demonstrate this over time.

Continuing in Year III, the SA plans to complete 700 inspection reports focusing on newly awarded projects.





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Ministry of Education - Monitoring Training Center

HIGHLIGHTS

As a result of Year I findings, documented while working closely with MoE engineers on the EQUIP program, the MTC at the MoE was implemented in Year II to increase the monitoring skills and capacity of their Infrastructure Services Department (ISD) engineers and to teach them monitoring techniques using the latest tools and technology also used by the SA. Selected MoE engineers received one full month of intensive classroom and practical training on construction monitoring, including use of the CMORE mobile and cloud-based suite of tools. After completing the initial training in November 2012, MoE engineers worked closely with SA staff to perform inspections in the field as well as data processing within the MTC facility in order to strengthen their skills. The SA trainers provided continuous training throughout the rest of Year II, including tandem evaluations of MoE field engineers, quality control (QC) checking of previous inspections from prior months, and evaluations of MoE office engineering staff.

The MoE MTC team completed 403 inspections in Year II, the highest number ever completed by a MoE team over a similar period. Overall, including SA quality control reports, the program completed 628 inspection reports in Year II.

While the quantity of inspections is an important figure, the strongest measure of student success is the improvement in the percentage of correct entries each trainee had on inspection reports from the beginning of the program through



completion. For this metric, students scored 51.47%, on average, over the first two months of training. Over the final month of training, this rose to 95.40%, an amazing improvement to nearly perfect.

The Year II class concluded in August and the graduates will continue performing inspections for MoE. Additionally, a new class of 15 engineers will join the program in Year III and three engineers from the Year II class will assist in the training to further build local training capacity and sustainability within the Ministry.





Irrigation Restoration and Development Program – Ministry of Energy and Water Third Party Monitoring

HIGHLIGHTS

With the success of three TPM programs in Year I, the World Bank added IRDP to the ARTF Monitoring Program at the start of Year II. The SA completed 317 inspection reports in Year II, besting the target by nearly 6%.

Soon after inclusion in the TPM program IRDP clearly demonstrated its strength as the best performing of the ARTF construction programs in terms of quality. IRDP had the highest average score for Year II.

IRDP projects are generally constructed well and seem to have a high level of buy-in from the beneficiaries. Both are at least partially attributable to the importance placed on irrigation projects in the heavily agrarian society of Afghanistan. This importance seems to lead to higher quality projects, increased maintenance and a longer lifespan on projects.



Some of the best practices observed from this program include:

- ✓ Oversight by MoEW and the facilitating partner, the UN FAO, is active and strong, leading to better performance by subcontractors.
- ✓ MoEW and the SA developed a robust system for identifying, tracking, and correcting errors. This deficiency tracker has since been implemented across all programs.



In the latter part of Year II, the SA incorporated hydrological and meteorological stations in the IRDP work plan at the request of the World Bank. These inspections provided an important assessment of the data collection stations and generally the stations rated highly.

Going forward, the IRDP TPM program will complete 200 inspections in Year III. In the first quarter of Year III, the focus will be on inspection of remaining hydrological and meteorological stations and then the focus will shift to canals.

Key Highlights

- IRDP canals are regularly constructed to a high standard.
- The IRDP TPM team and MoEW developed a weekly deviation tracker which is now used for all programs.
- Maintenance of canals is very strong and reflects the importance communities place on irrigation projects.
- Hydrological and meteorological equipment is generally in excellent condition.



Irrigation Restoration and Development Program – Ministry of Energy and Water Community Monitoring Program

HIGHLIGHTS

Community Monitoring (CM) plays a different role than traditional TPM in the World Bank's ARTF monitoring program. TPM provides for a wide range of projects to be monitored by an SA engineer while CM provides a high degree of monitoring on individual projects and in real time. The program must be able to track procurement and be flexible enough to add CMs as new projects get underway. While SA TPM monitors thoroughly inspect sites as many as four times throughout a year, community monitors are providing individual observations on a daily basis throughout the life of a project. This near real-time feedback helps ministries to quickly identify deviations and verify proper rectification in a cost-effective way. In essence, the reach of the ministries is much wider with a CM program.

The first CMs received formal training for one month at the Champion Technical Training Center in Jalalabad. However, it quickly became apparent that the program would need a more flexible approach to grow beyond the pilot program. As new CMs join the program, the SA team provides local, on-site, one-on-one training on mobile applications, construction standards and safety, and the project requirements. This shortens the training time and provides flexibility to add CMs as new projects begin. This change was a result of one of the lessons learned during this very positive pilot program.

During Year II, the Community Monitoring Program used Community Monitors, selected with input from the CDC in each beneficiary community with ongoing canal construction. Under the guidance of educated supervisory engineers located at the IRD offices in Kabul, Community Monitors in their home communities, submitted regular observations through smart phone technology. The IRD supervisory engineers then analyzed the observations sent by the Community Monitors, used the observations to access the quality of canal construction and prepare monthly reports for the World Bank. In addition to the reports provided to the Bank, the processed observations and deviations were provided to the MoEW on a weekly basis. Technical Coordination meetings between IRD and MoEW/ UNFAO were held on monthly basis to discuss the feedback coming from the Community Monitors. This process identified deficiencies in a timely manner to the MoEW for



rectification and tracked construction progress on a real time basis to allow the MoEW to provide oversight of the contracts as necessary. In addition to the quality assurance the community monitors provided, they also allowed the communities to become active stakeholders by communicating their concerns through the Community Monitors to the MoEW and the World Bank. Throughout Year II and going into Year III, the community monitors helped the Bank verify the execution of IRDP projects and provided a means for the Ministry Staff to increase quality assurance while improving relationships with the members of the communities.

With the success of the pilot program, the SA is expanding the CM program in Year III to include more IRDP canals and potentially the addition of EQUIP schools. From a pilot size of 20 CMs, the program will now have as many as 100 CMs in Year III.

These lessons include:

- ✓ *The program must be able to track procurement and be flexible enough to add CMs as new projects get underway. Tracking procurement and construction startup is critical. This will allow for the maximum return on the invested training and equipping of community monitors by fielding new community monitors early enough to follow construction through all phases. IRD, in close coordination with MoEW, will identify new projects as soon as the procurement process is complete. That will allow selection and training of Community Monitors so they are available at the start of construction.*
- ✓ *The training should focus on explaining key aspects of construction and use of mobile tools with an emphasis on regular reporting of straightforward, clear observations.*
- ✓ *Observation frequency and requirements should vary by project needs rather than being a daily or weekly requirement.*
- ✓ *Critical observations shared real-time with the Ministry have the potential to be a strong contributor to their quality assurance program.*



National Emergency Rural Access Program - Ministry of Public Works / Ministry of Rural Rehabilitation and Development Third Party Monitoring

HIGHLIGHTS

The rural roads and bridges program, NERAP/ARAP, is unique in that it is managed by both the Ministry of Public Works (MoPW) and the Ministry of Rural Rehabilitation and Development (MRRD) with responsibilities split between heavier-use secondary roads overseen by MoPW, and more rural tertiary roads administered by MRRD. During Year II, the SA's NERAP TPM team completed 434 inspections of both secondary and tertiary road sections and bridges, nearly 25% more than the 350 required under the contract.

As is common with road construction in Afghanistan, construction efforts under NERAP continued to be challenging in Year II. However, NERAP also saw the greatest improvement on quality over Year II and signs at the end of Year II point to an even stronger roads and bridges program in Year III. Some key highlights from the year include:

- ✓ MRRD initiated Operation and Maintenance (O&M) programs for many of the completed tertiary roads.
- ✓ MoPW and MRRD have greatly increased the strength and completeness of designs under the NERAP follow-on program, Afghanistan Rural Access Project (ARAP).
- ✓ MoPW and MRRD have included a centrally-funded O&M program in ARAP.
- ✓ Bridge projects nearly always receive the highest marks and generally score above average.
- ✓ Revisited projects, those monitored both early and late in Year II, averaged improvements of nearly a full grade with many falling between 'average' and 'good'.



The SA works closely with the NERAP ministries and submits deviation reports on a weekly basis. These reports have been all-inclusive with minor and major deficiencies noted and reported. To help assist the ministries further, the SA will modify this to focus on major deficiencies in Year III.

Continuing in Year III, the SA plans to complete 450 inspections of the NERAP follow-on program, ARAP. These inspections will focus on new construction projects as well as the new centrally-funded maintenance program to monitor its efficacy in maintaining the vast inventory of roads and bridges under the responsibility of the ministries.





National Solidarity Program – Ministry of Rural Rehabilitation and Development Third Party Monitoring

HIGHLIGHTS

The National Solidarity Program (NSP) is unique in that it is a community-based program that sees the villages plan and implement projects.

A total of 840 NSP inspections were conducted in Year II by the SA's TPM team, 5% higher than the planned 800. These inspections demonstrated relatively strong results for NSP.

Even with the long history of NSP, the program continued to make improvements in Year II of the ARTF Monitoring Program. Some of the notable achievements include:

- ✓ Distribution of construction quality certificates to emphasize quality and operability.
- ✓ Creation of a micro hydropower O&M manual and training of 1,850 operators.
- ✓ Creation and publication of water system O&M guidelines with distribution expected to reach 3,000.
- ✓ Publication of the Revision 6 of the NSP Engineering Technical Manuals, which covers construction and O&M for the ministry's Program Management Unit.



Key Highlights

- Women were consulted on and involved in NSP projects a majority of the time.
- Early NSP projects were constructed well and quality continues to strengthen in recent years.
- All five monitored sectors findings demonstrated high quality construction with good overall grades.

Irrigation



Transportation



Rural Development

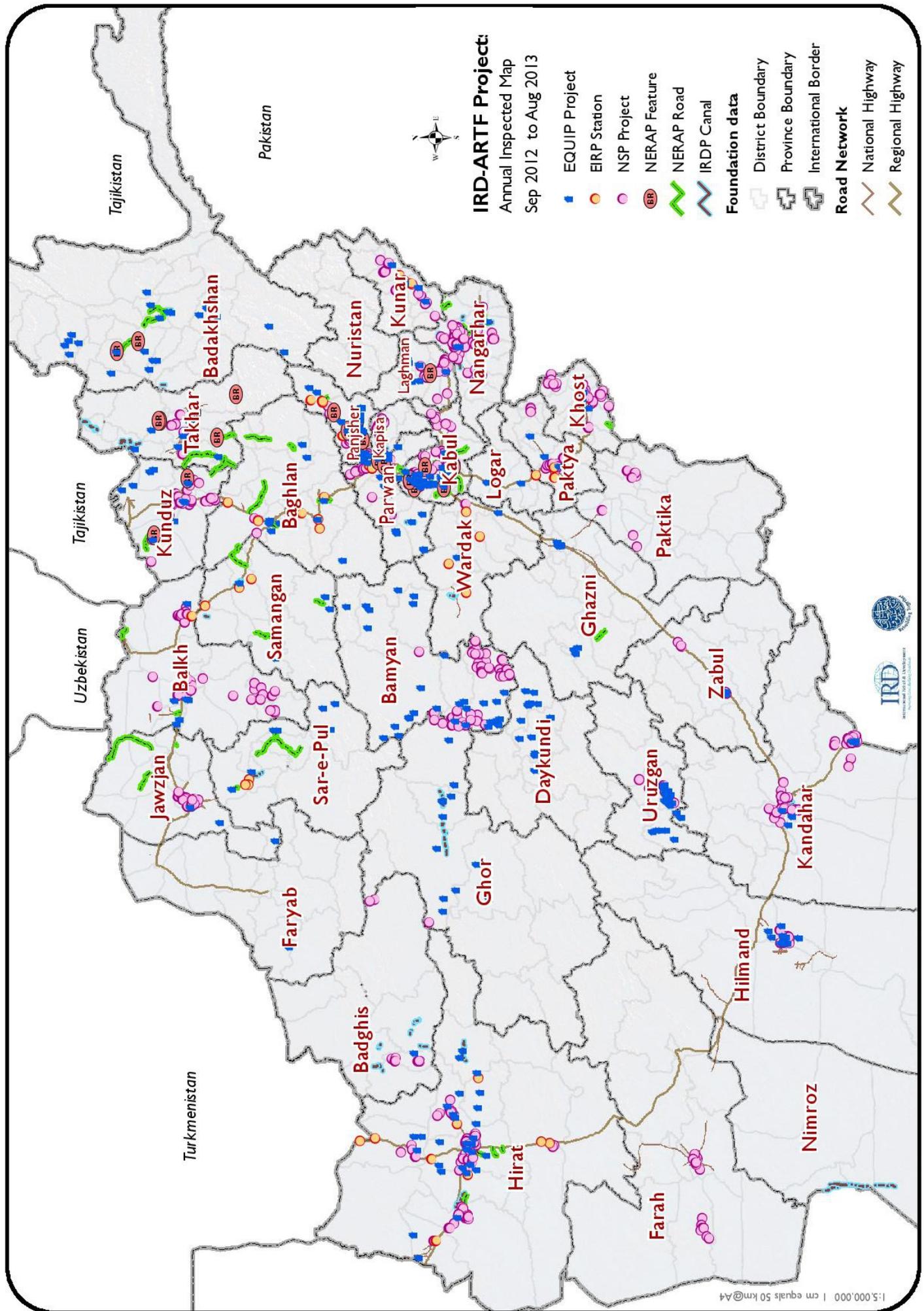


Water Supply & Sanitation



Power





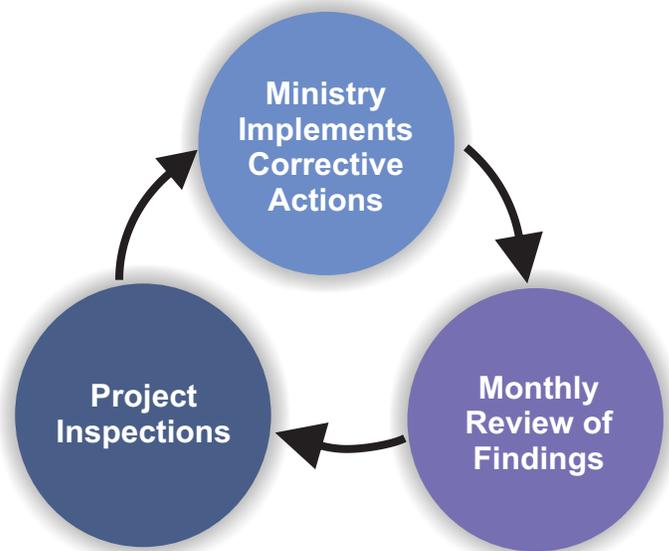
IRD-ARTF Project: Annual Inspected Map Sep 2012 to Aug 2013

- EQUIP Project
- ERP Station
- NSP Project
- ERP NERAP Feature
- ↗ NERAP Road
- ↘ IRDP Canal
- Foundation data**
- District Boundary
- Province Boundary
- International Border
- Road Network**
- National Highway
- Regional Highway



Impact of Afghanistan Reconstruction Trust Fund Monitoring and Feedback on Government of Afghanistan Ministries

The SA works closely with the Government of Afghanistan's line ministries responsible for implementing each ARTF construction program. The SA conducts monitoring inspections, analyzes the data, and reviews the results and trends with the ministries on a monthly basis. In Year II, the SA began sharing key deviations with the ministries on a weekly basis to allow for timelier and less costly rectification. The results of this partnership have improved program delivery by increasing the quality of construction, the timeliness of deviation corrections, and helped to create many new standards by which each program operates.



Some examples of key developments in Year II include:

- ✓ Development of weekly deviation reports and monthly updating of a deviation tracker for each program.
- ✓ Increased design quality for projects in the NERAP follow-on program, ARAP.
- ✓ Creation of an O&M program for MRRD roads in NERAP and that of a centrally-funded O&M program in ARAP.
- ✓ Creation of O&M manuals for micro hydropower projects and water and sanitation projects within NSP, as well as training based on these manuals.
- ✓ Revisions to designs and specifications based on SA feedback.
- ✓ Distribution of SA reports to provincial and local ministry entities to improve program delivery.
- ✓ Increased attention paid to worker safety, the participation of women in the project process, and other social issues.

