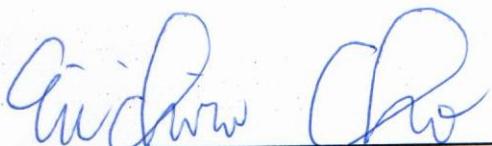


RECORD OF DISCUSSIONS
ON
THE PROJECT FOR CAPACITY DEVELOPMENT FOR
MANAGEMENT OF KABUL CITY ROAD IMPROVEMENT
IN
ISLAMIC REPUBLIC OF AFGHANISTAN
AGREED UPON BETWEEN
KABUL MUNICIPALITY
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Kabul, July 18, 2016



Mr. Eiichiro Cho
Chief Representative
JICA Afghanistan Office
Japan International Cooperation Agency



Mr. Abdullah Jan Habibzai
Acting Kabul Mayor,
Kabul Municipality,
Islamic Republic of Afghanistan

Based on the minutes of meetings on the Detailed Planning Survey on the Project for Capacity Development for Management of Kabul City Road Improvement for Kabul Municipality (hereinafter referred to as "the Project") signed on April 09, 2016 between Kabul Municipality (hereinafter referred to as "KM") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with KM and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, in coordination with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of Islamic Republic of Afghanistan (hereinafter referred to as "Afghanistan").

The Project will be implemented within the framework of the Agreement on Technical Cooperation (hereinafter referred to as "the Agreement") and the Note Verbal to be exchanged between the Government of Japan (hereinafter referred to as "GOJ") and the Government of Islamic Republic of Afghanistan (hereinafter referred to as "GOIRA") signed on May 18, 2005:

The effectiveness of the record of discussions is subject to the exchange of the Note Verbal.

Appendix 1: Project Description

Appendix 2: Main Points Discussed

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PROJECT DESCRIPTION

I. BACKGROUND

The population of Kabul, the capital of Afghanistan, which was approximately 2 million in 1999, has reached almost to 4 million with annual growth of 3.9 percent, and continues to increase rapidly. It is estimated to reach 6.5 million by 2025. In 2012-13 total registered vehicles were 1,762,357 which increased to 1,834,315 vehicles in 2013-14 with the growth of 4%, and which the majority of them commuting in the major cities especially in Kabul City. On the other hand, neither the existing numbers of roads and bridges in Kabul city are sufficient for normal transportation, nor is the pavement of majority of the roads good enough for smooth transportation.

After the establishment of new government in 2001 and by the financial support of international community, Afghanistan government has reconstructed more than 300 Km of roads in Kabul city with the worth of a billion dollar. Since the road network comprises a huge national asset and to preserve this asset, an appropriate, regular and standard maintenance is required to maintain this valuable asset and to reduce the risk of destruction.

Capacity Development is a key component for strengthen of not only road management and maintenance, but over all activities and services provide by Kabul Municipality (KM). Since 2010, a series of short-term training have been conducted abroad and 180 officials of KM were trained in various fields including Road Construction Management & Maintenance, Project Management, Urban Planning & Development, Land Re-adjustment, Traffic control and construction permit conducted by various international partners such as JICA, USAID and World Bank. More than 600 officials were trained inside the country mainly in office management, English & Computer skills, Safety, Leadership and proposal writing conducted by USAID. Among mentioned CD programs and trainings, Road Construction Management & Maintenance was particularly effective for effective management of road construction and maintenance. To keep and further improve implementation of infrastructure development projects, further trainings and capacity development are necessary and required.

II. OUTLINE OF THE PROJECT

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the Tentative Plan of Operation (Annex 2).

1. Title of the Project

The Project for Capacity Development for Management of Kabul City Road Improvement in Kabul Municipality

2. Overall Goal and Project Purpose

(1) Overall Goal

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As a result of strengthening implementation and management capacities, general road conditions of KM is properly maintained.

(2) Project Purpose

Implementing and management capacities in road sector by KM are strengthened.

3. Outputs

- (1) Through strengthening capacity of Road Design, construction will be carried out smoothly.
- (2) Through strengthening capacity on Road Construction Supervision, quality of road construction will be secured
- (3) Through strengthening capacity of Road Maintenance, road maintenance will be systematically carried out.

4. Activities

(0) Baseline Studies, Detail Capacity Development (CD) Planning, and Project Monitoring and Evaluation

0.1 To prepare detail CD plan, assessment of current capacity on human resources, road design, construction and maintenance within KM, and identification of gaps existing regarding technical levels, human resources and norms with these of private service sectors, are carried out as baseline studies.

0.2 Results of the above baseline studies are reflected to details of CD plans, and indicators to verify project progress/achievement for monitoring and evaluation purposes. CD is composed of 3 types of methods/approaches below:

- 1) Training of Trainer (TOT) by JICA experts (in Japan and Third Countries)

(Note: During TOT, formulation of teaching materials for peer-training by the candidate trainers is included.)

- 2) Peer-training to be taught by the above trained trainers (at Kabul), and
- 3) Practical Training (OJT) (at Kabul)

(Note: About 2 or 3 sample projects are selected from planned projects of KM as the training materials)

0.3 The above detail CD plans based on the baseline studies are incorporated into and harmonized with KM's annual work/activity plan, and organizational and budget plans.

(Note: In case, annual work/activity plan are not in details, it shall be identified clearly at this time in order to harmonize with the above detail CD plans.)

0.4 Trainers of trainees of the above CD are identified and selected based on criteria.

0.5 Sample constructions for OJT are selected from KM's planned projects.

0.6 Project Monitoring Unit (PMU) for necessary discussions, monitoring project progress/achievement at a working level is formulated by representatives of relevant departments at KM.

0.7 Results and detail CD plans are shared among/with road related sections within KM.

0.8 Progress/achievement through CD is monitored quarterly, and degree of

technical capacity raised through CD is assessed annually by Project Monitoring Unit, and issues/problems are reflected to make CD better.

0.9 Technology and knowledge acquired through CD is incorporated into ordinary works/practices of the road sector by KM.

0.10 Achievement and experiences of various CD are shared with not only the road sector related sections at KM but the extended stakeholders on road construction and maintenance, such as private contractors and donors, at the end of the Project.

(1) Capacity Development of Road Design

- 1.1 Topographic Survey is exactly carried out.
 - 1.1.1 Prepare survey plan
 - 1.1.2 Establish benchmark
 - 1.1.3 Survey site
 - 1.1.4 Prepare drawings
- 1.2 Road Design is appropriately carried out
 - 1.2.1 Set basic conditions
 - 1.2.2 Set horizontal & vertical alignment
 - 1.2.3 Set typical cross section
 - 1.2.4 Conduct drainage design
 - 1.2.5 Conduct pavement design
 - 1.2.6 Apply standard structural drawings
- 1.3 Drawings are appropriately prepared.
 - 1.3.1 Draw plane figure
 - 1.3.2 Draw profile
 - 1.3.3 Draw cross section
 - 1.3.4 Draw details
- 1.4 Construction cost is exactly estimated.
 - 1.4.1 Calculate quantity
 - 1.4.2 Set unit price
 - 1.4.3 Estimate cost
- 1.5 Technical specification is appropriately prepared.
 - 1.5.1 Understand the contents
 - 1.5.2 Adjust the contents of technical specification to KM's context

(2) Capacity Development of Road Construction Supervision

- 2.1 Supervising quality control is appropriately carried out.
 - 2.1.1 Conduct material inspection at laboratory
 - 2.1.2 Conduct site inspection
 - 2.1.3 Conduct inspection for taking-over
- 2.2 Supervising progress control appropriately is carried out.
 - 2.2.1 Monitor progress
 - 2.2.2 Catch up with progress
- 2.3 Safety control of construction site etc.
 - 2.3.1 Prepare Safety Management Plan (SMP)
 - 2.3.2 Monitor according to SMP
- 2.4 Contract Management is appropriately carried out.
 - 2.4.1 Measure quantity
 - 2.4.2 Issue interim payment certificate
 - 2.4.3 Verify variation order

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2.4.4 Process claim from contractor

(3) Capacity Development of Road Maintenance

3.1 Road inventory is appropriately prepared.

3.1.1 Prepare road register along with mapping of utility line identification

3.1.2 Prepare existing utility map

3.1.3 Evaluate road condition

3.1.4 Record road condition

3.1.5 Conduct bridge inspection

3.2 Annual and long-term maintenance plans are appropriately formulated.

3.2.1 Establish database system

3.2.2 Prioritize remedial works

3.2.3 Set unit rate for respective type of remedial works

3.2.4 Quantify and estimate cost for budgeting

3.2.5 Propose organizational improvement to implement maintenance plan

3.3 Remedial works are appropriately carried out.

3.3.1 Conduct verification of pavement design

3.3.2 Conduct remedial works for pavement and road accessories

3.3.3 Conduct maintenance of road lighting

3.3.4 Conduct maintenance of bridge

3.3.5 Record remedial works and update database

3.3.6 Conduct safety measures

3.3.7 Develop technical guideline

5. Input

(1) Input by JICA

A) Japanese experts:

1) Team Leader/Road Project Management

2) Topographic Surveyor

3) Road Designer

4) Document Specialist

5) Construction Supervisor

6) Road Maintenance Specialist

7) Bridge Maintenance Specialist

8) Monitoring and Evaluation Specialist

9) Public Relations/ Coordinator

Note: The dispatching team of each JICA expert will be scheduled based on the Plan of Operation. Some experts may undertake assignments of two or more areas of expertise. However, JICA experts are only dispatched to the third country due to security in the recipient country.

B) Training in Japan and the third countries.

(Expenses for Training of Trainer (TOT))

1) Capacity development of road design

2) Capacity development of road construction supervision

3) Capacity development of road maintenance

C) Equipment

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Lap top computers for each selected trainer

(2) Input by Afghan side

A) Counterparts

- 1) Mayor
- 2) Directors of Human Resources, Policy & Coordination, City Planning, Construction Control and Maintenance, and CD manager of Human Resources Dep.
- 3) Technical personnel of the relevant departments at KM

B) Project Office

- 1) Office space in KM
- 2) Utilities (electricity, water, telecommunication/internet)

C) Local Project Expense

- 1) All expenses for sample constructions
- 2) Expenses for peer-training and OJT to be held at Kabul
- 3) Expenses for testing equipment and/or testing by outsource for compaction test, concrete compression test, steel strength test, marshal test for asphalt, thermometers, Schmidt hammer
- 4) Office equipment such as a computer for each Engineer, A3 color printer, ink and paper, shelves, files, and stationary
- 5) Vehicles for OJT
- 6) Safety equipment, such as cones, barriers, lightings, signs
- 7) Equipment of topographic survey and its maintenance

6. Implementation Structure

The Project organization chart is given in the Annex 3. The roles and assignments of KM and JICA are as follows:

(1) KM

A) Project Director

Mayor will be response for overall administration and implementation of the Project. If the position is vacant, the Acting Mayor will be Project Director.

B) Project Coordinator

Director of Human resources department will be response for the implementation and follow up of the Project.

C) Targeted Department

- 1) Policy and Coordination Department is responsible for Projects Planning, Procurement and Coordination.
- 2) City Planning Department is responsible for Survey, Design and preparation of technical documents.
- 3) Construction Control Department is responsible for supervision and monitoring during construction.
- 4) Maintenance Department is responsible for maintaining the roads after completion of construction

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to KM on any matters pertaining to the implementation of the Project.

(3) Joint Coordination Committee (JCC)

JCC will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project.

7. Project Site(s) and Beneficiaries

(1) Target Area/Project Site

- A) Target Area: Kabul City (Estimated population is currently 4 million)
- B) Project Site: India and Japan (Although the target area of this project is Kabul City, Japanese experts are not dispatched to Kabul City. The actual project will be implemented by training in third country (India) and Japan, and remote management.)

(2) Beneficiaries

A) Direct beneficiaries:

Officials and Relevant Sections of Kabul Municipality involved in Road Sector (Policy & Coordination Department, City Planning Department, Construction Control Department and Maintenance Department) : 420 staff.

B) Indirect beneficiaries: residents of Kabul City (4 million people).

8. Duration

The Project will be carried out for approximately thirty-six (36) months.

9. Reports

KM and JICA experts will jointly prepare the following reports in English and Dari.

- (1) Monitoring Sheet on semi-annual basis until the project completion
- (2) Project Completion Report at the time of project completion

10. Environmental and Social Considerations

KM agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF KM

KM will take necessary measures to:

1. ensure that the technologies and knowledge acquired by Afghan nationals

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- as a result of Japanese technical cooperation contributes to the economic and social development of Afghanistan, and that the knowledge and experience acquired by the personnel of Afghanistan from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
2. in accordance with the Agreement signed on May 18, 2005 between the GOJ and the GOIRA, grant privileges, exemptions and benefits to the JICA experts referred to in II-5 (1) above which are no less favorable than those granted to experts and members of the missions of third countries or international organizations performing similar missions in Afghanistan.

IV. MONITORING AND EVALUATION

JICA and the KM will jointly and regularly monitor the progress of the Project through the Monitoring Sheets based on the Project Design Matrix (PDM) and Plan of Operation (PO). The Monitoring Sheets shall be reviewed every six (6) months.

Also, Project Completion Report shall be drawn up one (1) month before the termination of the Project.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. The KM is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, KM will take appropriate measures to make the Project widely known to the people of Afghanistan.

VI. MISCONDUCT

If JICA and/or KM receives information related to suspected corrupt or fraudulent practices in the implementation of the Project, JICA and/or KM and relevant organizations shall provide JICA and/or KM with such information as JICA and/or KM may reasonably request, including information related to any concerned official of the government and/or public organizations of Afghanistan.

JICA and/or KM and relevant organizations shall not, unfairly or unfavorably treat the person and/or company which provided the information related to suspected corrupt or fraudulent practices in the implementation of the Project.

VII. MUTUAL CONSULTATION

JICA and KM will consult each other whenever any major issues arise in the course of Project implementation.

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VIII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and KM.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

Annex 1 Logical Framework (Project Design Matrix:PDM)

Annex 2 Tentative Plan of Operation

Annex 3 Project Organization Chart

Annex 4 A list of proposed members of JCC

Annex 5 Format of monitoring sheet

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Project Design Matrix (PDM) (Version 0) as of xx, 2016
Project title : The Project for Capacity Development for Management of Kabul City Road Improvement
Duration : September 2016-August 2019 (3 Years)
Target Areas : Kabul City
Target Group : Officials and Relevant Sections of Kabul Municipality involved in Road Sector

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
[Overall Goal] As a result of strengthening implementation and management capacities, general road conditions of KM is properly maintained	<ul style="list-style-type: none"> 1. Paving rate in Kabul city is improved to 75%. 2. Length of seriously damaged road decreases by 50% as compared with the starting time of the Project. 	<ul style="list-style-type: none"> 1. Map of pavement conditions at the starting time of the project and its update 2. Record of road conditions 	<ul style="list-style-type: none"> • Current road development policy/strategy of KM is not changed, and maintained. • Rapid increase in traffic volume, due to vehicle increase, does not occur. • Disturbance of smooth traffic, by increased checking points due to worsening security, does not occur.
[Project Purpose] Implementing and management capacities in road sector by KM are strengthened.	<ul style="list-style-type: none"> 1. 80% of road construction projects planned in annual plan is carried out. 2. More than 60% of road budget is utilized as planned 	<ul style="list-style-type: none"> 1.1 Annual plan of road construction projects 1.2 Record of projects 2.1 Budget plan 2.2 Financial report 	
[Outputs] 1. Through strengthening capacity of Road Design, construction will be carries out smoothly. 2. Through strengthening capacity on Road Construction Supervision, quality of road construction will be secured	<ul style="list-style-type: none"> 1. Tender documents, for minimum 5 projects, are composed of all necessary items, such as detailed drawings, accurate BOQ and technical specifications. 2. Gaps between actual cost of minimum 5 projects stated above and their contract amount is less than 10%. 	<ul style="list-style-type: none"> 1. Contract document 2.1 Contract document 2.2 Record of payment 	<ul style="list-style-type: none"> • Turn-overs of technical personnel do not much occur.

	Contract documents state, are achieved for minimum 5 projects.	
3. Through strengthening capacity of Road Maintenance, road maintenance will be systematically carried out.	<ul style="list-style-type: none"> 1. Road register and record of conditions are completed for 60 major roads 2. 100% of maintenance activities in annual plan are achieved. 3. 100% of remedial works comply with developed technical guideline for maintenance. 	<ul style="list-style-type: none"> 1.1 Road register 1.2 Record of road conditions 2.1 Approved annual plan 2.2 Record of maintenance activities 3. Record of remedial works
[Activities]	<p>0. Baseline Studies, Detail Capacity Development (CD) Planning, and Project Monitoring and Evaluation</p> <p>0.1 To prepare detail CD plan, assessment of current capacity on human resources, road design, construction and maintenance within KM, and identification of gaps regarding technical levels, human resources and norms with these of private service sectors, are carried out as baseline studies.</p> <p>0.2 Results of the above baseline studies are reflected to details of CD plans, and indicators to verify project progress/achievement for monitoring and evaluation purposes. CD is composed of 3 types of methods/ approaches below:</p> <ol style="list-style-type: none"> 1) Training of Trainer by JICA experts (TOT) (in Japan and third countries) <p>(Note: During TOT, formulation of teaching materials for peer-training by the candidate trainers is included.)</p> <ol style="list-style-type: none"> 2) Peer-training to be taught by the above trained trainers (at Kabul), and 3) Practical Training (OJT) (at Kabul) <p>(Note: About 2 or 3 sample projects are selected from planned projects of KM as the training materials)</p> <p>0.3 The above detail CD plans based on the baseline studies are incorporated into and harmonized with KM's annual work/activity plan, and organizational and budget plans.</p> <p>(Note: In case, annual work/activity plan are not in details, it shall be identified clearly at this time in order to harmonize with the above detail CD plans.)</p>	<p>[Inputs] [KM Side]</p> <ul style="list-style-type: none"> 1. Counterparts <ul style="list-style-type: none"> 1) Mayor 2) Directors of human resources, policy & coordination, city planning, construction control and maintenance, and CD manager of human resources dep. 3) Technical personnel of the above relevant departments at KM 2. Project Office <ul style="list-style-type: none"> Office space in KM Utilities (electricity, water, telecommunication/internet) 3. Local Project Expenses <ul style="list-style-type: none"> All expenses for sample constructions Expenses for peer-training and OJT to be held at Kabul Expenses for testing equipment and/or testing by outsource for compaction test, concrete compression test, steel strength test, marshal test for asphalt, thermometers, Schmidt hammer for maintenance activities Office equipment such as computers required for trainees of peer-training, A3 color printer, ink and paper, shelves, files, and stationary <p>[Pre-conditions]</p> <p>Necessary organizational/institutional arrangement and human resources for implementing planned CD are arranged and secured by KM.</p> <p>Timely and appropriate coordination among the relevant departments are promoted for carrying out planned activities and to achieve intended Outputs, with leadership of Kabul</p>

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0.4	Trainers of trainees of the above CD are identified and selected based on criteria.	<ul style="list-style-type: none"> Vehicles for OJT : a wagon and a pickup Safety equipment, such as cones, barriers, lightings, signs Equipment of topographic survey and its maintenance 	Mayor.
0.5	Sample constructions for OJT are selected from KM's planned projects.	<ul style="list-style-type: none"> Timing and length of dispatching Japanese side experts to third countries shall also be kept conformity to the annual schedule and budgetary preparation by Kabul Municipality. 	
0.6	Project Monitoring Unit (PMU) for necessary discussions, monitoring project progress/achievement at a working level is formulated by representatives of relevant departments at KM.		
0.7	Results and detail CD plans are shared among/with road related sections within KM.		
0.8	Progress/achievement through CD is monitored quarterly, and degree of technical capacity raised through CD is assessed annually by PMU, and issues/problems are reflected to make CD better.		
0.9	Technology and knowledge acquired through CD is incorporated into ordinary works/practices of the road sector by KM.		
0.10	Achievement and experiences of various CD are shared with not only the road sector related sections at KM but the extended stakeholders on road construction and maintenance, such as private contractors and donors, at the end of the Project.		
1	Capacity Development of Road Design		
1.1	Topographic Survey is exactly carried out.		
1.1.1	Prepare survey plan		
1.1.2	Establish benchmark		
1.1.3	Survey site		
1.1.4	Prepare drawings		
1.2	Road Design is appropriately carried out		
1.2.1	Set basic conditions		
1.2.2	Set horizontal & vertical alignment		
1.2.3	Set typical cross section		
1.2.4	Conduct drainage design		
1.2.5	Conduct pavement design		
1.2.6	Apply standard structural drawings		
1.3	Drawings are appropriately prepared.		
1.3.1	Draw plane figure		
1.3.2	Draw profile		
1.3.3	Draw cross section		
1.3.4	Draw details		
1.4	Construction cost is exactly estimated.		

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<p>1.4.1 Calculate quantity</p> <p>1.4.2 Set unit price</p> <p>1.4.3 Estimate cost</p> <p>1.5 Technical specification is appropriately prepared.</p> <p>1.5.1 Understand the contents</p> <p>1.5.2 Adjust the contents of technical specification to KM's context</p>	<p>2 Capacity Development of Road Construction Supervision</p> <p>2.1 Supervising quality control is appropriately carried out.</p> <ul style="list-style-type: none"> 2.1.1 Conduct material inspection at laboratory 2.1.2 Conduct site inspection 2.1.3 Conduct inspection for taking-over <p>2.2 Supervising progress control is appropriately carried out.</p> <ul style="list-style-type: none"> 2.2.1 Monitor progress 2.2.2 Catch up with progress <p>2.3 Safety control is appropriately carried out</p> <ul style="list-style-type: none"> 2.3.1 Prepare Safety Management Plan (SMP) 2.3.3 Monitor according to SMP <p>2.4 Contract Management is appropriately carried out.</p> <ul style="list-style-type: none"> 2.4.1 Measure quantity 2.4.2 Issue interim payment certificate 2.4.3 Verify variation order 2.4.4 Process claim from contractor 	<p>3 Capacity Development of Road Maintenance</p> <p>3.1 Road inventory is appropriately prepared.</p> <ul style="list-style-type: none"> 3.1.1 Prepare road register 3.1.2 Prepare existing utility map 3.1.3 Evaluate road condition 3.1.4 Record road condition 3.1.5 Conduct bridge inspection <p>3.2 Annual and long-term maintenance plans are appropriately formulated.</p> <ul style="list-style-type: none"> 3.2.1 Establish database system 3.2.2 Prioritize remedial works 3.2.3 Set unit rate for respective type of remedial works 3.2.4 Quantify and estimate cost for budgeting 3.2.5 Propose organizational improvement to implement maintenance plan <p>3.3 Remedial works are appropriately carried out.</p>
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| <ul style="list-style-type: none">3.3.1 Conduct verification of pavement design3.3.2 Conduct remedial works for pavement and road accessories3.3.3 Conduct maintenance of road lighting3.3.4 Conduct maintenance of bridge3.3.5 Record remedial works and update database3.3.6 Conduct safety measures3.3.7 Develop technical guideline | |

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Project for Capacity Development for Management of Kabul City Road Improvement
Plan of Operation (Draft): April 9, 2016

Activities	Year 1												Year 2												Year 3												Legend
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
Preparation & Work Planning done by JICA Expert Team																																					
0.1 Baseline studies	-																																				
0.2 Detail CD planning	-																																				
0.3 Incorporating into KM's annual work plan	-																																				
0.4 Selection of trainers	-																																				
0.5 Selection of sample constructions	-																																				
0.6 Formulating PMU	-																																				
0.7 Sharing detail CD plan among KM	-																																				
0.8 Monitoring progress & capacity raised	-																																				
0.9 Incorporating into ordinary works	-																																				
0.10 Sharing achievement	-																																				
1. Capacity Development of Road Design																																					
1.1 Topographic survey	-																																				
1.2 Road design	-																																				
1.3 Drawing	-																																				
1.4 Cost estimation	-																																				
1.5 Preparation of technical specification	-																																				
2. Capacity Development of Road Construction Supervision																																					
2.1 Quality control	-																																				
2.2 Progress control	-																																				
2.3 Safety control	-																																				
2.4 Contract management	-																																				
3. Capacity Development of Road Maintenance																																					
3.1 Road inventory	-																																				
3.2 Maintenance planning	-																																				
3.3 Remedial work	-																																				
Reporting	TGR	P/R	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V			
JCC																																					

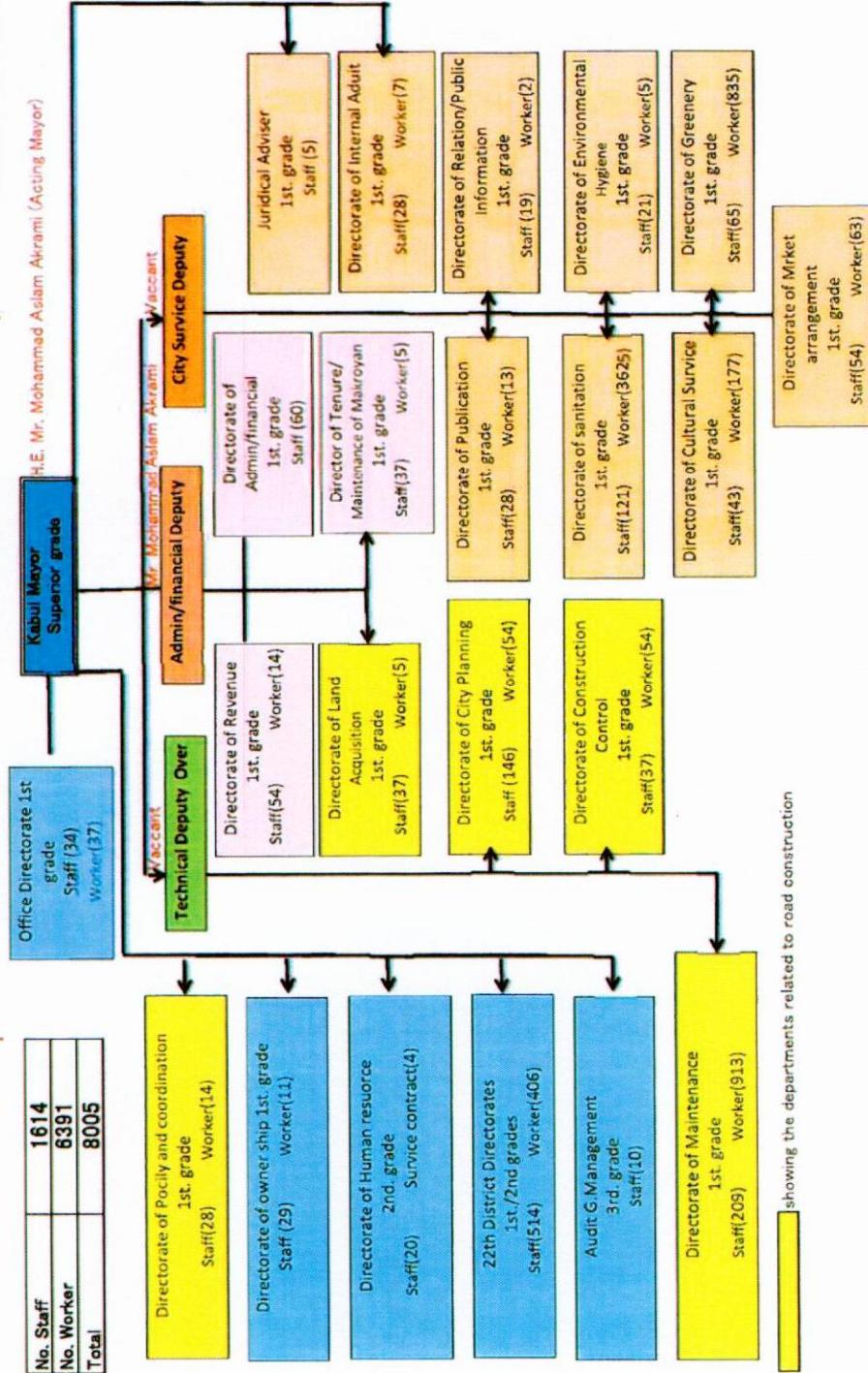
Tentative Schedule of Sample Constructions												LEGEND:											
Survey												Sample construction #1											
Design												Sample construction #2											
Document Preparation												Other constructions											
Tender												Test on Completion											
Construction												▼											

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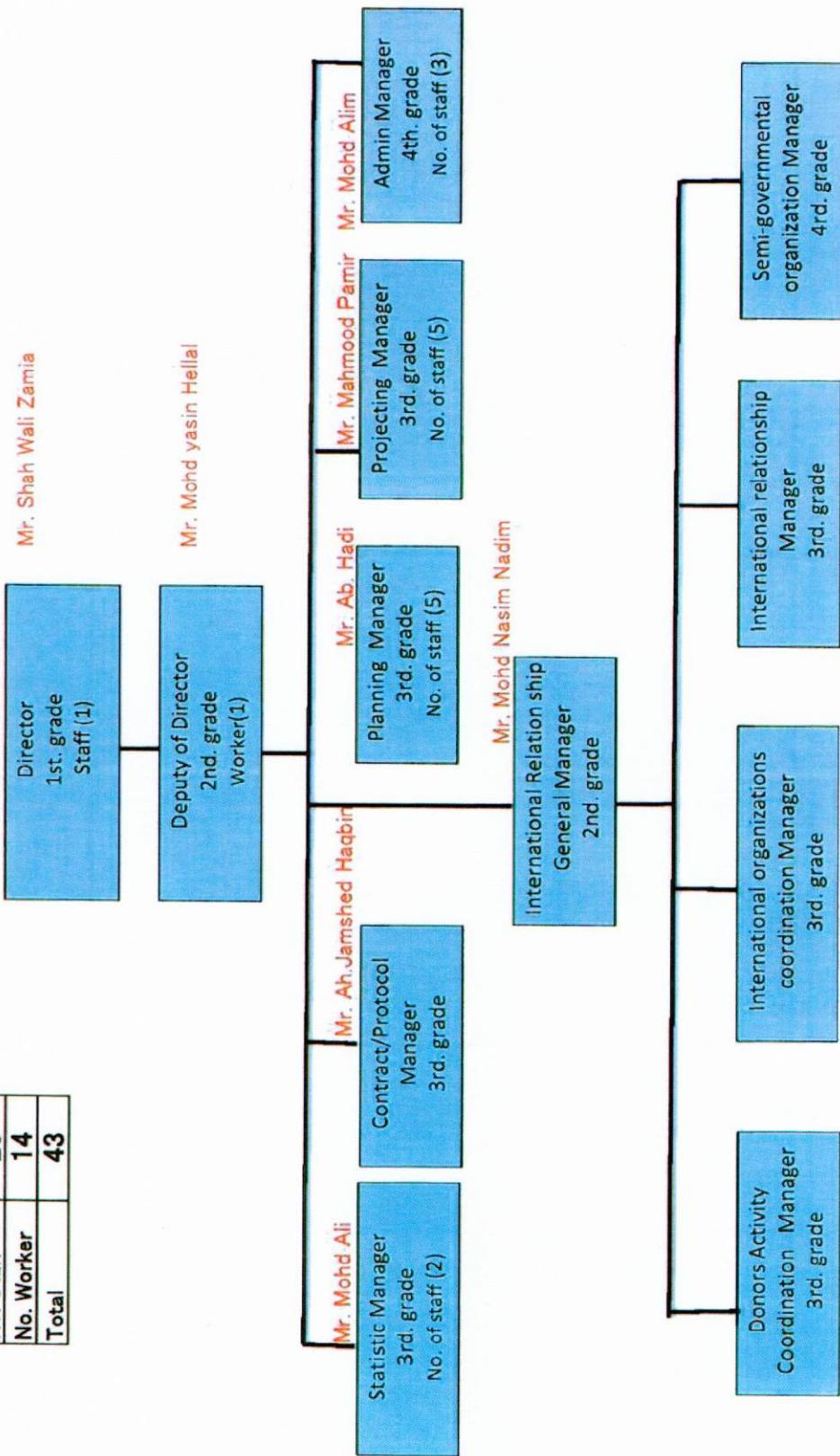
Kabul Municipality's Organization Chart for 2015

Received on 22 Feb 2016



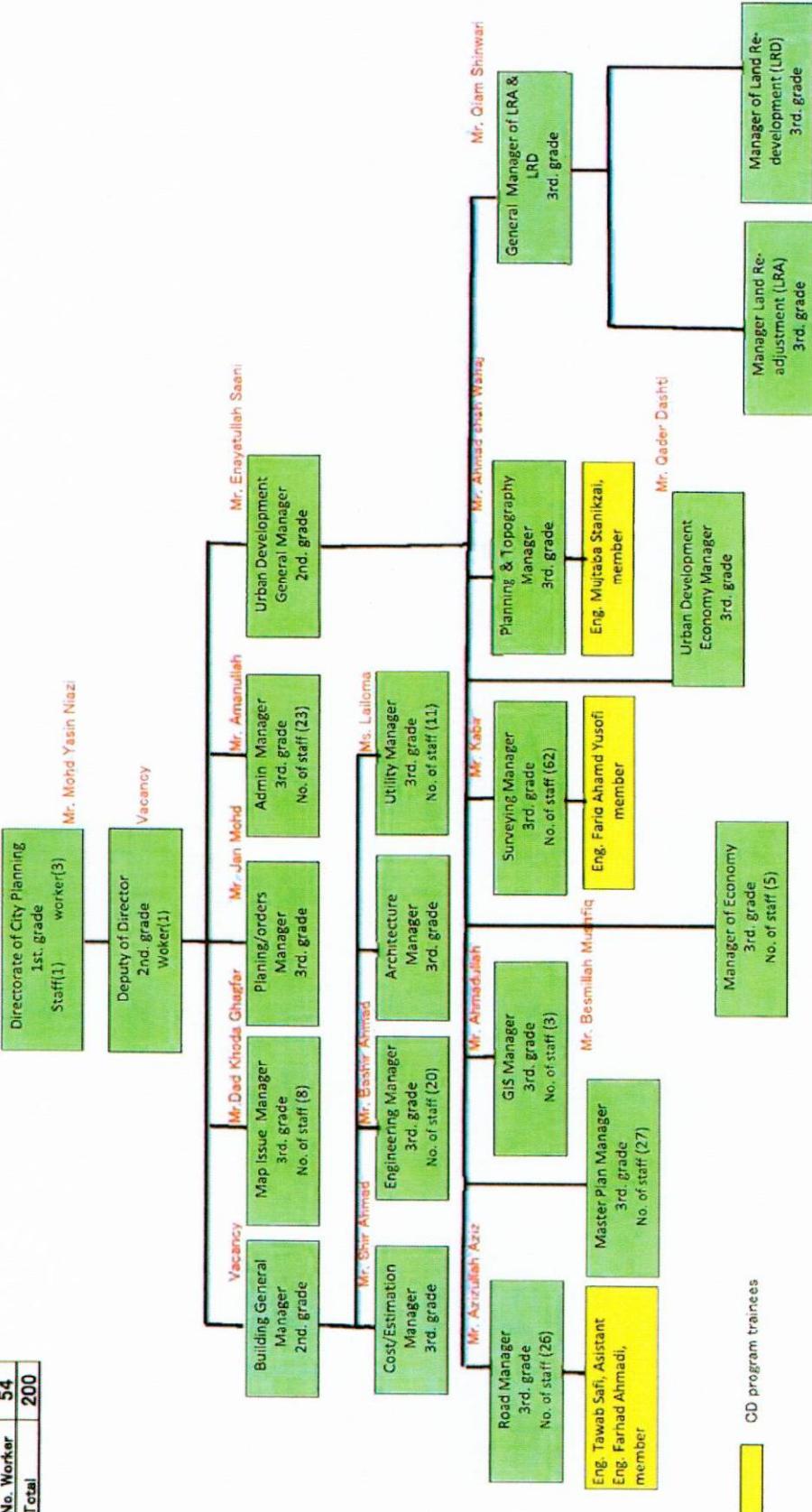
Kabul Municipality's Organization Chart for PC

No. Staff	29
No. Worker	14
Total	43



Kabul Municipality's Organization Chart for CPD

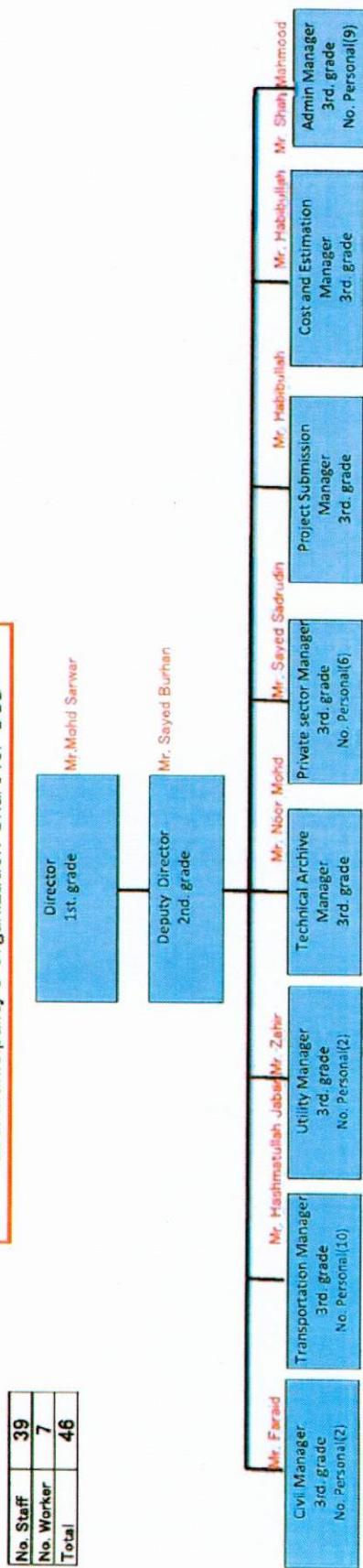
No. Staff	146
No. Worker	54
Total	200



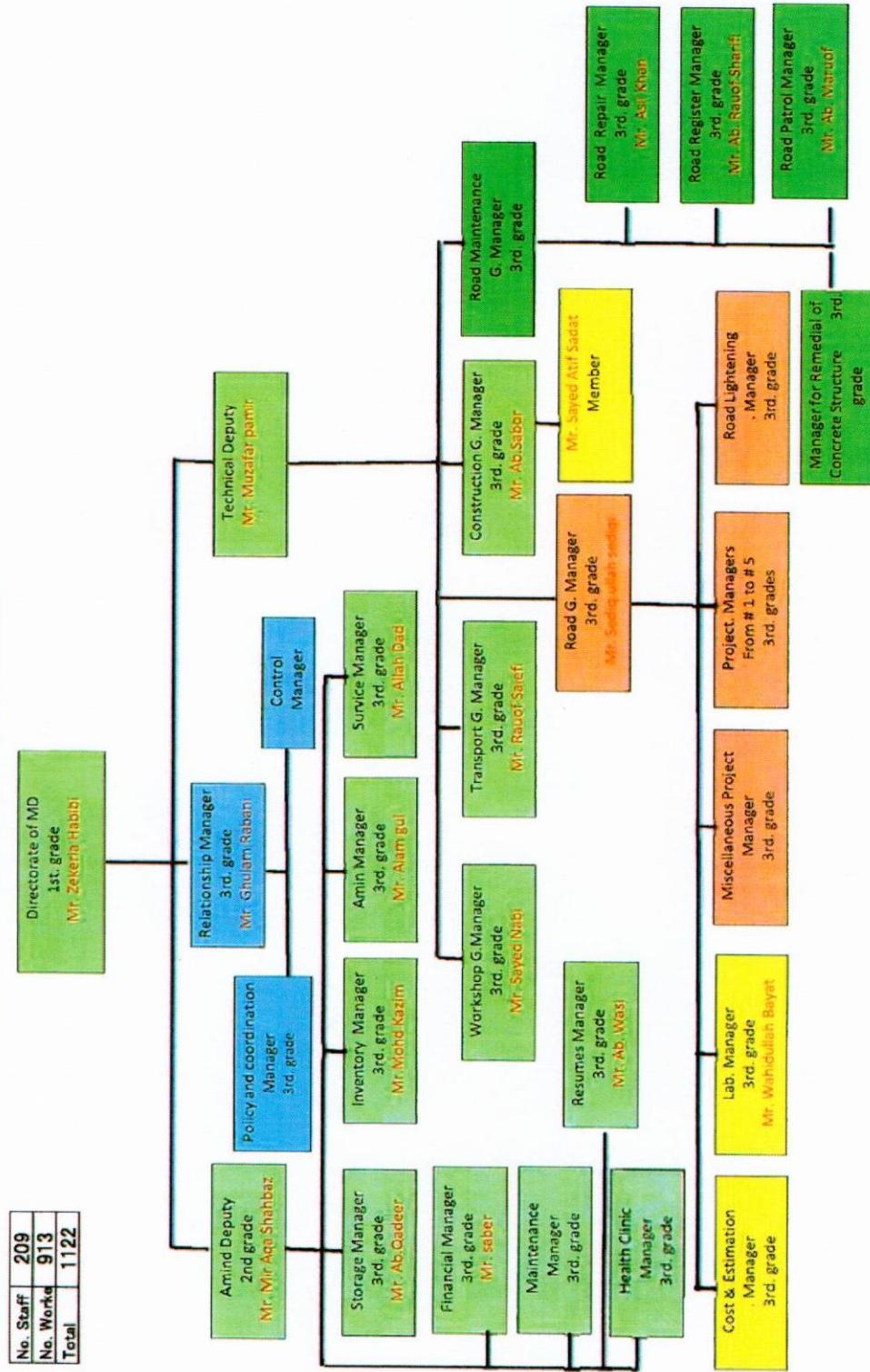
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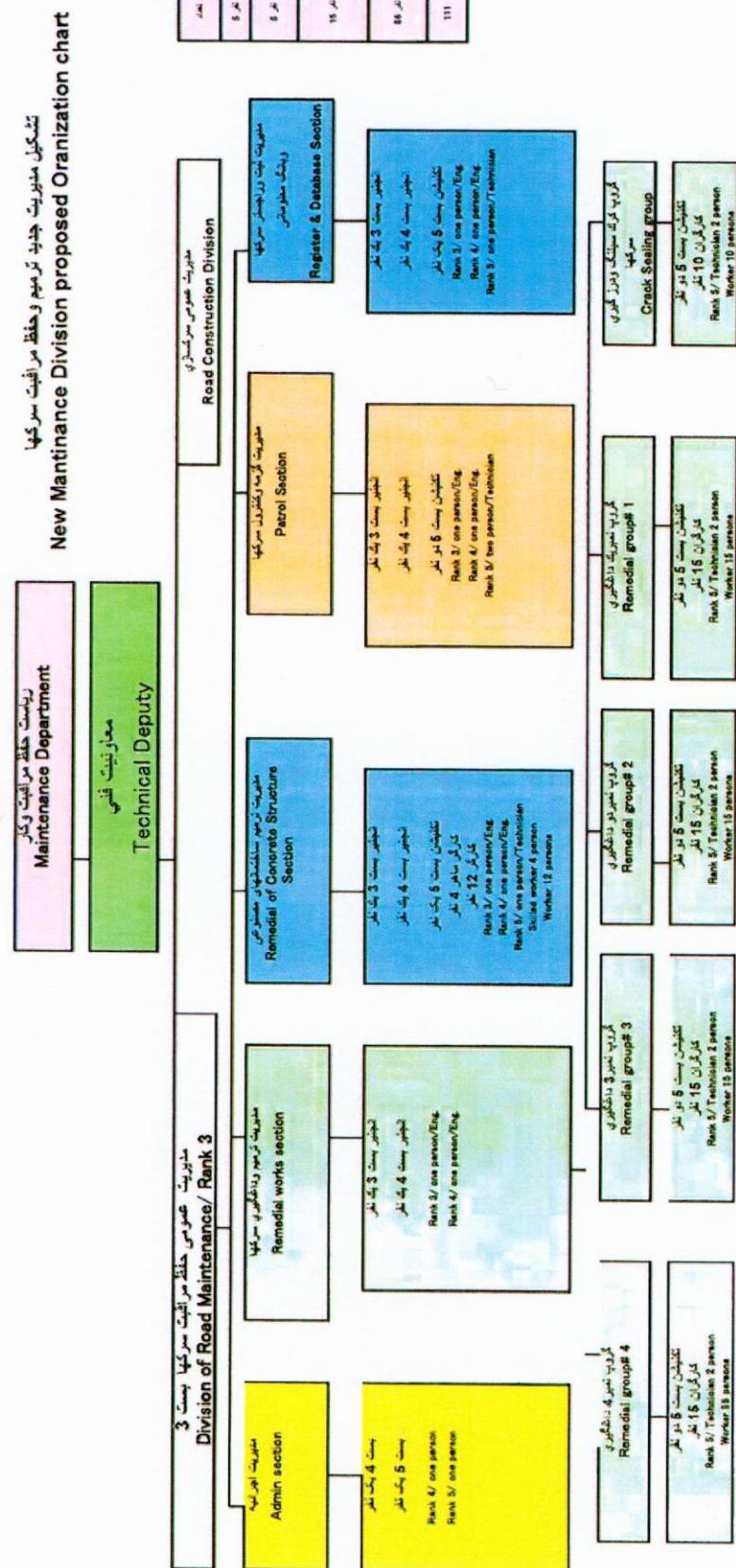
Kabul Municipality's Organization Chart for CCD



Kabul Municipality's Organization Chart for MD



Note: Road Maintenance Division has not yet officially approved. For detail structure of this division refer to the next excell sheet.



ANNEX 4

A List of Proposed Members of Joint Coordinating Committee

1. Function

The Joint Coordinating Committee will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deems it necessary in order to fulfil the following functions:

- (1) Approving an annual work plan,
- (2) Reviewing overall progress,
- (3) Conducting evaluation of the Project, and
- (4) Exchange opinions on major issues that arise during the implementation of the Project.

2. Chairperson and Members

(1) Chair Person:

Kabul Mayor, Kabul Municipality

(2) Members

The Afghan side

- (a) Director of Human Resources department
- (b) Director of City Planning department
- (c) Director/Deputy Director of maintenance department
- (d) Director/Deputy Director of Policy and Coordination department
- (e) Representative of Capacity Development section in Human Resources department

The Japanese side

- (a) JICA Afghanistan Office
- (b) JICA Expert Team

The chair person and the Chief Representative of JICA Afghanistan Office may invite necessary representatives of relevant organizations other than described above.

3. Minutes of Meetings

The discussions made in the meetings shall be recorded in the Minutes of Meetings, which shall be circulated to KM, JICA and necessary relevant organizations to confirm the content before they are made official.

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TO CR of JICA AFGHANISTAN OFFICE

PROJECT MONITORING SHEET

Project Title : The Project for Capacity Development for Management of Kabul City Road Improvement

Version of the Sheet: Ver.●● (Term: Month, Year - Month, Year)

Name:

Title: Chief Advisor

Submission Date:

I. Summary

1 Progress

1-1 Progress of Inputs

1-2 Progress of Activities

1-3 Achievement of Output

1-4 Achievement of the Project Purpose

1-5 Changes of Risks and Actions for Mitigation

1-6 Progress of Actions undertaken by JICA

1-7 Progress of Actions undertaken by Gov. of ●●

1-8 Progress of Environmental and Social Considerations (if applicable)

1-9 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

1-10 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

2 Delay of Work Schedule and/or Problems (if any)

2-1 Detail

2-2 Cause

2-3 Action to be taken

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of●●,etc.)

3 Modification of the Project Implementation Plan

3-1 PO

3-2 Other modifications on detailed implementation plan

(Remarks: The amendment of R/D and PDM (title of the project, duration, project site(s), target group(s), implementation structure, overall goal, project purpose, outputs, activities, and input) should be authorized by JICA HDQs. If the project team deems it necessary to modify any part of R/D and PDM, the team may propose the draft.)

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4 Preparation of Gov. of●● toward after completion of the Project
II. Project Monitoring Sheet I & II as Attached

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Project Monitoring Sheet I (Revision of Project Design Matrix)

Project Title: The Project for Capacity Development for Management of Kabul City Road Improvement

Implementing Agency: Kabul Municipality

Target Group: Officials and Relevant Sections of Kabul Municipality involved in Road Sector

Period of Project: September 2016-August 2019 (3 Years)

Project Site: Kabul City

Model Site:

Narrative Summary						Objectively Verifiable Indicators	Years of Verification	Important Assumption	Achievement	Remarks
Overall Goal										
Project Purpose										
Outputs										

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Activities	The Japanese Side	Inputs	The Cuban Side	Important Assumption	
				Pre-Conditions	<issues and countermeasures>

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Project Monitoring Sheet II (Revision of Plan of Operation)

Appendix 2

MAIN POINT DISCUSSED

1. Sustainability of the Project

Both side confirmed that the sustainability of the Project is a key to enhance the regional development in the target area. Therefore, both sides agreed to work closely during the Project to enhance capacity of KM for self-sustainable urban development.

2. Assignment of counterparts

Afghan side agreed to provide necessary human resources to implement the Project as follows:

- 1) to assign the counterparts for the Project and inform JICA of members of the counterpart staff in writing before the commencement of the Project.

3. Provision of related information, data and maps

Afghan side agreed to provide necessary information including maps of pilot project area to implement the project during the project period.

4. Confirmation of the Inputs from both sides

Both sides agreed to provide necessary inputs, timely and effectively for the implementation of the Project, which are listed in the PDM. In particular, Afghan side agreed to ensure that they allocate necessary inputs for the project.

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