

THE ISLAMIC REPUBLIC OF AFGHANISTAN
and
THE ASIAN DEVELOPMENT BANK

Second Tripartite Portfolio Review Mission (8 – 18 July 2019)

Aide Memoire

I. INTRODUCTION

1. The Ministry of Finance, the implementing ministries¹, and the Asian Development Bank (ADB) jointly conducted the Q2 2019 tripartite portfolio review (TPR) mission (the Mission).² The objectives of the Mission were to : i) identify, discuss, and propose solutions to project issues affecting portfolio performance, ii) develop action plan to resolve identified issues, and iii) agree on a deadlines on the action plan with updated targets to improve portfolio performance and government budget execution (**Appendix 3**). The wrap-up meeting to discuss the Mission’s findings and agreed action plan was held on 18 July 2019.³ This aide memoire (AM) is a summary of the Mission’s findings, discussions and agreements with the government. It is subject to confirmation by the government and higher authorities of ADB. The list of persons met is in **Appendix 1**.

2. The Mission wishes to express its appreciation for the support of the Government of Afghanistan (GoA) to the Mission. We thank for the contributions and inputs provided by MOF and the respective line ministries.

II. BACKGROUND AND OBSERVATIONS

3. As of 30 June 2019, ADB-funded Afghanistan portfolio investment comprised 29 active projects totaling approximately \$3.5 billion. The projects are financed from the ADF grants, the Afghanistan Infrastructure Trust Fund (AITF) grants, and grants from other cofinanciers.

4. Of the 29 projects, 13 (45%) are rated “on track”, 7 (24%) are rated as ‘potential problem’, and 9 (31%) are rated as ‘actual problem’.⁴ The main issues on projects that are not “on track” is due to lower than projected contract awards (CA) and/or disbursements (Disb.). The observations discussed in this aide memoire are mainly issues in projects that are considered “problem”. **Appendix 2** is a summary of the portfolio.

5. For 2019, ADB management set CA and Disb. target at \$418.5 million and \$311.2 million, respectively. The achievable estimates were discussed and agreed between IAs and ADB in January 2019. They are \$545.1 million for CA, and \$311.2 million for Disb. As of 30

¹ The Ministry of Finance (MOF) is the executing agency. The implementing agencies are: i.) Ministry of Transport (MoT) for the transport sector; ii) Ministry of Energy and Water (MEW) and Ministry of Agriculture, Irrigation and Livestock (MAIL) for the Agriculture and Natural Resources, and iii) DABS (Da Afghanistan Breshna Sherkat – the State Electricity Company).

² The Mission comprised D. Dole, Deputy Country Director; R. Budiman, Mission Leader and OIC, PAU; A. Barseghyan; Energy Specialist; H. Momand, Sr. Finc. Control Officer; S. Ahmadzai, Proj. Officer; M. H. Ayubi, Sr. Proj. Officer; H. Durrani, Sr. Proj. Officer; H. Qanet; Proj. Officer; S. Salari, Assoc. Proj. Officer; M. Rafi, Assoc. Safeguards Officer; K. Shams, Ass. Procurement Officer; Z. Sarwari, Assoc. Proj. Analyst; N. Hotak, Assoc. Proj. Analyst; ASM. Razaq, Assoc. Proj. Analyst; A. Sakhi, Ops. Assistant – All of AFRM. Joining from ADB-HQ: G. Kailasam, Transport Specialist, Felix Gonzales, Assoc. Proj. Analyst; Samantha Valdez, Assoc. Proj. Analyst, and Michelle Tan, Assoc. Proj. Analyst.

³ The meeting was chaired jointly by Deputy Minister, MOF and the ADB Deputy Country Director.

⁴ ADB assesses projects using the following key indicators; (i) contract award, (ii) disbursement, (iii) technical indicator, (iv) financial management, and (v) safeguards compliance with loan or grant covenants. The five indicator ratings are aggregated into a single project rating by generating an average rating score for the project. The following values will be assigned to each rating Green = 1 point, Amber = 0.5 point and Red = 0 points. The assigned values for each of the five indicators are summed and divided by 5 to produce an overall project rating score between 0 and 1. Applying the percentage thresholds only, a project with a total rating score greater than or equal to 0.9 is *on-track (Green)*; a project with a total rating score of 0.7–0.89 is a *potential problem (Amber)*; and a project with a total rating score of less than 0.69 is an *actual problem (Red)*, and is ‘at-risk’

June 2019, CA were only \$34.5 million, while Disb. were only \$71.1 million. These achievements represent approximately 6% (CA) and 23% (Disb.) of achievable targets. Details of these figures are in **Appendix 3**. Paras. 6 – 32 describe issues and progress of projects in the three sectors in more details. **Appendix 5** is minutes of meeting with the respective line ministries and detailed issues and action plans/follow ups.

A. Agriculture and Natural Resources (ANR) Portfolio

6. The portfolio has seven ongoing projects funded by 11 grants, totaling \$461.4 million. For the six-month ending 30 June 2019, total contract awards reached \$16.5 million (31% vs. \$55.0 million projected CA). Disb. was \$10.5 million - 31% vs. projection of \$32.6 million. Paras. 7 – 10 below describe issues and project progress in more details in the sector.

7. G00126/0437-AFG: Agriculture Market Infrastructure Project (On Track): The physical works of the Reshkhori, Shakardara, Herat and Balkh slaughterhouses were completed on 30 June 2019. The one in Kunduz was not completed due security issue (presence of insurgents) at the project site. The remaining works to be done is the installation of the equipment. MAIL has confirmed that the Kunduz slaughterhouse will be completed using its own fund, once the security situation has improved. Some progress is noted on the public and private sector partnership (PPP) portion of the project. A PPP consultant is working on the PPP transaction. This needs to be expedited.

8. G0167-AFG: Water Resources Development Investment Program, Tranche 1 (On Track): Most of the activities under the project have been completed. Two procurement packages (i) pumping stations and solar, and (ii) machineries for NVDA worth about \$2.7 million are under way. ADB has requested clarifications on the revised bid evaluation report (BER) for the pumping stations and solar civil works procurement under the Nangarhar Valley Development Authority (NVDA) on 13 May 2019. MAIL will respond to ADB clarifications and submit revised BER for review and approval by 31 July 2019. The procurement of machineries for the NVDA were split into several lots. MAIL will finalize the bidding documents and advertise the Invitation for Bidders (IFB) by 25 July 2019. The discussion for the master's degree program for MEW staff is ongoing. MOU between Kabul Polytechnic University and International Water Center (IWC) has been signed. The contract is expected to be signed by end of September 2019. However, ADB has expressed its concern that the program duration goes beyond the current project completion date. MEW will need to come up with options, including reallocation of the fund.

9. G0362-AFG: Water Resources Development Investment Program, Tranche 2 – Lower Kokcha Irrigation System (Actual Problem): This project experience lengthy delays in CA and Disb. Subsequent to splitting the large contract award into eight packages, however, two packages were awarded in 2018 and package 3 was awarded on 18 May 2019. Package 4 CA has been delayed, awaiting NPC approval. ADB's no-objection (NOL) for CA was on 8 May 2019. MEW submitted the package for NPC approval on 28 May 2019. However, NPC has returned the package, and asked MEW to reevaluate the package. One of the issues that NPC raised was the clarifications requested by the MEW's bid evaluation committee (BEC). This was through official emails. NPC refused to accept this, and instead requested MEW to seek clarification through the Ministry of Foreign Affairs (MOFA). MEW and MOF will raise the issue with NPA/NPC at management level to resolve the issue. Bid evaluation of packages 5 and 6 are ongoing. Submission for ADB's review and approval is expected by end of July. Bid documents for packages 7 and 8 were submitted for ADB's review and approval on 2 June 2019. ADB has commented package 7 on 20 June 2019. ADB has completed its review of package 8 and no objection is expected to be issued by 15 July 2019. MEW needs to expedite the procurement process and closely coordinate with NPA/NPC to ensure that the remaining packages are awarded in 2019.

10. G0506/0507-AFG: Panj-Amu River Basin Sector Project (Actual Problem): This project has extensive delays in CA and Disb. The feasibility study and detailed design (FSDD), and implementation supervision consultant (ISC) contracts was awarded in June 2018. ADB has requested MAIL to do market assessment to justify the changes in section 3 of the bidding documents and submit to ADB for approval. Section 3 is for the rehabilitation of secondary canals in Takhar province. MEW to expedite its plans, through FSDD, to complete the surveys, detailed designs, and prepare civil works bidding documents for all irrigation schemes by August 2019. The award of these packages will result in some disbursement and it will move the project from its rating to potential problem by Q4, 2019.

B. Energy Portfolio

11. The portfolio has 11 ongoing projects funded by 15 grants, totaling \$1.53 billion. As of six-month ending 30 June 2019, the total CA was \$12.3 million or 4% against the 2019 target of \$291.2 million. Total Disb. were \$36.4 million or 20% against \$177.8 million (2019 target). The bidders participated in Solar bidding process were declared non-responsive and the package will go for re-advertisement. Therefore, DABS need to revisit the achievable estimates for contract award and submit for ADB's consideration. There is a high degree of uncertainty that Back-to-Back 500MW converter station in Dashte Alwan (\$196.0 million) contract will not be awarded in 2019, which represents 68% of energy sector contract award projection for 2019. Paras. 12 – 21 below describe energy sector projects' issues and progress in more details.

12. MFF-0026 Multi-tranche Financing Facility, Energy Sector Development Investment Program: This MFF has been extended by ADB for two years to 28 November 2020. Tranches 1 and 2 were closed on 28 November 2018 as originally scheduled. Tranches 3, 4, and 5 have been extended until 28 May 2020.

13. G0134-AFG: Energy Sector Development Investment Program, Tranche 1 (On Track): The physical work of the Kunduz and Baghlan transmission line (TL) and distribution network (DN) was completed and handed over to DABS in Q4 2018. The retention money payment to the contractor is still on hold by DABS due to a dispute on electric poles delivery. The contractor has procured the poles from within the country, but still claims and received payment for duties and transportation from outside of the country. DABS to resolve the dispute with the contractor and close the contract. The delivery of equipment manufactured in China was originally planned in November 2018, however it has not been delivered to the project site. DABS to ensure the equipment is delivered by 31 July 2019, and payment is made to the contractor within the extended winding period of 30 September 2019.

14. G0184-AFG: MFF1, Tranche 2, 220kV Arghandy Substation (On Track): All activities under the grant have been completed. Release of retention payment of Siemens is pending. The amendment to increase the 2% Business Receipt Tax (BRT) in Siemens contract (\$2.4 million) was signed between Siemens and DABS on 10 July 2019. DABS will process the BRT and retention payment during winding period and close the contract.

15. G0280-AFG: MFF1, Tranche 3: Greshk Hydro Power Project (On Track): The installation of hydro power plant was completed in mid-June 2019, however the commissioning/handover was delayed. The contract variation (VO) of \$1.3 million for the supply of additional goods for the TL and DN was approved by NPC in May 2019, and the VO was signed on 9 July 2019. DABS to expedite issuing notice to proceed to the contractor to start supplying additional goods by 15 July 2019 to avoid further delays. The completion of the TL and DN is scheduled by 31 October 2019. DABS to closely monitor the progress to ensure timely completion.

16. G0332-AFG: MFF1, Tranche 4: 500kV S/C TKM border to Sheberghan and 220kV D/C OHL Sheberghan to Mazar e Sharif and Andkhoy-Sheberghan and Mazar-e Sharif Substation Expansion (On Track): The physical work progress of the 500kV TL is 84% and the 220kV OHL is 58%. Non-compliance of safeguards requirement on the 220kv OHL and security issues at the project site led to delays. The contract was extended from 30 April to 31 October 2019 – DABS to ensure completion during the extended period. The physical work of the three substations at Mazar was completed. The physical progress of the Andkhoy and Sheberghan substations is at 95%. Only commissioning remains. DABS to expedite compliance with safeguards requirements of the 220kv OHL and provide access to the contractor. In addition, DABS needs to process the final payment and proceed with commissioning and handover of the substations. The VO request for additional equipment under the three distribution networks (\$30.0 million) needs to be expedited as well. ADB is reviewing the reallocation request of grant categories. ADB response is expected by 22 July 2019.

17. G0374/375-AFG: North-South Power Transmission Enhancement Project (NSPTEP) 500kV D/C OHL Dasht-e-Alwan to Arghandi Substation: Arghandi Substation (Potential Problem): The substation is behind schedule due to specification deviation from the original design (change in land slope). DABS and Techno-RGM JV (contractor) agreed to submit the VO to cover for the change. RGM-KPTL site security claim is pending. The current progress of 500kV TL subproject is only 50%. The project is significantly delayed due to i) safeguards issues, including land acquisitions and resettlements plan (LARP), and ii) challenges in Salang areas rights of way (RoW). Project completion date is 14 October 2019 and the project could not be completed in the original schedule time. Therefore, DABS and ADB received a letter from KPTL-RGM requesting for an extension of time (EoT). DABS to expedite the LAR compliance within the target time and prepare documents for additional finance to cover the extra 2% BRT and land slope expenses. DABS also needs to finalize the discussions on extension of the contract with the contractor.

18. G0464/0465-AFG: MFF2, Energy Supply Improvement Investment Program (ESIIP), Tranche 1 (Actual Problem): Delays in the CA of two consultancy packages (i) Analytical Studies, and (ii) Preparation of future projects. The analytical studies were repackaged into three different assignments. ADB has approved two: (i) updating energy master plan, and (ii) restructuring of DABS. DABS to finalize the package for preparation of future projects and submit for ADB's approval by 22 July 2019. In addition, bids for the construction of 12 Km 220kV TL and substation for interconnection of Mazar IPP are ongoing. Bids are being evaluated and BER is expected by 31 August 2019.

19. G0521/0522/0523-AFG: MFF2, ESIIP, Tranche 2 (Potential Problem): Delay in the contract award of 500 MW high voltage Back-to-Back convertor station. ***It should be noted that this \$196.0 million procurement is the largest one in the portfolio – failure to award the contract will lead to a poor portfolio performance.*** The IFB was advertised on 14 November 2018 and bids were opened on 18 March 2019. DABS shared the draft BER with the NPA and ADB on 11 June 2019. ADB has provided comments on 16 June 2019. DABS to expedite incorporation of comments and submit the final BER for ADB's approval by 31 July 2019.

20. G0545-AFG: MFF2, ESIIP, Tranche 3: Naghlu Solar Project (Actual Problem): There has been significant delay in the civil works procurement for this 20MW Solar Power Project construction in Naghlu, i.e., since 2018. On 13 June 2019, DABS requested ADB to cancel the bid due to non-responsiveness of both bidders. DABS asked for a rebid. ADB is reviewing the request and is expected to respond by 25 July 2019.

21. G0556-AFG: MFF2, ESIIP, Tranche 4 (Potential Problem): Contract award of the 220kv Kabul – Jalalabad TL and 220/20 kV substation in Sheikh Misri is delayed. Bids were opened on 6 and 7 Jan 2019. DABS has submitted the draft BERs to the NPA and ADB on 26

and 30 May 2019, respectively. ADB has shared its comments on the draft BER for the TL on 30 May 2019 and substation on 2 July 2019. DABS is to submit the final BERs for ADB's approval by 31 July 2019.

C. Transport Portfolio

22. The portfolio has 11 ongoing projects valued at \$1.55 billion. For the six-month ending 30 June 2019, CA was \$5.6 million or 3% against the projection of \$198.9 million. Disb. was \$24.2 million (24% vs. \$100.8 million projection). Since the civil works packages of sections 3 - 5 of Qaisar Dari Bum were rejected by the NPC, achievable CA were estimated at \$20.0 million or 10% compared to target. Paras. 23 – 32 below describe transport sector projects' issues and progress in more details.

23. G0081/0244 AFG: Ring Road - Qaisar to Laman (On Track): The progress of 34 km Section 1 of this Ring Road Project is 30% vs. 57% elapsed time (et). The 48 km Section 2 is 20% vs. 57% et. Slow progress is due mainly due to insufficient machinery and staff at the project site. There is no 100% detailed design from MOT due to delay in mobilization of the design firm. Completion of the detailed design is expected by 31 July 2019. Recruitment of a supervision consultant (SC) is also delayed. The PMO has hired individual consultants to supervise the project temporarily. Financial proposals for the SC recruitment were opened on 11 June 2019. Submission 3 is expected for ADB's approval by 22 July 2019. The SC is expected to be on board in September 2019.

24. G0327/0328-AFG: Transport Network Development Investment Program (TNDIP), Tranche 2 (Potential Problem): Sapary to Jalalabad Road Project: The civil work contract was extended to 31 December 2018. However, the contractor was still unable to finish the 33 km (descoped) of the road. Physical progress is approximately 80% vs. 100% planned. Work has stopped since January 2019. The PMO has so far recovered \$8.1 million against the \$16.5 million advance payment. The PMO and the contractor met in Tajikistan (1-7 June 2019) to discuss work resumption. The contractor agreed to resume work in August and to complete by 31 December 2019. The contractor has requested EoT, along with work plan with exact number of days to complete the remaining work. The Cabinet has approved the budget for the first 22 km section of the project. MOF needs to release the fund to pay for the affected households (AHs). The verification and approval process of land ownership by the provincial committee for 11 km section of the road of was completed. The final approval by the central Ministry of Urban Development and Land (MUDL) need to be accelerated.

25. G0327/0328: Sharan-Angor Ada Road Project: The physical work progress is approximately 97%. ADB issued a NOL for the civil works contract extension until 9 August 2019 due to late approval of an amended bill of quantity (BoQ). MOT needs to ensure the project is completed during the extended period. The LARP package has been approved by the provincial administrative committee and sent to MUDL for final verification. MOT to closely coordinate with MUDL and expedite the LARP implementation.

26. G0327/0328: Chah-e-Anjir Gereshk Road Project: The physical work progress is 84%. The work was suspended due to government's military operations but has since resumed in October 2018. ADB has issued a NOL for the civil works and supervision contracts extension till 31 October 2019. The progress has improved since the last six-months. Ten km of asphalt work is remaining, which will be completed by October 2019. The LARP ownership package has been approved by the provincial administrative committee and to be submitted to MUDL for final verification. MOT to closely coordinate with MUDL and expedite the LARP implementation.

27. G0355-AFG: TNDIP, Tranche 3 – Dar-e-Suf to Yakawlang Road Project (Actual Problem): The physical work progress is approximately 9.9%, which is behind schedule. MOT

and the contractor's senior management discussed the progress – since then, it has improved. Based on the new work program, the progress will reach to 40% by the end of 2019. The contractor needs to fully mobilize the required machinery and staff, as per the recovery program. The LARP for 99 km of the Bamyan section was approved. It is pending for MOF's allotment to process the compensation payments to the AHs. MOT and MOF need to jointly expedite compensation payment to the AHs. Land ownership documents for the preparation of LARP (87 km of Samangan section) is under process of the provincial committee. Expected completion date by 31 July 2019.

28. G0422-AFG: TNDIP, Tranche 4 – Baharak-Eshkashim Road Project (Potential Problem): The physical work progress is approximately 39.7% vs. 62% et. The detailed design of the road was completed and included in the revised BoQ-1. The revised BoQ-1 was submitted to MOT for review and endorsement once the review is completed. The packages will be submitted to Cabinet for approval. MOT has submitted the LARP budget for Cabinet approval. The MOF is to allocate the budget once the LARP budget is approved by the Cabinet to expedite payment to the AHs. The final LARPs submission, for both sections after incorporation of ADB comments is expected on 22 July 2019.

29. G0490/0491-AFG: Preparation of CAREC Corridor 5&6 (Salang) (Potential Problem): The project is only for the feasibility study and detailed design of the Salang tunnel. MOT and HQ mission met from 12 to 14 June 2019 in Dubai to decide on the four alignment options as recommended in the draft Final Feasibility Study Report (DFFSR). The decision will enable the consultant to start phase 2 - the detailed design and preparation of procurement documentation. Option 2 under the DFFSR was selected for further development, which includes a 4-lane tunnel located at a lower elevation to the existing tunnel.

30. G0508-AFG: Road Asset Management Project (RAMP) (Actual Problem): There are four civil works packages for periodic maintenance - (i) two packages for Kabul – Jalalabad road and (ii) two packages for Kabul – Ghazni road. Contracts have been awarded on both. The physical progress of Kabul – Jalalabad road is satisfactory. The civil works of section 1 of Kabul – Ghazni started on 27 August 2018. The progress is only 4% against et of 85% due to security issue at the project site. The PMO has issued a letter to the contractor to improve performance and resolve the security issue with the help of the local communities.

31. G0541-AFG: RAMP – Additional Financing (Actual Problem): Delay in section 1 CA of Ghazni – Kandahar. The bids were opened on 22 January 2019. NPA is evaluating the bids. The BER was submitted for ADB's review on 25 June 2019, and comments were provided on 1 July 2019. The NPA submitted the revised BER on 10 July 2019, but did not incorporate all ADB's comments. ADB provided comments on 11 July 2019 for the NPA and MOT to incorporate and submit a revised BER for ADB's approval by 21 July 2019.

32. G0555-AFG: Qaisar-Dari Bum Project (Actual Problem): The BER for the civil works of sections 3 to 5 has been rejected by the NPC, who advised MOT to re-advertise the packages once the detailed design is completed. The SC selection was advertised on 28 February 2018; however, due to extensive delays with shortlisting, submission 1 was submitted for ADB's approval only on 7 July 2019.

III. PORTFOLIO ISSUES

33. The AFG current and urgent portfolio issues are (i) safeguards non-compliance – mainly land acquisitions and resettlement issues, (ii) late submission of Audited Project Financial Statements/Audited Entity Financial Statements (APFS/AEFS), and (iii) protracted procurement processes. Please refer to the portfolio issues matrix in **Appendix 4** for more details.

IV. CONCLUSION AND RECOMMENDATIONS

34. It is clearly noted in each meeting with the line ministries (**Appendix 5**) that compliance with safeguards requirements is mandatory. Failure to comply with safeguards requirement by 30 September 2019 will lead to no new grants and/or projects. All projects processing will be halted. Currently, the transport portfolio is experiencing the highest number of issues in land acquisitions and resettlements (**Appendix 6**) – a total of 5 projects in 10 sections of the road. **Appendix 6** shows that all the issues would be resolved by 30 March 2020. The TPR meeting with MOT indicated that they would try to resolve the issues by ADB's deadline of 30 September 2019. The Energy Portfolio still have a few remaining issues as well. DABS indicated that they should be able to clear all the safeguards issues by 31 August 2019. The ANR sector is now in-compliant with safeguards requirements.

35. Late submission of financial statements is problematic. The Mission has clearly stated in each meeting with the line ministries (**Appendix 5**) that ADB may exercise its right to suspend fund withdrawal or projects, if financial statements submission is late more than 6 months after the due date. AFRM is monitoring and following up on this issue closely.

36. As of 30 June 2019, contract awards and disbursements were 6% and 23% of the achievable estimates, respectively. This reflects poor portfolio performance. All PMOs were reminded that strong efforts will be required till end of the year to achieve projected targets. For CA, in the energy sector, the Back-to-Back 500MW converter station in Dashte-Alwan, \$196.0 million contract, may not be awarded, although ADB has been strongly supportive of the procurement. From the TPR discussions with DABS, the two bidders do not seem to meet the requirement of having similar contracts, which is one of the evaluation criteria. The award of contract in the Solar Project (\$26.7 million procurement) was canceled, as the bidders participated were declared non-responsive. In the transport sector, the award of civil works for sections 3-5 of the Qaisar-Dari-Bum Project was rejected by the NPC. The packages (\$177.0 million) will go for re-advertisement once the detailed design is completed.

37. The above protracted procurements will significantly reduce AFG portfolio contract award achievable estimates from \$545.1 million to \$143.6 million, which represent 26% of the initial achievable estimates and 35% of ADB management target of \$418.5 million. To ensure the award of the remaining contracts in 2019, the line ministries are requested to closely coordinate with the NPA/NPC, and work together to resolve any procurement issues to ensure timely award of contracts.

38. ADB assesses its portfolio performance for projects using five performance indicators. Currently, 9 out of 29 projects are rated as a 'actual problem' and 7 are rated as 'potential problem'. These ratings represent a very high percentage (**16 out of 29 projects or 55%**) of the overall portfolio. ADB management has expressed its concerns. At present, the ratings are mainly due to lower than anticipated CA and Disb. To address this situation, for all projects that are currently behind on these 2 indicators, and/or experiencing serious technical issues, a coordination meeting with the MOF, Line Ministries, NPA/NPC, and ADB will be convened on a weekly basis. ADB-AFRM PAU has tasked AFRM Procurement Officer, and Safeguards Officer to have a weekly meeting to resolve procurement issues and safeguards, respectively.

39. A concerted effort is required over the coming months to improve the performance of the portfolio by resolving the above issues. The next TPR will be held in the second half of October 2019.

Signed in Kabul on 23 July 2019

For the Mission:

Renadi Budiman
Principal Country Specialist, Mission Leader, and
OIC, Project Administration Unit
Afghanistan Resident Mission

Attachments:

1. List of Persons Met
2. Summary of the Afghanistan Portfolio
3. Contract Award and Disbursement Performance
4. Portfolio Issues Matrix
5. Meeting Minutes and Project Issues Matrix
6. LAR Issues in Transport Projects