

Action Plan

Introduction and Summary

Introduction

The outcome of the Background Document (the first phase of the TSR) was altogether 23 different recommendations (or other actions) for what to do during the second phase of the TSR, as decided by the Steering Committee of the TSR at its meeting on 7 April 2003. These recommendations are summarised in Table 7.1 at the end of the Background Document.

The 23 recommendations (or other actions) have subsequently resulted in 23 different papers, which together may be seen to represent the Action Plan of the TSR. These different papers comprise (see Table 1 and Figure 1):

- 4 Policy Papers
- 14 Consultation Papers, and
- 5 Information Papers.

A policy paper contains recommendation on which the government may act, whilst the management of a ministry may act on the recommendation of a consultation paper. Given that a recommendation of a policy or a consultation paper is accepted, the required action is also set out. An information paper contains no recommendations or actions.

Each paper is structured in the following way

1. An executive summary of one to one and a half page setting out the issue and where relevant, recommendations and actions.
2. The main text; max 10 pages.
3. Annexes, where necessary, with details.

Each Paper can be read on its own. There are, however, also four overview papers for

1. Road Traffic and Transport
2. Roads
3. Civil Aviation
4. Cross-Cutting Themes

These overview papers contain a brief introduction to the attached Papers to ensure that the linkages between the different Papers are clear.

Annexed to the overview papers for roads and civil aviation are two separate papers. The one on roads identifies the overall financial requirements of the road sector for investments (rehabilitation and upgrading works) and maintenance during the coming 10 year period. The

paper attached to the Civil Aviation; Overview document covers investment needs at the major airports in the country.

Table 1: Action Plan Papers

1. Road Traffic and Transport

- 1.1 Corporatisation of MOT Truck and Bus Operations
- 1.2 Economic Deregulation of Road Transport Services
- 1.3 International Transport and Transit
- 1.4 Regulation of Safety and Other Public Interest Matters in Road Traffic
- 1.5 Mandatory Third Party Liability Insurance for Road Vehicles
- 1.6 Road Passenger Transport: Accessibility in Urban and Rural Areas
- 1.7 Reform, Restructuring and Strengthening of the Ministry of Transport

2. Roads

- 2.1 The Organisational Structure of the Ministry of Public Works
- 2.2 MPW Construction and Maintenance Operations
- 2.3 Reform, Restructuring and Strengthening of the Ministry of Public Works
- 2.4 Financing of the Road Sector
- 2.5 The Long-Term Institutional Arrangements in the Road Sector

3. Civil Aviation

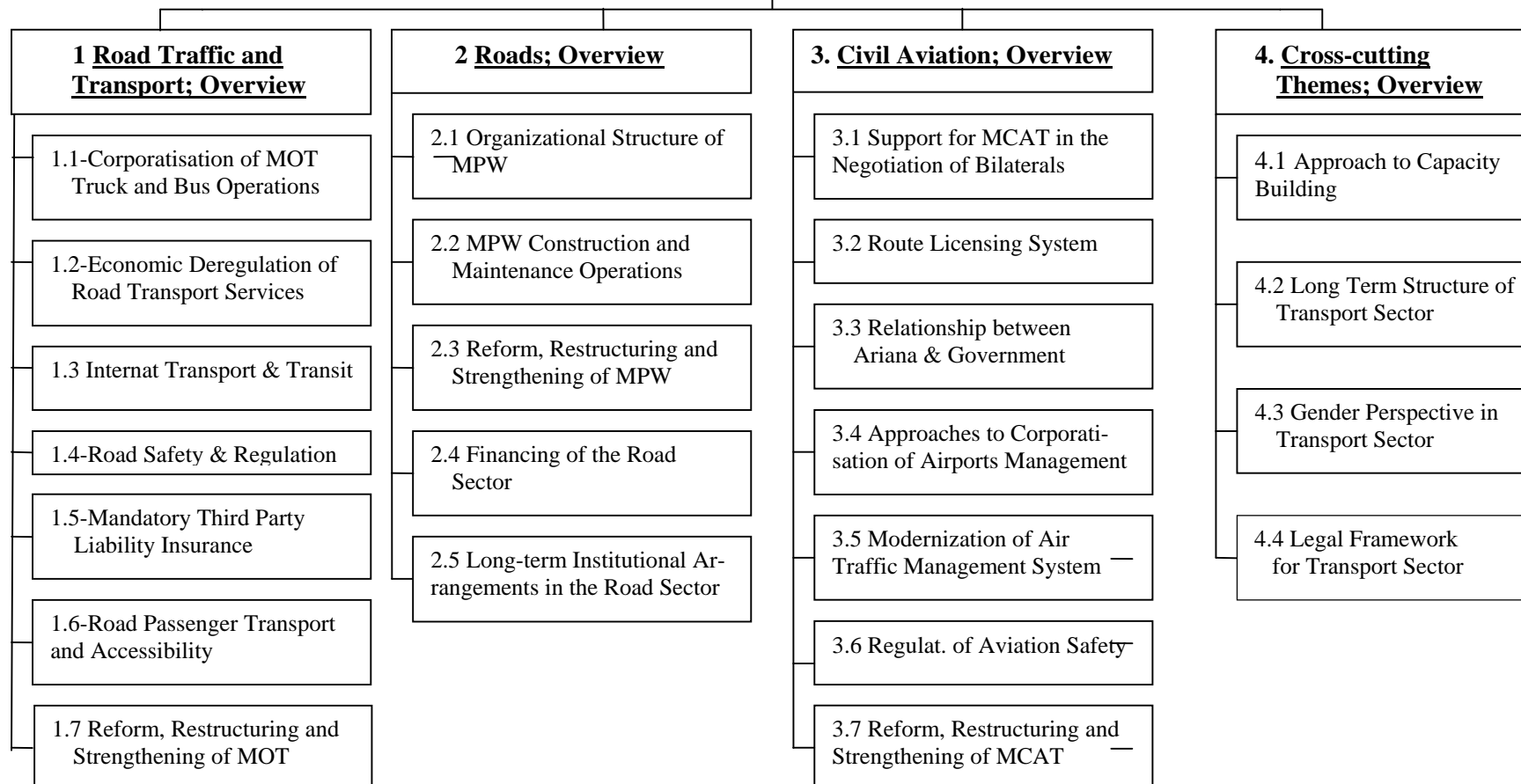
- 3.1 Support for MCAT in the Negotiation of Bilaterals
- 3.2 Principles of a System of Route Licensing for Aviation Traffic
- 3.3 The Relationship between Ariana and the Government of Afghanistan
- 3.4 Approaches to Corporatisation of Airports Management
- 3.5 The Modernisation of Air Traffic Management System
- 3.6 The Regulation of Aviation Safety
- 3.7 Reform, Restructuring and Strengthening of the Ministry of Civil Aviation and Tourism

4. Cross-cutting Themes

- 4.1 Approach to Capacity Building in and Reform of the Transport Ministries
- 4.2 The Structure of Government in Transport in the Longer Term
- 4.3 A Gender Perspective in the Transport Sector
- 4.4 Legal Framework for the Transport Sector

This relationship between the Action Plan Papers is given in the figure below.

ACTION PLAN; INTRODUCTION AND SUMMARY



The following has been translated into Dari:

- This Introduction and Summary of the Action Plan (except the Annex)
- The four Overview Papers (except the Annexes)
- The Executive Summary of each Policy, Consultation or Information Paper

All excerpts translated into Dari are in the separate file/document entitled *Transport Sector Review; Final Report: Excerpts Translated into Dari*.

A summary of Recommendations and Actions are contained in Tables 2 to 4. These Tables also identify the technical assistance required in order to effect the recommendations. The recommended Technical Assistance Projects are justified in the relevant Consultation/Policy Paper; a summary description of each project is also to be found in the Annex to this Introduction and Summary Report.

The most important of the technical assistance projects are the ones for providing support to the Capacity Building Units (i.e. Projects number 9, 13 and 19) in the three Ministries (as discussed further in Consultation Papers 1.7, 2.3 and 3.7). This TA must be in place for the ministries to be able to manage the other proposed TA projects.

Table 5 identifies certain investments required -- other than works -- following from recommendations made.

An overview of investment requirements and requirements for financing of road maintenance during the period up to 2013 is contained in a separate report which is attached to the overview document for road infrastructure. Similarly, a document annexed to the overview for civil aviation sets out investment requirements at the major airports (except Kabul and Kandahar).

TABLE 2
ACTION PLAN FOR MINISTRY OF TRANSPORT
TECHNICAL ASSISTANCE PROJECTS
(2003 – 2008)

Ministry	Recommendation	Action	Estimates	References	Project #
Transport	Corporatise Kamaz agencies and Millie Buses	Mobilise technical assistance to MOT	USD 1,000,000	Consultation Paper 1.1	# 1 & 2
Transport	Cease economic regulation of lorries & of inter-provincial and rural buses	MOT, in-house with help of CBU; see Project # 9	In-house resources;	Consultation Paper 1.2	n.a.
Transport	Review and develop strategy for bi- and multi-lateral agreements	Mobilise technical assistance to MOT	USD 100,000	Consultation Paper 1.3	# 3
Transport	Capacity building: new Regulations Department in MOT	Mobilise technical assistance to MOT	USD 4,000,000	Consultation Paper 1.4	# 4
Transport	Capacity building: Driver training by private sector	Mobilise technical assistance to training providers	USD 300,000	Consultation Paper 1.4	# 5
Transport	Gradually mandate and enforce third-party liability insurance coverage for all vehicles	MOT, in-house with help of CBU; See Project # 9	In-house resources	Consultation Paper 1.5	n.a.
Transport	Undertake three rural transport service studies	Mobilise technical assistance to MOT	USD 500,000	Consultation Paper 1.6	# 6
Transport	Draft legislation for Public Transport Authority	Mobilise technical assistance to MOT	USD 150,000	Consultation Paper 1.6	# 7
Transport/City of Kabul	Restructure the bus network in Kabul	Mobilise technical assistance to MOT/ City of Kabul	USD 2,000,000	Consultation Paper 1.6	# 8
Transport	Reform and restructure MOT; establish a CBU	Mobilise technical assistance to MOT / ITGA	USD 1,800,000	Consultation Paper 1.7	# 9
		Total Technical Assistance for MOT & associated ministries	USD 9,850,000		

TABLE 3
ACTION PLAN FOR MINISTRY OF PUBLIC WORKS
TECHNICAL ASSISTANCE PROJECTS
(2003 – 2008)

Ministry	Recommendation	Action	Estimates	References	Project #
Public Works	Reorganise MPW	Will be done as part of Project # 13	n.a.	Consultation Paper 2.1	n.a.
Public Works	Introduce labour-based road maintenance	Mobilise technical assistance to MPW	USD 480,000	Consultation Paper 2.2	# 10
Public Works	Transfer staff to private sector	Mobilise technical assistance to MPW	USD 860,00	Consultation Paper 2.2	# 11
Public Works	Establish & monitor training programmes for local contractors	Mobilise technical assistance to MPW	USD 480,000	Consultation Paper 2.2	# 12
Public Works	Reform and strengthen MPW; establish a CBU	Mobilise technical assistance to MPW	USD 2,300,000	Consultation Paper 2.3	# 13
Public Works	Implement road tolls for financing of road maintenance contracts	Will be done as part of implementation of World Bank financed ETRP	n.a.	Consultation Paper 2.4	n.a.
		Total Technical Assistance for MPW	USD 4,120,000		

TABLE 4
ACTION PLAN FOR MINISTRY OF CIVIL AVIATION AND TOURISMS
TECHNICAL ASSISTANCE PROJECTS
(2003 – 2008)

Ministry	Recommendation	Action	Estimates	References	Project #
Civil Aviation & Tourism	Refine process for negotiating bilateral air agreements	Mobilise technical assistance to MCAT	USD 500,000	Consultation Paper 3.1	# 14
Civil Aviation & Tourism	Introduce Route Licensing System	Mobilise technical assistance to MCAT	USD 250,000	Consultation Paper 3.2	# 15
Civil Aviation & Tourism	Restructure relationship between government and Ariana	MCAT, in-house; will be done as part of project # 19	In-house resources	Consultation Paper 3.3	n.a.
Civil Aviation & Tourism	Create autonomous self-financing Airports Corporation	Mobilise technical assistance to MCAT	USD 1,000,000	Consultation Paper 3.4	# 16
Civil Aviation & Tourism	Decide on Air Traffic Management concept of operations	Mobilise technical assistance to MCAT	USD 100,000	Consultation Paper 3.5	# 17
Civil Aviation & Tourism	Design strategy for improvement of aviation safety to pass ICAO safety audit and on-the-job training	Mobilise technical assistance to MCAT	USD 250,000	Consultation Paper 3.6	# 18
Civil Aviation & Tourism	Reform, restructure and strengthen MCAT; establish a CBU	Mobilise technical assistance to MCAT	USD 3,000,000	Consultation Paper 3.7	# 19
		Total Technical Assistance for MCAT	USD 5,100,000		
	TOTAL TECHNICAL ASSISTANCE RECOMMENDED		USD 19,070,000		

TABLE 5
ACTION PLAN FOR TRANSPORT-RELATED MINISTRIES
INVESTMENT RECOMMENDATIONS OTHER THAN WORKS
(2003 – 2008)

Ministry	Action Plan	Implementation	Estimates	References
Transport	Capacity building: New Regulation Department	Provision of weigh stations and roadworthiness testing stations nationwide	TBD	Consultation paper 1.4
Public Works	Equip in-house emergency / labour-based maintenance units	External equipment assistance to MPW	USD 500,000	Consultation paper 2.2
Public Works	Establish plant and tools pool for private labour-based maintenance contractors	External technical assistance to MPW	USD 500,000	Consultation paper 2.2
GRAND TOTAL:			USD 1,000,000	

ANNEX: Recommended Technical Assistance Projects

Project # 1: Corporatisation of MOT Kamaz Freight Agencies	
Implementing Agency:	Ministry of Transport
Duration:	One year
Year of Commencement (priority):	Immediate
Objectives:	Provide assistance to MOT and to Kamaz agencies to: a) Identify optimal packaging for corporatisation b) Prepare business plans c) Draft Articles of Incorporation + provide training for new corporate management
Outcome:	Three corporatised Kabul-based freight carrier companies under trained commercial management.
Estimated Cost:	USD 500,000

Project # 2: Corporatisation of MOT Millie Bus Agency	
Implementing Agency:	Ministry of Transport
Duration:	One year
Year of Commencement (priority):	Immediate
Objectives:	Provide assistance to MOT and to Millie bus agency to: a) Identify optimal packaging for corporatisation b) Prepare business plans c) Draft Articles of Incorporation + provide training for new corporate management
Outcome:	Corporatised Kabul-based public transport company under trained commercial management
Estimated Cost:	USD 500,000

Project # 3: Review and Develop Strategy for Bi- and Multilateral Agreements to Facilitate Cross-border Traffic	
Implementing Agency:	Ministries of Transport
Duration:	Three-four months
Year of Commencement (priority):	Immediate
Objectives:	Promote transit and cross-border trade through upgrading/implementing international agreements
Outcome:	<ul style="list-style-type: none">• Strategy for how to facilitate international transport and transit operations• Design of further TA to assist with developing bilateral and multilateral framework
Estimated Cost:	USD 100,000

Project # 4: Capacity Building of the Ministry of Transport – Regulation Department	
Implementing Agency:	Ministry of Transport
Duration:	2 years
Year of Commencement	Immediate
Objectives:	<p>To strengthen the capacity of the Ministry of Transport to allow it to undertake the responsibility for all aspects of driver licensing and vehicle registration. In order to accomplish this task it will be necessary to form a new Regulation Department within the MOT. This department will have two divisions: the Driver Licensing Division and the Vehicle Regulation Division.</p>
Outcomes:	<ul style="list-style-type: none"> • The formation of a Regulation Department within the Ministry of Transport. • The formation of two divisions within the Regulation Department: the Driver Licensing Division and the Vehicle Regulation Division. • Within the Driver Licensing Division: <ul style="list-style-type: none"> • Development of a driving test program based on the ‘skills and road law’ model, • Development of a graduated licence scheme for novice drivers, • Development of a graduated licence scheme for drivers of different vehicle classes, • Development of a Driver Licence Register, • Development of a Demerit Points Register • Within the Vehicle Registration Division: <ul style="list-style-type: none"> • Identification and enforcement of an appropriate suite of international design rules, • Development and enforcement of vehicle dimension limits, • Updated weight limit requirements, • Provision of a fully equipped heavy vehicle weight enforcement program, • Development of a system centralised roadworthiness testing stations, • Development of roadworthiness testing program for light vehicles based on change of ownership for other vehicles annually, • Development of a roadside vehicle inspection program, • Development of a Vehicle Registration Register, • Development of a Defect Notices Register
Estimated Cost:	USD 4 million including software systems but excluding hardware (weighing and roadworthiness stations)

Project # 5: Capacity Building in the Area of Driver Training	
Implementing Agency:	Ministry of Transport
Duration:	1 year
Year of Commencement (priority):	Immediate
Objectives:	<p>To strengthen the ability of the private sector to provide adequate levels of driver training in response to a new vehicle testing regime.</p> <p>To develop a representative body for the driver training industry that will self-regulate the industry ensuring adequate standards of training and company stability.</p> <p>To develop an up-to-date driver training handbook to assist learner drivers and driving schools in meeting the needs of the new testing system.</p>
Outcome:	<ul style="list-style-type: none"> • A support program of private sector driving schools to: <ul style="list-style-type: none"> - Encourage their formation , - Provide driver training skills, and - Provide company administration skills. • A driver training industry body that will self regulate the industry. • A driver training hand book to assist both learner drivers and driver trainers with the requirements of the driving test. •
Estimated Cost:	USD 300,000

Project # 6: Undertake Three Rural Transport Studies	
Implementing Agency:	Ministry of Transport
Duration:	8 months
Year of Commencement (priority):	2003 – 2006
Objectives:	To identify the problems in rural mobility in three different regions that are hindering development and to develop a strategy that can alleviate these problems. Special emphasis on gender aspects and on tribal issues.
Outcome:	A policy paper on rural mobility in Afghanistan based the compiled results of three reports from different parts of the country, including: <ul style="list-style-type: none"> • Situation Analysis: The nature of rural mobility in Afghanistan (means of transport and infrastructure) • Problem Analysis: Problems related to the existing transport situation Recommendations: Proposed strategy for improving availability of transport means and services
Estimated Cost:	USD 500 000

Project # 7: Draft Legislation to Enable Municipalities to Set up a Public Transport Authority	
Implementing Agency:	Ministry of Transport
Duration:	6 months
Year of Commencement (priority):	2004
Objectives:	To draft a legal framework that will enable municipalities in Afghanistan, starting with Kabul, to introduce and operate Public Transport Authorities. The legislation shall ensure that local authority, without interference from central government, shall be able to exercise any required regulation of the urban public transport system.
Outcome:	<ul style="list-style-type: none"> • A review of international examples of legislation aimed at the regulation of urban public transport, with special emphasis on developing countries • a review existing Afghan legislation and identify any component with an impact on this area • a draft national legislation that enables city governments to establish a Public Transport Authority in order to regulate urban public transport. If local governments exercise this right, then local legislation shall overrule any general freedom that may be granted in national law to individuals and corporations to start and run private businesses • a draft legislation that regulates, in general terms, the powers and responsibilities that local PTA's may assume • a draft specific legal framework for the PTA in the Greater Kabul Area.
Estimated Cost:	USD 150 000

Project # 8: Restructuring of the Bus Network in Kabul	
Implementing Agency:	Ministry of Transport/City of Kabul
Duration:	2 years
Year of Commencement (priority):	2003 – 2006
Objectives:	To put the new, donated buses into operation in a planned way that considers present and expected future needs of the city.
Outcome:	A consistent route network and operating plan that allows for the gradual introduction of new, donated buses as they arrive. A trunk line – feeder line network with a role for the private sector. Development of feasible depots (preferably 8-10), a separate Head Office and a separate workshop as a step in the decentralization of Millie Bus with a view to a future privatization. Initiation of measures to secure mobility of the buses in traffic. Special consideration to gender aspects; in particular possibilities to offer women safe transport to school and work. Also, introduction of women bus drivers as a symbolic and policy setting gesture.
Estimated Cost:	Cost estimates are expected to come out of the JICA study. Tentatively USD 2 m.

Project # 9: Technical Assistance to the Capacity Building Unit, MOT	
Implementing Agency:	Ministry of Transport
Duration:	Three years
Year of Commencement:	Immediate
Objectives:	Assist MOT to reform, restructure and strengthen MOT through its Capacity Building Unit (CBU) and to manage donor financed technical assistance projects, including legal work.
Tasks:	<ol style="list-style-type: none"> 1. <u>Reform and Restructuring</u> <ol style="list-style-type: none"> 1.1 Assist with applications for PRR-status 1.2 Prepare detailed strategy for Reform and Restructuring 1.3 Prepare preliminary designs for all the outputs of the strategy. 1.4 Design Technical Assistance (TA) to assist with the final design and implementation of the outputs. 1.5 Manage all TA contracts for which MCAT is the Executing Agency. 1.6 Coordinate TA activities and donor support to the CBU. 1.7 Serve as main advisor to the Minister on all reform and restructuring activities. 1.8 Overall responsibility for the planning and execution of training programs 1.9 Assist with the mobilisation of funds for TA. 1.10 Serve as Gender focal point to Gender Advisory Group. 1.11 Address the Gender issues identified in Information Paper 4.3. 2. <u>Legal work</u> <ol style="list-style-type: none"> 2.1 Assist in the identification of appropriate new laws if necessary and the technical regulations to upgrade the management of the road traffic and transport sector. 2.2 Assist MOT and the Ministry of Justice in the drafting and formulation of the necessary laws and regulations.
Estimated Cost:	USD 1.8 million

Project # 10: Technical assistance in labour-based road maintenance	
Implementing Agency:	Ministry of Public Works
Duration:	Two years
Year of Commencement (priority):	2004
Objectives:	<ul style="list-style-type: none">• To train MPW personnel so that they are able to form emergency/labour-based maintenance units.• To provide training so that the MPW will have the capacity to train small-scale contractors and community groups in labour-based maintenance operations.
Outcome:	<ul style="list-style-type: none">• Trained emergency labour-based maintenance units.• Trained MPW trainers.
Estimated Cost:	USD 480,000

Project # 11: Technical assistance in organising transfer of MPW staff to the private sector	
Implementing Agency:	Ministry of Public Works
Duration:	18 months
Year of Commencement (priority):	2004
Objectives:	To develop arrangements for the transfer of MPW staff to the private sector requires, ensuring that the staff is given proper support and that some forms of incentives are introduced in order to encourage staff to accept a private sector employer or become self-employed.
Outcome:	Surplus staff being transferred to the private sector
Estimated Cost:	USD 860,000

Project # 12: Technical assistance in planning and monitoring training of local sub-contractors by foreign contractors.	
Implementing Agency:	Ministry of Public Works
Duration:	18 months
Year of Commencement (priority):	2004
Objectives:	To train and develop local sub-contractors To develop a system for monitoring the performance of the local contractors.
Outcome:	Increased employment in and enhanced capacity of the local contracting industry.
Estimated Cost:	USD 480,000

Project # 13: Technical Assistance to the Capacity Building Unit, MPW	
Implementing Agency:	Ministry of Public Works
Duration:	Three years
Year of Commencement:	Immediate
Objectives:	Assist MPW to reform, restructure and to be strengthened through its Capacity Building Unit (CBU).
Tasks:	<ol style="list-style-type: none"> 1 Assist with applications for PRR-status 2 Prepare detailed strategy for Reform and Restructuring 3 Prepare preliminary designs for all the outputs of the strategy. 4 Design Technical Assistance (TA) to assist with the final design and implementation of the outputs. 5 Manage all TA contracts for which MPW is the Executing Agency. 6 Coordinate TA activities and donor support to the CBD. 7 Serve as main advisor to the Minister on all reform and restructuring activities. 8 Overall responsibility for the planning and execution of training programs 9 Assist with the mobilisation of funds for TA. 10 Assist with the implementation of TA projects for which MPW is not executing agency 11 Serve as Gender focal point to Gender Advisory Group. 12 Address the Gender issues identified in Information Paper 4.3.
Estimated Cost:	USD 2.3 million

Project # 14: Assistance with Bilateral Air Agreements	
Implementing Agency:	Ministry of Civil Aviation & Tourism
Duration:	One year, minimum
Year of Commencement (priority):	2005 – 2006
Objectives:	a) assist, advise and train MCAT in selection of optimal routes, in strategy formulation and in subsequent bilateral negotiations; and b) Similarly, assist, advice and train Ariana for their involvement in the same processes.
Outcome:	Successful and favourable bilateral negotiations during course of technical assistance plus, subsequently, trained staff at both MCAT and at airline (both of whom should be Afghan partners in bilateral process)
Estimated Cost:	USD 400,000 - 600,000

Project # 15: Assistance with the Introduction of a Route Licensing System	
Implementing Agency:	Ministry of Civil Aviation & Tourism
Duration:	12 months
Year of Commencement (priority):	2005
Objectives:	<ul style="list-style-type: none"> • To develop further the principles in Consultation Paper 3.2 in the light of the particular geographical circumstances of Afghanistan and in particular to discuss with the provincial councils how best to start the process for the selection of non-commercial routes to be subsidised. • To work out procedures suitable to the Afghan system for the receipt and handling of applications.
Outcome:	The introduction of a route licensing system
Estimated Cost:	USD 250,000

Project # 16: Technical Assistance to Create autonomous self-financing Airports Corporation	
Implementing Agency:	Ministry of Civil Aviation & Tourism
Duration:	Two years
Year of Commencement (priority):	2004
Objectives:	To assist the unit in MCAT preparing for and implementing the corporatisation of all airports into a single autonomous, self-sustaining entity.
Outcome:	The establishment of an airports corporation
Estimated Cost:	USD 1,000,000

Project # 17: Decide on Air Traffic Management concept of operations	
Implementing Agency:	Ministry of Civil Aviation & Tourism
Duration:	Two - three months
Year of Commencement (priority):	Immediate
Objectives:	<p>Assist MCAT to choose from amongst the following ATM operational options:</p> <ul style="list-style-type: none"> a) Maintain and improve the current status; or b) Provide a separation service using non-radar separation requirements (time and distance); or c) Build on (a) and (b) above by the addition of radar; or d) Adopt a satellite based system based on Automatic Dependent Surveillance (ADS).
Outcome:	Decision on preferred ATM system (to be subsequently developed)
Estimated Cost:	USD 100,000

Project # 18: Technical Assistance to design strategy for improvement of aviation safety to pass ICAO safety audit and on-the-job training	
Implementing Agency:	Ministry of Civil Aviation & Tourism
Duration:	Three months
Year of Commencement (priority):	Immediate
Objectives:	a) Identify immediate safety improvements necessary; b) prepare programme for longer term improvements necessary to pass ICAO safety audit; and c) simultaneously provide related management training to MCAT.
Outcome:	Immediate safety improvements plus blueprint for subsequent enhancement programme; ultimate successful ICAO safety audit
Estimated Cost:	USD 250,000

Project : Technical Assistance to the Capacity Building Unit, MCAT	
Implementing Agency:	Ministry of Civil Aviation & Tourism
Duration:	Three years
Year of Commencement:	Immediate
Objectives:	<p>Assist MCAT</p> <ol style="list-style-type: none"> 1. to reform, restructure and strengthen MCAT through its Capacity Building Unit (CBU) 2. to manage donor financed capital and technical assistance projects.
Tasks:	<ol style="list-style-type: none"> 1. <u>Reform and Restructuring</u> <ol style="list-style-type: none"> 1.1 Assist with applications for PRR-status 1.2 Prepare detailed strategy for Reform and Restructuring 1.3 Prepare preliminary designs for all the outputs of the strategy. 1.4 Design Technical Assistance (TA) to assist with the final design and implementation of the outputs. 1.5 Manage all TA contracts for which MCAT is the Executing Agency. 1.6 Coordinate TA activities and donor support to the CBU. 1.7 Serve as main advisor to the Minister on all reform and restructuring activities. 1.8 Overall responsibility for the planning and execution of training programs 1.9 Assist with the mobilisation of funds for TA. 1.10 Serve as Gender focal point to Gender Advisory Group. 1.11 Address the Gender issues identified in Information Paper 4.3. 2. <u>Project Management Support:</u> <ol style="list-style-type: none"> 1.1 Assist with the implementation of TA projects for which MCAT is not executing agency 1.2 Review of feasibility and similar studies 1.3 Review of preparation of procurement documents for capital works 1.4 Oversight of the selection of contractors for project implementation 1.5 Oversight of contract supervision, monitoring, including financial control and technical supervision of capital works.
Estimated Cost:	USD 3 million