

# Briefing Note 033 – SC Performance Assessment

## 1. INTRODUCTION

The RAP3 contract with DFID is one of a new type called results based. In essence payments of fees and project costs are tied to the delivery of a series of programme milestones and management is required to track these milestones to ensure sufficient cash flow to implement the programme. To try and ensure milestones are delivered to schedule it was decided to appoint Support Consultants in each district to assist planning and delivery of the project LRN objectives. Following very disappointing results on the design of upgrading sections and equally poor Stage 2 designs for new road construction, two additional initiatives were adopted to improve the performance of SC teams. These included a Continual Professional Development (CPD) programme consisting of an annual LRN Engineering Course and various other training events including Annual Reviews and Road safety training. In addition questionnaires were sent to DTL regarding the performance of the Support Consultants to assess whether SC contracts should be extended for a second year. This Briefing Note examines the results of these initiatives before making recommendations about possible extension of SC contracts for a second year.

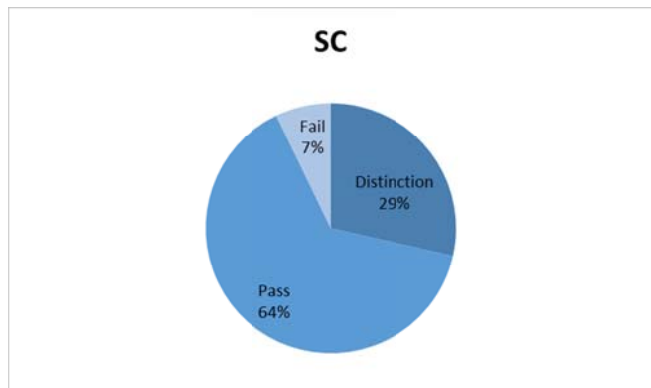
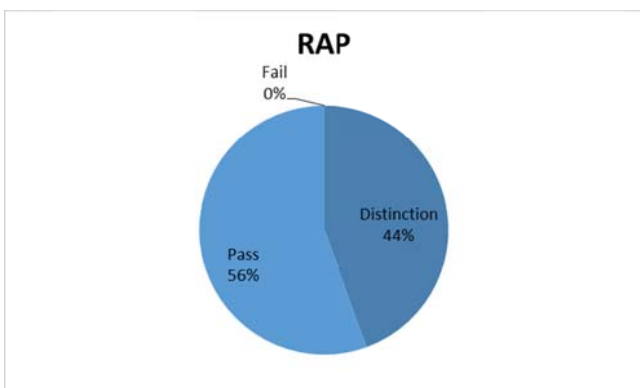
## 2. LRN ENGINEERING RESULTS

As part of the CPD programme for engineers, an annual six day course on the RAP3 project cycle was held in September 2014 and followed by a multi choice examination with a pass mark of 50%. Those failing to

pass the examination were offered a chance to re-sit the examination but a condition was made that anyone failing the resit could no longer work on RAP3. The failure rate for this examination was 26% but in the resit only one engineer out of 53 sitting the examination failed for a second time. The results for the two examinations are shown in the pie chart left showing a 38/60 split between those securing a distinction (over 70% score) and those securing a pass (scoring between 50 and 69%).

(See Annex for detailed results)

However a comparison of results for RAP3 engineers and those employed by the Support Consultants shows that the performance of the SC appears to be worse than the performance of the RAP3 staff with only 29% of SC securing a Distinction versus 44% for RAP engineers.



### 3. SC PERFORMANCE

| Staff No. | DISTRICT | FIRM             | Exam<br>RESULT |
|-----------|----------|------------------|----------------|
| 2         | SAN      | GEC SITARA       | 71.2           |
| 2         | JHA      | EAST UNIQUE      | 64.4           |
| 2         | DAD      | NORTH STAR       | 61.3           |
| 2         | MOR      | TAEC             | 59.9           |
| 2         | PAR      | SOIL TEST        | 59.1           |
| 2         | ACH      | MDC              | 56.9           |
| 2         | JUM      | GIDA             | 56.1           |
| 2         | DOT      | CEMECA BEAM      | 53.0           |
| 2         | SIN      | EEC              | 52.3           |
| 2         | HUM      | EAST UNIQUE      | 50.8           |
| 1         | BAJ      | NEPAL CEMAT      | 75.8           |
| 1         | MUG      | ITECO NORTH STAR | 63.6           |
| 1         | KAL      | SIDEF            | 62.1           |
| 1         | DAI      | ITECO ERMIC      | 60.6           |

Looking specifically at the SC performance the figure below shows the scores for each firm, the yellow band indicating the distinction level of 70% and the red band those firms with only one member of staff attending the examination, indicating issues to do with staff retention. The top performers were GEC Sitara whose team scored the only distinction among the SC teams followed by East Unique in JHA and North Star in DAD. All other SC scores were in the marginal zone between 50-59%.

As for Nepal Cemat in BAJ, Iteco North Star in MUG, SIDEF in KAL and Iteco ERMIC in DAI only a single SC engineer sat the examination indicating that these four firms have issues with retaining their staff in the districts and are failing to provide the services for which they were contracted. It also raises concerns about whether their contracts should be extended for a further year.

### 4. QUESTIONNAIRE RESULTS

As part of the lead up to the extension of Support Consultant annual assessments and extension of contracts for a second year RAP3 circulated a questionnaire to all districts in November 2014, the results of which are now available and shown below.

| Staff No. | DISTRICT | FIRM             | Exam<br>RESULT | Extension Recommendation |       |       |           |
|-----------|----------|------------------|----------------|--------------------------|-------|-------|-----------|
|           |          |                  |                | Current                  | Amend | Rebid | RTI Model |
| 2         | SAN      | GEC SITARA       | 71.2           |                          | X     |       |           |
| 2         | JHA      | EAST UNIQUE      | 64.4           |                          |       |       | X         |
| 2         | DAD      | NORTH STAR       | 61.3           | X                        |       |       |           |
| 2         | MOR      | TAEC             | 59.9           |                          |       |       | X         |
| 2         | PAR      | SOIL TEST        | 59.1           | X                        |       |       |           |
| 2         | ACH      | MDC              | 56.9           |                          |       |       | X         |
| 2         | JUM      | GIDA             | 56.1           | X                        |       |       |           |
| 2         | DOT      | CEMECA BEAM      | 53.0           |                          |       |       | X         |
| 2         | SIN      | EEC              | 52.3           |                          |       |       | X         |
| 2         | HUM      | EAST UNIQUE      | 50.8           | X                        |       |       |           |
| 1         | BAJ      | NEPAL CEMAT      | 75.8           |                          |       |       | X         |
| 1         | MUG      | ITECO NORTH STAR | 63.6           |                          |       |       | X         |
| 1         | KAL      | SIDEF            | 62.1           |                          |       |       | X         |
| 1         | DAI      | ITECO ERMIC      | 60.6           | X                        |       |       |           |

DTLs were asked to rate SC firms in their districts and indicate what they felt about extending SC contracts into a second year. The results say as much about the RAP3 DTLs as the performance of the SCs. Those wishing to revert to an in house modality are generally clustered among the less performing SC teams and make up 57% of districts. However these are overwhelmingly former RAP2 DTLs (87%) who are used to direct works under RAP2. By contrast Pilot district DTLs recommending extension of current contracts or with amendments are overwhelmingly RTI Pilot DAMES (71.4%) who have experience of contracting out works to the private sector and User Committees.

## 5. RECOMMENDATIONS

- 1 Overall the performance of the design consultants has been very poor while the performance of the SCs on the Stage 2 designs shows signs of a similar lack of professionalism. This means that the local consultants present a threat to RAP3 delivering its design results and it is recommended that all design work should be carried out in-house in both the Pilot and Core districts.
- 2 SC have shown little aptitude for anything other than supervision and it is proposed that the SC field teams be slimmed down to undertake supervision of new road and upgrading works only with maintenance planning and supervision being managed by RAP3 and DTO staff. This would be along the lines of the RTI Pilot management set up, with RAP3 Graduates Programme engineers and Interns providing close oversight of SC supervision performance.
- 3 Members of the RAP3 Graduate Programme and the Internship Programme will join the RAP3 CPD Programme to provide an alternative replacement management if SC performance is found to be sub-standard.
- 4 The three districts of SAN, SIN and ACH have no improvement commitments. The team of GEC SITARA in SAN will be reassigned to replace the worst performing team of EAST UNIQUE in HUM and the contracts of MDC and EEC in SIN will not be renewed
- 5 Districts with only 1 engineer have relatively high scores and will be required to appoint a second who will be required to sit the LRN examination and their combined scores will be higher than 55%.

Annex 1 LRN Examination Results

| Name                             | District       | Role                 | Organisation        | No. of Correct Questions | %     | No. of Unanswered Questions |  |                               |
|----------------------------------|----------------|----------------------|---------------------|--------------------------|-------|-----------------------------|--|-------------------------------|
| Subin Gajurel                    | Kathamandu     | Intern               | RAP3                | 60                       | 90.91 | 0                           |  |                               |
| Kirsteen Merrilees (R) (1)       | TMO            | DPM                  | RAP3                | 59                       | 89.39 | 0                           |  |                               |
| Ayasta Pokharel                  | Kathamandu     | Intern               | RAP3                | 58                       | 87.88 | 0                           |  |                               |
| Ram Babu Paudyal (Winner Pilot)  | Morang         | DTL                  | RAP3                | 57                       | 86.36 | 0                           |  |                               |
| Nila Kantha Paudyal              | Sankhawsabha   | ARE                  | GEC-SITARA JV       | 55                       | 83.33 | 0                           |  |                               |
| Mitra Shrestha                   | Kathamandu     | LRN Engineer         | RAP3                | 55                       | 83.33 | 0                           |  |                               |
| Prithibi Man Thapa (Winner Core) | Dailekh        | DTL                  | RAP3                | 54                       | 81.82 | 0                           |  |                               |
| Rajendra Kumar Shrestha (R) (1)  | Sindhupalchowk | DTL                  | RAP3                | 54                       | 81.82 | 0                           |  |                               |
| Ramesh Neubane                   | Dadeldhura     | DTL                  | RAP3                | 53                       | 80.30 | 0                           |  |                               |
| Dipak Dhakal                     | Kathamandu     | Engineer and Auditor | RAP3                | 53                       | 80.30 | 0                           |  |                               |
| Mohan Ruwali                     | Kalikot        | EO                   | RAP3                | 51                       | 77.27 | 0                           |  |                               |
| Shalik Ram Paudel                | Doti           | DTL                  | RAP3                | 51                       | 77.27 | 2                           |  |                               |
| Rajendra Bhandari                | Jhapa          | RE                   | East-Unique JV      | 50                       | 75.76 | 3                           |  |                               |
| Bakhat Bahadur Shahi             | Jumla          | DTL                  | RAP3                | 50                       | 75.76 | 0                           |  |                               |
| Braj Kishore Chaudhary           | Bajura         | RE                   | Nepal/Cemat         | 50                       | 75.76 | 8                           |  |                               |
| Manu Kumar Poudel                | Morang         | Intern               | RAP3                | 49                       | 74.24 | 0                           |  |                               |
| Niran Sunwar                     | Jumla          | Intern               | RAP3                | 49                       | 74.24 | 1                           |  |                               |
| Rabi KC (R)                      | Morang         | Intern               | RAP3                | 49                       | 74.24 | 0                           |  |                               |
| Suvash Nirdosh Bhatta (R)        | Achham         | RE/TL                | MDC                 | 49                       | 74.24 | 0                           |  |                               |
| Ram Pd. Thapaliya (R) (1)        | TMO            | Audit Team Leader    | RAP3                | 48                       | 72.73 | 9                           |  | <b>Distinction (&gt; 70%)</b> |
| Nabin Jang Thapa                 | Morang         | IoW                  | TAEC Consult        | 46                       | 69.70 | 4                           |  |                               |
| Kapil Koirala                    | Morang         | Intern               | RAP3                | 46                       | 69.70 | 0                           |  |                               |
| Maheshwor Khadka                 | Mugu           | DTL                  | RAP3                | 46                       | 69.70 | 0                           |  |                               |
| Shyam Bahadur Khadka             | Dadeldhura     | District Engineer    | DTO                 | 45                       | 68.18 | 0                           |  |                               |
| Bishnu Ram Bista                 | Parbat         | DTL                  | RAP3                | 45                       | 68.18 | 0                           |  |                               |
| Pushp Raj Joshi                  | Dadeldhura     | RE                   | North Star          | 44                       | 66.67 | 1                           |  |                               |
| Krishna Sharan Dhungara          | Sankhawsabha   | DTL                  | RAP3                | 44                       | 66.67 | 0                           |  |                               |
| Tika Chandra Maden               | Jhapa          | DTL                  | RAP3                | 43                       | 65.15 | 0                           |  |                               |
| Ramesh Bhandari                  | Parbat         | ARE                  | Soil Test           | 43                       | 65.15 | 0                           |  |                               |
| Bhudhar Mani Joshi (R)           | Mugu           | RE/TL                | ITECO/North Star JV | 42                       | 63.64 | 0                           |  |                               |
| Parasnu Ram Baidar               | Sankhawsabha   | DSDE                 | DTO                 | 41                       | 62.12 | 0                           |  |                               |
| Amarendra Kumar Yelav            | Kalikot        | RE                   | SIDEF               | 41                       | 62.12 | 5                           |  |                               |
| Chandra Narayan Yadav (R)        | Humla          | EO                   | RAP3                | 41                       | 62.12 | 0                           |  |                               |
| Ashish Kumar Deo (R)             | Jumla          | ARE                  | GIDA Nepal          | 41                       | 62.12 | 4                           |  |                               |
| Bishnu Prasad Kharel             | Bajura         | EO                   | RAP3                | 40                       | 60.61 | 1                           |  |                               |
| Sushil Kumar Yadav (R)           | Dailekh        | ARE                  | ITECO/ERMC JV       | 40                       | 60.61 | 0                           |  |                               |
| Yam Kumar Pradhan                | Jhapa          | Sub-Engineer         | DTO                 | 39                       | 59.09 | 5                           |  |                               |
| Yagya Malla                      | Sankhawsabha   | RE                   | GEC-SITARA JV       | 39                       | 59.09 | 0                           |  |                               |
| Shankar Pokharel                 | Achham         | DTL                  | RAP3                | 39                       | 59.09 | 1                           |  |                               |
| Hark Bdr Ayer                    | Dadeldhura     | ARE                  | North Star          | 37                       | 56.06 | 2                           |  |                               |
| Tulsi Neupane                    | Bajura         | DTL/SEDO             | RAP3                | 36                       | 54.55 | 0                           |  |                               |
| Raj Kishore Jha (R)              | Doti           | RE/TL                | Cemeca/Beam JV      | 36                       | 54.55 | 0                           |  |                               |
| Munga Lal Yadav                  | Jhapa          | ARE                  | East-Unique JV      | 35                       | 53.03 | 8                           |  |                               |
| Nitya Nanda Jha (R) (1)          | Sindhupalchowk | RE                   | EEC                 | 35                       | 53.03 | 0                           |  |                               |
| Ramesh Lal Shrestha (R)          | Parbat         | RE/TL                | Soil Test           | 35                       | 53.03 | 0                           |  |                               |
| Narayan Prasad Yadav             | Humla          | RE                   | East/Unique JV      | 34                       | 51.52 | 0                           |  |                               |
| Bhawani Prasad Singh (R)         | Sindhupalchowk | ARE                  | EEC                 | 34                       | 51.52 | 1                           |  |                               |
| Rajesh Kumar Pandit (R)          | Doti           | ARE                  | Cemeca/Beam JV      | 34                       | 51.52 | 0                           |  |                               |
| Nil Nidhi Koirala                | Humla          | ARE                  | East/Unique JV      | 33                       | 50.00 | 14                          |  |                               |
| Mukunla Thapa                    | Dailekh        | RE/TL                | Iteco Nepal         | 33                       | 50.00 | 20                          |  |                               |
| Uma Shankar Sah (R)              | Morang         | ARE                  | TAEC Consult        | 33                       | 50.00 | 0                           |  |                               |
| Ram Chandra Chaudhary (R)        | Jumla          | RE                   | GIDA Nepal          | 33                       | 50.00 | 1                           |  | <b>Pass (&gt;50%)</b>         |
| Sitaram Majhi (R)                | Achham         | ARE                  | MDC                 | 26                       | 39.39 | 1                           |  |                               |
|                                  |                |                      |                     | Av                       | 66.70 |                             |  |                               |

