

Rural Feeder Roads Improvement Program (RFRIP)

Contract (A&E IQC) No. EDH-I-00-08-00026-00

Task Order No: AID-696-TO-11-00001

Quarterly Project Report October – December 2011

(Including the December 2011 Performance Monitoring Report)



Submitted to



USAID | RWANDA
FROM THE AMERICAN PEOPLE

January 15, 2012

Submitted by

PARSONS

This report was produced for review by the United States Agency for International Development (USAID). It was prepared by Parsons Global Services, Inc. for the Rwanda Rural Feeder Roads Improvement Program (RFRIP) Task Order No: AID-696-TO-11-00001, under the USAID Architectural and Engineering Contract (A&E IQC) No. EDH-I-00-08-00026-00

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DISCLAIMER

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Acronyms

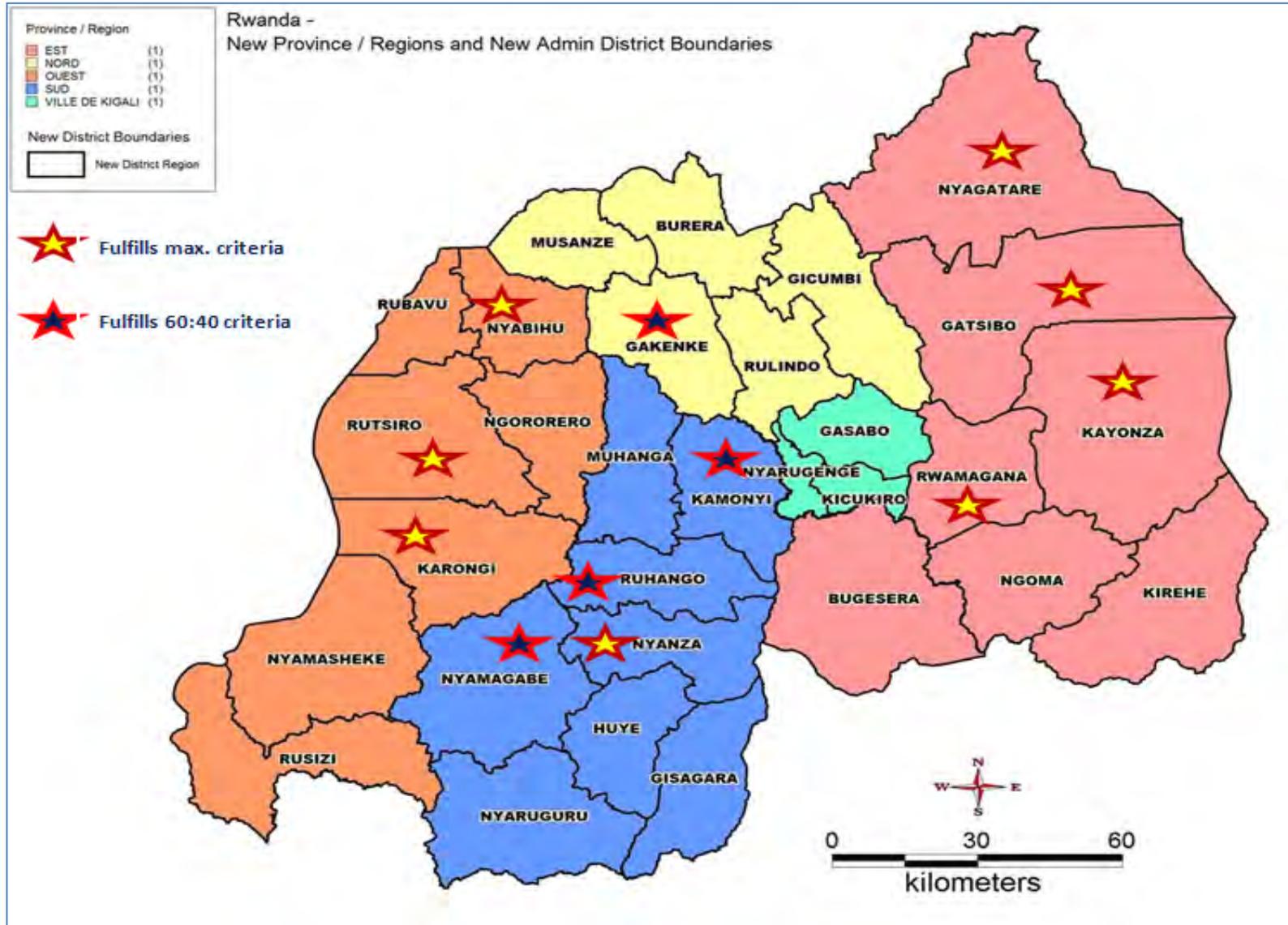
Acronym	Description
A&E	Architect-Engineer
ARDR	Association Rwandese pour le Development Rural
BEO	Bureau Environmental Officer
CASE	Competitive Agricultural Systems and Enterprises
CDF	Common Development Fund
CEPLG	Economic Community of the Great Lakes Region
CGIS-NUR	Centre for Geographic Information Systems and Remote Sensing of the National University of Rwanda
CIP	Crop Intensification Program
CNF	Conseil National des Femmes (National Women's Council)
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DBR	Design Basis Report
DCOP	Deputy Chief of Party
EA	Environmental Assessment
EG	Economic Growth
EIA	Environmental Impact Assessment
EMMP	Environmental Mitigation and Monitoring Plan
ERRP	Emergency Road Repair Project
FARA	Fixed Amount Reimbursement Agreement
FIDIC	Fédération Internationale des Ingénieurs-Conseils
FtF	Feed the Future
GIS	Geospatial Information Services
GoR	Government of Rwanda
HIMO	Haute Intensité de Main d'Oeuvre
ICT	Information & Communications Technology
IEE	Initial Environmental Examination
IESC	International Executive Services Corps
IFDC	International Fertilizer Development Center
IQC	Indefinite Quantity Contract
IRAP	Integrated Rural Accessibility Planning
JADF	Joint Action Development Forum
LWH	Land Husbandry, Water Harvesting, and Hillside Irrigation Project
M&E	Monitoring & Evaluation
MDTF	Multi-Donor Trust Fund
MEO	Mission Environment Officer
MFI	Micro-finance Institutions
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINICOM	Ministry of Trade and Industry
MININFRA	Ministry of Infrastructure
NETREP	National Emergency Transport Rehabilitation Project
NGO	Non-governmental Organization
NTP	Notice to Proceed
O&M	Operations & Maintenance
PDL-HIMO	Programme de Développement Local à Haute Intensité de Main d'Oeuvre
PEA	Programmatic Environmental Assessment
PHHS	Post-Harvesting, Handling and Storage Program
PMP	Performance Monitoring Plan
PMR	Performance Monitoring Report
QA	Quality Assurance
QA/QC	Quality Assurance and Quality Control
QC	Quality Control
RFRIP	Rural Feeder Roads Improvement Program
RICA	Roads Inventory and Condition Assessment
RTDA	Rwanda Transportation Development Agency
SOW	Scope of Work

Acronym	Description
STTA	Short Term Technical Assistance
TIG	Travail d'Interet General
TO	Task Order
USAID	United States Agency for International Development
VUP	Vision 2020 Umurenge Programme

Program Summary

Project	USAID/Rwanda Rural Feeder Roads Improvement Program (RFRIP)
Contract (A&E IQC) No:	EDH-I-00-08-00026-00
Task Order No:	AID-696-TO-11-00001
Effective Date	August 12, 2011
Estimated Completion Date	August 11, 2016
Contracting Officer	Ms. Lauralea Gilpin Regional Contracting Officer USAID/East Africa lgilpin@usaid.gov
Contracting Officer Technical Representative (COTR)	Vedaste Gatebuka USAID/Rwanda vgatebuka@usaid.gov
Contractor	Parsons Global Services, Inc. 100 West Walnut Street Pasadena, CA 91124
Chief-of-Party	Dr. Charles M. Balina Parsons Global Services, Inc. P. O. Box 6577 Kigali, Rwanda charles.balina@parsons.com
Year 1 Contract Amount	\$3,219,987
Total 5-Year Cost	\$9,935,980

Rwanda Rural Feeder Roads Improvement Program – Target Districts



Quarterly Report October 1 – December 31, 2011

1. Introduction and Summary

This report covers work performed on the Rwanda Rural Feeder Roads Improvement Program (RFRIP) during the quarter ending December 31, 2011. As per direction by USAID, a September Quarterly Report was not required, and the December component of this document also serves as the December Performance Monitoring Report (PMR).

For October, though some mobilization was still on-going, the month was spent mostly gathering requisite data from stakeholders and partners. Clarification was received from USAID regarding a corrected list of twelve priority districts. All field work for the Programmatic Environmental Assessment (PEA) was completed and the Draft PEA report was submitted to USAID for review and approval. There were also numerous engineering field visits and related meetings with national government and educational agencies. Kick-off meetings introducing the project were held with district leaders in all twelve districts. While subcontracts were initiated in September, local subcontractors' agreement required more time to complete. The addition of our US and local partner's staff to the Parsons team further enhanced the team's capabilities and progress in this and subsequent months.

November marked the month when the major field activities related to the road inventory condition assessment (RICA), and the prioritization started in earnest. In order to demonstrate progress to GoR and other stakeholders, USAID directed, and Parsons agreed to perform its RICA initially on the two priority districts of Nyagatare and Gatsibo. The subsequent activities (designs, bid tender packages, FARA's, etc.) would also be initially focused on those two districts, so lessons learned could be applied to the remaining districts. Parsons assembled multi-disciplinary field teams that made good progress across several districts. Work also started on the gap analysis of the technical capacity of the districts' engineering and procurement staff. The twelve stakeholder districts were and continue to be instrumental in mobilizing the local communities to participate in the road selection and prioritization process, thereby ensuring that all roads selected will have been vetted by the end users. The local leadership is enthusiastic and has consistently expressed pleasant surprise that the RFRIP has involved the community before the works starts, something which has never happened before.

The project still experienced a few setbacks, notably a delay to our plans to acquire office space; this was due to environmental concerns at some properties and contractual challenges at others. On the technical side, the major issues that came up were the discrepancies in total quantity of the feeder road network in the districts (and nationwide) as well as lack of clear definition and categorization of a "feeder road".

December was characterized by continued field activities related to RICA along with community consultations in Gatsibo, Kayonza and Kamonyi Districts for rural feeder roads identification and prioritization. These activities were implemented through close collaboration with district authorities and local leaders at village and sector levels. Community members continued to be enthusiastic about this program, especially on how they were being consulted.

Some of the setbacks that were experienced during the first four months of implementation have been resolved as indicated in the subsequent pages of this report.

In the course of this quarter, the following issues have emerged that will need resolution before final selection of the roads to be rehabilitated:

- i. While Parsons is performing an inventory and condition assessment of the districts priority roads, it turns out that a number of the inaccessible roads are district roads whose inventorying, rehabilitation and maintenance is not in the current scope of work (RFRIP scope only covers “rural feeder roads”). The question is whether it will make sense to fix feeder roads which will then connect to still inaccessible district roads. In Parsons’ view, and subject to item (ii) below, expanding the scope to include these districts roads will better align the RFRIP to the overall Feed the Future initiatives however we suggest that USAID provide with a formal communication indicating their concurrence or non-concurrence.
- ii. According to the Rwanda Road Act, while the responsibility for management and maintenance of district roads falls under the respective districts, financing for the exercise comes from the national Road Maintenance Fund (RMF). The districts will therefore not have 100% control on which of the RFRIP rehabilitated roads they will be able to maintain. If a decision to rehabilitate some of the district roads is to be taken, USAID/RFRIP may need to hold discussions with GoR and request documented commitment regarding funding of the maintenance of all non-feeder roads rehabilitated under this program. Otherwise, we recommend that district roads be excluded from the RICA effort and from the RFRIP in its entirety.
- iii. The inventorying of the priority roads in the districts is scheduled to end in March, by which time approximately 2,000 km of the most inaccessible roads in the 12 districts will have been entered into our database. This list – expected to stand at around 800 km for the first 5 districts alone - consists of both district and feeder roads, as described in item (i) above. Under the RFRIP Task Order (TO), Section C.2 - Scope of Work, Item 2.1 – Task 1 – Roads Inventory, Prioritization and Planning, *“the Contractor will initiate a comprehensive inventory of the transportation network in each of the priority districts in close cooperation with District government engineers and public works staff”*. Parsons has accordingly worked with the district staff and initiated a comprehensive inventory with maps that show the network in each district. We now have determined that the actual network is closer to 30,000 km vs. the 7,000 as estimated in the Task Order. Due to the current RICA completion rate and sheer volume of RFRs we cannot complete RICA field work although we now do, technically, have a much better ‘inventory’ of RFRs that are in a GIS database and can be used in the future by GoR (MININFRA/NLC), USAID, and others as a basis for managing RFR improvement/development activities nationwide. Our position is that continuing with the exercise is critical to helping Rwanda build a comprehensive national roads database and should not impact the rest of the activities as it can go on independently up to the end of the program. Parsons therefore requests USAID guidance and direction on continuing the RICA exercise for the remaining non-priority roads in all 12 districts.
- iv. The Rwanda Road Act does not have a classification for “Rural Feeder Roads” (they fall under “Unclassified roads”). For the successful creation of a road inventory that can be integrated into a national roads database, this non-classification needs to be addressed. Parsons will come up with proposals in its RICA report.

2. Work Performed This Quarter

The work progress for the month of December alone is summarized in the bar chart in Annex A1, and progress for the entire quarter is shown in Annex A2. Detailed explanations of this progress follow below.

2.1. Project Management

- **Pre-Award & Pre-Mobilization**

In this quarter, the following sub-contracts were completed and awarded.

- Carana: Deputy COP & Short Term Technical Assistance (STTA)
- Sheladia Associates: Senior Roads & Bridges Engineer

- International Resources Group – IRG: Environmental Compliance Specialist, Gender Specialist, Community Relations Specialist. (A proposal to USAID is pending for IRG to provide the Monitoring & Evaluation Specialist)
- Green Engineering & Support Services, GE&SS: Local Engineering Consultants
- Société Generale d’Ingenièrie et Services, SOGIS: Local Engineering Consultants
- Digital Technologies (formerly National University of Rwanda GIS Services): GIS Services
- Ruma CPA: Gap Analysis consultants

Award of the sub-contract with IFDC has been postponed pending resolution of prioritization schedule and scope, and Imvubu’s involvement will not begin until at least Year 2.

Parsons was not able to reach agreement with the following sub-contractors who were part of the original proposal, mainly because of their inability to accept USAID’s maximum daily rates.

- CCC: Local Engineering Consultants. Their work scope was distributed between the remaining two local consultants
- Giridhar Srinivasan: Gap Analysis Consultant. Replaced by Ruma CPA.

Parsons was able to fill one of the required local staff positions (M & E Specialist) through IRG. The key remaining local position is that of an Operations/Accounts Manager, which we hope to fill early in the next quarter, after Parsons’ proposed budget realignments are reviewed and hopefully approved by the USAID.

- **Mobilization**

Parsons was able to mobilize all its core personnel on schedule as follows:

- Chief of Party – Dr Charles Balina: Arrived Kigali Monday September 5, 2011
- Deputy Chief of Party – Henry Rwamugema: Locally based, reported for duty Tuesday September 6, 2011
- Senior Construction Manager - Om Bhola: Arrived Kigali Monday September 5, 2011
- Senior Roads & Bridges Engineer – James Haskell: Arrived Kigali Saturday September 17, 2011
- Senior Environmental Compliance Specialist – Tom Catterson: Arrived Kigali Thursday September 22, 2011

In addition to the above, Gender Specialist Jeanne Umuzigambeho and Social Dimensions Analyst David Rugero started work in this quarter.

The program had performance and discipline issues with its Senior Construction Manager and withdrew him in December. A replacement is being sought and is to be presented to the client for approval in the upcoming quarter. In the meantime, Parsons will make sure that this absence will not affect the program’s overall work schedule.

There were delays in acquiring office space, with a number of failed arrangements for lease. A lease was finally signed and the program will move into its premises in January 2012. This will be followed by the recruitment of the outstanding local support staff. With exception of the Senior Construction Manager, (who left in December) all expatriate staff have acquired long term living quarters.

All banking, registrations and associated logistics were covered in the quarter. Procurement of vehicles was approved and the order is being processed by the local dealers for a January/February delivery date.

- **Implementation**

A program implementation meeting was held in October and attended by the following staff from the regional USAID Mission in Nairobi (by phone), USAID/Rwanda and Parsons.

USAID

Lauralea Gilpin, RCO

Brian Frantz, EG/SO7

David Cohen, GDO

Vedaste Gatebuka, COTR

Annie Steed, ADO

Geraldine Kyazze, Contracting Specialist

Parsons

Dave Fulton, Principal in Charge

Dr Charles Balina, Chief-of-Party

Henry Rwamugema, Deputy COP

Om Bholia, Sr. Construction/Quality Assurance Manager

James Haskell, Senior Roads and Bridges Engineer

The following deliverables were submitted this quarter:

- Year 1 work plan
- Performance Monitoring Reports for October and November, 2011. The December PMR is included as part of this quarterly report.
- Performance Management Plan (PMP). There is need to further revise the PMP indicators and establish baselines and targets, which is to be done in collaboration with USAID/MEMS.
- Programmatic Environmental Assessment (PEA) report, including the following:
 - PEA Scoping Statement
 - Issues List
 - Annotated Outline of the PEA Report
 - Draft PEA Report.
- Branding and Marking plan
- Initial Road Inventory & Condition Assessment (RICA) report

Parsons also organized a workshop on 28 October 2011 attended by USAID during which the order of carrying out the RICA exercise was developed. A summary memo was prepared and submitted to the COTR who approved the proposed approach.

2.2. Task 1 - Roads Inventory, Prioritization and Planning

Activity 1.1: District Project Kick-Off Meetings

In the first part of the quarter, USAID COTR, accompanied by Parsons' COP and Deputy COP, conducted project kick off meetings in all 12 districts. The exercise was used to explain the project details to the districts and acquire an initial understanding of their needs. Parsons PIC attended the meetings in four of the districts.

With the participation or knowledge of the USAID COTR, members of Parsons' core staff held or participated in a series of meetings with key players in the feeder roads sector i.e. MINNAGRI, MINNALOC, European Union, World Bank and Danish Embassy

After initial meetings with the Rwanda Transport Development Agency (RTDA), the two sub-tasks i.e. RICA and the community road prioritization consultations, were conducted concurrently, starting

with Nyagatare district in November 2011. This was followed by Gatsibo, Kayonza and Kamonyi (4 sectors done by end of December 2011).

Activity 1.2: Conduct Road Inventory and Condition Assessment (RICA)

This activity was led by Parsons' Senior Roads and Bridges Engineer (for the RICA).

Planning for the RICA began with various field visits and district meetings conducted in September and early October, with information gathering on the capacities and preparedness of each of the districts where work was to start work, and their expressed levels of commitment to the exercise. The RICA exercise began with a workshop hosted by USAID and attended by the COTR on October 28, during which the sequencing of work in the districts was determined as follows:

- | | |
|---------------|---------------|
| (1) Nyagatare | (7) Ruhango |
| (2) Gatsibo | (8) Nyabihu |
| (3) Kayonza | (9) Nyamagabe |
| (4) Kamonyi | (10) Gakenke |
| (5) Nyanza | (11) Rutsiro |
| (6) Rwamagana | (12) Karongi |

RICA field work began in early November in Nyagatare with one team consisting of an engineer, a GIS technician and a driver. After three weeks of making adjustments based on initial observations and prevailing conditions, a second team was added and in early December the number of field teams conducting the RICA expanded from two (2) to four (4). It is important to note that all team members were local Rwandese, with the expatriate Sr. Roads and Bridges Engineer serving as a mentor and coordinator of all work.

In each district, the RICA exercise begins with the field technical teams attending the same start-up meeting that district officials have with the DCOP-led road prioritization group. The teams are provided a list of roads the district considers a priority for rehabilitation. The teams then inventory the roads and the GIS data is captured to be uploaded to a database on return from the field. The teams then continue by inventorying any additional roads that may have come up from the community prioritization consultations.

As at the end of the quarter, a total of 706 km of roads had been inventoried in the four districts.

Parsons' STTA Geographical Information System (GIS) specialist, Mr. Tim Saldaña, was on-site for the period 9 – 23 December. Mr. Saldaña provided expertise and assistance to the on-going RICA effort, reviewed and compiled the field data collected to date, and had meetings with National Land Centre at the Rwanda Natural Resources Agency (RNRA) and Ministry of Agriculture officials. These meetings resulted in the promise of additional data being provided for use in the prioritization and selection studies. At the month's end the promised data had not been provided despite Parsons' vigorous acquisition efforts.

Meetings to review and discuss the RICA and other program progress were held with the client on 15 and 22 December.

Activity 1.3: Stakeholder Meetings at Districts to Develop Criteria for Prioritization

This activity was led by the DCOP.

All community consultations began with a meeting at the district level attended by all or most of the following local officials:

- District Mayors
- Vice Mayor for Economic Affairs
- Vice Mayor for Social Affairs
- District Executive Secretaries,
- District Engineers,
- Representatives of Rwanda Local Support Development Fund (RLSDF);
- District Agronomists
- Other district technical staff.

The meetings provided all sides an opportunity to further discuss the program details and allowed the district to discuss the rationale behind the choice of roads on their priority list.

The field consultations were organized by the district and had representatives from up to four sectors at a time attending.

In each sector visited, a representative sample of local community members from village level to Sector level was selected. Key community leaders invited to the meetings were:

- Sector Executive Secretaries
- Cell Executive Secretaries, village (Umudugudu) chiefs
- Sectors agronomists
- Members of Women Council (CNF) from Umudugudu level to the sector level
- JADF (Joint Action Development Forum) members
- Youth groups representatives from village (Umudugudu) level to sector level.

2.3. Task 2 - Preparation of Technical Designs

This task is led by Parsons' Senior Roads and Bridges Engineer, with support by the COP, DCOP, Senior Environmental Compliance Specialist and Home office staff.

Activity 2.1: Collaborative Creation of Design Standards

- Parsons met the following firms and organizations to gather information about the existence of standards for rural feeder road design in Rwanda:
 - i. Local engineering consultants: GE&SS and SOGIS
 - ii. RTDA
 - iii. European Union
 - iv. World Bank

The conclusion from the consultations was that there is no single standard used in rural feeder road design nationwide.

- Parsons obtained and started reviewing feeder road design guidelines and standards from the following countries/organizations:
 - i. GoR: Rwanda Road Act
 - ii. East African Community: Guidelines on proposed harmonization of road standards
 - iii. Ethiopian Roads Authority

- iv. Uganda
 - v. South Africa
 - vi. Swaziland
 - vii. Liberia (Draft)
 - viii. U S (Low volume unpaved roads): U S Forestry Dept,
- A preliminary report on feeder road design for districts in the Eastern Province was issued, with more comprehensive recommendations to follow.
 - On 22 December 2011, a draft Environmental Design Checklist was received from the Parsons Senior Environmental Management Specialist. The draft checklist, while intended for the possible future use of Rwandan Agencies, will possibly be incorporated into the Rwandan Feeder Road Design Manual.
 - On 20 December 2011 RTDA (Rwanda Transport Development Agency) issued a Request for Expression of Interest (EOI) for the Preparation of Road Design Manual, Bridge Design Manual, Updating Road and Bridge maintenance Management System and Introduction of Road Management Tools. The project, entitled Transport Sector Development Project – Republic of Rwanda, is funded by the World Bank.

Activity 2.2: Basis of Design Report

No work was scheduled for this activity this quarter.

Activity 2.3: Programmatic EA (PEA) & EMMP

The following were achieved this quarter as part of the programmatic environmental assessment (PEA):

- Senior Environmental Compliance Specialist Thomas M. Catterson and his team met key GOR counterparts in rural feeder roads and the environment (Rwanda Environmental Management Agency (REMA), RTDA, EU)
- The environmental team submitted their Scoping Statement after they visited the six districts of Gatsibo, Nyagatare, Karongi, Rutsiro, Nyanza and Gakenke. This document was shared with two GoR agencies, RTDA and REMA and was subsequently approved by USAID.
- Parsons prepared and submitted a draft Programmatic Environment Analysis report following consultations with the communities in seven districts: Gatsibo, Nyagatare, Karongi, Rutsiro, Nyanza, Kamonyi and Gakenke. USAID provided its comments and the final report is under preparation, to be presented in the next quarter.

2.4. Task 3 - Procurement Support

The Parsons Senior Construction Manager (SCM) started an assessment of the technical capacity of Nyagatare and Gatsibo districts to prepare bid documents for the construction and maintenance of feeder roads. The SCM, who was responsible for this component of the task however had to be replaced, thereby bringing the activity to a temporary halt. This activity will be resumed in the next quarter as soon as a suitable replacement is identified, recommended to, and approved by USAID. This delay will not impact the overall RFRIP Year 1 schedule.

Parsons was requested to move back a planned trip by the FARA/Procurement specialist to the next quarter because of the need to have the visit coincide with the financial gap analysis exercise. This delay will not impact the overall RFRIP Year 1 schedule.

Parsons was not able to reach agreement with the originally proposed financial gap analysis consultant due to the latter's inability to accept USAID maximum daily rates. A replacement analyst was identified and put under contract in December; the firm will start the exercise in the next quarter.

2.5. Task 4 - Construction Supervision and Maintenance

In this quarter, the SCM met district officials in Nyagatare and Gatsibo districts and began an assessment of their engineering capacity and that of local contractors to construct and maintain feeder roads. The SCM also began compiling construction supervision guidance documents. The SCM however had to be replaced, thereby bringing the activities to a temporary halt. This activity will be resumed in the next quarter as soon as a suitable replacement is identified, recommended to, and approved by USAID. This delay will not impact the overall RFRIP Year 1 schedule.

2.6. Task 5 - District Government Technical and Financial Capacity Building

- **Activity 5.1: District Level Gap Analysis & Capacity Needs Assessment**

Work on identifying the capabilities and needs assessment of the districts began with the engineering component, but progress on the financial and administrative aspects did not start due to delayed availability of a gap analyst. This work is now scheduled for the next quarter.

- **Activity 5.2: Gender Assessment and Integration Plan**

The Gender Specialist, Ms. Jeanne Umuzigambeho, joined the team in October and has been diligent in her work, having provided cross-cutting support to all teams, including valuable RICA and community consultations throughout this quarter. Her leadership has been critical in mobilizing the women during community consultation meetings. About one-fourth of the 1,762 individuals who attended the road prioritization sessions in the 4 districts were women—see details in attendance chart in the annex.

Ms. Umuzigambeho has also prepared a gender assessment and integration plan for the program that is under review before submission to USAID early next quarter.

- **Activity 5.3: Monitoring & Evaluation – Lessons Learned, Feedback to Districts & Future Programs**

This activity is jointly lrd by the COP and DCOP.

With the exception of the initial monitoring and reporting, minimal other work has gone on with this task as expected since most of it occurs further along in the program.

3. Problems and Action Items

We encountered the following program implementation problems during this first quarter:

3.1. Project Management

The program had its first change in staff when it was forced to withdraw the Senior Construction Manager in December. A search for a replacement is already underway.

There were initial delays in obtaining office space and long-term rental accommodations for the expatriate staff early in the quarter, but all these have since been resolved. Of particular note is that the Parsons RFRIP team now has an excellent office facility located in Nyarutarama, Kigali.

3.2. Task 1 – Roads Inventory, Prioritization and Planning

There were delays in acquiring data from the National Land Centre, and this affected the start of the RICA work. While the initial data request was eventually approved, the same issues still remain with another request made in December just before the Christmas holiday season; we anticipate resolution in January 2012.

Delays in approval and procurement of Information and Communications Technology (ICT), specifically GIS-related equipment did not have an adverse impact on the RICA data collection and management activities. This was due to team innovations, notably that the RICA/GIS team made adjustments that enabled them to acquire sufficiently reliable data with portable geographic positioning system (GPS) units.

3.3. Task 2 – Preparation of Technical Designs

Work on the design standards suffered some initial delays because of a delayed field data acquisition process. It also suffered less input as emphasis was placed on moving the RICA exercise forward. Now that RICA is underway, the rural feeder road standards will be completed in the next quarter.

3.4. Task 3 - Procurement Support

The visit of the FARA and procurement specialist was delayed until the replacement gap analyst was on-board so that these two experts' time will overlap. This activity is now scheduled to begin in late January 2012.

3.5. Task 4 – Construction Supervision

Work on the construction capabilities assessment and construction supervision manuals and guidelines have been delayed due to departure of the SCM. Until the replacement comes aboard, contingency plans have been made for the remaining core staff (COP, DCOP, Sr. Engineer and local engineering partner senior staff) to address any engineering component of this exercise necessary during RICA and initial design work. Parsons will ensure no impact to the overall RFRIP Year 1 schedule.

3.6. Task 5 - District Government Technical and Financial Capacity Building

As noted elsewhere in the report, there were delays in bringing aboard the gap analyst. This has now been resolved and the analyst is now planned to start in late January 2012.

4. Work schedule for next quarter

The following activities are scheduled for the next quarter ending March 31, 2012. Some of them are long-term and thus carry over from the previous quarter as noted elsewhere in this report. Please see the RFRIP bar chart schedules in Annex A5 for details.

4.1. Project Management

- Mobilization and staffing
All staffing positions will be filled.

- **Implementation**

Parsons will continue to meet reporting requirements as called for in the Task Order and our overall Indefinite Quantity Contract (IQC).

- **Procurements**

All required procurements i.e. vehicles, furniture, equipment, and subcontracts, will be processed, executed, and/or delivered.

- **Reports and Deliverables**

The following deliverables will be submitted to USAID during the January - March quarter:

- Final PEA Report
- Gender Assessment and Integration Plan
- RFR design standards
- Gap analysis report
- Progress reports as required in TO/IQC

4.2. Task 1 - Roads Inventory, Prioritization and Planning

- During the next quarter, Parsons will complete the road inventory, condition assessment and road prioritization consultation meetings for the district-selected roads in all 12 districts.
- Client guidance will be required to clarify if the RICA teams then move on to the rest of the roads in the districts as specified in the scope of work (see Section 2.1, paragraph 1 above)

4.3. Task 2 - Preparation of Technical Designs

- Collaborative Creation of Design Standards

This task will end this quarter with the creation of RFR design standards for rural feeder roads. Parsons and their local partners will bring together their extensive experience, ideas from feeder road standards in the region together with the best practices in local road design. There will be continued consultations with RTDA/MINNINFRA and USAID in the process.

- Programmatic EA & Environmental Mitigation and Monitoring Plans

The final PEA Report will be submitted to USAID.

As design work progresses, the environmental team will prepare the Environmental Mitigation & Monitoring Plans (EMMP) for specific road segments under design.

4.4. Task 3 - Procurement Support

- Parsons' FARA/procurement expert will start working with the districts to help them make preparations signing the necessary FARA agreements with USAID. The expert will work closely with USAID (legal and procurement offices) and our financial gap analyst to identify areas that require capacity building in order to achieve the objectives of selecting and going forward with execution of FARA's with the priority districts.
- In addition to looking at the districts, an assessment will also be made of the Rwanda Public Procurement Agency and the local private construction sector to identify capacity building opportunities falling in line with RFRIP objectives and the scope of work.

4.5. Task 4 - Construction Supervision

- Parsons will continue discussing Construction Supervision capabilities and practices with SOGIS and GESS and include this type discussion with the district engineers to gain appreciation of past and current local construction practices, , what their capabilities are, and seek their input regarding identification of the engineering and construction firms each of the their districts.
- Parsons will continue the same identification and discussion activities with private engineering and construction firms that are able to work in the twelve priority districts.
- Development of road maintenance manuals and training materials will continue.

4.6. Task 5 - District Government Technical and Financial Capacity Building

- The district financial and policy framework gap analysis will be carried out.
- The technical gap analysis of the districts will also be completed.
- The Gender Assessment and Integration Plan will be finalized and presented.
- As part of its monitoring and evaluation exercise, Parsons will continue to its lessons learned activities and provide feedback for future programs to USAID and the districts.

5. Budget & Financial Comments

Current RFRIP expenditures are approximately \$374,831 although some incurred costs from the quarter have not yet been invoiced. At the beginning of the next quarter, our revised request to re-align some of the line items within the overall Year 1 budget ceiling will be submitted to USAID for approval.

The monthly financial status of the project as at the end of December is shown in the report Annex A6, and the status for the entire Quarter is in Annex A7.

ANNEXES

ANNEXES

- A.1 Monthly Progress Schedule for Year 1: Dec 2011
- A.2 Quarterly Progress Schedule for Year 1: Oct - Dec 2011
- A.3 5-Year Overall Progress Schedule
- A.4 Monthly Look Ahead Schedule: January 2012
- A.5 Quarterly Look Ahead Schedule: Jan – Mar 2012
- A.6 Monthly Project Cost Information: Line Items and Ceiling Price – Dec 2011
- A.7 Quarterly Project Cost Information: Line Items and Ceiling Price – Oct thru Dec, 2011
- A.8 Road Prioritization - Community Meeting Attendance
- A.9 Criteria Used in Community Rural Feeder Road Identification and Selection
- A.10 Sample Project Pictures

Activity ID	Activity Name	% Complete	Remaining Duration	Start	Finish	2012								
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
USAID/Rwanda Rural Feeder Roads Improvement Program		8.82%	1686d	22-Aug-11 A	11-Aug-16									
Project Management		8.82%	1686d	22-Aug-11 A	11-Aug-16									
Pre-Award/Pre-Mobilization		85%	15d	25-Aug-11 A	14-Jan-12									
	Execution of Subcontracts	100%	0d	25-Aug-11 A	31-Dec-11 A									
	Local Staffing	85%	15d	06-Sep-11 A	14-Jan-12									
Mobilization		83.33%	5d	06-Sep-11 A	04-Jan-12									
	Establish Project Office	83.33%	5d	06-Sep-11 A	04-Jan-12									
	Set up Vehicles, Banking, Registrations & Associated Logistics	79.17%	5d	06-Sep-11 A	04-Jan-12									
Implementation		7.21%	1686d	22-Aug-11 A	11-Aug-16									
	Work Plans	0%	62d	01-May-12	01-Jul-12									
	Update Year 2 Work Plan	0%	62d	01-May-12	01-Jul-12									
	Performance Monitoring Reports (PMR)	0%	217d	10-Jan-12	13-Aug-12									
	PMR - Monthly Reports	0%	213d	14-Jan-12	13-Aug-12									
	PMR - Quarterly Reports & Briefings	0%	184d	10-Jan-12	11-Jul-12									
	Performance Monitoring Plan (PMP)	37.71%	185d	10-Sep-11 A	02-Jul-12									
	PMP - Solidify PMP Indicators, Measurement Methods & Data Sources	82.14%	20d	10-Sep-11 A	19-Jan-12									
	PMP - Quarterly Updates	0%	184d	31-Dec-11	01-Jul-12									
	PMP - Semi-annual Updates	0%	184d	01-Jan-12	02-Jul-12									
	PMP - Annual Updates	0%	1d	01-Jul-12	01-Jul-12									
	Task Order Status Reports (Quarterly)	0%	186d	30-Dec-11 A	03-Jul-12									
	Program Coordination Meetings (as needed)	6.23%	1686d	06-Sep-11 A	11-Aug-16									
	General Program Management & Support	7.21%	1686d	22-Aug-11 A	11-Aug-16									
Task 1- Road Inventory, Prioritization & Planning		29.5%	196d	20-Sep-11 A	13-Jul-12									
Conduct RICA (Road Inventory and Condition Assessments)		40.8%	148d	20-Sep-11 A	26-May-12									
	Acquire georeferenced GIS photogrammetry from National Land Centre	41.18%	10d	20-Sep-11 A	09-Jan-12									
	Teams Set and RICAs Completed Across Districts	43.36%	81d	09-Nov-11 A	30-Mar-12									
	Field Findings Entered into GIS	43.36%	81d	09-Nov-11 A	30-Mar-12									
	Create RICA and GIS Training Manuals	38.89%	110d	01-Dec-11 A	28-Apr-12									
	Deliver training to Districts	0%	28d	29-Apr-12	26-May-12									
Stakeholder Meetings at Districts to Develop Criteria for Prioritization		43.06%	82d	09-Nov-11 A	31-Mar-12									
	Schedule meetings with District, Sector and Community Leaders	43.06%	82d	09-Nov-11 A	31-Mar-12									
	Develop prioritization algorithm/model for road prioritization	66.13%	21d	22-Nov-11 A	30-Jan-12									
Short-list the Prioritized Road Segments Based on Criteria, Present to the Districts		0%	65d	31-Jan-12	04-Apr-12									
	Apply prioritization algorithm to road segments	0%	65d	31-Jan-12	04-Apr-12									
	Review results with districts & stakeholders	0%	28d	10-Feb-12	08-Mar-12									
	Evaluate need for supplemental inputs to prioritization criteria	0%	7d	09-Mar-12	15-Mar-12									
Finalize Design, Tender, Constructn and Mainten. Plan with the Selected Districts		0%	120d	16-Mar-12	13-Jul-12									
	Finalize Design, Procurement & Construction Processes	0%	30d	15-Apr-12	14-May-12									
	Review Plans with Districts & Stakeholders	0%	30d	15-May-12	13-Jun-12									
	Develop Road Construction Schedules (Phases I & II)	0%	30d	14-Jun-12	13-Jul-12									
Task 2 - Preparation of Technical Designs		17.26%	254d	19-Oct-11 A	09-Sep-12									
Collaborative Creation of Design Standards		66.67%	20d	08-Nov-11 A	19-Jan-12									
	Meet w/ USAID & RTDA & RPPA to review dsgr stds optns & agree on stds for RFRIP	66.67%	20d	08-Nov-11 A	19-Jan-12									
Basis of Design of Report (Design Work Plan – Phase I and Phase II)		0%	75d	16-Mar-12	29-May-12									
	Evaluate Sustainable Low-Impact Design Approaches	0%	45d	16-Mar-12	29-Apr-12									
	Submit Draft BDR to USAID and Districts for Review & Comment	0%	15d	30-Apr-12	14-May-12									
	Update & Finalize BDR	0%	15d	15-May-12	29-May-12									

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RFRIP-2011-12:USAID/Rwanda Rural Feeder Roads Improvement Program

Year 1 Progress Schedule

Status as at 31-Dec-11

Activity ID	Activity Name	% Complete	Remaining Duration	Start	Finish	2012											
						Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
Programmatic EA (PEA) & EMMP		23.66%	171d	19-Oct-11 A	18-Jun-12												
	Prepare Final PEA Report	87.5%	1d	19-Oct-11 A	31-Dec-11												
	Prepare EMMPs for Inclusion In Design Packages	0%	162d	09-Jan-12	18-Jun-12												
Preparation of Design Packages (I & II)		0%	103d	30-May-12	09-Sep-12												
	Phase I & Select Phase II Projects	0%	103d	30-May-12	09-Sep-12												
	Drawings & Technical Specifications, including EMMP, Sustainability Considerations	0%	62d	30-May-12	30-Jul-12												
	Prepare Construction Cost Estimates	0%	62d	30-May-12	30-Jul-12												
	Prepare Scope of Work & Cost Estimates for Construction Supervision Activities	0%	62d	30-May-12	30-Jul-12												
	Complete 75% Design Packages	0%	75d	30-May-12	12-Aug-12												
	75% Review & Comment Period	0%	28d	13-Aug-12	09-Sep-12												
Task 3 - Procurement Support		21.54%	193d	08-Nov-11 A	10-Jul-12												
District Training & General Support on Procure't Processes for Dsgn, Constructn, CM, and ...		39.85%	80d	08-Nov-11 A	19-Mar-12												
	Meet & Assess RPPA Capabilities for RFRIP Support	0%	80d	31-Dec-11	19-Mar-12												
	Assess Capacity of Districts to Design/Build/Supervise/Maintain Feeder Roads	21.57%	80d	08-Nov-11 A	19-Mar-12												
	Assess Capacity of Private Firms to Design/Build/Supervise/Maintain Feeder Roads	21.57%	80d	08-Nov-11 A	19-Mar-12												
Support the Tender Package Preparation, Bidding Process, and Selection Under FARA		0%	146d	16-Feb-12	10-Jul-12												
	Assess Districts' Capabilities & Needs (with RPPA)	0%	33d	16-Feb-12	19-Mar-12												
	Support Development of District-Specific Fixed Amount Reimbursement Agreements (with RPPA)	0%	113d	20-Mar-12	10-Jul-12												
	Incorporated FARA Performance Metrics into Design Packages (with RPPA)	0%	136d	20-Feb-12	04-Jul-12												
Task 4 - Construction Supervision		23.3%	270d	09-Sep-11 A	11-Nov-12												
Construction Guidance and Supervision Program with On-going Monitoring and Evaluation		22.64%	270d	09-Sep-11 A	11-Nov-12												
	Meetings with District Engineering & Construction Staff	39.39%	20d	09-Sep-11 A	06-Mar-12												
	Develop Construction Supervision Guidance Document	20.89%	250d	22-Sep-11 A	11-Nov-12												
	Construction Supervision Advisory Program Document	0%	61d	07-Mar-12	06-May-12												
Training on Supervising Construction Supervision Contracts under FARA (for Districts)		0%	212d	07-Mar-12	04-Oct-12												
	Develop FARA Contracting Training Materials & Manuals	0%	105d	07-Mar-12	19-Jun-12												
	Deliver Training to Districts, Private Consultants	0%	107d	20-Jun-12	04-Oct-12												
Task 5 - Capacity Building (District, GoR [RPPA, RTDA])		6.2%	1679d	11-Sep-11 A	04-Aug-16												
District Level GAP Analysis and Capacity Needs Assessment		34.26%	213d	11-Sep-11 A	30-Jul-12												
	Assess District and private industry technical capacities	16.67%	100d	11-Sep-11 A	08-Apr-12												
	Assess GoR and District institutional framework, policies and procedures	0%	120d	31-Dec-11	28-Apr-12												
	Perform District Financial and Policy Framework GAP analyses	0%	120d	31-Dec-11	28-Apr-12												
	Host events in each District to announce Capacity Building Plans	0%	41d	20-Jun-12	30-Jul-12												
Gender Assessment and Integration Plan (Semi-Annual Updates)		27.37%	199d	17-Oct-11 A	16-Jul-12												
	Develop Gender Assessment and Integration Plan	82.22%	16d	17-Oct-11 A	15-Jan-12												
	Review/Monitor Gender Integration Plan, w/Semi-Annual Updates	0%	1d	16-Jul-12	16-Jul-12												
Training & Capacity Blding Progm Dsgn, Transfr to Regnl Training Partnrs & Dists (Semi-A...		0%	1659d	16-Jan-12	31-Jul-16												
Community Education & O&M Outreach Program: "Roads Work!"		0%	1436d	01-Mar-12	04-Feb-16												
Monitoring & Evaluation- Lessons Learned, Feedback to Districts for Future Programs		6.57%	1663d	21-Sep-11 A	04-Aug-16												

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RFRIP-2011-12
 Sheet 2 of 2



USAID/Rwanda Rural Feeder Roads Improvement Program		Work Progress for Last Quarter				Status as at 31-Dec-11															
Activity ID	Activity Name	% Complete	Remaining Duration	Planned Start	Planned Finish	2011													2012		
						October			November			December			January						
						9	26	03	10	17	24	31	07	14	21	28	05	12	19	26	02
USAID/Rwanda Rural Feeder Roads Improvement Program		9.79%	1686d	01-Jul-11 A	11-Aug-16																
Project Management		9.79%	1686d	01-Jul-11 A	11-Aug-16																
Pre-Award/Pre-Mobilization		87.5%	15d	01-Jul-11 A	14-Jan-12																
Preparation of Subcontracts		100%	0d	01-Jul-11 A	30-Nov-11 A																
Local Staffing		85%	15d	06-Sep-11 A	14-Jan-12																
Mobilization		83.33%	5d	06-Sep-11 A	04-Jan-12																
Establish Project Office		83.33%	5d	06-Sep-11 A	04-Jan-12																
Set up Vehicles, Banking, Registrations & Associated Logistics		79.17%	5d	06-Sep-11 A	04-Jan-12																
Implementation		7.21%	1686d	22-Aug-11 A	11-Aug-16																
Work Plans		100%	0d	06-Sep-11 A	15-Dec-11 A																
Update & Finalize Year 1 Work Plan		100%	0d	06-Sep-11 A	15-Dec-11 A																
Performance Monitoring Reports (PMR)		100%	0d	26-Sep-11 A	14-Dec-11 A																
PMR - Monthly Reports		100%	0d	26-Sep-11 A	14-Dec-11 A																
Performance Monitoring Plan (PMP)		82.14%	20d	10-Sep-11 A	19-Jan-12																
PMP - Solidify PMP Indicators, Measurement Methods & Data Sources		82.14%	20d	10-Sep-11 A	19-Jan-12																
Task Order Status Reports (Quarterly)		40%	3d	30-Dec-11 A	02-Jan-12																
Program Coordination Meetings (as needed)		6.23%	1686d	06-Sep-11 A	11-Aug-16																
General Program Management & Support		7.21%	1686d	22-Aug-11 A	11-Aug-16																
Task 1- Road Inventory, Prioritization & Planning		55.72%	120d	19-Sep-11 A	28-Apr-12																
District Project Kickoff Meetings		100%	0d	19-Sep-11 A	30-Nov-11 A																
Review RFRIP to District & Community Leaders		100%	0d	19-Sep-11 A	27-Oct-11 A																
Review Existing District Rural Feeder Road Inventory, Maps, etc.		100%	0d	20-Sep-11 A	30-Nov-11 A																
Identify Districts' RFR Needs & Expectations		100%	0d	19-Sep-11 A	30-Nov-11 A																
Determine existence of other active or completed donor-funded RFR improvement programs		100%	0d	30-Sep-11 A	15-Nov-11 A																
Review field schedules		100%	0d	20-Sep-11 A	30-Nov-11 A																
Review plan for future collaborative meetings		100%	0d	19-Sep-11 A	30-Nov-11 A																
Conduct RICA (Road Inventory and Condition Assessments)		52%	120d	20-Sep-11 A	28-Apr-12																
Establish GIS Platform for Field Data, Aerial Photography & other information		100%	0d	22-Oct-11 A	21-Nov-11 A																
Acquire georeferenced GIS photogrammetry from National Land Centre		41.18%	10d	20-Sep-11 A	09-Jan-12																
Teams Set and RICAs Completed Across Districts		43.36%	81d	09-Nov-11 A	30-Mar-12																
Field Findings Entered into GIS		43.36%	81d	09-Nov-11 A	30-Mar-12																
Create RICA and GIS Training Manuals		38.89%	110d	01-Dec-11 A	28-Apr-12																
Stakeholder Meetings at Districts to Develop Criteria for Prioritization		43.06%	82d	09-Nov-11 A	31-Mar-12																
Schedule meetings with District, Sector and Community Leaders		43.06%	82d	09-Nov-11 A	31-Mar-12																
Develop prioritization algorithm/model for road prioritization		66.13%	21d	22-Nov-11 A	30-Jan-12																
Task 2 - Preparation of Technical Designs		83.74%	20d	08-Sep-11 A	19-Jan-12																
Collaborative Creation of Design Standards		83.74%	20d	08-Sep-11 A	19-Jan-12																
Compile representative samples of past feeder road design standards		100%	0d	08-Sep-11 A	18-Nov-11 A																
Meet w/ USAID & RTDA & RPPA to review dsgn stds optns & agree on stds for RFRIP		66.67%	20d	08-Nov-11 A	19-Jan-12																
Programmatic EA (PEA) & EMMP		98.65%	1d	26-Sep-11 A	31-Dec-11																
Develop Scoping Statement		100%	0d	26-Sep-11 A	14-Oct-11 A																
MEO & BEO Review/Approval of Scoping Statement		100%	0d	15-Oct-11 A	18-Oct-11 A																
Assemble PEA field teams		100%	0d	26-Sep-11 A	30-Sep-11 A																
Conduct field visits		100%	0d	03-Oct-11 A	14-Oct-11 A																
District stakeholder consultations		100%	0d	21-Oct-11 A	07-Nov-11 A																
Present Preliminary Findings of PEA via Workshop		100%	0d	18-Oct-11 A	18-Oct-11 A																

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USAID/Rwanda Rural Feeder Roads Improvement Program		Work Progress for Last Quarter				Status as at 31-Dec-11															
Activity ID	Activity Name	% Complete	Remaining Duration	Planned Start	Planned Finish	2011													2012		
						October				November				December				January			
						9	26	03	10	17	24	31	07	14	21	28	05	12	19	26	02
	Prepare Final PEA Report	87.5%	1d	19-Oct-11 A	31-Dec-11																
	Task 3 - Procurement Support	21.57%	80d	08-Nov-11 A	19-Mar-12																
	District Training & General Support on Procure't Processes for Dsgn, Constructn, CM, and ...	21.57%	80d	08-Nov-11 A	19-Mar-12																
	Assess Capacity of Districts to Design/Build/Supervise/Maintain Feeder Roads	21.57%	80d	08-Nov-11 A	19-Mar-12																
	Assess Capacity of Private Firms to Design/Build/Supervise/Maintain Feeder Roads	21.57%	80d	08-Nov-11 A	19-Mar-12																
	Task 4 - Construction Supervision	22.64%	270d	09-Sep-11 A	11-Nov-12																
	Construction Guidance and Supervision Program with On-going Monitoring and Evaluation	22.64%	270d	09-Sep-11 A	11-Nov-12																
	Meetings with District Engineering & Construction Staff	39.39%	20d	09-Sep-11 A	06-Mar-12																
	Develop Construction Supervision Guidance Document	20.89%	250d	22-Sep-11 A	11-Nov-12																
	Task 5 - Capacity Building (District, GoR [RPPA, RTDA])	6.2%	1679d	11-Sep-11 A	04-Aug-16																
	District Level GAP Analysis and Capacity Needs Assessment	16.67%	100d	11-Sep-11 A	08-Apr-12																
	Assess District and private industry technical capacities	16.67%	100d	11-Sep-11 A	08-Apr-12																
	Gender Assessment and Integration Plan (Semi-Annual Updates)	82.22%	16d	17-Oct-11 A	15-Jan-12																
	Develop Gender Assessment and Integration Plan	82.22%	16d	17-Oct-11 A	15-Jan-12																
	Monitoring & Evaluation- Lessons Learned, Feedback to Districts for Future Programs	6.57%	1663d	21-Sep-11 A	04-Aug-16																

Start Date: 12-Aug-11
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USAID/Rwanda Rural Feeder Roads Improvement Program		5-Year Schedule				Status as at 31-Dec-11																	
Activity ID	Activity Name	% Complete	Remaining Duration	Planned Start	Planned Finish	2011		2012			2013			2014			2015			2016			
						Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
USAID/Rwanda Rural Feeder Roads Improvement Program		9.64%	1716d	01-Jul-11 A	10-Sep-16																		
Project Management		9.79%	1686d	01-Jul-11 A	11-Aug-16																		
Pre-Award/Pre-Mobilization		87.5%	15d	01-Jul-11 A	14-Jan-12																		
	Preparation of Subcontracts	100%	0d	01-Jul-11 A	30-Nov-11 A																		
	Execution of Subcontracts	100%	0d	25-Aug-11 A	31-Dec-11 A																		
	Expatriate Staffing	100%	0d	12-Aug-11 A	22-Sep-11 A																		
	Local Staffing	85%	15d	06-Sep-11 A	14-Jan-12																		
Mobilization		90.91%	5d	12-Aug-11 A	04-Jan-12																		
	Mobilization to Kigali (Key & Core Staff)	100%	0d	12-Aug-11 A	05-Sep-11 A																		
	Establish Project Office	83.33%	5d	06-Sep-11 A	04-Jan-12																		
	Set up Vehicles, Banking, Registrations & Associated Logistics	79.17%	5d	06-Sep-11 A	04-Jan-12																		
Implementation		7.21%	1686d	22-Aug-11 A	11-Aug-16																		
	Meet with USAID to Review Program Objectives & Expectations	100%	0d	06-Sep-11 A	09-Sep-11 A																		
	Work Plans	17.06%	1157d	06-Sep-11 A	01-Jul-15																		
	Contract Kick Off Meeting with USAID	100%	0d	21-Sep-11 A	21-Sep-11 A																		
	Kick Off Meeting with Subcontractors	100%	0d	13-Sep-11 A	29-Sep-11 A																		
	Performance Monitoring Reports (PMR)	5.95%	1676d	26-Sep-11 A	11-Aug-16																		
	Performance Monitoring Plan (PMP)	6.38%	1644d	10-Sep-11 A	30-Jun-16																		
	Task Order Status Reports (Quarterly)	0%	1647d	30-Dec-11 A	03-Jul-16																		
	Program Coordination Meetings (as needed)	6.23%	1686d	06-Sep-11 A	11-Aug-16																		
	General Program Management & Support	7.21%	1686d	22-Aug-11 A	11-Aug-16																		
Task 1- Road Inventory, Prioritization & Planning		34.45%	196d	19-Sep-11 A	13-Jul-12																		
District Project Kickoff Meetings		100%	0d	19-Sep-11 A	30-Nov-11 A																		
	Review RFRIP to District & Community Leaders	100%	0d	19-Sep-11 A	27-Oct-11 A																		
	Review Existing District Rural Feeder Road Inventory, Maps, etc.	100%	0d	20-Sep-11 A	30-Nov-11 A																		
	Identify Districts' RFR Needs & Expectations	100%	0d	19-Sep-11 A	30-Nov-11 A																		
	Determine existence of other active or completed donor-funded RFR improvement p...	100%	0d	30-Sep-11 A	15-Nov-11 A																		
	Review field schedules	100%	0d	20-Sep-11 A	30-Nov-11 A																		
	Review plan for future collaborative meetings	100%	0d	19-Sep-11 A	30-Nov-11 A																		
Conduct RICA (Road Inventory and Condition Assessments)		40.8%	148d	20-Sep-11 A	26-May-12																		
	Establish GIS Platform for Field Data, Aerial Photography & other information	100%	0d	22-Oct-11 A	21-Nov-11 A																		
	Acquire georeferenced GIS photogrammetry from National Land Centre	41.18%	10d	20-Sep-11 A	09-Jan-12																		
	Teams Set and RICAs Completed Across Districts	43.36%	81d	09-Nov-11 A	30-Mar-12																		
	Field Findings Entered into GIS	43.36%	81d	09-Nov-11 A	30-Mar-12																		
	Create RICA and GIS Training Manuals	38.89%	110d	01-Dec-11 A	28-Apr-12																		
	Deliver training to Districts	0%	28d	29-Apr-12	26-May-12																		
Stakeholder Meetings at Districts to Develop Criteria for Prioritization		43.06%	82d	09-Nov-11 A	31-Mar-12																		
	Schedule meetings with District, Sector and Community Leaders	43.06%	82d	09-Nov-11 A	31-Mar-12																		
	Develop prioritization algorithm/model for road prioritization	66.13%	21d	22-Nov-11 A	30-Jan-12																		
Short-list the Prioritized Road Segments Based on Criteria, Present to the Distr...		0%	65d	31-Jan-12	04-Apr-12																		
	Apply prioritization algorithm to road segments	0%	65d	31-Jan-12	04-Apr-12																		
	Review results with districts & stakeholders	0%	28d	10-Feb-12	08-Mar-12																		
	Evaluate need for supplemental inputs to prioritization criteria	0%	7d	09-Mar-12	15-Mar-12																		

Start Date: 12-Aug-11
Data Date: 31-Dec-11
Finish Date: 10-Sep-16
Print Date: 14-Jan-12



USAID/Rwanda Rural Feeder Roads Improvement Program		Work Schedule for Next Month - RFRIP				Status as at 31-Dec-11						
Activity ID	Activity Name	% Complete	Remaining Duration	Planned Start	Planned Finish	2011		2012			February	
						19	26	02	09	16	23	30
USAID/Rwanda Rural Feeder Roads Improvement Program		8.82%	1686d	22-Aug-11 A	11-Aug-16							
Project Management		8.82%	1686d	22-Aug-11 A	11-Aug-16							
Pre-Award/Pre-Mobilization		85%	15d	25-Aug-11 A	14-Jan-12							
Execution of Subcontracts		100%	0d	25-Aug-11 A	31-Dec-11 A							
Local Staffing		85%	15d	06-Sep-11 A	14-Jan-12							
Mobilization		83.33%	5d	06-Sep-11 A	04-Jan-12							
Establish Project Office		83.33%	5d	06-Sep-11 A	04-Jan-12							
Set up Vehicles, Banking, Registrations & Associated Logistics		79.17%	5d	06-Sep-11 A	04-Jan-12							
Implementation		7.21%	1686d	22-Aug-11 A	11-Aug-16							
Performance Monitoring Reports (PMR)		0%	5d	10-Jan-12	14-Jan-12							
PMR - Monthly Reports		0%	1d	14-Jan-12	14-Jan-12							
PMR - Quarterly Reports & Briefings		0%	1d	10-Jan-12	10-Jan-12							
Performance Monitoring Plan (PMP)		82.91%	20d	10-Sep-11 A	19-Jan-12							
PMP - Solidify PMP Indicators, Measurement Methods & Data Sources		82.14%	20d	10-Sep-11 A	19-Jan-12							
PMP - Quarterly Updates		0%	5d	31-Dec-11	04-Jan-12							
PMP - Semi-annual Updates		0%	1d	01-Jan-12	01-Jan-12							
Task Order Status Reports (Quarterly)		40%	3d	30-Dec-11 A	02-Jan-12							
Program Coordination Meetings (as needed)		6.23%	1686d	06-Sep-11 A	11-Aug-16							
General Program Management & Support		7.21%	1686d	22-Aug-11 A	11-Aug-16							
Task 1- Road Inventory, Prioritization & Planning		52%	120d	20-Sep-11 A	28-Apr-12							
Conduct RICA (Road Inventory and Condition Assessments)		52%	120d	20-Sep-11 A	28-Apr-12							
Acquire georeferenced GIS photogrammetry from National Land Centre		41.18%	10d	20-Sep-11 A	09-Jan-12							
Teams Set and RICAs Completed Across Districts		43.36%	81d	09-Nov-11 A	30-Mar-12							
Field Findings Entered into GIS		43.36%	81d	09-Nov-11 A	30-Mar-12							
Create RICA and GIS Training Manuals		38.89%	110d	01-Dec-11 A	28-Apr-12							
Stakeholder Meetings at Districts to Develop Criteria for Prioritization		43.06%	82d	09-Nov-11 A	31-Mar-12							
Schedule meetings with District, Sector and Community Leaders		43.06%	82d	09-Nov-11 A	31-Mar-12							
Develop prioritization algorithm/model for road prioritization		66.13%	21d	22-Nov-11 A	30-Jan-12							
Task 2 - Preparation of Technical Designs		23.66%	171d	19-Oct-11 A	18-Jun-12							
Collaborative Creation of Design Standards		66.67%	20d	08-Nov-11 A	19-Jan-12							
Meet w/ USAID & RTDA & RPPA to review dsgrn stds optns & agree on stds for RFRIP		66.67%	20d	08-Nov-11 A	19-Jan-12							
Programmatic EA (PEA) & EMMP		23.66%	171d	19-Oct-11 A	18-Jun-12							
Prepare Final PEA Report		87.5%	1d	19-Oct-11 A	31-Dec-11							
Prepare EMMPs for Inclusion In Design Packages		0%	162d	09-Jan-12	18-Jun-12							
Task 3 - Procurement Support		39.85%	80d	08-Nov-11 A	19-Mar-12							
District Training & General Support on Procure't Processes for Dsgn, Constructn, CM, and ...		39.85%	80d	08-Nov-11 A	19-Mar-12							
Meet & Assess RPPA Capabilities for RFRIP Support		0%	80d	31-Dec-11	19-Mar-12							
Assess Capacity of Districts to Design/Build/Supervise/Maintain Feeder Roads		21.57%	80d	08-Nov-11 A	19-Mar-12							
Assess Capacity of Private Firms to Design/Build/Supervise/Maintain Feeder Roads		21.57%	80d	08-Nov-11 A	19-Mar-12							
Task 4 - Construction Supervision		22.64%	270d	09-Sep-11 A	11-Nov-12							
Construction Guidance and Supervision Program with On-going Monitoring and Evaluation		22.64%	270d	09-Sep-11 A	11-Nov-12							
Meetings with District Engineering & Construction Staff		39.39%	20d	09-Sep-11 A	06-Mar-12							
Develop Construction Supervision Guidance Document		20.89%	250d	22-Sep-11 A	11-Nov-12							
Task 5 - Capacity Building (District, GoR [RPPA, RTDA])		6.2%	1679d	11-Sep-11 A	04-Aug-16							
District Level GAP Analysis and Capacity Needs Assessment		48.05%	120d	11-Sep-11 A	28-Apr-12							
Assess District and private industry technical capacities		16.67%	100d	11-Sep-11 A	08-Apr-12							
Assess GoR and District institutional framework, policies and procedures		0%	120d	31-Dec-11	28-Apr-12							

Start Date: 12-Aug-11
Data Date: 31-Dec-11
Finish Date: 10-Sep-16
Print Date: 14-Jan-12

RFRIP-2011-12
Sheet 1 of 2



USAID/Rwanda Rural Feeder Roads Improvement Program		Work Schedule for Next Month - RFRIP				Status as at 31-Dec-11							
Activity ID	Activity Name	% Complete	Remaining Duration	Planned Start	Planned Finish	2011		2012					
						November	December	January	February				
						19	26	02	09	16	23	30	06
	Perform District Financial and Policy Framework GAP analyses	0%	120d	31-Dec-11	28-Apr-12								
	Gender Assessment and Integration Plan (Semi-Annual Updates)	82.22%	16d	17-Oct-11 A	15-Jan-12								
	Develop Gender Assessment and Integration Plan	82.22%	16d	17-Oct-11 A	15-Jan-12								
	Training & Capacity Blding Progm Dsgn, Transfr to Regnl Training Partnrs & Dists (Semi-A...	0%	1659d	16-Jan-12	31-Jul-16								
	Monitoring & Evaluation- Lessons Learned, Feedback to Districts for Future Programs	6.57%	1663d	21-Sep-11 A	04-Aug-16								

Start Date: 12-Aug-11
 Data Date: 31-Dec-11
 Finish Date: 10-Sep-16
 Print Date: 14-Jan-12

RFRIP-2011-12
 Sheet 2 of 2



USAID/Rwanda Rural Feeder Roads Improvement Program		Work Schedule for Next Quarter				Status as at 31-Dec-11																
Activity ID	Activity Name	% Complete	Remaining Duration	Planned Start	Planned Finish	2011		2012				2012				2012						
						December	January	February		March		April										
						19	26	02	09	16	23	30	06	13	20	27	05	12	19	26	02	
USAID/Rwanda Rural Feeder Roads Improvement Program		8.82%	1686d	22-Aug-11 A	11-Aug-16																	
Project Management		8.82%	1686d	22-Aug-11 A	11-Aug-16																	
Pre-Award/Pre-Mobilization		85%	15d	25-Aug-11 A	14-Jan-12																	
Execution of Subcontracts		100%	0d	25-Aug-11 A	31-Dec-11 A																	
Local Staffing		85%	15d	06-Sep-11 A	14-Jan-12																	
Mobilization		83.33%	5d	06-Sep-11 A	04-Jan-12																	
Establish Project Office		83.33%	5d	06-Sep-11 A	04-Jan-12																	
Set up Vehicles, Banking, Registrations & Associated Logistics		79.17%	5d	06-Sep-11 A	04-Jan-12																	
Implementation		7.21%	1686d	22-Aug-11 A	11-Aug-16																	
Performance Monitoring Reports (PMR)		0%	66d	10-Jan-12	15-Mar-12																	
PMR - Monthly Reports		0%	62d	14-Jan-12	15-Mar-12																	
PMR - Quarterly Reports & Briefings		0%	1d	10-Jan-12	10-Jan-12																	
Performance Monitoring Plan (PMP)		82.91%	20d	10-Sep-11 A	19-Jan-12																	
PMP - Solidify PMP Indicators, Measurement Methods & Data Sources		82.14%	20d	10-Sep-11 A	19-Jan-12																	
PMP - Quarterly Updates		0%	5d	31-Dec-11	04-Jan-12																	
PMP - Semi-annual Updates		0%	1d	01-Jan-12	01-Jan-12																	
Task Order Status Reports (Quarterly)		40%	3d	30-Dec-11 A	02-Jan-12																	
Program Coordination Meetings (as needed)		6.23%	1686d	06-Sep-11 A	11-Aug-16																	
General Program Management & Support		7.21%	1686d	22-Aug-11 A	11-Aug-16																	
Task 1- Road Inventory, Prioritization & Planning		52%	120d	20-Sep-11 A	28-Apr-12																	
Conduct RICA (Road Inventory and Condition Assessments)		52%	120d	20-Sep-11 A	28-Apr-12																	
Acquire georeferenced GIS photogrammetry from National Land Centre		41.18%	10d	20-Sep-11 A	09-Jan-12																	
Teams Set and RICAs Completed Across Districts		43.36%	81d	09-Nov-11 A	30-Mar-12																	
Field Findings Entered into GIS		43.36%	81d	09-Nov-11 A	30-Mar-12																	
Create RICA and GIS Training Manuals		38.89%	110d	01-Dec-11 A	28-Apr-12																	
Stakeholder Meetings at Districts to Develop Criteria for Prioritization		43.06%	82d	09-Nov-11 A	31-Mar-12																	
Schedule meetings with District, Sector and Community Leaders		43.06%	82d	09-Nov-11 A	31-Mar-12																	
Develop prioritization algorithm/model for road prioritization		66.13%	21d	22-Nov-11 A	30-Jan-12																	
Short-list the Prioritized Road Segments Based on Criteria, Present to the Districts		0%	65d	31-Jan-12	04-Apr-12																	
Apply prioritization algorithm to road segments		0%	65d	31-Jan-12	04-Apr-12																	
Review results with districts & stakeholders		0%	28d	10-Feb-12	08-Mar-12																	
Evaluate need for supplemental inputs to prioritization criteria		0%	7d	09-Mar-12	15-Mar-12																	
Finalize Design, Tender, Constructn and Mainten. Plan with the Selected Districts		0%	30d	16-Mar-12	14-Apr-12																	
Task 2 - Preparation of Technical Designs		23.66%	171d	19-Oct-11 A	18-Jun-12																	
Collaborative Creation of Design Standards		66.67%	20d	08-Nov-11 A	19-Jan-12																	
Meet w/ USAID & RTDA & RPPA to review dsgn stds optns & agree on stds for RFRIP		66.67%	20d	08-Nov-11 A	19-Jan-12																	
Basis of Design of Report (Design Work Plan – Phase I and Phase II)		0%	45d	16-Mar-12	29-Apr-12																	
Evaluate Sustainable Low-Impact Design Approaches		0%	45d	16-Mar-12	29-Apr-12																	
Programmatic EA (PEA) & EMMP		23.66%	171d	19-Oct-11 A	18-Jun-12																	
Prepare Final PEA Report		87.5%	1d	19-Oct-11 A	31-Dec-11																	
Prepare EMMPs for Inclusion In Design Packages		0%	162d	09-Jan-12	18-Jun-12																	
Task 3 - Procurement Support		21.54%	193d	08-Nov-11 A	10-Jul-12																	
District Training & General Support on Procure't Processes for Dsgn, Constructn, CM, and ...		39.85%	80d	08-Nov-11 A	19-Mar-12																	
Meet & Assess RPPA Capabilities for RFRIP Support		0%	80d	31-Dec-11	19-Mar-12																	
Assess Capacity of Districts to Design/Build/Supervise/Maintain Feeder Roads		21.57%	80d	08-Nov-11 A	19-Mar-12																	
Assess Capacity of Private Firms to Design/Build/Supervise/Maintain Feeder Roads		21.57%	80d	08-Nov-11 A	19-Mar-12																	
Support the Tender Package Preparation, Bidding Process, and Selection Under FARA		0%	146d	16-Feb-12	10-Jul-12																	

Start Date: 12-Aug-11
 Data Date: 31-Dec-11
 Finish Date: 10-Sep-16
 Print Date: 14-Jan-12

RFRIP-2011-12
 Sheet 1 of 2



USAID/Rwanda Rural Feeder Roads Improvement Program		Work Schedule for Next Quarter				Status as at 31-Dec-11																
Activity ID	Activity Name	% Complete	Remaining Duration	Planned Start	Planned Finish	2011		2012														
						November	December	January				February				March				April		
						19	26	02	09	16	23	30	06	13	20	27	05	12	19	26	02	
	Assess Districts' Capabilities & Needs (with RPPA)	0%	33d	16-Feb-12	19-Mar-12																	
	Support Development of District-Specific Fixed Amount Reimbursement Agreements (with RPPA)	0%	113d	20-Mar-12	10-Jul-12																	
	Incorporated FARA Performance Metrics into Design Packages (with RPPA)	0%	136d	20-Feb-12	04-Jul-12																	
	Task 4 - Construction Supervision	22.64%	270d	09-Sep-11 A	11-Nov-12																	
	Construction Guidance and Supervision Program with On-going Monitoring and Evaluation	22.64%	270d	09-Sep-11 A	11-Nov-12																	
	Meetings with District Engineering & Construction Staff	39.39%	20d	09-Sep-11 A	06-Mar-12																	
	Develop Construction Supervision Guidance Document	20.89%	250d	22-Sep-11 A	11-Nov-12																	
	Construction Supervision Advisory Program Document	0%	61d	07-Mar-12	06-May-12																	
	Training on Supervising Construction Supervision Contracts under FARA (for Districts)	0%	105d	07-Mar-12	19-Jun-12																	
	Develop FARA Contracting Training Materials & Manuals	0%	105d	07-Mar-12	19-Jun-12																	
	Task 5 - Capacity Building (District, GoR [RPPA, RTDA])	6.2%	1679d	11-Sep-11 A	04-Aug-16																	
	District Level GAP Analysis and Capacity Needs Assessment	48.05%	120d	11-Sep-11 A	28-Apr-12																	
	Assess District and private industry technical capacities	16.67%	100d	11-Sep-11 A	08-Apr-12																	
	Assess GoR and District institutional framework, policies and procedures	0%	120d	31-Dec-11	28-Apr-12																	
	Perform District Financial and Policy Framework GAP analyses	0%	120d	31-Dec-11	28-Apr-12																	
	Gender Assessment and Integration Plan (Semi-Annual Updates)	82.22%	16d	17-Oct-11 A	15-Jan-12																	
	Develop Gender Assessment and Integration Plan	82.22%	16d	17-Oct-11 A	15-Jan-12																	
	Training & Capacity Blding Progm Dsgn, Transfr to Regnl Training Partnrs & Dists (Semi-A...	0%	1659d	16-Jan-12	31-Jul-16																	
	Community Education & O&M Outreach Program: "Roads Work!"	0%	1436d	01-Mar-12	04-Feb-16																	
	Monitoring & Evaluation- Lessons Learned, Feedback to Districts for Future Programs	6.57%	1663d	21-Sep-11 A	04-Aug-16																	

Start Date: 12-Aug-11
 Data Date: 31-Dec-11
 Finish Date: 10-Sep-16
 Print Date: 14-Jan-12

RFRIIP-2011-12
 Sheet 2 of 2



Table 1: Line Items and Ceiling Price

Monthly Report

December-11

	Line Item	Budget					
		Program 5-Year Total	Year 1 Expenses (Estimated Billable Expenses)				
			Budgeted	Thru Previous Month	Current Period Dec-2011	Cumulative	Funds Remaining
1	Direct Labor Costs	\$1,571,241	\$340,903	\$105,678	\$29,034	\$134,712	\$206,191
2	Indirect Costs: Overhead (Est.)	\$413,675	\$98,777	\$28,533	\$7,839	\$36,372	\$62,405
	Fringe	\$649,048	\$139,344	\$42,979	\$11,808	\$54,787	\$84,557
	G&A	\$434,640	\$98,511	\$34,462	\$9,468	\$43,930	\$54,581
3	Other Direct Costs	\$1,796,516	\$592,055	\$37,292	\$4,342	\$41,634	\$550,421
4	Travel	\$125,443	\$54,869	\$0	\$8,367	\$8,367	\$46,502
5	Sub Contracts	\$4,312,046	\$1,691,171	\$0	\$30,807	\$30,807	\$1,660,364
6	FCCM	\$146	\$64	\$22	\$6	\$28	\$36
	Total Cost w/out Fee	\$9,302,755	\$3,015,694	\$248,966	\$101,671	\$350,637	\$2,665,057
8	Fee	\$633,225	\$204,293	\$17,179	\$7,015	\$24,194	\$183,889
	Total	\$9,935,980	\$3,219,987	\$266,145	\$108,687	\$374,831	\$2,848,946

Table 2: Line Items and Ceiling Price

Quarterly Report

October - December 2011

	Line Item	Budget					
		Program 5-Year Total	Year 1 Expenses (Estimated Billable Expenses)				
			Budgeted	Thru Previous Qtr	Current Qtr Oct - Dec 11	Cumulative	Funds Remaining
1	Direct Labor Costs	\$1,571,241	\$340,903	\$0	\$134,712	\$134,712	\$206,191
2	Indirect Costs: Overhead (Est.)	\$413,675	\$98,777	\$0	\$36,372	\$36,372	\$62,405
	Fringe	\$649,048	\$139,344	\$0	\$54,787	\$54,787	\$84,557
	G&A	\$434,640	\$98,511	\$0	\$43,930	\$43,930	\$54,581
3	Other Direct Costs	\$1,796,516	\$592,055	\$0	\$41,634	\$41,634	\$550,421
4	Travel	\$125,443	\$54,869	\$0	\$8,367	\$8,367	\$46,502
5	Sub Contracts	\$4,312,046	\$1,691,171	\$0	\$30,807	\$30,807	\$1,660,364
6	FCCM	\$146	\$64	\$0	\$28	\$28	\$36
	Total Cost w/out Fee	\$9,302,755	\$3,015,694	\$0	\$350,637	\$350,637	\$2,665,057
8	Fee	\$633,225	\$204,293	\$0	\$24,194	\$24,194	\$183,889
	Total	\$9,935,980	\$3,219,987	\$0	\$374,831	\$374,831	\$2,848,946

Annex A8

ROAD PRIORITIZATION - COMMUNITY MEETING ATTENDANCE

NO.	DISTRICT	SECTORS	PARTICIPANTS		TOTAL
			MEN	WOMEN	
1	NYAGATARE 14 Sectors	RWEMPASHA	4	0	4
		NYAGATARE	22	7	29
		TABAGWE	64	61	125
		KARANGAZI	66	11	77
		KIYOMBE	62	13	75
		MUKAMA	30	7	37
		RUKOMO	83	31	114
		MATIMBA	21	2	23
		MUSHERI	8	2	10
		KARAMA	77	16	93
		GATUNDA	40	8	48
		RWIMIYAGA	68	53	121
		KATABAGEMU	49	11	60
		MIMURI	31	37	68
2	GATSIBO 14 Sectors	KAGEYO	16	1	17
		GASANGE	18	4	22
		MUHURA	21	11	32
		REMERA	26	4	30
		KIZIGURO	20	6	26
		MURAMBI	25	4	29
		KIRAMURUZI	18	1	19
		RWIMBOGO	51	17	68
		KABARORE	45	18	63
		RUG ARAMA	48	7	55
		GITOKI	33	22	55
		GATSIBO	31	6	37
		NGARAMA	59	7	66
		NYAGIHANGA	47	9	56
3	KAYONZA 13 Sectors	NYAMIRAMA	24	6	30
		KABARONDO	4	2	6
		RURAMIRA	6	1	7
		MURAMA	33	13	46
		RWINKWAVU	7	1	8
		KABARE	8	0	8
		NDEGO	2	1	3
		MURAMIRA	0	1	1
		GAHINI	9	6	15
		MUKARANGE	4	4	8
		RUKARA	2	0	2

Annex A8

ROAD PRIORITIZATION - COMMUNITY MEETING ATTENDANCE

NO.	DISTRICT	SECTORS	PARTICIPANTS		TOTAL
			MEN	WOMEN	
		MWIRI	2	2	4
		MURUNDI	4	2	6
4	KAMONYI 4 Sectors completed	KAYENZI	70	37	107
		KARAMA	1	0	1
		MUGINA	5	7	12
		NYAMIYAGA	35	4	39
	Totals		1,299	463	1,762
			74%	26%	100%

Annex A9

Criteria Used in Community Rural Feeder Road Identification and Selection

The following are criteria set for road identification, as elaborated in the RFRIP TO Statement of Work:

- Potential staple food production (maize, beans, rice, etc...)
- Roads connected to potential milk collection (diaries, high quantity produced a day etc.)
- Roads that are serving higher populations and areas with higher agriculture production.
- Roads that have more motorized and non-motorized transportation systems.
- Unclassified roads connected to a well maintained district roads and roads network to neighboring countries
- Unclassified roads which are in very poor states and cannot provide safe transportation and accessibility for both passengers and agro production goods especially during the rainy season.
- Roads segments that are important link between villages, cells and sectors (administration offices), MINALOC's VUP program or the labor- intensive programs (PDL-HIMO)
- Roads which support the better services, access to markets and linkages to social services, including: schools, health centers, clinics, church, etc.
- Roads that link the villages to community centers, additional small rural towns, etc.



Nyagatare District Mayor discusses the program with RFRIP team before they start the RICA and community consultations

• 14th 12 2011 NYAHITAGA +
MUGINA

NO	FEEDER ROAD	CRITERIA	KMS	SCORES	RANKING
1.	RUGOBA G O BA - KIMAZI	1,2,3,4,5,6,7,8,9,10	15.25	10	1
2.	ARIKIDE - KAKABO (MBA) - KYAVABIRI - NYABUBAKA	1,2,3,4,5,6,7,8,9,10	13.4	10	2
3.	GASHUSA - KIGHE - UKAMBI N'OGHA - MBATI - MUGINA	1,2,3,4,5,6,7,8,9,10	13	9	3
4.	NYAMA RYA RIBONZI - TASHARUKA - ESEHE - MUYE - MASHANGU	1,2,3,4,5,6,7,8,9,10	8	10	7
5.	MUBIBUDU - MUGINA - KALUKU - KARUGA - CYEBU	1,2,3,4,5,6,7,8,9,10	15	9	2
6.	RUGOBA - KURUKU - NYABUBAKA (G.M. SEME)	1,2,3,4,5,6,7,8,9,10	7	9	4
7.	GASHUSA - ROPORWAY - RICE G.S. - MURUNTO (M.P. RWABIRAGU)	1,2,3,4,5,6,7,8,9,10	7	9	13
8.	RUGOBA - MASHANGU - BUSABUKA	1,2,3,4,5,6,7,8,9,10	5	7	14
9.	MUBIBUDU - GIGENZI - ERYENEKE - ESEHE	1,2,3,4,5,6,7,8,9,10	10	10	8
10.	MUGINA - MUYE - KIRUKU (KURUKU - TASHARUKA) - RUGOBA	1,2,3,4,5,6,7,8,9,10	8	9	9
11.	MUGINA - MUYE - KIRUKU (KURUKU - TASHARUKA) - RUGOBA	1,2,3,4,5,6,7,8,9,10	8	9	9
12.	MUGINA - MUYE - KIRUKU (KURUKU - TASHARUKA) - RUGOBA	1,2,3,4,5,6,7,8,9,10	4	8	6
13.	RUGOBA - MASHANGU - BUSABUKA	1,2,3,4,5,6,7,8,9,10	4	8	12
14.	MUGINA - MUYE - KIRUKU (KURUKU - TASHARUKA) - RUGOBA	1,2,3,4,5,6,7,8,9,10	25	10	1

Outcome of community discussions at close of the road ranking consultative session



USAID COTR participates in a community discussion. To his left is the Sector Executive Secretary and to his right is RFRIP DCOP



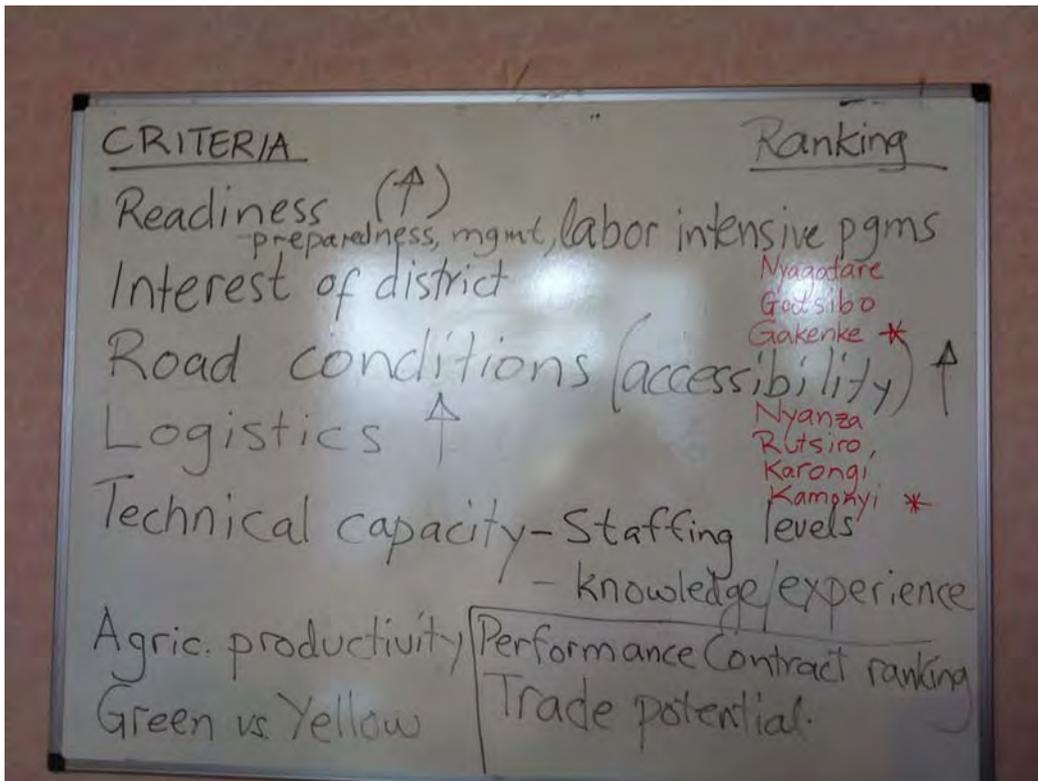
Community consultative session underway



Impassable road in Gatsibo following a rain storm



Safety of pedestrian traffic will be a key consideration on the program. The logs are extremely slippery when wet.



RFRIP ranking sheet used to determine order of sequencing of district visits. COTR attended workshop



Bridge washed away in Kamonyi district



Lady participates in discussions on road prioritization



Members of community march long distances to attend the RFRIP consultation workshops

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

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