

Rural Feeder Roads Improvement Program (RFRIP)

**Quarterly Report – Jul to Sep 2012
& Performance Monitoring Report - Oct 2012**



Submitted to



USAID
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RWANDA

October 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



Figure 1 - Field Visit by Oxfam America and USAID

Cover Photo

Oxfam America staff (first two on left) and RFRIP COR Vedaste Gatebuka (center) listen to a resident of Njume Village in Gatsibo district explain how Parsons involved local residents in their feeder road prioritization and selection process. The Oxfam staff were in Rwanda to prepare a report on foreign aid utilization for submission to congress (*Photo by Dr. Balina*).

RURAL FEEDER ROADS IMPROVEMENT PROGRAM

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

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

Quarterly Performance Monitoring Report

Jul 1 to Sep 30, 2012.

[Including the September 2012 Monthly Performance Monitoring Report]

October 15, 2012

DISCLAIMER

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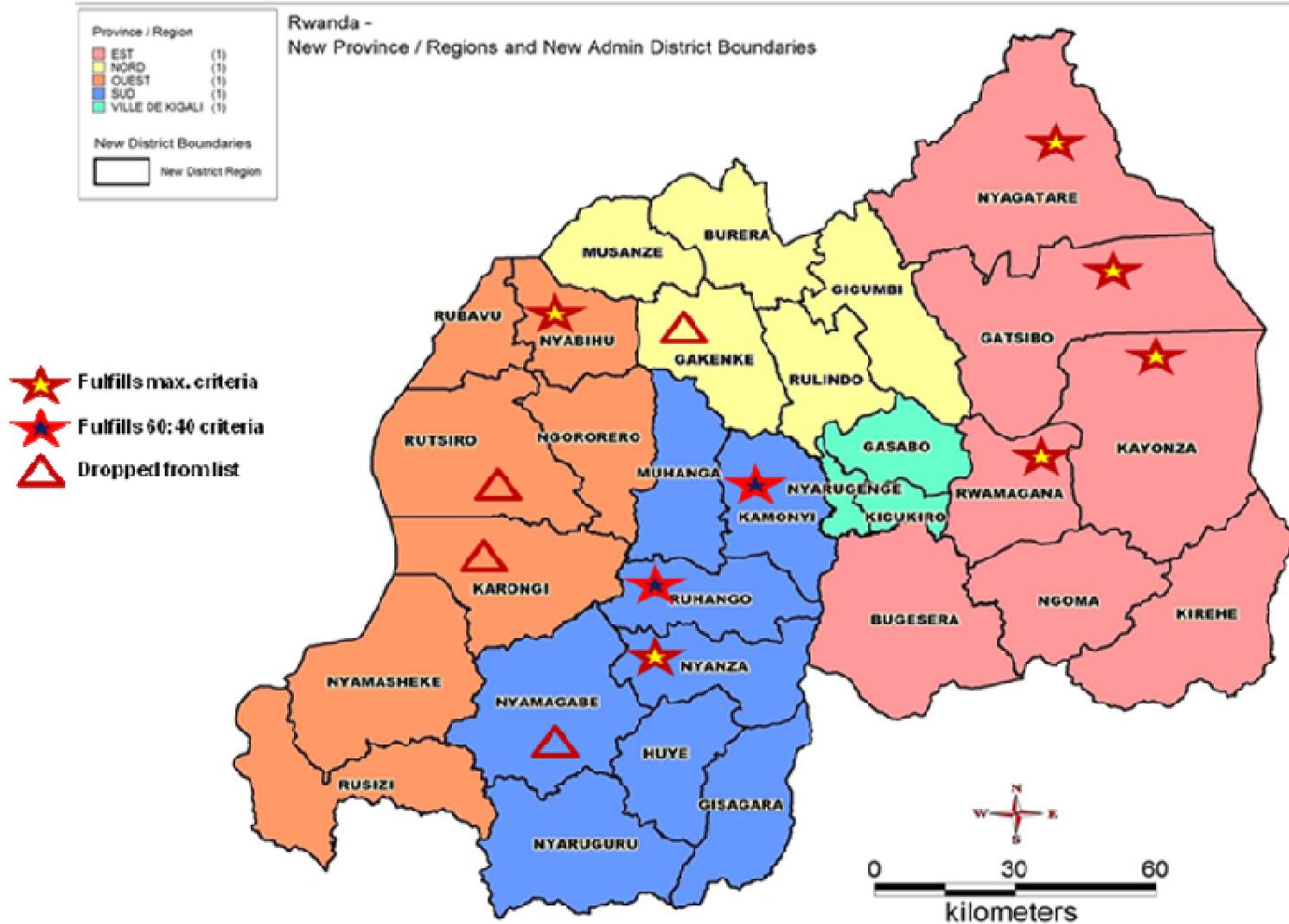
Acronyms

Acronym	Description
ARDR	Association Rwandese pour le Development Rural
BEO	Bureau Environmental Officer
CASE	Competitive Agricultural Systems and Enterprises
CDF	Common Development Fund
CGIS-NUR	Centre for Geographic Information Systems and Remote Sensing of the National University of Rwanda
CIP	Crop Intensification Program
COP	Chief of Party
COR	Contracting Officer's 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
FtF	Feed the Future
GIS	Geospatial Information Services
GoR	Government of Rwanda
HIMO	Haute Intensite de Main d'Oeuvre
IEE	Initial Environmental Examination
IESC	International Executive Services Corps
IFDC	International Fertilizer Development Center
IQC	Indefinite Quantity Contract
IRAP	Integrated Rural Accessibility Planning
LWH	Land Husbandry, Water Harvesting, and Hillside Irrigation Project
M&E	Monitoring & Evaluation
MDTF	Multi-Donor Trust Fund
MEO	Mission Environment Officer
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINICOM	Ministry of Trade and Industry
MININFRA	Ministry of Infrastructure
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/QC	Quality Assurance and Quality Control
RFRIP	Rural Feeder Roads Improvement Program
RICA	Roads Inventory and Condition Assessment
RTDA	Rwanda Transportation Development Agency
SOW	Scope of Work
STTA	Short Term Technical Assistance

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	Mr. Martin Fischer Regional Contracting Officer USAID/East Africa mfischer@usaid.gov
Contracting Officer's Representative (COR)	Mr. Vedaste Gatebuka USAID/Rwanda vgatebuka@usaid.gov
Contractor	Parsons Government Services, Inc. 100 West Walnut Street Pasadena, CA 91124
Chief-of-Party	Dr. Charles M. Balina Parsons Government Services, Inc. P. O. Box 6577 Kigali, Rwanda charles.balina@parsons.com
Year 1 Contract Amount	\$ 3,219,987
Year 2 Contract Amount	\$ 2,122,693
Total 5-Year Cost	\$ 9,935,980

Figure 2: RFRIP – Location of 8 Target Districts



Quarterly Program Performance Monitoring Report

July 1 – September 30, 2012

1. Introduction and Summary

This report covers work performed by Rwanda Rural Feeder Roads Improvement Program (RFRIP) during the quarter ending 30 September, 2012. The September component of this report also serves as the September 2012 monthly Program Performance Monitoring Report (PMR).

By the end of Year 1, all RFRIP procurement was complete save for delivery of the last of the IT equipment. The last of the three Program vehicles was also finally delivered after the long delays in the registration process.

The new USAID Mission Director, Mr. Peter Malnak, and his team visited the Program office on 10th August, 2012. The purpose of Mr. Malnak's visit was to get to know the Program, its progress to-date and its staff. Led by the COP Dr. Charles Balina, Program staff shared with the new Mission Director on the progress of the Program and challenges met so far. A power point presentation by the Program staff put the new Mission director in a better perspective as to how the Program stands now.

As Year 1 of the Program ended on August 11, 2012, the RFRIP Year 2 Work Plan has been drawn and is currently under review.

During this reporting period, Team Parsons worked on the following activities, among several others:

- Conducted discussions with the districts, RTDA, and USAID to finalize the engineering and district estimates for the pilot roads;
- Prepared FARA through agreement and discussions on funding mechanisms especially for advance payments;
- Developed FARA payment structure and milestones;
- Carried out discussions and preparations for end of Year 1 and beginning of Year 2;
- Interviewed and discussed with districts and local contractors in preparation for construction and supervision;
- Finalized technical gap analysis of the districts' engineering offices;

- Worked with RTDA to provide a Memorandum of Understanding under which Gatsibo and Ruhango districts will have the authority to rehabilitate and maintain the non-feeder road components of their pilot roads (Gatsibo district: Ndatemwa-Muhura-Muko-Gasange-Kiramuruzi Road; and Ruhango district: Ruhango- Kinazi-Rutabo-Mukunguri Road);
- Organized a one-day seminar on “ Rural Feeder Roads Technical Design” for engineers from the eight districts
- Had extensive consultations and reviews on determining up-to-date Rwanda feeder road rehabilitation costs;
- Finalized the first draft of Construction Guidance, Supervision and QA/QC Manual;
- Worked with USAID to review and minimize the disparities between RFRIP engineering estimates and the Gatsibo Engineer’s cost estimate.
- As part of Capacity building, held internal Training-of-Trainers sessions for its engineers and sub-consultants on using Arc-GIS tools in road selection and inventorying. The engineers will lead the district training sessions.

There were a number of deliverables submitted and/or approved as indicated in Section 2 of this report.

2. Work Performed During This Quarter

2.1. Project Management

Staffing:

- Approval was granted to hire Ms. Hadiatou Barry as the RFRIP Contract Administration Assistant. She replaces Ms Virginia Shippers who is leaving Carana.
- During the month of August 2012, the Deputy Chief of Party (DCOP) and the Gender Specialist were on vacation.

General

- The new Mission Director, Mr. Peter Malnak, was presented at the USAID partners meeting attended by the RFRIP COP. He replaces Mr. Dennis Weller who is moving to Ethiopia.
- Mr. Martin Fischer formally assumed RFRIP Contracting Officer's role. He will be based in Kampala.
- The Chief of Party participated in a joint lunch and discussion with Mr. Larry Garber, Deputy Assistant Administrator of the USAID Bureau for Policy, Planning and Learning. The event was hosted by USAID Mission Director Peter Malnak.
- Parsons held discussions with a visiting team from Oxfam America, which was in Rwanda to perform research on the AID reforms launched by the Obama Administration's President's Global Development Policy, USAID Forward and QDDR. In the company of the USAID COR, Parsons took the same team for a field visit to Gatsibo district. The team got feedback from the mayor and other district officials on how the RFRIP is being implemented in their district. The members also discussed the road selection process with the local community at Njume in Gatsibo district.
- The Chief of Party participated in a video conference at the US Embassy to discuss and make preparations for a forthcoming impact evaluation of the RFRIP (in conjunction with other development partners' feeder roads programs).
- RFRIP started preparatory work for the Year 2 work plan and budget.
- A one day internal seminar was successfully conducted on contract regulations which was relevant to our contract to understand what we can do and can't do.
- The M&E Specialist participated in a 4-day seminar on "SPSS for Windows" organized by MEMS in Musanze district for USAID Program Implementing Partners.

Office Vehicles

The last of the Program's vehicles was at last delivered by the supplier during August after RTDA completed working on their paperwork and approval received from MININFRA.

Deliverables (Submittals, Reviews & Approvals)

The following deliverables were submitted for review and/or approval:

- Parsons submitted the Technical Design Guidelines to MINAGRI for presentation to the Rural Feeder Roads Sub Sector Working Group for review and validation.
- Revised draft FARA agreement and payment schedules
- Revised roads priority list, which included feeder roads only
- Revised/adjusted cost estimates for Gatsibo and Ruhango districts
- Updated Programmatic Environmental Assessment (PEA) report
- Comments on RTDA – Districts Memorandum of Understanding.

US and Head Office Support

Mr. Dave Fulton, Parsons Vice President and the program's Principal-in-Charge visited RFRIP from July 18 - 24. He and the Chief-of-Party, Dr Charles Balina made a courtesy call on the new Mission Director and later had meetings with Mr. David Cohen and Vedaste Gatebuka of the USAID Mission's Economic Growth office.

Procurement

The GPS units and ESRI software were delivered. More items were expected to be delivered over the course of a few weeks after September 2012.

2.2. Task 1: Road Inventory, Prioritization and Planning

Road prioritization

In order to ensure full compliance with the program scope by focusing on feeder roads,

Parsons started a review of the inventoried roads to identify each road segment's specific classification. Based on the review, of the total amount of inventoried roads, 15% was

National Roads, 15% was District Roads and 70 % was Feeder Roads.

The purpose of classifying the inventoried roads was to separate Feeder Roads from either District Class 1 or National Roads.

Road Inventory & Condition Analysis (RICA)

The draft RICA report was submitted in the last reporting period and RFRIP is awaiting feedback on the report from USAID.

During July, the Program proceeded to identify those feeder roads which can be connected to reasonably maintained, passable National and District roads based on RICA condition rating.

In support of the on-going review of the list of selected roads, Parsons' engineers reviewed passability levels of the non-feeder roads and worked on adding traffic volumes to the inventoried Feeder Roads. The result was a record of all those feeder roads that can be connected to reasonably maintained (i.e. passable) National and District roads.

2.3. Task 2: Preparation of Technical Designs

- **Cost estimates for pilot districts**

In order to create a clearer understanding of the design process, on July 11 Parsons organized a workshop with the two pilot districts of Ruhango and Gatsibo, the RTDA and USAID at which the groups went through developing construction cost estimates from first principles. As a result of these discussions, the teams achieved reductions of approximately 50% of the original construction cost estimates.

Parson's local engineering consultants, GE+SS and SOGIS, continued to work on estimating inputs and collecting unit prices for analyzing cost estimate from first principles to compare estimates from the District Engineer. Parsons also coached local consultancy staff on design and cost estimation.

In anticipation of RTDA request to not line the drainage channels, Parsons worked on the cost effectiveness of replacing lined masonry drains with stone pitched V drains and/or using scour checks. Work also continued on development of training materials for contractors and consultant to train the trainers for construction methods and consultancy supervision on labor and equipment based construction and maintenance.

The SRBE worked on developing Technical Design Training Material for a one-day District Engineer seminar on Rural Feeder Roads Technical Designs which was conducted on August 29th, 2012.

Parson's local engineering consultants, GE+SS and SOGIS, worked on estimating inputs and collecting unit prices for cost estimate analysis. The consultants also worked on:

- Estimating labor based method from first principles.
- Training modules for contractors and consultant to train the trainer for construction methods and consultancy supervision on labor and equipment based construction and maintenance.

- Gap Assessment Questionnaires for Road Construction Contractors, Construction Supervision Firms and Construction Equipment Rental Companies.
- Training-of-Trainers training on DCP (Dynamic Cone Penetrometer) testing.
- Cost effectiveness of replacing lined masonry drains with stone pitched V drains.
- Training-of-Trainers site training on setting out using some surveying equipments such as the Dump level, the Total station and The Trimble GeoXH 6000 Series and comparing their accuracies.

For technical and financial gap assessment, GE+SS and SOGIS with DCOP and SCM meet GM Contractor (a roads construction company) on Thursday 27th Sept, 2012. On Friday, 28th Sept, 2012, the DCOP with GE+SS and SOGIS consultants met Atlantis Consult, a Construction Supervision firm on the purpose.

PEA Report and EMMP's.

Parsons submitted the updated PEA report, which incorporated response to all comments received to-date.

In line with one of the objectives of the RFRIP of building the technical capacity of Districts staff, the Environmental Specialist worked on the draft training modules on Environmental Requirements in Rural Feeder Roads Rehabilitation Projects using the RFRIP Technical Gap Assessment and Capacity Building Plan. The modules that were proposed in the RFRIP Technical Gap Assessment and Capacity Building Plan were changed from the 4 earlier drafted modules (Environmental Regulatory Agency/Rwanda Environment Rules and Regulations;

Environmental Impact Assessment in Rural Feeder Roads; Technical Design and Environmental Integration; Environmental Mitigation and Monitoring Plan (EMMP) to the following modules:

1. Environmental Impact Assessment (EIA) Regulations in Rwanda
2. Policy, Legal and Institutional Framework for Roads Development Project in Rwanda
3. Technical Design and Environmental Integration
4. Environmental Mitigation and Monitoring Plan (EMMP)

Review of engineering designs and PEA by AID/W:

Parsons provided formal response to the comments from Dr. Jacob Greenstein, USAID Senior Infrastructure Engineer on the technical design and PEA.

Environmental Management and Mitigation Plans, EMMPs:

A meeting was held between the Environmental Specialist and the Director of Environmental Regulation and Pollution Control of REMA in order to have some clarifications on certain national environmental policies and regulations, to be observed during finalization of the EMMPs.

The RFRIP received new comments on the Programmatic Environmental Assessment (PEA) Report from USAID. The Senior Environmentalist and the Environmental Specialist worked on the comments and prepared a synopsis showing how those comments were addressed. The two documents were sent to the COP for review, and later submitted to USAID.

Low-Volume Unpaved Road Design Manual Preparation

The document has been reviewed by the World Bank, EU, Embassy of Netherlands/Helpage, and their comments will be integrated into the final version of the draft Guidelines.

Since this document was shared with Rural Feeder Roads Sector Working group for review, comments were only received from the European Union and the World Bank. The final draft was submitted to the RFR Sector Working Group for presentation and discussion at their next meeting.

2.4. Task 3: Procurement Support

Fixed Amount Reimbursement Agreements (FARA's)

The USAID revealed that following consultations with GOR, the FARAs would be signed with MINECOFIN instead of the districts.

RFRIP submitted the following proposed payment schedule options to USAID for review and comment:

- i. Payment based on completed road sections of up to 10 km each.
- ii. Payment based on pre-determined schedule of work for a firm fixed price contract
- iii. Payment based on bills of quantities

USAID indicated that they preferred Option (i), and is to negotiate with GOR regarding the final payment schedule.

The program received comments from the Regional Legal Advisor (RLA) on the draft FARA document.

The program is waiting for the conclusion of discussions between USAID & GOR/MINECOFIN so as to get clear direction of moving on to road validation with the districts..

- **Procurement Gap Analysis/Fiduciary Risk Assessment**

No action on this item.

2.5. Task 4: Construction Supervision & Maintenance

- **Technical Capacity Gap Analysis**

Parsons submitted a report on findings on the technical capacity of districts to implement construction and supervision of the feeder roads. There was additional work as Parsons continued to work on questionnaires for survey of local contractors and consultants.

GE+SS & SOGIS worked on training modules for contractors and consultants to train the trainers for construction methods and consultancy supervision of labor and equipment based construction and maintenance.

During this reporting period, other activities conducted under Task 4 are listed as following:

- Addressed USAID's comments on Technical Gap assessment and Capacity Building Plan Document.
- Developed Annex III: Roles and Responsibilities of stakeholders in RFRIP road segments rehabilitation works, to be added to FARA document which will be agreed upon and be signed between USAID and MINECOFIN.
- Integrated comments received in Annex II of the FARA.
- Worked on development of Arc-GIS Training Modules.
- Reviewed and updated RFRIP map by adding Major cities. The revised map – using Arc-GIS, at 1:300 000 scale – was shared with USAID.
- Prepared for and participated in discussions with USAID to discuss road rehabilitation costs.
- Made a follow up on survey Questionnaire sent to Construction Contractors, Construction Equipment Rental Companies and Supervision Firms.
- Developed Construction Guidance, Supervision and QA/QC Manual Draft version, completed and submitted for internal review.
- Updated the ranking of Feeder Roads that can be connected to reasonably maintained or passable National and District roads based on RICA Condition.
- Worked on Rural Feeder Road Maintenance Manual: Reference and bibliography review and preparation of PowerPoint Presentation to Parsons Team.

Construction preparation

Parsons contacted RTDA regarding funding mechanisms for construction and maintenance of the non-feeder road sections of the selected roads. RTDA is to confirm whether they can assign districts authority to oversee the construction through a Memorandum of Understanding.

RTDA promised to sign the MOU with districts to this effect. Parsons is following up on this.

During this reporting period, the activities conducted under Task 4 by Senior Construction Manager and cross-cutting support to other tasks and members of the team, are:

- Reviewed and addressed USAID's comments on Technical Gap assessment and Capacity Building Plan Document. The revised document was submitted to COP for final comments.
- Construction Guidance, Supervision and QA/QC Manual Draft version completed and submitted to COP for review.
- Updated the ranking of Feeder Roads that can be connected to reasonably maintained or passable National and District roads based on RICA Conditions.
- Training-of-Trainers coaching and capacity building of Engineers from sub-consultants GE+SS & SOGIS rural feeder road segments prioritization using ArcGIS tools.
- Review RFRIP road segments' prioritization on rural feeder roads segments only (without National Roads or District Roads).
- Met with USAID in order to discuss the Rural Feeder Roads Prioritization Review. It appeared that the Prioritization Model should take into account the market location even though it was considered in the Community score for the road segments selection.
- Participated in RFRIP's evaluation meeting (Parsons, Kigali Office) with World Bank and USAID.
- Organized a meeting between Parsons Team and USAID to discuss the Engineer's cost estimate based on first principle for pilot roads in Gatsibo compared to District cost estimate.

- Incorporated comments and finalized the guidance documents developed by each Task Leader prior to Training sessions. Prepared overall Training Schedule.
- Prepared for a meeting with USAID on RFRIP implementation for the available budget of 30 million USD that includes rehabilitation and maintenance. Made cost estimates for District's additional staff and logistics support as recommended in the Technical Gap Assessment and Capacity Building Report.
- Participated in a meeting between Parsons Team and USAID to discuss the rural feeder roads rehabilitation, maintenance and Capacity Building Gap at the District. The meeting discussed the need to allocate funds for road maintenance, and the program will review their strategy to cover this.
- Reviewed worksheets of RFRIP rural feeder roads prioritization (phase 1 and phase 2) and mapping update. The Prioritization Model took in account, by sector, 3 ranking classes: (high, medium, and low) of the portion of production (maize, beans, and milk) to market and market locations. The target for the feeder roads by District (phase 1 and phase 2) is about 50 km, in order to ensure that the rehabilitated roads are maintained at least during the RFRIP lifetime, - RFRIP implementation for the available budget of 30 million USD that includes rehabilitation and maintenance and support to the District.
- Coached Local Engineers from sub-consultants' trainers: GE+SS & SOGIS on topographic survey using Level, Total Station and use of Trimble GeoXH handheld GPS.
- Reviewed Gap Assessment Survey Questionnaires for Roads Construction Contractors, Construction Equipment Rental Companies and Supervision. The files are under internal review.
- Worked on RFRIP Maintenance (asset management, organization, implementation and funding strategy).
- Reviewed Jacob Greenstein (AID/W)'s comments addressed to USAID related to the Technical Engineering Design for pilot roads in Gatsibo and Ruhango Districts.
- Followed up a survey Questionnaire sent to Construction Contractors, Construction Equipment Rental Companies and Supervision Firms with DCOP.
- Participated in a meeting with COP and Mr. Greg Sullivan from the USAID Funded Rwanda Dairy Project on Friday 28, 2012 to discuss the road development under the USAID Funded Dairy Support Project.
- Participated in a Technical and financial Gap Assessment Meeting with GM Contractor (a roads construction company) on Thursday 27th Sept, 2012.

2.6. Task 5: Capacity Building

- **Gap Analysis**

Having all reports on Gap analysis finalized (Public Financial Management Risk Assessment Reports, District Procurement Needs Assessment Reports, Technical Gap Assessment and Capacity Building Plan, the Program has started planning for the training of different people from the districts who will be involved with different activities of the Program.

In response to the financial and technical gap analyses carried out in Year 1, RFRIP started training district engineers in the technical design of feeder roads. At the district level, these engineers will be the most critical segment of cadres to the implementation and success of RFRIP.

Hence, the USAID - RFRIP Technical Design Training for district engineers took place on Wednesday August 29th. The Training covered major topics and engineering concepts in engineering design, costing computation and Development of Bill of Quantities, including Key Principles for Designing Low Volumes Rural Roads (LVUR).

The DCOP coordinated and outreached for this training on Technical Design.

- **Gender Assessment and Integration Plan:**

The Gender Specialist finalized the program's trainings modules on gender mainstreaming. Started work on elaboration of trainings modules on women in rural roads construction, rehabilitation and Maintenance.

The Gender Specialist also finalized the elaboration of trainings modules on women in rural roads construction, rehabilitation and maintenance during this reporting period.

Below are the five topics that have been developed by the Gender Specialist. Three of the five topics shall be elaborated and taught by an external resource person:

- Women in rural roads construction, rehabilitation and maintenance and Gender Mainstreaming.
- Agriculture & Income generation management.
- Family Planning (external resource person).

- HIV/AIDS awareness (external resource person).
- Nutrition (external resource person).

Monitoring & Evaluation – Lessons Learned, Feedback to Districts & Future Programs

The Program met with USAID and a World Bank team preparing for an impact evaluation of rural feeder road programs.

The program's performance has continued to be measured by regular and periodic reports, which in essence, indicates the monitoring and evaluation of the Program's activities.

3. Problems and Action Items

3.1. Project Management

RFRIP is reviewing its Year 2 budget prior to submission to USAID. The budget is to go hand-in-hand with the work plan, already under review by USAID.

Procurement:

No action items.

3.2. Task 1: Road Inventory, Prioritization and Planning

Road selection

Moving to the next stage of the road selection exercise – validation with the districts – will require reaching agreement on how to handle two road types:

- Those roads that were selected in the prioritization process but include non-feeder road segments (either district class 1 or national roads)
- Those roads which are feeder roads but connect to district or national roads that were considered inaccessible in the RICA. The current recommendation is that these be excluded from the program.

RTDA is yet to sign memorandum of understanding with the two districts authorizing them to carry out the periodic maintenance of the sections of the two roads which are not feeder (district class 2) roads.

3.3. Task 2: Preparation of Technical Designs

- The program needs a decision on road phasing in order to start work on validation of the roads and design.
- As program moves from design to construction, there is need to work with USAID and Districts regarding cost estimating, pricing, confidentiality of tender packages and BoQ etc., to avoid non-compliance with Rwanda's and USAID procurement regulations.

3.4. Task 3: Procurement Support

Fixed Amount Reimbursement Agreements (FARA's)

This is still under discussion between USAID and MINECOFIN. It's a critical item upon which future progress depends.

3.5. Task 4: Construction Supervision

Parsons will be coming up with proposals on how to fund and handle maintenance of the roads rehabilitated under RFRIP. Once construction begins, the Program will work with District Engineer, environmentalist, contractors and the community on environmental issues such as best ways to avoid drainage water damaging the surrounding environment. This also involves avoidance of damage to property found close to road caused by vibrations by rollers and other heavy road construction equipment.

The Program will work with USAID and Districts regarding Gender integration and community based road construction and maintenance management.

The issue of Maintenance funding can to be resolved by Public Private Partnership (PPP) long term performance based contracts and private sector cooperate social responsibility (CSR) sponsorship similar to adopt a rural feeder road.

3.6. 3.6. Task 5: Capacity Building

Parsons capacity building plans are dependent on technical people being available at the district level to oversee and guide the process. None of the target districts can guarantee full availability of their engineers to work on RFRIP due to competing obligations at the district. Parsons is working with the districts to identify how this may best be resolved. One initial option may be to provide and fund an engineer's position at the district level, similar to what another program (RLDSF) is doing. There will be further discussions with USAID also on this challenge.

Up to now none of the target districts can guarantee full availability of their engineers to work on RFRIP due to competing obligations at the district.

4. Projected Work Schedule for Next Quarter

4.1. Project Management

- **Program Administration – End of Year 1**

The Year 2 Work Plan and Budget will be completed.

- **Procurement**

All major procurements are completed, next quarter will witness installation and commissioning of server and IT equipment.

- **Deliverables, Reviews & Approvals**

The following deliverables will be submitted to USAID for review and/or approval:

- Monthly progress reports as required
- Final FARA template (after incorporating all comments from USAID)
- Construction and Maintenance strategy documents
- Updated road prioritization and phasing list – incorporating maintenance strategy approach

4.2. Task 1: Road Inventory, Prioritization and Planning

The Program will revise the road selection list based on classification to ensure compliance with the scope of work and project objectives.

The Program and USAID will review the revised road selection list and, upon reaching agreement, submit to the districts for validation and subsequently start work on the technical designs.

4.3. Task 2: Preparation of Technical Designs

Preparation of technical designs for the Phase 1 roads in the remaining districts will stay on hold until agreement is reached on final list of selected roads. However, from October 1, local engineers from sub-contractors, GE+SS and SOGIS will:

- Continue to work on training modules for contractors and consultant to train the trainer for construction methods and consultancy supervision on labor and equipment based construction and maintenance.
- Attend T-O-T training for material testing using simple equipment for construction materials testing.

GE+SS and SOGIS with DCOP will continue to meet Roads Construction Contractors, Construction Supervision Firms and Construction Equipment Rental Companies for technical and financial gap Assessment.

In the coming quarter, the Program will:

- Continue to coach local consultancy staff in preparation for their role as designers and trainers on design and cost estimation
- Perform a roads validation and start on next set of designs for District feeder roads.
- Develop and implement in-depth training on requested technical design methods.
- Facilitate resolving maintenance funding issues via Public Private Partnership (PPP) long term performance based contracts and private sector cooperate social responsibility (CSR) sponsorship similar to adopt a rural feeder road.

4.4. Task 3: Procurement Support

Finalize the first FARA document for signature by USAID and GOR, and swork with districts in advertizing for construction bids.

4.5. Task 4: Construction Supervision and Maintenance

With the clarifications from USAID on the role of community based cooperatives in the program, the RFRIP Maintenance Manual and Construction Supervision Guidance Document will be finalized.

As the program further awaits commencement of the physical construction, work will continue on preparing training materials for both construction and maintenance.

Training of Trainers program will continue.

4.6. Task 5: Capacity Building

- **Gap Analysis:**

Parsons will continue to develop training modules and plan for required resources by the districts. This includes modules to be developed from the Gender Assessment and Integration Plan and the EMMPs.

- **Gender Assessment and Integration Plan:**

Starting in October 2012, a gender baseline along with the socio-economic baseline will be determined. The Gender Specialist will also develop modules for training women leaders and members of cooperatives who will be involved with rural feeder roads rehabilitation.

5. Budget and Financial Comments

The Program's current financial status is indicated in the attached financial report (see Table in Appendix). By end of September 2012, a cumulative total of \$ 2,520,565 was expended (based on best available figures) out of the Year 1 budget of \$ 3,555,688. This represents 71% of the Year 1 budget. There is an unexpended balance of \$ 1,035,123.

No Year 2 funds have been expended yet.

6. ANNEXES

A1 – Five Year Overall Planned Schedule

USAID/Rwanda Rural Feeder Roads Improvement Program		5-Year Overall Schedule				Status as at 01-Oct-12																	
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		23.33%	1505d	01-Jul-11 A	13-Nov-16																		
Project Management		24.51%	1411d	01-Jul-11 A	11-Aug-16																		
Pre-Award/Pre-Mobilization		100%	0d	01-Jul-11 A	04-Jun-12 A																		
	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	100%	0d	06-Sep-11 A	04-Jun-12 A																		
Mobilization		100%	0d	12-Aug-11 A	31-Jul-12 A																		
	Mobilization to Kigali (Key & Core Staff)	100%	0d	12-Aug-11 A	05-Sep-11 A																		
	Establish Project Office	100%	0d	06-Sep-11 A	04-Jan-12 A																		
	Set up Vehicles, Banking, Registrations & Associated Logistics	100%	0d	06-Sep-11 A	31-Jul-12 A																		
Implementation		22.34%	1411d	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	28.03%	1004d	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)	21.55%	1398d	26-Sep-11 A	11-Aug-16																		
	Performance Monitoring Plan (PMP)	16.92%	1345d	13-Jan-12 A	06-Jun-16																		
	Task Order Status Reports (Quarterly)	29.68%	462d	01-Apr-12 A	18-Jan-14																		
	Program Coordination Meetings (as needed)	21.52%	1411d	06-Sep-11 A	11-Aug-16																		
	General Program Management & Support	22.34%	1411d	22-Aug-11 A	11-Aug-16																		
Task 1- Road Inventory, Prioritization & Planning		78.42%	104d	19-Sep-11 A	12-Jan-13																		
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)		77.44%	104d	20-Sep-11 A	12-Jan-13																		
	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	100%	0d	20-Sep-11 A	09-Jan-12 A																		
	Teams Set and RICAs Completed Across Districts	100%	0d	09-Nov-11 A	30-Mar-12 A																		
	Field Findings Entered into GIS	100%	0d	09-Nov-11 A	30-Mar-12 A																		
	Create RICA and GIS Training Manuals	82.78%	31d	01-Dec-11 A	31-Oct-12																		
	Deliver training to Districts	0%	28d	16-Dec-12	12-Jan-13																		
Stakeholder Meetings at Districts to Develop Criteria for Prioritization		100%	0d	09-Nov-11 A	30-Apr-12 A																		
	Schedule meetings with District, Sector and Community Leaders	100%	0d	09-Nov-11 A	31-Mar-12 A																		
	Develop prioritization algorithm/model for road prioritization	100%	0d	22-Nov-11 A	30-Apr-12 A																		
Short-list the Prioritized Road Segments Based on Criteria, Present to the Distr...		87.91%	33d	01-Feb-12 A	03-Dec-12																		
	Apply prioritization algorithm to road segments	100%	0d	01-Feb-12 A	15-May-12 A																		
	Review results with districts & stakeholders	0%	28d	01-Nov-12	28-Nov-12																		

Start Date: 12-Aug-11
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USAID/Rwanda Rural Feeder Roads Improvement Program		5-Year Overall Schedule				Status as at 01-Oct-12																							
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	Q4	Q1	Q2	Q3	Q4	
Task 4 - Construction Supervision		18.78%	1505d	09-Sep-11 A	13-Nov-16																								
Construction Guidance and Supervision Program with On-going Monitoring an...		19.91%	1400d	09-Sep-11 A	31-Jul-16																								
Meetings with District Engineering & Construction Staff		0%	304d	09-Sep-11 A	31-Jul-13																								
Develop Construction Supervision Guidance Document		100%	0d	30-Nov-11 A	30-Jul-13 A																								
Construction Supervision Advisory Program Document		0%	61d	01-Aug-13	30-Sep-13																								
Construction Monitoring & Evaluation		0%	1033d	01-Oct-13	29-Jul-16																								
Quarterly Meetings with Construction Supervision Firms		0%	1035d	01-Oct-13	31-Jul-16																								
Training on Supervising Construction Supervision Contracts under FARA (for ...		0%	1338d	04-Jun-12 A	13-Nov-16																								
Develop FARA Contracting Training Materials & Manuals		30%	63d	04-Jun-12 A	02-Oct-13																								
Deliver Training to Districts, Private Consultants		0%	0d	03-Oct-13	03-Oct-13																								
Deliver Workforce training to Construction Supervision Firms Over Course of RFRIP		0%	1338d	17-Mar-13	13-Nov-16																								
Training on Program Management/CS, Safety and Quality Control (for CS Contr...		0%	133d	17-Mar-13	27-Jul-13																								
Review Existing Parsons Training Materials With Local Training Partners		0%	57d	17-Mar-13	12-May-13																								
Deliver Classroom and Field Training		0%	76d	13-May-13	27-Jul-13																								
Task 5 - Capacity Building (District, GoR [RPPA, RTDA])		21.56%	1404d	11-Sep-11 A	04-Aug-16																								
District Level GAP Analysis and Capacity Needs Assessment		94.4%	41d	11-Sep-11 A	11-Sep-13																								
Assess District and private industry technical capacities		100%	0d	11-Sep-11 A	30-Jul-12 A																								
Assess GoR and District institutional framework, policies and procedures		100%	0d	19-Jan-12 A	30-Jul-12 A																								
Perform District Financial and Policy Framework GAP analyses		100%	0d	31-Jan-12 A	01-Apr-12 A																								
Host events in each District to announce Capacity Building Plans		0%	41d	02-Aug-13	11-Sep-13																								
Gender Assessment and Integration Plan (Semi-Annual Updates)		24.59%	1282d	17-Oct-11 A	11-Jun-16																								
Develop Gender Assessment and Integration Plan		100%	0d	17-Oct-11 A	08-Jun-12 A																								
Review/Monitor Gender Integration Plan, w/Semi-Annual Updates		0%	1282d	08-Dec-12	11-Jun-16																								
Training & Capacity Blding Progm Dsgn, Transfr to Regnl Training Partnrs & Di...		13.15%	1400d	21-Feb-12 A	31-Jul-16																								
Community Education & O&M Outreach Program: "ROAD TO WEALTH!"		0%	1222d	01-Oct-12	04-Feb-16																								
Monitoring & Evaluation- Lessons Learned, Feedback to Districts for Future Pr...		21.12%	1404d	21-Sep-11 A	04-Aug-16																								
Project Completion & Close-Out		0%	120d	14-May-16	10-Sep-16																								
Project Completion		0%	0d	11-Aug-16	11-Aug-16																								
Project Close Out		0%	120d	14-May-16	10-Sep-16																								
Draft Final Project Report		0%	0d	14-May-16	14-May-16																								
Final Project Report		0%	0d	10-Sep-16	10-Sep-16																								

Start Date: 12-Aug-11
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Finish Date: 13-Nov-16
Print Date: 14-Oct-12



A2 -Look Ahead Work Schedule for Next Quarter (Oct - Dec 2012)

Activity ID	Activity Name	% Complete	Remaining Duration	Planned Start	Planned Finish	2012												2013			
						September		October				November				December				January	
						17	24	01	08	15	22	29	05	12	19	26	03	10	17	24	31
USAID/Rwanda Rural Feeder Roads Improvement Program		22.34%	1411d	22-Aug-11 A	11-Aug-16																
Project Management		22.34%	1411d	22-Aug-11 A	11-Aug-16																
Implementation		22.34%	1411d	22-Aug-11 A	11-Aug-16																
Work Plans		50%	31d	15-Jun-12 A	31-Oct-12																
Update Year 2 Work Plan		50%	31d	15-Jun-12 A	31-Oct-12																
Performance Monitoring Reports (PMR)		0%	62d	13-Oct-12	14-Dec-12																
PMR - Monthly Reports		0%	62d	13-Oct-12	14-Dec-12																
PMR - Quarterly Reports & Briefings		0%	1d	14-Oct-12	14-Oct-12																
Performance Monitoring Plan (PMP)		34.06%	91d	15-Aug-12 A	30-Dec-12																
PMP - Quarterly Updates		34.06%	91d	15-Aug-12 A	30-Dec-12																
Task Order Status Reports (Quarterly)		0%	33d	13-Oct-12	14-Nov-12																
Program Coordination Meetings (as needed)		21.52%	1411d	06-Sep-11 A	11-Aug-16																
General Program Management & Support		22.34%	1411d	22-Aug-11 A	11-Aug-16																
Task 1- Road Inventory, Prioritization & Planning		73.4%	104d	01-Dec-11 A	12-Jan-13																
Conduct RICA (Road Inventory and Condition Assessments)		73.4%	104d	01-Dec-11 A	12-Jan-13																
Create RICA and GIS Training Manuals		82.78%	31d	01-Dec-11 A	31-Oct-12																
Deliver training to Districts		0%	28d	16-Dec-12	12-Jan-13																
Short-list the Prioritized Road Segments Based on Criteria, Present to the Districts		50%	33d	24-Sep-12 A	03-Dec-12																
Review results with districts & stakeholders		0%	28d	01-Nov-12	28-Nov-12																
Evaluate need for supplemental inputs to prioritization criteria		60%	10d	24-Sep-12 A	03-Dec-12																
Task 2 - Preparation of Technical Designs		10.42%	258d	01-Sep-12 A	15-Jun-13																
Programmatic EA (PEA) & EMMP		0%	258d	01-Oct-12	15-Jun-13																
Prepare EMMPs for Inclusion In Design Packages - Phase 1		0%	258d	01-Oct-12	15-Jun-13																
Preparation of Design Packages (I & II)		17.75%	139d	01-Sep-12 A	16-Feb-13																
Pilot Districts - Phase I		39.47%	46d	01-Sep-12 A	15-Nov-12																
Prepare Scope of Work & Cost Estimates for Construction Supervision Activities		0%	15d	01-Oct-12	15-Oct-12																
Complete 75% Design Packages		0%	31d	01-Sep-12 A	31-Oct-12																
Complete 100% Design Packages		0%	15d	01-Nov-12	15-Nov-12																
Phase I & Select Phase II Projects		0%	75d	04-Dec-12	16-Feb-13																
Drawings & Technical Specifications, including EMMP, Sustainability Considerations		0%	62d	04-Dec-12	03-Feb-13																
Prepare Construction Cost Estimates		0%	62d	04-Dec-12	03-Feb-13																
Prepare Scope of Work & Cost Estimates for Construction Supervision Activities		0%	62d	04-Dec-12	03-Feb-13																
Complete 75% Design Packages		0%	75d	04-Dec-12	16-Feb-13																
Task 3 - Procurement Support		20.27%	822d	30-Jan-12 A	31-Dec-14																
District Training & General Support on Procure't Processes for Dsgn, Constructn, CM, and ...		15.69%	822d	01-May-12 A	31-Dec-14																
Develop Training Plan and Prepare Training Materials		0%	31d	01-May-12 A	31-Oct-12																
Training in Pilot Districts		0%	15d	01-Oct-12	15-Oct-12																
Training in Phase 1 & 2 Districts		0%	822d	01-Oct-12	31-Dec-14																
Support the Tender Package Preparation, Bidding Process, and Selection Under FARA		36.41%	365d	30-Jan-12 A	30-Sep-13																
Support Development of District-Specific Fixed Amount Reimbursement Agreements (with RPPA)		100%	0d	30-Jan-12 A	01-Oct-12																
Incorporate FARA Performance Metrics into Design Packages (with RPPA)		95%	1d	01-May-12 A	15-Nov-12																
Support District Bid & Award Process		0%	320d	15-Nov-12	30-Sep-13																
Task 4 - Construction Supervision		50.54%	367d	09-Sep-11 A	02-Oct-13																
Construction Guidance and Supervision Program with On-going Monitoring and Evaluation		0%	304d	09-Sep-11 A	31-Jul-13																
Meetings with District Engineering & Construction Staff		0%	304d	09-Sep-11 A	31-Jul-13																
Training on Supervising Construction Supervision Contracts under FARA (for Districts)		30%	63d	04-Jun-12 A	02-Oct-13																
Develop FARA Contracting Training Materials & Manuals		30%	63d	04-Jun-12 A	02-Oct-13																
Task 5 - Capacity Building (District, GoR [RPPA, RTDA])		21.12%	1404d	21-Sep-11 A	04-Aug-16																

Start Date: 12-Aug-11
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A3 - Year 2 Progress Schedule

Activity ID	Activity Name	% Complete	Remaining Duration	Start	Finish	2013											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
USAID/Rwanda Rural Feeder Roads Improvement Program																	
Project Management																	
Implementation																	
	Work Plans	35.83%	274d	15-Jun-12 A	01-Jul-13												
	Performance Monitoring Reports (PMR)	0%	307d	13-Oct-12	16-Aug-13												
	Performance Monitoring Plan (PMP)	13.28%	307d	15-Aug-12 A	03-Aug-13												
	Task Order Status Reports (Quarterly)	0%	278d	13-Oct-12	17-Jul-13												
	Program Coordination Meetings (as needed)	21.52%	1411d	06-Sep-11 A	11-Aug-16												
	General Program Management & Support	22.34%	1411d	22-Aug-11 A	11-Aug-16												
Task 1- Road Inventory, Prioritization & Planning																	
Conduct RICA (Road Inventory and Condition Assessments)																	
	Create RICA and GIS Training Manuals	82.78%	31d	01-Dec-11 A	31-Oct-12												
	Deliver training to Districts	0%	28d	16-Dec-12	12-Jan-13												
Short-list the Prioritized Road Segments Based on Criteria, Present to the Districts																	
	Review results with districts & stakeholders	0%	28d	01-Nov-12	28-Nov-12												
	Evaluate need for supplemental inputs to prioritization criteria	60%	10d	24-Sep-12 A	03-Dec-12												
Task 2 - Preparation of Technical Designs																	
Programmatic EA (PEA) & EMMP																	
	Prepare EMMPs for Inclusion In Design Packages - Phase 2	0%	46d	16-Jun-13	31-Jul-13												
	Prepare EMMPs for Inclusion In Design Packages - Phase 1	0%	258d	01-Oct-12	15-Jun-13												
Preparation of Design Packages (I & II)																	
	Pilot Districts - Phase I	39.47%	46d	01-Sep-12 A	15-Nov-12												
	Phase I & Select Phase II Projects	0%	103d	04-Dec-12	17-Mar-13												
	Phase II (Illustrative)	0%	130d	08-Mar-13	15-Jul-13												
Task 3 - Procurement Support																	
District Training & General Support on Procure't Processes for Dsgn, Constructn, CM, and ...																	
	Develop Training Plan and Prepare Training Materials	0%	31d	01-May-12 A	31-Oct-12												
	Training in Pilot Districts	0%	15d	01-Oct-12	15-Oct-12												
	Training in Phase 1 & 2 Districts	0%	822d	01-Oct-12	31-Dec-14												
Support the Tender Package Preparation, Bidding Process, and Selection Under FARA																	
	Support Development of District-Specific Fixed Amount Reimbursement Agreements (with RPPA)	100%	0d	30-Jan-12 A	01-Oct-12												
	Incorporate FARA Performance Metrics into Design Packages (with RPPA)	44.9%	243d	01-May-12 A	15-Jul-13												
	Support District Bid & Award Process	0%	320d	15-Nov-12	30-Sep-13												
Task 4 - Construction Supervision																	
Construction Guidance and Supervision Program with On-going Monitoring and Evaluation																	
	Meetings with District Engineering & Construction Staff	0%	304d	09-Sep-11 A	31-Jul-13												
	Construction Supervision Advisory Program Document	0%	61d	01-Aug-13	30-Sep-13												
Training on Supervising Construction Supervision Contracts under FARA (for Districts)																	
	Develop FARA Contracting Training Materials & Manuals	30%	63d	04-Jun-12 A	02-Oct-13												
	Deliver Workforce training to Construction Supervision Firms Over Course of RFRIP	0%	1338d	17-Mar-13	13-Nov-16												
Training on Program Management/CS, Safety and Quality Control (for CS Contractors & Di...																	
	Review Existing Parsons Training Materials With Local Training Partners	0%	57d	17-Mar-13	12-May-13												
	Deliver Classroom and Field Training	0%	76d	13-May-13	27-Jul-13												
Task 5 - Capacity Building (District, GoR [RPPA, RTDA])																	
District Level GAP Analysis and Capacity Needs Assessment																	
	Host events in each District to announce Capacity Building Plans	0%	41d	02-Aug-13	11-Sep-13												

Start Date: 12-Aug-11
 Data Date: 01-Oct-12
 Finish Date: 13-Nov-16
 Print Date: 14-Oct-12



Activity ID	Activity Name	% Complete	Remaining Duration	Start	Finish	2013											
						p	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Gender Assessment and Integration Plan (Semi-Annual Updates)		0%	184d	08-Dec-12	09-Jun-13												
	Review/Monitor Gender Integration Plan, w/Semi-Annual Updates	0%	184d	08-Dec-12	09-Jun-13												
Training & Capacity Blding Progm Dsgn, Transfr to Regnl Training Partnrs & Dists (Semi-A...		13.15%	1400d	21-Feb-12 A	31-Jul-16												
Community Education & O&M Outreach Program: "ROAD TO WEALTH!"		0%	1222d	01-Oct-12	04-Feb-16												
Monitoring & Evaluation- Lessons Learned, Feedback to Districts for Future Programs		21.12%	1404d	21-Sep-11 A	04-Aug-16												

A4 – Project Costs: Line Items and Ceiling Price as at 30-Sep-2012

Table 1: Line Items and Ceiling Price

	Line Item	Budget				
		Program 5-Year Total	Year 1 Expenses (Estimated Billable Expenses)			
			Budgeted	Current Period September-2012	Cumulative	Funds Remaining
1	Direct Labor Costs	\$1,571,241	\$490,799.30	\$25,445	\$385,672	\$105,127
2	Indirect Costs (Est): Overhead	\$413,675	\$149,906.62	\$8,314	\$116,899	\$33,008
	Fringe	\$649,048	\$200,816.47	\$13,367	\$159,304	\$41,512
	G&A	\$434,640	\$150,045.35	\$9,983	\$129,009	\$21,037
3	Other Direct Costs*	\$1,796,516	\$592,055.00	\$14,516	\$498,807	\$93,248
4	Travel	\$125,443	\$54,869.00	\$0	\$17,457	\$37,412
5	Sub Contracts*	\$4,312,046	\$1,691,171.00	\$138,335	\$1,051,777	\$639,394
6	FCCM	\$146	\$64.00	-\$47	\$79	-\$15
	Total Cost w/out Fee	\$9,302,755	\$3,329,727	\$209,912	\$2,359,004	\$970,723
8	Fee	\$633,225	\$225,961.26	\$14,484	\$161,561	\$64,400
	Total	\$9,935,980	\$3,555,688.00	\$224,396	\$2,520,565	\$1,035,123

A5 - Attendance List for Parsons Technical Design Training Seminar - August 2012

Date: 29th August - 2012 Meeting: USAID RFRIP TECHNICAL DESIGN TRAINING SEMINAR Venue: RFRIP OFFICE KIGALI

#	Name	Organization	Title or Position	Email	Phone
1.	WAGIRAYEZU Jean Domusène	KAYONZA DISTRICT	IC of Infrastructure	twagiradom@gmail.com twagiradomas@yahoo.com	0788809976
2.	Jean Pierre SEBASTIEN	Catubo District	IC of Infrastructure	sebastienjp@yahoo.fr	0788587021
3.	NYIRIMANA Félix	Ruhango District	Eng. in Procurement	nyoiri_m_felix@yahoo.fr	0788671032
4.	MURIZIMANA Christine	Ruhango District	IC of Infrastructure	bricburio@yahoo.fr	0788437917
5.	USENGIYUMA Mélie	KAROHYI DISTRICT	IC of Infrastructure	usengim2009@gmail.com	0788215600
6.	Seledah NGABASHAZA	District of Infrastructure	Procurement District	clotilde2009@yahoo.fr	0788792135
7.	MINAKU Jean Pierre	Nyanza Infrastructure	Nyanza District	nyanzainfrastructure@yahoo.fr	0785346982
8.	Karera Sandrine	SOGIS HD	C. Engineer	ASabatier@yahoo.fr	078889013
9.	NSABIMANA Bernard	GESS	C. Eng.	bernardmnsab@yahoo.com	0788551685
10.	NDOLI TOMAHI ERIC	SOGIS HD	C. Eng.	ndolito_m@yahoo.com	07882269402
11.	T. CHELITANI	Parsons	Senior Project Engineer	telhell@yahoo.com	
12.	RUTIMWEZA Alain	GESS	Civil Engineer	alainruti@yahoo.com	0788591618
13.	DORISI Melchior	NYABITHU DISTRICT	IC of Infrastructure	dorismel@yahoo.com	0788629458
14.	Spaine Françoise UWAHANGWEHO	PARSONS	Gender Specialist	j.umwiga@gmail.com	0788305728
15.	DMUBYEYI Bala	PARSONS	Environmental Specialist	mbala08@yahoo.fr	0788415304

Date: 29th August - 2012 Meeting: USAID RRIP TECHNICAL DESIGN TRAINING SEMINAR Venue: RRIP OFFICE KIGALI

#	Name	Organization	Title or Position	Email	Phone
1.6	Henry Ruwagema	PARSONS	DCOP / PARSONS	hruwagema@gmail.com	07883303983
1.7	KINAGITO NANADU M	PARSONS	Sr. C. M., PARSONS	kinagito.nanadum@parsons.com	0786 582 755
18	Dr. C. Bahina	RRIP			
4.	Eng: ABATHO S. Geshu	Niyagatare District	DISTRICT Engineer	abatho12345@gmail.com	0788468095
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					

A6 - Selected Photos For The Reporting Period



Figure 3 - USAID Team led by Mission Director Peter Malnak visits Parsons RFRIP Offices



Figure 4 - Accessible Feeder Roads enhance this trader's access to both farm and market (Photo: Balina)



Figure 5 - Oxfam America team members listen to Gatsibo Vice mayor during a field visit to a RFRIP area



Figure 6 - Oxfam America staff and RFRIP COR hear first hand from the community at Njume in Gatsibo district how they were involved in Parsons feeder roads prioritization exercise



Figure 7 - Cost Estimating workshop organized by Parsons and Attended by Districts, RTDA & USAID (1)



Figure 8 - Training-of-Trainers: DCP Testing (1)



Figure 9 - Training-of-Trainers: DCP Testing (2)



Figure 10 - - Cost Estimating workshop organized by Parsons and Attended by Districts, RTDA & USAID (2)



Figure 11 - New USAID Mission Director Mr. Malnak Greeting COP Dr. Balina upon arrival at the RFRIP Office

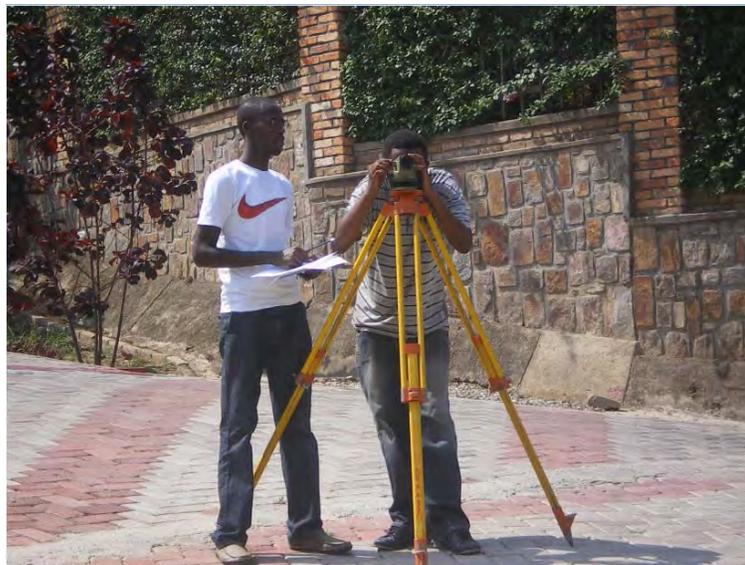


Figure 12 - Training-of-Trainers: Field Surveying & Setting Out



Figure 13 - - Training-of-Trainers: Field Surveying & Setting Out



Figure 14 - - Training-of-Trainers: Field Surveying & Setting Out



Figure 15 - Technical Gap Analysis: RFRIP staff interviewing a Local Contractor (center)

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