

# 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 April – June 2012

(Including the June 2012 Monthly Performance Monitoring Report)



*Submitted to*



**USAID | RWANDA**  
FROM THE AMERICAN PEOPLE

**July 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

# RURAL FEEDER ROADS IMPROVEMENT PROGRAM

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## Quarterly Program Performance Monitoring Report

April - June, 2012.

**[Including the June 2012 Program Performance Monitoring Report]**

**July 15, 2012**

### **DISCLAIMER**

The opinions and contents of this report are the sole responsibility of the authors and do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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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

<b>Project</b>	<b>USAID/Rwanda Rural Feeder Roads Improvement Program (RFRIP)</b>
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 <a href="mailto:lgilpin@usaid.gov">lgilpin@usaid.gov</a>
Contracting Officer Technical Representative (COTR)	Vedaste Gatebuka USAID/Rwanda <a href="mailto:vgatebuka@usaid.gov">vgatebuka@usaid.gov</a>
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 <a href="mailto:charles.balina@parsons.com">charles.balina@parsons.com</a>
Year 1 Contract Amount	\$3,219,987
Total 5-Year Cost	\$9,935,980



# Quarterly Program Performance Monitoring Report

## April 1 – June 30, 2012.

### 1. Introduction and Summary

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

Every year, Rwandans commemorate genocide against the Tutsi during the month of April. This year it was commemorated on April 7<sup>th</sup> to 13<sup>th</sup>, as one week of national mourning. In a way, this slowed down the pace of program activities especially in the field, as all district and local community leaders were engaged in genocide commemoration activities in their respective localities during the week. Therefore no field trips were planned during this week. April also marks the peak of the rainy season, which makes road travel, especially in rural areas, very challenging.

However, this reporting period has been yet one of the busiest for the Program with the following activities:

- During the month of June, the Program relocated to a new office in upper Nyarutarama. This relocation came about after the old office was found to be insecure, hazardous due to leaking roof, humidity and subterranean water which seemed to have filtered in the building's foundation. Relocation to new office building was actually evacuating the Program Team to safety.
- The RICA and Road Prioritization Report was finalized during this reporting period. This was done as a result of harmonizing RICA data with those on district and community consultations during road prioritization exercise, and the Agriculture Value Chain data obtained from the eight program districts.
- There was a major staff change when Mr. Jim Haskell, the Program's Senior Roads and Bridges Engineer left and was replaced by Mr. Thillainath Chelliah (T.C.).
- Working on road designs for prioritized road segments in Gatsibo (Ndatemwa-Muhura-Muko-Gasange-Kiramuruzi Road) and Ruhango (Ruhango- Kinazi- Rutabo-Mukunguri Road) needed extra time and efforts to ensure that they were completed. Gatsibo and Ruhango Districts were selected to be the pilot districts for the Program and the two roads were identified as the priority roads in these districts.
- Team Parsons also produced the Environmental Monitoring and Mitigation Plans (EMMPs), which will be used during rehabilitation/construction of the selected roads. These EMMPs were developed by the Senior Environment Specialist, Mr. Tom

Catterson, assisted by the Program's Environment Specialist, Ms Naila Umubyeyi. Tom Catterson worked on these plans from April 30<sup>th</sup> to May 11<sup>th</sup>. The two EMMP's for Gatsibo and Ruhango selected roads have been reviewed by the Client and finalized by the Program's Environmental team. The development of these plans started when the road designs had been completed.

- After review of the designs by USAID, they were sent for additional review by the RTDA. After a lot of deliberation (RTDA/USAID/RFRIP), changes were made to the designs to comply with the recently enacted Road Act. The most conspicuous changes were on road width and a request to demarcate an 11-meter wide right of way (ROW).
- There were several deliverables submitted and/or approved as indicated in the section 2 of this report.
- RFRIP was highlighted on cover page of the June 25 2012 issue of the USAID Implementation & Procurement Reform (IPR) newsletter, *USAID FORWARD* (Issue No. 4) – see appendix.

(Corrections to article:

- i. Newsletter incorrectly states that 20% of budget is to be spent on building the capacity of districts – the 20% will actually be spent on technical assistance.
- ii. The article states that the cost estimates for the two pilot roads indicate that the cost per kilometre of each road will be less than half of the cost per kilometre of a farm-to-market road built by USAID using an international implementing partner two and a half years ago. At the time of writing the estimates for the two pilot roads are still under discussion, though RFRIP believes that using the program's innovations the pilot roads will end up at half the cost of the previous road built by USAID.)

## **2. Work Performed During This Quarter**

### **2.1. Project Management**

#### **Office Premises**

The program gave terminated its lease due to non-performance of landlord and moved into new office premises on Jun 4, 2012.

#### **Staffing**

There was a major staff change when Mr. Jim Haskell, Senior Roads and Bridges and Engineer and Task leader for the technical designs was replaced by Mr. Thillainath Chelliah, TC.

The Program's new Environment Specialist, Ms Naila Umubyeyi joined the team on April 16<sup>th</sup>. Naila will initially work with Tom Catterson, Senior Environment Specialist, on Environmental Management and Monitoring Plan (EMMP) and also development of training modules for environmental compliance, then take over from Tom Catterson all environmental related activities of the Program, including oversight for environmental compliance during rural feeder roads rehabilitation.

The Program also recruited an Administrative Manager, Ms Pacifique Kayirangwa, who reported on duty on June 4<sup>th</sup>, the day we shifted to our new location. Recruitment of Pacifique marked the completion of the Program's staffing effort.

#### **Office Vehicles**

The two long-awaited double-cabin Program vehicles were finally delivered by the supplier during this quarter, and are under trained drivers provided by K.K. Security Company. These vehicles replaced hired ones that were being used by the Program. The third vehicle arrived in-country in May, but is yet to be delivered to RFRIP pending obtaining of the requisite tax-exemption paperwork. The paperwork is being prepared by RTDA for approval by MININFRA.

#### **Deliverables (Submittals, Reviews & Approvals)**

The following deliverables were submitted for review or approval in the last month of this quarter:

- Road prioritization report
- Road Inventory & Condition Assessment (RICA) draft report
- Gender assessment and action plan
- May monthly performance monitoring plan

- Environmental Management & Mitigation Plan (EMMP) outline
- EMMP – Ruhango district pilot road
- EMMP – Gatsibo district pilot road
- Low Volume Unpaved Road Design Guidelines – Final draft
- Basis of Design Report – Ruhango district pilot road (Final draft)
- Basis of Design Report – Gatsibo district pilot road (Final draft)

### **US and Head Office Support**

The Senior Environment Specialist Tom Catterson, arrived in the country at the end of April to assist with development of Environment Monitoring and Management Plans (EMMPs) for Gatsibo and Ruhango pilot roads for integration with road designs. This comes after the PEA report been finalized and submitted to USAID for approval.

Meghan Hartman, IRG's Home Office Project Manager for RFRIP, arrived in the country on a short term assignment at the Program from June 4<sup>th</sup> to June 12<sup>th</sup>. During her stay, Ms Hartman's main activity was to revise the Program's Gender Assessment and Integration Plan for resubmission to the Client for approval. Ms. Hartman worked with RFRIP's Gender Specialist, Jeanne Umuzigambo to review the comments provided by USAID and integrate them into the revised Gender Plan. These activities included documenting each of USAID's comments, developing a response, and addressing the comments within the document. This is a critical document for RFRIP as it outlines how gender will be integrated into future program design and construction activities.

Apart from the Gender Plan, Ms. Hartman also worked with other RFRIP staff within IRG's scope areas. She worked with RFRIP's M&E Specialist, David Rugero on upcoming reporting needs. Work included reviewing the forthcoming Socio-Economic Baseline Study that will begin in the next few months. She also worked with RFRIP's environmental compliance specialist, Naila Umubyeyi, for input on EMMPs for Gatsibo and Ruhango. Meetings regarding environmental compliance also discussed coordination efforts and needs with the Program's Senior Environmental Advisor, Tom Catterson. Ms. Hartman also worked with RFRIP staff on project management needs for IRG's role within the program. This included reviewing IRG's scope of work, discussing remaining Year 1 activities, and beginning to prepare for Year 2.

Mr. Peter White of Carana supported the program during a 3 week STTA during which he worked with the roads prioritization team (Task 1). Peter led the agricultural value chain analysis for the prioritization exercise (see Section 2.2).

## ***2.2. Task 1: Road Inventory, Prioritization and Planning***

- **Road prioritization**

Community Consultations for road prioritization were concluded in the last two districts of Karongi and Rutsiro during April, marking the end of this exercise.

The D/COP started work with Peter White (from CARANA) in eight target districts on Agriculture Value chain data which will be used for road prioritization along with Candidate Roads provided by District authorities, RICA data and those roads prioritized through community consultations. Mr. Peter White, worked on and completed the report on agriculture value chain for the eight districts.

In a collaborative and teamwork manner, the Senior Construction Manager assisted Mr. Peter White and the DCOP with the integration of Agriculture Value chain data and RICA GIS data in a model to be used for the final prioritization of the roads. He performed calculation and implementation of a test model for Gatsibo District, to be used as a template for the prioritization of rural feeder road segments, within each Target District, based on Agriculture Value Chain data collected by sector and RICA GIS data. He assisted the road segments prioritization based on the Agricultural value Chain using the data collected by sector and GIS RICA route and the final Criteria for all 8 Target District. He provided guidance to Staff Engineers from sub-contractors GE&SS and SOGIS on review of link and join between District and Community roads list and RICA road segments in the GIS database, Agricultural Value chain prioritization index computation and final roads prioritization. He compiled and formatted the data collected and computation tables used in roads prioritization exercise. He developed global and District specific maps summarizing the results of the roads prioritization.

- **Road Inventory & Condition Analysis (RICA)**

Field work for the road inventory ended in March and preparation of the final report begun in April with input from the Kigali team (COP, DCOP, Senior Construction Manager, incoming Senior Roads and Bridges Engineer) and Parsons' GIS Specialist in Austin, Texas. The final report was submitted in this quarter.

## ***2.3. Task 2: Preparation of Technical Designs***

- **Cost estimates for pilot districts**

The first draft of the engineering design and contract documents for Gatsibo District was submitted to the Client on 3 April 2012.

On 5<sup>th</sup> April 2012, the Program had a meeting with engineers from the design sub-consultants, GE+SS and SOGIS, PARSONS staff, and the COTR to review progress of the engineering designs for selected roads in the Gatsibo and Ruhango Districts. Comments were noted and the drawings for both roads were revised to incorporate them.

On 6<sup>th</sup> April 2012, PARSONS staff had another meeting with engineers from the design sub-consultants, GE+SS and SOGIS, to establish unit rates for the Bill of Quantities pay items of both projects. On 10<sup>th</sup> April 2012, the second draft contract documents and their engineering design reports were submitted to USAID. Between 11<sup>th</sup> and 13<sup>th</sup> April 2012, the Program

received USAID comments and corrections were made to the draft contract documents and engineering design reports. Engineer's Estimates for both roads were also received from the design sub-consultants.

From 16<sup>th</sup> April 2012 the Program started preparation of the Design Basis Report for both the Gatsibo and Ruhango District Roads.

Between 16<sup>th</sup> – 20<sup>th</sup> April 2012, revisions and corrections of the technical design reports for Gatsibo and Ruhango Districts were made under direction of the Senior Construction Manager;

From 19<sup>th</sup> – 20<sup>th</sup> April 2012, extensive revisions of the environmental check lists were made. These had been prepared by the sub-consultants for use with the technical design reports.

On 22<sup>nd</sup> April 2012, preparation of the Design Basis Report was temporarily suspended in order to substantially edit the Technical Design Report for the Gatsibo District Roads submitted by GE+SS, the engineering design sub-consultant. The remaining of the week, through 28<sup>th</sup> April 2012, was entirely devoted to this activity of correcting numerous identified deficiencies within the Technical Design Report.

On 27<sup>th</sup> April 2012, the COP and Senior Roads and Bridges Engineer participated in a meeting of the Transport Sector Steering Committee that was held at the MINAGRI (Ministry of Agriculture) head office. Attendees included representatives of MINAGRI, USAID, other foreign donor agencies, RTDA, and district officials.

Revisions to the engineering design and contract documents for both districts were completed and the final draft was submitted to the Client during May.

On 14<sup>th</sup> May 2012, there was a joint review meeting on Guidelines for Designing Low Volume Unpaved Roads by Rwanda Transport Development Agency's (RTDA) and USAID at RTDA Head Office. This meeting was chaired by RTDA's Director General and attended by the Head of Planning, Mr. Eric Ntagengerwa. Comments from the review were received by the Program and it was agreed that they should be incorporated into the Guidelines and then be re-submitted with a two-page summary as requested by RTDA and instructed by USAID. RTDA provided traffic and other relevant information to Parsons for inclusion in the Guidelines.

On 19 May 2012, bid packages for the pilot roads in Gatsibo and Ruhango districts (accommodating 7 meter width as requested by RTDA) were submitted to USAID.

Team Parsons (D/COP & SRBE) together with the Program's COR Mr. Vedaste Gatebuka had Technical meetings with both Ruhango and Gatsibo Districts (Mayors, Vice Mayors for Economic Affairs, District Engineers and Procurement Officers) to focus on detailed clarifications on the Technical Design documents for both roads segments that have already been sent to the District Mayors. The team handled issues that were raised by the Districts regarding the technical designs packages and procurement/tendering process towards rehabilitation of the pilot roads.

These meetings urged the districts to start developing and working on Cost Estimates, reflect them in the Bills of Quantities (BOQs) was later submitted to USAID for review and approval. The approved Cost Estimates shall be the part of the Fixed Amount Reimbursement Agreement (FARA) between the District and USAID.

However, the costing figures which were given in the BoQs for both Gatsibo and Ruhango districts exceeded by far the amount of money budgeted for rehabilitation of one kilometer of rural feeder road segment (i.e. USD 40,000 per km) as indicated in the contract between Parsons and USAID. Gatsibo district costed USD 85,000 per kilometer, whereas Ruhango costed USD 95,000 per kilometer. This discrepancy in costing of BoQs required the Program to find out how the costing was carried out. The answer from both districts was that those costings were based on “Estimates” given to the district Engineers by RTDA.

The SRBE assisted by the SCM, sub-consultant engineers and the District Engineers from Gatsibo and Ruhango, made their costings from first principles (considering current prices of labor, materials and hire of equipment in Rwanda) and noticed a huge difference. The cost per kilometer was USD 35,152 for Ruhango (Including supervision costs) and USD 42,701 for Gatsibo. The Program communicated this to USAID, and then organized meetings for all stakeholders (USAID, RTDA, Gatsibo and Ruhango District Engineers) to explain the methodology of costing BoQs from first principles, instead of simply basing it on historical rates. The Program has embarked on training engineers from the two districts, so that they can understand the underlying importance of using this methodology in costing BoQs for rural feeder roads rehabilitation.

- **Review of Operation and Maintenance Manual**

During this reporting period, the Program also reviewed and commented on Rwanda Local Development Support Fund’s (RLDSF) Roads Operational Manual (O&M) for USAID and RTDA as requested by Ministry of Local Government, MINALOC.

- **Demarcation of Rights of Way (ROW)**

At USAID’s request, on 22<sup>nd</sup> May 2012, the SRBE and COR visited Gatsibo, met the Mayor, the Vice Mayor, the District Engineer, and Procurement Specialist. As per USAID instructions, the Program agreed to supply two design consultants from GE&SS to work for a minimum of 4 days from 4<sup>th</sup> June 2012, to complete road demarcation of an 11-meter right of way for the road. The district is to follow up and estimate the expropriation costs for any crops and trees that would be affected in preparation for compensation.

On 25<sup>th</sup> May 2012, the SRBE visited Ruhango with USAID, met the Mayor, the District Engineer, and Procurement Specialist and agreed on road demarcation, pegging and estimation of expropriation costs for crops and trees that would be affected as was done in Gatsibo. The Program agree to provide two design engineers from SOGIS to work on these activities for four days, starting from 29<sup>th</sup> May 2012. On 28<sup>th</sup> May, the SRBE worked with Ruhango District Engineer to complete calculation of quantities, demarcation of road way, estimations for crops and trees expropriation costs.

- **PEA Report**

The PEA Report was earlier finalized by the Senior Environmental Specialist, Mr. Tom Catterson and sent to the Client. On June 18, the Program’s Senior Personnel went to USAID Mission for a conference call with USAID Washington and Thomas Catterson, regarding the

request for approval of the PEA for the roads Technical Design Reports in the two pilots Districts: Gatsibo and Ruhango. By the time of writing this report, the Program still waits for the final response from the USAID.

The PEA report is a critical document since commencement of rehabilitation works will be done only when the PEA report had been approved by the Environment Bureau of AID/Washington.

- **Review of engineering designs and PEA by AID/W**

USAID and RFRIP design & environment teams held a conference call with Dr. Jacob Greenstein, USAID Senior Infrastructure Engineer to review the technical design and PEA. Jacob later provided written comments to be addressed by the program and USAID/Rwanda.

- **Environmental Management and Mitigation Plans, EMMP's**

The RFRIP's Senior Environmentalist, Mr. Tom Catterson and the Program's Environment Specialist, Mrs. Naila Umubyeyi, worked together on different environmental aspects of the RFRIP program from end of April. They reviewed different documents such as the Programmatic Environmental Assessment (PEA) Report, the Technical Design Reports for the two priority roads for Gatsibo and Ruhango Districts and other related documents. They developed a format for an Environmental Mitigation and Monitoring Plan (EMMP) that will be prepared for each road segment to be rehabilitated under the Rural Feeder Roads Improvement Program (RFRIP). The EMMP was chosen as one of the tools for Environmental Management in order to deal with the potential adverse impacts that can damage the environment during the rehabilitation and operation phases of the project.

On May 2<sup>nd</sup> 2012, Mr. Catterson and Ms. Umubyeyi, together with the Senior Roads and Bridges Engineer, Mr. Thillainath Chelliah (T.C.) and Mr. Alain Ruti of GE+SS (who is in-charge of the technical design of the road segment), made a field visit to the project in Gatsibo District. The objective of the visit was to observe the conditions of the environment that might be affected by the rehabilitation works and during the operation phase of the project and develop an EMMP to be used for environmental compliance.

On May 8<sup>th</sup> 2012, the same group made another field visit to the road in Ruhango District with the same objective. After these visits, the environment team developed draft EMMPs for the two road segments. The draft EMMPs were submitted to USAID for approval. Comments from USAID were received on May 30<sup>th</sup> 2012. The environment team finalized the draft EMMPs, which have been submitted to the USAID for approval.

- **Gender Assessment and Integration Plan:**

During this reporting period, the Program's Gender Specialist mainly worked on the drafting and finalization of the Gender Assessment and Integration Plan. This was being done along with consultations with Team members, the USAID and women leaders from the districts of Gatsibo and Ruhango.

On April 25<sup>th</sup> and 26<sup>th</sup>, the Gender Specialist visited Gatsibo and Ruhango districts respectively. She had important meetings with Mr. Jean Bosco NTUYAHAGA in charge of Gender, Family and Child Protection in Gatsibo District, and met women representatives from Gasange, Muhura, Kiziguro and Remera sectors, at Gatsibo District office. In Ruhango district, the Gender Specialist met the District Gender officer and Women Council leaders from sectors where the prioritized road segment will pass. Their discussions focused on collaboration between RFRIP and women representatives at the Sectors level; their expectations; how training sessions will be organized; how cooperatives will be created, and how women will be involved in different levels of leadership. The National Women Council representative from all Sectors promised that people from their Sectors will actively participate in rural road rehabilitation and maintenance since they are used to work in cooperatives in their respective areas.

On 16<sup>th</sup> May, RFRIP's D/COP and Gender Specialist with other USAID Implementing Partners attended a workshop on Gender Equality and Female empowerment which was organized by the USAID. The purpose of the workshop was to review together the New Policy on Gender Equality and Women Empowerment, focusing mainly on:

- Trainings and strategy;
- Gender into development work;
- Solicitations: Expecting how the programs will integrate gender issues; and
- Gender analysis and Gender Integration.

On 17<sup>th</sup> May, The Gender Specialist with RFRIP D/COP Mr. Henry Rwamugema, had a meeting with USAID COR Mr. Vedaste Gatebuka, Mrs. Triphine Munganyinka, USAID Gender focal point, Mrs. Kaplan Leah, USAID Rwanda's Democracy and Good Governance Officer, and Mrs. Sharon Philipps, USAID Women Program Officer. The purpose of the meeting was to discuss how gender can be integrated in Rural Feeder Roads Improvement Program, and on a planned workshop about Policy on Gender Equality and Female empowerment.

The meeting also discussed the social issues for gender integration, citing dangers associated with cultural values that create imbalance between men and women, and factors that can cause gender based violence. In this regard, it was agreed that there is a need to make a clear gender analysis in planning. The meeting had a common understanding on how Gender can be integrated in RFRIP. The meeting also cautioned on the challenge of changing the mindset of society concerning gender integration in the Program, and that there has to be a common understanding with communities involved. Under agriculture and gender strategy, a tangible integration plan and clear scope of work should be a requirement.

Gender Assessment and Integration Plan was finalized during this reporting period and sent to the Client for comments.

The final input for the Plan came from Ms Hartman. Ms Hartman worked with RFRIP's Gender Specialist; Jeanne Umuzigambo to review the comments provided by USAID, and then integrated them into the revised Gender Plan. These activities included documenting each of USAID's comments, developing a response, and addressing the comments within the document. The document was also reorganized in order to show the gender assessment conducted along with the planned integration activities to be carried out. The revised document was organized into two discrete sections, where the integration plan outlined gender assessment observations; RFRIP's planned actions to address gender deficiencies, and the desired outcomes. A schedule of activities was also developed to show future integration work-planning.

On June 11, Parsons presented the results of the revised Gender Plan to the USAID Rwanda Mission. The meeting was attended by approximately 10 USAID staff members. After presentation of the revised plan, questions were asked from the USAID group and were answered. The Gender Assessment and Integration Plan was finally approved on June 19<sup>th</sup> by the Client.

- **Low-Volume Unpaved Road Design Manual Preparation**

The development of Guidelines for Designing Low – Volume Unpaved was completed and submitted to the USAID. The document has also been shared with Rural Feeder Roads Sector Working group for review, and their comments will be integrated into the final version of the Guidelines.

## ***2.4. Task 3: Procurement Support***

- **Fixed Amount Reimbursement Agreements (FARA's)**

Following completion of the technical designs, USAID has started engaging with the districts in the initial stages of negotiating the FARA. Reaching agreement on the estimated cost of the road works is however a key component of this process and Team Parsons is actively involved in this exercise.

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

In April, Parsons completed the fiduciary risk assessment of all twelve districts and presented the final reports to USAID for their action.

- **Local procurement procedures**

RFRIP COP and DCOP met and discussed the upcoming procurement processes with the Director-General of the Rwanda Public Procurement Agency, RPPA, Mr. Augustine Seminage. The DG confirmed that the program's proposed procurement procedures are in full compliance with local procurement laws.

## ***2.5. Task 4: Construction Supervision & Maintenance***

- **Technical Capacity Gap Analysis**

The SCM (Nan) visited all 8 districts to do Gap analysis. He administered the questionnaire which was prepared to get proper needs assessment of the districts regarding technical skills and other capabilities. By the time of this reporting, two districts of Rwamagana and Ruhango had not handed in their filled-in questionnaires.

Other questionnaires which have been received from six districts have been reviewed and analyzed by the SCM to determine the Technical Gaps of the District Engineers' Offices, based on the answers that were provided in questionnaires and the discussions which have been held between SCM and District Engineers during field visits. The SCM also reviewed questionnaires for Community-based Cooperative which were distributed during same field visits.

- **Construction preparation**

During the reporting period, in preparation for the start of construction, the Senior Construction Manager (SCM) provided a cross-cutting support to other Task Orders. This included participation in Technical Design review meeting for the 2 pilot Districts (Gatsibo and Ruhango) and provided assistance to the Technical Design for those roads. The SCM also assisted in reviewing items and unit prices in the BoQs (Bill of Quantities) used in the Engineering Estimates for Gatsibo and Ruhango roads rehabilitation.

The SCM searched and reviewed hydrological data and reports on Rwanda for reference. Tentative Hydrologic and hydraulics evaluation was done in order to answer USAID's comments on water level at marshland crossings among others. Unfortunately no hydrological and topographical data are available to analyze the issue. He discussed and reviewed precipitation and stream flow data source, availability, and reliability with Dr. David R. Mutekanga from USAID funded Program GLOWS RIWSP and the Hydrologist Mr. Raymond Venneker.

Provided coaching in to 3 sessions on Capacity and skills building to Design Engineers from sub-contractors GE&SS and SOGIS on hydrology and hydraulics of road drainage structures and application of GIS in road design study.

- **Road Maitenance Cooperatives**

The Senior Construction Manager together with the Gender Specialist organized a meeting with Rwanda Cooperative Agency (RCA) in order to discuss and collect information on rules and regulations governing Cooperatives, and what role the Agency can play in the organization of/or creation of cooperatives for rural feeder roads rehabilitation and maintenance. The Agency pledged their full support to the initiative.

## ***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. Still, The Program's SRBE has already started coaching local consultancy staff on design and cost estimation based on current market prices for Labor, equipment and materials.

- **Monitoring & Evaluation – Lessons Learned, Feedback to Districts & Future 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.

A proposal to carry out a socio-economic study to establish baseline data for the program has been prepared by the M&E Specialist. The baseline data will be used to measure the impacts at the end of the Program. This proposal has its tools and a tentative schedule developed, and been shared with team members before it was approved by MEMS. The commencement of these studies will be determined after the prioritized roads in the districts.

### 3. Problems and Action Items

#### 3.1. *Project Management*

- **Mobilization and staffing**

The delays in recruitment of the Administrative Manager were finally overcome in this quarter. This was the last full-time position that had to be filled on the project.

- **Procurement:**

There are still delays in receiving the requisite paperwork for the registration of the third and last of the Program vehicles. While the dealer received the automobile in May, processing of the documents has taken an inordinately long time between RTDA and MININFRA. The program is following up on the matter and it is anticipated that the papers will be ready for forwarding to the dealer in July 2012.

#### 3.2. *Task 1: Road Inventory, Prioritization and Planning*

- **Road selection**

The RICA and road prioritization reports were completed and presented to USAID this quarter. Moving to the next stage of the exercise – validation with the districts – will include reaching agreement on how to handle two road types:

- i. Those roads that were selected in the prioritization process but include non-feeder road segments (either district class 1 or national roads)
- ii. Those roads which are feeder roads but connect to district or national roads that were considered inaccessible in the RICA.

Parsons presented three options to USAID and will await direction on how to proceed. One of the three options entails RTDA issuing a memorandum of understanding to 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. This option is being pursued by RFRIP with USAID's blessing. Note that any solution that deviates from the original scope of work will still require a written amendment to the contract.

#### 3.3. *Task 2: Preparation of Technical Designs*

Moving onto the next design is also dependent on reaching agreement on road selection as discussed in Section 3.4.

### ***3.4. Task 3: Procurement Support***

- **Fixed Amount Reimbursement Agreements (FARA's)**

The FARA's with the districts cannot be finalized until agreement has been reached on the following:

- i. Disparities between the engineering (Parsons') and districts' estimates. Parsons is making progress in this direction through engaging with the districts (and RTDA) to demonstrate how they have used first principles to arrive at the lower per kilometre costs for the designs. The districts and RTDA have on the other hand relied on historical averages without clear understanding of how the initial historical rates were obtained.
- ii. A second issue is how contractors (or the districts) will fund road construction if USAID, as it has stated, cannot provide advance funds in the FARA. This action will affect the contractor's cash flow and will likely be reflected in higher prices as the contractor includes the cost of money in their rates.
- iii. One issue that has come up in the course of discussions with the districts will be the need to seek specific guarantees and/or assurances on how the rehabilitated roads will be maintained – including funding.

### ***3.5. Task 4: Construction Supervision***

Over the next quarter, Parsons will be coming up with proposals on how to fund and handle maintenance of the roads rehabilitated under RFRIP. With the Technical Gap Assessment and Capacity Building Plan almost concluded, the SCM will embark on development of Construction, Supervision and Quality Control guidelines, along with a manual for creation/organization and management of equipment, materials and community-based cooperatives for RFR rehabilitation and maintenance.

### ***3.6. Task 5: Capacity Building***

No specific undue challenges have been identified as yet.

## 4. Projected Work Schedule for Next Quarter

### 4.1. *Project Management*

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

Year 1 comes to a close on August 11, 2012 and RFRIP will be preparing a new Year 2 work plan and budget for USAID approval over the next quarter.

- **Procurement**

RFRIP will take delivery of the third vehicle and IT equipment that was on order.

- **Deliverables, Reviews & Approvals**

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

- ~ LVUR Design guidelines – Final report
- ~ Routine reports – monthly and quarterly PMR
- ~ Training in districts begins

### 4.2. *Task 1: Road Inventory, Prioritization and Planning*

The Program will follow up validation and phasing (Phase 1 or 2) of the RFR. But first the actual rural feeder roads must be extracted from the RICA data and approved by both districts and the Client.

### 4.3. *Task 2: Preparation of Technical Designs*

Preparation of technical designs for the Phase 1 roads in the remaining districts will commence once rural feeder roads have been extracted from the original RICA data, and agreement is reached on separating these roads from what has been identified as national and district roads within the RICA data.

### 4.4. *Task 3: Procurement Support*

FARA negotiations will be finalized with the two pilot districts.

Gatsibo and Ruhango districts will start the procurement process for the two pilot roads.

#### ***4.5. Task 4: Construction Supervision and Maintenance***

The RFRIP Maintenance Manual and Construction Supervision Guidance Document are being developed by the SCM and will be finalized soon.

Training workshops will be conducted for the local construction industry in preparation for the bidding process.

Preparatory work will start to ensure readiness of the districts for the construction phase of the program.

#### ***4.6. Task 5: Capacity Building***

- **Gap Analysis:**

Two districts of Ruhango and Rwamagana are yet to submit their Gap Analysis questionnaires to the Program. Other districts have already submitted their questionnaires which are currently used by the SCM to develop training modules and plan for required resources by the districts.

- **Gender Assessment and Integration Plan:**

With completion and approving of Gender Assessment and Integration Plan, The Program Gender Specialist will develop a work plan which will stipulate how gender is going to be integrated and streamlined in RFRIP. A gender baseline will be determined along with the socio-economic baseline which will be determined by an already planned study for this purpose. 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 June 2012, a cumulative total of \$1,705,495 was expended (based on best available figures) out of the Year 1 budget of \$3,219,987. This represents 53% of the budget. There is an unexpended balance of \$1,514,492

## **ANNEXES**

***A 1 Year 1 Progress Schedule***

Activity ID	Activity Name	% Complete	Remaining Duration	Start	Finish	2012			
						Jun	Jul	Aug	Sep
<b>USAID/Rwanda Rural Feeder Roads Improvement Program</b>		19.53%	1504d	01-Jul-11 A	11-Aug-16				
<b>Project Management</b>		19.53%	1504d	01-Jul-11 A	11-Aug-16				
<b>Pre-Award/Pre-Mobilization</b>		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				
<b>Mobilization</b>		78.67%	32d	12-Aug-11 A	31-Jul-12				
	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	74.4%	32d	06-Sep-11 A	31-Jul-12				
<b>Implementation</b>		17.23%	1504d	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	88.33%	35d	06-Sep-11 A	03-Aug-12				
	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)	90.15%	32d	26-Sep-11 A	15-Aug-12				
	Performance Monitoring Plan (PMP)	92.82%	14d	13-Jan-12 A	13-Jul-12				
	Task Order Status Reports (Quarterly)	84.91%	16d	01-Apr-12 A	15-Jul-12				
	Program Coordination Meetings (as needed)	16.35%	1504d	06-Sep-11 A	11-Aug-16				
	General Program Management & Support	17.23%	1504d	22-Aug-11 A	11-Aug-16				
<b>Task 1- Road Inventory, Prioritization &amp; Planning</b>		79.17%	75d	19-Sep-11 A	12-Sep-12				
<b>District Project Kickoff Meetings</b>		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				
<b>Conduct RICA (Road Inventory and Condition Assessments)</b>		77.88%	75d	20-Sep-11 A	12-Sep-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	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	73.89%	47d	01-Dec-11 A	15-Aug-12				
	Deliver training to Districts	0%	28d	16-Aug-12	12-Sep-12				
<b>Stakeholder Meetings at Districts to Develop Criteria for Prioritization</b>		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				
<b>Short-list the Prioritized Road Segments Based on Criteria, Present to the Districts</b>		76.58%	37d	01-Feb-12 A	05-Aug-12				
	Apply prioritization algorithm to road segments	100%	0d	01-Feb-12 A	15-May-12 A				
	Review results with districts & stakeholders	0%	32d	30-Jun-12	31-Jul-12				
	Evaluate need for supplemental inputs to prioritization criteria	0%	10d	27-Jul-12	05-Aug-12				
<b>Finalize Design, Tender, Constructn and Mainten. Plan with the Selected Districts</b>		100%	0d	02-Jan-12 A	15-Jun-12 A				
	Finalize Design, Procurement & Construction Processes	100%	0d	02-Jan-12 A	13-Jan-12 A				
	Review Plans with Districts & Stakeholders	100%	0d	16-Jan-12 A	30-Apr-12 A				
	Develop Road Construction Schedules (Phases I & II)	100%	0d	30-Jan-12 A	15-Jun-12 A				

Start Date: 12-Aug-11  
 Data Date: 30-Jun-12  
 Finish Date: 10-Sep-16  
 Print Date: 12-Jul-12



Activity ID	Activity Name	% Complete	Remaining Duration	Start	Finish	2012			
						Jun	Jul	Aug	Sep
<b>Task 2 - Preparation of Technical Designs</b>		49.42%	351d	08-Sep-11 A	30-Jun-13				
<b>Collaborative Creation of Design Standards</b>		100%	0d	08-Sep-11 A	15-Mar-12 A				
	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	100%	0d	08-Nov-11 A	15-Mar-12 A				
<b>Basis of Design Report (Design Work Plan – Phase I and Phase II)</b>		100%	0d	09-Jan-12 A	30-Jun-13 A				
	Evaluate Sustainable Low-Impact Design Approaches	100%	0d	20-Jan-12 A	17-Feb-12 A				
	Submit Draft BDR to USAID and Districts for Review & Comment	100%	0d	09-Jan-12 A	30-May-12 A				
	Update & Finalize BDR	100%	0d	31-May-12 A	30-Jun-13 A				
<b>Programmatic EA (PEA) &amp; EMMP</b>		45.5%	351d	26-Sep-11 A	15-Jun-13				
	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				
	Prepare Final PEA Report	100%	0d	19-Oct-11 A	27-Feb-12 A				
	Prepare EMMPs for Inclusion In Design Packages - Pilot Districts	100%	0d	27-Feb-12 A	22-Jun-12 A				
	Prepare EMMPs for Inclusion In Design Packages - Phase 1	0%	351d	30-Jun-12	15-Jun-13				
<b>Preparation of Design Packages (I &amp; II)</b>		54.84%	112d	15-Feb-12 A	19-Oct-12				
	Pilot Districts - Phase I	87.18%	20d	15-Feb-12 A	19-Jul-12				
	Phase I & Select Phase II Projects	0%	75d	06-Aug-12	19-Oct-12				
<b>Task 3 - Procurement Support</b>		20.43%	915d	08-Nov-11 A	31-Dec-14				
<b>District Training &amp; General Support on Procure't Processes for Dsgn, Constructn, CM, and ...</b>		20.43%	915d	08-Nov-11 A	31-Dec-14				
	Meet & Assess RPPA Capabilities for RFRIP Support	100%	0d	23-Jan-12 A	28-Feb-12 A				
	Assess Capacity of Districts to Design/Build/Supervise/Maintain Feeder Roads	100%	0d	08-Nov-11 A	30-Jun-12				
	Assess Capacity of Private Firms to Design/Build/Supervise/Maintain Feeder Roads	100%	0d	08-Nov-11 A	30-Jun-12				
	Identify Training Requirements	100%	0d	01-May-12 A	29-Jun-12 A				
	Develop Training Plan and Prepare Training Materials	0%	31d	01-May-12 A	30-Jul-12				
	Training in Pilot Districts	0%	47d	30-Jun-12	15-Aug-12				
	Training in Phase 1 & 2 Districts	0%	915d	30-Jun-12	31-Dec-14				
<b>Support the Tender Package Preparation, Bidding Process, and Selection Under FARA</b>		24.55%	458d	30-Jan-12 A	30-Sep-13				
	Assess Districts' Capabilities & Needs (with RPPA)	100%	0d	02-Feb-12 A	24-Feb-12 A				
	Support Development of District-Specific Fixed Amount Reimbursement Agreements (with RPPA)	100%	0d	30-Jan-12 A	30-Jun-12				
	Incorporate FARA Performance Metrics into Design Packages (with RPPA)	25%	15d	01-May-12 A	19-Jul-12				
	Support District Bid & Award Process	0%	453d	05-Jul-12	30-Sep-13				
<b>Task 4 - Construction Supervision</b>		35.58%	478d	09-Sep-11 A	20-Oct-13				
<b>Construction Guidance and Supervision Program with On-going Monitoring and Evaluation</b>		0%	397d	09-Sep-11 A	01-Aug-13				
	Meetings with District Engineering & Construction Staff	0%	397d	09-Sep-11 A	31-Jul-13				
	Develop Construction Supervision Guidance Document	100%	0d	30-Nov-11 A	01-Aug-13				
<b>Training on Supervising Construction Supervision Contracts under FARA (for Districts)</b>		10%	81d	04-Jun-12 A	20-Oct-13				
	Develop FARA Contracting Training Materials & Manuals	10%	81d	04-Jun-12 A	20-Oct-13				
<b>Task 5 - Capacity Building (District, GoR [RPPA, RTDA])</b>		16.37%	1497d	11-Sep-11 A	04-Aug-16				
<b>District Level GAP Analysis and Capacity Needs Assessment</b>		100%	0d	11-Sep-11 A	30-Jun-12				
	Assess District and private industry technical capacities	100%	0d	11-Sep-11 A	30-Jun-12				
	Assess GoR and District institutional framework, policies and procedures	100%	0d	19-Jan-12 A	30-Jun-12				
	Perform District Financial and Policy Framework GAP analyses	100%	0d	31-Jan-12 A	01-Apr-12 A				
<b>Gender Assessment and Integration Plan (Semi-Annual Updates)</b>		100%	0d	17-Oct-11 A	08-Jun-12 A				

Start Date: 12-Aug-11  
 Data Date: 30-Jun-12  
 Finish Date: 10-Sep-16  
 Print Date: 12-Jul-12



Activity ID	Activity Name	% Complete	Remaining Duration	Start	Finish	2012			
						Jun	Jul	Aug	Sep
	Develop Gender Assessment and Integration Plan	100%	0d	17-Oct-11 A	08-Jun-12 A				
	Training & Capacity Blding Progm Dsgn, Transfr to Regnl Training Partnrs & Dists (Semi-A...	7.38%	1493d	21-Feb-12 A	31-Jul-16				
	Community Education & O&M Outreach Program: "ROAD TO WEALTH!"	0%	1315d	30-Jun-12	04-Feb-16				
	Monitoring & Evaluation- Lessons Learned, Feedback to Districts for Future Programs	15.9%	1497d	21-Sep-11 A	04-Aug-16				

**A 2      *Quarterly Look Ahead Schedule: April – June 2012***

USAID/Rwanda Rural Feeder Roads Improvement Program			Next Quarter Look-Ahead Schedule				Status as at 30-Jun-12													
Activity ID	Activity Name	% Complete	Remaining Duration	Planned Start	Planned Finish	2012														
						June		July				August				September				
						18	25	02	09	16	23	30	06	13	20	27	03	10	17	24
<b>USAID/Rwanda Rural Feeder Roads Improvement Program</b>			17.23%	1504d	22-Aug-11 A	11-Aug-16														
<b>Project Management</b>			17.23%	1504d	22-Aug-11 A	11-Aug-16														
<b>Mobilization</b>			74.4%	32d	06-Sep-11 A	31-Jul-12														
Set up Vehicles, Banking, Registrations & Associated Logistics			74.4%	32d	06-Sep-11 A	31-Jul-12														
<b>Implementation</b>			17.23%	1504d	22-Aug-11 A	11-Aug-16														
Work Plans			43.55%	35d	15-Jun-12 A	03-Aug-12														
Update Year 2 Work Plan			43.55%	35d	15-Jun-12 A	03-Aug-12														
Performance Monitoring Reports (PMR)			0%	62d	15-Jul-12	14-Sep-12														
PMR - Monthly Reports			0%	61d	15-Jul-12	14-Sep-12														
PMR - Quarterly Reports & Briefings			0%	1d	15-Jul-12	15-Jul-12														
Performance Monitoring Plan (PMP)			0%	91d	30-Jun-12	28-Sep-12														
PMP - Quarterly Updates			0%	91d	30-Jun-12	28-Sep-12														
PMP - Semi-annual Updates			0%	1d	13-Jul-12	13-Jul-12														
PMP - Annual Updates			0%	1d	01-Jul-12	01-Jul-12														
Task Order Status Reports (Quarterly)			78.95%	16d	01-May-12 A	15-Jul-12														
Program Coordination Meetings (as needed)			16.35%	1504d	06-Sep-11 A	11-Aug-16														
General Program Management & Support			17.23%	1504d	22-Aug-11 A	11-Aug-16														
<b>Task 1- Road Inventory, Prioritization &amp; Planning</b>			72.12%	75d	01-Dec-11 A	12-Sep-12														
<b>Conduct RICA (Road Inventory and Condition Assessments)</b>			72.12%	75d	01-Dec-11 A	12-Sep-12														
Create RICA and GIS Training Manuals			73.89%	47d	01-Dec-11 A	15-Aug-12														
Deliver training to Districts			0%	28d	16-Aug-12	12-Sep-12														
<b>Short-list the Prioritized Road Segments Based on Criteria, Present to the Districts</b>			0%	37d	30-Jun-12	05-Aug-12														
Review results with districts & stakeholders			0%	32d	30-Jun-12	31-Jul-12														
Evaluate need for supplemental inputs to prioritization criteria			0%	10d	27-Jul-12	05-Aug-12														
<b>Task 2 - Preparation of Technical Designs</b>			0%	351d	30-Jun-12	15-Jun-13														
<b>Programmatic EA (PEA) &amp; EMMP</b>			0%	351d	30-Jun-12	15-Jun-13														
Prepare EMMPs for Inclusion In Design Packages - Phase 1			0%	351d	30-Jun-12	15-Jun-13														
<b>Preparation of Design Packages (I &amp; II)</b>			0%	112d	30-Jun-12	19-Oct-12														
Pilot Districts - Phase I			0%	20d	30-Jun-12	19-Jul-12														
Prepare Construction Cost Estimates			0%	10d	30-Jun-12	09-Jul-12														
Prepare Scope of Work & Cost Estimates for Construction Supervision Activities			0%	15d	05-Jul-12	19-Jul-12														
Complete 75% Design Packages			0%	0d	05-Jul-12	05-Jul-12														
Complete 100% Design Packages			0%	15d	05-Jul-12	19-Jul-12														
Phase I & Select Phase II Projects			0%	75d	06-Aug-12	19-Oct-12														
Drawings & Technical Specifications, including EMMP, Sustainability Considerations			0%	62d	06-Aug-12	06-Oct-12														
Prepare Construction Cost Estimates			0%	62d	06-Aug-12	06-Oct-12														
Prepare Scope of Work & Cost Estimates for Construction Supervision Activities			0%	62d	06-Aug-12	06-Oct-12														
Complete 75% Design Packages			0%	75d	06-Aug-12	19-Oct-12														
<b>Task 3 - Procurement Support</b>			20.43%	915d	08-Nov-11 A	31-Dec-14														
<b>District Training &amp; General Support on Procure't Processes for Dsgn, Constructn, CM, and ...</b>			20.43%	915d	08-Nov-11 A	31-Dec-14														
Assess Capacity of Districts to Design/Build/Supervise/Maintain Feeder Roads			100%	0d	08-Nov-11 A	30-Jun-12														
Assess Capacity of Private Firms to Design/Build/Supervise/Maintain Feeder Roads			100%	0d	08-Nov-11 A	30-Jun-12														
Develop Training Plan and Prepare Training Materials			0%	31d	01-May-12 A	30-Jul-12														
Training in Pilot Districts			0%	47d	30-Jun-12	15-Aug-12														
Training in Phase 1 & 2 Districts			0%	915d	30-Jun-12	31-Dec-14														
<b>Support the Tender Package Preparation, Bidding Process, and Selection Under FARA</b>			20.21%	458d	30-Jan-12 A	30-Sep-13														
Support Development of District-Specific Fixed Amount Reimbursement Agreements (with RPPA)			100%	0d	30-Jan-12 A	30-Jun-12														
Incorporate FARA Performance Metrics into Design Packages (with RPPA)			25%	15d	01-May-12 A	19-Jul-12														

Start Date: 12-Aug-11  
Data Date: 30-Jun-12  
Finish Date: 10-Sep-16  
Print Date: 12-Jul-12



USAID/Rwanda Rural Feeder Roads Improvement Program		Next Quarter Look-Ahead Schedule				Status as at 30-Jun-12														
Activity ID	Activity Name	% Complete	Remaining Duration	Planned Start	Planned Finish	2012														
						June		July				August				September				
						18	25	02	09	16	23	30	06	13	20	27	03	10	17	24
	Support District Bid & Award Process	0%	453d	05-Jul-12	30-Sep-13															
	<b>Task 4 - Construction Supervision</b>	35.58%	478d	09-Sep-11 A	20-Oct-13															
	<b>Construction Guidance and Supervision Program with On-going Monitoring and Evaluation</b>	0%	397d	09-Sep-11 A	01-Aug-13															
	Meetings with District Engineering & Construction Staff	0%	397d	09-Sep-11 A	31-Jul-13															
	Develop Construction Supervision Guidance Document	100%	0d	30-Nov-11 A	01-Aug-13															
	<b>Training on Supervising Construction Supervision Contracts under FARA (for Districts)</b>	10%	81d	04-Jun-12 A	20-Oct-13															
	Develop FARA Contracting Training Materials & Manuals	10%	81d	04-Jun-12 A	20-Oct-13															
	<b>Task 5 - Capacity Building (District, GoR [RPPA, RTDA])</b>	16.37%	1497d	11-Sep-11 A	04-Aug-16															
	<b>District Level GAP Analysis and Capacity Needs Assessment</b>	100%	0d	11-Sep-11 A	30-Jun-12															
	Assess District and private industry technical capacities	100%	0d	11-Sep-11 A	30-Jun-12															
	Assess GoR and District institutional framework, policies and procedures	100%	0d	19-Jan-12 A	30-Jun-12															
	<b>Training &amp; Capacity Blding Progm Dsgn, Transfr to Regnl Training Partnrs &amp; Dists (Semi-A...</b>	7.38%	1493d	21-Feb-12 A	31-Jul-16															
	<b>Community Education &amp; O&amp;M Outreach Program: "ROAD TO WEALTH!"</b>	0%	1315d	30-Jun-12	04-Feb-16															
	<b>Monitoring &amp; Evaluation- Lessons Learned, Feedback to Districts for Future Programs</b>	15.9%	1497d	21-Sep-11 A	04-Aug-16															

Start Date: 12-Aug-11  
 Data Date: 30-Jun-12  
 Finish Date: 10-Sep-16  
 Print Date: 12-Jul-12



***A 3 Years 1 & 2 Look-Ahead Schedule***

Activity ID	Activity Name	% Complete	Remaining Duration	Start	Finish	2012						2013					
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>USAID/Rwanda Rural Feeder Roads Improvement Program</b>																	
<b>Project Management</b>																	
<b>Mobilization</b>																	
	Set up Vehicles, Banking, Registrations & Associated Logistics	74.4%	32d	06-Sep-11 A	31-Jul-12												
<b>Implementation</b>																	
	Work Plans	43.55%	35d	15-Jun-12 A	03-Aug-12												
	Performance Monitoring Reports (PMR)	0%	32d	15-Jul-12	15-Aug-12												
	Performance Monitoring Plan (PMP)	0%	14d	30-Jun-12	13-Jul-12												
	Task Order Status Reports (Quarterly)	78.95%	16d	01-May-12 A	15-Jul-12												
	Program Coordination Meetings (as needed)	16.35%	1504d	06-Sep-11 A	11-Aug-16												
	General Program Management & Support	17.23%	1504d	22-Aug-11 A	11-Aug-16												
<b>Task 1- Road Inventory, Prioritization &amp; Planning</b>																	
<b>Conduct RICA (Road Inventory and Condition Assessments)</b>																	
	Create RICA and GIS Training Manuals	73.89%	47d	01-Dec-11 A	15-Aug-12												
	Deliver training to Districts	0%	28d	16-Aug-12	12-Sep-12												
<b>Short-list the Prioritized Road Segments Based on Criteria, Present to the Districts</b>																	
	Review results with districts & stakeholders	0%	32d	30-Jun-12	31-Jul-12												
	Evaluate need for supplemental inputs to prioritization criteria	0%	10d	27-Jul-12	05-Aug-12												
<b>Task 2 - Preparation of Technical Designs</b>																	
<b>Programmatic EA (PEA) &amp; EMMP</b>																	
	Prepare EMMPs for Inclusion In Design Packages - Phase 1	0%	351d	30-Jun-12	15-Jun-13												
<b>Preparation of Design Packages (I &amp; II)</b>																	
	Pilot Districts - Phase I	0%	20d	30-Jun-12	19-Jul-12												
	Phase I & Select Phase II Projects	0%	75d	06-Aug-12	19-Oct-12												
<b>Task 3 - Procurement Support</b>																	
<b>District Training &amp; General Support on Procure't Processes for Dsgn, Constructn, CM, and ...</b>																	
	Assess Capacity of Districts to Design/Build/Supervise/Maintain Feeder Roads	100%	0d	08-Nov-11 A	30-Jun-12												
	Assess Capacity of Private Firms to Design/Build/Supervise/Maintain Feeder Roads	100%	0d	08-Nov-11 A	30-Jun-12												
	Develop Training Plan and Prepare Training Materials	0%	31d	01-May-12 A	30-Jul-12												
	Training in Pilot Districts	0%	47d	30-Jun-12	15-Aug-12												
	Training in Phase 1 & 2 Districts	0%	915d	30-Jun-12	31-Dec-14												
<b>Support the Tender Package Preparation, Bidding Process, and Selection Under FARA</b>																	
	Support Development of District-Specific Fixed Amount Reimbursement Agreements (with RPPA)	100%	0d	30-Jan-12 A	30-Jun-12												
	Incorporate FARA Performance Metrics into Design Packages (with RPPA)	25%	15d	01-May-12 A	19-Jul-12												
	Support District Bid & Award Process	0%	453d	05-Jul-12	30-Sep-13												
<b>Task 4 - Construction Supervision</b>																	
<b>Construction Guidance and Supervision Program with On-going Monitoring and Evaluation</b>																	
	Meetings with District Engineering & Construction Staff	0%	397d	09-Sep-11 A	31-Jul-13												
	Develop Construction Supervision Guidance Document	100%	0d	30-Nov-11 A	01-Aug-13												
<b>Training on Supervising Construction Supervision Contracts under FARA (for Districts)</b>																	
	Develop FARA Contracting Training Materials & Manuals	10%	81d	04-Jun-12 A	20-Oct-13												
<b>Task 5 - Capacity Building (District, GoR [RPPA, RTDA])</b>																	
<b>District Level GAP Analysis and Capacity Needs Assessment</b>																	
	Assess District and private industry technical capacities	100%	0d	11-Sep-11 A	30-Jun-12												
	Assess GoR and District institutional framework, policies and procedures	100%	0d	19-Jan-12 A	30-Jun-12												
	Training & Capacity Blding Progm Dsgn, Transfr to Regnl Training Partnrs & Dists (Semi-A...	7.38%	1493d	21-Feb-12 A	31-Jul-16												

Start Date: 12-Aug-11  
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Activity ID	Activity Name	% Complete	Remaining Duration	Start	Finish	2012						2013							
						n	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
	Community Education & O&M Outreach Program: "ROAD TO WEALTH!"	0%	1315d	30-Jun-12	04-Feb-16														
	Monitoring & Evaluation- Lessons Learned, Feedback to Districts for Future Programs	15.9%	1497d	21-Sep-11 A	04-Aug-16														

***A 4 5 – Year Overall Progress Schedule***

USAID/Rwanda Rural Feeder Roads Improvement Program		5-Year Overall Schedule				Status as at 30-Jun-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		
<b>USAID/Rwanda Rural Feeder Roads Improvement Program</b>		19.22%	1534d	01-Jul-11 A	10-Sep-16																								
<b>Project Management</b>		19.53%	1504d	01-Jul-11 A	11-Aug-16																								
<b>Pre-Award/Pre-Mobilization</b>		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																								
<b>Mobilization</b>		78.67%	32d	12-Aug-11 A	31-Jul-12																								
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		74.4%	32d	06-Sep-11 A	31-Jul-12																								
<b>Implementation</b>		17.23%	1504d	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		21.36%	1097d	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)		16.44%	1489d	26-Sep-11 A	11-Aug-16																								
Performance Monitoring Plan (PMP)		11.02%	1462d	13-Jan-12 A	30-Jun-16																								
Task Order Status Reports (Quarterly)		13.7%	567d	01-Apr-12 A	18-Jan-14																								
Program Coordination Meetings (as needed)		16.35%	1504d	06-Sep-11 A	11-Aug-16																								
General Program Management & Support		17.23%	1504d	22-Aug-11 A	11-Aug-16																								
<b>Task 1- Road Inventory, Prioritization &amp; Planning</b>		79.17%	75d	19-Sep-11 A	12-Sep-12																								
<b>District Project Kickoff Meetings</b>		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																								
<b>Conduct RICA (Road Inventory and Condition Assessments)</b>		77.88%	75d	20-Sep-11 A	12-Sep-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		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		73.89%	47d	01-Dec-11 A	15-Aug-12																								
Deliver training to Districts		0%	28d	16-Aug-12	12-Sep-12																								
<b>Stakeholder Meetings at Districts to Develop Criteria for Prioritization</b>		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																								
<b>Short-list the Prioritized Road Segments Based on Criteria, Present to the Distr...</b>		76.58%	37d	01-Feb-12 A	05-Aug-12																								
Apply prioritization algorithm to road segments		100%	0d	01-Feb-12 A	15-May-12 A																								
Review results with districts & stakeholders		0%	32d	30-Jun-12	31-Jul-12																								

Start Date: 12-Aug-11  
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Finish Date: 10-Sep-16  
Print Date: 12-Jul-12





USAID/Rwanda Rural Feeder Roads Improvement Program		5-Year Overall Schedule				Status as at 30-Jun-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
<b>Task 4 - Construction Supervision</b>		14.47%	1507d	09-Sep-11 A	14-Aug-16																		
<b>Construction Guidance and Supervision Program with On-going Monitoring an...</b>		14.59%	1493d	09-Sep-11 A	31-Jul-16																		
Meetings with District Engineering & Construction Staff		0%	397d	09-Sep-11 A	31-Jul-13																		
Develop Construction Supervision Guidance Document		100%	0d	30-Nov-11 A	01-Aug-13																		
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																		
<b>Training on Supervising Construction Supervision Contracts under FARA (for ...</b>		0%	1338d	04-Jun-12 A	14-Aug-16																		
Develop FARA Contracting Training Materials & Manuals		10%	81d	04-Jun-12 A	20-Oct-13																		
Deliver Training to Districts, Private Consultants		0%	0d	21-Oct-13	21-Oct-13																		
Deliver Workforce training to Construction Supervision Firms Over Course of RFRIP		0%	1338d	16-Dec-12	14-Aug-16																		
<b>Training on Program Management/CS, Safety and Quality Control (for CS Contr...</b>		0%	133d	16-Dec-12	27-Apr-13																		
Review Existing Parsons Training Materials With Local Training Partners		0%	57d	16-Dec-12	10-Feb-13																		
Deliver Classroom and Field Training		0%	76d	11-Feb-13	27-Apr-13																		
<b>Task 5 - Capacity Building (District, GoR [RPPA, RTDA])</b>		16.37%	1497d	11-Sep-11 A	04-Aug-16																		
<b>District Level GAP Analysis and Capacity Needs Assessment</b>		36.08%	519d	11-Sep-11 A	30-Nov-13																		
Assess District and private industry technical capacities		100%	0d	11-Sep-11 A	30-Jun-12																		
Assess GoR and District institutional framework, policies and procedures		100%	0d	19-Jan-12 A	30-Jun-12																		
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	21-Oct-13	30-Nov-13																		
<b>Gender Assessment and Integration Plan (Semi-Annual Updates)</b>		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																		
<b>Training &amp; Capacity Blding Progm Dsgn, Transfr to Regnl Training Partnrs &amp; Di...</b>		7.38%	1493d	21-Feb-12 A	31-Jul-16																		
<b>Community Education &amp; O&amp;M Outreach Program: "ROAD TO WEALTH!"</b>		0%	1315d	30-Jun-12	04-Feb-16																		
<b>Monitoring &amp; Evaluation- Lessons Learned, Feedback to Districts for Future Pr...</b>		15.9%	1497d	21-Sep-11 A	04-Aug-16																		
<b>Project Completion &amp; Close-Out</b>		0%	120d	14-May-16	10-Sep-16																		
<b>Project Completion</b>		0%	0d	11-Aug-16	11-Aug-16																		
<b>Project Close Out</b>		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  
Data Date: 30-Jun-12  
Finish Date: 10-Sep-16  
Print Date: 12-Jul-12



***A 5 Monthly Project Cost: Line Items and Ceiling Price – June 2012***

**Line Items and Ceiling Price - June 2012**

	Line Item	Budget					
		Program 5-Year Total	Year 1 Expenses (Estimated Billable Expenses)				Funds Remaining
			Budgeted	Cumulative Thru May-2012	Current Period June-2012	Cumulative To Date	
1	Direct Labor Costs	\$1,571,241	\$340,903	\$261,404	\$33,893	\$295,297	\$45,606
2	Indirect Costs (Est): Overhead	\$413,675	\$98,777	\$75,903	\$10,844	\$86,747	\$12,030
	Fringe	\$649,048	\$139,344	\$106,367	\$15,537	\$121,904	\$17,440
	G&A	\$434,640	\$98,511	\$83,268	\$12,457	\$95,725	\$2,786
3	Other Direct Costs*	\$1,796,516	\$592,055	\$218,868	\$47,580	\$266,448	\$325,607
4	Travel	\$125,443	\$54,869	\$17,364	\$93	\$17,457	\$37,412
5	Sub Contracts*	\$4,312,046	\$1,691,171	\$592,820	\$120,023	\$712,843	\$978,328
6	FCCM	\$146	\$64	\$124	\$1	\$125	-\$61
	<b>Total Cost w/out Fee</b>	\$9,302,755	\$3,015,694	\$1,356,117	\$240,429	\$1,596,546	\$1,419,148
8	Fee	\$633,225	\$204,293	\$92,365	\$16,590	\$108,949	\$95,344
	<b>Total</b>	\$9,935,980	\$3,219,987	\$1,448,483	\$257,018	\$1,705,495	\$1,514,492

\* VAT tax was incorporated into the previous report (Adjustment made)

***A 6 Quarterly Project Cost Information: Line Items and Ceiling Price - April thru June 2012***

**Line Items and Ceiling Price - April Thru June 2012**

	Line Item	Budget					
		Program 5-Year Total	Year 1 Expenses (Estimated Billable Expenses)				Funds Remaining
			Budgeted	Thru Previous Qtr Cumulative	Current Quarter Apr-June 2012	Cumulative to Date	
1	Direct Labor Costs	\$1,571,241	\$340,903	\$210,813	\$84,484	\$295,297	\$45,606
2	Indirect Costs (Est): Overhead	\$413,675	\$98,777	\$56,919	\$29,828	\$86,747	\$12,030
	Fringe	\$649,048	\$139,344	\$85,738	\$36,166	\$121,904	\$17,440
	G&A	\$434,640	\$98,511	\$68,746	\$26,979	\$95,725	\$2,786
3	Other Direct Costs*	\$1,796,516	\$592,055	\$185,493	\$80,955	\$266,448	\$325,607
4	Travel	\$125,443	\$54,869	\$10,023	\$7,434	\$17,457	\$37,412
5	Sub Contracts*	\$4,312,046	\$1,691,171	\$352,087	\$360,756	\$712,843	\$978,328
6	FCCM	\$146	\$64	\$44	\$81	\$125	-\$61
	<b>Total Cost w/out Fee</b>	\$9,302,755	\$3,015,694	\$969,863	\$626,683	\$1,596,546	\$1,419,148
8	Fee	\$633,225	\$204,293	\$66,226	\$43,241	\$108,949	\$95,344
	<b>Total</b>	\$9,935,980	\$3,219,987	\$1,036,089	\$669,924	\$1,705,495	\$1,514,492

\* VAT tax was incorporated into the previous report (Adjustment made)

***A7 - USAID FORWARD Issue #4, featuring RFRIP***



Milk transport to milk collection centers on bicycle. Photo credit: USAID/Rwanda

In the fourth issue of the IPR Newsletter, we are sharing more stories from the field on how Missions are implementing IPR and how we are making progress as an Agency on achieving our objectives under this important initiative. We are also including some lessons learned and best practices to reflect how Missions are approaching their work with governments and local institutions.

**Objective 1: Strengthen partner country capacity to improve aid effectiveness and sustainability.**

**USAID/Rwanda: Fixed Amount Reimbursement Agreements (FARAs) with district governments to improve farmers' access to markets.**

USAID/Rwanda's Rural Feeder Roads Improvement Program (RFRIP) is a five-year, \$40 million program designed to support the mission's priority value chains (maize, beans and dairy) under its Feed the Future strategy. The principal objective of RFRIP is to promote improvements in household food security for the rural poor by increasing their income through improved access to markets. It is anticipated that approximately 800 kilometers of rural feeder roads will be rehabilitated in eight of Rwanda's 27 rural districts. Another objective of the program is to strengthen the capacity of the district governments to prioritize, plan, rehabilitate and maintain their feeder roads.

To achieve this, the project will rehabilitate roads using FARAs between USAID and District governments, and will provide Districts with technical engineering and institutional development support through an architecture- and engineering-services support contractor. Approximately eighty percent of the project's budget will be implemented using FARAs, while the remaining 20% will be used to strengthen districts capacity.

The technical support contractor has already assisted two district governments in completing technical design work for two pilot roads totaling 90 kilometers. Rehabilitation of these two roads is expected to begin around September 2012.

Working directly with host-government institutions has revealed tremendous cost savings over approaches using USAID's traditional project implementation mechanisms. Cost estimates for the two pilot roads indicate that the cost per kilometer of each road will be less than half of the cost per kilometer of a farm-to-market road built by USAID using an international implementing partner two and a



Current status of a rural road passing by maize and bean farms Photo credit: USAID/Rwanda

**Progress in Implementation of the Public Financial Management Risk Assessment Framework (PFMRAF)**

- 28** Countries with completed Stage 1 Rapid Appraisals.
- 7** Countries planning to conduct Stage 1 Rapid Appraisals.
- 11** Countries currently conducting Stage 2 Risk Assessments.
- 3** Country conducting a Stage 3 Project Design.
- 3** Country preparing a Stage 4 Project Agreement.

## El Salvador



Local youth participate in the rehabilitation of rural roads and mitigation as a community project under PATI, Photo Credit: FISDL

### IPR Objective 1 - Training

#### Focus on the Field

USAID/Kenya and USAID/East Africa hosted the Introduction to the Public Financial Management Risk Assessment Framework (PFMRAF): Implementing the Stage 1 Rapid Appraisal and the Stage 2 Risk Assessment course in Nairobi in May 2012. The course was offered to support the use of country systems to deliver development assistance. The goal of this course is to familiarize participants with the planning and execution of the PFMRAF. Participants gained a greater appreciation for the PFMRAF and its relationship to the use of reliable partner country systems and institutions to improve aid effectiveness and sustainability. Thirty participants attended, representing 12 bilateral USAID Mission, the East Africa Regional Mission, and the Africa Bureau in Washington, DC. Additional offerings of the course are planned for: Accra, Ghana from July 23 – 27; and Washington, DC from August 6 – 10, 2012. Registration is available at <https://university.usaid.gov>.

half years ago.

### **USAID/El Salvador: Unemployed Youth and Women Heads of Household Receive Tangible Aid and a Hope for the Future**

Facing the effects of the global financial crisis and recent devastating floods, 13,000 Salvadorans from 11 hard-hit municipalities are finding some relief through a USAID-supported Temporary Income Support Program (PATI, for its acronym in Spanish). Under this program, participants receive a fixed monthly payment of \$100 for a period of six months and work on a variety of municipal-led community development projects, including litter clean up, municipal beautification, tree planting, and infrastructure remodeling. They also receive vocational and life skills training that will help them enter the labor market or start generating some income with the newly acquired skills.

USAID negotiated a FARA with the Government of El Salvador's Social Investment Fund for Local Development (FISDL) to implement the program. As of April 2012, USAID has invested a total of \$10.3 million for the PATI program, of which \$1.2 million (12 percent) are program administrative costs attributable to FISDL. This results in a real, direct resource flow to the ultimate beneficiaries of \$9.1 million for this host-country implemented program. If the Mission had used an international contractor for the administration of the program, overhead costs would have been about \$3 million, representing an increase of \$1.8 million in total administrative costs. This would have reduced resources available to the direct beneficiaries to \$7.3 million.

Under a separate mechanism, USAID also contracted with a local audit firm to provide inspection and monitoring services for PATI for \$78,000 for the life of the program. Although the program does not specifically include a capacity building component nor is the purpose of the inspection and monitoring activity to develop capacity, FISDL reported that as a result of the monitoring activity, the institution has improved and systematized some of its internal control mechanisms established for PATI.

Finally, the PATI program emphasizes local municipal government involvement in implementation of the program, including the selection of project participants and overseeing community development projects. *"Mayors from 11 municipalities are actively involved in PATI, looking for alternatives and analyzing how to improve the program's results and impact. The mayors have confirmed that the program has*



Flower arrangement and recycling as part of the training received under PATI. Photo credit: FISDL

**A8**      ***Trip Report - Meghan trip report***

To: Charles Balina  
CC: David Fulton  
From: Meghan Hartman  
Date: 19 June 2012  
Re: RFRIP; June 4 – June 12 Trip Report

This trip report outlines the tasks accomplished by Ms. Meghan Hartman while on short term assignment at the Rural Feeder Roads Improvement Program (RFRIP) June 4 to June 12.

### **RFRIP Gender Assessment and Integration Plan**

The main activity undertaken during this assignment was the revision and resubmission of the Gender Plan. This is a critical document for RFRIP as it outlines how gender will be integrated into future program design and construction activities.

#### ***Report Revision & Response to Comments***

During the first part of the assignment, Ms. Hartman worked with RFRIP's Gender Specialist, Jeanne Umuzigambeho to review the comments provided by USAID and integrate them into the revised gender report. These activities included documenting each of USAID's comments, developing a response, and addressing the comments within the document.

The document was also reorganized in order to show the gender assessment conducted along with the planned integration activities to be carried out. The revised document was organized into two discrete sections, where the integration plan outlined gender assessment observations, RFRIP's planned actions to address gender deficiencies, and the desired outcomes. A schedule of activities was also developed to show future integration work-planning.

#### ***Meeting with USAID***

On Monday June 11, Ms. Hartman, Jeanne Umuzigambeho, the COP, and DCOP went to the USAID Rwanda Mission to present the results of the revised gender plan. The meeting was attended by approximately 10 USAID staff members. The revised plan was presented and questions were answered from the USAID group. From this meeting, USAID planned to review the revised report and approve or provide further comments as needed. (The Gender Assessment and Integration Plan was later approved on June 19).

### **Technical Scope of Work**

Other than the gender report, Ms. Hartman worked with RFRIP staff within IRG's scope areas of monitoring & evaluation (M&E), environmental compliance, and gender. Ms. Hartman worked with RFRIP's environmental compliance specialist, Naila Umubyeyi, for input on the upcoming EMMPs for Gatsibo and Ruhango. Meetings regarding environmental compliance also discussed coordination efforts and needs with the program's senior environmental advisor, Tom Catterson.

Ms. Hartman also worked with RFRIP's M&E Specialist, David Rugero on upcoming reporting needs. Work included reviewing the forthcoming Socio-Economic Baseline Study that will begin in the next few months.

### **Project Management**

Ms. Hartman also worked with RFRIP staff on project management needs for IRG's role within the program. This included reviewing IRG's scope of work, discussing remaining Year 1 activities, and beginning to prepare for Year 2.

### **Daily Activity Log**

Date	Activity	Participants
4 June 12	Arrive in Kigali	
5 June 12	Met with Gender Specialist to review comments and develop responses and revisions	GS
6 June 12	Continued revisions to Gender Report	GS
7 June 12	Met with M&E Specialist and Environmental Specialist to discuss current activities and upcoming tasks	M&E, ES
8 June 12	- Met with COP and DCOP on project status and activities - Submitted Final Gender Report to COP for USAID review	COP, DCOP, GS
9 June 12	Worked from hotel on USAID Gender Presentation	
11 June 12	Weekly RFRIP meeting, Meeting with USAID	COP, GS
12 January 12	Departed Kigali	

COP – Chief of Party

DCOP – Deputy Chief of Party

GS – Gender Specialist

M&E – Monitoring & Evaluation Specialist

ES – Environmental Specialist

### **Future Activities**

Ms. Hartman will continue to be IRG's home office project manager and will be involved as-needed within RFRIP activities.

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