



USAID
FROM THE AMERICAN PEOPLE

MUNICIPAL INFRASTRUCTURE AND IDP HOUSING REHABILITATION PROJECT

FIRST YEAR WORK PLAN

CONTRACT: AID-EDH-I-00-08-00027-00, TASK ORDER: AID-114-TO-11-00002

7 JULY 2011

This document was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech for the Municipal Infrastructure and IDP Housing Rehabilitation Project, Task Order number AID-114-TO-11-00002 under the USAID Architectural and Engineering (A&E IQC).



MUNICIPAL INFRASTRUCTURE AND IDP HOUSING REHABILITATION PROJECT

FIRST YEAR WORK PLAN

CONTRACT: AID-EDH-I-00-08-00027-00, TASK ORDER:
AID-114-TO-11-00002

7 JULY 2011

The following document was prepared by Tetra Tech EM, Inc. (<http://www.tetrattech.com>).

DISCLAIMER

This report is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents are the sole responsibility of Tetra Tech EM, Inc. and do not necessarily reflect the views of USAID or the United States Government.



July 7, 2011

Mr. Bradley Carr
Water Irrigation and Infrastructure Advisor
Office of Economic Growth
US Agency for International Development
11 George Balanchine Street
Tbilisi, 0131
Georgia

Re: First Year Work Plan for the Municipal Infrastructure and IDP Housing Rehabilitation Project.

Dear Mr. Carr:

This report is being submitted to you in accordance with the requirements of task order no. AID-114-TO-11-00002 of contract AID-EDH-I-00-08-00027-00. It provides Tetra Tech's First Year Work Plan for the Municipal Infrastructure and IDP Housing Rehabilitation Project.

If you require a bound/color printed copy, please let me know.

We look forward to your review and welcome your comments and suggestions.

Very truly yours,

A handwritten signature in black ink that reads 'Jeffrey W. Fredericks'.

Jeffrey W. Fredericks, P.E., PhD
Chief of Party
Tetra Tech, Inc.
USAID/ Caucasus – Municipal Infrastructure and IDP Housing Rehabilitation Project (GMIP)
10th Floor, 154 Aghmashenebeli Ave.
Tbilisi, 0102, Georgia
Tel: +995322910401, Fax: +995322910401
Email: Jeff.Fredericks@tetrattech.com

CC: USAID (George Kokochashvili); MDF (Kartlos Gviniashvili); Tetra Tech (Firouz Rooyani, Dean White, Tom Chicca, Illia Eloshvili)

TABLE OF CONTENTS

| | |
|---|-----------|
| TABLE OF CONTENTS | i |
| Table of Tables | i |
| Table of Figures | i |
| Acronyms | ii |
| 1. Introduction and Program Overview | 3 |
| 1.1 Authorization | 3 |
| 1.2 Purpose of Report | 3 |
| 1.3 Background | 3 |
| 1.4 Project Objectives | 3 |
| 1.5 Project Components | 4 |
| 2. Project Components | 5 |
| 2.1 Component 1: Municipal Infrastructure | 5 |
| 2.2 Component 2: Rehabilitation Of Irrigation Infrastructure | 7 |
| 2.3 Component 3: IDP Durable Housing | 8 |
| 3. Overall Program Approach | 12 |
| 3.1 Statement of Work | 12 |
| 3.2 Detailed Work Requirements | 13 |
| 3.3 Reports And Deliverables | 15 |
| 4. Project Implementation Plan | 19 |
| 4.1 Project Plan | 19 |
| 4.2 Coordination With Other Donors And Technical Assistance Activities | 23 |
| 4.3 Challenges Facing The Project | 25 |
| 5. Management Plan | 28 |
| 5.1 Over All Management Structure | 28 |
| 5.2 The Role of the Municipal Development Fund | 28 |
| 5.3 Tetra Tech’s Role | 28 |
| 5.4 Tetra Tech Project Organization | 29 |
| 5.5 Project Staffing Plan | 30 |

TABLE OF TABLES

| | |
|---|----|
| Table 1 Proposed Municipal Infrastructure Project List..... | 6 |
| Table 2 Component 2 Irrigation Systems Details | 8 |
| Table 3 IDP Cottage Settlements..... | 9 |
| Table 4 Reports and Deliverables | 16 |
| Table 5 Steering Committee Members..... | 24 |
| Table 6 Home Office Management Team | 31 |
| Table 7 Key Personnel | 31 |
| Table 8 Level of Effort..... | 32 |

TABLE OF FIGURES

| | |
|--|----|
| Figure 1 Five Municipalities Location Map..... | 5 |
| Figure 2 Shida Kartli Region Irrigation Schemes..... | 7 |
| Figure 3 IDP Durable Housing Location Map..... | 8 |
| Figure 4 IDP Durable Housing Location Map..... | 11 |
| Figure 5 Project Implementation Plan | 20 |
| Figure 6 Overall Project Management Structure..... | 28 |
| Figure 7 Project Organization Chart..... | 30 |

ACRONYMS

| | |
|--------|--|
| CCN | Cooperating Country National |
| CFR | Code of Federal Regulations |
| CO | USAID Contracts Office |
| COP | Chief Of Party |
| DCOP | Deputy Chief Of Party |
| DRC | Danish Refugee Council |
| EA | Environmental Assessment |
| EC | European Commission |
| EIA | Environmental Impact Assessment |
| EPI | Economic Prosperity Initiative USAID Project |
| ESS | Environmental Scoping Statement |
| GEL | Georgian Lari |
| Geo | Geo Ltd |
| GMIP | Municipal Infrastructure And IDP Housing Rehabilitation Project (the project) |
| GoG | Government of Georgia |
| HO | Home Office |
| ICRC | International Committee of the Red Cross |
| IDP | Internally Displaced Persons |
| IL | Implementing Letters |
| Kav | Kavgioprotransi-Mg Ltd |
| KfW | Kreditanstalt für Wiederaufbau (German International Development Banking Agency) |
| LTTA | Long Term Technical Assistance |
| MDF | Municipal Development Fund |
| MoLHSA | Ministry of Labor Health and Social Affairs |
| MoRDI | Ministry of Regional Development and Infrastructure |
| MRA | Ministry of Refugee Affairs |
| MRDI | Ministry of Regional Development and Infrastructure |
| NEO | New Economic Opportunities (USAID Project) |
| NGO | Non-Government Organization |
| NTP | Notification to Proceed |
| PE | Licensed Professional Engineer |
| PEA | Programmatic Environmental Assessment |
| PMC | Project Management Committee |
| PMP | Performance Monitoring Plan |
| SDC | Swiss Agency for Development and Cooperation |
| SIDA | Swedish International Development Corporation Agency |
| SOW | Scope of Work |
| STTA | Short Term Technical Assistance |
| TBD | To Be Determined |
| TOCOTR | USAID Task Order Cognizant Technical Officer |
| Tt | Tetra Tech EM Inc |
| UNHCR | United Nations High Commissioner for Refugees |
| UNTC | United Nations Treaty Commission |
| USAID | United States Agency For International Development |
| USG | U.S. Government |
| WB | World Bank |

I. INTRODUCTION AND PROGRAM OVERVIEW

I.1 AUTHORIZATION

Under the United States Agency for International Development (USAID)/ Caucasus – Municipal Infrastructure and IDP Housing Rehabilitation Project (GMIP) Contract No. AID-EDH-I-00-08-00027-00 Order No: AID-114-TO-I 1-00002, Tetra Tech EM Inc. (Tt) is responsible for providing support to monitor current processes and practices, identify and mitigate areas of risk, and carry out oversight and quality control efforts to ensure that selected municipal and Internally Displaced Persons (IDP) infrastructure projects are implemented effectively and in accordance with U.S. and Georgian standards and regulations.

The period of performance for the contract is May 23, 2011– November 22, 2013.

I.2 PURPOSE OF REPORT

The purpose of this report is to present the GMIP First Year Work Plan. This report presents the plans for the first year of the activity and a general project work plan for the entire activity. The work plan has separate sections for each of the three components of this scope of work (SOW) and includes task items such as start/completion dates, work activities, long-term and medium/short-term personnel needs, procurement planning, etc. It also includes a management structure, proposed schedule, work flow and overall program approach.

The project implementation schedule and work plan were developed based on the rapid appraisal and input from USAID and Government of Georgia (GoG) counterparts. The work plan includes a staffing plan detailing required short term personnel and other outside technical support, planning, engineering and administrative oversight, capacity building, monitoring and evaluation, and other technical services. It has been developed in consultation with USAID/Georgia and Municipal Development Fund (MDF) and includes implementation sequencing, time line estimates, and critical paths.

I.3 BACKGROUND

The dual shocks of Georgia's August 2008 conflict with Russia and the global economic downturn pose serious challenges to Georgia's economic stability. This in turn puts pressures on Georgia's political stability. The conflict, crisis, and subsequent slowdown in economic growth and foreign direct investment have placed a severe strain on Georgia's national budget and its ability to finance core investments in critical regional development initiatives. Many years of decline in the quality, coverage and maintenance of basic services, including water supply, sewage, local roads, solid waste services, and irrigation systems have dramatically reduced Georgia's quality of life in rural areas and constrained private sector growth. Such degradation and instances of conflict-related damage have resulted in significant constraints to the productive capacity and quality of life of thousands of Georgians, including old and new IDPs, rural poor, and persons directly or indirectly affected by the 2008 conflict with Russia.

I.4 PROJECT OBJECTIVES

The major purpose of this project is to improve the infrastructure in five selected municipalities - Dusheti, Mtsketa, Gori, Kareli, and Oni, affected during Russian Georgian conflict in 2008 and improve living standards for nearly 4,000 houses constructed by the GoG without running water

or sewer systems for IDPs from the August 2008 conflict, to provide each house with a shower, sink, toilet, water taps and other renovation as necessary. The funds will also be used to upgrade existing IDP shelters and redevelop buildings for use as durable housing for IDPs from previous conflicts. Funding will also support various other activities focused on ensuring overall sustainability of IDP housing.

Activities performed under this task order will complement and reinforce the activities, project management, and engineering expertise of USAID/Georgia and its implementing partners. From 2010 to 2013, USAID/Georgia will undertake works in the infrastructure sector in collaboration with the GoG's Municipal Development Fund (MDF) to upgrade municipal infrastructure in targeted municipalities, to install and extend irrigation channels, and to upgrade IDP housing. Municipal infrastructure and irrigation rehabilitation will be implemented through an agreement with the MDF, and the IDP housing will be implemented through a separate agreement with this same agency. It will be expected to form a close working relationship with the MDF in the implementation of both projects, accompanying the MDF in all phases of the project and providing monitoring and oversight services to the MDF and USAID. The purpose of this award is to monitor current processes and practices, identify and mitigate areas of risk, and carry out oversight and quality control efforts to ensure that selected infrastructure projects are implemented effectively and in accordance with U.S. and Georgian standards and regulations. Efforts will not duplicate work that MDF does or might perform under its agreement with USAID. The monitoring and oversight role will encompass all areas of project intervention, from procurement planning to final acceptance. It will help to ensure that infrastructure deliverables are effective, efficient, and sustainable and that implementation is carried out within allowable budgets, time restraints, and within accepted quality standards.

1.5 PROJECT COMPONENTS

The project includes three major components and two subcomponents:

1. Component 1: Municipal Infrastructure
2. Component 2: Rehabilitation Of Irrigation Infrastructure
3. Component 3: IDP Durable Housing
 - a. Subcomponent 1: Provide Water And Sanitation Upgrades For IDP Cottage Housing For IDPS From The August 2008 Conflict
 - b. Subcomponent 2: Provide Durable Housing Solutions For IDP From 1990s Conflict

Table I Proposed Municipal Infrastructure Project List

| # | Municipality | Project Title | Project Brief Description | Main Social Outcomes, Number of Beneficiaries |
|---|--------------|---|--|---|
| 1 | Oni | Installation of asphalt paving in Town Khoni internal roads | Asphalt paving will be installed on the 7-8 km urban street section | End-users 3400 population, doubles during high season |
| 2 | Dusheti | Installation of River Dushetiskhevi bank protection and restoration-rehabilitation of bridges over the river | Cleaning the bank of inert materials, installation/restoration of cast-in-situ reinforced concrete walls, installation of bank protecting gabions, reinstallation of bridges, restoration of the footbridge over the gorge | 7000 population (Villages Kobiaantkari, Sulikiantkari, Shalikiantkari and Mtvareliankari Settlements) |
| 3 | Dusheti | Rehabilitation of Town Dusheti streets and storm drains | Rehabilitation of the streets damaged as result of mudslide in Duhseti, restoration-rehabilitation and reinstallation of storm drains (asphalt 2,620 km, stone pavement 1,040 km) | 5600 population in Dusheti |
| 4 | Mtskheta | Rehabilitation of roads for development of infrastructure in Mtskheta Municipality | Construction and rehabilitation of Mtskheta internal roads, installation of the respective service lines (18-20 km) | Will serve 10 000 population, approximately 100,000 tourists annually. Will foster infrastructure development, private business and tourism. |
| 5 | Gori | Rehabilitation of internal water supply and wastewater networks and installation of water meters in apartment buildings in Gori | Due to malfunction of the internal systems there is water loss in the apartment buildings, in case if the project is implemented the population will receive water on the 4-5 floors | Improvement of sanitary-hygienic conditions for 17000 inhabitants of 290 buildings: upgrade of potable water supply and installation of water meters |
| 6 | Gori | Rehabilitation of potable water and wastewater networks in Railway Settlement | Complete rehabilitation of the wastewater system - GEL 1,500,000; potable water network II stage completing works GEL 500,000 | Improvement of sanitary-hygienic conditions for 5000 population. |
| 7 | Gori | Complete rehabilitation of pavements and sidewalks of the streets in May 26th , and Moscow streets and Railway Settlement in Gori | Project implementation will result in rehabilitation of 30 streets (18-20 km) | 1) May 26th is the city central market adjacent street. It is used by the whole city and village population; 2) Moscow street is used by local and collective center IDP population; 3) 5000 inhabitants will have improved travel conditions in the railway settlement |
| 8 | Kareli | Rehabilitation of Sogholasheni-Dvani motor road | Project implementation will result in rehabilitation of 12 km motor road section | Project implementation will result in improved conveyance conditions for 5 villages (6500 population) |

2.2 COMPONENT 2: REHABILITATION OF IRRIGATION INFRASTRUCTURE

This program component will see USAID investing \$8.16 million directly through the MDF. As with all of the program components, the MDF will be responsible for procurement of the goods and services required. It is anticipated that the irrigation infrastructure improvements could impact at least 30,000 hectares of land by restoring these lands to 'productive capacity' (i.e., the ability to be used for economically attractive agricultural production). At least 10,000 small land holders are expected to benefit from this program. These impacts seem achievable, based on Tt's rapid appraisal. It will be important to leverage other USAID activities (and perhaps those of other donors), including both the Economic Prosperity Initiative (EPI) and New Economic Opportunities (NEO) programs.



Figure 2 Shida Kartli Region Irrigation Schemes

The Shida Kartli region is expected to be a priority for implementation given both the opportunity for irrigation restoration as well as the impact that the region felt as a result of the 2008 conflict.

MDF has entered into a contract with a local firm Kavgioprotransi-MG Ltd (Kav) to obtain technical and logistical services in support of the development of an environmental scoping statement (ESS) and assessment of feasibility of the rehabilitation of irrigation channels which mainly will be focused on rural populations, IDP or persons affected by the 2008 conflict with Russia.

Three primary canals and secondary canals on three systems are being evaluated under the Kav contract (see Table 2 below):

Funding will be used to provide each house with a shower, sink, toilet, water taps and other renovations. Specific actions to be undertaken as a part of this activity include water supply improvements, installation of indoor plumbing, and installation of treatment systems.

In addition to improving the overall living conditions of the IDPs, it is anticipated that these housing upgrades will increase the resale value of these houses.

USAID will prioritize those IDP settlements with sufficient access to clean water supplies allowing for the installation of indoor water taps. However, settlements without sufficient clean water could be selected for rehabilitation. In those settlements, additional/alternative water sources may be explored, such as wells. It will also be the responsibility of Tt to examine and promote conservation and recycling measures (e.g., water metering, indoor control devices, energy efficient water heating, waste water treatment).

MDF has entered into a contract with a local firm, Geo Ltd, to conduct an environmental scoping and small feasibility study for the IDP cottage settlements located in Mtskheta, Mtianeti and Shida Kartli (see Table 3).

Table 3 IDP Cottage Settlements

| # | Name of settlement | # of cottages | # of house holds | # of individuals |
|--------------|-----------------------------|---------------|------------------|------------------|
| 1 | Tsilkani | 400 | 399 | 1,093 |
| 2 | Frezeti | 300 | 263 | 721 |
| 3 | Tserovani | 2,001 | 1,927 | 5,533 |
| 4 | Metekhi | 35 | 35 | 128 |
| 5 | Teliani | 54 | 54 | 164 |
| 6 | Khurvaleti | 139 | 139 | 460 |
| 7 | Shavshvebi | 177 | 177 | 586 |
| 8 | Berbuki | 134 | 134 | 460 |
| 9 | Gori (Verkvebi) (by GTZ) | 300 | 275 | 889 |
| 10 | Gori (Karaleti) | 480 | 480 | 1,644 |
| 11 | Sakhasheti (TIKA) | 100 | 83 | 220 |
| 12 | Skra | 86 | 86 | 312 |
| 13 | Mokhishi | 58 | 58 | 220 |
| 14 | Akhalsopeli | 100 | 100 | 350 |
| Total | | 4,364 | 4,210 | 12,780 |

2.3.2 Subcomponent 2: Provide Durable Housing Solutions for IDPs from 1990s Conflict

This subcomponent will provide upgrades to existing IDP shelters and redevelop buildings for use as durable housing for IDPs from Georgia’s 1990s conflicts. Many IDPs from the 1990s conflict remain in collective centers with poor physical living conditions. While the GoG hopes to provide new housing for a portion of this population, it also intends to rehabilitate collective

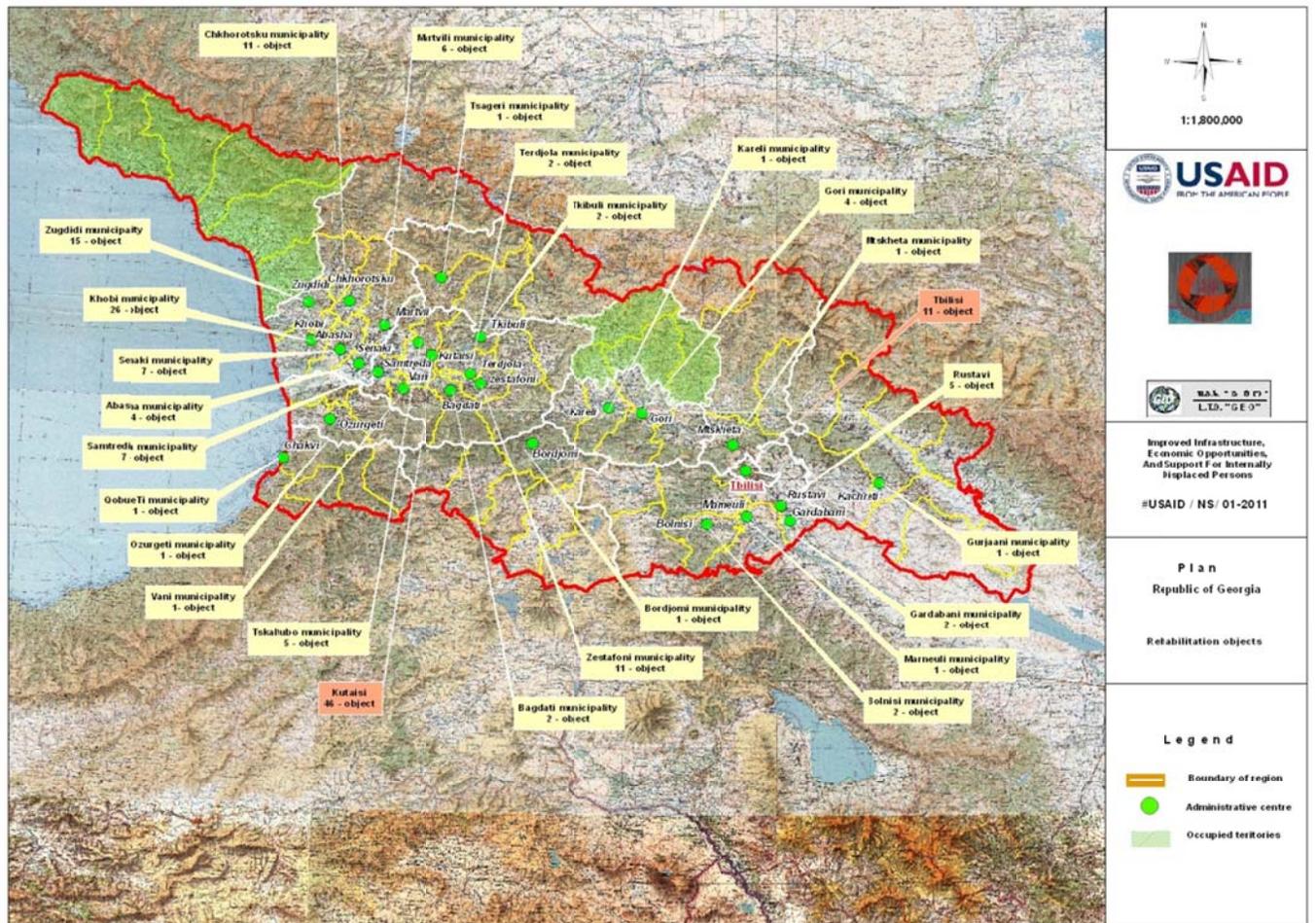
centers and other buildings for IDPs. The rehabilitation of these buildings is consistent with the Ministry of Refugee Affairs (MRA)'s interest in improving the overall living conditions of IDPs. The buildings are both State and privately owned. Privately owned buildings that have been identified for rehabilitation will be purchased by the GoG. Following building rehabilitation, it is expected that the GoG will transfer the property titles to the IDPs participating in the activity.

The MRA has identified a preliminary list of buildings for review for potential rehabilitation under the USAID project. Privately owned buildings that have been identified for rehabilitation are located in several cities including Tbilisi, Rustavi, Kareli, Khashuri, Kutaisi, Khobi and Zugdidi. USAID, the GoG, and MDF are participating in the selection of the buildings to be rehabilitated. Some of the key criteria for making this determination will include: (1) the overall integrity of the building; (2) the size of apartments; (3) the rehabilitation costs per occupant; (4) the size of the apartments; (5) the condition of the building infrastructure (e.g., water, sewage and electricity); (6) availability of transportation services; and (7) livelihood opportunities.

USAID will assure that all construction and infrastructure activities will make use of energy efficient standards and materials. It will ensure that energy efficiency measures are used when possible.

The cost to rehabilitate one family dwelling unit is around \$8,000 and \$10,000. With a budget of \$26 million, USAID plans to provide technical assistance and financing to the GoG to rehabilitate approximately 2,600 family dwelling units. If the GoG is not able to identify a significant number of existing buildings to rehabilitate, then USAID may consider other alternatives to assist IDPs in who are in need of durable housing. This may include the use of housing vouchers, direct cash payments, or other alternatives that provide the IDPs with a choice in the selection of a housing solution.

MDF has entered into a contract with a local firm, Geo Ltd, to conduct an environmental scoping and small feasibility study to provide durable housing solutions for IDPs from 1990s conflict. An initial list of 118 buildings was identified for review in the study. The building locations are shown in Figure 4 below.



3. OVERALL PROGRAM APPROACH

3.1 Statement of Work

Tt has provided USAID/Georgia and its implementing partners under the Municipal Development and IDP Housing Projects immediate access to a team of full-time and short-term technical assistance that will include all related fields of expertise required for successful oversight of implementation of Components 1, 2, and 3 of this Task Order. This expertise will include, but will not be limited to procurement management, engineering, environmental science, construction management, monitoring and inspection, and technical training. In addition to providing oversight for implementation of MDF's USAID-funded infrastructure projects, Tt will strengthen the capacity of MDF and project recipients to help ensure long-term sustainability of project interventions.

Tt will provide engineering infrastructure rehabilitation project oversight on roads and city streets (asphalt, concrete, and drainage), drainage channels (cleaning and improving concrete surfaces), condominiums – improvements to interior living spaces, roofs, windows, walls, flooring, use of energy efficient materials and insulation), housing settlements (water and sanitation, drainage, interior remodeling, roofs, flooring, storage shelters, and use of energy efficient materials and insulation), and irrigation head-works and primary/secondary channels (cleaning and improving concrete surfaces, water control valves and structures, and other associated water transportation structures and devices).

Given that the list of infrastructure projects is currently being developed and evaluated Tt has been tasked by USAID to provide oversight related to the identification, verification, and reasonableness of proposed infrastructure development and rehabilitation projects. This includes the verification of work scope quantities, cost/benefit, and other impact analysis for irrigation channels, municipal infrastructure, and housing rehabilitation. Tt is providing expert advice on the verification and final selection of proposed infrastructure. This advice will be communicated to MDF and USAID/Georgia through written reports and will be used in the desktop review and in final MDF and USAID/Georgia determinations of each proposed project.

Once proposed infrastructure projects are selected, Tt will support all phases of implementation of infrastructure from initial planning through project acceptance. This oversight support will be provided to USAID/Georgia or to MDF as directed by USAID/Georgia and will include the review of MDF's tendering and procurement, feasibility studies, environmental scoping and assessments, design review, construction management, quality control, monitoring, inspection and acceptance, operation and maintenance, and technical training of both MDF and infrastructure recipients (users).

Tt will develop an oversight and monitoring plan for USAID/Georgia approval and implementation. Areas of focus will include but not be limited to:

- Awarding contracts (e.g., preparing requests for proposals, tendering, and review of proposals, technical evaluation, and cost evaluation, determining competitive range, selection, and contract award) with a focus on ensuring that practices reflect Georgian procurement legislation and applicable USG statutory requirements, such as source and origin regulations.
- Payments for services rendered or delivered (e.g., methodology of validating invoices for services rendered or delivered)

- Close out of completed projects (e.g., financial and payments reconciliation, reconciliation of services delivered to design specifications, methodology to address outstanding issues)

Tt will report to USAID and the MDF on all aspects of project progress, appraisals, and best judgment assessments taken from data collected from regular field visits and communication with implementers and partners.

3.2 Detailed Work Requirements

Tt will ensure that activities conducted under the project are in full compliance with USAID and GoG standards and regulations. This includes, but is not limited to, Title 22, Code of Federal Regulations, Part 216 (22 CFR 216), the MRA's Standards for Rehabilitation, Conversion or Construction Works for Durable Housing for IDPs and Guiding Principles, Criteria and Procedures Governing the Process of Durable Housing Allocation. Below is a description of services that Tt is expecting to deliver.

3.2.1 Environmental Scoping Statements

Environmental scoping statements are being carried out for Components 1 and 2 by MDF and will determine the range of alternatives and identify the potentially significant issues to be analyzed in-depth in follow-on environmental impact assessments (where identified). The scoping statements are expected to classify interventions as having either negative determination with conditions – requiring the preparation of environmental mitigation measures, or as having a positive determination requiring environmental project specific impact assessments. Tt will review the scoping statement deliverables produced by MDF contractors and provide appropriate technical input in order to secure successful finalization of the scoping process.

The scoping process will help to eliminate detailed study of those issues that are not significant and those issues that have been addressed by prior studies. It will develop the terms of reference for any recommended project specific environmental impact assessments to follow. Scoping will focus on the alternatives and probable significant environmental impacts that should be considered, the proposed range of alternatives for consideration, and a detailed description of elements of the built and natural environment. The scoping process includes: 1) identify and review existing environmental information and studies related to these components, 2) carry out site visit investigations, and 3) assess project beneficiary input and feedback through stakeholder meetings.

The scoping statements must be approved by the USAID Mission and Bureau Environmental Officers and will be carried out in close coordination with USAID and MDF.

3.2.2 Programmatic Environmental Assessment

The PEA will be carried out for Component 3 and will include a comprehensive analysis of environmental considerations that are associated with all aspects of the proposed activity. The PEA will assess multiple projects and interventions within the IDP Housing component and will identify impacts and mitigations of proposed interventions, will engage project beneficiaries in the review and decision making process, and will provide information and make recommendations for design, construction, and operation and maintenance of project

infrastructure. The PEA will be approved by the USAID Mission and Bureau Environmental Officers.

3.2.3 Environmental Impact Assessment (for Components 1 and 2 – if required)

The environmental impact assessment (EIA) is a systematic process to identify, predict and evaluate the environmental effects of proposed actions and projects and will encompass an in-depth environmental review of expected impacts and mitigations of proposed irrigation infrastructure interventions. It will engage stakeholders in the review and decision making process and will provide information and make recommendations for design, construction, and operation and maintenance of project infrastructure. The assessment will:

- improve the environmental design of the infrastructure;
- ensure that resources are used appropriately and efficiently;
- identify appropriate measures for mitigating the potential impacts; and
- facilitate informed decision making, including setting the environmental terms and conditions for implementation.

The decision to carry out project specific EIAs will be determined by the environmental scoping process. EIAs will be approved by the USAID Mission and Bureau Environmental Officers.

3.2.4 Planning Activities

Tt will provide professional engineering and technical planning assistance that will include:

1. Review of designs and specifications for systems and equipment for facilities; statements of work (SOW) for associated services; cost estimates; requests for proposals; and invitations for bids.
2. Training needs. These could include training for MDF staff in project implementation as well as beneficiaries tasked with operating and maintaining project infrastructure and IDP housing improvements.
3. Review of existing information, feasibility studies, technical surveys, environmental studies, and other relevant and appropriate studies and analysis.
4. Continuous budget monitoring of all project activities including MDF and their contractors, and timely notification to USAID and MDF of the status of USAID funding.

3.2.5 Design Review Activities

Tt will carry out detailed review of housing and infrastructure designs, plans, and cost estimates for assigned USAID programs and activities including any proposed changes to designs during the course of project implementation. In addition, Tt will ensure that the design products comply with the appropriate GoG and US standards and best practices.

3.2.6 Technical Support and Oversight

Tt will provide project management oversight services for contracts/agreements to assure engineering and construction best practices for IDP housing and infrastructure development and rehabilitation that will include but not be limited to:

1. Review of feasibility and cost/benefit analysis of proposed interventions to help maximize USAID investment impact. This includes review of all infrastructure projects proposed by the GoG for accept/reject decisions based on technical and economic criteria.

2. Provision of technical oversight to implementation staff, keeping USAID and MDF personnel informed of work progress and implementation issues through regular meetings and written communications.
3. Ensure that all interventions are in accordance and compliance with appropriate USAID and Georgian engineering, architectural, construction, and environmental codes and regulations including, but not limited to, applicable occupation safety, fire codes, and 22 CFR 216.
4. Support and monitor MDF to insure compliance with the procurement policies and procedures specified by agreement between USAID/Georgia and MDF. These processes will include but are not limited to evaluation of bidders, bidding documents, and technical evaluation, award analysis, and evaluation of contract modifications.
5. Preparation and/or review of reports and work plans, providing recommendations regarding the viability and cost effectiveness of proposed interventions and identification of alternative approaches as necessary.
6. Monitoring the adequacy, quality and acceptability of delivered goods and services through construction inspection and surveillance services, review of contractor reports, and meetings with implementation partners.
7. Assistance in the development of solutions for architecture and engineering issues that cannot be resolved by the implementers.
8. Reviewing of and responding to proposed changes in design and construction contracts, the validity of claims and contract time extensions.
9. Administrative responsibilities including but not limited to activities such as estimating expenditures, reviewing payment vouchers, responding to audits, assessing claims, and performing other related activities.
10. Quality control/quality assurance services, including materials measurement and services analysis, environmental monitoring, and testing to ensure delivered products are in accordance with design specifications and drawings.

3.2.7 Gender Consideration

To the greatest extent possible, Tt will collect, analyze and submit to USAID sex-disaggregated data and proposed actions that will address any identified gender-related issues. Gender indicators will be defined and tracked as appropriate.

3.2.8 Branding Implementation Plan and Marking Plan

Tt will implement the Branding Strategy through the Branding Implementation Plan and Marking Plan approved by the TOCOTR.

3.3 Reports and Deliverables

All reports and other deliverables will be in the English language, unless otherwise specified by the TOCOTR. The list of deliverables subject to adjustment by the TOCOTR is given below:

Table 4 Reports and Deliverables

| Report | Due Date |
|---|--|
| A. Report of Rapid Appraisal of Proposed Infrastructure Subprojects | Within 15 days of award (Notification to proceed (NTP) – 23 May 2011) Submitted 6/10/2011 |
| B. First Year Work Plan | Within 45 days of award (NTP –23 May 2011) – due date 7/7/11 |
| C. Bi-Weekly Meetings and Reporting | Bi-weekly or (or more frequently if necessary) |
| D. Project Selection Reports | As-needed basis |
| E. Quarterly Progress Reports | Within 10 days of the end of fiscal year quarter and will follow the U.S. Government (USG) reporting periods which begin October 1 |
| F. Environmental Scoping Statements | Being carried out under a separate contract |
| G. Programmatic Environmental Assessment (PEA) | For Component 3 of this SOW, IDP Durable Housing Project, within the first three months following award in accordance 22 CFR 216 - due date 9/1/11 |
| H. Performance Monitoring Plan (PMP) | Within 45 days after award – due date 7/7/11 |
| I. Annual Work Plans | No less than 30 days prior to the end of each fiscal year – Sep 1 |
| J. Annual Report | 30 days after the end of the fiscal year. Due Nov 1 |
| K. Final Report | End of Contract expected to be 11/22/13 |
| L. Success Stories | At the direction of USAID/Georgia. |

A. Report of Rapid Appraisal of Proposed Infrastructure Subprojects. This written/oral report will be presented to USAID and partners within 15 days of award. The report will include background information gathered by Tt, will correspond to the three components outlined in this SOW, and will be used in the development of the first year work plan. This has already been delivered.

B. First Year Work Plan. A work plan in a format acceptable to USAID for the first year of the activity and a general project work plan for the entire activity are to be finalized within 45 days of award. The work plan will have separate sections for each of the three components of this SOW and will include task items such as start/completion dates, work activities, long-term and medium/short-term personnel needs, procurement planning, etc. It will also include a management structure, proposed schedule, work flow and overall program approach.

C. Bi-Weekly Meetings and Reporting. Tt will hold/attend bi-weekly (or more frequently if necessary) meetings with USAID and partners to present/discuss progress, identify opportunities for program improvement, and resolve problems as required. Generally this could include written descriptions of project implementation issues.

D. Project Selection Reports. Tt will submit written reports describing the technical and other impact assessments of proposed infrastructure projects. These reports will be developed and submitted on an as-needed basis and will communicate Tt’s expert advice and opinion regarding each project’s technical feasibility, reasonableness, and cost/benefit and will provide MDF and USAID with information to carry out a desktop review and final approval for each proposed project.

E. Quarterly Progress Reports. Tt will submit quarterly progress reports in a format acceptable to USAID within 10 days of the end of fiscal year quarter and will follow the U.S. Government

(USG) reporting periods which begin October 1. These reports will summarize progress of the major activities during the period of performance, indicating any problems encountered and steps taken to resolve them or proposing remedial actions as appropriate. It will inform the CO and TOCOTR of any problems, delays, or adverse conditions that materially impair Tt's ability to meet the requirements of the contract.

F. Environmental Scoping Statements. Environmental scoping statements for both components of this project are being carried out now under a separate contract and are expected to be completed during Tt's startup phase. Tt will use the results of the scoping tasks in the implementation of the Program Environmental Assessment (PEA) for the IDP component and site specific EAs (if required) and/or risk mitigation plans for the municipal infrastructure component.

G. Programmatic Environmental Assessment (PEA). Tt will carry out a PEA for Component 3 of this SOW, IDP Durable Housing Project within the first three months following award in accordance 22 CFR 216. USAID is carrying out the environmental scoping for this component under a separate mechanism and Tt will use the results of this scoping in the planning and implementation of the PEA. The deliverable, a PEA, will assess multiple subprojects and interventions within the IDP housing component, identify environmental impacts and issues of proposed interventions, engage stakeholders in the review and decision making process, and provide information and make recommendations for design, construction, and operation and maintenance of project infrastructure. The PEA will be presented to USAID in a prior approved format and will identify all significant environmental issues along with recommended mitigation and impact management, monitoring and evaluation planning, and other recommendations. The PEA will be submitted as a draft report and the Tt will incorporate comments until approved by the Mission and Bureau Environmental Officers.

H. Performance Monitoring Plan. In close coordination with USAID, Tt will develop and submit to USAID a Performance Monitoring Plan (PMP) within 45 days after award. The PMP will identify the start date of each task and the expected completion date. Critical path timelines with milestones will be established and reported on, identifying relevant sub-activities needed to achieve successful completion. The PMP will report progress against USAID established indicators over the life of the activity – these indicators will be provided to the Tt by USAID.

I. Annual Work Plans. Tt will submit annual work plans that detail the work to be accomplished during the upcoming year. The second and subsequent year work plans will be submitted no less than 30 days prior to the end of each fiscal year. Annual work plans may be revised on an occasional basis, as needed, to reflect project changes on the ground and with the concurrence of the TOCOTR.

J. Annual Report. Tt will submit an annual report for each Fiscal Year combining the activities of all four quarters (a separate fourth quarter report is not necessary) and providing an assessment towards achieving the annual objectives set forth in the annual work plans, including information for USAID performance indicators (PMP). This report is due 30 days after the end of the fiscal year.

K. End of Activity Report. At the end of the contract, Tt will prepare a final project report. The final report will contain the following information:

1. Specific objectives of the program;
2. Activities undertaken to achieve program objectives;

3. Results achieved by objective, including life-of-program reporting according to the performance monitoring plan;
 4. Cost of efforts disaggregated by type;
 5. Actions taken to leverage resources and to ensure the continuation and sustainability of program objectives and the effectiveness of these actions;
 6. Recommendations regarding unfinished work and/or program continuation; and
 7. Lessons learned over the course of the program.
- L. Success Stories. It will prepare success stories and other outreach materials at the direction of USAID/Georgia.

4. PROJECT IMPLEMENTATION PLAN

4.1 PROJECT PLAN

Specific tasks to complete the work are described below. Figure 5 graphically details out the proposed implementation plan and the timelines for the implementation of different tasks, reporting, and planning activities. Below is a brief narrative describing the implementation plan.

Mobilization – Note to proceed (NTP) was issued on 23 May 2011. Immediately following the NTP, Tt dispatched Dean White (President Tetra Tech ES, Corporation Response Officer) and David Sharashenidze (Tt ES Home Office Coordinator). Key personnel Ilia Eloshvili, Infrastructure Manager and DCOP) and Teimuraz Levanishvili (Housing Rehabilitation Manager) were brought on board. Chief of Party, Dr. Jeff Fredericks, PE, arrived in Tbilisi, Georgia on 20 June. Project staff moved into the Tt GMIP office on 27 June. Report of Rapid Appraisal of Proposed Infrastructure Subprojects USAID was submitted within 15 days of the award. Kick off meeting was held on 7 June. Dr. James Gallup, Senior Environmental Specialist carried out STTA from 13-17 June to initiate technical support on Components 1 and 2 Environmental Scoping Statements and the Component 3 PEA. A Project Management Committee (PMC) was formed. This Committee includes USAID, MDF, and Tt.

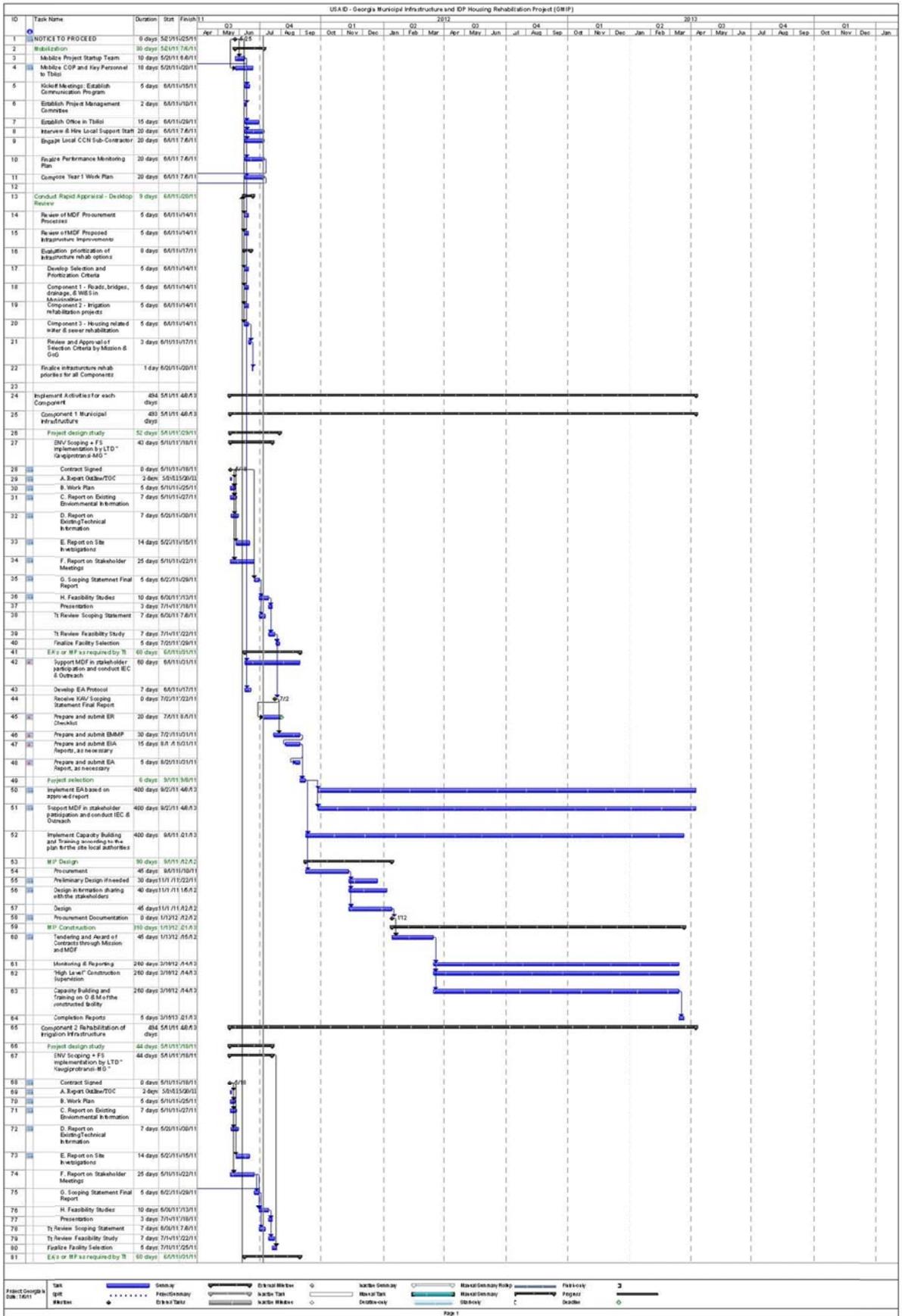
Rapid Appraisal and Selection of Rehabilitation Projects – The Rapid appraisal was completed. It was carried out from 23 May to 10 June 2011, immediately after notification to proceed. Based on the results of this rapid appraisal, Tt determined that the program was ready for aggressive implementation. The program offers impressive opportunities to address infrastructure weaknesses and thus capture important benefits (e.g., restoration of agricultural land to productivity, helping improve housing for the dislocated) while also helping to strengthen capabilities in the government (at the MDF) and in the local environment. Tt is currently working with the USAID Mission and MDF (and other agencies as appropriate) to prepare a list of criteria to evaluate and prioritize the potential projects. These selection criteria include but are not limited to; location, estimated construction cost, suitability, sustainability, social impact, technical feasibility, and schedule feasibility. Undoubtedly there will be political consideration. The Project Management Committee will be the right forum to approve the selection criteria. The Tt team will then evaluate the potential projects based on the project information provided against the selections criteria. The projects will be prioritized for each component.

Project Design Study – This phase is ongoing.

Two important contracts for implementation of the project have been signed between the MDF and Ltd Kavgioprotrance (contract no. USAID/NS/02 2011 with a period of performance from May 18th to June 29th 2011) and between the MDF and Geo Ltd. (contract no. USAID/NS/01-2011 with a period of performance from 18th May through the 18th of July, 2011).

Tt is monitoring and reviewing activities on the two contracts.

Projects investigated by Ltd Kavgioprotrance under components 1 and 2 include those proposed by the municipal governments and the irrigation districts (primary and secondary channels) of Saltvisi, Tirifoni, and Lamiskana.



Geo Ltd. is investigating the two sub-components under component 3: a) to provide water and sanitation upgrades for nearly 4,000 houses in the 14 IDP cottage housing communities for IDPs from the August 2008 conflict; b) provide durable housing solutions for IDPs from 1990s Conflict. The MRA has identified 118 potential buildings for USAID rehabilitation.

Both contracts have significant similarities and are designed to meet two major objectives, so-called 'Objective A' and 'Objective B' as described below.

Objective A. This objective is to obtain technical and logistical services to support USAID's efforts to carry out environmental scoping and develop a scoping statement. This should identify significant environmental issues relating to the proposed rehabilitation of proposed municipal and irrigation infrastructure, determine the range of alternatives and identify those issues to be analyzed in depth in the follow-on programmatic environmental assessment.

Objective B. This objective is to carry out a technical assessment and prepare feasibility studies (e.g., construction sustainability, cost, benefit) for future design of the rehabilitation projects, which will be then used for the tendering. The feasibility studies will examine both the technical and economic aspects of proposed projects and will provide sufficient technical information to allow the MDF and USAID to select those proposed projects with the highest benefit per investment cost and that are the most feasible to implement.

Implementation of Rehabilitation Projects – Once the proposed infrastructure projects have been selected, prioritized, and approved by the USAID Mission and MDF, Tt will use both STTA's and CCN's to simultaneously assist the USAID Mission and MDF with the oversight and monitoring of the design, tendering, award of contracts, construction observation, evaluation for payment for services delivered, and the close out of completed projects.

For each of the selected projects, these services may include:

Initial activities

- Review the scoping statement deliverables produced by MDF contractors for Components 1 & 2 and provide appropriate technical input in order to secure successful finalization of the scoping process.
- Prepare Programmatic Environmental Assessment (PEA) for Component 3.
- Prepare Environmental Assessments (EA) for Components 1 & 2, if required.
- Develop an outreach plan for component 3

Planning and General Activities:

- Review existing designs and specifications, cost estimates, requests for proposals, and invitations for bid.
- Evaluate needs and provide capacity building training for the MDF in project implementation as well as beneficiaries tasked with operating and maintaining project infrastructure and IDP housing.
- Review existing information, feasibility studies, technical surveys, environmental studies, and other relevant studies and analysis.
- Continuously monitoring of all project activities including MDF and their contractors, and timely notification to USAID and MDF of the status of USAID funding.

Design Activities:

- Detailed reviews of housing and infrastructure designs, plans, and cost estimates.
- Support and monitor MDF to ensure compliance with the USAID/Georgia and MDF procurement policies and procedures.
- Evaluate design products relative to compliance with appropriate national and US standards and best practices.

Preparation of Procurement Documents:

- Review proposed changes to design contracts, validity of claims and contract extensions.

Construction Activities:

- Prepare site specific construction observation plan, after contractor selection
- Evaluate proposed changes to designs during the course of the project implementation.
- Monitor delivered goods and services through construction observation and surveillance services, review of contractor reports, and meetings with implementing partners.
- Assist in the development of solutions for architecture and engineering issues that cannot be resolved by the implementers.
- Review of changes to construction contracts; evaluate the validity of claims and contract extensions.
- Review payment vouchers, responding to audits, and assess claims.
- Conduct quality control and quality assurance activities including environmental monitoring evaluation of delivered products for conformance to specifications and drawings.
- Assist with the close out of completed projects and the project close out report
- Implement rigorous training and capacity building for the operators and managers of the newly rehabilitated infrastructure projects

4.2 Coordination with Other Donors and Technical Assistance Activities**4.2.1 USAID/Georgia Programs:**

There are two key USAID programs (<http://georgia.usaid.gov/>) that offer potential for cooperation and collaboration with GMIP:

1. Economic Prosperity Initiative (EPI) – \$40.4 million dollar program. EPI is designed to expand market linkages and improve the competitiveness of Georgian agriculture and agribusinesses, manufacturing and service industries to meet market opportunities. EPI will assist GoG to broaden and deepen reforms that enhance the environment for business to flourish and that attract greater volumes of foreign investment.
2. New Economic Opportunities (NEO) - \$20 million program. NEO is designed to improve rural incomes; reduce poverty levels; improve food security; address critical, small-scale household and agricultural water constraints in targeted communities; enable targeted internally displaced persons (IDP) communities to sustainably maintain their households; It is structured to work primarily at the local level, with some national-level support.

4.2.2 IDPs:

A number of GoG agencies, donors, and NGOs are involved in the issue of providing durable housing for IDPs

Ministry of Internally Displaced Persons from the Occupied Territories, Accommodation and Refugees (MRA) are responsible for IDPs to include selection of buildings and beneficiaries for the durable housing program. MRA has regional offices which are responsible to implement GoG IDP policy in the field. They are involved in program implementation and act as focal points for municipalities.

The Ministry of Regional Development and Infrastructure (MoRDI) is responsible for the development, implementation and coordination of the policy of regional development of Georgia. MoRDI coordinates with MRA for selecting buildings for the durable housing schemes, selection of beneficiaries and coordination of regional project implementation.

Municipal Development Fund (MDF) (<http://www.mdf.org.ge/eng/index.php#10>) is responsible for providing assistance to strengthen the institutional and financial capacity of local government entities. This includes investing in local infrastructure and services, improving the primary economic and social services for the local settlers, developing renewable energy (micro power plants and geothermal) sources, creating a sustainable economic basis for refugees, rehabilitating irrigation and drainage systems, providing low-interest loans to legal entities and physical persons, and providing technical assistance to foreign and Georgian organizations for developing business in Georgia and rehabilitation of war damage. MDF manages projects for provision of temporary and permanent shelters for IDPs. MDF evaluates the conditions of selected buildings for durable housing schemes and is responsible for the construction and rehabilitation of these buildings as part of the durable housing program.

Donor organizations have played a major role in the durable housing program by providing financial and material assistance and ensuring the proper planning and implementation of humanitarian programs for IDPs. Some of the agencies active in the program include UN (UNOMIG, UNHCR, UNDP, UNICEF, World Food Program) and USAID with its implementing partner NGOs to include Save the Children, IRD Counterpart, Care, and Mercy Corp. The European Commission Humanitarian Office (ECHO) was a significant donor organization for several years. In 2008 International donors provided USD 219.9 million.

NGOs have played an important role carrying activities that include: information dissemination and awareness campaigns, providing legal services and implementing livelihood, agriculture, infrastructure and housing rehabilitation projects. In the 2008 crisis NGOs played a crucial role in mobilizing resources for the emergency shelter and care of IDPs.

Steering Committee: The donors usually work with the MRA and the wider GoG through a steering committee. The members of the steering committee are listed below:

Table 5 Steering Committee Members

| Organization | Member Name | Email |
|---------------------|---------------------|--|
| Ministry of Justice | Sergo Tsiqarishvili | |
| Ministry of Justice | Giorgi Nozadze | ginozadze@justice.gov.ge ; |
| MoLHSA | Davit Lomidze | dlomidze@moh.gov.ge ; |
| MoLHSA | Davit Pavliashvili | dpavliashvili@moh.gov.ge |

| Organization | Member Name | Email |
|------------------------------------|--|--|
| MoLHSA | Moris Tsamalashvili | tsamalashvili@gmail.com ; |
| Ministry of Agriculture | Malkhaz Akishbaia | akishbaia@maf.ge ; |
| Ministry of Agriculture | Archil Abramia | abramia@gsc.gov.ge ; |
| MoRDI | Lasha Gotsiridze | gotsiridze@mrdi.gov.ge ; |
| MoRDI | Kakha Gochashvili | gkokochashvili@usaid.gov |
| Ministry of Finance | Irina Javakhadze | i.javakhadze@mof.ge ; |
| Ministry of Finance | Nino Gugenishvili | n.gugenishvili@mof.ge ; |
| MDF | Levan Chichinadze | lchichinadze@mdf.org.ge |
| MDF | Tengiz Lakirbaia | tlakirbaia@mdf.org.ge |
| International Organizations | | |
| EC | Martin Klaucke | martin.klaucke@ec.europa.eu ; |
| ICRC | Deputy Head of Delegation Claudia Azzolini | cazzolini@icrc.org |
| EC | Eva-Maria Troya Blanco | eva-maria.troya-blanco@eeas.europa.eu ; |
| USAID | Joakim Parker | jparker@usaid.gov ; |
| USAID | Greg Booth | gbooth@usaid.gov ; |
| UNHCR | Wolken | wolken@unhcr.org ; bierwirc@unhcr.org ; |
| UNHCR | Danijele Popovic | popovicd@unhcr.org |
| WB | Ilia Kvitaishvili | ikvitaishvili@worldbank.org ; |
| UNTC | Jamie Mcgoldrick | jamie.mcgoldrick@undp.org ; |
| UNTC | Nils.Christensen | Nils.Christensen@undp.org |
| SDC | Mattias Weingart | matthias.weingart@sdc.net ; |
| SDC | Tamuna Tsivtsivadze | Tamuna.tsivtsivadze@sdc.net ; |
| DRC | Tatia Khurtsilava | tatiaxurc@gmail.com ; |
| Embassy of the USA | Eka Todria | TodriaE@state.gov ; |
| Embassy of the USA | Gregory N. Gardner | GardnerGN@state.gov ; |
| Transparency International | Caitlin Rayan | caitlin@transparency.ge ; |
| SIDA | Peter Kaaman | Peeter.Kaaman@sida.se ; Louise.Bermsjo@sida.se |
| KfW | Sandra Hannusch | Sandra.Hannusch@kfw.de |

4.3 Challenges Facing the Project

Based on the rapid appraisal and activities plan carried out during the preparation of the work plan, Tt concludes the following:

1. The program has the potential of achieving important successes that are measurable and directly observable. There is no ‘free rider’ effect – that is, without USAID involvement, it is doubtful that much progress on these projects would be achieved, especially not within the same time frame.
2. The program has been designed with a tight schedule and fixed budget. Each phase is dependent on the previous phase. Project selection is dependent on the results of the environmental scoping and feasibility studies that are currently being carried out by two local consultants. The results of the scoping tasks will be used by Tt in the preparation of the Program Environmental Assessment (PEA) for the IDP component and site specific EAs (if required) and/or risk mitigation plans for the municipal infrastructure component. The PEA and EAs will be required to be completed before moving to the design phase. Therefore delays in one phase could have a cascading effect that would delay the next phase and ultimately delays in project implementation.

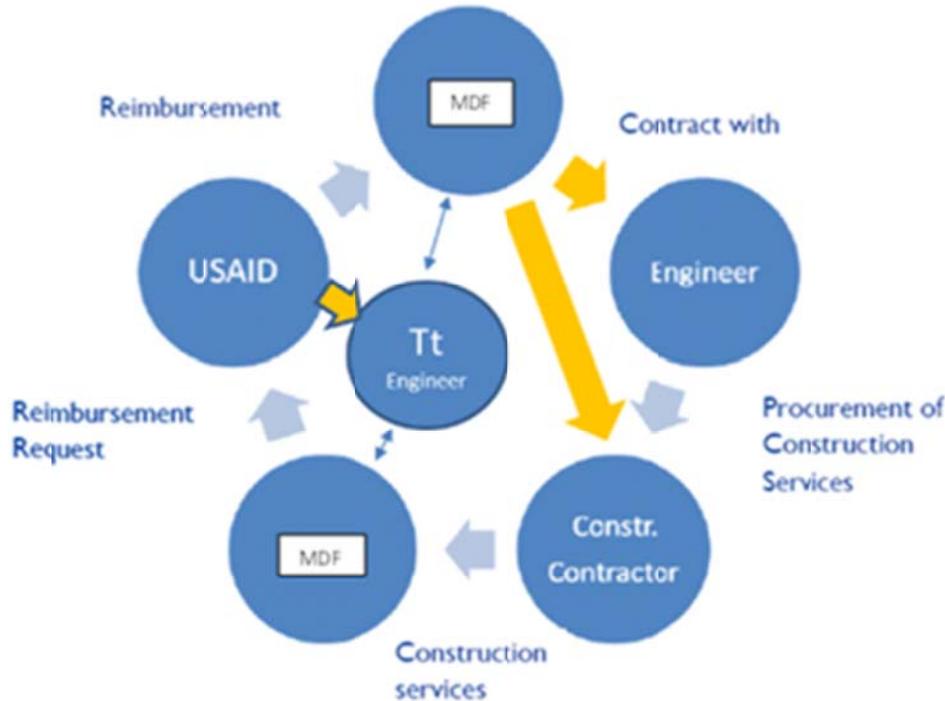
3. There are major coordination requirements, and opportunities for collaboration, with other USAID initiatives and possibly other donor programs. It will be important for the team to liaise rapidly, to begin this coordination process.
4. Certain elements of the program, such as the quality selection criteria required for goods and services under the implementing letters will need very close analysis to ensure that the MDF and local market are able to understand and implement these provisions effectively (and transparently). Of the various program components, the IDP durable housing will be the most complicated component to address. The issues surrounding IDPs and the intense sensitivity of IDPs, their interaction with each other and with broader non-IDP communities, can be complicated and require careful consideration throughout to avoid possible problems during implementation and even outright conflict. Cooperation on the early stages between MIR/MDF and USAID to identify, anticipate and plan actions required to mitigate risks for all possible issues will be essential for final success.
5. The MDF is an effective program counterpart. No other government structure is better suited for managing this program. At the same time, it is recommended that the review of the MDF that determined its suitability for host country contracting be examined by Tt as it may shed insight into certain areas within the MDF that require closer monitoring and support.
6. Once again, as the project selection elements move forward, it will be important to reassess the risks associated with the specific package of projects selected for implementation. It is only at that stage that a full risk assessment can be completed with mitigation measures identified throughout.
7. Specialist support is needed rapidly in key areas, especially the environment, to work with the MDF and its contractors, to ensure that the results of such work are supportive of the program needs and of sufficient quality. This is a critical path item. There are also some indications that an EIA study will be required for Component 2. This could delay implementation of this component.
8. USAID, MDF must secure investments by long term proper maintenance. Tt will liaise with appropriate government entities and state owned companies, responsible for sustainability of the upgraded infrastructure and will conduct capacity building exercises, trainings where possible.
9. Having completed a review of the program and launched program activities, it is also important to examine again the capabilities of the team of specialists proposed on the Tt team to ensure alignment with the program needs. The team of specialists proposed by Tt should be well suited to this program and have the range of capabilities that are going to be required for program monitoring, oversight and support. No capability gaps are evident at this time.
10. In Tt's opinion the program is ready for aggressive implementation. The program offers impressive opportunities to address infrastructure weaknesses and thus capture important benefits (e.g., restoration of agricultural land and municipal infrastructure service to productivity, helping improve housing for the dislocated) while also helping to strengthen capabilities in the government (at the MDF) and in the local environment.
11. The project selection is part of the studies that are currently underway. Parties should consider carefully the time factor and must ensure that, in the expected period of time

when the studies are supposed to be finished, the content and quality will be sufficient to allow the project to continue successfully to the next phases of the program.

5. MANAGEMENT PLAN

5.1 OVER ALL MANAGEMENT STRUCTURE

The overall management structure for GMIP is shown in Figure 6:



5.2 THE ROLE OF THE MUNICIPAL DEVELOPMENT FUND

A host country contracting arrangement has been determined as the financing vehicle for this program. Such an arrangement places the MDF in a key implementation role as this organization will be responsible for program management, procurement of goods and services, oversight and implementation. USAID successfully carried out a certification process relating to MDF's financial, technical and procurement management capacity to perform its responsibilities under this program. It will be helpful for Tt to have access to the MDF review completed earlier, to understand any specific areas of potential weakness that could necessitate support from Tt.

Two implementing Letters (IL's) 3 and 4 have been signed between the MDF and USAID. The IL's define the MDF as being responsible for all procurements of goods and services and for overall monitoring and reporting of the project. These IL's have been reviewed by Tt and are complete and comprehensive, well suited for this program.

5.3 TETRA TECH'S ROLE

In order to support USAID in the oversight and monitoring of MDF activities, USAID has engaged Tetra Tech (Tt). The total Tt budget of the contract is \$4,777,396 with a period of performance from May 23, 2011 through November 22, 2013.

At the highest level, USAID will coordinate all work planning and construction budgeting with the GoG. As prime contractor, Tt will have overall contract management responsibility for the US-based subcontractors and primary contact with the project contracting officer on all contractual matters. The Chief of Party will report directly to the COTR and be responsible for all technical inputs.

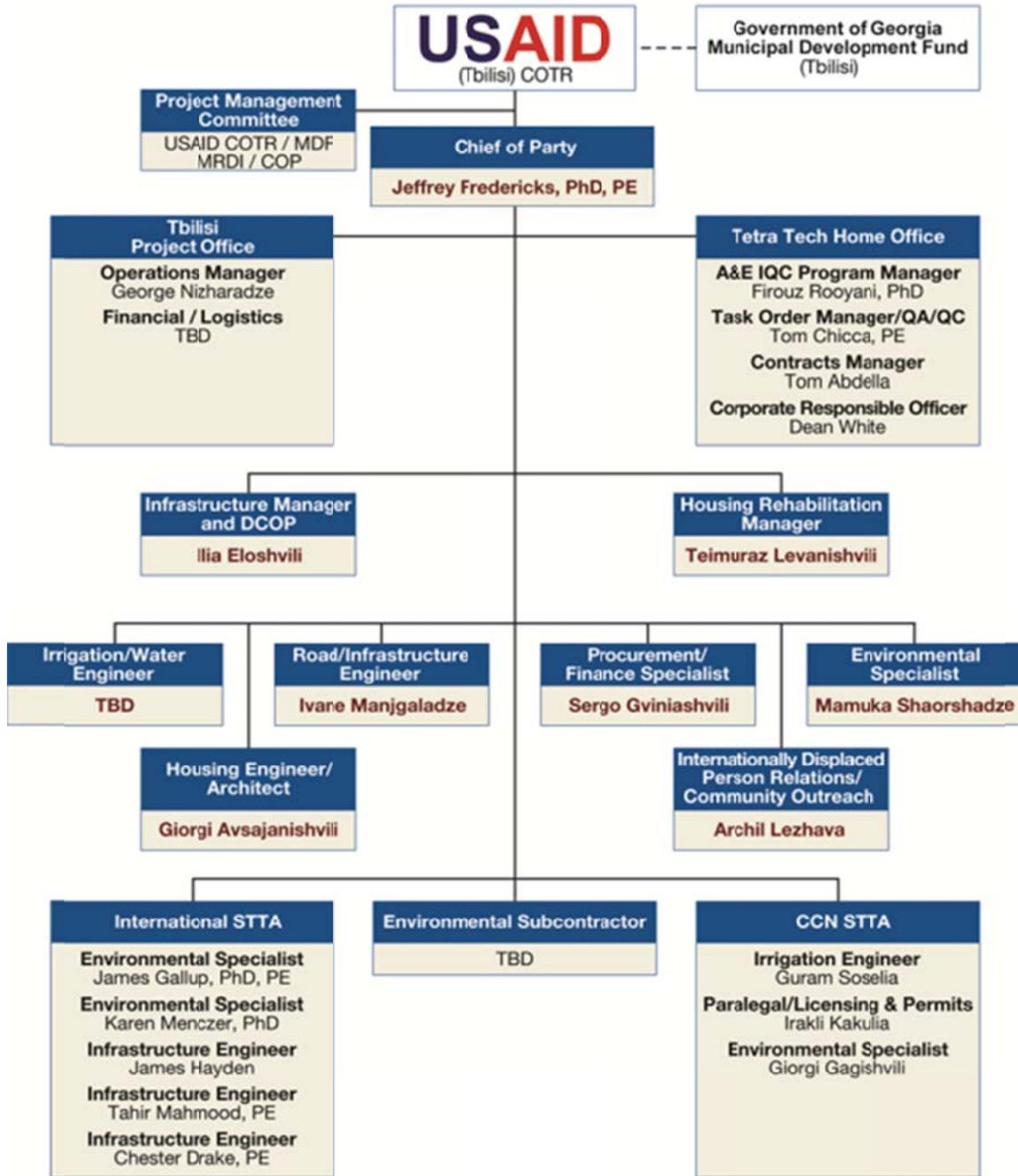
Tt will provide support to USAID and the MDF to help select projects and throughout the implementation process. Tt and USAID will jointly monitor current processes and practices, identify and mitigate areas of risk, and carry out oversight and quality control efforts to ensure that selected projects are implemented effectively and in accordance with both US and Georgian standards and regulations.

A major portion of Tt's work will focus on the environmental aspects of the program. Tt will: (1) provide oversight for the development of environmental scoping statements for components 1 and 2 (although these scoping statements will be carried out by the MDF); (2) provide the Programmatic Environmental Assessment for component 3; and, (3) provide environmental impact assessments for components 1 and 2 if required.

Additionally, Tt will provide professional assistance across a range of areas, such as professional engineering support, planning, procurement, and other technical assistance. Tt will provide design oversight/review, as well as QA/QC oversight of the selected projects.

5.4 TETRA TECH PROJECT ORGANIZATION

The Tt team organization chart is shown in Figure 7 below:



Bold Red - LTTA

Figure 7 Project Organization Chart

5.5 PROJECT STAFFING PLAN

It has provided USAID/Georgia and its implementing partners under the Municipal Infrastructure and IDP Housing Rehabilitation Project immediate access to a team of full-time and short-term technical assistance that will include all related fields of expertise required for successful oversight of implementation of Components 1, 2, and 3 of this Task Order. This expertise includes, but will not be limited to procurement management, engineering,

environmental science, construction management, monitoring and inspection, and technical training. In addition to providing oversight for implementation of MDF's USAID-funded infrastructure projects, Tt will strengthen the capacity of MDF and project recipients to help ensure long-term sustainability of project interventions.

Tt has assembled a strong and well qualified professional team of technical specialists to meet USAID's and the GOG's needs for the project.

The following Tt Home Office team members will provide management, technical and contractual support to the in-country team:

Table 6 Home Office Management Team

| Name | Position |
|---------------------|------------------------------|
| Firouz Rooyani, PhD | Project Manager, A&E IQC |
| Tom Chicca, PE | QA/QC |
| Tom Abdella | Contracts |
| Dean White | Corporation Response Officer |

We have designated three of our personnel as key.

Table 7 Key Personnel

| Name | Position |
|--------------------------------|--------------------------------|
| Jeffrey W. Fredericks, PhD, PE | Chief of Party |
| Iliia Eloshvili | Deputy Chief of Party |
| Teimuraz Levanishvili | Housing Rehabilitation Manager |

The estimated Life of Project level of effort is shown in Table 8 below:

Table 8 Level of Effort

| NAME/POSITION | YEAR 1 MAY 2011 – MAR 2012 | YEAR 2 APR 2012 – MAR 2013 | YEAR 3 APR 2013 – SEP 2013 | TOTAL |
|---|----------------------------------|----------------------------------|----------------------------------|-------|
| Jeffrey Fredericks, Chief of Party, LTТА | 250 | 250 | 125 | 625 |
| Ilia Eloshvili, Infrastructure Manager & DCOP, LTТА | 260 | 260 | 90 | 610 |
| Teimuraz Levanishvili, Housing Rehabilitation Manager, LTТА | 260 | 260 | 90 | 610 |
| Ivane Manjgaladze, Road/Infrastructure Engineer, LTТА | 240 | 260 | 70 | 575 |
| Sergo Gviniashvili, Procurement/Finance Specialist, LTТА | 120 | 120 | 40 | 280 |
| Mamuka Shaorshadze, Environmental Specialist/Eng. LTТА | 240 | 130 | 35 | 405 |
| Giorgi Avsajanisvili, Housing Engineer/Architect, LTТА | 240 | 260 | 70 | 575 |
| Archil Lezhava, Displaced Person Relations/Outreach, LTТА | 100 | 60 | 40 | 200 |
| Water /Waste Water Engineer (TBD), LTТА | 240 | 260 | 75 | 575 |
| George Nizharadze, Office Operations Manager, LTТА | 240 | 260 | 90 | 590 |
| Guram Soselia, Irrigation Engineer, STТА | 75 | 75 | 25 | 175 |
| Irakli Kakulia, Paralegal/Licensing & Permits, STТА | 240 | 260 | 75 | 575 |
| Giorgi Gagishvili, Environmental Specialist, STТА | 100 | 60 | 40 | 200 |
| CAD Specialist (TBD) | 240 | 260 | 0 | 500 |
| Materials & Testing Tech (TBD) | 240 | 260 | 0 | 500 |
| David Sharashenidze, Home Office Coordinator, STТА/HO | 15 | 15 | 15 | 45 |
| Jhay Omega Bufi, Contracts Specialist, HO | 10 | 10 | 10 | 30 |
| Chester Drake, Senior Infrastructure Engineer, STТА | 30 | 30 | | 60 |
| Mid Infrastructure Engineer, STТА (TBD) | 30 | 30 | | 60 |
| James Gallup, Environmental Specialist, STТА | 36 | 18 | 10 | 64 |
| Karen Menczer, Environmental Specialist, STТА | 36 | 18 | 10 | 64 |
| James Hayden, Infrastructure Engineer, STТА | 30 | 30 | 12 | 60 |
| Firouz Rooyani, A&E IQC Program Manager, HO | 19 | 19 | 10 | 48 |
| Thomas Chicca, Task Order Manager & QA/QC, HO | 31 | 31 | 16 | 78 |
| Thomas Abdella, Contract Specialist, HO | 6 | 6 | 4 | 16 |
| Project Analyst, (TBD) HO | 18 | 18 | 9 | 45 |
| Brian Bemis, Sr. Administrative Assistant, HO | 36 | 36 | 18 | 90 |
| Shelly Rice, Subcontract Specialist, HO | 14 | 14 | 8 | 36 |
| Renee Valentino, Contract Manager, HO | 23 | 23 | 15 | 61 |