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# MUNICIPAL INFRASTRUCTURE AND IDP HOUSING REHABILITATION PROJECT

**RAPID APPRAISAL REPORT**

**CONTRACT: AID-EDH-I-00-08-00027-00, TASK ORDER: AID-114-  
TO-13-00005**

**December 13, 2013**

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

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## RAPID APPRAISAL PLAN

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13 December 2013

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December 13, 2013

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

**Re: Rapid Appraisal Report for the Municipal Infrastructure and IDP  
Housing Rehabilitation Project – GMIP II**

Dear Mr. Carr:

This report is being submitted to you in accordance with the requirements of Task Order no. AID-114-TO-13-00005 of contract AID-EDH-I-00-08-00027-00. It provides Tetra Tech's rapid appraisal of the Municipal Infrastructure and IDP Housing Rehabilitation Project (GMIP I) as of July 29, 2013. It also provides the background information based on GMIP I projects/progress and identifies issues that will require resolution through collaboration with USAID and MDF during the GMIP II. Once approved, this report will be used to form the basis of the Tetra Tech first year Work Plan.

I look forward to receiving your comments.

Very truly yours,

Glen Wills – GMIP Chief of Party

Tetra Tech, Inc.

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CC: USAID (George Kokochashvili); MDF (Kartlos Gviniashvili); Tetra Tech (Firouz Rooyani, Dean White, Brian Potvin)

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## **1. INTRODUCTION AND PROGRAM OVERVIEW**

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The purpose of this report is to provide the results of the rapid appraisal of the Municipal Infrastructure and IDP Housing Rehabilitation Project (the USAID project).

The project background is described in the task order as follows:

*“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 Internally Displaced Persons (IDPs), rural poor, and persons directly or indirectly affected by the 2008 conflict with Russia.*

*The major purpose of this project is to improve the infrastructure in five selected municipalities - Dusheti, Mtsketa, Gori, Kareli, and Oni, impacted by the 2008 conflict with Russia, to rehabilitate irrigation works in Saltvisi and Tiriponi, provide for durable housing and housing upgrades for internally displaced peoples (IDPs), and to contribute to the overall sustainability of these infrastructure investments. In total, it is projected that at least 270,000 persons, of which almost 24,000 are IDPs, will benefit from USAID assistance to develop or repair critical infrastructure in these five municipalities. Infrastructure selected and under implementation includes roads, water supply, water delivery, and irrigation. The overall goal of the Durable Housing Program is to improve living standards for nearly 4,000 houses constructed by the [Government of Georgia] GoG that are without running water or sewerage 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 additionally 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.”*

The project includes two major components with two subcomponents each. This work has been ongoing since 2011 carrying out feasibility studies, project selection, environmental permitting, and infrastructure renovation projects that include unoccupied buildings, hospitals, collective centers, water and sanitation for cottage settlements, roads, and irrigation. All work is to be completed by the end of September 2014.

### **1.1 COMPONENT 1: MUNICIPAL INFRASTRUCTURE AND IRRIGATION**

**Municipal Infrastructure:** This program component envisions USAID providing, through a host country funding arrangement, approximately \$9.57 million for Municipal Infrastructure, via the Municipal Development Fund (MDF). The MDF has been responsible for procurement of the required goods and services which focuses on road repair, bridges, drainage channels, and water improvements.

In consultation with senior management of the Ministry of Regional Development and Infrastructure (MRDI) it was anticipated that five municipalities be included in this program component. This includes Dusheti, Mtsketa, Gori, Kareli and Oni. Although the municipalities included may be supplemented or amended following USAID approval, at this time it appears that these five municipalities will in fact remain the focus of this program component. All of these municipalities provided infrastructure project recommendations to the MDF. Eight projects were proposed. Six

roadway projects were fully implemented under GMIP I. The Oni Headworks water project is scheduled for completion under GMIP II.

This program component is expected to impact at least 270,000 persons, including approximately 24,000 IDPs. Based on the results of the rapid appraisal, which evaluates the current conditions, this target is reasonable.

**Rehabilitation of Irrigation Infrastructure:** The Shida Kartli region was given priority for the opportunity to rehabilitate the Saltvisi and Tiriponi Irrigation System due to the impact that the region felt as a result of the 2008 conflict. This program component envisioned USAID investing \$8.16 million directly through the MDF.

It was anticipated that the irrigation infrastructure improvements could impact at least 20,000 hectares of land by restoring these areas to 'productive capacity' (i.e., the ability to be used for economically attractive agricultural production). USAID/Georgia also projected that up to 20,000 households and farms (IDPs and Non-IDPs desegregated) could benefit from receiving improved infrastructure service due to this USAID assistance.. As with all of the program components, MDF has been responsible for procurement of the goods and services required.

Based on the team's rapid appraisal, which evaluates the current conditions, these goals do not seem achievable at the start of GMIP II. This program component has experienced many schedule, scope and contract administration challenges. It is apparent that the initial objectives of the irrigation component cannot be achieved within the current USAID budget and that the date for completion may not be met.

Based on fluctuating uncertainties, further challenges may soon become apparent. These will be discussed in Section 2.2: Current Status of the project.

## **1.2 COMPONENT 2: IDP DURABLE HOUSING**

The IDP housing component is the largest component in the USAID program, including close to \$35 million to be invested by USAID through the MDF. This program component also has two subcomponents:

### **1.2.1 Subcomponent 1: Provide Water and Sanitation Upgrades for IDP Cottage Housing for IDPs from the August 2008 Conflict**

This subcomponent is expected to provide upgrades for nearly 12,250 persons, equal to 3,500 cottages for IDPs, constructed by the Government of Georgia without running water or sewerage. Funding will be used to provide each cottage 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, installation of treatment systems and improved drainage systems.

\$8,688,597 of USAID funding has been provided that might also be able to support various other activities focused on ensuring the overall sustainability of IDP cottage housing. In addition to improving the overall living conditions of the IDPs, it is anticipated that these cottage upgrades will increase the resale value of these houses as an added benefit.

USAID has prioritized those IDP settlements with sufficient access to clean water supplies allowing for the installation of indoor water taps. However, some settlements without sufficient clean water have been selected for rehabilitation. In those settlements such as Fretzi and Tsilkani additional/alternative water sources such as wells have been implemented as part of the design process. It will also be the responsibility in our oversight role for Tetra Tech to examine and promote conservation and recycling measures (e.g., water metering, indoor control devices, energy efficient water heating, waste water treatment).

Based on the results of the rapid appraisal which evaluates the current conditions, the target for the cottage communities is reasonable and is progressing efficiently with an expected completion date of 30 June 2014.

### **1.2.2 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 remain in collective centers with poor physical living conditions. While the Government of Georgia (GoG) hopes to provide new housing for a portion of this population, it also intends to rehabilitate some 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. USAID/Georgia projected that assistance could be provided for the rehabilitation of approximately 2,600 family apartments for a minimum monetary value of the benefit to be USD \$50m (based on an estimated value of apartment from USD \$20,000 (1 room) to USD \$40,000 (2 room) in Kutaisi).

USAID, the GoG, and Tetra Tech participated in the selection of the buildings to be rehabilitated. The buildings that were identified for rehabilitation are located in several cities including Tbilisi, Rustavi, Kareli, Khashuri, Kutaisi, Khobi and Zugdidi. Following rehabilitation, it is expected that the GoG will transfer the property titles to the IDPs homeowners participating in the activity. With a budget of \$26 million, USAID planned to provide technical assistance and financing via the MDF to rehabilitate approximately 2,600 family dwelling units.

Some of the key criteria for making this determination included: (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. Energy efficiency was also to be a priority for the rehabilitation efforts.

The task order indicated that in the event the GoG was not able to identify a significant number of existing buildings to rehabilitate, then USAID might consider other alternative options, such as housing vouchers.

Based on the rapid appraisal, which evaluated the current conditions, a sufficient number of buildings have been identified for rehabilitation with varying design, procurement and construction approaches being taken. This indicates that it is probably unlikely these alternative options will need further consideration. Through a progression of events, the Durable Housing program began with ten (10) unoccupied buildings, rehabilitated with a design build approach. Although these renovations are over budget (\$4,132,942 Gel above original contract amount) and have exceeded the One (1) year contract completion date by 153 days, they are scheduled for completion during the September-October 2013 timeframe when inaugurations will be scheduled. The remaining Durable Housing program consisting of eight (8) hospitals and twenty-six (26) Collective Centers. They have a design, procurement and construction process projected to be completed by July 31, 2014.

Based on the results of the rapid appraisal, the targets for this component are reasonable although many adjustments to the design and procurement process have been necessary. Other challenges exist that could require additional adjustments. These will be discussed in Section 2.3: Current Status of the project.

## **2. CURRENT STATUS**

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### **2.1 TETRA TECH ROLE**

In order to support USAID in the oversight and monitoring of MDF activities, USAID has engaged Tetra Tech. The Tetra Tech budget for the first Task Order was \$4,777,396 with a revised period of performance from May 23, 2011 through July 28, 2014. A second Task Order, GMIP II was awarded with a ceiling price of for \$2,899,935 with a period of performance from July 29, 2013 through December 31, 2014.

GMIP II is the subject of this Rapid Appraisal. Tetra Tech will provide 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, and 2 of the USAID/Caucasus TO 114-TO-13-00005 (GMIP II) of contract AID-EDH-I-00-08-00027-00 Municipal Infrastructure and IDP Housing Rehabilitation Project.

Our services will provide a smooth transition from GMIP I to GMIP II and will include the monitoring of current processes and practices, identification and mitigation of areas of risk, and carrying out oversight and quality control efforts to ensure that selected infrastructure is implemented effectively and in accordance with US and Georgian standards and regulations. Efforts will not duplicate work that MDF does or might perform. The monitoring and oversight role will encompass all areas of project intervention, from procurement planning to final acceptance. It will help 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.

Tetra Tech faced many staffing and budget challenges at the conclusion of GMIP I and during the Task Order procurement process due to the uncertain and changing nature of many of the GMIP Components and the associated scope. They are: Component 1: Municipal Infrastructure and Irrigation; 1) Uncertain approval for NTP on ONI Headworks project and 2) Uncertain MDF solution for M-80 non-performance and cure notice for irrigation works. Component 2: IDP Durable Housing; 1) Final determination of which Hospitals would remain in the program, 2) Final determination of which Hospitals would be added to the program, 3) Determination of which Collective Centers would remain in the program, if any, 4) Determination of the scope of the Collective Centers since no temporary housing was able to be identified for IDPs to relocate to during construction. It was recognized by USAID and Tetra Tech that a revised approach and budget realignment would be necessary soon after award. All of these factors have delayed the submittal of this Rapid Appraisal Report.

### **2.2 THE MUNICIPAL DEVELOPMENT FUND ROLE**

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 is responsible for program management, procurement of goods and services, contract administration 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.

Two implementing Letters (IL's) 3 and 4 were 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 Tetra Tech and are complete and comprehensive, well suited for this program.

During GMIP I, USAID requested Tetra Tech to evaluate the program and include an evaluation of MDF capacity and competencies. A Gap Analysis in GMIP Construction Management Practices, dated 24 May 2012, was prepared that presented and discussed the findings of an examination into the roles, responsibilities and authorities of each given MDF and Tt USAID contract conditions, including any actual conditions revealed during the prior 12 months. It compared the findings with 15 key elements in a known

and established quality based construction management advisory system and outlined measures that were determined to be needed to promote an improved GMIP construction advisory role and follow on desired cost effectiveness in GMIP construction. It was identified that MDF had strong capabilities in project preparation but that it was limited in its capacity to prepare, review and issue actual design drawings, specifications and provide the type of on-site construction management supervision required by USAID.

During the past year, this gap has been observed in a variety of ways: 1) numerous delays in procurement of contracts. 2) Inability to develop schedules that identify and track project milestones, activities and deliverables. 3) Inability to develop and provide timely and consistent meeting minutes that summarize what was discussed and agreed upon including a list of action items. 4) Lack of contract management, project management and construction/oversight management of M-80 in both the IDP Unoccupied Building rehabilitation program and Saltvisi/Tiriponi Irrigation System rehabilitation program. Evidence is established through cost and schedule overruns and lack of project documentation. 5) Lack of contract management and project management of Georeset for the design of the IDP Eight (8) Hospital Building rehabilitation program. Evidence is established by schedule overruns and lack of project documentation potentially putting the USAID GMIP program at risk for completion in 2014 as expected. 6) Lack of contract management and oversight of Medical Waste removal at Hospitals. In June 2013 some focused energy was observed when MDF management became more involved with project details however; the reluctance to manage the contracts in place is a continued challenge.

## **2.3 CURRENT STATUS OF THE PROJECT AND TETRA TECH APPROACH**

The project includes two major components with two subcomponents each. The majority of the Component 1 work is completed except for the Oni Headworks water project and the Saltvisi/Tiriponi Irrigation System rehabilitation project. Component 2, the Durable Housing IDP is ongoing with work on the ten (10) Unoccupied Buildings about to be concluded with inaugurations being scheduled. The remaining Durable Housing program consisting of eight (8) hospitals and twenty-six (26) Collective Centers are in the design phase and projected to be completed by October 2014. Remaining Tetra Tech services will include monitoring and assurance of the implementation of procurement for construction, construction supervision and the construction process. During construction, Tetra Tech will continue to provide oversight and monitoring by Mamuka Shaorshadze, HS&E Specialist of the existing environmental impact assessments (EIAs) and site specific environmental mitigation plans (SSEMPs) as well as the oversight of the construction supervision activities which are outlined within each component narrative. In addition, closeout and the monitoring of contractor warranty periods for all remaining projects will be provided. Task Order Closeout will be conducted at the conclusion of the program by a Core Tetra Tech staff as well as our Home Office Closeout Specialist who will travel to Tbilisi for a 30 days period. .

### **2.3.1 Component 1: Municipal Infrastructure and Irrigation**

**Municipal Infrastructure:** The Improvement of Headworks of Town of Oni Water Supply System contract between MDF and New Development Company Construction Ltd. (NDC) was signed on August 8, 2013. NDC received a notice to proceed on August 8, 2013 and began work on August 15, 2013. Although this project should be able to be completed with a six (6) month duration, the project has been assigned a ten (10) month duration due to the overlap into the winter months and the uncertain winter conditions in Oni. This has resulted in a contract completion date of 30 June 2014 however; it is possible that this project could be completed earlier. .

The QA oversight for this project will be managed by Givi Varduashvili, Senior Civil Engineer, Head of our Municipal Infrastructure program. Since the Oni Municipality will be providing direct construction supervision through their own inspectors, we have scheduled a trip once every two weeks for oversight management supplemented with QC oversight by Vasil Apkhazava, Senior QA/QC Specialist and Mamuka Shaorshadze, H&S specialist with an assumed 30 June 2014 completion date.

**Rehabilitation of Irrigation Infrastructure:** In May 2013, due to apparent and substantial delay and cost overrun issues on this project and the lack of responsiveness from MDF to USAID to issue a cure notice, Tetra Tech was requested by USAID to evaluate the performance of Mshenebeli 80 Ltd (M-80). A report was issued on 16 June 2013. The report contained the following executive summary:

The Contract for the “Rehabilitation Works for Tiriponi and Saltvisi Irrigation Systems” project was awarded on May 31, 2012 by the Municipal Development Fund of Georgia (Employer) to Mshenebeli 80 Ltd (Contractor). The project scope was defined as Rehabilitation works of Tiriponi and Saltvisi Irrigation Systems located to the north of Gori in Shida Kartli Region in Georgia. The works included complete rehabilitation of main and secondary canals for Saltvisi irrigation system (9,722 ha) and the rehabilitation of Karbi head works and the main and secondary canals of Tiriponi irrigation system (8,500 ha) up to the first crossing of the occupied territory.

The project was awarded as a design-build project, with the Contractor responsible for final system design and construction. Engineering firm Saktskalproekti was hired by the Contractor to perform detailed design and to define the final scope of the construction work. After project completion, new irrigation facilities are planned for handover to the Georgian United Amelioration Systems Company, a state owned Ltd that works closely with the Ministry of Agriculture.

The project start date was established as June 7, 2012 (seven days after contract signature), and the completion date was specified as November 1, 2013.

A review of the project, including project completion schedule, cost control and current project budget, assessment of work scope completed, and quality of design and the construction work was conducted by Tetra Tech in May and June 2013.

The project has been in implementation since June 7, 2012, for approximately twelve (12) months. The total project duration is seventeen (17) months; therefore, 70% of project time has elapsed. When time-elapsed is compared to billed expenditure's to date (29.9% actual completion of the project), it is apparent that the project is suffering from substantial delays. Accordingly, completion of the project by the current contract end date (November 1, 2013) cannot be expected.

Both the Contractor and the Employer's staff acknowledge that substantial delays exist under the project. The Contractor forecasts that the work “should be completed” by the beginning of the next irrigation season (May 2014). Authorization to extend the contract performance period was issued on October 31, 2013 and extends the contract performance period to July 1, 2014.

Four recommendations were made as to how to proceed.

On July 5, 2013, a MDF/USAID/TT management meeting was held to discuss a number of GMIP project issues including M-80 performance on the irrigation project. The following decisions were reached:

1. M80 should provide all remaining designs by August 1, 2013
2. MDF will send official letter to M80 stating that contract termination procedures will be started unless the contractor provides designs by August 1, 2013
3. If M80 does not fulfill the above obligation, MDF will create a new plan of action which could include adding a subcontractor.
4. If M80 fulfills the above obligation, MDF will extend the contract and the following plan will be implemented:
  - a. M80 will provide detailed program schedule based on priority sub-projects selected by MDF and agreed with USAID
  - b. MDF will provide 5 daily supervisors and an engineer in charge of concrete quality control at the batch plant

- c. MDF will hire an engineer, who will act as Project Manager for the irrigation project, financed by the project
- d. Technical committee consisting of two (2) members from USAID/Tt, two (2) members from MDF and two (2) members from United Amelioration Systems Company will be established to provide technical advice to the Project Manager.

On 11 July 2013, MDF issued a letter to M-80 stating “Please carry out design works that are envisaged under Contract #USAID/W/ICB/02-2012 signed between LEPL – Municipal Development Fund of Georgia and “Mshenebeli 80” Ltd. (Rehabilitation of Tiriponi and Saltvisi irrigation schemes) on a timely manner and provide all engineering designs to August 1st of the current year. Otherwise the Fund, in coordination with Donor (USAID), will make decision on Contract termination/modification.

On 1 August 2013, a meeting was held of the Technical Committee and M-80. It was acknowledged by M-80 that all plans were delivered however, not all BOQs. MDF spent the next 6 days working with the M-80 design firm to validate all plans had indeed been delivered. On August 7, 2013 plans and available BOQs were transmitted to Tetra Tech for review.

On 9 August 2013, a technical committee meeting was held where it was firmly stated by Mr. Kokochashvili, USAID Engineering Specialist and Mrs. Obrien, TT COP that MDF needed to provide written documentation by 31, July 2013, that included a listing of all plans and BOQs provided, a detailed program schedule based on priority sub-projects, a work plan linked to the schedule with key milestones identified that demonstrates how M-80 will take action to complete the scope of work by the contract completion date. A letter should also be provided requesting permission to order the concrete panels that would be justified to complete the priority sections of canals agreed to by the technical committee. Based on the information provided, a time extension beyond the 1 November 2013 should be considered.

An acceptable schedule and work plan have yet to be submitted although panels are being fabricated in Tbilisi and Gori. Plant certificates for the panels issued by M-80 have been rejected as they were based on 3-year old material certifications. Another schedule is due to be submitted during the week on September 9, 2013. USAID is once again requesting that MDF issue a cure notice to M-80.

Due to the continued challenges on this project and the flexibility needed to adapt to changing conditions, the Tetra Tech QA oversight is being provided by a team of Specialists who are working directly with Glen Wills, the Tetra Tech COP who holds ultimate responsibility for the QA oversight. DCOP Andy High has been placed in the lead project role with Givi Varduashvili, Senior Civil Engineer and Otar Maghalashvili, Irrigation Specialist providing field monitoring and Oversight. Additional QC field oversight is to be provided by Vasil Apkhazava, Senior QA/QC Specialist. With all the ongoing challenges we have assumed completion of field work will coincide with the start of the Irrigation season and the filling of the canals as 15 April 2014 and included forty-five (45) days for punch list reconciliation and a thirty (30) closeout all ending 1 July 2014.

### **2.3.2 Component 2: IDP Durable Housing**

Component 2 also includes two major components with two subcomponents each. Component 2, the Durable Housing IDP is ongoing with work on the ten (10) Unoccupied Buildings about to be concluded, Inaugurations that are being scheduled will be led by Anna Urotadze, our Manager of Information Specialist (MIS) working in collaboration with USAID and MDF and MRA, UNHCR, KFW, UNDP as well as other project stakeholders. The remaining Durable Housing program consisting of eight (8) hospitals and twenty-six (26) Collective Centers that are in the design phase and designs projected to be completed by December 2014. It should be noted that the number of hospitals and collection centers has fluctuated consistently through the appraisal process and now stand at 7 hospitals and 22 collection centers. We will stay with the original numbering of buildings for consistency in the report.

### **2.3.2.1 Subcomponent 1: Provide Water and Sanitation Upgrades for IDP Cottage Housing for IDPs from the August 2008 Conflict**

The rehabilitation of Drainage/Storm Water Systems (in 7 Villages) and Water Supply Systems (in 9 Villages) for IDP's Cottage Settlements (Gori, Kareli, Kaspi and Mtskheta Districts) is ongoing and conducted by Java Ltd and Erisimedi Jsc. Scope changes have occurred that have added work in the form of wells at Fretzi and Tsilkani and also deleted roadside drainage channels at Kareleti and Kurvaleti. The contract completion was scheduled for 29 October 2013 but has been extended to 24 February 2014.

The design for the 11 Cottage Settlement Drainage, Internal Water Supply, and Sanitary Improvements" is being conducted by Ecoproject Ltd. The contract was signed 15 July 2013 and included a five (5) month design period, a two (2) month bid period and a five (5) months design inspection period during construction. Design is ongoing and behind the schedule that was to be completed by 15 December 2013. TetraTech is working with USAID and MDF to resolve issues encountered and expect the designs to be completed during the latter half of December.. With a projected bid completion and award date of 15 February 2014 and a five (5) month construction period, this project is estimated to be completed by 15 July 2014.

The QA oversight for this project is being managed by the Givi Varduashvili, Senior Civil Engineer, Head of our Municipal Infrastructure program. Irakli Gogrichiani, Tetra Tech Water and Wastewater Engineer is working with Givi to provide the QA oversight. Since Givi will also be providing field oversight on the Irrigation project, we will need to supplement the Cottage Team by adding a second Water and Wastewater Engineer. This position is currently being advertised. QC oversight for the Cottages is being provided by Vasil Apkhazava, Senior QA/QC Specialist. We have assumed a 15 July 2014 completion date and included a two week closeout..

### **2.3.2.2 Subcomponent 2: Provide Durable Housing Solutions for IDPs from 1990s Conflict**

Through a progression of events, the Durable Housing program began with ten (10) unoccupied buildings, rehabilitated with a design build approach. Although these renovations are over budget (\$4,132,942 GEL) and have exceeded the One (1) year contract completion date by 153 days they are scheduled for completion during the September-October 2013 timeframe when inaugurations will be scheduled. QA monitoring, closeout and warranty is being conducted on this program in Kutasi by Regional Manager, Koba Tsiramua and Avtandil Baramia, Construction Oversight Engineer. Closeout and warranty from Tbilisi is being conducted by Teimuraz Levanishvili, Housing Rehabilitation Manager.

The remaining Durable Housing program consisting of eight (8) hospitals and twenty-six (26) Collective Centers (Approximately 1,780 apartment) are in the design phase and projected to be completed by 31 July 2014. Although a Construction Management company is planned to be under contract for these buildings, it will still require Tetra Tech QA monitoring and oversight services and some monitoring of the portion of the contractor warranty period that is within the Tetra Tech Task Order period of performance. The majority of these projects are located in the Kutasi area and will be led by our Regional Manager, Koba Tsiramua. One (1) additional Oversight Engineer and one (1) QA/QC Engineer will also be added to the Kutasi IDP team. Teimuraz Levanishvili, Housing Rehabilitation Manager, will lead the projects located in and near Tbilisi with support from Vasil Apkhazava, Senior QA/QC Specialist. Maia Davitidze, Architect, is anticipated to provide architectural oversight review for all designs and support for construction oversight for the entire program.

A contract for the design of the eight (8) identified hospitals was awarded to Georeset on 15 March 2013 and Art Studio for twenty eight (28) Collective Centers on 25 March 2013. Both contracts included a five (5) month design period, a two (2) month bid period and a five (5) months design inspection period during construction. Scope changes, schedule challenges and nonperformance issues by Georeset led to many challenges and uncertainties on the hospital projects. There are also scope changes and schedule start

and stops that have been caused by uncertainties regarding the Collective Center program which have caused delays in the designs but there are no anticipated delays in the construction schedule as of this writing.

Art Studio is now operating under a subcontract to Georeset to complete the design for two of the eight (8) hospitals. They are the Kaspi Hospital (both existing and partially built) and Borjomi. Completion dates are broken into two lots to be ready for bid in late November and early December. Periods of construction vary depending on size and scope of each project however it is planned that all construction activities for the Hospitals will be finished by 31 August 2014. The construction contractors will be prequalified (short listed) prior to September in order that contract awards can be provided by MDF in an expedited manner. Mamuka Makhatadze, Tetra Tech Procurement Specialist, is assisting the MDF Procurement Officer to keep these efforts on schedule. Since projected construction periods are very tight, this is an area of identified risk for the program. The number of Hospitals changed during this process. Due to concerns and a request of the local MRA, the hospital in Gurjaani was removed from the program as was the Hospital in Kashuri due to current residents living in it.

Art Studio is also under contract for the design of the rehabilitation of twenty six (26) of the original twenty eight (28) Collective Centers with a very different revised scope due to the inability of the MRA to identify and provide the means for temporary housing of the IDPs currently living in the Collective Centers. Many options were explored that included identifying improvements that could be made without displacing IDPs currently occupying these Centers. Per the request of USAID on 3September2013, Tetra Tech recommended the scope of work for the 26 Collective Centers be modified to include only work on the exteriors of the buildings and any interior spaces that are currently used as common spaces and provided a detailed list. It is projected that the design will be completed in stages according to the lots (group of buildings) assigned by MDF by the end of December.. This will allow for some to be ready for bid as early as December. Periods of construction vary depending on size and scope of each project however it is planned that construction contractors will be prequalified starting in December prior to design completion in order that contract awards can be provided by MDF in an expedited manner. Mamuka Makhatadze, Tetra Tech Procurement Specialist is assisting the MDF Procurement Officer to keep these efforts on schedule however Mr. Makhatadze left TetraTech at the end of October. Projected construction periods are approximately four to five months therefore the designs should be completed by December 31, 2013 in order to stay on schedule.

In conjunction with the above activities for the eight (8) hospitals and twenty six (26) collective centers, procurement for construction supervision services is underway. Tetra Tech is assisting with these procurement efforts utilizing Mamuka Makhatadze, Procurement Specialist. This process began with a solicitation for Expression of Interests that were due 5July2013. Twelve (12) companies responded and based on the due diligence by TT and MDF 6, companies were short listed. A revision was made to the final list on November 11, 2013 to clarify one respondent's intent to stay included on this list of six firms

## **2.4 RESOLUTION TO IMMEDIATE ISSUES**

With the changing nature of the Components 1 and 2, we recognize these issues need immediate attention and in response have developed a revised staffing plan that is attached as Exhibit A.. This provides our approach for the two office locations in Tbilisi and in Kutasi, the Core staff at each location as well as the staffing resources for the technical oversight mentioned throughout sections of this rapid appraisal. This is the Tetra Tech organizational structure that will be essential to attain GMIP II success.

Tetra Tech will also continue to provide the following services as well as other Task Order services: This will include but not be limited to:

1. Meeting minimum weekly, sometime biweekly with USAID & MDF to review status, progress of MDF contracts.

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2. Meeting regularly with MDF and contractors to discuss problems and issues as they arise.
3. Communicating through email or by telephone with USAID, MDF, and/or the MDF contractors to answer any questions or solve any problems that may arise.
4. Review and provide guidance on format, content and completeness prior to submission of the MDF contractor deliverables.
5. Review and provide comments on the initial “draft submission” of all MDF contractor deliverables.
6. Review and recommend approval on the final submission of all MDF contractor deliverables. .
7. Accompany USAID, MDF, and MDF contractors on field visits as required.
8. Attend all MDF contractor stakeholder meetings.
9. Prepare regular status reports on progress of MDF contracts.

### **3. COORDINATION WITH OTHER TECHNICAL ASSISTANCE ACTIVITIES**

Other technical assistance activities are either planned or underway. These include additional USAID programs as well as assistance from outside stakeholders. Tangible support and coordination between USAID, MDF and Tetra Tech will be needed to allow for the USAID and Government of Georgia objectives to be met.

#### **3.1 OTHER ASSISTANCE PROGRAMS**

##### **USAID**

The IDP Durable Housing component of the program is being pursued in collaboration with other USAID programs including the New Economic Opportunities (NEO) where GMIP representatives are working to identify rehabilitation work that can be accomplished through the NEO program either directly or by providing trained technical people to assist the contractors. An opportunity exists to involve the Economic Prosperity Initiative (EPI) regarding their work with construction materials. EPI could also be of assistance with their agriculture initiative. These USAID initiatives need to be promoted in tandem to ensure that the infrastructure provided by this program supports the objectives for economic development being pursued by the NEO and EPI programs.

##### **OTHER DONOR ASSISTANCE**

Fortunately, collaboration with other donors should be made easier given the role of the MDF in the USAID program and other donor funded activities. Through the Implementation Letters for the Municipal Infrastructure Program, MDF was tasked with the contracting for the project. USAID supplemented the GoG's MDF staff with the hiring of additional employees to provide direct support of the program.

MDF has also been responsible for coordination with the Ministry of Internally Displaced Persons from Occupied Territories, Accommodations and Refugees of Georgia (MRA) which is responsible for IDPs including selection of buildings and beneficiaries for the durable housing program. The MRA is involved in program implementation and acts as focal points for the municipalities. Challenges with the MRA not providing building sites or buildings suitable for renovation, not providing temporary housing for IDPs in buildings identified, and not clearing ownership in a timely manner have caused project delays and adjustments to be made. USAID, MDF and Tetra Tech continue to collaborate with MRA on these issues.

Other Key Government Organizations involved in the project included the following:

Ministry of Regional Development and Infrastructure (MRDI) – The MRDI is responsible for the development, implementation and coordination of the policy of regional development of Georgia. MRDI coordinated with MRA for selecting buildings for the durable housing schemes, coordination of regional project implementation, as well as coordination with other donors and technical assistance activities. Under MRDI, the Georgian United Water Company (GUWC) prepared a design for rehabilitation of water supply head works in the town. GUWC is also providing an inspector for the Oni project.

Ministry of Agriculture (MOA) – The MOA is responsible for support of projects from the perspective of agricultural development.

Local Governments – The municipalities are responsible for managing and disposing of local government property; regulating use of natural resources, protecting the environment; resolving issues of land use in subordinate territories, organizing waste disposal; organizing sanitation, anti-epidemic and veterinary measures; preserving cultural heritage; developing and maintaining power, gas, water supply and land improvement systems; and constructing, maintaining and repairing regional roads. The municipalities committed funds to provide sewage connections or on-site treatment to three buildings (Marneuli, Kareli, and Vani) where external sewage connections were identified as a problem.

## **4. TETRA TECH'S ANALYSIS OF THE STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)**

### **4.1 SWOT ANALYSIS**

As part of the rapid appraisal, Tetra Tech completed a high level SWOT analysis, to understand the strengths, weaknesses, opportunities and threats to the program. The summary of the results are shown in the exhibit below.

The SWOT analysis is useful in that it provides guidance to ensure that the USAID team focuses on capturing the opportunities available. It is also useful in that it points out the weaknesses and threats to success, thus helping to prioritize steps and actions that can be taken to reduce the adverse impact such weaknesses and threats may cause.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>◆ Tetra Tech's technical experience &amp; management in similar project implementation</li> <li>◆ Tetra Tech's continuity of project knowledge and technical staff</li> <li>◆ MDFs experience working with donor funds and organizations</li> <li>◆ Environmental PEA, SSEMPS and technical studies completed</li> <li>◆ Six (6) Municipal Infrastructure projects completed</li> <li>◆ Ten (10) Unoccupied buildings to be completed by 31Oct 2013.</li> <li>◆ All Component 1 and 2 design contracts in place</li> </ul>	<ul style="list-style-type: none"> <li>◆ Schedule constraints: Limited time remaining for design, construction and construction supervision procurement activities.</li> <li>◆ Contractors not performing in accordance with contracts</li> <li>◆ Lack of MDF contract administration and enforcement</li> <li>◆ Limited monitoring and adherence to schedules</li> <li>◆ Mostly local companies are participating in tenders.</li> <li>◆ Wide range of projects, different technical scopes, geographic spread</li> <li>◆ Lack of contract management and continued procurement issues with MDF and the management style of the committees.</li> <li>◆ No perceived accountability to the donor for requested compliance of staff and contractors</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>◆ Liaison with other donor organizations</li> <li>◆ Renewed focus by MDF management on project status and issues</li> <li>◆ Capacity building for MDF</li> <li>◆ Potential for many USAID success stories</li> <li>◆ Major direct and observable benefits to large segments of the IDP population</li> <li>◆ High visibility for the GoG and USAID in actual delivery of promised goods and services.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Poor planning and project management by MDF and its contractors will result in budget overruns, underachieving targets, poor quality and reduced project scopes</li> <li>◆ Building designs being performed by only two firms with limited capacity resulting in delays and procurement issues</li> <li>◆ Significant time delays that will reduce period of performance for contractors</li> <li>◆ Schedule constraints resulting in incomplete designs and poor quality construction</li> <li>◆ Failure to secure investments through lack of proper maintenance and training of IDP's</li> </ul>

The strengths of the Program, at a high level, include the role of MDF and its experience dealing with donor organizations combined with the Tetra Tech team's experience in Georgia dealing with large complex infrastructure work. Further, it is positive that efforts have transitioned seamlessly between GMIP 1 and GMIP 2 to support the many changes to both the Municipal and IDP Durable Housing Component. There was no lag from closeout to program start-up; Tetra Tech staff has remained in place, although

adaptive changes are forthcoming; project activities are launched and operating according to a very aggressive timetable; and project successes have been realized.

The opportunities to expand the role of the program are also considerable, including the ability to collaborate with others due to shared common objectives (and similarly, the likelihood that others will not be operating at odds with the USAID program objectives). The program also has an opportunity to enhance substantially the capabilities of the MDF but this ability is predicated on the willingness of MDF to accept changes in the form of contract and construction management. From the perspective of USAID this program also offers an excellent (almost unprecedented) ability to generate success stories and gain positive media, government and public at large attention. It is able to achieve these successes through the direct involvement it has on addressing the needs of a large segment of the population.

A weakness is the large range of projects supported by the program, including their geographic range, differing technical nature and significant gaps in the engineering and architectural design capacity of Georgian companies. This feature could lead to some loss of control of the program and overwhelm available resources for monitoring and oversight. Tetra Tech will address this weakness in several ways including: (1) ensuring that the team includes experienced professionals, accustomed to infrastructure investments in Georgia and elsewhere; (2) committing to Component 1 & 2 Technical Managers that will be accountable for all area activities; (3) committing to increased field time for all team members; (4) committing to increased QA/QC field personnel to ensure accountability of all GMIP members including MDF, TT, Contractors, Construction Supervision firms and USAID. (5) Committing to a renewed focused on schedule management for program tracking and analysis.

A further weakness is that the competition for goods and services required by this program are likely to be from local companies that lack capabilities. The fact that local companies are able to participate is, of course, positive and offers an opportunity for mentoring and capacity building. However, the capability weaknesses, such as what we have seen on GMIP 1 with KVC and GEO and now with M-80, Georeset, and EcoProject make a distinct challenge for MDF and USAID in completing these projects. . The best way to address this weakness is to: (1) recognize upfront the capability weaknesses and presume that there will be gaps that will need to be addressed and/or supplemented; (2) have an approach to provide limited support and 'hand holding', especially in the area of proper project management and scheduling and, (3) require proof of the financial and technical wherewithal of the companies, to ensure that liquidity or solvency does not affect delivery. Further, if there are highly specialized tasks, it may be important to actively solicit international specialist firm involvement. In addition, construction tenders will be advertised internationally and could attract more qualified firms.

Another and continued weakness is that MDF is limited in its project management capacity to prepare and review schedules, prepare and issue actual design drawings and specifications and provide the type of on-site construction management supervision required by USAID. The plan in progress to address this weakness is for a Construction Supervision firm to be engaged to provide quality construction management using recognized quality management plans, schedules, accounting and reporting documents. In June 2013 some focused energy was observed when MDF management became more involved with project details however; the reluctance to manage the contracts in place is a continued challenge. This lack of contract management can and should be addressed by making them accountable through continued communications from Tetra Tech reinforced by USAID however, the higher level coordination/issues meetings between USAID COR Brad Carr, MDF Executive Director Elguja Khokrishvili and Deputy Executive Director, Tornike Toradze will be necessary as our experience has proven that written reporting and communications do not appear to be effective at that level. Our COP, Glen Wills will also need to be an integral part of that process

In terms of threats to the program, Tetra Tech has identified several potential threats, one of which is the constrained schedule for construction completion. The importance of diligent contract management and progress tracking cannot be overemphasized as a proactive measure for success. Art Studio, as the sole

designer of the collection center buildings must be managed collaboratively with firm commitment on all sides to provide timely design review and comments on schedules. Their program schedule for all buildings should be the subject of review and updating for critical path items at each weekly meeting with proactive and collaborative problem solving objectives. Specific attention must be paid to the final completion date for all work and invoicing of September 30, 2014. All activities under consideration have been given a construction deadline of July 31, 2014 to allow for any corrective actions by the contractors. This deadline has been rigorously pushed forward to MDF and their contractors and will need to be reinforced at the weekly meetings between MDF, USAID, TT and the design and construction contractors. MDF management, including the highest levels, must be engaged and reminded that it is critical to move procurement along and to ensure adequate staff to provide the on site management needed.

Another important issue will be the sustainability to specific project investments due to a lack of planning for appropriate maintenance and operation. Efforts must be considered during implementation to address this especially for the irrigation operations and maintenance plan and IDP durable housing components through the MRA turnover plan and the development of the NEO Homeowner Association objectives. Clearly additional help in this area is needed by the GoG in general but to help foster better sustainability, GMIP II can utilize staff resources in conjunction with MRA, MDF and NEO for trainings to the IDP's or selected IDP members on the proper function of the materials supplied by this program.

## **5. CONCLUSIONS**

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This rapid appraisal focused on the current status of the program, the overall enabling environment, and how the program could benefit from various strengths and opportunities as well as ways to buttress potential weaknesses and reduce possible pitfalls. Issues associated with the external environment, were also examined along with specific program risks and their mitigation.

Based on this rapid appraisal, Tetra Tech concludes the following:

1. The program has the potential to continue achieving important successes that are measurable and directly observable. There is no ‘free rider’ effect – that is, without USAID involvement, it is doubtful that any progress on these projects would be achieved, especially not within the same time frame.
2. Although there are a set of issues and risks that confront the program (mainly procurement and oversight), they are able to be addressed or mitigated to reduce the possibility of disruption. TetraTech will continue the services of the procurement specialist imbedded with MDF and hire two additional field personnel to increase direct support to MDF in meeting the program objectives.
3. There are major coordination requirements, and opportunities for collaboration, with designers, contractors and other USAID initiatives. It will be important for the team to liaise rapidly, to begin this coordination process. To this end, the continued engagement of the DRC and MRA on the Building 10 registration and hand over is critical to complete before the end of September 2014.
4. Certain elements of the program, such as the quality selection criteria required for goods and services under the implementing letters will need support from the Tetra Tech team to ensure that the MDF and local market understand and implement these provisions effectively (and transparently). It should be noted that there are examples in which the use of a quality selection criterion (as compared with say a quality and cost based selection) led to an increase in concerns about the integrity of the procurement process. This will need to be managed to ensure it does not become an issue for the program. Continued collaboration between the MDF procurement office and TetraTech for the solicitations being issued will be able to monitor this for compliance with the applicable regulations and guidance.
5. 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. It is not advisable to rely solely on the ministry to consider such issues. To address this issue, TetraTech will continue to utilize the services and support of the DRC and NEO to facilitate open meetings and informational handouts to inform the IDP families of upcoming designs and work to be done. We recognize that this single item can make or break the proposed activities in each sector and limit the effectiveness of the program so additional efforts of community outreach, headed by Archil Lezhava, will be employed though the end of the construction period in July, 2014.
6. MDF should be an effective program counterpart, however, it is apparent that the mentoring and training support provided by USAID through TetraTech has not been as successful as anticipated. Current staff members continue to struggle with the basics of program and contract management. TetraTech will continue to provide direct oversight and mentoring, including additional training sessions on various topics such as HS&E and construction inspection, to enhance the capacity of this agency. Issues related to donor accountability should be addressed between USAID and MDF.
7. Project selection was to be completed by the end of GMIP I but continued issues with the selection of collection centers and the hospital buildings has occurred. The main reasons are IDP

inhabitants not wanting changes, demands that cannot be accomplished in the time frames presented or lack of proper planning once the building was originally identified. As additional buildings are identified, TetraTech staff will coordinate with the MDF, MRA and USAID in providing rapid appraisals of the buildings to determine soundness for construction activities and conduct IDP assessments as needed to be proactive in avoiding the issues found at present. A concerted effort for the issues with M-80 on the irrigation project is needed. Tetra Tech has identified a team of five (5) to provide the needed support and to be flexible and adapt to the continued changes and challenges on this project. To begin with, TetraTech will imbed our DCOP and senior engineer in the M80 office to oversee the creation of a proper schedule for completion of the works. At the completion of and acceptance by MDF, USAID and TT, the 5 members will rotate through the filed performing random checks and assessments of the work being done. The DCOP will also do weekly, when possible, field checks to ensure compliance is being met by MDF and M80. A collaborative effort is needed to work with the MDF through the issues in a way that is supportive of USAID interests. This is clearly a critical path item.

Finally, having completed a review of the program and transitioned program activities, it is important to examine again the capabilities of the team of specialists proposed by Tetra Tech to ensure alignment with the program needs. The team of specialists, including the existing carry over staff from GMIP I proposed by Tetra Tech (see Exhibit A), is well suited to this program and have the range of capabilities that are going to be required for program monitoring, oversight and support. Capability gaps do exist, however, they are addressed through renewed and realigned management responsibilities for Components 1 and 2 and additional core staff and technical positions.

Thus, in Tetra Tech's opinion and based on the results of this rapid appraisal, the program is ready for ongoing aggressive implementation. The program offers impressive opportunities to address infrastructure weaknesses and thus capture important benefits (e.g., restoration of agricultural land to productivity and municipal infrastructure service, helping improve housing for the dislocated) while also helping to strengthen capabilities in the government (at the MDF) and in the local environment.

***ANNEX A: STAFFING PLAN***

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**GMIP II - STAFFING**

2013					2014											
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D

**TBILISI OFFICE-Municipal Infrastructure & IDP Housing Program - 11 Cottages + Oni Handworks + Saltvisi/Tiriponi Irrigation + 2 Unoccupied Buildings + 4 Hospitals**

**CORE TBILISI STAFF**

COP (Glen Wills)	8-26 Warranty <sup>4</sup> + Closeout <sup>8</sup>
DCOP/Sr. Construction Manager (Any High) - <i>Field Management of Tbilisi and Kutasi Office</i>	
MIS Specialist (Anna Urotadze) <sup>9 promotion</sup>	Closeout <sup>8</sup>
DCC Admin Support + Translator [Maia Davli, Translator moved to this combined position Jan1, 2014] <sup>9</sup>	Closeout <sup>8</sup>
Office Administrator (George Nizharadze)	Closeout <sup>8</sup>
SR. QA/QC Specialist/10-8-25 Warranty Program <sup>4</sup> (Vasil Apkhazava) <sup>10</sup>	Warranty <sup>4</sup> + Closeout <sup>8</sup>
Financial Management Specialist (Demna Sakhitkhutishvili) (STTA)	Financial Closeout <sup>8</sup>
Accountant - Ana Azarashvili (STTA)	
Procurement Specialist (Mamuka Makhatadze) STTA	
Prgm Specialist/Field Intrepreter(Archil Lezhava)	
HS&E Safety Officer (Mamuka Shaorshadze <sup>5</sup> ): As needed support from Environmental Technician (Mamuka Gvilava --STTA)	

**Municipal Infrastructure Program managed by Givi V - Cottage Program, ONI Headworks and Irrigation \*\***

**11 COTTAGES\*\***

Water/WW Oversight Engineer (TBD) Cottages	2 week project closeout
Drainage/water construction oversight. Sanitary/drainage design and construction oversight	
Water/WW Engineer (Irakli Gogrichiani) Cottages	2 week project closeout
Drainage/water construction oversight. Sanitary/drainage design and construction oversight	

**ONI HEADWORKS\*\***

Senior Civil Engineer (Givi V.)	1 mo. project closeout
QA once every two weeks-Oni (assumes end date 6/30) to supplement Oni Municipality inspectors	

**IRRIGATION\*\***

Senior Civil Engineer (Givi V) ** with support from Irrigation Engineer (Otar M.)	
3mo Design review + and Contract Mgmt./Design review and construction oversight	Irrigation season starts May 15 + 45 day for punchlist + 30 for closeout

**Tbilisi IDP Housing - Managed by Teimuraz L. \*\*\***

Architect (Maia Davitidze) ***	
Design review 10-8-25 program - Assumes Kutasi Central design complete Nov 1 & support for construction - RFIs/field chgs	

**10 UNOCCUPIED BUILDINGS [2 BUILDINGS (MARNEULI AND KARELI)]**

Housing Rehab Mgr (Teimuraz **)	1 mo. project closeout + 10 Unoccupied Warranty thru Oct 15 <sup>4</sup>
Construction oversight + Warranty	

**HOSPITALS [4 BUILDINGS - Borjomi, Kaspi (2), Khashuri]<sup>3</sup>**

Housing Rehab Mgr (Teimuraz L)***	8-26 Warranty <sup>4</sup> +	Closeout <sup>8</sup>
Construction oversight + Warranty		

**KUTAISI OFFICE - Kutasi IDP Housing Program - 10 Unoccupied Buildings + 4 Hospitals + 26 Collective Centers**

**Regional Manager [Koba Tsiramua]**

\*Manages regional office & leads GMIP II IDP Kutasi Program as well as provides construction oversight

**1 HOSPITAL (Kutasi Central) & 7 COLLECTIVE CENTERS [ Kutasi]<sup>1</sup> \*** (H) 9928 8874 **18,802m<sup>2</sup>**

Regional Manager [Koba Tsiramua]	8-26 Warranty <sup>4</sup> +	Closeout <sup>8</sup>
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**10 UNOCCUPIED BUILDINGS (8 BUILDINGS IN KUTAISI)\***

**Construction Oversight Eng. (Avta B.)**

**1 HOSPITAL [Baghdati] & 10 COLLECTIVE CENTERS (Kutasi (8),Tskhaltubo, Vani ]1 \*** (H)5000 15331 **20,331m<sup>2</sup>**

Construction Oversight Engineer (Avtandil Baramia )	1 mo closeout
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**2 HOSPITALS [Khoni (2)] & 9 COLLECTIVE CENTERS [Kutasi(6), Senaki, Zugdidi, Kvitiri]<sup>1</sup> \*** (H)6484 10657 **18,849m<sup>2</sup>**

Construction Oversight Engineer [Avtandil Baramia]	1 mo closeout
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**10 Unoccupied Buildings + 4 Hospitals + 26 Collective Centers<sup>3</sup> \***

QA/QC Engineer [TBD] - QA/QC for Kutasi Program <sup>6</sup>	8-26 Warranty <sup>4</sup> +	Closeout <sup>8</sup>
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10 Unoccupied Warranty Program through October 15<sup>4</sup>

**Notes:**

1. Construction QA supplements Construction Supervision. Assumes that each building is visited once every two weeks for the duration of construction. Rotating schedule between 2 construction oversight engineers & 1 QA/QC Engineer with Management provided by Koba Tsiramua.
2. Dates are based on current or assumed contracts and schedules.
3. Assumes Khashuri is cleared of occupants and building remains in program.
4. One year Warranty & Closeout program will be developed for 10 Unoccupied and will overlap with 8 Hospitals & 25 Collective Centers.
5. Health and safety training and SMEEPs inspections for entire program by Mamuka Shaorshadze from Tbilisi.
6. Tt QA role in Kutasi is assumed to be reduced from LOE in Tbilisi due to Construction Mgmt/Supervision contract for 8 &25. Position ends October 30
7. Expat STTA support is anticipated on as needed basis. 40 Days are included for budgeting purposes. (30 days used through November 30 by STTA Scott Nagel)
8. Tt Closeout will be conducted during last 60 days of contract [Nov 2014-Dec 2014]. Closeout Expat Specialist Jessica Harris is proposed for 30 days.
9. A promotion is proposed for Anna Urotadze to Manager of Information Systems Specialist. She will train and oversee Maia Davali as new dcc specialist and lead the community outreach, focus groups, and inauguration program.
10. A promotion to Sr QA/QC Specialist is proposed for Vasil.