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ENGINEERING SERVICES FOR RURAL ROADS  
REHABILITATION (ES3R)  
CONTRACT NO: EDH-I-00-08-00023  
YEAR 1, QUARTER 2  
PROGRESS REPORT (TO MARCH 2014)

20 April 2014

# ENGINEERING SERVICES FOR RURAL ROAD REHABILITATION (ES3R) CONTRACT NO. EDH-I-00-08-00023

## YEAR 1, QUARTER 2

## PROGRESS REPORT (TO MARCH 2014)

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20 April 2014

The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government. This report was prepared for the U.S. Agency for International Development. It was prepared by CDM International, Engineering Services Rural Roads Rehabilitation (ES3R)

## Acronyms

A & E	Architect and Engineer
BoQ	Bills of Quantity
COP	Chief of Party
COR	Contracting Officer Representative
ES3R	Engineering Services for Rural Roads Rehabilitation
ETL	Engineering Team Leader
FED	Food and Enterprise Development
FTF	Feed the Future
FTL	Field Team Leader
F2M	Farm to Market
F2MRR	Farm to Market Road Rehabilitation
GIS	Geographic Information System
GOL	Government of Liberia
LESSP	Liberia Energy Sector Support Project
LMWP	Liberia Municipal Water Project
MOF	Ministry of Finance
MPEA	Ministry of Planning and Economic Affairs
MPW	Ministry of Public Works
OCA	Organizational Capacity Assessment
PIRS	Performance Indicator Results Sheet
RE	Resident Engineer
SI	Site Inspector
USAID	United States Agency for International Development

# **ENGINEERING SERVICES FOR RURAL ROADS REHABILITATION (ES3R)**

**YEAR 1, QUARTER 2, JANUARY TO MARCH 2014**

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# 1. SUMMARY PROJECT DESCRIPTION

## 1.1 Introduction

The U. S. Agency for International Development's (USAID) 'Engineering Services for Rural Roads Rehabilitation (ES3R)' was awarded to Camp Dresser McKee International (CDM) under the following USAID contract number: EDH-I-00-08-00023 and task order AID-669-TO-13-00002 which records the period of performance as 8 October 2013 to 20 October 2015.

Liberia's Farm to Market Rural Roads (F2MRR) activity is allied to the objectives of the Feed the Future (FTF) initiative, which is a U.S. government initiative, which aims to address the root causes of global hunger by sustainably increasing agricultural productivity. F2MRR will provide infrastructure investment in the rehabilitation of rural farm-to-market roads to support the following:

- USAID /Liberia FTF program Food and Enterprise Development (FED),
- Capacity development for routine maintenance systems within the Government of Liberia (GOL),
- Capacity development of Ministry of Public Works (MPW) rural roads engineers and local A & E firms,
- Development of alternative low volume road pavement pilot projects, standards and design specifications.

## **1.2 Objectives**

Within F2MRR, ES3R will be an implementing mechanism which will undertake the following objectives:

### **Objective 1:**

Provide construction oversight for three (3) local contracts for the rehabilitation of a total of 83.5 kilometers farm-to-market roads in Bong, Lofa, and Nimba counties from 2013 to 2015.

### **Objective 2:**

Produce engineering designs and construction documents for the 450 kilometers farm-to-market roads in Bong, Lofa, Nimba, and Grand Bassa counties to be rehabilitated in 2015 to 2018.

### **Objective 3:**

Training and pre-qualification of five (5) local architect-engineer firms capable of providing oversight for road rehabilitation activities by 2015.

## 2. QUARTERLY OVERVIEW

This is the second quarterly progress report to be presented in respect of Year 1 of the project, in view of which, the material presented deals primarily with the conclusion of mobilization events as well as the start-up of field operations. In addition, the report details the status and approach to challenges on the project and presents the proposed Work Schedule for the next quarter. A financial report is also included.

### 2.1 Quarter 2 Highlights Summary

This section provides a summary of the items which were undertaken (by month) in the mobilization and operations for the project. The highlights of these will be further detailed later in the section.

<b>JANUARY 2014</b>		
<b>Date</b>	<b>Description</b>	<b>Comment</b>
4 Jan	TRG Training Specialist arrives in Monrovia	Bruce Purdy
6 Jan	Weekly Meeting with USAID	US Embassy
10 Jan	Jim Clarke returns to Monrovia after leave	Jim Clarke
15 Jan	Weekly Meeting with USAID	US Embassy
19 Jan	TRG Specialist field work complete & departs	Demob TRG
20 Jan	Quarterly Deliverable submitted to USAID	Quarterly Report
20 Jan	Final Inception Report & PMP submitted	Inception Report
21 Jan	Weekly Meeting with USAID	CDM Office
22 Jan	Kick Off with Contractor at USAID (21 <sup>st</sup> Century)	Award of Nimba
22 Jan	Kick Off with Contractor at USAID (Westwood)	Award of Bong
23 Jan	Meeting with USAID at project office	Recap of weekly
27 Jan	Kick Off with Contractor at USAID (SSF)	Award of Lofa
28 Jan	Depart Monrovia for drive to Voinjama, Lofa	Counties Visit
29 Jan	Meeting at Lofa County Administration	County Super

29 Jan	Visit FED Lofa county office	County Manager
29 Jan	Visit to two Lofa Roads	Drive Roads
30 Jan	Drive to Gabarnga and meet with Bong County	Officers at Admin
30 Jan	Visit FED Bong county office	County Manager
31 Jan	Visit long Bong county road and two Nimba roads	Drive Roads
1 Feb	Drive to Sannequelle; meet with Nimba County	County Super
1 Feb	Visit to FED Nimba county office	County Manager
2 Feb	Return to Monrovia from counties visit	Home office
<b>FEBRUARY 2014</b>		
<b>Date</b>	<b>Description</b>	<b>Comment</b>
2 Feb	Return to Monrovia from counties visit	Home office
4 Feb	Certificate of Accreditation (by MPEA) received	Cert dated 21 Jan.
5 Feb	Weekly Meeting with USAID	CDM Office
5 Feb	Technical Meeting with 21 <sup>st</sup> Century	CDM Office
5 Feb	Technical Meeting with Westwood	CDM Office
6 Feb	Technical Meeting at FED HQ	JC to take
6 Feb	Meeting with LAUNCH (implementing partner)	HMS to meet
6 Feb	Receipt of Residence Permit	HMS Permit
8 Feb	Technical Meeting at FED HQ	USAID & JC attend
10 Feb	RE (Roosevelt Ballah) commence work	RE for Lofa
10 Feb	Conditional Approval letter from USAID	Response to CDM
12 Feb	Weekly Meeting with USAID	CDM office
12 Feb	Technical Meeting with SSF	CDM Office
13 Feb	Clarification from USAID re: FTL work objectives	Field teams
14 Feb	Meeting with MPW, Dep & Asst ministers	Asst Min Nagbe
15 Feb	CDM Africa principal arrives in Monrovia	P Macy/S Dotson
17 Feb	Site Inspector interviews	JC & MK
18 Feb	CDM Africa staff meet USAID Mission Director	US Embassy
18 Feb	Field visit to counties for Site Meetings	JC & RB to counties
19 Feb	CDM Africa staff meet Contracting Officer	Embassy Suites
19 Feb	CDM Africa staff depart Monrovia	Mid pm
19 Feb	COP attends L-MEP meeting for COP's	Mamba Point
19 Feb	Meeting with senior district officials	Bahn, Nimba
19 Feb	Site Meeting with 21 <sup>st</sup> Century	Ganta, Nimba
20 Feb	Delivery of remaining two vehicles	Vehicles delivered
20 Feb	Site Meeting with Westwood contractors	Gbenequaleh Bong

21 Feb	Meeting with Asst. Minister Paye, MPW	Gbaranga, Bong
22 Feb	Site Meeting with SSF	Voinjama, Lofa
24 Feb	Approval of TCN's by COR e-mail	TCN Approval
25 Feb	No Objection to Inception Report and PMP	COR e-mail
25 Feb	No Objection to Year 1, Quarter 1 Report	COR e-mail
26 Feb	Weekly Meeting with USAID	CDM Office
27 Feb	Commence counties visit Nimba & Bong	RDE and Lofa RE
28 Feb	Town sedan vehicle waiver request	Request to USAID
<b>MARCH 2014</b>		
<b>Date</b>	<b>Description</b>	<b>Comment</b>
1 Mar	Return to Monrovia from counties visit	RDE to home office
3 Mar	RE (Richard Freeman) commence work	RE for Bong
4 Mar	Weekly Meeting with USAID	CDM Office
4 Mar	Meeting with USAID and 21 <sup>st</sup> Century	CDM Office
5 Mar	Commence Bong county visit	RDE and Bong RE
5 Mar	QAC information notice sent to contractors	All works and QAC
5 Mar	Letter of approval of Sedan Town Car waiver	USAID Waiver
6 Mar	Site visits and discussions with Westwood	Reporting needs
8 Mar	Return to Monrovia from Bong county visit	Return early pm
10 Mar	Monthly Report deliverable submitted	Issued to USAID
10 Mar	RE (Anwar Nyei) commence work	Monrovia office
10 Mar	Weekly Meeting with USAID	CDM Office
10 Mar	Confirmation of arrival date of TCN's in Liberia	Arrival 12 March
11 Mar	Commence Nimba county visit	RDE & two RE's
12 Mar	RE Staff review site interventions Nimba road	Westwood roads
12 Mar	TCN's mobilize/arrive in Monrovia	3 No FTL's
13 Mar	RDE discussions on site with 21 <sup>st</sup> Century	Return Monrovia
14 Mar	Orientation with FTL's by RDE and COP	Home office
15 Mar	RE's return from Nimba county visit	Return Monrovia
17 Mar	All staff team meetings and discussions	Home office
18 Mar	Staff teams proceed with field mobilization	Field locations
19 Mar	Meeting with 21 <sup>st</sup> century in Ganta	Site Meeting
20 Mar	Meet senior county stakeholders	Sannequelle visit
21 Mar	Visit 21 <sup>st</sup> Century road sites	ES3R and MPW
22 Mar	Meeting with SSF and MPW Resident Engineer	Visit to Lofa

23 Mar	Visit SSF road sites, Galamai and Bitijama	ES3R, SSF & MPW
24 Mar	Meeting with SSF on contract matters	SSF & ES3R
25 Mar	Letter of approval for various deliverables	USAID Approvals
25 Mar	Return to Monrovia following site visits	Return pm
25 Mar	Lofa driver sick & transfer to Gbarnga hospital	Amos to hospital
27 Mar	Weekly Meeting with USAID	CDM Office
28 Mar	Discussions on additional project indicators	PIRS review
31 Mar	Commence site visits to counties	ES3R & USAID
31 Mar	Pre-Qualification Document submitted to USAID	Narrative document

## **2.2 Quarter 2 Details of Highlights**

### **2.2.1 Meetings with USAID/Liberia**

The continuance of regular meetings has been maintained between ES3R key staff and USAID/Liberia. These meetings have been generally held at the ES3R offices at appropriate intervals according to staff availability in Monrovia. This project demands regular visits up country to the counties road construction sites, where regular technical discussions are also held with USAID staff as a result of many observations which have been made during site inspections.

### **2.2.2 Award of Works Contracts**

A series of meetings were scheduled by USAID/Liberia in order that the three contracts are awarded, as a result of the evaluation of bids which were received for the contract solicitations. The meetings, to which CDM, the Quality Assurance Contractor (QAC) under the terms of the contracts, was invited and attended, were held at the U.S. Embassy as follows:

- 22 January 2014 (11:00 hrs) The award and Notice to Proceed for the Nimba Roads to 21<sup>st</sup> Century Engineering
- 22 January 2014 (14:30 hrs) The award and Notice to Proceed for the Bong Roads to Westwood Contractors
- 27 January 2014 (14:00 hrs) The award and Notice to Proceed for the Lofa Roads to SSF Entrepreneur Inc.

### **2.2.3 Training Capacity Development**

The ES3R scope of services under the project includes the promoting and capacity building of local A&E firms.

The capacity development specialist, Bruce Purdy, arrived in Liberia on 4 January 2014 and departed Liberia on 19 January 2014. The purpose of this initial visit was to produce recommendations for a short-list of five local firms, following the interview, assessment and review of all local firms which had expressed interest in the project. That task included on-site interviews and assessments of each firm using an Organizational Capacity Assessment (OCA) tool that provided an overall baseline condition for each firm and later could be used after a year to document progress. The tool was developed by TRG staff in conjunction with the capacity development consultant.

As a result of the field visit, a draft Pre-Qualification report was submitted to USAID/Liberia on 12 February 2014. At a subsequent progress meeting, ES3R was advised that the A & E firm selection process was considered to be appropriate, however, the substance of the report was found to be inconsistent with the team structure of the Inception Report. In addition, USAID wished that more specific training proposals be put forward in the document which should identify any training gaps which may exist. ES3R agreed to work on a revamped training proposal which would be incorporated in a

revised draft Pre-Qualification Report, which will result in more sustainable training for both field based staff, A & E firms and MPW staff as appropriate.

#### **2.2.4 Project Deliverables and Documentation**

The following deliverables and documentation were finalized and submitted to USAID during Y1, Q2:

- Inception Report on 20 January 2014,
- Quarterly Report, Year 1, Quarter 1 on 20 January 2014,
- Project Budget Realignment on 20 January 2014,
- Vehicle Procurement on 20 January 2014,
- Monthly Progress Report on 10 February 2014,
- Revised Budget Realignment on 15 February 2014,
- Town Sedan Vehicle Waiver Request on 28 February 2014,
- Vehicle Operations and Safety Policy on 4 March 2014,
- Monthly Progress Report on 10 March 2014,
- QAC Roles and Responsibilities on 17 March 2014,
- Pre-Qualification Report (draft narrative) on 31 March 2014.

A number of e-mail responses were received from the USAID COR regarding some of the abovementioned items however formal letters were received from USAID/Liberia as follows:

- Conditional Approval of Budget Realignment on 10 February 2014, which advised of requirements prior to consideration of approval of budget realignment,
- Sedan Town Car waiver for procurement on 5 March 2014,
- Approval of Inception Report, Revised Budget Realignment and Work Plan on 25 March 2014.

### **2.2.5 Company Registration in Liberia**

Following company registration in December 2013, CDM has actively pursued the process leading to the issuance of a Tax Free Certification which is still a current activity.

### **2.2.6 Field Visits to Counties Sites**

#### **January 2014**

A joint USAID/Liberia and ES3R visit to the three counties was scheduled to commence on 28 January 2014 with a return to Monrovia estimated on 2 February 2014. The visit was carried out as per schedule with the key administrative and technical activities (by County & order visited):

#### **Lofa County            29 January 2014**

- Meeting at County Administration (Voinjama)
- Inspection of Bitijama Road (3.6km)
- Inspection of Galamai Road (2.6km)
- Visit to MPW Resident Engineer office (RE not present)
- Visit to FED offices

#### **Bong County            30 January 2014**

- Meeting at County Administration (Gbaranga)
- Visit to FED office at CARI, Suakoko.

#### **31 January 2014**

- Inspection of Tolomai – Pele – Palala Road (Bong) 30.7km

## **Nimba County**

- Inspection of Bahn – Kpayee – Payee – Zuolar Road (Nimba) 14km
- Inspection of Dwonwea – Zuolapa Road (Nimba) 4.1km

### **1 February 2014**

- Meeting of Key Stakeholders at Sannequelle
- Visit to FED office (Ganta)
- Visit to 21 Century Engineering compound (south of Ganta)

One of the main purposes of the visit was for USAID to make formal introduction of both the ES3R project and CDM key staff to the county officials and key stakeholders. In addition, it provided CDM the opportunity to become familiar with the condition of a selection of existing tracks/roads to be included in the imminent road rehabilitation works.

The meetings with senior county officials and key stakeholders were most informative, with all parties keenly interested both in the imminent commencement of construction rehabilitation works and in the F2M roads which will be targeted for design by the team. A key item which was raised as a concern during all the meetings was the coordination of the selection process for roads to be included for rehabilitation. It seems that in the past the same roads have been selected for upgrading by different bodies, which should clearly be avoided in the future. CDM are aware of this situation and will make every effort to coordinate the target road selection process by close liaison with MPW and regular updating of the GIS data system which is managed by L-MEP.

### **February 2014: 1<sup>st</sup> visit**

#### **Field Visit 18 – 22 February 2014**

Visit by COR, Engineering Team Leader ES3R and Resident Engineer

**Nimba County                      19 February 2014**

- COR & ETL meet with Nimba Resident Engineer (MPW)
- Trip to Zoe – Luapa and Blah Duanpea with Contractor
- Meeting with Mayor of Bahn, District Commissioner and stakeholders
- Meeting with Contractor (21<sup>st</sup> Century)

**Bong County                      20 February 2014**

- Trip to Gbenequalleh –Janyea
- Progress meeting with Contractor (Westwood)

**Lofa County                      21/22 February 2014**

- Meeting with MPW Asst. Minister Jackson Paye with advice of a forthcoming feeder road coordination meeting.
- Meeting at FED office Voinjama
- Progress meeting with Contractor (SSF)
- Trip to Barkedu – Jarmular road

**General:**

The following items are notable and apply to all three contracts:

- Progress and Inception Reports are required (and outstanding)
- Design work to be commenced 24/25 February.

**February 2014: 2<sup>nd</sup> Visit**

**Field Visit 27 February – 1 March 2014**

Visit by Engineering Team Leader (ETL) and Resident Engineer

**Nimba County                      28 February 2014**

- Trip to Bahn (site meeting) and visit to Payee road.
- Issues on site
  - Contractor's site staff do not have essential documents
  - Site staff cannot undertake design



- Visit Bahn – Payee – Zuolar road & intervention support
- Continue design intervention along road
- Meeting and discussions with 21<sup>st</sup> Century
- Continue with cross drainage interventions along road

**March 2014: 3<sup>rd</sup> Visit**

**Field Visit 19 – 25 March 2014**

Visit by Engineering Team Leader, Field Team Leaders and RE's

**Nimba County                      19 March 2014**

- Meet 21<sup>st</sup> Century and MPW Resident Engineer

**20 March 2014**

- Visit to Sannequelle with COR to meet senior county stakeholders and officials

**21 March 2014**

- Visit 21<sup>st</sup> Century road sites with contractor & MPW RE.

**Lofa County                              22 March 2014**

- Meet with SSF Contractor and MPW resident Engineer

**23 March 2014**

- Visit Galamai road with SSF and MPW RE

**24 March 2014**

- Site Meeting with SSF contractor

**Bong County                              25 March 2014**

- ES3R internal meetings in absence of contractor

Field Trip reports are included for the site visits undertaken during March 2014 in Annex A of this document.

### 2.2.7 Technical Meetings on Works Contracts

Technical meetings were initiated with works contractors during February 2014 at the ES3R office as follows:

5 February 2014	21 <sup>st</sup> Century
5 February 2014	Westwood
12 February 2014	SSF

These meetings were technical ‘kick off’ meetings when discussions were carried out as follows:

- Bills of Quantities items of clearance, as well as light, medium and heavy grading,
- Role of the Quality Assurance Contractor (QAC)
- Design presentation (improvement plan/line diagram to be sent)

In addition, there has been much liaison and discussion between USAID COR and ES3R Engineering Team Leader (ETL) as to the provisions contained in the solicitation documents, in which some inconsistency of information has been evident.

Technical meetings and discussions have been carried out on a regular basis between the USAID COR and ES3R during numerous visits to the county field sites and at weekly meetings which have been held during the quarter. Perusal of the previous section indicates the regularity of counties visits by ES3R staff and the liaison, discussions and meetings which have taken place with regularity. This essential interface with the contractors is a requirement of the mentoring process under the terms of the Works Contracts and has been found necessary in terms of support and assistance for reporting and design interventions which are obligations of the contractors.

### **2.2.8 Road Prioritization Tool**

There has been much time input during the quarter related to the development of the Road Prioritization Tool through meetings and discussions with USAID/Liberia as well involving a number of key stakeholders as follows:

- 22 January 2014: USAID Cost Benefit Analysis (CBA) received  
Universe of proposed roads received
- 23 January 2014: Meeting with ES3R COR
- 24 January 2014: Technical discussion with ES3R COR
- 27 January 2014: Meeting with FED & LISGIS re: GIS matters.  
Discussions on 'Target Markets' for F2M roads.
- 28 January 2014: Maps of Bong and Nimba compiled by GIS officers from FED and LISGIS.  
Meeting with COP FED
- Counties Visit: Concept of Road Prioritization Tool introduced to key stakeholders during visits to the three counties at the end of January 2014.

At the beginning of February, the road prioritization tool was developed to a pre-final stage. A meeting was held with FED on 8 February 2014 at which feedback was received from FED for consideration of certain criteria, which was finalized during the month.

The F2M network needs to be identified in collaboration with FED county managers and other key stakeholders. Mapping is required to be populated with road locations and other elements through existing and ongoing GPS data gained through site visits and a consultant has been identified to facilitate appropriate training for such purposes.

### **2.2.9 Project Vehicles**

The delivery of the remaining two Ford Ranger 4 x 4 vehicles was taken on 20 February 2014, thus giving availability of four vehicles for field duties. USAID have indicated agreement for three motorcycles and a sedan (town car), quotations for the latter being in hand and request for procurement waiver being submitted on 28 February 2014. Following USAID approval of the waiver for the sedan on 5 March 2014, delivery of the car was taken on 6 March 2014.

### **2.2.10 Senior Field Personnel**

Following a recruitment process which commenced in December 2013, the mobilization of resident engineers (RE's) commenced during February 2014, the RE for Lofa joining ES3R on 10 February 2014. That was followed by the mobilization of RE for Bong on 3 March and by the RE for Nimba, a week later on 10 March 2014.

The e-mail received from USAID COR on 24 February 2014, advised ES3R of the approval of Field Team Leader (FTL) remuneration above local compensation plan and approval to travel to Liberia. The mobilization process for FTL's was thus commenced, to which end the FTL's arrived in Monrovia on 12 March 2014. An orientation period of a few days was then undertaken which included the following:

- Receipt of contract documentation,
- ES3R internal team meetings,
- Meeting and familiarization with RE staff,
- Meeting and discussions with USAID COR,
- Checking of IT and other purchased equipment,
- Procurement of basic equipment for site offices.

Notwithstanding the mobilization of the FTL's, it must be emphasized that the field teams will not be able to function effectively in the functions of construction oversight and target road survey and design until the arrival on site of site inspectors which will enable resident engineers to become involved with the FTL's on the latter function.

## **3. PROJECT OBJECTIVES PROGRESS**

### **3.1 Objective 1 – Construction Oversight**

Following the USAID assessment and evaluation process of the submissions by contractors, three contracts were awarded by USAID as detailed in Section 2.2.2 of this document. These contracts involve a total of approximately 83.5 kilometres of F2M roads which is consistent with the target value of the relevant Performance Indicator Reference Sheet (PIRS) for 2014. The PIRS has been updated accordingly and included in Annex B of this report

The ES3R team is the Quality Assurance Contractor for these works contracts. The field staff recruitment process was progressed during the quarter with the appointment and mobilization of RE's and FTL's all as indicated in Section 2.2.10 herein. Thus, as of the end of March 2014, each of the field teams is staffed by a FTL and an RE with overall supervision provided by Jim Clarke, Engineering Team Leader (ETL). The field teams are yet awaiting the deployment of site inspectors which has been prolonged due to the timing of formal approval of project deliverables.

Kick off meetings were held with contractors on each of the works contract sites, following which, design interventions and reporting was commenced by the contractors on the design and construct contracts. The principle of 'Basic Access', consistent with the design interventions of the future 450 km has been adopted as the design standard for the F2M roads for all three contractors. It was apparent at an early stage that the contractors' staff generally lacked the capability to perform the said functions, the exception being the Bong contractor, Westwood, which had put forward some technically sound interventions. ES3R were thus engaged in considerable time input in the mentoring and support of the design and reporting

processes in order to facilitate reasonable progression of the works during the early stages.

The general progress of each of the contracts as of the end of March 2014 is as follows:

**Bong:**

Overall assessed percentage completion: 7%

QAC Comments:

- Westwood commenced works with gusto,
- Work well underway on Gbenequellah – Janyea road,
- Road clearance 13.5km and culverts well advanced,
- Quality of drainage structures is an issue – consequence of timing of QAC mobilization,
- Poor concrete quality and wing wall geometry,
- B o Q clearance item remains to be an issue.

**Nimba:**

Overall assessed percentage completion: 21.9%

QAC Comments:

- Clearance of 8 km of Bahn to Payee to Zuolar road link,
- Shaping of 6 km of Bahn to Payee to Zuolar road link,
- Bridge at 5 km found to require sub-structure as well as super-structure replacement, therefore excluded from incremental design submittal,
- B o Q clearance item remains to be an issue.

**Lofa:**

Overall assessed percentage completion: nominal < 0.5%

QAC Comments:

- Clearance commenced on Galamai road link,
- Appears that no equipment resources are allocated to project.

### **3.2 Objective 2 – Design and Contract Documents**

A total of over 600km of road sections as potential target roads for improvement have been generated by FED in collaboration with COR. The project defines a total of 450km are to be improved. ES3R recommends that transport networks in the vicinity of FED projects be defined and assessed. ES3R will then be in a position to validate the of 600+ km, amend as necessary, then prioritize 450km and rank road sections in order of impact importance for FED program outputs and other relevant criteria.

ES3R advocates for promotion of active participatory planning, both at the national and county levels. In this sense, planning refers to the process of transparently, systematically and rationally selecting and ranking road sections, which may be achieved using a broad range of key, primary stakeholders. ES3R has suggested the use of multi criteria analysis (MCA) tool for the ranking and prioritization process for each road section. It is recommended because of its simplicity, transparency, ability to take account of otherwise difficult to quantify social benefits together with its facility to incorporate community choices and preferences.

Much work has been undertaken during the quarter in the development of the MCA tool, such that as of the beginning of February, the road prioritization tool was developed to a pre-final stage. Further discussions were held with FED which has enabled the finalization of certain criteria by the end of February 2014. Although further input has been progressed in March, the majority of attention has been focused on the former objective (construction oversight) for reasons as stated in Section 3.1 and due to the fact that most of the ES3R staff have been deployed on site for only 2 – 3 weeks, which period is necessary for orientation and familiarity with the works contracts.

As of the end of March 2014, ES3R were not in a position to commence work input related to preliminary road survey.

### **3.3 Objective 3 – Training of A & E Firms**

Following receipt of expressions of interest from A & E firms in response to national advertisement, the capacity development specialist arrived in Liberia on 4 January 2014 and departed Liberia on 19 January 2014. During the visit, on-site interviews and assessments of each firm were carried out using an Organizational Capacity Assessment tool which was specifically developed. The PIRS for the initial assessment of A & E firms has been updated and included in Annex B of this report.

As a result of the field visit, a draft Pre-Qualification report was submitted to USAID/Liberia. ES3R were subsequently advised that although the A & E selection process was appropriate, USAID wished that more specific training proposals be put forward in the document which should identify any training gaps which may exist. ES3R agreed to work on a revamped training proposal, a matter which was discussed with USAID during a visit of CDM head office (Africa) staff to Liberia in late February 2014.

This was carried out during March and the revised Pre-Qualification Report (narrative) was submitted to USAID on 31 March 2014. This report includes additional management training as well as a technical training and mentoring program which was developed by the ES3R in-country team.

The technical program comprises nine modules, seven of which will be prepared and delivered by the FTL's from a Bong County base.

## 4. PROJECT CHALLENGES

The following items have been encountered during the course of the quarter and pose challenges to the ES3R team and project:

Challenge / Issue	Mitigation / Resolution
Recognition that 30% design has underestimated the cost of providing 'Basic Access'.	All contracts require contract modification raising the contract price.
Client requests that contractors provide detailed design for all three road links in each contract at the earliest opportunity mainly due to CO leaving country in May 2014.	This is not a contract requirement and incremental design for road links to be constructed after the 2014 rains need to reflect any deterioration to roads as a result of the rainy season
All contractors are struggling with the design / build contract model, thus require much support in preparation of submittals. Lofa contractor (SSF) is particularly non-compliant	QAC has to offer inordinate amount of support to contractors in order that compliance be achieved. Feedback from USAID on discussions with SSF would be advantageous.
ES3R field staff to continue with large input in mentoring / support of contractors.	Mentoring input should be reduced to reasonable level in order that progress on ES3R road survey and design component is not compromised.
USAID indicates that incremental design submission should be given preference over contractors' Inception Reports such that works progress is not impaired.	The Inception Report includes contractors' work plans, health & safety and environmental plans which are essential for the management of the contract.

<p>ES3R and USAID have agreed (in discussion) that a period of 2 – 4 weeks be allocated to mentoring contractors', which period ends in early April 2014.</p>	<p>ES3R must strike a balance between formal mentoring with contractors' and commencing focus on preliminary road surveys.</p>
<p>On the basis that FTL's can limit mentoring time AND SI's are deployed on site by (say) mid April, then approx. 6 months are available for survey, design and documentation.</p>	<p>FTL's will assess the mentoring position on site following deployment of SI's. The target road design of 150 km may be possible but is dependent on external factors and should be considered optimistic at this stage.</p>
<p>Ebola outbreak in Liberia, particularly in Lofa County but also reported in the two other counties where ES3R staff are engaged.</p>	<p>Circulation to staff of regular updates and recommendations of health agencies and firms. Ensure personal hygiene at all times and act on firm instructions of official authority.</p>

## 5. WORK PLAN FOR NEXT QUARTER

The Work Plan for Year 1, Quarter 3 is presented in this section in terms of project objectives as follows:

### **Objective 1: Construction Oversight**

The work schedule for this objective is presented in the 'Construction Oversight Schedule' for Year 1, Quarter 3 which is included within this section.

### **Objective 2: Design and Contract Documents**

The 'Field Design Schedule' for Year 1, Quarter 3 is included within this section.

### **Commentary:**

The linkage between the input required in the mentoring of contractors' and the availability of field staff for input on preliminary road surveys has been addressed in the previous section. On the basis that SI's are available on site by the end of April 2014; that leaves approximately 5, ½ months for completion of prioritization, survey, detailed design and documentation prior to the end of Year 1, which is a mammoth task.

Discussions have taken place regarding 'Design Brief' for the 450km. There is now a general understanding of what level of details is required.

Discussions have taken place regarding levels of productivity for this activity. It is anticipated that 3.5km/week per team is possible but with the following caveats:

- Location and condition of target roads – many are thought to be in very poor condition and with very poor access. Some are little more than tracks having never been engineered.

- Mobility of Project Vehicles –survey vehicles travel independently and without availability of recovery services,
- With the onset of the rainy season and its nature – commencement and rainfall patterns are becoming increasingly more difficult to predict,
- Any watercourses encountered to be treated with low cost affordable water crossings, requiring little or no structural design.
- The delay in the arrival of the FTLs has pushed road survey activities in support of detailed design at least six weeks further towards the rainy season,
- Proper commencement of preliminary road surveys is dependent on the arrival of SI's whose deployment has been seriously delayed.

The following is worthy of note:

- The Y1, Q1, quarterly report 'Field Design Schedule', which was considered highly appropriate at the time of preparation, showed the substantial commencement of 'Preliminary Road Surveys' on or around 10 February 2014 and as of end March 2014, ES3R were not yet in a position to commence the surveys,
- This design schedule allowed approximately three months of road survey and design input within what would be classified as 'dry season', whereas now, ES3R is faced with a 'fait accompli' time constraint, by which all design related input takes place almost completely within the wet season.
- The Inception Report Work Schedule indicated detailed design outputs at 8.3 km/team/month which are equivalent to 2 km/week. In the event, the resultant 'asking' rate is approximately double the envisaged quantity and with on-site conditions which are likely to offer serious challenges.



YEAR 1, QUARTER 3		FIELD DESIGN SCHEDULE											
Activity	Sub activity	Apr-14				May-14				Jun-14			
<b>Preliminary road surveys</b>													
	Identify roadnet to be surveyed												
	Undertake inventory survey												
	Undertake rapid condition survey												
	Process data												
	Preliminary cost estimates												
	Prepare MCA matrix												
<b>Determine road section ranking</b>													
	Organise county work shops, Lofa												
	Bong												
	Nimba												
	Grand Bassa												
	Review outputs and finalise												
<b>Detailed road surveys</b>													
	Hydraulic												
	Materials - imported												
	Materials - insitu												
	Topographic surveys												
	Environmental												
	Social aspects												
<b>Detailed design</b>													
	Workshop												
	Intervention selection												
	Intervention quantification												
	Cost estimation												
	Preparation of drawings												
	Review												

### **Objective 3: Training of A & E Firms**

The progress of this objective during Quarter 2 has been addressed in section 3 of this document. The Pre-Qualification Document narrative which was issued to USAID on 31 March 2014 will be supplemented by the submittal of associated financial costs in mid-April 2014.

The future schedule for the training program will be dependent on the response by USAID to the ES3R proposals on the following:

- Institutional Capacity Development Program,
- Technical Training and Mentoring Program.

TRG, the training specialist sub-contractor has advised that they are in a position to advise of a revised training schedule at any stage, however, it is probably prudent that the two programs are delivered roughly in parallel.

The technical training and mentoring program has been formulated around nine modules, seven of which will be designed and delivered by FTL's at a Bong county base. Furthermore, trial Construction Oversight Contracts has been recommended for the final training of A & E firms and personnel, which are proposed to be supported by ES3R staff.

## 6. FINANCIAL REPORT

We include hereafter a summary of project expenditure from project commencement to end March 2014.

<b>ENGINEERING SERVICES FOR RURAL ROADS REHABILITATION</b>			
<b>FINANCIAL REPORT to END MARCH 2014</b>			
<b>Row Labels</b>	<b>Sum of RAW COST</b>	<b>Inidrect Cost</b>	<b>TOTAL Cost</b>
01-Auto - A/P	3493		3,493.00
03-Room - A/P	44424.49		44,424.49
03-Room - expense	5944.1		5,944.10
04-Park, Toll, Taxi - A/P	509.66		509.66
04-Park, Toll, Taxi - expense	136.36		136.36
05-Prints - A/P	103.66		103.66
05-Prints - expense	87		87.00
06-Supplies - A/P	169428.19		169,428.19
06-Supplies - expense	110		110.00
07-Miscellaneous - A/P	7543.27		7,543.27
07-Miscellaneous - expense	523.5		523.50
08-Telephone - expense	58		58.00
09-Car Rental - A/P	1875		1,875.00
09-Car Rental - expense	350		350.00
10-Air Fare - A/P	1788		1,788.00
10-Air Fare - expense	7126.18		7,126.18
24-Field Equipment - A/P	50750.7		50,750.70
26-Auto - expense	170		170.00
30-Meals - A/P	3182.3		3,182.30
30-Meals - expense	2554.71		2,554.71
Labor	26749.42	49,218.93	75,968.35
Labor Local	50261.68	92,481.49	142,743.17
Overseas Differential - ODC	14664		14,664.00
01-Mileage - expense	16.81		16.81
28-Overnight Delivery - A/P	15.92		15.92
19-Shipping, Postage - A/P	110		110.00
08-Telephone - A/P	280		280.00
11-Outside Professionals	77599.19		77,599.19
<b>Grand Total</b>	<b>469855.14</b>		<b>611,555.56</b>
		Fee @ 7.5%	<b>45,866.67</b>
		Total so far	<b>657,422.23</b>

**ENGINEERING SERVICES FOR RURAL ROADS REHABILITATION (ES3R)**

**ANNEX A**

**COUNTIES TRIP REPORTS**

**MARCH 2014**

Trip Report				
<b>depart</b>	5th March 2014			
<b>return</b>	8th March 2014			
				outputs
<b>Objectives</b>	<b>1</b>	Introduce R. Freeman to County Stakeholders		completed
	<b>2</b>	Review Incremental design submitted by Westwood		completed
	<b>3</b>	Provide feedback on COR response to queries raised by Westwood 1 March		not possible. PM not available
<b>participants</b>	<b>1</b>	J. Clarke RDE		
	<b>2</b>	R. freeman (RE Bong)		
	<b>3</b>	W. Paye (driver)		
<b>date</b>	<b>key activities</b>		<b>Output/follow up</b>	<b>Action</b>
5th March	<b>1</b>	Depart Monrovia 13.00		
	<b>2</b>	Phone COR to RDE. Change to funding arrangements for Contractor design cost forecast	Contractors to complete all designs asap then USAID start to process contract amendment. These design 'conditions' need to be formalised and officially communicated to Contractors	HS to advise (covered post trip)
			JC comment 1: This in its self requires a contract amendment unless Contractors consent	HS to advise (covered post trip)
			JC comment 2: Contractors require support in this process to a greater or lesser extent. Focusing on QAC designs is at the expense of 450km designs	HS to advise (covered post trip)
	<b>3</b>	arrive Gbarnga 16.00		

night in Gbarnga				
6-Mar	1	Depart to Gnenquellah - Janyea Road with Westwoord Engineer		
	2	Road Survey	review all culvert sizes and lengths 0+000 - 10+600 . Some noted to be longer than 6m as indicated in BoQ description	new unit rates required from Contractor (COR to be informed)
	3	Return to Gbarnga		
Night in Gbarnga	4	Discuss with Westwood and RF	consensus on intervention selection approach	
7-Mar	1	RF and Westwood return to G -J road	review all carriageway interventions. Inception report gravelled sections reduced	
	2	Survey in carriageway pavement		
	3	Return to Gbarnga		
	4	JC remains in Gbarnga	continue with training program design	
		JC to Cari	access to electric and emails	
night in Gbarnga	5		talk with Monica County MoA	No spare offices in Cari but it is possible to book it as a training venue
8-Mar	1	team return to Monrovia		

Trip Report				
<b>depart</b>	11th March 2014			
<b>return</b>	13th March 2014			
				<b>outputs</b>
<b>Objectives</b>	<b>1</b>	Introduce A. Nyei to County Stakeholders		partially completed, MPW RE Nimba Waritah not available
	<b>2</b>	Review Incremental design submitted by 21 st Century		RF and AG undertake survey and complete 14.7km
	<b>3</b>	Review Inception Report submitted by 21st Century		partially complete
<b>participants</b>	<b>1</b>	J. Clarke ETL	4	A, Nyei (RE Nimba)
	<b>2</b>	R. freeman (RE Bong)	5	Emanuel (driver Nimba)
	<b>3</b>	W. Paye (driver - JC)		
<b>date</b>	<b>key activities</b>		<b>Output/follow up</b>	<b>Action</b>
11th March	<b>1</b>	Depart Monrovia 13.00		
	<b>2</b>	arrive Ganta 17.00		
	<b>3</b>	Contact MPW RE Wharitay	RE says he is sick and cannot accompany field team	RE request advance notice for subsequent survey visits
night in Ganta				
12-Mar	<b>1</b>	RF and AG leave to survey storm drainage interventions	21st century require excessive support	Need to review LOE/QAC for contractor 'mentoring
	<b>2</b>	JC remain in Ganta with Lofa/SSF issues	JC and COR exchange phones on SSF activities (culvert trench excavation) as indicated on recently received Progress Report.	COR to visit SSF HO to discuss issues with SSF CEO. No report to date on outcome of this meeting
	<b>3</b>	JC continues with Training Programme		
night in Ganta	<b>4</b>			

13-Mar	1	RF aand AG return to B-P road surveying cross drainage interventions	RF and AG review drainage structures with PM and PE	ditto above
	2	JC meets with 21st Century PM to discuss elements of IR (progress report format)		PM to send revised PR to JC. JC to discuss with HS and COR
	3	JC leaves for Monrovia to meet with TCNs		
14-Mar	1	RF and AG return to B-P road to survey cross drainage structures	RF and AN complete all surveys.	RF outputs tobe forwarded to JBK and JC
15-Mar	1	RF and AN return to Monrovia		

Trip Report						
<b>depart</b>	19th Thursday March 2014					
<b>return</b>	25th Wednesday March 2014					
				<b>outputs</b>		
<b>Objectives</b>	<b>1</b>	Introduce FTL to County Stakeholders, Nimba		completed with County Authorities, MPW and 21 Century		
	<b>2</b>	Introduce FTL to County Stakeholders, Lofa		Completed with MPW and SSF		
	<b>3</b>	Introduce FTL to County Stakeholders Bong		Incomplete. MPW and County officials not available		
	<b>4</b>	Review Incremental design submitted by 21 st Century		ongoing. PM for 21st Century arrived 23 March. Discussions to continue during week ending 28 Mar		
	<b>5</b>	Review incremental design submitted by SSF		ongoing. SSF to compile a workplan for the w/e 28 Mar focussing on design related activities. QAC to support implementation.		
	<b>6</b>	Review Inception Report submitted by Westwood		Not possible. Westwood not available		
	<b>7</b>	Investigat Field Office solutions		Completed at Nimba and Lofa. Potential in Gbranga. JC to follow up for Lofa and Gbarnga		
	<b>8</b>	Review and revise Training Programme		FTLs to fine tune allocated modules		
<b>participants</b>	<b>1</b>	J. Clarke ETL, JC	4	Geoffrey kibisi, FTL Lofa, GKK	7	R. Freeman RE Bong, RF
	<b>2</b>	Jackson kirungi FTL Nimab (JBK)	5	Roosevelt Ballah RE Lofa, RB	1 1	4 x drivers
	<b>3</b>	A, Nyei RE Nimba AN	6	Robert Obetia, FTL Bong, RO		
<b>date</b>	<b>key activities</b>			<b>Output/follow up</b>		<b>Action</b>
19th March	1	Depart Monrovia 1100				

	2	Meeting with 21 Century PM at domestic residence		PM working on IR + ID. He intends to return to Nimba sites Friday 21st march		
	3	contact RE Bong Toliva		Toliva doesn't arrive at meeting point		
	4	Phone call COR re stop work order by MPW on SSF		JC to follow up		
	5	phone to Sam Colibu MPW RE Lofa		arrange for briefing meeting on Saturday		
	6	Contact and meet with Waritay				
	7	team coordination meeting re Nimba itinerary				
night in Ganta						
20-Mar	1	team, RO, JBK, GKK and JC, coordination meeting re training programme				
	2	contact SSF re proposed meeting with field team		agreed provisional time at 14.00hrs Saturday		
	3	Phone call with MPW RE Lofa arrange meeting at 14.00hrs 22 March				
	4	FLT + RE Nimba visit Sannequelle for Stakeholder meeting (attendance list attached)		introduce FTL and RE to senior County Stakeholders		
	5	Visit FED office		County Manager not available		
	6	FTLs + ETL discuss training programme, timing and content		Minor changes made to module order and content. Further changes possible over next few days. There is now a general understanding of how Training Programme needs to be integrated into pre 'mentoring' and post mentoring/backstopping phases		FTLs to review and revise Module content.

night in Ganta				For planning purposes it was assumed that: 2 weeks for QAC issues to be resolved, 4 weeks for prioritization, leaving May, June, July, 50% of August, and 50% september available for detailed design. I.e. 4 months @ 3km <sup>1</sup> /week = 48km/team by Send of September	Project work plan to reflect 3km/team/week but with clear conditions that access is possible and weather conditions not too debilitating. Also that August and septemeber could host 2 training modules. Output of 3km per week needs very careful consideration. Discussion need with HS
21-Mar	1	FTLs, MPW RE, REs and ETL visit 21 Century sites		21st Century PM arrives Nimba 22 March. FTL and PM to develop IR and ID over next week. Also general agreement that for design phase 3km /week /team is realistic. But weather and access to selected roads will have significant impact on productivity	
	2	FTLs and ETL discuss training and detailed design			
	3	Contact COR regarding Contrsruction Contracts		COR advise that despatch has been delayed until 24 march	
				CETL suggests to COR progress meeting 27th march	project progress meeting Thursday 27th march
	4	Visit FED office, JC, AN, JBK		meeting with FED CM	
night in Ganta					

22-Mar	1	COR telephone to JC	JC to advise JBK that signs are needs for USA ambassador trip to 21st century road section 1	JBK to inform PM of 21st Century
	2	RO stays with RF in Ganta	RO still sick	
	3	JBK stays in Nimba	Duty station	
	4	AN leaves for break to Monrovia	to pick up MPW salary check	
	5	JC GKK RB + 2 vehicles leave for Voinjama	No fuel at Total Zorzor and Voinjama	
	6	JC, RB and GKK meet with SSF and MPW RE	meeting with SSF and MPW RE, Agree to survey SSF roads 23rd March at 09,00hrs	SSF and QAC to arrange QAC support meeting with SSF PM and PE
	7	discussions with social security gues house	guest house available. Price to be discusd in Monrovia	ETL to meet with SS in monrovia to discuss SS guest house lease
night in Voinjama	8	ebola in Guinea	Need to alert our teams	Letter to all project staff regarding 'bush meat' and personal contact
23-Mar	1	SSF, ETL, RE, FTL, MPW visit Galamai road	Two detours around culvert trenches are difficult to pass	SSF to rectify
		Meeting Galamai town chief.	conclude on road termination point	
	2	team continue ot Bitijama Road	Journey ceases at damaged log bridge 600m from Bitijama	
	3	Visit MPW office	room available at office but no power source	
night in Voinjama	4	Team conclude on next meeting	Team to reconvene at SSF office 11.00hrs 24 march	
24-Mar	1	Ebola outbreak increases	email to HS requesting advise	HS to investigate and provide Lofa team with guidance
	2	Visit FED Office	Meet with CM	

	3	Meeting with SSF		Formal meeting, mintued by RE on: design expectations, status, inception report, expectations and status. Initial design sent to Monrovia.		
	4	phone call to, Bilal Nuredeen, SSf Monrovia		JC insisted Design top undertaken and completed in Lofa. Design to be sent to SSF Monrovia before transmission to COR		
				Extra unit rates as requested to be prepared by SSF Monrovia		
	5	journey to Gbarnga				
Night in Gbarnga	6	Meet with FTL, RE in Gbarnga				
25-Mar	1	Meet with FTL, RE in Gbarnga		discuss Contractor deisgn requirements, status of incremental deisgn, inception report		
	2	Westwood		PM in Nimba, CE in Monrovia		
	3	Stakeholders		FTL has met FED CM but not MPW (not available)		
	4	Return to Monrovia				
		Ebola issues continue		Further mails sent to Lofa team		ES3R to follow FED policy
Return to Monrovia	5	Sick driver		Amos taken to hospital and referred to Gbarnga. Taxi chartered. RE accompanies Amos		

**ENGINEERING SERVICES FOR RURAL ROADS REHABILITATION (ES3R)**

**ANNEX B**

**PERFORMANCE INDICATOR RESULTS SHEETS  
YEAR 1, QUARTER 2**

<b>Performance Indicator Reference Sheet</b>			
<b>Name of Development Objective: Ease of Access to Markets Facilitated</b>			
<b>Name of Intermediate Result: Construction oversight provided for Local Contracts</b>			
<b>Name of Indicator: Length of road that has construction contract for rehabilitation awarded and in place</b>			
<b>Geographic Focus: Bong, Lofa and Nimba</b>			
<b>Is this an Annual Report indicator? No ___ Yes _Yes___, for Reporting Year(s) ___2013/2015___</b>			
<b>DESCRIPTION</b>			
<b>Precise Definition(s):</b>			
<b>Unit of Measure: Kilometer</b>			
<b>Method of Calculation: Measure of length of roads</b>			
<b>Disaggregated by: None</b>			
<b>Justification &amp; Management Utility: Usefulness of Indicators</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method: Driving along the roads</b>			
<b>Data Source: Project sites</b>			
<b>Method of data acquisition by USAID: Reporting</b>			
<b>Frequency and timing of data acquisition by USAID: Annual</b>			
<b>Estimated cost of data acquisition: Included in project cost</b>			
<b>Individual responsible at USAID: David Wounuah</b>			
<b>Individual responsible for providing data to USAID: Howard Shelmerdine</b>			
<b>Location of Data Storage: PIDS</b>			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment: N/A</b>			
<b>Known Data Limitations and Significance (if any): N/A</b>			
<b>Actions Taken or Planned to Address Data Limitations: N/A</b>			
<b>Date of Future Data Quality Assessments: N/A</b>			
<b>Procedures for Future Data Quality Assessments: N/A</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis: Manual</b>			
<b>Presentation of Data: Tabulated</b>			
<b>Review of Data: Regular Check</b>			
<b>Reporting of Data: Quarterly and Annual Report</b>			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets: Stipulated</b>			
<b>Other Notes: None</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2013	0	0	
2014	83.5	83.5	Contracts awarded January 2014
2015	150		
<b>THIS SHEET LAST UPDATED ON: 31 March 2014</b>			

<b>Performance Indicator Reference Sheet</b>			
<b>Name of Development Objective: Ease of Access to Markets Facilitated</b>			
<b>Name of Intermediate Result: Local A&amp;E firms identified</b>			
<b>Name of Indicator: Expression of interest evaluation completed for number of A&amp;E firms</b>			
<b>Geographic Focus: Bong, Lofa, Nimba, Grand Bassa and Monrovia</b>			
<b>Is this an Annual Report indicator?</b> No ___ Yes _Yes___, for Reporting Year(s) ___2013/2015___			
<b>DESCRIPTION</b>			
<b>Precise Definition(s):</b>			
<b>Unit of Measure: Number</b>			
<b>Method of Calculation: Training logs/Attendance registers</b>			
<b>Disaggregated by: Sex</b>			
<b>Justification &amp; Management Utility: Usefulness of Indicators</b>			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection method: Evaluation</b>			
<b>Data Source: Project trainer</b>			
<b>Method of data acquisition by USAID: Reporting</b>			
<b>Frequency and timing of data acquisition by USAID: Annual</b>			
<b>Estimated cost of data acquisition: Included in project cost</b>			
<b>Individual responsible at USAID: David Wounuah</b>			
<b>Individual responsible for providing data to USAID: Howard Shelmerdine</b>			
<b>Location of Data Storage: PIDS</b>			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment: N/A</b>			
<b>Known Data Limitations and Significance (if any): N/A</b>			
<b>Actions Taken or Planned to Address Data Limitations: N/A</b>			
<b>Date of Future Data Quality Assessments: N/A</b>			
<b>Procedures for Future Data Quality Assessments: N/A</b>			
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>			
<b>Data Analysis: Manual</b>			
<b>Presentation of Data: Tabulated</b>			
<b>Review of Data: End of training period</b>			
<b>Reporting of Data: Quarterly and Annual Report</b>			
<b>OTHER NOTES</b>			
<b>Notes on Baselines/Targets: Stipulated</b>			
<b>Other Notes: None</b>			
<b>PERFORMANCE INDICATOR VALUES</b>			
<b>Year</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
2013	0	0	
2014	8	8	Number of firms interviewed and assessed
2015			
<b>THIS SHEET LAST UPDATED ON: 31 March 2014</b>			

