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December (2010) Monthly Progress Report

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Coversheet

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Project Management Coordination Cell Support Project

November Monthly Progress Report (Reporting period: Nov 26 – Dec 25, 2010)

Issued December 27, 2010

Title:	DECEMBER MONTHLY PROGRESS REPORT
Project Name:	Project Management Coordination Cell Support Project
Sponsoring Office:	USAID-Haiti
Contract Number:	EDH-I-00-08-00026-00
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Introduction

On May 26, 2010, the United States Agency for International Development (USAID) awarded¹ Task Order No EDH-I-01-08-00026-00 to Parsons Global Services, Inc. under the existing USAID Global Architect-Engineer Infrastructure Services A&E IQC agreement. The Task Order required Parsons to establish and run a Project Management Unit (PMU) for six months, from May 26 to November 25, 2010, to support the United Nations-Government of Haiti (GoH) Donor Coordination Steering Committee (CSC). On November 17, USAID and Parsons agreed to Task Order Mod 1, which amended the Estimated Task Order Completion Date from November 25, 2010 to March 26, 2011. An Administrative Mod (Mod 2) was executed on Nov 22 to reflect a change in the option to extend clause.

This is a 'capacity building' project. The PMU activities and skills are to be transferred to the GoH at the conclusion of the Period of Performance (PoP).

As a condition of the Task Order, Subsection C, V, E requires Parsons to submit a Monthly Progress Report to USAID, commencing one month after contract signing, which summarizes progress of the major activities during the period of performance, identifies any problems encountered, and proposing remedial actions as appropriate. In addition, the Subsection requires Parsons to notify the Contracting Officer (CO) and the Contract Office Technical Representative (COTR) immediately of any problems, delays, or adverse conditions that materially impair Parsons' ability to meet the requirements of the Contract.

This document is the seventh Monthly Progress Report submitted to USAID-Haiti. This Monthly Progress Report covers the 30-day period from November 26 to December 25, 2010.

Progress of the Major Activities

Mobilization

Subsection C, VII of the Task Order requires Parsons to provide immediate staffing assistance to the Project Management Coordination Cell (PMCC) office with four staff possessing specific technical and language skills prior to June 1.

Parsons completed the mobilization task during the June Monthly Progress Reporting period.

Detailed Work Requirements

1. Assist CSC with Urban Planning and Disaster Management

Subsection C, IV, 1 of the Task Order requires Parsons to provide expert advice to the CSC by staffing the PMCC with expatriate and Haitian experts experience in Urban Planning and in creating and managing GIS systems capable of tracking population migrations.

¹ Task Order award per proposal/negotiation in response to RFTOP No. 521-10-006 requesting management consulting services to be provided by a Program Management Unit (PMU) in support of the Government of Haiti for humanitarian assistance due to the January 12, 2010 earthquake.

On the instruction of USAID's COTR, Parsons did not hire an urban planner or GIS expert as the Government of Haiti did not respond to a proposal for transitioning skills from the PMCC to the appropriate government agency.

On November 30, Parsons submitted a firm price quotation from its Teaming Partner, CEEPCO, for the Civil Engineering Design of the four settlement sites (Dumiy, Riemer, Colins, and DLA Site 4). On December 1, the COTR provided approval to proceed with the subcontract agreement and, as the value of the subcontract agreement would be over \$100,000, requested Parsons submit the Consent to Subcontract documents. Parsons submitted these documents on December 2, and received permission to proceed on December 15. Parsons executed its subcontract agreement and issued a notice to proceed to CEEPCO on December 15.

During the November reporting period, ECCO was awarded a subcontract to complete the topographical and boundary survey of the four settlement sites, and issued a notice to proceed. As of November 24, ECCO has completed the topographical survey of the Dumiy compound and issued a final topographical map showing contours and existing structures within the compound area. ECCO has surveyed approximately 30% of the Dumiy Amedee property, but was 'chased off' the property on December 15. Duane Kissick arranged for the survey crew to return to the site on December 20.

During the November reporting period, CEEPCO submitted a quotation for performing the Environmental Impact Assessment of the four settlement sites. CEEPCO's quotation was initially submitted on November 16, and rejected by USAID due to cost and schedule. The quotation was resubmitted on December 10 for re-evaluation. Between November 16 and December 10, Parsons requested ECCO to provide a firm price quotation for the preparation of the EIA report, but ECCO was unable to provide a firm fixed quote. On December 14, Parsons proposed completing the EIA using in-house resources, for a budget of less than \$60,000, including travel to Haiti during the final writing phase. Resumes for Steve Brauner and Don Kellett (both full time Parsons' employees, working in Parsons' Denver, Colorado office) were submitted to the REA and approved by him on December 14. Parsons submitted bio data sheets for Steve Brauner and Don Kellett to the Task Order's CO on December 16. Approval to proceed has not been received prior to submittal of this monthly report.

2. Assist CSC to Understand Response Priorities, Gauge Trade-Offs, and Optimize Use of Scarce Resources

Subsection C, IV, 2 of the Task Order requires Parsons to provide expert advice to the CSC by staffing the PMCC with expatriate and Haitian experts experience in requirements definition, analysis of alternatives, needs assessments, gap analysis, and creating execution criteria based upon course of action and probability of success.

Commencing at mobilization, Parsons has staffed the PMCC office with two project managers; one is an American and the other a Haitian. The project managers provide debris removal and camp mitigation project management skills.

With execution of Mod 1, the COTR and the CO agreed that Parsons' project staff will be limited to the CoP, one Project Manager, and one environmental engineer or environmental expert. The COTR stated that a DCoP position is not a requirement; hence the environmental engineer or environmental expert need not be a Parsons employee. The CO and the COTR agreed that during the term of Mod 1, Parsons will not have the budget to fill any other project positions.

Mr. Bob Cantwell, the project Deputy Chief of Party, returned to the USA at the end of the November reporting period. Following his departure, Parsons submitted multiple candidates

to the REA and COTR for approval as the Project's environmental engineer or environmental expert. Following the REA's and COTR's review and approval, Parsons offered the position to Dr. Guadalupe Saenz on December 3. After one week of requesting Dr. Saenz to confirm her acceptance of the offer, Parsons cancelled the job offer and continued searching for another suitable candidate. On December 15, Parsons offered two candidates: Nicolas Adrien (a Haitian Diaspora) and Bob White. Mssrs. Adrien or White would be a consultant to the project team, provided by Parsons Teaming Partner, CEEPCO, and would work full time from Parsons' Port-au-Prince project office. On December 16, the REA approved both Mssrs. Adrien and White. Parsons selected Mr. Adrien as he was Haitian Diaspora and had the necessary language skills and local knowledge. Bio-data sheets were submitted to USAID for approval of the CO on December 20. Approval to proceed had not been received prior to submittal of this monthly report.

3. Recommending Resource Requirements, Timelines, and Milestones

Subsection C, IV, 3 of the Task Order requires Parsons to ensure the Performance Monitoring Plan (PMP) includes information on each activity and sub-activity.

The Performance Monitoring Plan was approved on July 22. As part of the monitoring plan, Parsons scheduled an evaluation the seven performance indicators against the initial criteria to determine how well the project was performing after 90-days. The 1st Quarterly Evaluation was submitted to USAID on August 25. The Final Evaluation for the initial Task Order was initially due November 25. With Task Order Mod 1, the November 25 submission will be an interim evaluation, and the Final Evaluation will be submitted on March 26, 2011.

4. Present Plans to Leverage and Maximize Donor Resources, and provide Opportunities for Donor Investment

Subsection C, IV, 4 of the Task Order requires Parsons to establish a Knowledge Management (KM) environment and protocols, and prioritize needs in order to maximize donor resources.

A KM environment typically focuses on organizational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization. KM efforts overlap with organizational learning, and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and a focus on encouraging the sharing of knowledge.

The PMCC office has historically been a clearinghouse for information between individual project executers and the international and NGO community at large. Parsons supported this approach throughout the November reporting period by hosting weekly PMCC Coordination Meetings on camp mitigation, camp settlement, and debris removal.

Parsons' PMCC support staff developed a Debris Removal Strategy Proposal Concept Note (PCN), disseminating the plan's provisions to the CSC, government representatives, and contractors. Parsons' PMCC support staff are also collecting and disseminating required project tasks and subtasks for resettlement of IDPs from temporary settlements to their communities. During December, PMCC enhanced its reputation within the reconstruction community as the focal point for information relating to debris collection and reclamation projects.

5. Assume Responsibilities as Assigned and Distribute Information

Subsection C, IV, 5 of the Task Order requires Parsons to establish an Initial Work Plan that addresses quality-assurance methods, organizational updates, and changes to the plan within five days of receiving the Notice to Proceed (NTP).

Parsons completed this Work Requirement during the June Progress Reporting period.

6. Document and Update CSC Resettlement and Related Plans

Subsection C, IV, 6 of the Task Order requires Parsons to staff the PMCC with expatriate and Haitians experienced in: Urban Planning, creating and managing GIS systems capable of tracking population migrations, requirements definition, analysis of alternatives, needs assessments, gap analysis and creating execution criteria based upon courses of action and probability of success for complex problems.

See response to Work Requirements #1 and #2.

On November 15, Parsons subcontracted with ECCO, a Haitian engineering firm and one of Parsons' Teaming Partners, to perform a topographical and boundary survey of the four USAID settlement sites, and to provide detailed drawings and a final report. Work on this activity continued throughout the December reporting period.

On December 15, Parsons subcontracted with CEEPCO, a Haitian Diaspora 8A firm located in Florida and another of Parsons Teaming Partners, to provide the Civil Engineering Site Designs for each of the four settlement sites.

On December 16, Parsons used reach-back to prepare an Environmental Impact Assessment covering all of the four settlement sites. Reach-back used existing Parsons environmental engineers and environmental experts located in Parsons' Denver, Colorado, office for the work.

On December 23, Parsons subcontracted with Nicolas Adrien (a Haitian Diaspora) to be the environmental expert (consultant) on the project team, working full time from Parsons' Port-au-Prince project office. Mr. Adrien is an employee of CEEPCO, and will commence his activities in Parsons' Port au Prince office on January 3, 2011.

7. Track Plan and Task Implementation Progress

Subsection C, IV, 7 of the Task Order requires Parsons to provide a brief daily update on the status of Parsons' PMCC activities to the COTR, and to hold weekly progress meetings with the COTR.

Parsons' CoP has provided, and will continue to provide the COTR with daily reports summarizing Parsons' PMCC activities.

Parsons' CoP and the COTR have agreed to schedule Weekly Progress Meetings each Wednesday afternoon, from 1:30 to 2:30 p.m. Prior to each meeting, the CoP distributes a suggested Meeting Agenda. Two Weekly Progress Meetings were held during the reporting period (on November 30 and December 8); the meetings of December 15 and 22 were cancelled due conflict of meeting schedules, the Christmas holidays and the CoP's holiday schedule. Following each meeting, the CoP prepared and distributed Meeting Minutes.

8. Prepare Daily Status Reports of Main PMCC Achievements

Subsection C, IV, 8 of the Task Order requires Parsons to provide a brief daily update on the status of Parsons' PMCC activities to the COTR, and to hold weekly meetings with the COTR.

See response to Work Requirement #7.

9. Serve as a Resource Center and Clearing House for Conceptual Designs

Subsection C, IV, 9 of the Task Order requires Parsons to provide PMCC staff experience in establishing the procedures for a resource center and clearing house where reconstruction project data necessary for the Planning & Design Cell and Operations Cell can be stored and searched rapidly.

The PMCC resources and project data are maintained on the MINUSTAH server, which PMCC, MINUSTAH, and other staffs have access to. Parsons' Project Managers are maintaining the directory library and file structures to allow data to be stored efficiently, and searched rapidly.

10. Identify Implementation Issues and Constraints that Require CSC Action

Subsection C, IV, 10 of the Task Order requires Parsons to provide PMCC staff with experience in requirements definition, analysis of alternatives, needs assessments, gap analysis, and creating execution criteria based upon courses of action and probability of success for complex problems.

Also, see response to Work Requirement #2.

11. Support CSC Disseminate Standards in Program Planning

Subsection C, IV, 11 of the Task Order requires Parsons to provide PMCC staff with experience in requirements definition, analysis of alternatives, needs assessments, gap analysis, and creating execution criteria based upon courses of action and probability of success for complex problems.

See response to Work Requirement #10.

12. Provide Limited Scope or Short-Term Reach Back Services

Subsection C, IV, 12 of the Task Order requires Parsons to provide reach back services for preliminary concepts, plans or final drawings, sketches, changes and plan blueprints, aerial photographs and other topographical, geological or related data used to plan and review projects.

See response to Work Requirement #1. During the December reporting period, Parsons used its reach back capabilities to commence development of the Environmental Impact Assessment document. Parsons reach back also provided insight into anticipated level of effort, work schedules, deliverables, and evaluation of submitted proposals.

13. Monitor Adequacy and Progress of Delivered Goods

Subsection C, IV, 13 of the Task Order requires Parsons to establish an Initial Work Plan that addresses quality-assurance methods, organizational updates, and changes to the plan within five days of receiving the Notice to Proceed (NTP).

See response to Work Requirement #5.

Parsons completed this Work Requirement during the June Progress Reporting period.

14. Build Haitian Capacity to Perform the Work of the PMCC Support Unit.

Subsection C, IV, 14 of the Task Order requires Parsons to prepare and submit a brief paper, within NTP+90 days, describing options for transferring the work and capacity of the PMCC Support Unit to the GoH or another partner. The paper is to include a discussion of the pros, cons, and feasibility of each option; plans for continuing the PMCC as part of the institutional architecture under consideration by the GoH.

The 90-Day Transition Plan was submitted to the COTR on September 13.

Deliverables

Initial Work Plan

Subsection C, V, A of the Task Order requires Parsons to submit an Initial Work Plan to the COTR within five days of the Contract Award.

Parsons completed this task during the June Progress Reporting period.

Security Plan

Subsection C, V, B of the Task Order requires Parsons to submit a Security Plan to the COTR. No deadline for delivery of the Security Plan is stipulated within the Task Order.

Parsons completed this task during the June Progress Reporting period.

Weekly Progress Meetings

Subsection C, V, C of the Task Order requires Parsons to organize and participate in weekly meetings with the COTR to discuss progress and resolve problems as required.

Parsons' CoP and the COTR have agreed to schedule Weekly Progress Meetings each Wednesday afternoon, from 1:30 to 2:30 p.m. Prior to each meeting, the CoP distributes a suggested Meeting Agenda. Two Weekly Progress Meetings were held during the reporting period (on November 30 and December 8); the meetings of December 15 and 22 were cancelled due conflict of meeting schedules, the Christmas holidays and the CoP's holiday schedule. Following each meeting, the CoP prepared and distributed Meeting Minutes.

Daily Updates

Subsection C, V, D of the Task Order requires Parsons to provide a brief daily update on the status of PMCC support activities.

Parsons' CoP, or Caroline Zennie in his absence, has provided Daily Reports to the COTR throughout the December Progress Reporting period.

Monthly Progress Reports

Subsection C, V, E of the Task Order requires Parsons to provide a Monthly Progress Report beginning one month after Contract signing.

This report is the seventh Monthly Progress Report, and is to be submitted on December 27.

Performance Monitoring Plan

Subsection C, V, F of the Task Order requires Parsons to submit a Performance Monitoring Plan (PMP) to the COTR within 30 days of the Contract award.

The COTR approved the PMP on July 22, 2010. The 1st Quarterly Evaluation was submitted to USAID on August 25. The Final Evaluation for the initial Task Order was initially due November 25. With Task Order Mod 1, the November 25 submission will be an interim evaluation, and the Final Evaluation will be submitted on March 26, 2011.

Report on Options to Transfer Work and Capacity to GoH

Subsection C, V, G of the Task Order requires Parsons to submit a paper describing options for transferring the work and capacity of the PMCC staff to the GoH or another partner. This paper is due three months after the Contract is implemented.

The 90-Day Transition Plan was submitted to the COTR on September 13.

Final Report

Subsection C, V, H of the Task Order requires Parsons to submit a Final Project Report.

Parsons' CoP has not yet commenced drafting the final report. The Final Report is due March 26.

Success Stories

Subsection C, V of the Task Order requires Parsons to prepare and submit to USAID three success stories and other outreach materials that can be utilized to publicize important developments resulting from the work of this contract.

Parsons drafted and submitted its first Success Story, highlighting the PMCC's Haitian staff, to the COTR on July 23. The second Success Story, highlighting PMCC's role in providing the coordination and support necessary to complete the construction of transitional shelters (T-shelters) throughout the Corail Community, was submitted on October 9. The third Success Story, highlighting PMCC's successes in consolidating and disseminating debris removal and dumpsite information, was submitted to the COTR on October 19. Parsons is waiting for USAID's acceptance/approval of the submitted stories.

Identification of Any Problems Encountered

PMCC was first established as a multilateral partnership with MINUSTAH, OCHA, UNDP, USAID, US Force, and GoH. Its primary reporting line was the Head of OCHA and the CSC. Functions included supporting the implementation of complex humanitarian relief projects such as IDP site emergency engineering works, movement to IDPs to new sites, the construction of new IDP sites, and most importantly management and planning of debris removal operations.

As the humanitarian situation stabilized it was hoped that the PMCC would begin to support longer term developmental assistance initiatives and more importantly play a capacity building role with the GoH. To this end, USAID funded staff augmentation of the PMCC to support its continued operations. Acceptance by the GoH has not yet been achieved. The focus of camp mitigation works has now been turned back to the cluster system and continued works on Corail are drawing down. PMCC continues to play a key role in keeping the completion of Corail moving, but that work should be drawn down by mid January with the final

elements transitioning back to camp management and the clusters. Debris removal/management remains the primary focus of PMCC and as this is a long term issue affecting Haiti will provide plenty of work in the future.

As the PMCC has transitioned since March so has the UNDP's Early Recovery Cluster (ERC). The ERC is increasing its capacity to take on more long term challenges, specifically debris management. Additionally, it will be seeking to increase its cooperation with the GoH and the IHRC. With this in mind we argue that it is time to transition the PMCC to supporting the ERC. UNDP is currently recruiting a debris management expert who should arrive in January or February who could take over the leadership of the remaining PMCC functions. In the interim, the CoP can fill the gap on behalf of this expert. Upon the expert's arrival, the PMCC support staff would support him.

As the remaining PMCC staff is contracted by USAID, there are a number of bilateral projects that USAID would like them involved in. CSC does not see this as conflicting with their support of the ERC. In fact, the work with the ERC would allow additional activities that USAID could use on other settlement and technical support issues.

Between December 8 and 11, Parsons was unable to travel within the metropolitan area of Port au Prince due to demonstrations, protests, and barricades on the main streets of Port au Prince. UNPol, JOTC, and the US Embassy strongly recommended against travel within the Port au Prince area and recommended that all foreign personnel remain in their quarters. Parsons staff worked from their residence during the disturbances.

Proposed Remedial Action

No remedial action has been proposed.

Problems, Delays, Adverse Conditions that Material Impair Parsons' Ability to Meet the Contract Requirements.

At a meeting between Parsons and USAID on October 27, the COTR requested Parsons complete a number of tasks that would allow construction of approximately ten thousand permanent housing units to commence prior to January 12. The four tasks were: soil and water analysis; topographical and boundary survey; civil engineering site design, and an Environmental Impact Assessment. Parsons requested EE&G to provide a firm quotation for performing the soils and water analysis, but the quotation was eventually rejected as being too high. The remaining three tasks were identified in the Task Order Mod 1, executed on November 17.

On November 15, Parsons subcontracted with ECCO to perform the topographical and boundary surveys. ECCO commenced the survey work on November 30, but the survey crew was unable to access the area occupied by the clinic until the Mayor of Croix des Bouquet intervened on December 6.

On November 30, Parsons submitted a firm price quotation from its Teaming Partner, CEEPSCO, for the Civil Engineering Design of the four settlement sites. USAID provided approval to proceed on December 1, and requested Parsons submit the Consent to Subcontract documents. Parsons submitted these documents on December 2, but did not received permission to proceed until December 15.

On December 13, Parsons proposed using reach-back staff to complete the Environmental Impact Assessments. The REA approved the principle authors of the report on December 13, but approval from the CO and COTR has not been received prior to submittal of this monthly report.

Project Schedule

The Task Order was executed on May 26, 2010. The initial duration of the Task Order was 6 months (until November 25, 2010); however, Task Order Mod 1 has extended the term until March 26, 2011. The following Gantt chart illustrates the status of key deliverables and milestones. All components of this project are on or ahead of schedule.

Figure 1: PMCC Support Staff Task Order Schedule - updated to December 25, 2010

