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January (2011) Monthly Progress Report

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Coversheet

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Project Management Coordination Cell Support Project

January Monthly Progress Report (Reporting period: Dec 26, 2010 – Jan 25, 2011)

Issued January 26, 2011

Title:	JANUARY 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 eighth Monthly Progress Report submitted to USAID-Haiti. This Monthly Progress Report covers the 30-day period from December 26, 2010, to January 25, 2011.

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.

During the January Progress Reporting period, Parsons' Teaming Partner, ECCO, completed the topographical surveys of the Dumay, Vaudreuil, and Rosemberg sites, and generated topographical and boundary maps of the properties. ECCO was unable to access the DLA Site 4 due to ongoing discussions between the Government of Haiti and a current occupant of the land concerning ownership of the property. USAID anticipated these discussions would be completed by the end of January, and ECCO would be able to complete their field surveys and topographic maps.

During the January Progress Reporting period, Parsons' Teaming Partner, CEEPSCO, completed the design of the Dumay-Compound site and initiated the design of the Dumay-Amedee site. The CEEPSCO civil engineering design team met with the Shelter Team on January 10 and 11, in Port au Prince, and reviewed the Dumay-Compound design elements in detail. Additional clarifications were sought by CEEPSCO's design engineers, and responded to by USAID's Shelter Team, in the days following the meetings. CEEPSCO submitted its final Dumay-Compound civil engineering design to Parsons on January 22, and Parsons delivered the site plans to USAID and the Shelter Team on January 23. CEEPSCO continued the detailed designs for the balance of the sites, but had difficulty converting the file structure of the Master Plans (provided by the Shelter Team Architect) to an AutoCAD file format.

During the January Progress Reporting period, Parsons' Environmental Assessment Team prepared a Scope of Work, worked with USAID to identify key stakeholders, prepared and distributed a Scoping Questionnaire to the key stakeholders, completed a field visit to the settlement sites, and met with USAID and the Shelter Team. Scoping questionnaires were sent to 16 persons requesting their input prior to January 28.

During the January Progress Reporting period, Parsons engaged Mr. Nicolas Adrien as the project environmental engineer. Mr. Adrien is an employee of Parsons' Teaming Partner, CEEPSCO and is a Haitian Diaspora. Mr. Adrien supports the Environmental Assessment Team through his contacts with Haitian organizations and agencies; knowledge of the Haitian culture and society; local language skills; and access to organizations, technologies, and demonstrations in Haiti. During this reporting period, Mr. Adrien met with representatives of DINEPA, GiveLove, STEACI (a local drilling firm), MTPTC, and SMCRS in addition to representatives of USAID and the Shelter Team.

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 (a Haitian), and one environmental engineer or environmental expert (an American-Haitian). 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. Nicolas Adrien commenced work as the Project Environmental Engineer in Parsons' Port au Prince office on January 3. Mr. Adrien is a Haitian Diaspora with existing ties to the Haitian community and knowledge of the Government of Haiti's operations, local cultural and social issues, and of environmental issues relevant to USAID's settlement projects.

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 Progress 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 the January Progress Reporting period, 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 January Progress 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. Work on this activity continued throughout the January Progress Reporting period.

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 commenced 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. Three Weekly Progress Meetings were held during the reporting period (on January 5, 13, and 19); the meeting of December 29 was cancelled due to the Christmas-New Year's holiday. 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.

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 January Progress Reporting period, Parsons used its reach back capabilities to commence development of the Environmental Assessment Report. Parsons' reach back also provided insight into anticipated level of effort, work schedules, deliverables, and evaluation of submitted proposals.

During the December and January Progress Reporting periods, at the request of the COTR, Parsons used its Teaming Partners, CEEPSCO and ECCO, and local Haitian firms to provide topographical surveys, civil engineering designs, and soil and water analysis to support USAID's settlement projects.

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 prepared and Initial Work Plan and submitted it to the COTR within five days of the Contract Award.

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 prepared a Security Plan and submitted it to the COTR 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. Three Weekly Progress Meetings were held during the reporting period (on January 5, 13, and 19); the meeting of December 29 was cancelled due to the Christmas-New Year's holiday. 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 January 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 eighth Monthly Progress Report, and is to be submitted on January 26, 2011.

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.

Parsons prepared the 90-Day Transition Plan and submitted it to the COTR on September 13, 2010.

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 scheduled to be delivered to the COTR on March 26, 2011.

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, 2010. Success Story #1 was approved by USAID on July 26. 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 Success Stories #2 and #3.

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.

During the January Progress Reporting period, the security situation in Haiti has remained 'uncertain' due to the possibility of violent demonstrations or protests resulting from election decisions. While Parsons was able to travel within the metropolitan area of Port au Prince, careful planning was required to ensure no demonstrations, protests, and barricades had been erected along the planned travel routes. This additional planning required additional time, but was not an undue burden on Parsons' local operations. Parsons also acquired additional accommodation supplies during this period, should it become necessary to work from the house for an extended period of time.

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 was unable to meet this schedule for a variety of reasons.

Parsons was not awarded a Task Order extension until November 17, thus only allowing only eight weeks to prepare and issue RFPs, receive quotations, select a contractor, have the work performed.

On December 15, the topographical survey field crew was 'chased off' the Dumay-Amedee property by a member of the Amedee family. The issue was brought to the attention of the Shelter Team who was able to resolve the issue. The field survey team returned to the property on December 21 and was able to complete collection of the field survey data. The topographical field survey team has also been denied access to the DLA Site 4 property due to a dispute between a resident on the land and the Government of Haiti. This dispute was first identified to USAID on November 17. On January 25, the Shelter Team advised Parsons that the land dispute was more involved than originally thought, and it may not be possible to access the DLA Site 4. The Shelter Team suggested substituting other sites (DLA 1.5, 3, and 5, and

Orangier) for the DLA Site 4. Substitution needs to be approved by the COTR, and agreed to by Parsons subcontractors.

Many agency staff took holidays over the Christmas and New Years' holidays, making it difficult to obtain information between December 17 and January 3. In addition to the Christmas and New Year's holidays, there were two UN holidays in the same weeks.

Travel restrictions were imposed on the morning of December 28, requiring Parsons to work from the house. No delays to the EA, topographic survey, or civil engineering projects were experienced due to this travel restriction.

On January 7, ECCO/Compac provided Parsons with the boundary survey for the Dumay-Amedee property and noted that it was significantly different than the boundaries shown on the Dumay Master Plan. Parsons requested the Master Plan be revised to reflect the property boundaries. As of January 25, the revised Dumay-Amedee Master Plan has not been received, which has caused a delay in deliver of the Dumay-Amedee settlement civil engineering design.

CEEPCO was anticipating delivery of the Master Settlement Plans in AutoCAD file formats; however, they were delivered in McDraft, which could not be converted to AutoCAD. CEEPCO was forced to redraw each of the Master Plans to ensure the scale was maintained, resulting in a schedule delay.

The Master Plan for the Dumay-Compound was missing details on the water supply system, which was not noticed until near the end of the design process. These details were promptly provided by the Shelter Team once requested.

During the meeting between the Environmental Assessment Team and the Shelter Team on January 10, the Shelter Team undertook to provide a management plan for the operation of the Humanure dry composting system. This commitment to provide a management program was restated on January 12 during a visit by Parsons' staff to GiveLove's Humanure demonstration project. On January 15, the Shelter Team provided a discussion on the Cite Soleil project, and a summary document discussing a source of dry cover mater from one of Reimers' fields. On January 21, Parsons' Environmental Engineer renewed our request for the management plan (left message on voice mail and by e-mail).

During November and December, Parsons obtained two quotations for soils and water analysis on the four settlement sites; however, both prices were well in excess of Parsons' budget. On January 19, Parsons did meet with a local Haitian firm that was interested in providing the services. The firm visited the Dumay compound site on January 21, but had not submitted a quotation for the work by January 25.

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 January 25, 2010

