

# South Sudan - Special Operation 200379 – “Feeder Road Construction in Support of WFP Operations in Southern Sudan”

B/R No.: 3

## ➤ BUDGET REVISION FOR SOs FOR THE APPROVAL OF THE DED & COO

	<u>Initials</u>	<u>In Date</u>	<u>Out Date</u>	<u>Reason For Delay</u>
<b><u>ORIGINATOR</u></b>				
Chris Nikoi Country Director	.....	.....	.....	.....
<b><u>CLEARANCE</u></b>				
Ms. Valerie Guarnieri Regional Director OMN	.....	.....	.....	.....
Ms. Wendy Bingham Project Budget & Programming Officer, RMBP	.....	.....	.....	.....
Mr. Laurent Bukera Chief, RMBP	.....	.....	.....	.....
Mr. Adrian van der Knaap Chief, OSLT	.....	.....	.....	.....
Mr. Wolfgang Herbinger Director, OSL	.....	.....	.....	.....
Mr. Finbarr Curran Director, RMB	.....	.....	.....	.....

### **APPROVAL**

Mr. Amir Abdulla  
Deputy Executive Director & COO

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<b>PROJECT</b>	<b>Previous Budget</b>	<b>Revision</b>	<b>New Budget</b>
CD&A Costs	69,377,477	74,958,650	144,336,127
DSC costs	6,956,337	5,112,098	12,068,435
ISC	5,343,367	5,604,952	10,948,319
<b>Total WFP cost (US\$)</b>	<b>81,677,181</b>	<b>85,675,700</b>	<b>167,352,881</b>

### **TYPE OF REVISION**

☒ Additional DSC
 ☒ Additional CD&A
 ☒ Extension in time
 ☐ Other

### **NATURE OF REVISION:**

- The Budget Revision will allow for an extension in time of an additional fifty eight months (01 March 2014 through 31 December 2018), and additional Capacity Development and Augmentation (CD & A) and Direct Support Costs (DSC) of 85.6 million to support the construction of an additional 500 kilometers of feeder roads.

## **BACKGROUND:**

2. After more than five decades of near continuous war, and the completion of the six-year interim period that followed the signing of the Comprehensive Peace Agreement (CPA) between the Sudan People's Liberation Movement and the Government of the Republic of the Sudan, South Sudan became an independent nation on 9 July 2011. The Republic of South Sudan was admitted into the United Nations General Assembly as the 193<sup>rd</sup> member state on 14 July 2011.
3. As a result of decades of civil war that saw severe destruction of basic infrastructure and inhibited the provision of public services, South Sudan has some of the worst socio-economic indicators in the world and is not on track to meet any of the Millennium Development Goals (MDGs). Poverty is endemic and prospects for diversified growth in the near term are minimal. None of the public infrastructure required for growth is in place.
4. The Government derives over 90 percent of its budgetary resources from oil. Because of this dependence, South Sudan's economy is tied to fluctuations in global oil prices. The highest growth potential outside of the oil sector is in the agriculture sector; however, only 4 percent of arable land is cultivated<sup>1</sup>. South Sudan is also a net-food deficit country and relies on imports from Sudan and Eastern Africa. Poor road infrastructure, poor market integration, low levels of investment in the agriculture sector, and a lack of agriculture inputs continue to limit food availability.
5. Lacking an all-weather road system, close to 60 per cent of the country is inaccessible during the rainy season which lasts up to seven months in some areas. With some 12,640 km of road networks, of which about 4,000 km are all weather roads, South Sudan has one of the lowest road densities in Africa. The underdeveloped transport infrastructure network contributes to high transport prices and impedes access to rural and agricultural production areas. According to the World Bank<sup>2</sup>, road density is only 15 km per 1,000 km of arable land area, below the average of its neighbouring countries. For example, South Sudan has 4,000 km of all weather roads, compared to 160,000 km of roads in neighbouring Kenya. Large parts of the agriculturally productive areas in the country are isolated from markets and as a result the agricultural potential is vastly underutilized. Many communities, as a result of the rains, are cut off from markets for up to seven months in a year.
6. In addition to the need for a robust road network for economic growth in general, and for a boost in agricultural production, the ability of the Government to deliver basic services, including extension of the rule of law and security services to rural communities is also highly dependent on the availability of roads.
7. WFP has experience and expertise in road construction in the Sudan(s) and under Special Operation 103680 worked with the Government of Southern Sudan to construct 2,600 km of gravel wearing coarse trunk roads between 2004 – 2011. In 2011, responsibility for these trunk roads was handed over to the Ministry of Roads and Bridges (now the Ministry of Transport, Roads and Bridges, MTRB).
8. WFP, capitalizing on that experience and the strong working relations with the MTRB, launched Special Operation 200379, to undertake construction of 500 km of feeder roads. The objective of the Feeder Roads Special Operation (FRSO) is to enhance the livelihood of the rural population in areas with agricultural potential by creating opportunities for

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<sup>1</sup> WFP, 2010. South Sudan Annual Needs and Livelihood Analysis.

<sup>2</sup> World Bank, 2012

them to access markets with their produce and inputs, as well as improve access to basic social services, education and health services, etc.

9. The feeder road projects undertaken under the Special Operation connect rural communities to population centres and to the existing trunk road network.

The objectives of these roads are to:

- Facilitate increased agricultural production by improved access to markets for agricultural produce and inputs;
- Reduce transport costs and subsequently reduce costs of production and provision of services, to enhance market price competition for goods and services in rural communities;
- Improve access to vulnerable communities by WFP and other humanitarian actors;
- Improve road infrastructure that facilitates the implementation of a range of other development projects such as health care or education;
- Promote employment generation for local community members both during the project implementation and as a result of the subsequent economic stimulus the roads provide;
- Train and support national contractors and ministry counterparts to undertake future rehabilitation and maintenance works;
- Contribute to stabilisation efforts within the country through connecting communities of various backgrounds and extending access to police and other government services.

A Monitoring and Evaluation Framework to measure achievement of objectives may be found in Appendix-D.

The feeder roads are selected in close collaboration with the Government of South Sudan (GRSS) and their Feeder Roads Steering Committee (FRSC). The special operation was planned to develop approximately 500km of feeder roads over three years, as well as to build local capacity to manage and maintain the roads.

10. Under the original project approximately 110km out of 480km were completed. 370km are in progress. Under the revised project an approximately 500km<sup>3</sup> of additional roads are to be completed by the end of 2018. Appendix-A provides a detailed breakdown of the ongoing and planned roads.
11. On 15 December 2013, fighting broke out in Juba, the capital of the Republic of South Sudan, between government forces and anti-government forces loyal to the ex-Vice President. The conflict quickly spread to the three states of Jonglei, Upper Nile and Unity. The situation in these three states remains volatile with the armed conflict continuing. During the initial stages of the fighting, as a precautionary measure, the UN system evacuated all non-critical staff (staff not engaged in direct life-saving activities) outside of the country. A number of the feeder roads contractors and consultants also took similar precautionary measures and relocated their staff outside of the country; bringing implementation activities to a halt. While the three states have remained in active conflict, the remaining seven states, not directly affected by the conflict, have remained in relative tranquillity. All but one road being constructed under the current feeder roads project, as well as the proposed additional roads under this budget revision, are outside of the states mired in the conflict.

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<sup>3</sup> The actual number of km that will be built depends on the selection of roads by donors in conjunction with the GRSS from the prioritized roads list. Depending on the area of operation construction costs vary significantly and subsequently the length of km to be built will also vary.

12. UN staff, including all WFP staff, have returned to the country to continue with their programmes. All areas of operation of the SO are reported to be reasonably calm, allowing remobilization of Consultants and Contractors.

### **JUSTIFICATION FOR THE REVISION:**

13. In 2011, over 17,000 km of priority roads were submitted to the Government's FRSC by the governments of all ten states. The current SO budget is developing approximately 480km out of a targeted 500km of feeder roads in the SO due to cost increases. The actual length of the roads constructed is dependent on the distance between the communities and the markets. As such, and based on the resourcing, the total length of roads is approximately 500km.
14. Within the constraints of the funding available to WFP the initial 500 km of feeder roads were prioritized by the FRSC in the southern states and at the junction of Western and Northern Bahr El Ghazal and Warrap states. The GRSS and the donor community have proposed to further expand the project to cover additional roads. These roads will be selected from but are not limited to the list included as Appendix B. The proposed roads are not in the three states affected by armed conflict.
15. Currently the main donors are the South Sudan Recovery Fund (SSRF), the European Union (EU), the Kingdom of the Netherlands, Norway, Sweden, and the International Fund for Agricultural Development (IFAD). From these donors the Special Operation has received approximately USD75million. Negotiations are ongoing with the Department for International Development (DfID – UK) who have indicated contributions of USD50million. The EU had also foreseen additional contributions in their Contribution Agreement. The Department for Foreign Affairs, Trade and Development (DFATD – Canada) have signed a contribution grant of CAND20million (approximately USD19million) on 26 March 2014.
16. WFP is working in close cooperation with the GRSS through the FRSC and through authorities at national and state level, building capacity of staff seconded from the State Ministries of Physical Infrastructure (SMoPIs) particularly in the implementation of maintenance works. The GRSS actively supports WFP through facilitating mobilisation to site, assisting with sensitization of local communities and providing security when requested.
17. WFP will continue to work closely with the Government in the areas of capacity development and training of local engineering and management staff. WFP will support the state governments through the provision of vehicles and on-site logistics. In line with the WFP South Sudan Country Strategy (2014 – 2017), an increased effort to converge programmatic activities across all WFP projects in the country will be undertaken. This Special Operation will actively seek linkages to maximize gains with other WFP food assistance programmes such as the Purchase for Progress (P4P) initiative and Food Assistance for Assets (FFA)<sup>4</sup> creation activities within the targeted states. This will be done through sharing data and exploring complementary activities under FFA for the

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<sup>4</sup> The feeder roads constructed under the FRSO are selected on the basis of connecting villages to markets. These are tertiary roads which connect villages directly to a market or to a higher level road (secondary or primary roads) which then connect to a market in a larger town. The feeder roads are designed in accordance with the national design standard for feeder roads. The roads constructed under WFP's Food Assistance for Asset creation are generally dry season access roads. The dry season access roads connect villages to the feeder roads constructed under the FRSO and to other feeder roads.

construction of local irrigation schemes, dry weather access roads to connect villages to the rehabilitated feeder roads, etc.

18. Efforts to ensure sustainability of implemented works will be redoubled and provisions in the proposed budget revision have been made to implement a revised strategy which includes continued engagement in the post-construction road maintenance period. This maintenance extends the life of the roads and provides contractors an opportunity to develop capacities in this field which the MTRB and SMOPI can utilise in the future.
19. Support to ensuring continued and enhanced humanitarian access will also remain an objective of this Special Operation. The provision of appropriate maintenance methodologies including spot improvements over limited sections of road to maintain access may be undertaken under this Special Operation to maintain humanitarian access.
20. The Key Performance Indicators (KPIs) to be monitored have been aligned with KPIs proposed by some donors as part of their contribution agreements.
21. The Special Operation will continue to work closely with local communities to measure and evaluate the impact of the feeder roads on the food security of the communities. A revised comprehensive log-frame for both output and outcome measurements aligned to WFP's Strategic Results Framework is included as Annex D.

## **RISK MANAGEMENT**

22. The country office has instituted minimum preparedness actions for the major risks identified in the WFP corporate emergency preparedness and response package. These will be reviewed periodically. The country office risk register will be updated and the status of mitigation actions will be regularly monitored.

### **Contextual Risks**

23. As a result of the recent armed conflict, construction has been delayed by approximately one year. If the conflict escalates and spreads across the whole country, works in the project areas of operation would be further adversely affected by insecurity. The potential political instability is of concern with regards to continued resourcing.
24. WFP is closely monitoring the security situation and adhering to UNDSS standards to ensure protection of staff resources and assets, and that the project activities do not put communities at any greater risk. In addition, WFP is conducting conflict sensitivity analysis in areas of operation to identify and manage specific localised risks.

### **Programmatic Risks**

25. A number of concerns exist and will be monitored: possibly a limited number of bidders for consultancy services tenders; problems of mobilisation/remobilisation of consultants and contractors to site; inflated construction costs; extended construction time; reduction in Government budget for operations and maintenance; low capacity of implementing partners could affect some of the activities planned; and general security on site. Mitigating measures with regards to these issues have been and will continue to be undertaken. A table of risk and mitigation measures can be found in the risk register in Appendix-C.

### **Institutional Risks**

26. The main risks in conflict-affected areas with regards to this special operation are direct threats to WFP staff and contracted partners' safety and security, as well as theft of vehicles, assets and materials. WFP monitors the security situation to ensure compliance

with UN's minimum operating security standards. WFP is offering competitive remuneration packages and investing in training possibilities to attract and retain suitably qualified international and national engineers.

**RECOMMENDATION:**

**In light of the above, this budget revision for the extension in time of the project for fifty eight months (01 March 2014 - 31 December 2018) and a budget increase of USD 85,675,700 is recommended for approval by the Deputy Executive Director.**

**DISTRIBUTION:**

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Director, PGG  
RB Programme Advisor  
RB Programme Assistant  
Director, OME

**Appendix A – Status of Roads being implemented under SO 200379 (Original Budget)**

SN	Road name	Length in km	County	State	Status	Funding Source
1	Karich - Amok Piny - Panyijar	119	Rumbek East/Rumbek Centre/Panyijar	Lakes State/Unity State	70 km completed Works ongoing	SSRF
2	Aluak Luak - Akuoc Cok	46	Yirol West	Lakes State	Completed	SSRF
3	Kuajok - Lunyaker	56	Gogrial East/ Gogrial West	Warrap	Design phase	EU
4	Kangi - Kuajok	41	Gogrial West/Jur River County	Warrap/Western Bahr el Ghazal	Consultants contracted Contractor award expected Q1 2014	EU
5	Tharkueng - Getti	28	Jur River County	Western Bahr el Ghazal	Design phase	EU
6	Wullu - Pacong (to be replaced by Aluak Luak - Mapuordit)	22	Rumbek East/Wullu	Lakes State	Funding dependent	EU
7	Mundri - Bangolo	75	Mundri West	Western Equatoria	Contracted and mobilised	Kingdom of the Netherlands
8	Pageri - Magwi	65	Magwi	Eastern Equatoria	Tender Evaluation completed for PCC	Kingdom of the Netherlands
9	Kworijik - Tendere - Buko	28	Juba	Central Equatoria	Expected award of contracts Q1 2014	IFAD
<b>Total</b>		<b>480</b>				
			<b>Serial number from above table</b>			
	<b>Constructed or under construction Q1 2014</b>	<b>240</b>	Roads 1, 2, 7			
	<b>Contracts awarded in Q2 2014</b>	<b>65</b>	Road 8			
	<b>Contracts to be awarded in Q3 2014</b>	<b>69</b>	Roads 9 , 4			
	<b>Currently in design phase</b>	<b>84</b>	Roads 3, 5			
	<b>Funding dependent</b>	<b>22</b>	Road 6			

This road was re-aligned to 50km in December 2013 (spot-improvement approach → costs remain the same)

**Appendix B - List of surveyed roads for consideration by the South Sudan Government and future donors**

<b>Proposed Portfolio Prioritised List</b>	<b>State</b>	<b>FRSC Priority</b>	<b>SMoPI Priority 2013</b>	<b>Road Name</b>	<b>Total Length</b>	<b>Cost (USD)</b>	<b>Cost with Bridges work</b>
1	Western Bahr El Ghazal	2	2	Wau-Nyinakok-Mabior Abiem	42.7	5,628,812	5,628,812
2	Western Bahr El Ghazal		1	Wau-Bagari-Ngobagari	28	3,331,694	4,009,044
3	Northern Bahr El Ghazal		6	Rumrol-Kuel Ajiep-Bakou	115	3,053,179	3,053,179
4	Northern Bahr El Ghazal		8	Rum Athoei-Wardong-Malual Kuel- Rum Aker	84.6	20,536,332	20,536,332
5	Northern Bahr El Ghazal		3	Matuic-Maper Agur-Marol Deng Geng-Jaac	45	10,270,237	10,270,237
6	Warrap	8	7	Akon-Mayen Pajok	24	6,305,581	6,305,581
7	Northern Bahr El Ghazal		1	Madhol-Machar Abyei-Rumrol- Mayom Jur Wirr-Toc Chol	62	17,967,760	17,967,760
8	Warrap	6	6	Lietnhom-Gogrial	80	21,018,603	21,018,603
9	Northern Bahr El Ghazal	1	2	Maluakon-Ayei-Wathmuok	42	11,605,002	16,379,352
10	Western Bahr El Ghazal	1	3	Wau-Ngolimbo-Ngoko-Ugele- Akanda-Halima-Bussere	84.8	10,525,323	15,437,223
11	Western Bahr El Ghazal		4	Kuajina-Dang Acak-Mapel-Agur	84.6	12,016,091	12,318,541



## Appendix C: Risk Register

Risk	Probability	Impact	Mitigating actions	Residual risk
Continued conflict in the country leads to postponement of individual road projects	High	High	<ul style="list-style-type: none"> <li>• Work closely with the State and Central Governments to ensure roads selected for intervention are not directly in or have critical supply routes affected by areas of armed conflict and cannot be used to support conflict</li> <li>• Work closely with State and Central Authorities to ensure cooperation and support is provided to WFP's Implementing Partners in the areas of project operation</li> <li>• WFP to provide assistance to Implementing Partners in the form of security briefings and updates and to carry out WFP's duty of care to Implementing Partners</li> <li>• Where conflict may break out in a project area of operation immediately order a cessation of works and demobilisation if Implementing Partners. Where necessary cancel contracts and suspend projects to protect project funds</li> </ul>	Medium
Conflict within the country leads to an increase in rates bid by Contractors and Consultants due to increased cost of inputs and perceived risks	High	High	<ul style="list-style-type: none"> <li>• Monitor costs of inputs to determine possible increases in unit rates due to increase in the cost of diesel or haulage or due to perceived risk</li> <li>• Work closely with Government Authorities to ensure all assistance in terms of transport of materials and goods is provided by Local and Central Authorities to the Implementing Partners of WFP</li> <li>• Work closely with Implementing Partners to assure that all assistance will be given to encourage as many bidders as possible to submit bids for works and thereby increase competitiveness.</li> </ul>	Medium
Lack of Contractor Capacity (number, size, ability) to undertake the works within the Donor Agreement periods	Medium	High	<ul style="list-style-type: none"> <li>• Assess private sector absorption capacity for the available funds;</li> <li>• Carry out competitive tenders so as to support Contractors who have newly mobilized to South Sudan to bid and be assessed for qualifications after bidding;</li> <li>• Bid in lots to allow bidders to bid for one or more lots (a lot being a section of road) to ensure winning bidders are awarded contracts for which they have the equipment, personnel and financial resources to carry out within the required timeframe;</li> <li>• Advertise nationally, carry out pre-bid meetings, site visits and public bid openings to ensure confidence of the available bidders in the procurement process – thereby ensuring receipt of bids from these Contractors in the future;</li> <li>• Provide the Bidders with support from Snr Int. Engr to complete bidding documents (but NOT price);</li> <li>• Provide losing Bidders with post-bid evaluation meeting to explain why they have not won the tender and what they can do to increase future chances;</li> <li>• Carry out a business opportunity awareness meeting with available Contractors – advertised through national press – to make Contractors aware of the overall volume of works available and likely in the future under the WFP Roads Programme, thereby encouraging interest to bid;</li> <li>• Review options to support available Contractors through inclusion of construction equipment in their contracts to be paid for on a lease purchase basis;</li> </ul>	Medium

			<ul style="list-style-type: none"> <li>Post advertisements regionally – Addis, Kampala, Nairobi, Istanbul, etc. – to solicit interest in regional Contractors to mobilise to the country for future works contracts.</li> </ul>	
Lack of qualified consultant firms for design, construction and maintenance supervision	Medium	Medium	<ul style="list-style-type: none"> <li>Explore the option to pre-qualify Consultant Firms prior to launching tenders to ensure suitably qualified firms are invited to bid;</li> <li>Ensure Consultants Scope of Services and staff requirements are clearly specified;</li> <li>Ensure WFP internationally recruited Engineers have experience of FIDIC contract administration, rural road design and construction supervision and quality control and can administer Consultant Contracts for these services;</li> <li>Implement an approved training programme for WFP National Engineers in contract administration and specifically quality control – procure simple test equipment for in-situ testing of works to support administration of Consultant Firm and Contractors Contracts;</li> <li>Advertise for specialized international consultancy firms to mobilise to the country.</li> </ul>	Low
Lack of interest from suitably qualified International Engineers to work in South Sudan	Medium	Medium	<ul style="list-style-type: none"> <li>Launch recruitment for international positions with an emphasis on rural road design / contract administration / construction supervision / contractor training and mentoring;</li> <li>Seek guidance and support from WFP Field Engineering at WFP Rome HQ to assess candidates;</li> <li>Offer competitive remuneration packages – compared to market rates for international engineers (i.e. private sector);</li> <li>Recognise personal needs of individual staff members and provide for these within reason;</li> <li>Provide a structured and systems-based work environment with clearly defined Terms of Reference (ToRs), team structure, personnel work plans;</li> <li>Carry out reviews of staff performance and reward performance.</li> </ul>	Low
Lack of National Engineering Staff	High	Medium	<ul style="list-style-type: none"> <li>Offer competitive remuneration packages;</li> <li>Instigate a programme of continued professional development for National Engineers with certified internationally recognized training course;</li> <li>Reward performance through attendance to short-term international training events;</li> <li>Develop and implement a training plan for all National Engineering staff;</li> <li>Allow for rotation of staff to ensure broad experience is gained by all staff in the varying facets of road engineering;</li> <li>Investigate training of screened (means tested) nationals to technician level;</li> <li>Recognise personal needs of individual staff and be facilitative to these needs, within reason;</li> <li>Carry out staff reviews (quarterly / bi-annually) against personnel work plans and reward performance;</li> <li>If no national staff can be appointed allow for regional recruitment of engineers to ensure all positions are filled.</li> </ul>	Medium

Lack of materials in subproject areas	High	High	<ul style="list-style-type: none"> <li>• Implement standard road condition inventory survey system to ensure accurate collection of all road data i/c materials sources along the road;</li> <li>• Recruit an experienced Materials Engineer (international) to be tasked with carrying out more detailed surveys of materials availability along each road;</li> <li>• Procure on site testing equipment to allow testing of materials within the states and thereby hopefully identifying further materials sources;</li> <li>• Investigate technologies (such as lime stabilization) which reduce the amount of material required to be hauled through treating in-situ materials – variation of contracts as necessary.</li> </ul>	Medium
Inclement weather and changing weather patterns reduce the construction period available within one calendar year	Medium	High	<ul style="list-style-type: none"> <li>• Programme procurements to be carried out to align with the rainy season – i.e. consultants to be appointed before the end of rainy season, mobilisation of contractors after award of contract to be programmed to start at the end of rainy season;</li> <li>• Work closely with contractors to ensure programme of works and equipment and personnel schedules maximise the use of the window of time available for construction;</li> <li>• Programme preparatory works such as excavation of material and preparation of steel reinforcement to be carried out off site during rainy season where possible.</li> </ul>	Medium
Large number of concurrent projects will result in time constraints of State Ministry of Physical Infrastructure Staff	Medium	Medium	<ul style="list-style-type: none"> <li>• Since WFP is the Client / Engineer for the consultants and works contracts, this will not affect progress of works. However, adequate involvement of the SMOPI staff will be critical to resolution of local issues – therefore monthly progress meetings per subproject and attendance of SMOPI staff will be critical;</li> <li>• Monthly progress meetings per site will be staggered to ensure that they fit to the schedule of the SMOPI;</li> <li>• Briefings will be held with key State and County Authorities regularly and programme reports will be shared with the State Authorities to ensure they are up to date and involved.</li> </ul>	Medium

# Appendix-D WFP Feeder Roads Special Operation 200379 – BR3, M&E Logframe

WFP Strategic objective	Outcome (corporate)	Outcome indicators		Output indicators	Assumptions
		Corporate indicator (s)	Project-Specific Outcome Indicators	Project-Specific Output Key Performance Indicators (KPIs)	
SO2-Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	Outcome 2.2: Improved access to assets and/or basic services, including community and market infrastructure (corporate)	Community asset score (CAS)  <b>Target:</b> 80% of targeted communities have community assets over baseline  <b>NB: This will be measured through corresponding project specific outcome indicators</b>	<ul style="list-style-type: none"> <li>Increased motorable/ passable roads</li> </ul> <i>(To be measured through the outputs KPIs)</i>  <b>Data sources:</b> Feeder roads monthly output reports, Engineering Consultant Firms	<ul style="list-style-type: none"> <li>No. of Km of new road built (or Nb of Km damaged road rehabilitated)</li> <li>No of km (and percentage) of motorable/passable roads (new or rehabilitated)</li> <li>No, Length, type of Bridges built</li> <li>No of culverts and drainage controls built (with characteristics such as type, length, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>There is security in the country to allow implementation of the activities</li> <li>Donors respond positively and timely</li> <li>Availability of qualified contractors</li> </ul>
			<ul style="list-style-type: none"> <li>Increased and improved passenger and freight traffic</li> </ul> <i>(To be measured through the outputs KPIs)</i>  <b>Data sources:</b> Feeder roads monthly output reports, Engineering Consultant Firms	<ul style="list-style-type: none"> <li>Number and type of vehicle operating on the road (rate of usage) per hour/day/week</li> <li>Percentage of reduction in transport cost</li> <li>Average speed (Km/h)</li> <li>Percentage of reduction of average speed or travel time</li> <li>Travel time in minutes to key destination (...) by point of origin</li> <li>No.of Public transportation routes and frequency (per day/week)</li> <li>No of key destinations (Origin &amp; Destination surveys)</li> </ul>	
			<ul style="list-style-type: none"> <li>Improved access to markets and basic services that enhances business opportunities (crop, grain, vegetables, etc) and increased resilience to food security</li> </ul> <b>Data sources:</b> Baseline and follow-up surveys, Focus group discussions	<ul style="list-style-type: none"> <li>Commodity prices in village by type</li> <li>Input prices in village (fertilizer, seeds, food, etc.)</li> <li>No and type of good/services offered in the communities by the private sector</li> <li>No. and type of good/services offered in the communities by Gov (agric, education, health, others) and NGOs</li> </ul>	

				<ul style="list-style-type: none"> <li>• No. and percentage of individuals (in a specific community) accessing markets in a week (or per day) by reason (to sell or buy)</li> <li>• Use of social services (schools, health centers, recreational centers, etc...) outside the community</li> <li>• Percentage reduced travel time to social facilities (Markets, schools health centres, and administrative centres for women and men)</li> </ul>	
		<p>National capacity index (NCI)</p> <p><b>Target:</b> Increase of index based on initial assessment</p>	<ul style="list-style-type: none"> <li>• Developed and Strengthened National capacity (State, private sector, communities)</li> </ul> <p><b>Expected results:</b></p> <ul style="list-style-type: none"> <li>• Increase knowledge and developed skills of government officials (nations, state)</li> <li>• Increased Knowledge and Developed Skills of Contractors</li> <li>• Developed skills in basic techniques (bush-removal, drainage removal clearing, pothole repair)</li> </ul> <p><i>(To be measured through the outputs KPIs)</i></p> <p><b>Data sources:</b> Feeder roads monthly output reports, Engineering Consultant Firms</p>	<ul style="list-style-type: none"> <li>• No. of Gov officials consulted/participated in meetings/consultations</li> <li>• No. of trainings provided to Gov officials by subject</li> <li>• No. of Gov officials trained by subject</li> <li>• No. of trainings provided to contractors by subject</li> <li>• No. of contractors trained by activity</li> <li>• No. of contractors whom are awarded contracts</li> <li>• No. of bidders submitting proposals to new WFP road construction projects (or government RFPs)</li> <li>• No. of contracts and amplitude (length, amount, location(s), employees hired or annual revenues) of contractors who have participated in the program</li> <li>• No. of contractors who attend pre-bid meetings</li> <li>• No. of contractors who attend post-bid meetings</li> <li>• No of contractors whom successfully completed contracts by type</li> <li>• No. of Community Road Committees (CRC) established and</li> </ul>	

				active <ul style="list-style-type: none"> <li>Percentage of Communities (along the road built) participating in the road construction</li> </ul>	
<b>SO3- Reduce risk and enable people, communities and countries to meet their own food and nutrition needs. Goals</b>	<b>Outcome 3.1:</b> Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households Risk reduction capacity of people, communities and countries strengthened	<b>3.1.2. Food Consumption Score (FCS),disaggregated by sex of household head</b> <ul style="list-style-type: none"> <li>Target: Reduced prevalence of poor and borderline food consumption of targeted households by 80%.</li> </ul> <b>3.1.3. Diet diversity score, disaggregated by sex of household head</b> <ul style="list-style-type: none"> <li>Target: Increased diet diversity score of targeted households</li> </ul> <b>3.1.4 Coping Strategy Index (CSI), disaggregated by sex of household head<sup>5</sup>.</b> Target: CSI of 100% of targeted households is reduced or stabilized  <b>Data sources:</b> WFP VAM FSMS	<ul style="list-style-type: none"> <li>Household income or Food consumption</li> <li>Percentage of change of household income (or food consumption)</li> <li>Main income activities (Occupational changes)</li> <li>Changes in land utilisation (e.g. area of land under cultivation)</li> <li>No of new buildings (household/business) within the road catchment (5Km either side)</li> <li>No of schools, clinics, police posts, irrigation systems, etc. within the road catchment (5Km either side)</li> </ul> <b>Data sources:</b> US State department Satellite Imagery, WFP VAM FSMS		
<b>Cross cutting indicators</b>	<b>Output</b>	<b>Indicators</b>		<b>Means of verification (Data source)</b>	

<b>GENDER</b> Gender equality and empowerment improved	<p>Number of women/men in leadership positions of project management committees (CRCs)</p> <ul style="list-style-type: none"> <li>Number and percentage of women project management committee members trained on basic techniques (bush-removal, drainage removal clearing, pothole repair)</li> </ul> <p>The project has initiatives to reduce risk of sexual and gender-based violence and HIV/AIDS</p> <p>The project has activities to raise awareness of gender equality</p>	<ul style="list-style-type: none"> <li>FRP/ 3rd party M&amp;E unit</li> <li>Feeder roads reports activities monthly output reports</li> <li>Feeder roads baseline reports</li> <li>Engineering Consultant Firm (Baseline) and WFP</li> <li>GIS unit</li> </ul>
<b>PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS:</b> WFP assistance delivered and utilized in safe, accountable and dignified conditions	<p>Proportion of assisted people who do not experience safety problems travelling to or from and the roads construction site Target:</p> <p>Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain) Target: 80%</p>	
<b>PARTNERSHIP</b> The feeder roads projects interventions coordinated and partnerships developed and maintained	<p>Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)</p> <ul style="list-style-type: none"> <li>Target: 20% of total project budget provided by partners <i>Source:</i></li> </ul> <p>Number of partner organizations that provide complementary inputs and services Target: 100% of partner organisations provide complementary input and services (Cooperating Partners UN agencies)<sup>6</sup></p>	