



# Standard Project Report 2015

## World Food Programme in South Sudan, Republic of (SS)

### Feeder Road Construction in Support of WFP Operations in South Sudan

Reporting period: 1 January - 31 December 2015

Project Information	
Project Number	200379
Project Category	Single Country Special Operation
Overall Planned Beneficiaries	N/A
Planned Beneficiaries in 2015	N/A
Total Beneficiaries in 2015	N/A

Key Project Dates	
Project Approval Date	March 15, 2011
Planned Start Date	March 01, 2011
Actual Start Date	March 15, 2011
Project End Date	December 31, 2018
Financial Closure Date	N/A

Approved budget in USD	
Food and Related Costs	N/A
Capacity Dev.t and Augmentation	144,336,127
Direct Support Costs	12,068,435
Cash-Based Transfers and Related Costs	N/A
Indirect Support Costs	10,948,319
<b>Total</b>	<b>167,352,881</b>

Commodities	Metric Tonnes
Planned Commodities in 2015	0
Actual Commodities 2015	0
Total Approved Commodities	N/A

# Table Of Contents

## **COUNTRY OVERVIEW**

Country Background

Summary Of WFP Assistance

## **OPERATIONAL SPR**

Operational Objectives and Relevance

Results

Story Worth Telling

Outputs

Outcomes

Sustainability, Capacity Development and Handover

Management

Partnerships

Lessons Learned

# COUNTRY OVERVIEW



## Country Background

The Republic of South Sudan, a land-locked country situated in eastern Africa, is sparsely populated, with an estimated population of 11.7 million people on 644,329 square km of land. In 2005, the Comprehensive Peace Agreement was signed between the Sudan People's Liberation Movement and the Republic of Sudan, ending one of the longest civil wars on record. In July 2011, the Republic of South Sudan gained independence and remains the world's youngest nation.

On 15 December 2013, armed conflict broke out in the capital Juba between forces loyal to President Salva Kiir and those loyal to ex-Vice President Riek Machar and quickly spread to Jonglei, Unity and Upper Nile States, a region known as Greater Upper Nile. By the end of 2015, approximately 1.66 million had been displaced in country (including 185,000 in UNMISS Protection of Civilian sites) and about 646,000 into neighbouring nations.

Basic services within the country have been severely limited by several decades of nearly continuous war. In August 2015, the parties to the conflict signed a peace deal after months of mediation from the Intergovernmental Authority on Development (IGAD). Infrastructure, institutional capacity and economic stability continue to suffer as implementation of the peace agreement has been slow.

During the rainy season, between May and October, access to already limited basic services is significantly decreased as huge swaths of the country become inaccessible. Each year, infrastructure assets, including roads and bridges, deteriorate further due to insufficient maintenance during the dry season, thus extending the effects of the rainy season.

Despite plentiful natural resources, including fertile soil and rich biodiversity, only 4 percent of arable land is cultivated. More than 80 percent of the population live in rural areas and survive on subsistence farming. The country's economy is 98 percent dependent on oil revenues. Although it retained the bulk of the oil fields with the independence split, South Sudan remains dependent on the Republic of Sudan for its oil pipeline. Disputes between the two countries over the pipeline as well as interruptions to investments have contributed to the volatile economic situation. By the end of 2015, the decline in oil production together with falling oil prices resulted in a devastating declining revenue and to a huge disparity between the official exchange rate of the South Sudanese Pounds (SSP) to the US Dollar. In December 2015, the government announced the adoption of a market regulated exchange rate, and the official rate leapt overnight from 3.16 SSP to 18.55 SSP per 1 USD, dramatically changing the way business is conducted in country.

South Sudan has some of the world's worst socio-economic indicators and is not on track to achieve any of the Millennium Development Goals. It ranks 169 out of 188 on the 2014 Human Development Index. More than 53 percent of the population lives below the poverty line and the average life expectancy at birth is only 55.7 years. According to the latest Integrated Food Security Phase Classification (IPC) report, the country's overall nutrition status remained Critical, with Global Acute Malnutrition rates above the World Health Organization's Emergency threshold (more than 15 percent of the population was classified as malnourished). Moreover, the last IPC of the year showed 3.9 million people classified as severely food insecure with 2.4 million people projected to be in Crisis and Emergency phases from October to December 2015.

## Summary Of WFP Assistance

WFP continued to implement its emergency operation (EMOP) 200659 from 01 January to 30 September 2015 to provide emergency food and nutrition assistance to vulnerable groups including internally displaced persons and conflict-affected residents. These population groups live in United Nations Mission in South Sudan (UNMISS) Protection of Civilian sites (PoCs), in IDP settlement camps (such as Mingkaman in Lakes state), or shelter in hard-to-reach locations. Most interventions took place in the three conflict affected states of Jonglei, Unity and Upper Nile. From 01 October 2015 to the end of the year, assistance continued under EMOP 200859.

The continued efforts of the 'Integrated Rapid Response Mechanism' (IRRM) have been vital to the success in providing assistance to communities in hard-to-reach locations. The mobile teams were composed of WFP, other United Nations agencies and NGOs, deployed to remote locations to deliver an essential package of food, nutrition, emergency health, livelihood and protection services. WFP was able to reach nearly 80 remote and insecure sites with emergency food assistance at least once in the year, a significant increase from about 55 locations in 2014. However, frequent delays and mission cancellations related to security concerns and logistical challenges meant that several locations were served very infrequently.

Under the EMOP, WFP has continued its joint Nutrition Scale-Up Plan with UNICEF. The two organizations provided their specific nutrition expertise to address severe acute malnutrition (UNICEF) and moderate acute malnutrition (WFP). Cash-based transfers were successfully introduced in the largest single IDP population outside of UNMISS camps. However, the current market situation, including prices and consistent availability of goods, has become volatile and WFP will therefore continue to monitor the sustainability of cash-based transfers.

Before the start of the conflict in December 2013, WFP had developed its protracted relief and recovery operation (PRRO) 200572, to promote the country's shift from unconditional emergency food assistance to more recovery-based food transfers. The operation continued in 2015, in the seven states identified as non-conflict (Central, Western and Eastern Equatoria, Northern and Western Bahr el Ghazal, Lakes and Warrap). General food distributions were still provided to vulnerable populations, particularly refugees, but the main focus remained on Food/Cash Assistance for Assets, Food for Education and nutrition interventions, including the prevention of acute malnutrition, treatment of moderate acute malnutrition, and Institutional Feeding Programme. Purchase for Progress was integrated into the PRRO, to promote the work of smallholder farmers.

WFP's portfolio in South Sudan included five special operations (SOs) to support the two main food assistance operations and to provide services to the greater humanitarian community and the Government of South Sudan.

WFP and the Food and Agriculture Organization (FAO) co-lead the Food Security and Livelihoods Cluster, which was operated in part through SO 200775. This cluster was dedicated to ensuring a coordinated and efficient response for food availability, production and access issues and aimed at reaching the most affected population in close coordination with food security and livelihood actors at both national and sub-national levels.

WFP led the Logistics Cluster under SO 200778. As a service cluster, the Logistics Cluster provided the humanitarian community in South Sudan with logistical expertise, coordination, warehousing and transport services.

The Emergency Telecommunications Cluster is also led by WFP, under SO 200791, and ensured the delivery of a reliable Internet connectivity network and information technology services to the entire humanitarian community.

SO 200786 is the United Nations Humanitarian Air Service (UNHAS), which facilitated the movement of humanitarian actors and relief items across the country. Most areas in the country cannot be reached by road due to difficult terrain, insecurity and the lengthy rainy season.

The construction of feeder roads under SO 200379 benefitted the people and Government of South Sudan as well as the humanitarian community by improving access to rural markets and essential social services.

Beneficiaries	Male	Female	Total
Children (under 5 years)	290,864	290,864	581,728
Children (5-18 years)	569,604	669,384	1,238,988
Adults (18 years plus)	531,438	556,483	1,087,921
<b>Total number of beneficiaries in 2015</b>	<b>1,391,906</b>	<b>1,516,731</b>	<b>2,908,637</b>

Distribution (mt)						
Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Single Country EMOP	88,044	4,753	7,407	10,284	489	110,976
Single Country PRRO	64,969	3,979	5,472	4,563	350	79,334
<b>Total Food Distributed in 2015</b>	<b>153,013</b>	<b>8,732</b>	<b>12,879</b>	<b>14,847</b>	<b>839</b>	<b>190,311</b>

# OPERATIONAL SPR

## Operational Objectives and Relevance

Special operation (SO) 200379 was initially launched in support of WFP Sudan's emergency operation (EMOP 200151 - Food Assistance to Vulnerable Populations Affected by Conflict and Natural Disasters), as a follow-up to the previous roads projects (SO 103680 and SO 200236) and in support of the Purchase for Progress (P4P) programme. The feeder roads project supports WFP's ongoing emergency and protracted relief and recovery operations in South Sudan, and is aligned with WFP's Strategic Objective 2 to "support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies".

Originally the primary objective of this special operation was to reduce the transportation costs of food and to ensure the timely and efficient delivery of food assistance in South Sudan. The secondary objective was to create farm-to-market access for communities in areas with agricultural potential. In line with WFP's shift from traditional food aid to more multi-faceted food assistance, the focus has changed and now the primary objective of the special operation is to enable communities to meet their own food and nutrition needs. This is done by providing much needed market access for rural populations and by enabling better access to basic education and health services. Furthermore, complementary activities carried out under this special operation are anticipated to further improve general transport infrastructure across South Sudan.

The special operation focused on the construction of approximately 1,000 km and the complete rehabilitation of circa 315 km of feeder roads over the project's life cycle (1 March 2011 - 31 December 2018). Rehabilitation of structures along a number of roads and the construction of a brand new bridge are also part of the special operation's portfolio, as well as the implementation of maintenance and capacity development activities for local communities and state authorities. The feeder roads are selected and constructed based on assessments, criteria and standards agreed on by the Feeder Roads Steering Committee (FRSC) which consists of representatives of the Government and the donor community, with technical input from WFP and other partners.

## Results

### Story Worth Telling

In Eastern Equatoria, part of South Sudan's "green belt," a 65-kilometer road connecting the towns of Pageri and Magwi has been nearly finished. The WFP roads project has also rehabilitated a second access route to Magwi County, a 14-km stretch linking the small town of Ame to the main road between Juba and Nimule. Communities in the area say the rehabilitated roads have already brought positive changes.

Christine, a trader/farmer from the area, and mother of three children, says this:

"Since I saw this beautiful road, I have been encouraging everyone to go and farm. If they can cultivate with enough surpluses, they can sell to Juba [the capital city] because there is a road to ease transportation. We grow potatoes, maize, vegetables and many more foods that people consume in the city. Now, these foods do not have to get rotten here because we cannot take them to a market. I say to my people, 'We must take our hoes and go to the farms!' The road has also made it easy to take people to the hospital when they are sick. If a woman wanted to deliver, and the labour pains became intense and complicated, you can call for an ambulance – then it takes [just] a short time for the person to be referred to Magwi or to Juba. The ambulance can take you right to the door of the hospital."

The mayor of Magwi town, Ochang Walter, has this to say:

"This road has brought a lot of changes. I am thankful to WFP and the Kingdom of the Netherlands for bringing the company that constructed this road. We were in difficulty, but the road has saved us. This place is a green belt where we grow a lot of food. People can produce a lot of food here but it would get rotten because there [was] no road to move the produce to markets where it could be sold. Now that the road is open, people have started taking food to Juba. Each day, about 10 vehicles take food to Juba [for sale]. They can take off at 9 a.m., and they will be in Juba within three hours. Before the road came, it took a week."

## Outputs

In 2015, this special operation undertook rehabilitation and construction works on six roads in Warrap, Western Bahr El Ghazal, and Eastern, Western, and Central Equatoria States. Work was undertaken also to complete the operational closure of one project, and to plan and tender several other projects. A baseline, six follow-up surveys and two topographical surveys were also conducted. A training-of-trainers workshop for HIV/AIDS awareness and a conflict-sensitivity workshop took place according to plan. Adjustments to the scope and planned implementation of individual projects were done in consultation with respective donors and government ministries.

### Lakes & Unity States

The armed conflict continued to affect the implementation of the feeder roads special operation. As a result, donors terminated all roads projects under the Lakes State Stabilization Programme (LSSP) in Lakes and Unity States. Negotiations regarding final contract claims were finalized and settled and the programme was operationally closed by 30 June 2015.

### Eastern & Western Equatoria States

Progress on the road leading from Mundri to Bangolo (67.25 km in Western Equatoria) was initially slow due to poor performance of both the contractor and the consultant, however performance improved significantly following WFP's issuance of formal notices. Despite significant technical, environmental and security challenges encountered, the road was completed by the end of July 2015. However, due to the deteriorating security situation, it was necessary to terminate the project to avoid loss of funds. As a result, the defects liability and maintenance period was not implemented.

Construction works on the Pageri to Magwi road (65 km in Eastern Equatoria) have also been substantially completed. The works were delayed a few times due to unexploded ordinance and landmines, despite prior clearances. No-one was harmed, and the United Nations Mine Action Service (UNMAS) arranged for clearing. However, the presence of mines remains a challenge for roads projects in South Sudan.

Additional work was done on a 14-km-long road stretch from Ame, a town along the Pageri - Magwi road, to the junction with the Juba - Nimule main road, creating a second access route to Magwi County.

### Western Bahr El Ghazal State

A topographical survey of a new road south of Wau, leading from Fargacika via Ngisa, Mboro, Bagari, and Ngobagari to Bagari Jedid (circa 89 km) was completed mid-year, and subsequently a tender for construction works was launched. The construction work is expected to start in the first quarter of 2016.

While construction works had started on the road leading from Kangi to Kuajok (41.25 km in Warrap & Western Bahr El Ghazal States), the contractor defaulted and all works stopped. WFP terminated the contract to avoid further delays and loss of funds. WFP then awarded the contract to the second lowest bidder in early November. Mobilisation of equipment and personnel started immediately, and by the end of the reporting period bush clearing works had begun again.

### Warrap State

Construction and maintenance works on the Kuajok - Lunyaker road (50 km in Warrap State) started in October 2015, at the end of the rainy season.

Requests for proposals for the design review and supervision services for the Kuajok Bridge project (160 m bridge and 6 km of approach roads) was launched at the end of August 2015. After the completion of the technical and financial evaluations, discussions and clarifications were required with the three bidders and were ongoing at the end of the year.

### Central Equatoria

Mobilisation to site and rehabilitation works on the Kworijik via Tendere to Buko road (56.125 km) commenced in mid-March 2015. A spot-repair approach was under taken on this road, with a focus on rehabilitating only the most critical locations so that the road remained passable throughout the year. Works progressed well, although fuel shortages and heavy rainfall have posed a challenge. By the end of the year, 28 km were fully rehabilitated and the remaining 28 km were bush-cleared.

A contract for the construction of structures along the Juba to Kajo Keji road was signed in July; however, works were put on hold due to the security situation in the area.

In late April, the Ministry of Agriculture, Forestry, Cooperatives and Rural Development requested WFP to rebuild a number of river-crossing structures and to conduct spot repairs on the Terekeka - Muni - Tombek road. Five bids were received in response to the request for proposals.

### Capacity Development



In 2015, the special operation conducted capacity development activities for six government staff (one each in Eastern Equatoria State, Western Equatoria State, Western Bahr el Ghazal, Warrap and two in Central Equatoria State) seconded from the State Ministries of Physical Infrastructure (SMoPIs), as well as six community development officers (CDO) in these states. By engaging and training stakeholders in project management activities, such as the costing, budgeting and implementation of rehabilitation and maintenance works, WFP aimed to ensure that maintenance activities can be carried out after the handover of the road to state authorities.

With the help of the CDOs, community groups were informed about the construction and included in capacity development activities. Over 270 South Sudanese nationals (41 in Western Equatoria State, 105 in Eastern Equatoria State, 59 in Central Equatoria State, 62 in Western Bahr El Ghazal) were employed in the labour-intensive works.

### Maintenance Discussions

WFP participated in a roads maintenance working group set up by the Feeder Roads Steering Committee, along with representatives from the Ministry of Transport, Roads and Bridges, Tetrattech, UNOPS, the Technical Advisor to the EU and the Kingdom of the Netherlands. The group prioritized the repair of trunk roads with the aim of keeping the major trunk roads open during the 2015 rainy season. Road assessments were carried out by the implementing partners, and WFP surveyed the Rumbek - Wau road. However, as no funding was made available, these repair works were not conducted.

### Complementary Activities

Socio-economic information was collected through baseline and follow-up surveys to monitor and evaluate the impact of the roads projects, with the exception of the Mundri - Bangolo road due to security constraints.

An HIV/AIDS training-of-trainers workshop was conducted with 18 participants from local communities (14 men, 4 women) and four WFP staff. The training equipped them to work with communities to create awareness and mitigate the risk of HIV transmission related to increased population mobility.

A conflict-sensitivity workshop for the WFP Engineering team was held to improve programme implementation.

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>SO2: Special Operation (Feeder Roads)</b>				
Kilometres of roads built	Km	127	134	105.5
Kilometres of roads maintained	Km	80	30	37.5
Kilometres of roads repaired	Km	28	28	100.4
Number of assessments/surveys conducted	assessment	10	9	90.0
Number of government counterparts trained	individual	12	12	100.0
Number of meetings conducted	instance	10	4	40.0
Number of training sessions / workshops organized	training session	2	2	100.0

## Outcomes

Although it will only be possible to see the actual impact of road rehabilitation once the roads have been completed and been used for some time, certain positive trends, such as a reduction in travel times and the establishment of small-scale businesses along the roads can already be observed.

Increased agricultural activities and development of new farms have been observed along the road from Mundri to Bangolo in Western Equatoria. Travel time along the road has been reduced by approximately 80 percent, which has had a positive impact on the communities' access to markets, to healthcare and education facilities, as well as social activities.

The Pageri - Magwi road project in Eastern Equatoria has had the full support of local communities and authorities, who were keen on seeing the construction works progress. WFP has also been encouraging the employment of women on the project, and the community development officer was supportive of this effort to enhance gender equality. Over 100 South Sudanese nationals have been employed by the two contractors working on the road,



including 17 women. Travel time between Pageri and Magwi has been reduced from 5 hours to 1 hour. A new communications tower was completed in Opari and a kiosk for sale of airtime and mobile phones installed in Pageri, increasing the mobile network services in the area. Three new hotels and two fuel stations have been built and are operating in Magwi town due to increased demand, and a commercial bank has been established in the town.

The Kworijik - Tendere - Buko road is part of the Southern Sudan Livelihoods Development Project (SSLDP). Communities served under this project have expressed that they are pleased with the rehabilitation of this road and are hopeful that the improved access to markets, as well as social and health centres, will significantly increase their wellbeing.

WFP has worked to integrate a conflict-sensitive approach into roads projects. The project's successful implementation has always depended on engaging with the communities, ensuring feedback mechanisms, providing information, and anticipating and mitigating potential issues due to project activities. The conflict-sensitive approach complements these activities as well as those related to WFP's integrated cross-cutting programmatic themes of gender equality, protection and accountability to affected populations, and partnership.

WFP has enhanced the technical capacity of local communities and staff of the State Ministries of Physical Infrastructure through on-the-job training for various basic road construction- and maintenance-related activities. Engagement of local communities and government staff is done in an effort to foster a sense of ownership of the roads and to ensure roads are maintained after handover to the government upon completion. The handover strategy, however, is extremely difficult to implement due to the political and economic crisis in the country.

Baseline and follow-up surveys are conducted for each road project, and are the key tools used to measure the outcome over time of the roads projects. Information collected relates to demographics, access to education, health status, productive assets, livelihoods and income, expenditure, food consumption and sources of food, dietary diversity, coping mechanisms, insecurity and community priorities. A few additional questions relating to the cross-cutting issues of gender and protection were added in 2015. The data collected through the household questionnaires was complemented by qualitative data collected through focus group discussions using the community questionnaire. Analysis of the collected data was ongoing at the end of the reporting period and a detailed report will be shared with donors once available.

The revised logical framework, which was shared with donors in May 2014, is being further refined in line with WFP's Strategic Results Framework.

Outcome	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
<b>SO2 Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies</b>				
<b>Capacity developed to address national food insecurity needs</b>				
Hand-over strategy developed and implemented [1=not achieved; 2=partially achieved; 3=achieved]				
FEEDER ROADS , <b>Project End Target:</b> 2018.12 , <b>Base value:</b> 2011.03 WFP survey , <b>Latest Follow-up:</b> 2015.12 WFP survey	=3.00	1.00	-	2.00

## Sustainability, Capacity Development and Handover

Sustainability and capacity development were important considerations in the implementation design of the operation, as a road network is only sustainable if it can be maintained locally. Throughout the project's implementation phase to date, WFP has been cooperating closely with authorities at national and state levels. This cooperation includes capacity development of national and state government staff as well as of local community members. Each feeder road sub-project contains a maintenance programme of a duration of six months to one year after rehabilitation works are completed. However, because of insecurity resulting from the conflict, the maintenance strategy has not yet been implemented.

To this end, a staff member from the State Ministry of Physical Infrastructure has been seconded to the consultant employed by WFP to be trained in the costing, budgeting and implementing of maintenance works. With the help of community development officers, community groups are also engaged and trained in basic maintenance activities. To date, approximately 400 local community members in Lakes; Central, Eastern and Western Equatoria; Warrap; and Western Bahr El Ghazal states have been trained in various road construction activities. The goal is to foster a sense of ownership of these roads, transfer required skills, and ensure roads are maintained after handover to the

Government. This long-term maintenance capacity is necessary so that the initial benefits of improved access are sustained.

It has to be noted that employing women in road construction works has been very difficult, as manual labour for construction works is still seen as a male-dominated activity. However, there is an obvious difference between the Equatoria region and the Greater Bahr El Ghazal area. In the former it is easier to employ women whereas in the latter it is extremely difficult. This seems to be due to cultural differences between the areas, and to the fact that communities in the Equatorias encounter more foreigners through trade with neighbouring countries. Population density is also higher along the road in Eastern Equatoria. Furthermore, since the construction site is not always close to labourers' residences, they often have to stay overnight. This is a concern for the safety of women. WFP is committed to continuing its efforts to engage more women.

In 2015, WFP attempted to finalise the handover of the completed roads, assets and equipment in Lakes State; however, due to the conflict and political issues, the handover did not take place. Operators, mechanics and administration personnel on the project had previously been trained to take charge of future works utilizing these assets.

WFP is an active and contributing member of the Feeder Roads Steering Committee, which was established in 2011 to guide, prioritise and coordinate investments in feeder roads nationally and which consists of representatives of the Ministry of Transport, Roads and Bridges, the Ministry of Agriculture, Forestry, Cooperatives and Rural Development, the State Ministries of Physical Infrastructure, and the donor community, with technical input from implementing partners such as WFP and UNOPS.

Furthermore, WFP has been a key partner to the Government by providing technical assistance and support to both the Feeder Roads Steering Committee and the Feeder Roads Technical Committee. In addition, WFP supported the development of the South Sudan Low Volume Roads Manual which provides a uniform national standard for the construction of low volume roads in South Sudan. The manual was published by the Ministry of Transport, Roads and Bridges in 2013.

Conflict-sensitive programming is intended to further improve the implementation of the various feeder roads projects. This approach is in line with WFP's commitment to accountability towards affected populations (AAP), which is about engaging affected people in processes and decisions that affect their lives by ensuring there is an ongoing, two-way communication and dialogue through a project's cycle. This means that people are provided with accurate information in a timely manner, ensuring beneficiaries have a say in programme implementation and have access to safe and effective mechanisms for feedback and complaints. The communities that are served by WFP's feeder roads special operation are key stakeholders in the project. The community development officers are carefully briefed before their engagement on the project to ensure consistency.

## Management

### Partnerships

Throughout 2015, WFP collaborated closely with the national Ministry of Transport, Roads and Bridges, the State Ministries of Physical Infrastructure, and other United Nations and multilateral agencies, including UNAIDS, UNOPS, UNDP and the World Bank. Discussions were held between these partners on best practices and information sharing to maximize the benefit of construction, capacity development and maintenance works in the country. WFP, together with UNDP and UNOPS, implemented projects under the South Sudan Recovery Fund and worked together to close the individual projects under the Lakes State Stabilization Programme. Furthermore, WFP and UNOPS continued to consult on issues such as maintenance on a regular basis. WFP also worked closely with UNMAS to minimize the risk from mines along the roads.

Partners under the South Sudan Rural Development Programme (SORUDEV) and Zone Effort for Agricultural Transformation: Bahr el Ghazal Effort for Agricultural Development (ZEAT BEAD) programmes, including FAO, made an increased effort to collaborate for the benefit of the various projects. Quarterly review meetings took place with inputs from each partner.

The feeder roads special operation has engineering staff on site, some permanent, some visiting the site on a regular basis, who not only supervise the works but also liaise with state and local authorities, keeping them informed of the progress and plans. A significant amount of time is spent on this crucial aspect of the programme, before and during project implementation, as these consultations lay the ground for the successful implementation of the project.

WFP has made efforts to formalise existing responsibilities of WFP and the respective State Ministries of Physical Infrastructure regarding the construction, handover and maintenance of feeder roads to ensure clarity and continuity. At the end of the reporting period, the template agreement was ready to be signed, but had to be put on hold after the President's decree of creating 28 states to replace the existing ten. While it is not yet clear what the effect on WFP operations in general and for the feeder roads special operation in particular will be, WFP has started to map potential implications to ensure continued implementation of its operations.

Complementary activities included community sensitization and HIV/AIDS awareness raising in collaboration with local (health) authorities, the Joint United Nations Programme on HIV/AIDS (UNAIDS) and local NGOs where possible. WFP has been working closely with UNAIDS on the implementation of its HIV/AIDS programme. This complementary activity is crucial to raise awareness and provide the local communities with knowledge and ways to deal with potential risks that occur as a by-product of increased mobility. It includes training-of-trainers and subsequent awareness-raising campaigns for communities along the roads, for contractors and the State Ministries of Physical Infrastructure. A training-of-trainers workshop was held with 18 participants from local communities (14 men, 4 women) and four WFP staff. UNAIDS experts provided comprehensive practical training and materials for the trainers to use for sessions in their respective communities. The workshop was received with enthusiasm, and HIV/AIDS campaigns in various locations along the Kangi – Kuajok road are planned once construction works are started again.

Sensitizing all local communities about the feeder roads special operation's activities in a conflict-sensitive manner is key to the success of the project, no matter the geographical location. Prior to the commencement of any works, the operation collaborates closely with local authorities and communities to sensitize and engage them on the project. Discussions are held about possible consequences (positive and negative), and communities along the road are informed about the location as well as about the impact. Where funding allows, WFP makes an effort to engage NGO partners to strengthen this aspect of the programme to engage communities in the activities as much as possible. WFP has signed a field-level agreement with a national NGO Action for Development (AFOD) for the Kuajok - Kangi road, and should this collaboration prove successful, will extend this approach to other roads as well.

Information that is shared with stakeholders (authorities, communities, partners) includes basic information about the road, for example the exact location (alignment of the road), activities involved (such as bush-clearing), the objective (improving farm-to-market access, not building trunk roads), and possible impacts. Positive impacts could be reduced travel time and transportation fees, improved access to basic social and health services, increased security, and increased mobility and employment generation, while potential negative impacts are the loss of crops, loss of parts of ancestral and community lands or farmlands, noise, dust caused by machinery, increased risk of HIV/AIDS, and increased traffic.

In addition to the work by NGOs, the role of the community development officer (CDO) is particularly important to open feedback channels, mitigate any potential issues, and maximize results for the community. This role has generally worked well so far, with a positive example of this collaboration in Eastern Equatoria where the enthusiastic support of the communities and local authorities is partly due to an engaging CDO.

### **Cooperation with other WFP programmes**

Improved access to markets and social, health and education services increases the overall wellbeing of people. This is one way to fight food insecurity and assist the people of South Sudan to meet their own food and nutrition needs.

Coordination, collaboration and opportunities are also sought with WFP's Purchase for Progress (P4P) and food assistance-for-assets (FFA) programmes. P4P aims to stimulate agricultural production by providing an assured market for smallholder farmers, working with supply-side partners to develop the farmers' production and marketing capacity. FFA assists food-insecure communities through community-based asset creation activities including the restoration of productive capacity, community infrastructure development, natural resource management and climate change adaptation, and skills development (e.g. creating community access roads, vegetable gardening, tree planning, training).

One of the major challenges faced by WFP operations in South Sudan is the lack of roads. Therefore, linkages between feeder roads, P4P and FFA reinforce the benefits of the various projects and strengthen resilience to food shocks. Coordination was first initiated through information-sharing (in map form) on the location of projects and then through regular updates. Technical experts from the various units also worked together on the evaluation of the received proposals for community sensitisation and mobilisation along the Kangi - Kuajok road in Western Bahr El Ghazal. This was especially useful as it was the first request for proposals for these services under the feeder roads special operation.

Partnership	NGO		Red Cross and Red Crescent Movement	UN/IO
	National	International		
Total	1			4

Cross-cutting Indicators	Project End Target	Latest Follow-up
Number of partner organizations that provide complementary inputs and services		
SOUTH SUDAN, Special Operation (Feeder Roads) , <b>Project End Target:</b> 2016.04 , <b>Latest Follow-up:</b> 2015.12	=2.00	2.00
Proportion of project activities implemented with the engagement of complementary partners		
SOUTH SUDAN, Special Operation (Feeder Roads) , <b>Project End Target:</b> 2016.04 , <b>Latest Follow-up:</b> 2015.12	=100.00	100.00

## Lessons Learned

Traffic has increased significantly on the roads that have been improved and often these feeder roads are used instead of the trunk roads, which are in worse condition. Despite WFP's efforts to emphasize load restrictions, heavy traffic and overloaded trucks have caused damage to the roads and to river-crossing structures, particularly during the rainy season. Speeding has also become an issue and road signage has been installed to help protect communities and roads.

Timely mobilization and maintenance of equipment and spare parts is another important aspect to be considered. The breakdown of equipment has led to delays in project implementation, most recently in Western Bahr El Ghazal. Well-functioning equipment is a key factor to the success of road construction works and WFP encourages its contractors to have spare parts in stock to ensure no equipment is idle.

The limited capacity of contractors and consultants in the country, combined with internal procurement processes, has proven to be a challenge. Technical standards for feeder roads differ significantly from those for emergency roads, and non-compliant bids slowed down the tendering process during the transition phase. WFP has responded by offering pre-bid meetings to all consultants and contractors to avoid this in the future. Furthermore, WFP conducted a pre-qualification exercise for road and bridge construction works in 2014, and another will be conducted in 2016.

It has been recognised that labour-based activities, such as bush clearing, play an important role in creating employment opportunities, raising awareness and building a sense of ownership of the road among community members. A continued effort was and will be made to encourage both men and women to participate in labour-based project activities, particularly by advocating with the contractors that do the actual hiring to raise their understanding of the benefits of a gender balance.

In general, engagement with the communities from the early stages of the project led to community members' enthusiasm in participating in road construction and training for road maintenance. WFP is committed to continuing its engagement with local communities from the early stages of the various sub-projects through community development officers and NGOs where possible.

Close cooperation with state and county authorities has enhanced communications between stakeholders and contributed to more efficiency. The secondment and training of State Ministry of Physical Infrastructure staff and local community members has contributed to fostering a sense of ownership and helped to convey the importance of sustainability. For the benefit and the sustainability of the project, state authorities should be involved in the Feeder Roads Steering Committee meetings. If this is not practical in terms of costs and timing, the State Ministries of Physical Infrastructure should be informed on a regular basis and consulted ahead of meetings so their input can be formally included in the discussions.

A continued effort has been made to sign a Memorandum of Understanding with each State Ministry of Physical Infrastructure to formalize already existing responsibilities of WFP and the State Ministries of Physical Infrastructure regarding the construction and maintenance of feeder roads. The pending creation of 28 states replacing the existing ten has put the signing of the Memoranda of Understanding on hold. It remains to be seen what the impact of this significant reshaping of the country's administrative boundaries will be on the feeder roads special operation, however, it is clear that in various locations roads would run through more than one or two states which implies various challenges.