

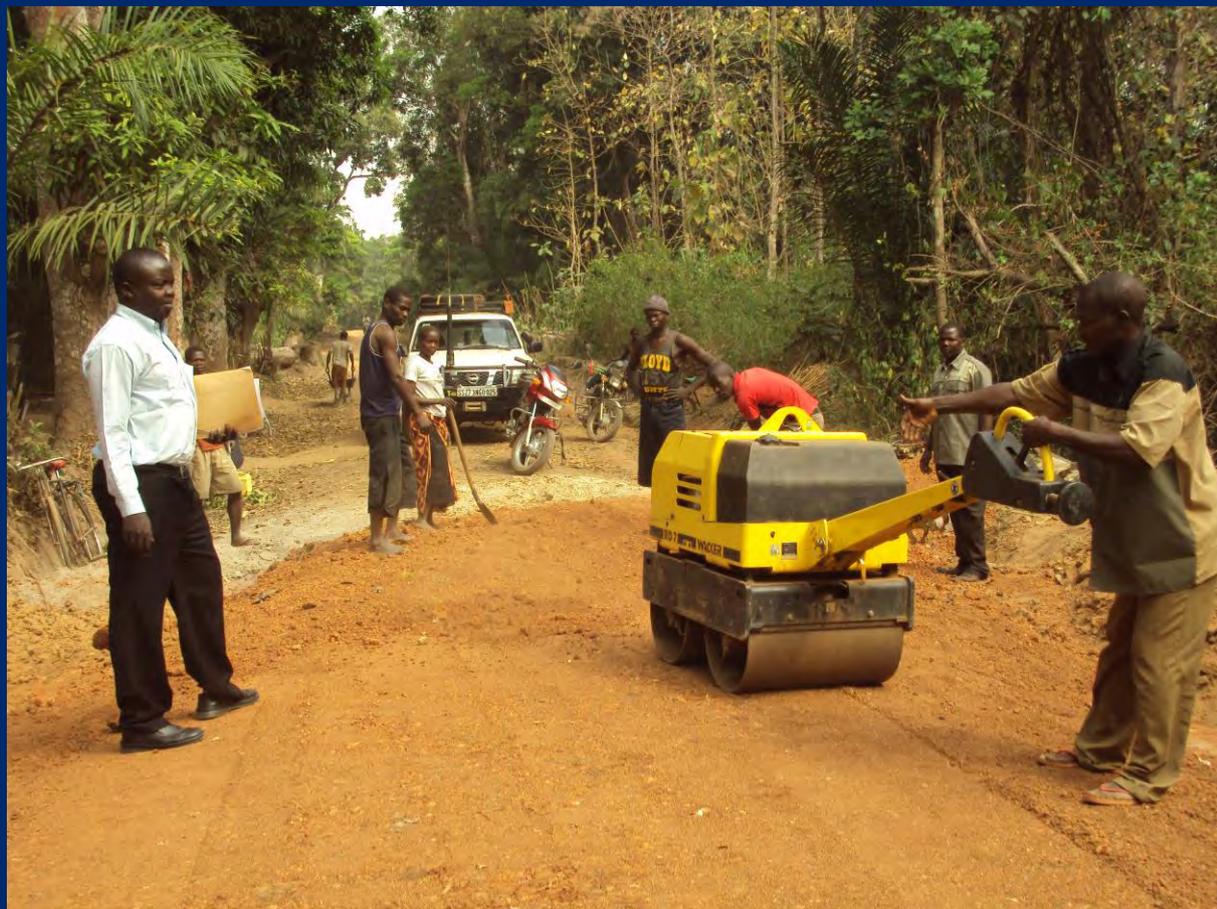


USAID | **SOUTH SUDAN**
FROM THE AMERICAN PEOPLE

FINAL CLOSEOUT REPORT TO 8 — Capacity Building

SUDAN INFRASTRUCTURE SERVICES PROGRAM (SISP)

CONTRACT NUMBER 650-I-00-06-00010-00



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Project Finish Date: 30 May 2012

DISCLAIMER

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CLOSE OUT REPORT FOR TO 8 CAPACITY BUILDING

I TASK ORDER OVERVIEW

1.1 Background and Summary of Scope of Work

The Republic of South Sudan became an independent country on July 9, 2011 following a referendum as was articulated in the Comprehensive Peace Agreement (CPA) which was signed between the North and South of Sudan in January 2005. The CPA gave the South a semi autonomous status for a period of six years during which the Government of Southern Sudan (GOSS) managed a number of Government functions.

The Government of Southern Sudan inherited an administration with very weak structures and systems which constrained its ability to deliver services to the population whose expectations and needs were and still remain very high. This state of affairs was recognized by development partners who came in to support the fragile GOSS with a view to facilitating its capacity building efforts to build sustainable institutions of Government.

The Sudan Infrastructure Capacity Building Program (SICBP), a USAID financed Capacity Building Component (CBC) under the Louis Berger Group, was implemented during the period July 2005 to September 2008, and was executed in support of the capacity building of the Ministry of Transport and Roads (MTR). This three year contract was instrumental in providing initial capacity building support to the GoSS Ministry of Transport and Roads (MTR). Under the SIP/CBC, LBG provided technical assistance and training services to develop the GoSS Transport Sector Policy, refurbish offices, procure supplies and equipment, and provide technical assistance and training to GoSS/MTR staff. The following is a summary of activities achieved:



Material Hauling at km 24+200

1. Southern Sudanese Ministry of Transport and Roads (MTR) established and operational.
2. Road Agency building and materials testing laboratory completed
3. Transport Sector policy developed and policymaking capabilities Improved.
4. Developed a public tender process for civil works projects in Southern Sudan.
5. Provided technical and business training for 11 Southern Sudanese construction firms.
6. Technical, IT and management training provided to GoSS/MTR staff.

While the SIP/CBC contract was successful in helping to establish the GoSS/MTR and drafting an initial transport policy framework, there was still a critical need to continue to build capacity for both the public and private sectors involved in infrastructure development.

Based on the success and experience of the Capacity Building Component (CBC), an expanded Capacity Building Program (Task Order 8) under Sudan Infrastructure Services Project (SISP) was set up for a three year period from October 2008.

Task Order 8 was formed to provide technical assistance, capacity building, training and support to GOSS, state, and local-level agencies involved in infrastructure development. Specifically, Task Order 8 staff worked with the GOSS Ministry of Transportation and Roads (MTR), state ministries of physical infrastructure (MPI), and the Southern Sudan Road Agency (SSRA).



THE REPUBLIC OF SOUTH SUDAN: CLASSIFIED ROAD NETWORK(DRAFT)



1.2 Task Order Objectives and Deliverables*

Task Order 8, as a follow on to the Capacity Building Component of an earlier USAID supported CBC to the transport sector, was a project focused on ensuring that the activities initiated under CBC were continued. Key among these was building the capacity of local contractors. Task Order 8 was aware of the work initiated under CBC and designed this follow-up project realizing that further support and commitment was essential to ensure sustainability and to protect investments made earlier under CBC.

The main objectives of Task Order 8 were as follows:

1. **Institutional support to the GoSS Ministry of Transportation and Roads (MTR)** to communicate and implement the GOSS Transport Sector Policy. GOSS and up to 8 of the 10 states will have adequate institutional and technical capacities for effective implementation of the policy; understanding of adequate allocation of resources, manpower, and operational equipment; development of strategic plans, work plans, and budget proposals derived from the transport sector policy.
2. **Road and bridge planning capacity: GOSS and up to 8 of the 10 states will have improved institutional and technical capacities** to schedule, plan, design, construct and maintain their road networks, including: each target state would manage feasibility and final/detailed designs of at least 100 kms of cost effective road rehabilitation and improvement works under the SICBP-supported feeder road maintenance contracts.

3. **Planning of and contract-out capabilities of road maintenance works: The Southern Sudan Road Agency (SSRA)** and up to 8 state ministries of physical infrastructure will have the institutional and technical capabilities to plan and prepare the bidding documents for routine and periodic maintenance works of roads and bridges.
4. **Road and bridge asset management systems:** GOSS and up to 8 state ministries of physical infrastructure will have operational asset management systems of their road networks, covering at least at least 300 kms per state.
5. **Capabilities of local contractors to carry out routine maintenance works, using competitive procurement procedures, not welfare programs:** This activity will provide technical, management and business training for Southern Sudanese construction firms to provide road maintenance construction services in the states. Up to 30 local contractors and/or community/Payam-based micro enterprises will be capable to compete, produce cost effective proposals and would have implemented road maintenance services on at least 1000 kms of interstate, state and county roads, including the following activities: (1) pothole patching and urgent road repairs of high severity of road surface drop off; (2) cleaning, repairing and replacing road and traffic signs; (3) responding to emergencies including removing and repair of minor landslides; (4) removing of dead animals and any other debris within the ROW; (5) cleaning & repairing of horizontal road signs, guardrails and other road safety elements; (6) cutting and removing of grass and brush; (7) trimming, cutting and removal of trees; (8) repairs to retaining walls, gabions etc; (9) cleaning and repairing of culverts, ditches, channels, inlets and sub-drains; (10) cleaning of riverbeds and streams along the road; (11) minor bridge repairs; (12) planting of trees and shrub and seeding of grass to control erosion and support road beautification; (13) participation in periodic training activities, giving priority to workman and road maintenance and safety, social and environmental preservation and road preservation issues. Fifteen engineers – including ten GoSS engineers and five TO 8 engineers – successfully completed a two-part Computer Aided Design (CAD) training course in road and bridge design. Part I of the 60-hour course focused on road design using AutoCAD Civil 3-D. The course addressed layout, design, quantity take-offs, and other pertinent information that the engineers require to implement road projects. Part II of the course trained the engineers on bridge design. One additional MTR engineer and three additional TO 8 engineers successfully completed either the first or second part of the course, or 30 hours of training in road or bridge design. The course was conducted by Gath, Ltd. of Nairobi, Kenya in December 2010. MTR/SSRA scholarship recipients, David Loro and Peter Kwot, are continuing their respective post graduate work in Sustainable Construction and Procurement in the United Kingdom. The focus of the scholarship program is to promote technical capacity of not only the Ministry, but of the planned SSRA in particular.
6. **Road safety:** The road safety unit of the GOSS/ MTR will be functional and will serve the needs of GOSS and at least 5 states. Principal road safety activities include develop human resource capacity, expand public awareness campaigns, build a road safety database, develop vehicle safety standards, develop and implement safe traffic flow procedures, and traffic safety audit capabilities.
7. **Database of construction and maintenance unit costs:** GOSS and up to 8 states will operate a database of road and bridge construction and maintenance unit price, considering: (a) at least 1000 kms of interstate, state and county roads; (b) local conditions and project characteristics; (c) specifications and QA/QC procedures of representative standards of roads and bridges; (d) productivity of material production; and (e) labor, equipment, and material costs.
8. **Technical assistance to the GoSS/MTR Directorate of Air Transportation with specific focus to assess equipment and staff training needs for improved air transportation safety in Southern Sudan.** This will include assistance to review the air transport legal framework. Technical assistance will focus on building capacity for management and operation of airports and civil aviation services by recruiting skilled personnel trained as airport managers, air traffic controllers, aviation security, aviation safety, aircraft accident investigation, human resource, finance, planning and other relevant areas. In addition, develop and implement program for airports/airstrips construction, rehabilitation, maintenance, installation of air traffic control facilities and equipment.

Additionally, expected outputs from Task Order 8 included the following:

- Staff from up to 8 state ministries of physical infrastructure have completed all training programs, are strengthened and are capable to manage infrastructure investment and maintenance activities within their state boundaries;
- Up to 30 Southern Sudanese local contractors and/or new community-based micro enterprises have been trained and are certified by GOSS and the states to produce competitive and cost effective road and bridge construction and maintenance services.
- 1000 kms of county or Payam feeder roads and footpaths are improved, repaired or rehabilitated.
- The Southern Sudan Roads Agency (SSRA) is fully operational as an independent oversight agency for state managed infrastructure development in Southern Sudan.
- The GoSS/MTR has adequate institutional capacity to provide reliable infrastructure services and resolve protests from the users and affected communities.
- 100 Southern Sudanese officials successfully complete training courses in infrastructure management, environmental compliance, planning and/or implementation of infrastructure investment and maintenance works.
- Up to eight state ministries of physical infrastructure have furnished offices with basic communications equipment.
- Local contractors receive basic road maintenance equipment and engineering tools.
- Up to 7 states will have the equipment, institutional and technical capabilities to carry simple soils and materials test for quality assurance purposes of road and bridge investment and maintenance works.

*The achievement and success of objectives are address on page 11 – “Achievements and Lessons Learned.”



Casting Culvert's Bedding in Malakal



Culvert's Installation in Malakal

Deliverables include the following:

- Task Order Work Plan, Implementation & Management plan, to include QA/QC plan
- RFPs for Subcontracts
- Performance Monitoring Plan
- Quarterly Progress Reports/ Monthly Reports
- Final Report

1.3 Milestones

The period of performance for this task order was from 1 November 2008 to 30 May 2012. The following is a listing of major milestones scheduled and achieved for the work required by this task order:

Milestone	Achieved Date
The South Sudan Roads Authority Act became Law	7 July 2011
The SSRA was acknowledged as a Spending Agency by the RSS Government Ministry of Finance	25 October 2011



The SSRA Board of Directors with Chairman was inaugurated	18 August 2011
The SSRA Board of Directors received training in Corporate Governance	September 2011
The SSRA Board of Directors has taken up the business of the Authority in at least Eight (8) separate Board and/or Board Committee meetings	Fiscal Year 2011 and 2012

1.4 Task Order Modification History

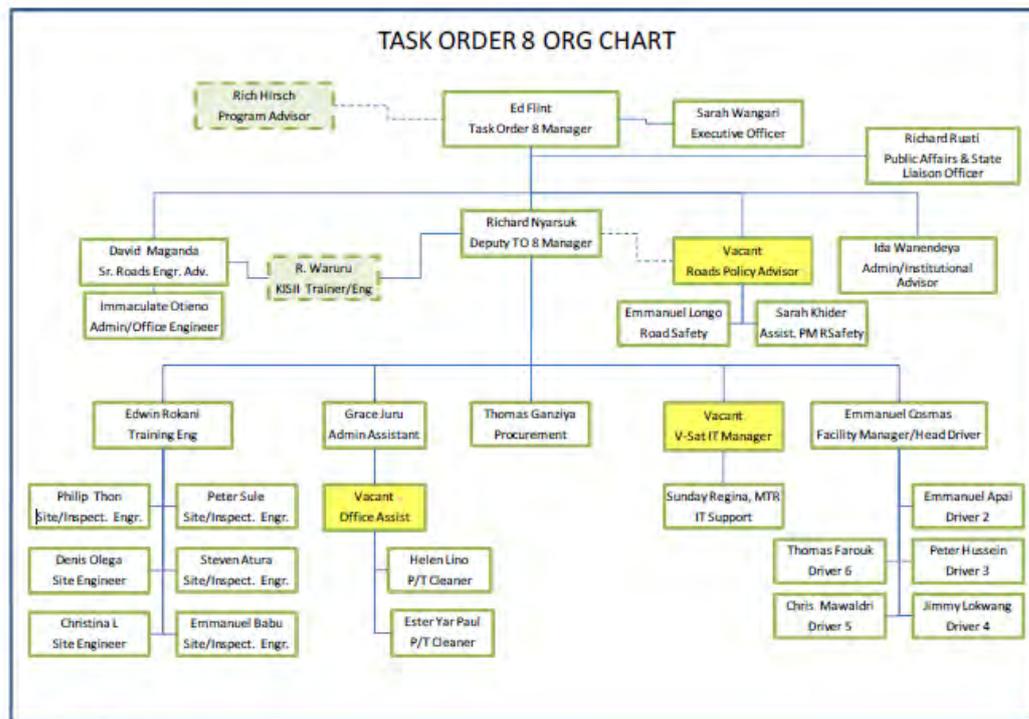
The table below summarizes the original contract and modifications. LBG anticipates one (1) final modification to reflect the final cost and work performed.

TO Modification Number	Date Issued	Reason
Original	1 November 2008	Issuance of Task Order to build local, state, regional (Southern Sudan), and national institutions necessary for good and effective implementation of transportation infrastructure development activities in Southern Sudan.
1	30 November 2009	The purpose of this modification is to provide incremental funding in the amount of \$5,550,000, increasing the obligated amount for this Task Order from \$3,750,000.00 to \$9,300,000.00.
2	25 July 2010	The purpose of this modification is to realign the budget.
3	14 March 2011	The purpose of this modification is provide \$3,235,256 in incremental funding under this Task Order, increasing the cumulative obligated amount from \$9,300,000 to \$12,535,256.
4	30 September 2011	To extend the period of performance from 10/31/2011 to 3/31/2012.
5	22 October 2011	The purpose of this modification is to provide incremental funding in the amount of \$764,000.00 to increase the obligated amount for this Task Order 8 from \$12,535,256.00 to \$13,299,256.00
6	29 December 2011	The purpose of this modification is to provide incremental funding in the amount of \$450,000.00, thereby increasing the total obligated amount from \$13,299,256.00 to \$13,749,256.00 and incorporate the "PROHIBITION AGAINST DISCRIMINATION" clause.
60 Days Time Extension	26 March 2012	USAID grants an extension of Task Order 60 days from from 3/31/2012 to 5/30/2012.

2 TASK ORDER EXECUTION

2.1 Task Order Organizational Structure and Management Details

An organizational chart of LBG/B&V staff for this Task Order is provided below:



July 31, 2010

CHART 1

* The above chart is conceptual and changed throughout the life of the program.

2.1.1 Management

IQC Manager and Chief of Party responsibilities remained per other Task Orders. Primary management supervision for this Task Order was the responsibility of the Task Order Manager.

2.1.2 Task Order Manager

TO 8 was managed by a Task Order Manager who was reporting to the SISP Chief of Party who in turn reports to the LBG SISP IQC Manager. The TO 8 Manager was responsible for day to day control of TO 8 staff and resources, attended regular SISP coordination meetings with other Task Order Managers and the Chief of Party. He was responsible for all reporting and coordination with SISP management and USAID. The Task Order Manager was designated as Key Personnel for this Task Order. An experienced Sudanese engineer was assigned as Deputy Task Order Manager, reporting to the Task Order Manager, and six other Sudanese Engineers were appointed to provide supervision, mentoring and training. TO 8 Organizational Structure is shown in Chart 1 above. Quality assurance was provided through monthly inspections of work in progress by the project engineers in conjunction with State Officials. Payment to contractors was based on actual progress achieved.

2.1.3 Project Office

TO 8 Capacity Building team was housed at MTR Jebel Kejur facility which should become the offices of South Sudan Roads Authority.

2.1.4 Home Office Resources

The IQC Manager and contractual support staff was based in the Louis Berger Group Washington, DC Headquarters. The preparation of invoices and cost reporting functions for the Task Order was also performed by staff at the Louis Berger Group offices in Washington, DC and Morristown, NJ. Other home office support included technical reviews and guidance, coordination of specialized technical expertise, engineering support and proposal/modification development.

2.2 Execution of Work

2.2.1 Project Location

The Contractor's primary project office was located in Juba, South Sudan at the Ministry of Transport and Roads on Yei Road, with a supporting site office at Hai Cinema in Juba, South Sudan. All contract management and administrative support was provided from the Juba project office with project management and oversight activities provided from the Yei Road site office.

2.2.2 Building Capacity of State Ministries of Physical Infrastructure

Assessment of States capacity to undertake their mission and mandate was carried out under the CBC, the pre-cursor of TO8 capacity building project. Based on that assessment, TO8 carried out training programs to assist State Ministries of Physical Infrastructure to improve their management, communication and oversight capacity. The Task Order trained senior officials of Ministries of Physical Infrastructure in preparation of annual Strategic Action plans and operational management improvements. These courses were conducted in the States and Kenya Ministry of Roads and Public Works, Kisii Training Centre. Other areas of capacity building undertaken by the Task Order for the States included:

- i. Training on the compilation of road conditions and classification of roads to use in planning roadway improvements and management training to improve operations of the State Ministries;
- ii. Advice to the State officials about successful collaboration with MTR to implement donor-funded roadway improvement projects in their State;
- iii. Provision of reference materials to create a library of reference materials related to road maintenance, technical standards, contract management, program planning for use by State Roads Department's staff;
- iv. Rehabilitation of VSAT communications technology and provision of bandwidth and O&M training in each State. This was done to enable communication and coordination with MTR, USAID/TO 8 staff, and other donors in the sector undertaking roadwork in the States. This enabled TO 8 engineers to work effectively with State officials to supervise Training Contracts in their States. Management of the system and location of its central server is located at MTR where TO 8 staff oversee its operation. The system will be inherited by the SSRA, which will enhance its communication and operations management between Head office in Juba and regional offices in each State.
- v. A vehicle (pick-up truck) was provided to each State for officials to inspect road conditions and supervise road work contractors including TO 8 Training Contractors operating in their State.
- vi. Each State was provided with a set of hand tools to carry out simple soils and materials test for quality assurance purposes of road and bridge investment and maintenance. Basic training in material testing was provided in 2008 and 2009.
- vii. Basic Office Equipment including computers, printers, etc. were provided to each State.

2.3 Subcontracts and Major Procurements

2.3.1 Subcontracts

TO 8 improved over 450 km of roadway out of 600 km planned in all the ten States of South Sudan using the trained local contractors. Skills training of local construction contractors and state officials, combined with learning-by-doing training contracts, was the model used to execute these works. Work under Capacity Building for the local contracting industry involved rehabilitation or construction of these 456 km of roadway in South Sudan, training local contractors in road rehabilitation and maintenance theory and practical application; procurement of contracts; and business management. Over the project period, thirty-two labor-based contractors were trained, out of which thirty were ordinary L-based contractors and two advanced L-based contractors. One contractor dropped out after training and thirty-one undertook implementation of contracts on 456 kilometers of road improvements and road maintenance projects in all 10 States of South Sudan. TO 8 has promoted development of L-based contractors throughout all ten States in order to ensure that all the States have the minimal capacity to maintain public roads.

2.4 Task Order Budget and Expenditures

The Task Order budget, actual costs billed to USAID through Invoice number 39, and remaining budget amount are summarized in Table 1 below.

Table 1 –Budget and Cost Summary

Description	Budget Amount	Billed Thru Invoice #*39	Remaining Budget Amount*
<u>A. Program Support Costs</u>			
Salaries & Wages	1,856,241	1,810,539.35	45,701.65
Travel, Transportation and Per Diem	765,454	1,062,832.49	(297,378.49)
Equipment & Supplies and ODCs	3,219,137	3,740,047.92	(520,910.92)
Allowances	342,362	320,591.41	21,770.59
<u>B. Subcontractors</u>			
Subcontractors	5,340,158	4,467,400.95	872,757.05
<u>C. G&A</u>			
Overhead	1,422,664	1,213,395.64	209,268.36
G&A	371,291	382,661.70	(11,370.70)
TOTAL PROGRAM COSTS	13,317,308	12,997,469.47	319,838.53
<u>Fixed Fee</u>	532,692	519,898.32	12,702.68
TOTAL COST-PLUS-FIXED-FEE	13,850,000	13,517,367.77	332,632.23

**The amount billed through invoice number 39 does not represent LBG/B&V's estimate at completion. This budget above does not reflect the final cost of the task order to include; adjustments for final indirect rates,*

subcontractor claims and program support costs.

2.5 Government Property Summary

This project was instrumental in providing capacity building support to the GoSS Ministry of Transport and Roads (MoT), state, and local-level agencies involved in infrastructure development. Many items had been handed over to the Ten States during the implementation of the program. The majority of the property is planned to be handed over to the Ministry of Transport/South Sudan Roads Authority upon completion of the program.

3 SAFETY PROGRAMS/PLANS

LBG was operating under an infrastructure program-wide general safety program. The objective of this activity was to improve road safety and reduce accidents along the Juba-Nimule road and enhance road safety awareness in the country through various media. Road safety activities focused around the Juba to Nimule Road in Eastern Equatoria State were successfully undertaken by Task Order 8. During the project period 26 school head teachers were trained and follow up visits to check on their progress were made to all of the schools to ensure that the training achieved its desired objectives. Training materials such as T-shirts and teaching manuals were distributed to the teachers and children to support curriculum such as safe walk to school, dangers of playing on roads; road signs, highway code, etc.

Road Safety and Traffic Bill: The Task order coordinated MTR and MOIA activities for addressing comments and responses required to harmonize the Bill through the drafting stage. The Task Order 8 Traffic safety engineer was active in stake holder group meetings and workshops that drafted the Bill for Road Safety and Traffic Management in South Sudan. The legislative process was supported by TO8, and should be completed by July 2012 with the passing of the Bill by Parliament.

4 QUALITY CONTROL PROGRAM/PLAN

LBG was operating under an SISP-wide general quality assurance/quality control program. A project-specific performance monitoring plan was developed to establish the analytical framework to measure the impact of TO 8 with the goal of quantifying progress in meeting the stated objectives. TO 8 has submitted monthly and quarterly reports to USAID highlighting quantitative and qualitative impact, changes in the work plan and lessons learned. Budget details and project administration was also discussed. In addition to the standard reports, TO 8 staff and the M&E officer conducted field visits and attended training seminars to provide first-hand accounts of the work implemented by subcontractors. The M&E officer regularly visited construction sites to monitor the maintenance and rehabilitation work conducted by local contractors. The implementation of a QC program at this site was the responsibility of the construction subcontractor with oversight and guidance provided by qualified LBG professionals.

5 STATEMENT OF NO PATENTS, ROYALTIES OR CLASSIFIED MATERIALS

There were no patents, royalties or classified materials obtained or generated under the activities of this task order.

6 ACHIEVEMENTS AND LESSONS LEARNED

Establish the Roads Authority (SSRA)

The goal of establishing a functional Roads Authority for South Sudan has been partially achieved. TO 8 supported the Ministry in a number of activities and initiatives towards the goal of establishing the SSRA which culminated into the enactment of the Southern Sudan Roads Authority (SSRA) Act in July 2011 and the appointment and official inauguration of the Board of Directors on 18 August with nine members

including a Chairman. Two additional members from civil society must be selected by the Minister as specified by the law however a quorum is now in place that allows the Board to function. “Unofficial” orientation meetings were held in late August and early September 2011 to brief the Chairman and available members concerning Task Order 8 activities towards support of the SSRA and the first official meeting was held on 22 September, 2011. Since its inauguration in August 2011, the Board has held several meeting to discuss SSRA business in particular with respect to recruitment of the Executive Director and Senior management and institutional establishment matters.

In addition to supporting the Ministry to establish the Roads Authority, capacity building and assistance to the Ministry included:

- i. Advising MTR on development of strategic action plans to implement the policies and programs, including policy review, which had been previously adopted.
- ii. Supporting MTR and State Officials to participate in the Sudan National Transport Master Plan project through consultative workshops and attendance at NMTP Technical and Working Group committee meetings.
- iii. Supporting the MTR Materials Testing Laboratory through training of laboratory technicians and management and provision of limited laboratory equipment and supplies.
- iv. Organizing an annual MTR Planning and Consultative Workshop bringing the State Ministries of Physical Infrastructure from all 10 States of South Sudan together with MTR to discuss policy, action plans and strategic improvements to the transport system. TO 8 staff planned and provided logistics support for the event, invited speakers and technical presenters, documented proceedings and prepared resolutions resulting from the workshop. The Workshop also provided a forum for USAID/TO 8 to disseminate technical resource materials to all 10 States at the same time, provided professional presentations to State and MTR officials on a variety of subjects of concern related to roads, aviation, water and rail transport.
- v. As part of its capacity building and training objective, TO8 supported post graduate training of two officials/students Chol Peter and David Wani who have been studying in the United Kingdom. Chol Peter returned to South Sudan on or about 31 August 2011 with a completed Master of Science in Purchasing and Supply Line management. He could not immediately be placed in the Ministry of Roads and Bridges or with the SSRA and has taken an appropriate one-year purchasing assignment in Juba. He has applied for the position of Procurement Director in SSRA, for which he is being considered. Class scheduling problems prevented student David Wani from completing his Masters Degree Research before the end of 2011 and TO 8 continued to support him for an additional 3 months to allow completion of his program. He completed his MSC in Civil Engineering in March 2012 and returned to S. Sudan. He has gone back to his job with the Construction Department of SPLA but intends to join SSRA.



Lesson	Recommendations
Be prepared to mentor and lead local subcontractor and their subcontractors from cradle to grave	To thoroughly review subcontractor schedule and to consider experience vs. schedule
Need to have predictable and adequate funding for road maintenance	Ethiopia has a Road Fund financed primarily through a fuel levy and other road user charges. South Sudan should consider establishing a similar Road Fund.
Need to develop a medium to long term Road Sector Development Plan (RSDP)	ERA has a 14 Year RSDP that is reviewed every year and updated regularly
Need to maintain independence of institutions/organs of governance	i.e. an independent Board and an empowered management team, each with clear responsibilities but sharing information and working for common goals
Need for capacity building both for internal staff of the Roads Authority and for the construction industry in general	ERA has a Training Centre that trains various personnel connected to the road construction industry such as artisans, mechanics, technicians, and heavy equipment operators. The centre trains about 500 students a year, most of whom, work for the private sector in the construction industry. ERA also has an elaborate and well structured Skills Development program for its staff and managers, covering post graduate studies, seminars and short tailored courses and on the job attachments
Roads are managed under different Authorities with clear demarcation of areas of authority and responsibilities, with the Ministry of Transport responsible for policy, standards and monitoring	(i)ERA manages National Roads (ii) Addis City Roads Authority – responsible for roads within the City of Addis Ababa; and (iii) Rural Roads Authorities – responsible for rural Roads.
The team took a field visit to Adama (a major municipality) to see the ongoing construction of a six lane highway to link Addis Ababa to Adama on the way to Djibouti port to facilitate movement of goods and people especially given that Ethiopia is a land locked country that needs efficient and effective access to the sea	This impressive project enabled members of the board to see the different techniques and materials being used to construct the road given the terrain, soil conditions, etc of the project area.
Other Lessons Learned of Importance to Note	Inclement weather and poor insitu base material and demining activities caused delays in delivery and quality of works. This tended to increase unit costs tremendously. Cultural values and traditions in certain parts of the country prevented the communities from participating in Labour-based programs; especially women participation was minimal in such communities. A number of State authorities were rather reluctant to let the trained contractors work unhindered. They wanted to exercise undue influence on the contractors.

7 OUTSTANDING ISSUES

The Task Order 8 Manager and consultants worked during the last year of the project to develop understanding and support for the Roads Authorities from within the MRB and other Ministries. With the project ending as of May 2012, the Ministry of Roads and Bridges has been very active in considering how support will be maintained for the fledging SSRA. Task Order 8 has been facilitating discussions between the Ministry and USAID officials and progress is being made towards interim support bridging the gap between the scheduled end of Task Order 8 and likely self sufficiency of the Authority. Discussions were also held to consider longer term technical support for highly technical fields such as planning, engineering, procurement and financial management. Providing technical assistance for the Executive Director and the Ministry of Roads and Bridges for an extended period of time is also being considered by USAID and other Development partners in the sector.

Task Order 8 developed systems and information critical to early support of the Authority such as operation of the intranet system already situated at the Juba MTR/SSRA and support of the SSRA website development. The website design firm completed its architectural work on the site however population of the site and kick-off will be undertaken by SSRA. The Website has not been launched because the Government has not been able to complete the process of allocating an appropriate domain name to SSRA. The focus will be to have a domain name for SSRA Web in the coming period so that it can be launched and accessed by the public and stakeholders.

The VSAT system continues in operation in all ten states however several states are having difficulty maintaining their electric generator system. The VSAT systems will require continued support from USAID until such time as the SSRA or Ministry can sustain the system.

8 CONCLUSION

Capacity building of the local construction industry has had profound impact on the local construction industry in South Sudan with some of the trained companies growing into sizeable enterprises with capacity to take on medium sized contracts through a competitive process. Local contractors have steadily built their capacities both financially and technically. These contractors have been able to get some jobs from other development partners on a competitive basis. Labor-based technology has created employment opportunities for the locals living by the road sides, improving the livelihood of the locals and enhancing their standard of living while encouraging government peace efforts in areas that were rather insecure due to lack of employment. Transportation of agricultural produce to markets has been made easier by improved roads. The labor-based technology has been effectively transferred to the locals living by the roadsides, thereby instilling an attitude of ownership to the beneficiaries as being part of the maintenance. Local Contractors and communities have been empowered to maintain roads and the delivery of service using the mode of labor-based contractors with modest equipment is economically and financially viable. Other development partners in road transport need qualified local contractors to deliver their programs and could easily use the pool developed under this Task Order.