



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

SUDAN INFRASTRUCTURE SERVICES PROJECT

TO 1: PROGRAM MANAGEMENT

FINAL REPORT

This report was prepared for review by the U.S. Agency for International Development (USAID). It was prepared by The Louis Berger Group, Inc.

Contract No. 650-I-00-06-00010-01

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TO 1: PROGRAM MANAGEMENT

I TASK ORDER OVERVIEW

1.1 BACKGROUND AND SUMMARY OF SCOPE OF WORK

INTRODUCTION

USAID established responsibility for general management and administration of the Sudan Infrastructure Services Project (SISP) under Task Order 1 (TO 1). The purpose of the initial task order is to provide general management and general administrative support of all other task orders that are authorized under the SISP contract for which management and administration are not specifically included as individual requirements.

On Dec 23rd 2008, following a nine month hiatus, TO1 was re-activated with a new obligation of funding. The predominant activities under TO 1 are expected to include the development of a consolidated work plan, limited technical assistance and capacity building activities, implementation and development of the integrated performance monitoring and evaluation plan that encompasses all active task orders, and development of a long-term capital program covering the period of the SISP contract. Berger intended to maintain reporting oversight for all task orders under TO 1, although details from each task order were developed and specific reports will be prepared by the appropriate staff assigned to each task order.

In addition. TO 1 staff provided program controls oversight of all ongoing task orders. Program controls include project schedules, document management and financial management and reporting. By centralizing program controls, Berger was able to respond to and resolve questions from USAID or other stakeholders in a timely manner and further to ensure the efficient implementation of SISP procedures and policies uniformly across all task orders.

1.2 TASK ORDER OBJECTIVES AND DELIVERABLES

1.2.1 TECHNICAL ASSISTANCE AND CAPACITY BUILDING

The capacity building activities envisaged under TO1 were significantly curtailed and the focus was shifted more towards SISP staff development through on the job training of Sudanese counterparts such as the Office Manager, the Finance and Administrative Counterpart and the Procurement and Acquisition Counterpart. The major output of this capacity building was the continued smooth operation of the program as local staff assumed more responsibility for expanding administrative activities. Payroll, invoicing, and other finance and administrative duties increased significantly as road construction went under way. Similarly, procurement and acquisition responsibilities for all task orders increased for local staff following the end of field based procurement support from subcontractor AMEG.

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1.2.2 PERFORMANCE EVALUATION AND MONITORING

As major construction works got under way on the various infrastructure task orders, the volume and complexity of data required to monitor and evaluate project impacts was increased significantly. To ensure consistent data collection methodologies, Berger created the position of Monitoring and Evaluation Officer in the Juba office. This position was filled by a local Sudanese hire who will receive training from the PMP home office team. Although much of the data collection and analysis was conducted under the individual task orders, overall coordination of the PMP effort remained under TO1, including the following activities:

- Validate existing metrics and measurement processes for each of the individual task orders;
- Identify additional metrics that will allow more detailed and relevant reporting of the results of USAID investments under the SISP;
- Audit data collection processes and identify steps required to ensure credibility, transparency and accuracy of reported data; and
- Provide an integrated reporting mechanism that ensures that multiple effects are captured and quantified.

This work covered activities under each of the active task orders and served to promote more relevant measures for each required task order Performance Management Plan.

1.2.3 PROGRAM CONTROLS

Management and control were important responsibilities of the Task Order 1 team. Managing resources across various discrete tasks required a comprehensive understanding of the status of projects. Status was required to determine whether a project will achieve its planned implementation or completion date and whether the proposed budget is adequate. Program controls also provided a platform for managing the large amount of data, information, documents and correspondence that occurred on a program of the size of the SISP.

1.2.4 STAKEHOLDER INVOLVEMENT

The complexity of SISP has evolved. For example, Task Order 4 (TO 4) required that significant segments of the work be issued to non-governmental organizations (NGOs) or local government organizations (LGOs) or community-based organizations (CBOs). The expansion and development of a labor based maintenance program throughout Southern Sudan, is perhaps most effectively implemented using these same stakeholders. Future market town electricity projects, which had a sizeable infrastructure component, dictated the involvement of similar groups.

Berger understands the necessity of building strong relationships with various organizations and has already initiated an outreach process. For example, our

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preliminary whitepaper, prepared at USAID request for establishing a presence in the Three Areas, depended greatly upon information obtained from NGO's already active there. There were opportunities across all areas of the SISP to engage a wide variety of stakeholders.

1.2.5 SECURITY

Berger has recognized that the security situation in Southern Sudan. There were areas where there are few concerns with personal safety or security. There are other areas where the potential for violence is significant. Understanding that the comprehensive Peace Agreement remains fragile, Berger has undertaken a proactive approach to ensuring safety and security of its workforce.

Berger filled the position of SISP Security Manager. A subcontract for services was awarded. These security services provided support to all task orders.

1.2.6 OFFICE

During the initial year of the contract, Berger maintained a temporary office on its housing compound. However, with the relaxation of the request to delay hiring no longer in effect and with the number of active task orders, a more permanent office solution was required. Long-term office accommodations was established in Juba to support the all SISP activities in a single location.

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1.3 STAFFING

In addition to the original key positions—Chief of Party, Chief Engineer, Finance and Administration Manager and Procurement and Contracting Manager—designated by USAID for SISP, USAID also approved the establishment of the SISP Security Manager. In order to accomplish the various activities identified within this work plan, Berger has mobilized a variety of short term technical experts and specialists. These technical experts and specialists included community development experts, performance management experts, gender specialists, economists, transportation planners, environmental scientists and other professions as required.

Staffing for the short term positions were provided from Berger’s existing world-wide staff, the named subcontractors and resource partners in the initial SISP proposal, and from existing in-country resources from NGOs and other USAID implementing partners. Berger provided staff necessary to achieve the items in this work plan in accordance with the projected schedule.

Position (Expat/TCN)
Chief of Party
Chief Engineer
Finance Admin Manager
Procurement Manager
Security Manager
Controls Manager
Community Development Specialist
Community Development Associate
PMP Team Leader
Economist (2)
STTA Various

The local workforce was comprised of:

Position
Office Manager
Accounting Asst.
Secretary
Engineer Asst.
Quantity Surveyor
Driver
Program Controls Asst.
Procurement Asst.
Fiscal Technician
Accountant

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1.4 BUDGET

TASK ORDER AND MODIFICATION HISTORY

<u>Mod</u>	<u>Date</u>	<u>Description</u>	<u>Contract</u>	<u>Contract Obligation</u>
	9/29/2006	TO Award	\$ 13,207,777.41	\$ 3,000,000.00
1	12/23/2008	Increase obligation	\$ -	\$ 2,689,000.00
2	11/4/2009	Increase obligation	\$ -	\$ 3,000,000.00
3	5/24/2010	Increase obligation	\$ -	\$ 500,000.00
4	10/22/2010	Increase obligation	\$ -	\$ 400,000.00
5	11/29/2010	Increase obligation	\$ -	\$ 2,245,000.00
6	6/16/2011	Extend PoP	\$ -	\$ -
7	8/24/2011	Increase obligation	\$ -	\$ 1,373,000.00
8	9/30/2011	Increase Tec to \$16,089,227	\$ 2,881,449.59	\$ -
9	11/25/2011	Increase obligation	\$ -	\$ 1,377,000.00
10	6/12/2012	Increase obligation	\$ -	\$ 724,000.00
11	9/28/2012	Increase obligation		\$ 750,000.00
		Total	\$ 16,089,227.00	\$ 16,058,000.00

BUDGET AND COST SUMMARY OVERALL TASK ORDER 11 INCLUDING MODIFICATIONS

**NOTE CHART BELOW DOES NOT INCLUDE NICRA AND DOES NOT REFLECT COSTS THRU COMPLETION*

Description	Budget	Total Billed to the Client as of December 2013
1. PROGRAM SUPPORT COSTS		
<i>A. Salaries and Wages</i>		\$ 3,933,282.56
<i>B. Overhead & Fringes</i>		\$ 3,492,393.87
<i>C. Travel, Transportation and Per Diem</i>		\$ 700,626.77
<i>D. Allowances (Post diff, danger pay, SMA)</i>		\$ 1,156,516.45
<i>E. Other Direct Costs (incl. Equip./Supp)</i>		\$ 3,128,858.27
2. Subcontractors		\$ 2,132,827.04
3. G&A		\$ 481,978.68
4. Subtotal Costs		\$ 15,026,483.65
Fixed Fee		\$ 601,057.69
5. TOTAL PROGRAM COST	\$16,089,227.00	\$15,627,540.45

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2 SUBCONTRACTS

AFEX/Global Horizons – LBG contracted with AFEX to provide accommodation and life support services, and office space when needed, in Juba, South Sudan.

American Manufacturer's Export Group – To provide procurement services in support of the SISP program.

Bilpam Telecommunications – To provide the various offices in South Sudan with internet connection; including the main office location in Juba, Wau, USAID compound, and Camps 1, 2, & 3 along the Juba-Nimule Road.

Bright Stars – Professional services agreement to provide maintenance services.

Burton Rands – To provide security services for the SISP program.

Rockshield International Limited - Lease of Office Building in the Hai Cinema (approx. 450 sq. meters) and enclosed compound to support the LBG Sudan Infrastructure Services Project staff

The Development Initiative (TDI) – To provide mine detection, removal, and disposal services to support project development, construction, and maintenance activities. Also, to support planning and environmental studies, topographic and geotechnical investigations.

Unity Resources Group/ St. Luke's Medical - provide out-patient and in-patient professional medical services to LBG/SISP employees.

Veterans Security Services – To provide security services for the program to include Juba LBG office and Camp 1, 2, & 3 for the Juba-Nimule Road (Task Order 2 for the SISP program).

3 GOVERNMENT PROPERTY

The property purchased under this Task Order was transferred to another USAID implementing partner in South Sudan, handed over to the Cooperating Country (Government of South Sudan), or transferred to another project under the same SISP program. The following summarizes to whom the property was transferred:

Deloitte – A USAID implementing partner in Juba, South Sudan. Gym equipment, office furniture, field equipment, and communication equipment was transferred over for their USAID operations in their governance program.

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Ministry of Roads and Bridges – VSAT, motor vehicles, generators, and communication equipment, and computer equipment were handed over to this government entity.

South Sudan Roads Authority – Computers and printer were handed over to this government entity.

LBG's Task Order 11 under the same IQC – USAID Juba building improvements to the residential and office compounds: VSAT, computers, servers, appliances, and computers were transferred.

4 OUTSTANDING ISSUES

The final NICRA rates were negotiated by the CAS/OAA office in Washington and were approved on May 24, 2013. Our request to USAID/South Sudan was submitted on June 6, 2013 to update the NICRA rates in the SISP IQC through a modification to the contract. Despite our multiple inquiries, the only feedback received from USAID was that the NICRA modification was being discussed internally. The delay in receiving the IQC modification to reflect the new NICRA is unreasonably hindering LBG's recovery/reimbursement of approximately \$3.8 million in heretofore un-invoiced indirect costs under various SISP task orders.

5 CONCLUSION

The main goals of the Sudan Infrastructure Service Project was to foster economic growth by increasing capacity for trade, facilitating refugee resettlement and the transportation of humanitarian aid, and strengthening Southern Sudanese capabilities in road maintenance and construction. The program achieved its main goals. The implementation of some of the task orders has suffered setbacks; nonetheless, the general management and administration activities under this task order helped in monitoring and mitigating the shortfalls and helped the program in achieving the ultimate goals.

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