

Final report (2021)  
12/11/2021

Framework contract services for the implementation of external aid  
(SIEA) 2018 – EuropeAid/138778/DH/SER/Multi  
Lot 2: Infrastructure, sustainable growth and jobs

**Final Evaluation of CTR 386022 – UNOPS Feeder Roads –  
SIEA-2018-1935**



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ACRONYM	FULL NAME
AU	African Union
BAGAIA	Banjul Accord Accident Investigation Agency
BCC	Banjul City Council
CRR	Central River Region
DNP	Defects Notification Period
ECOWAS	Economic Community of West African States
EIA	Environmental Impact Assessment
EDF	European Development Fund
ET	Evaluation Team
EU	European Union
EUD	European Union Delegation
FGD	Focus Group Discussion
GAMWORKS	Gambia Agency for the Management of Public Works
GBA	Greater Banjul Area
GBOS	Gambia Bureau of Statistics
GIA	Gambia International Airlines
GMA	Gambia Maritime Administration
GNTF	Gambia National Transport Policy
GPTC	Gambia Public Transport Corporation
GRA	Gambia Revenue Authority
GTB	Gambia Tourism Board
GTSC	Gambia Transport Services Company
ISRT	Inter State Road Transit
MOFEA	Ministry of Finance and Economic Affairs
MOTIE	Ministry of Trade, Industry, Regional Integration and Employment
MOTWI	Ministry of Transport, Works and Infrastructure
NBR	North Bank Region
NDP	National Development Plan
NMT	Non-Motorized Transport
NRA	National Roads Authority
NTA	National Transport Agency
NTCA	National Transport Control Association
NTP	National Transport Policy
PAGE	Program for Accelerated Growth and Employment
PURA	PUBLIC Utilities Regulatory Authority
RTA	Road Traffic Accident
SSATP	Sub-Saharan Africa Transport Policy Program
TOC	Theory of Change
UEMOA	Union Economique et Monétaire de l’Afrique de l’Ouest
UNDP	United Nations Development Program
URR	Upper River Region

# 1. Introduction

## 1.1. Key purpose

The main objectives of this evaluation are to provide an overall independent assessment of the past performance of the project “Reinforced access of the most vulnerable populations to markets and socioeconomic facilities through a feeder road rehabilitation programme – UNOPS”, paying particular attention to its results measured against its expected objectives and the reasons underpinning such results.

It is also an objective to provide key lessons learned, conclusions and related recommendations in order to improve current and future actions.

This evaluation will serve to understand the performance of the evaluated project, its enabling factors and those hampering a proper delivery of results as to inform the planning of the future EU interventions and actions in the same sector.

## 1.2. Project purpose

The "Reinforced Access of the most vulnerable populations to Markets and Socio-economic facilities through a Feeder Road Rehabilitation Programme" will provide employment, increase household income and reduce poverty for the most vulnerable population in the poorest rural areas of the country, including female-headed households, who will be involved in the labour-based work programme. It will also provide access to markets, health and education.

The main objective of the project is to enhance socio-economic development around the rural road network. This will be achieved through improved access to social facilities and markets in targeted rural areas and the enhancement of road network management.

In parallel to the reconstruction / rehabilitation of 126 km of rural feeder roads spread thorough the country using a mix of classic work contracts and labour intensive methods where possible, a strong focus will be put on the improvement of maintenance by local communities using labour intensive methods, thus ensuring ownership and sustainability of the investment in close coordination with local government authorities. The sustainability of the primary road network, financed under the previous European Development Fund (EDF), would also be reinforced by strengthening the planning capabilities of the National Road Authority (NRA) and through the implementation of an axle load control master plan.

## 1.3. Issues of the evaluation

The main points to be addressed during this evaluation are the following:

- To what extent the intervention improved the access to social facilities and markets;
- To what extent the intervention contributed to the improvement to the management of road networks in the country;
- To what degree the feeder roads were selected in areas where the impact on socio-economic indicators is the greatest;
- To what extent and how successfully communities were enrolled into the works and maintenance through labour intensive methods;

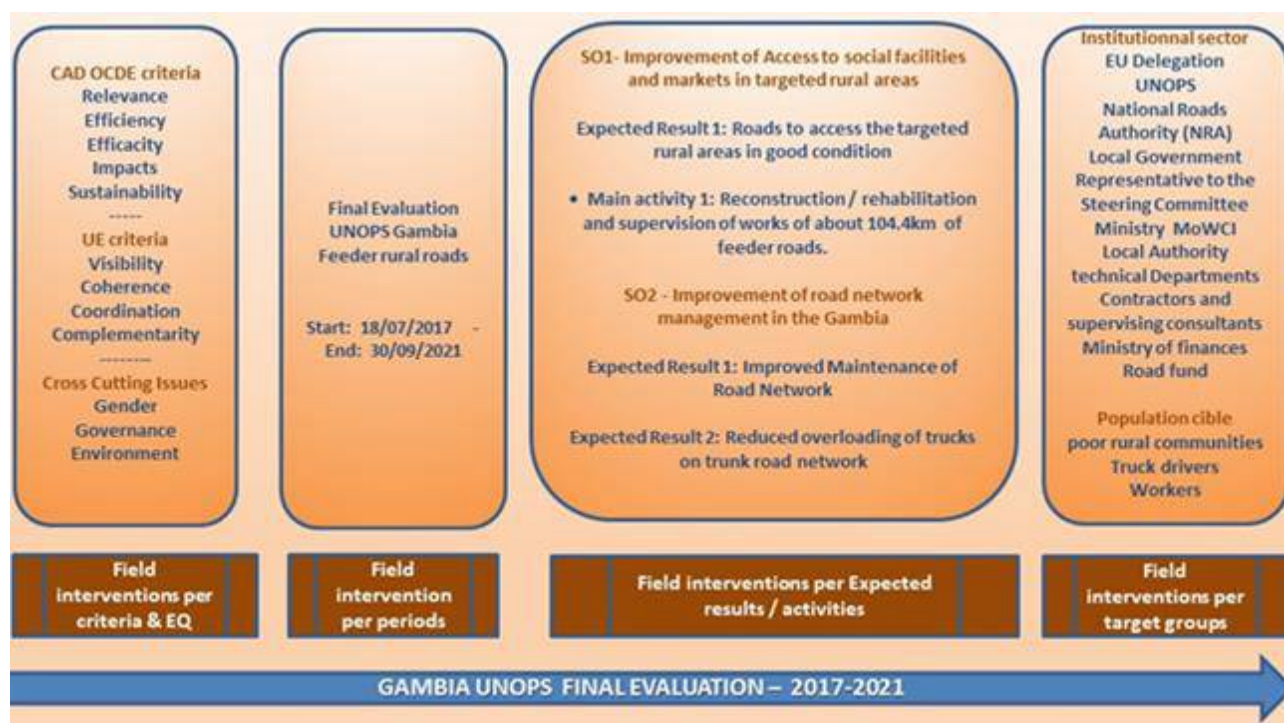
- To what extent the intervention added value to initiatives promoted by EU MSs or triggered further initiatives by them.

## 1.4. Outline the main analytical points

The documents reviewed (list of documents in annex), the evaluation field mission to The Gambia and the analysis of the Evaluation Questions have helped to answer the main guidelines of this final evaluation:

- Assess achievements and quality of the Intervention;
- Understand the challenges of the implementation modalities;
- Assess effectiveness and quality of processes and systems (procurement, supervision of the works and management of the payments) and their impact on the delivery of the activities;
- Understand the overall performance of the Intervention, its enabling factors and those hampering or delaying a proper delivery of results to inform the planning of the future EU interventions in the same sector;
- Suggest possible improvements for future interventions.

## 1.5. Field of Evaluation intervention



## 1.6. Evaluation mission in Gambia

The field mission took place from the 9<sup>th</sup> to the 20<sup>th</sup> of August 2021 in The Gambia with the presence of the evaluation team composed of two evaluators.

Activities	Activities Calendar
Briefing held with EU Delegation in Banjul	09/08/2021
Meeting with UNOPS officials	09/08/2021

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Documentary review of the project, interviews with officials of the MOWT Ministry and the NRA Road Agency in Banjul	10/08/2021 to 12/08/2021
Preparation of the field mission	10/08/2021 to 12/08/2021
Field mission*	13/08/2021 to 17/08/2021
<p>The field visits were dedicated to visual technical surveys of the 10 project lots, namely:</p> <ol style="list-style-type: none"> <li>1. Fass – Kerr Jain Rural Feeder</li> <li>2. Kerewan – Njawara Rural Feeder</li> <li>3. Alkali – Kunda Rural Feeder</li> <li>4. Illiassa – Katchang Rural Feeder</li> <li>5. Baja Kunda Rural Feeder</li> <li>6. Chamoi – Dampha Rural Feeder</li> <li>7. Suduwol – Fatoto Rural Feeder</li> <li>8. Samba – Kunda Rural Feeder</li> <li>9. Galleh Manda Rural Feeder</li> <li>10. Sutoma – Ma Samba Rural Feeder</li> </ol> <p>Two work lots/packages per day were visited and technically analysed. A set of photos and videos was produced to show the work done on these rural roads, and a complete file was then drawn up (visual feeder roads inspection report) and submitted to the EU Delegation in Banjul (Annex 5.2).</p>	
Debriefing of Field mission with UNOPS	19/08/2021
Debriefing of Field mission with EU Delegation	20/08/2021

\*UNOPS provided two vehicles to travel to the project sites, and the team consisted of the evaluators and two UNOPS staff members who had been following the project work and activities.

The field visits were made to the various project sites with two governors (North Bank and South Bank) assisted by their teams, with the authorities of the town of Basse, as well as with several village communities benefiting from the project. A visit to the port of Basse was also organised to visualise the operations taking place in this river port. Finally, visits were made to the villages benefiting from the new rural roads, with interviews in hospitals and schools.



**Geographic scope: Upper River Region, North Bank Region, Central River Region**

These technical visual surveys of the works, as well as the interviews carried out, made it possible to answer most of the evaluation questions and to appreciate the great progress made since the end of the works.

This field mission allowed us to appreciate the good quality of the works carried out, as well as the good level of supervision of these works, the important involvement of UNOPS on this project and the strong presence of UNOPS personnel with the works companies and the rural populations to support the project.

However, technically, some lots were subject to particular evaluation and technical remarks on implementation defects, observations which were recorded in a technical field report submitted to the EU Delegation. During the review of the roads, the main technical elements that were examined were:

- Road Furniture
- Road Concrete Structures
- Road Drains (Side Ditches, Box Culverts & Drifts)
- Road Built Level
- Motorable Speed
- Bends/Curves
- Road Built length
- Road Material
- Road Compaction
- Road through Settlement

The main observations and defects observed are:

- No stone pitching. Roadside eroding Guard rail not yet installed (applies to all box culverts);
- Water overflowing over the road at speed (volume huge) causing erosion. Ditch shallow and width small due to vegetation;
- No ditch visible for the volume of water that comes to the road, water forced on to the road deposit its load as its forced to slow down and turn;
- Drifts inlets and outlet are not clear and open for the volume of water that crosses
- No stone pitches to side of culvert;
- Outlet and Inlets not cleared roadside ditches not properly connected to drift;
- Drift required to accommodate the volume of water crossing the road. Sand deposit on the road;
- Poor Compaction or stagnant water on the road caused the base to soak and soften;
- Concrete drift without a proper Toe (edge beam) a Box Culvert would have;
- Water forced on to road (deposits sand and grass on the road) due to poor inlet of nearby drift;
- Sign of heavy Traffic and overloaded trucks.

The rest of the observations can be found in the technical report, detailed by lot, with photos.



## 2. Answered questions & Findings

### 2.1. Relevance

#### EQ 1 Relevance

To what extent do the objectives and design of the CRIS 2017/386-022 project match the needs, policies, and priorities of Gambian beneficiaries, the international community, and partners/institutions and remain relevant even as the context changes?

The objectives (overall and specific objectives) and expected results of the Project are aligned with the sectoral policy and its implementation strategy (National development Plan NDP and Gambia Transport sector policy 2018-2027 GNTP). The degree of alignment of the initial expected results of each action with the NDP, the sector strategy, the action plans and the investment program of The Gambia.

The maintenance and completion of the national road networks and expansion of secondary feeder roads for improved access in the rural areas is a key component of the NDP priority 5. "Strategic Priority 5: Building our infrastructure..." with outcome "Enhanced land, river, sea and air transport for affordability, accessibility, and competitiveness" and key results "514 kms of Rural feeder roads built" Completion of the national road network, its maintenance and expansion of the secondary feeder roads network to improve access in rural areas are key priorities of government under the plan.

The objectives of the Project correspond to the expectations and needs of the respective beneficiaries, with a high degree of retrospective relevance of the identification of beneficiaries' priorities and needs in the funding agreement. The priorities of the beneficiaries are clearly expressed both by the Government (statement by the President in May 2021 on the poor state of the Rural roads on about 2,000 kms), by the beneficiaries themselves during field meetings with the village communities, priority also evident in the GBO statistics and in the GNTP 2018 document. The level of poverty is increasing in rural areas and the deterioration of the Feeder Rural Roads network is very significant and has a strong impact on the movement and economic development of these agricultural regions.

The 2018-2027 GNTP reports on the challenges faced in rural transport and provides a very clear summary of the situation and analysis of priorities. UNOPS provided interim (monthly) and final reports (annual) describing the priorities and needs expressed by the beneficiaries, which were well taken into account during the implementation of the project. The revised intervention logic of the Project is appropriate.

The expected results of the Project are well identified and result from the needs analysis. The challenge to improve road management and have an impact on socio-economic development in The Gambia is to ensure that the roads are, and stay, in good condition.

The two specific objectives of the project contribute to the achievement of the global objective. The overall objective of the project is to enhance socio-economic development around road network in The Gambia. The two specific objectives of the project respond perfectly to this global objective (first Specific Objective (SO1) is the Improvement of Access to social facilities and markets in targeted rural areas - second Specific Objective (SO2) is the Improvement of road network management in the Gambia)

The expected results allow to reach the two specific objectives. The project was designed with three expected results ER (ER1: Roads to access the targeted rural areas in good condition is well designed to meet SO1 - ER2: Improved Maintenance of Road Network - ER3 : Reduced overloading of trucks on trunk Road Network)

The project's logical framework has been reviewed and supplemented by UNOPS on an ongoing basis, and the latest annual report produced in July 2020 presents updated indicators. Fifteen indicators of the logical framework were fully completed in July 2020, allowing for an assessment of the evolution of the specific objectives and outputs of the project.

The seven activities of the Project allow the necessary achievements to reach the expected results. The activities implemented under the project have substantially supported the regional and national integration needs of the Gambia's transport sector. This project fits perfectly with the Gambia's macroeconomic policy of improving the road transport network (NDP 2018) at the national and regional levels and with the objective of improving financial management related to road maintenance. The improvement of rural roads through this project is part of a real effort to increase connectivity between the primary and secondary networks.

The Gambian government has called for significant improvements in its 2018 NDP, but these are still far from being achieved, particularly in terms of better governance in maintenance and related budgets, as well as in the fight against axle overload.

The project has contributed to the national integration objectives with its SO1 by enabling better accessibility via improved rural roads (104.4 km of Feeder Rural Roads out of the 514 km prioritized in the Gambian government's NDP). It has also contributed to the regional integration effort (and to the ECOWAS guidelines) in terms of combating axle overloading and for better governance in the management of road maintenance on rural roads. Taking into account the indicators reported in July 2020 in the updated logical framework, it is observed that many indicators in 2020 show the efforts still to be made in many areas related to the road. While accessibility to social facilities has improved significantly as a result of the work on the rural roads targeted by the project, other indicators deserve special attention in order to identify future action plans to be implemented by the Government to resolve the remaining difficulties.

**In summary:** overall, EU's interventions in Gambia over the UNOPS feeder rural roads Project 2017-2021 are relevant to the development priorities of the country, align with country priorities in the transport sector, meet the needs of beneficiary poor rural populations and institutions (MOTWI and NRA), and address EU strategy and priorities. In particular, the project approach (and its components) addressed the need for much needed infrastructure development in Gambia and the corresponding human capital (skills and capacity for poor rural population in the vicinity of feeder rural roads) development that Gambia would need to support its economic growth. The 10 feeder rural roads chosen for support during the period are key priorities for the country and are aligned with the Government of Gambia's.

## 2.2. Effectiveness

### EQ 2 Efficacy

To what extent have the project objectives and outcomes been achieved, including differentiated outcomes among populations?

### 2.2.1. Effectiveness and quality of works and services

The quality of deliverables (including capacity building support) was satisfactory. The Project has contributed to the implementation or development (or evolution) of the Gambian partner's policy/actions. The project has contributed to the construction of 20% of the rural road network

planned for rehabilitation in the government document (104.4 km of Feeder Rural Roads - out of the 514 km prioritized in the Gambian government's NDP)

The deliverables (including capacity development) were likely to produce the expected results. The UNOPS reports and technical documents as well as the field mission to The Gambia showed that the work is 100% completed and that the work meets the expected results. UNOPS has carried out excellent monitoring of the works and equipment (until the monthly report in May 2021).

The activities were carried out in accordance with the forecasts (in quantity and quality, in execution time with justified extension, in resources to be engaged) and with the technical standards specified in the contract. UNOPS teams and the Supervising Engineers, supervised all operations and technical standards were met. The visit to the 10 work sites confirmed the monthly reports and allowed to visualize the quality of the work done. Some observations were made on some technical defects, which were recorded by the Evaluation Team and by UNOPS engineers.

### **2.2.2. Effectiveness and monitoring**

From 2017 to 2020, ten reports were produced on the Steering Committee meetings with validations corresponding to the implementation periods of the project work, and on the 10 program activities. The actions have been designed and formulated to produce the expected results and achieve the specific objectives (SO) mentioned in the financing agreement. The field visit showed that the works are in accordance with the presentation table of the monthly report of May 2021. However, some imperfections were observed in the works on the ten rural roads targeted by the project. These observations were described in a technical report submitted to the EU Delegation, along with a set of photos as evidence of the works to be reinforced (Draft Visual Feeder Roads Inspection Report.doc - August 2021).

The two specific objectives and their three expected results have been achieved at 100% and thus contribute to the overall objective: “The overall objective of the project is to enhance socio-economic development around road network in The Gambia”. As of May 31st 2021 (UNOPS monthly report), all 10 roads have reached substantial completion. Out of 10 roads, 5 have completed the Defects Notification Period (DNP) and have been handed over by UNOPS to the National Roads Authority (NRA) while the remaining roads continue to be monitored under the Defects Notification Period.

### **2.2.3. Effectiveness and contracting procedures & human resources**

The human resources mobilized were sufficient. The field visits to the work sites and the reports provided demonstrate that the human resources mobilized were well aligned with the needs of the project in each of the components (work and capacity building). The contracting procedures were efficient. The EU and UNOPS procedures allowed the project to be managed in the best conditions. These procedures have sometimes been restrictive in the case of disbursements for the works, but this has allowed to set up an excellent monitoring of the project, even if it has sometimes caused some delays for the contractors. The technical contractual specifications were respected. UNOPS, together with the Consultant in charge of supervising the works, were able to enforce the technical contractual specifications of the road works. It should be noted that the technical specifications did not specify the filling of the borrow pits after the end of the works. The institutional and monitoring mechanism of the project has allowed to reach the expected results. In terms of level of project resource mobilization, all UNOPS monthly and annual reports include an extensive summary table on human resource mobilization (by project and gender).

## 2.3. Efficiency

### EQ 3 Efficiency

To what extent has the Project produced results in a cost-effective and timely manner?

### 2.3.1. Efficiency and delays

The project consists of the rehabilitation of 10 feeder roads in the North Bank Region, Central River Region and Upper River Region in The Gambia. Contracts were signed for the rehabilitation of nine (9) of the ten (10) roads on 4 January 2019. The contract for the tenth road was signed on 11 December 2019. The delay was partly due to initial quotations received for this road being higher than the available budget. Three (3) amendments were accepted for this project to extend the duration of the work from 36 to 50 months. The UNOPS annual reports provided a precise account of the implementation of the action, the difficulties encountered, the changes introduced, as well as the degree of achievement of its results (outputs and outcomes) measured by the corresponding indicators, using the logical framework as reference. The reports are presented in such a way as to allow monitoring of the means envisaged and implemented and of the details of the action's budget. These reports have been accompanied by the management statement as required. The project activities were implemented in accordance with the planned schedules. There is a detailed initial programming of the project, for each component and for each contract. The day-to-day technical and financial monitoring of the implementation of this action has been an ongoing process and has been part of UNOPS responsibilities. To this end, UNOPS has put in place a permanent system of internal technical and financial monitoring of the action. This financial monitoring is provided in each of the UNOPS annual reports (2017- 2018 – 2019).

### 2.3.2. Efficiency and monitoring

The project was regularly monitored by UNOPS and monthly and annual reports were systematically prepared to monitor all 10 project lots. The day-to-day technical and financial monitoring of the implementation of the project is a continuous process and part of UNOPS's responsibilities. To this end, UNOPS has established a permanent internal, technical and financial monitoring system for the action. These monitoring systems have been meeting on a quarterly or if need-be basis to review progress, challenges and map out solutions. For external reporting, UNOPS elaborates regular Monthly Highlight Reports, Annual Reports and will provide a Final Report at the completion of the project. The Monthly Highlight Reports provide a narrative to the activities carried out in the month and proposed for the next month.

There is excellent evidence of a functional monitoring and evaluation system. A Steering Committee has been set up to oversee and guide the overall direction and policy of the project (or other responsibilities to be specified in the future) with an emphasis on providing updates from the project and collecting information to facilitate the smooth operation of the project. The project steering committee meets at least 2 times a year. A project governance structure in line with the Prince 2 Project Management methodology has been set up and will be maintained for project direction and decision making. The Project Board meets quarterly or more often if urgent decisions need to be made. In terms of rate of staff stability, there is an excellent stability rate of personnel related to project implementation. UNOPS annual reports provide accurate information on this indicator.

### 2.3.3. Efficiency and budgets

All project activities were implemented within the projected budget, with evidence of monitoring and updating of the estimated budget during the implementation of the project. UNOPS effectively supervised the financial part of the Project and intervened in some payment transactions. For instance - annual report 2019-2020 : Following complaints of delays and irregularities in the monthly wage payments to local workers on labor-based contracts for Lot 5 & 6, UNOPS has been supporting collection and verification of wage bills in consultation with the contractor to ensure all outstanding wages owed to workers are properly documented and submitted to UNOPS for payment following

the activation of the clause on direct payments to vendors and suppliers. After the wage bills are collected and verified by the contractor, the bills are sent to UNOPS to make the payments directly to the workers and evidence of payments are documented. The direct payment to workers is anticipated to continue through to the end of the project following the activation of the direct payment clause as the contractor repeatedly defaults in payment workers.

The project's budget was generally respected and there were no delays in disbursements

In May 2021

- **Project budgeted:** 10.346.746 €
- **Expenditures:** 10.269.993 €

The amount committed as of May 2021 represents a rate of 99.3% of the initial global budget, which demonstrates an excellent degree of compliance with the budget initially allocated to this project. Financial figures are indicative at the end of the reporting period and may not capture all commitments and reconciliations, nor expenses which are yet to be reflected in the financial management system at the date of reporting. For this reason, there may be some variance between the figures shown above and those reported in the Interim Financial Statement for the period. Commitments represent operations costs, transactional services, and HR costs, as well as management fees and contracts captured in the financial management system as of date. Pre-encumbrances include the budget allocations for outstanding obligations and forecasted expenses including outstanding operations costs, transactional services, fees, and HR costs which have not been posted and captured in the financial reporting system. The pre-encumbrance figure is negative because it has been reduced by the amounts of expected savings on works contracts and delayed damages applied. Pre-encumbrances do not consider the 6%-8% contingency for variation on the ongoing construction contracts. The balance of Euros 76,753 (indicated in Evaluation Matrix in annex) is being programmed and would be reflected in subsequent period(s) expenditures and/or commitments.

There is strong evidence of commitment of project expenditures. The overall project was appropriately monitored for expenditures. A summary table of project expenditures was prepared in each UNOPS annual report

### **2.3.4. Efficiency and availability of counterpart resources in time and quantity**

The Village Road Maintenance Committee (VRMC):

- Provide and manage labour for feeder road maintenance to ensure that the road is maintained all year round to ensure the benefits are sustained,
- Carry out community mobilization and sensitization meetings to make sure the community understands their responsibilities,
- Provide management, care and safety of the rehabilitated borrow pits for the benefits of the community members,
  
- Liaise with the local authorities and NRA on ways to mobilize resources to ensure the sustainability of the road maintenance,
- Upon provision by the NRA of the equipment to maintain the road, continue to undertake proper care and management of the equipment to allow for the ongoing maintenance,
- Provide monthly reports that include activities carried out, financial expenditure and equipment utilization to LGA/NRA.

The National Roads Authority (NRA):

- Provide technical support to the VDC/VRMC during the road maintenance period, including ensuring that they adhere to technical standards,
- Seek additional funds from both Local and National governments including donors to support the road maintenance being undertaken by the VRMC,

- Provide further training to the VRMC as needed for effective maintenance of the road based on needs assessments,
- Provide oversight on the management and maintenance of the equipment,
- Recommend the VRMC to other clients for additional work as part of resource mobilization,
- Coordinate with other ministries to mobilize more funds to make sure the sustainability of the road.

The Local Government Authorities supported the VRMC by undertaking the following:

- Provide unreserved and uninhibited access to the locally available materials for road maintenance,
- Waive all charges associated with the use of the locally available construction materials as part of their contribution to the project,
- Support community mobilization during the road maintenance period being implemented by the VRMC,
- Manage all disputes and provide a dispute resolution mechanism among local community members with regard to road maintenance,
- Overall responsible for carrying out periodic audits on road maintenance equipment and tools,
- Support the external mobilization of funds for road maintenance.

### **2.3.5. Efficiency and works, supplies and services**

The Project have been performed in accordance with the contractual provisions. Three amendments to the Delegation Agreement made it possible to grant an extension on the period of execution of the contract, which led to finalize the project within a reasonable timeframe for the completion of the work. In terms of degree of anticipation of problems and contentious situations, the different components of the project (works and capacity building) were followed with precision by UNOPS staff. The engineers and communication officers were very active in the implementation of the components. The material resources mobilized were sufficient and necessary to achieve the rural road works (and well controlled by the Consultants and UNOPS staff) - Similarly, the material resources needed for the capacity building components were provided on time (e.g. KAH road management software, and computer equipment from NRA).

## **2.4. Impact**

### **EQ 4 Impact**

To what extent has the Project produced significant and far-reaching effects, positive or negative, intended or unintended?

### **2.4.1. Impact and accessibility**

Visits to the 10 sites and interviews with rural communities have shown the positive impacts of the new roads in terms of accessibility. Travel times from villages to health centers and schools have been greatly reduced. Similarly, there has been a significant improvement in the connection of villages to paved national roads for the flow of agricultural produce. The construction projects have not had any negative impacts to date. So, the activities implemented contributed to the achievement of the overall objective (OG) of the project. The overall objective of the project is to enhance socio-economic development around road network in The Gambia. Each of the 7 main project activities contributed to the overall objective and improved socio-economic development in the project areas, as well as at the national level with the capacity building components (maintenance and axle loading). The project had no unforeseen impacts.

The activities implemented also contributed to the two specific objectives (SO) of the project. The first Specific Objective (SO1) is the Improvement of Access to social facilities and markets in targeted rural areas. Activities 1 & 2 contributed very well to this specific objective. The second Specific Objective (SO2) is the Improvement of road network management in the Gambia. Activities 3 to 7 have effectively contributed to this objective.

## 2.4.2. Impact and capacity building

With the road management software provided by UNOPS in the component, the management of the road network in The Gambia will be improved. Through the training provided by the project, the management of axle overload control will be improved. The creation of a management unit will also be an important element for the respect of the legislation. No data provided on axle overload with respect to the equipment provided by the project

## 2.5. Sustainability

### EQ 5

#### Sustainability

To what extent will the net benefits of the Project endure or be likely to endure?

### 2.5.1. Sustainability and road maintenance

It is difficult to say whether the durability of the equipment is acquired or not. According to desk review, documentations and interviews, there's no evidence of annual maintenance budgets for this project. The requirements acquired during the project are currently at the NRA headquarters in Banjul. During the visit to the NRA headquarters, it was noted that the equipment is present and appears to be in working order.

### 2.5.2. Sustainability and capacity building

There is evidence of strengthened human and institutional capacities within the structures having benefited from the Project to ensure the follow-up or the implementation of activities. The field visit revealed good maintenance of the trails by the population. The interviews with the NBR and URR governors gave indications of the willingness of the regions and communities to put in place the necessary human resources to maintain the network of new tracks. Within the framework of the project, UNOPS still needs to provide training to the populations in order to continue to train them in the techniques of trail maintenance. The communities have expressed their desire to continue the collaboration with the project and if possible to obtain financing to pay the local population for maintenance work.

### 2.5.3. Sustainability, future rural roads construction and financial issues

A financial relay is assured for the implementation of the principles and activities promoted by the Project. In an interview with the Gambian press, the Gambian President spoke in May 2021 about the poor condition of nearly 2,000 km of rural roads. Official documents indicate that funds are available. However, there is no official autonomous Road Fund institution. The fund is integrated into the NRA institution. The theoretical mechanism is therefore in place but there is no official evidence of available funds specifically earmarked for the 10 Feeder rural roads of the project.

*GNTP 2018-2027 page 39 chap 4.7*

*The construction and rehabilitation of the rural roads is necessary if the agricultural transformation agenda and the all-inclusive growth agenda of the new Government are to be achieved. In addition, it will be recommended that in the planned program of work for the rural road network, local communities are involved to build expertise in rural areas in maintenance of roads as part of Government's labor-based approach in road maintenance works. Inadequate funding for*

*maintenance of rural roads has resulted in almost total collapse of the rural road network. Local Area Councils have seen, over the years their sources of revenue whittled away to GRA, GTB, etc. to a point where they cannot carry out simple road maintenance work within their jurisdiction. In certain districts, the Local Area Councils have been able to construct or repair only one or two culverts (under emergency circumstances) in three to five years. Other subventions from Government to offset the deficit in their budgets (equalization budget, conditional budget) have not been forthcoming; even the annual payment of 25 per cent of their development budgets have not been paid for more than 20 years. Clearly, without support from NRA the rural roads under the Area Councils will continue to deteriorate*

## 2.6. Coherence, Complementary, Added Value

### EQ 6 Coherence Complementarity Added Value

To what extent is the Project compatible with other interventions carried out by the EU (internal coherence), the government and other development partners (external coherence)?

### 2.6.1. Coherence and national policies

The feeder rural roads network is estimated at 2,556km (GNTP 2018-2027). The project is consistent with the EU strategy and the national policies of The Gambia. The construction and rehabilitation of 104.4 km of rural roads is consistent with other actions implemented by the EU in The Gambia, in particular the financing of the bridge over the Gambia River in the transport sector and the financing granted by the EU in terms of regional integration. Actions are consistent with Gambia's national policies (external coherence). The GNTP 2018-2027 document has a strategic component based on improving the rural road network in The Gambia, and the EU's actions on this financing of 104.4 kms of rural roads is fully consistent with the Gambian government's national policy.

### 2.6.2. Coherence and regional integration

The Project activities are consistent with the UEMOA and ECOWAS regional integration strategy. The project integrates several components that are linked to the ECOWAS strategy, including the one related to axle overload and compliance with UEMOA regulations.

### 2.6.3. EU Internal coherence

There is evidence of complementarity and coherence between the EU strategy and other interventions. In the road sector, the EU is co-financing the Gambia River Bridge, which will improve traffic on the Trans-Gambia transit corridor. This financing is complementary to the Rural Roads project, the subject of this final evaluation

### 2.6.4. EU Added value

EU funding has added value to the project that it would not have had if it had been implemented solely from the Gambian government's budget. There is evidence that the Project would not have been implemented without the EU contribution. The Gambian government's strategy mentions projects for 514 km of rural roads, but only the EU has funded 104.4 km of rehabilitated rural roads. The documentary databases reviewed show that this network of rural roads is generally in poor condition, but there are no new rural road rehabilitation/construction programs yet. There is evidence of the project's integration into the existing Gambian institutional context. The project is now almost complete, and the institutions have appropriated the lessons learned from the program. The local institutions (LGAs) have recorded the level of satisfaction of the rural populations following the improved accessibility to socio-economic facilities. NRA is better equipped today with capacity building in road network management, works equipment, road management software and training



and organization on the issue of axle overloading

## 2.7. Cross Cutting Issues

### EQ 7 Cross Cutting Issues

How well have the cross-cutting aspects been taken into account in the Project?

### 2.7.1. Cross Cutting Issues, gender and No One Leave behind

There is evidence that the practical and strategic aspects related to gender have been adequately taken into account in the Project strategy. There is a differentiated approach to beneficiaries in terms of gender. The first component of the project includes an important component for women's work in rural road construction. The documents consulted and the field visits clearly demonstrate the differentiated approach in terms of gender. This gender approach has led to a better impact and sustainability for the project. The work component of the project has enabled the employment and training of women in rural road construction techniques. The impact on village communities and women is very strong, allowing them to increase their income in return for this work. Awareness of the role of women was affirmed during field interviews in The Gambia during meetings with village communities. Gender equality has increased since the end of the project and is a theme that has been achieved since the end of the work, as women have demonstrated their level of capacity to work on road projects. The overall objective of this project was to respect the principle of "Leave No-One Behind" and according to the principles of "rights-based approach methodology". The purpose of this project takes well into account the aspect of Leave No One Behind." Reinforced access of the most vulnerable populations to markets and socio-economic facilities through a feeder road rehabilitation programme"

### 2.7.2. Cross Cutting Issues, environment and climate change

There is evidence of an environmental and climate change approach in the project. UNOPS produced a 78-page report edited in October 2018, which serves as the basis for the environmental and gender project (UNOPS Project Social and environment management plan EM01). This environmental approach has led to a better impact and sustainability for the project. This guide has had an impact on the development of the project in the different themes such as gender mainstreaming, waste management, erosion control, air quality degradation. There is also evidence of awareness of environmental/climate change standards increased since the end of the project. It was noted in the field during interviews with village communities and implementing agencies that these environmental and gender concepts are understood by the various project stakeholders.

### 2.7.3. Cross Cutting Issues and governance

Good governance has been integrated into the project and the principle of Leave No-One Behind and the rights-based approach methodology was followed in the identification/formulation documents. The project was monitored and managed by UNOPS, which scrupulously applied a good governance approach. This approach has led to greater impact and sustainability of the project. This rigorous approach on the part of UNOPS ensured the sustainability of the project and had an impact on the target populations (contractors, NRA executing agency, beneficiaries and rural populations). Good governance is a concept that has developed throughout the project for all stakeholders. For example, rural populations have become aware that good governance in the management of rural roads has a beneficial impact on the economic development of their region. All reports produced by UNOPS have been prepared in full transparency and shared with the Steering Committee. The financial statements follow international Prince 2 standards. UNOPS has rigorous anti-corruption procedures and the project was monitored with this approach. The project regularly produces transparent, widely distributed and understandable financial reports.

### 3. Overall assessment (optional)

In summary:

- The project improved the access to social facilities and markets (component 1)
- The Project contributed to the improvement to the management of road networks in the country (component 2)
- The ten feeder roads were selected in areas where the impact on socio-economic indicators is the greatest;
- The communities were successfully enrolled into the works and maintenance through labour intensive methods;
- The project has strong added value to initiatives promoted by EU MSs or triggered further initiatives by them

	Evaluation criterion CAD OCDE					Global assessment
	Relevance	Effectiveness	Efficiency	Impact	Sustainability	
UNOPS feeder rural roads	Excellent	Satisfactory	Excellent	Excellent	Average to Satisfactory	Satisfactory to Excellent

## 4. Conclusions and Recommendations

### 4.1. Recommendations

The synthesis phase will allow recommendations to be made to each stakeholder

- Pay particular attention to defects found during the field visit
- Improve the maintenance plan and the necessary funds (clarify and put in place a real Road Fund RF)
- Improve communication between all entities (national + regional + local levels)
- Study the other important Feeder Rural Roads to be rehabilitated/constructed and listed in the NDP for 514 km to include them in a cooperation project

Based on the findings and lessons learned during the implementation of this project, the evaluation team recommends six main recommendations in order of priority below:

#### R1 - Recommendations on the Project being completed

During the field evaluation, **the evaluation team noted some imperfections in the work, which need to be taken up and finalized to avoid any further deterioration of the newly rehabilitated rural roads.**

A technical report with supporting photos was submitted to the EU Delegation in The Gambia for action with the contractors.

#### R2 – Setting up future cooperation projects

The EU has funded 104.4 km of rural road construction/rehabilitation in The Gambia. The Gambian government's strategy documents present action plans for 514 km of rural roads to be rehabilitated. There are also more than 2,000 km of rural roads in poor condition, according to the Gambian government (May 2021).

The know-how acquired on a project successfully completed on 104 kms of rural roads makes it possible to think that it is possible to set up other future cooperation projects to continue the rehabilitation of the road network that still needs to be improved, to allow the socio-economic development of the country.

**The following prerequisites are essential for the start-up of a future cooperation project: training in project management for beneficiaries, greater involvement of beneficiaries** in the drafting of the ToR (i.e., governors and institutions in the regions), **quantified/quantitative determination of the IOV performance indicators** to be attained (including the 2020 indicators provided by UNOPS in the revised logical framework of the project evaluated), and the **creation of steering structures prior to the start-up of the future project**, based on the same model of steering structure as that used during the completed project.

**Project exit strategies should be systematically planned** for the six months prior to the end of a project. **Very detailed action plans should then be systematically developed** by sub-sector and by actor **to ensure the sustainability of these cooperation projects**. These exit strategies should not be written in a theoretical manner in a final report, but should be developed jointly by the technical assistance and the beneficiaries, with mandatory and essential training in the management of this strategy and these post-project action plans

### R3- Management of future cooperation projects

The completed project demonstrated significant strengths in its multi-component design (works, capacity building on road management, financing of road maintenance and combating overloading)

The management model adopted for the completed project can thus be replicated for other projects of the same type.

However, it is advisable to **clarify the role of the stakeholders to avoid overlapping responsibilities** (e.g. avoid having two entities in charge of the supervision of the works, as it was observed during the completed project, between UNOPS and the Consultant in charge of the supervision of the works)

Given the large number of kilometers of rural roads still to be rehabilitated, it is advisable to involve several donors to obtain several financial participations from several financial partners in order to reach an optimal level of good condition of rural roads. All possibilities of innovative financing can be studied for each of the future projects (e.g. technical assistance on EU or other financing, blending operations with other operators, banks or bilateral TFPs, twinning contracts, direct subsidies to private operators already operational with convincing results for equipment, subsidies to regions and governors for support to village communities).

### R4 - Recommendations for the State & Government of The Gambia

In view of the good results achieved following this EU project completed to date, the Government and the Ministry are advised to support requests to the various technical and financial partners to continue the rehabilitation of the rural road network:

- **Continue the strategies and action plans** with the current vision of the NDP and GNTP 2018
- **Analyse** internally in the institutions (NRA, Governors, MTWI) **feedback and lessons learnt** from the Project
- Review the information and organisational systems within the institutions accordingly
- **Focus only on human resources** and not on material investments
- **Work on staff motivation** and on the processes to be accomplished
- **Set quantified objectives** in time and space (Results Based Management)
- **Prepare for digitalisation and dematerialisation** within the institutions related to the transport and road management sector
- **Prepare the ground internally six months before launching any cooperation project with a Technical & Financial Partner** (setting up files and steering structures, appointing focal points at all levels, training session on project management, etc.)

### R5 - pragmatic recommendations to the Gambian state

It is recommended, before any request for the setting up of new cooperation projects:

- That the State honours its financial commitments mentioned in the Financing Agreements by **mobilising the counterpart funds initially planned** (in particular on the mobilisation of funds reserved for the maintenance of rural roads of the completed project)
- That the Gambian State **sets up a real 2nd Generation Road Fund** directly collecting the fees for road maintenance
- That the Institutions **capitalise on the few achievements and lessons learnt** from the completed Project, **reorganise and modernise their information systems** (KAH software, maintenance plan, weighing station management, timely provision of statistics) **and their decision making processes** in the concerned institutions, and consequently improve the governance of the transport sector.

## R6 - Specific recommendations to the Gambian State and the European Commission

It is recommended:

- **to continue this type of project linked to the financing of rural road rehabilitation**, to accompany socio-economic development and support to vulnerable people
- **to continue the dialogue with the Gambian State and to observe**, during a period of two years, the progress that will be made by the Gambian institutions for an effective implementation of the system of governance of the transport sector, the establishment of a RMF2 and the monitoring of the road network and to continue the fight against overloading at the axle

### 4.2. Lessons learnt and conclusions

Lessons learnt generalise findings and translate past experience into relevant knowledge that should support decision making, improve performance and promote the achievement of better results. They should support the work of both the relevant European and partner institutions.

The project has improved access to social facilities, markets and health centres. Since the completion of the project, people have reported unprecedented accessibility to the various social facilities, the numerous goods and services markets and the existing health centres. The first lesson learnt is that since these facilities are easily accessible, the increased number of people attending these establishments has led to a greater demand for care (capacity, level of medical equipment, etc.). It is therefore important to stress that the construction of new roads must be accompanied by the renovation of social facilities and health centres to meet the urgent needs of the population.

The 104 km of new road will benefit economic development in the three project regions, and will require improved management of the road network by the authorities and communities. The second lesson learned is the need to put in place an effective system of preventive maintenance in the medium term. Indeed, these new roads will be in good condition for the next three years. Nevertheless, rainfall and other stresses will cause damage in the medium term; excellent cooperation must be established between the national authorities (NRA), local governments and village communities to adequately monitor the condition of the roads and set up budgets in line with road maintenance needs.

Given the impacts already recorded following the construction of these 10 Feeder Rural Roads, it is clear that the geographical selection of the roads rehabilitated has been very relevant and has led to significant improvements in the standard of living of the populations. This is an important lesson to be learned for future projects to select and continue the renovation of over 500 km of Feeder Rural Roads according to the Gambian NDP plan.

This project proposed several complementary components essential to economic development (access of populations to development centres and socio-medical facilities), to the management of the road network (maintenance and upkeep budget) and to the preservation of the road heritage (axle overload). The road works component has integrated mechanical and labour-intensive works. This is a positive lesson on how to design road projects and how to involve village communities in the management of their road assets.

### 4.2.1. Project Preparation, Design, Structure and Governance

In the event of replication of this completed project, it was found that the preparation of the project had a significant impact on its successful completion. The way the project was organized between the EU, UNOPS and Gambian institutions helped the project to run smoothly. Stakeholders such as the village communities were well involved and learned positively from this organizational mode. The number of actors was necessary and sufficient for the decision-making process to benefit all actors in terms of experience.

### 4.2.2. Project components

Good governance of the project and the competence of the actors (UNOPS) allowed the construction of the rural roads to be carried out successfully. Good communication on the ground with the village communities and UNOPS allowed for dialogue to be maintained, and a good understanding of the expected results.

### 4.2.3. Labor based works

Among other findings and lessons learned, it should be noted that village communities played a significant role in each of the rural road construction lots. The labor-based work proved that quality work done by local populations increases the level of responsibility for future maintenance of rural roads. The involvement of regional institutions is a lesson to be learned for future projects, in order to increase accountability at the governor and municipal council levels.

### 4.2.4. Human resources and skills development

The primary lesson learned will be to focus heavily in the future on projects that focus on human resource and skills development, which are at the heart of successful cooperation programs.

The project is a success, both in its initial design and in its implementation and the main conclusions are:

- The Project improved the access to social facilities and markets and health centers
- The project contributed to the improvement to the management of road networks in the concerned 3 regions visited (NBR – CRR – URR)
- The feeder roads were selected in areas where the impact on socio-economic indicators is the greatest
- All communities were successfully enrolled into the works and maintenance through labor intensive methods
- This project added value to initiatives promoted by EU (with internal coherence and external coherence)

## 5. Annexes

### 5.1. Terms of Reference of the evaluation

See document attached to this report.

### 5.2. Report on Technical Defects of the Feeder Rural Roads

See document attached to this report.

### 5.3. Name of the evaluators

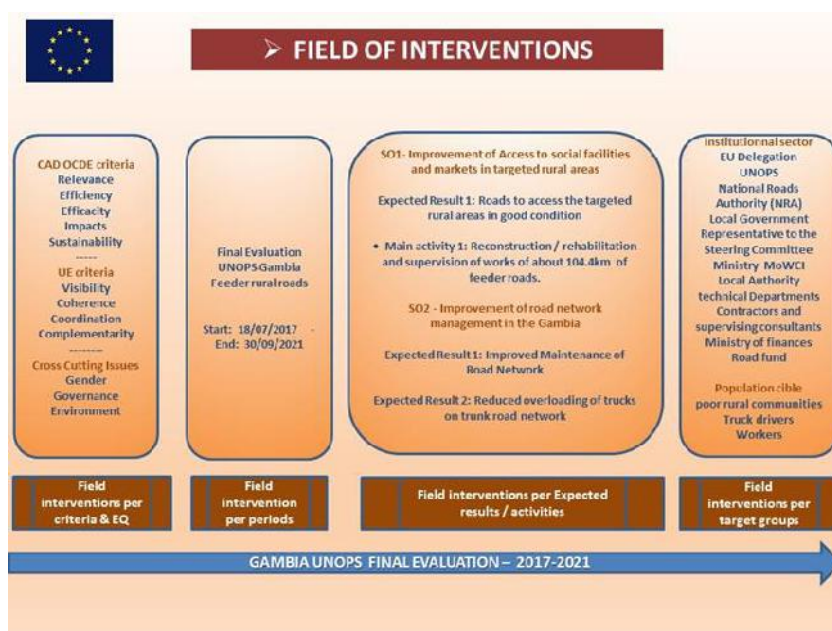
Project Implementation Team			
Position	Name	Expertise	Activities involved in
Key Expert 1	Dominique LEMOINE	Team Leader & Transport Economist	All
Key Expert 2	Sarane HYDARA	Low-cost roads Specialist	All (especially Field Phase)

Management Team			
Position	Name	Expertise	Activities involved in
SAFEGE PM / Back-Office	Spiros TRIANTAFILLOS	Project Manager Senior	All
SAFEGE PM / Back-Office	Emilie ROUVIERE	Project Manager Junior	All

### 5.4. Detailed evaluation methodology

The team will develop an evaluation design which will engage the key stakeholders as far as possible in a participatory process to reflect on the evaluation questions. Based on the work plan further methods and tools will be determined according to need.

In line with EU evaluation procedures the evaluation will assess the project using the standard OECD / DAC evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability.



In addition, the evaluation will look into the EU specific evaluation criteria regarding the added value provided by the project to the cooperation partners as well as the coherence of the project itself. The particularities of institutional coordination mechanisms and project management arrangements during the implementation will be reflected as well as external factors that may have influenced or impacted the implementation of the project.

Top-down vs. bottom-up approach: The evaluation team will use a mix of methods throughout the evaluation process. Although qualitative methods are dominating, quantitative methods shall also be applied for analysis. The various tools and different sources for verification and analysis against the standard OECD/DAC evaluation criteria have undergone triangulation for a balanced assessment.

## 5.5. Evaluation matrix

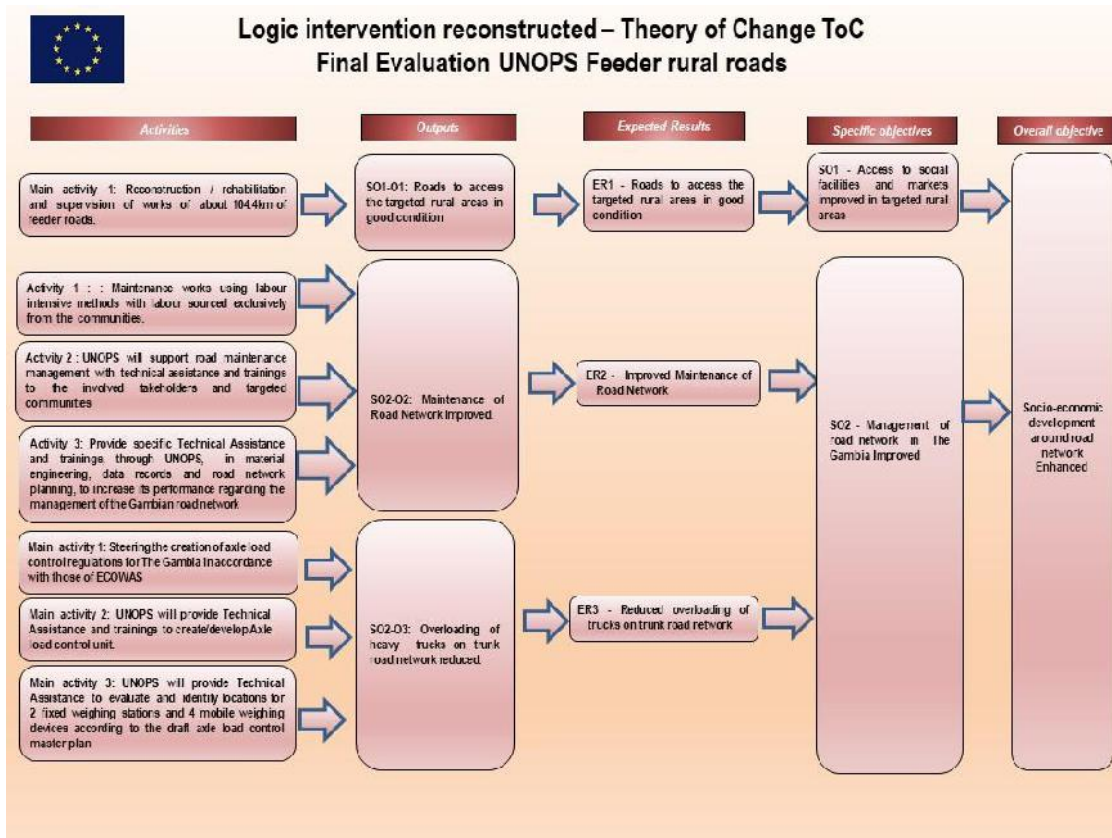
Based on the evaluation questions and sub-questions suggested in the ToR, the evaluation team developed an evaluation matrix that provides the overall analytical framework for the evaluation, guiding the development of all data collection tools and framing the analysis and recommendations to be delivered.

The evaluation matrix also reflects the main evaluation criteria and cross-cutting issues as per the above and includes, for each of the key questions, specific indicators (qualitative and quantitative) as well as data collection methods and sources of data. Altogether, these analytical dimensions will allow the Evaluation Team to build a compelling story on the contribution of EU to the development results of Gambia and way forward.

<b>EQ 1 Relevance</b>	To what extent do the objectives and design of the CRIS 2017/386-022 project match the needs, policies, and priorities of Gambian beneficiaries, the international community, and partners/institutions and remain relevant even as the context changes?
<b>EQ 2 Efficacy</b>	To what extent have the project objectives and outcomes been achieved, including differentiated outcomes among populations?
<b>EQ 3 Efficiency</b>	To what extent has the Project produced results in a cost-effective and timely manner?
<b>EQ 4 Impact</b>	To what extent has the Project produced significant and far-reaching effects, positive or negative, intended or unintended?
<b>EQ 5 Sustainability</b>	To what extent will the net benefits of the Project endure or be likely to endure?
<b>EQ 6 Coherence Complementarity Added Value</b>	To what extent is the Project compatible with other interventions carried out by the EU (internal coherence), the government and other development partners (external coherence)?
<b>EQ 7 Cross Cutting Issues</b>	How well have the cross-cutting aspects been taken into account in the Project?



### 5.6. Intervention logic



### 5.7. Geographic map where the intervention took place



### 5.8. List of persons / organisations consulted

Name	Gender	Organization	Email	Gsm / phone
[REDACTED]	M	EUD Gambia	[REDACTED]	EUD Transport sector
[REDACTED]	M	EUD Gambia	[REDACTED]	EUD Transport sector
[REDACTED]	F	UNOPS	[REDACTED]	Country Manager
[REDACTED]	F	UNOPS	[REDACTED]	Construction Management Engineer
[REDACTED]	M	UNOPS	[REDACTED]	Lead Civil Engineer
[REDACTED]	M	UNOPS	[REDACTED]	Community Liaison and Communication
[REDACTED]	F	NRA	[REDACTED]	Deputy M.D
[REDACTED]	M	NRA	[REDACTED]	Technical Director

**Final Evaluation of CTR 386022 – UNOPS Feeder Roads – SIEA-2018-1935**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi / Lot 2:  
Infrastructure, sustainable growth and jobs

	M	NRA		Feeder Roads Manager
	M	MOTCI		Director Technical Services
	M	Cityscape		Project Engineer – Sup. Consulatnt
	M	Cityscape		Surveyor – Sup. Consultants
	M			Contractor
	M	AFROWORKS		Contractor
	M	Chinogam /Foresight Eng.		Contractor
	M	Dada Construction		Contractor
	M	Governor		NBR
	M	Chairman		Kerewan Area Council (NBR)
	M	Planning Offcier		Basse Area Council (URR)
	M	Chairman		Basse Area Council (URR)
	M	CEO		Basse Area Council (URR)
	M	Governor		Jangjangbureh (CRR)
	M	Village Chief - Labour Based worker		Illiasa - NBR
	M	Labour Based worker		Illiasa - NBR
		Labour Based worker		Illiasa - NBR
	M	Labour Based worker		Illiasa - NBR
	M	Labour Based worker		Alkali Kunda - NBR
	M	Labour Based worker		Alkali Kunda - NBR
	F	Labour Based worker		Alkali Kunda - NBR
	F	Labour Based worker		Alkali Kunda - NBR
	F	Labour Based worker		Alkali Kunda - NBR
	M	Labour Based worker		Galleh Manda - CRR
	M	Village Head		Galleh Manda – CRR
	M	Villager		Galleh Manda – CRR
	M	Villager		Galleh Manda - CRR
	F	Labour Based worker		Galleh Manda – CRR
	M	Villager		Galleh Manda – CRR
	M	Labour Based worker		Galleh Manda – CRR
	F	Labour Based worker		Galleh Manda – CRR

August 9, 2021 : briefing EUD Banjul - Evaluation team with data collection and desk review

August 10, 2021 : Evaluation team for data collection and desk review

August 11, 2021 : Meeting MOTWI

## Final Evaluation of CTR 386022 – UNOPS Feeder Roads – SIEA-2018-1935

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi / Lot 2: Infrastructure, sustainable growth and jobs

August 12, 2021 : Meeting NRA and field mission NBR with UNOPS Team (2 feeder rural roads)

August 13, 2021 : Field mission CRR with UNOPS Team (2 feeder rural roads) + meeting with Governor NBR + meetings with community

August 14, 2021 : Field mission URR with UNOPS Team (4 feeder rural roads) + health center visit

August 15, 2021 : Gambia river visit and Bassé dry port

August 16, 2021 : Field mission CRR with UNOPS Team (feeder rural roads) + meeting with Governor URR + meetings with community

August 17, 2021 : Field mission CRR with UNOPS Team (2 feeder rural roads) back to Banjul

August 18, 2021 : Meeting UNOPS

August 19, 2021 : Meeting with Contractors followed by a meeting with Consultants

August 20, 2021 : Debriefing EUD and slide presentation

No.	ROAD	DISTRICT	REGION	LENGTH (KM)	E	W	LB	Cost/km	EAST CONTRACT	WEST CONTRACT	LABOUR Based
1	SOTO MASAMBA -TRUNK RD (SB)	FULADA EAST	U.R.R	4.9			4.9	39,925.40			195,634.48
2	CHAMOI - DAMPHA KUNDA - TAMBA SANSANG	FULADA EAST	U.R.R	7.8	7.8			63,807.45	497,698.11		
3	TRUNK RD- DINGIRI	FULADA EAST	U.R.R								
4	ALKALI KUNDA - NORTH BANK TRUNK RD.	UPPER BADDIBU	N.B.R	2.6			2.6	64,363.10			167,344.07
5	SUDUWOL - NYAMA - LARI - FATOTO	KANTORA	U.R.R	23.4	23.4			38,790.84	907,705.70		
6	MAIN RD- GALLEH MANDA	FULADA WEST	C.R.R	7.4			7.4	64,016.35			473,720.96
7	ILLIASA - KATCHANG ROAD	UPPER BADDIBU	N.B.R	6.7			6.7	34,010.08			227,867.56
8	CHAMEN - TENDA (CAROL WHARF)	NIANJA	C.R.R								
9	SAMBAR KUNDA - KULARI NDIMBA	TUMANA/KANTORA	U.R.R	17.4	17.4			50,851.58	884,817.44		
10	Sotomasire - Gambissara	Fulada East	U.R.R								
11	NJAWO - CHAMEN ROAD	NIANJA/ UPPER SALOUM	C.R.R								
12	FASS - KERR JANE	LOWER NIUMBI	N.B.R	17		17		44,130.71		750,222.04	
13	KERR JANE - KERR SELLEH	LOWER NIUMBI	N.B.R								
14	BALJAKUNDA – BOROKANDESE	Wulli		7.6		7.6		46,934.38		356,701.25	
15	KEREWAN - JAWARA	LOWER BADDIBU	N.B.R	9.6		9.6		49,776.44		477,853.81	
16	GUNJUR - GUNJUR TENDA (SEA SIDE)	KOMBO SOUTH	W.R								
				104.4	48.6	34.2	21.6	49,660.63	2,290,221.25	1,584,777.10	1,064,567.06

- Regional Governors
- Local Government Authority Executives
- Police
- Gambia Ports Authority
- Gam Petroleum Storage Facility
- Trade Union Congress
- Transporters
- Haulage Transport Owners Association
- Haulage Drivers Association
- Shippers Authority
- Local Vehicle Park Attendants

## 5.9. List of contractors

Lot	NAME	Focal Person	email	Phone Number
Consultant	Cityscape Consultants			
Lot 1	Chinogam JV Foresight			
Lot 1	Chinogam JV Foresight			
Lot 2	Bouvis Engineering and Construction			
Lot 3	Omar Mallack JV Dada Construction			
Lot 3	Omar Mallack JV Dada Construction			
Lot 4	Afro Works Construction Co. Ltd			
Lot 4b	Dada Construction			
Lot 5	Sics Horam Building and Civil Engineering			
Lot 6	Sics Horam Building and Civil Engineering			
Lot 7 a-Terminated	Afro Works Construction Co. Ltd			
Lot 7 b	Chinogam JV Foresight			
Lot 7 b	Chinogam JV Foresight			

## Final Evaluation of CTR 386022 – UNOPS Feeder Roads – SIEA-2018-1935

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi / Lot 2: Infrastructure, sustainable growth and jobs

Lot 8 a-Terminated	Bouvis Engineering and Construction
Lot 8 b	Chinogam JV Foresight
Lot 8 b	Chinogam JV Foresight
Lot 9	Chinogam JV Foresight
Lot 9	Chinogam JV Foresight
Lot 10	Hage Construction co



## 5.10. Literature and documentation consulted

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- Addendum extension FINAL11-12.docx.pdf
- Addendum No 3 to Delegation Agreement.pdf
- Amendment 1 to Delegation Agreement (2).pdf
- Amendment 1 to Delegation Agreement.pdf
- Amendment 2 to Delegation Agreement.pdf
- Annex 1\_Description of the Action - UNOPS Proposal-final.docx.pdf
- Annex II - General conditions for PA Grant ro Delegatio Agreement.pdf.pdf
- Annex IV - FIF\_EURO\_9Mar17.pdf.pdf
- Annex V Standard Request for Payment.docx.pdf
- Annex VI Comm Visibility plan for EU Gambia Roads\_v4\_LA-SV\_16Feb17.docx.pdf
- Annex VII Management Declaration Template.docx.pdf
- Annual Report v1- 20370-002 - July 2019 - July 2020.pdf
- Asset Management Policy Statement.pdf
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- Copy of 20370-002\_Annual\_Report 2019.pdf
- Copy of Annex III - Budget of the Action\_final.xlsx.pdf
- Cover Note\_UNOPS\_Addendum No 2\_contract No FED 2017 386022.pdf.pdf
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- Final Road Condition Survey Report Jan 2020.pdf
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- First Steering Committee Minutes.pdf
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- monthly report 2019.zip
- monthly report 2020.zip
- monthly report 2021.zip
- MoU\_UNOPS\_GOTG.pdf
- National Roads Authority Act.pdf
- NOTE to H Van Tilborg\_ approval delegation agreement\_UNOPS.docx.pdf
- NRA STRATEGIC PLAN 2015-2019.pdf
- Payment Options-Final.pdf
- Project Board Minutes.zip
- Project Brief.docx
- PROJECT HEALTH AND SAFETY MANAGEMENT PLAN (1).pdf
- Quality Management Plan.pdf
- refinalreportwithaddressedcomment.zip
- ROAD INVENTORY CENTRAL RIVER REGION.docx
- ROAD INVENTORY LOWER RIVER REGION.docx
- ROAD INVENTORY NORTH , WEST \_ LOWER BANK REGION.docx
- ROAD INVENTORY NORTH BANK REGION.docx
- ROAD INVENTORY UPPER RIVER REGION.docx
- ROAD INVENTORY WESTCOASTAL REGION.docx
- ROAD MAINTENANCE PROGRAMME FORM-Tony (1).docx
- ROAD MAINTENANCE PROGRAMME FORM-Tony.docx
- ROADS ASSET VALUE PRIMARY GAMBIA.xlsx
- ROADS ASSET VALUE SECONDARY.GAMBIA.xlsx
- ROADS ASSET VALUE TERTIARY March 2018.xlsx
- Seventh Minutes of PB Meeting Draft 02.06.2020.pdf
- Signed MoU UNOPS NRA MWTL.pdf
- Sixth Minutes of PB Meeting 23.01.2020.pdf
- SOCIAL AND ENVIRONMENT MANAGEMENT PLAN.pdf
- Special Conditions - UNOPS Delegation Agreement Gambia\_final.docx.pdf
- Summary overview of Road Maintenance Management Specialist input in the Gambia 2017.docx
- THE GAMBIA NATIONAL TRANSPORT POLICY- 2018 - 2027 FINALPRINT.pdf
- Trans Gambia Corridor project phase II.pdf.pdf
- UNOPS\_Addendum no 3.pdf.pdf
- UNOPS\_Counter signed Addendum 2\_FED\_2017\_386022.pdf.pdf
- UNOPS\_EU feeder Roads\_Submission of Revised Annual Report July 2019 to July 2020.pdf.pdf

## 5.11. Evaluation Questions, judgement criteria and indicators

<p><b>EQ 1 RELEVANCE</b></p>	<p>To what extent do the objectives and design of the CRIS 2017/386-022 project match the needs, policies, and priorities of Gambian beneficiaries, the international community, and partners/institutions and remain relevant even as the context changes?  <b>Notation: excellent</b>                  Documents: Gambia Transport Sector Policy 2018-2021 - National Development Plan (NDP) 2018-2021 – GNTP 2018 – Delegation Agreement and addendum – GBO statistics – UNOPS monthly and annual reports</p>
<p><b>CJ1.1</b></p>	<p><b>The objectives and expected results of the project are aligned with the sectoral policy and its implementation strategy</b>  <b>Notation: excellent</b></p>
<p><b>Indicators</b></p>	<p>I1.1.1 - Degree of alignment of the initial objectives of each action with The Gambia's sector policy                  Overall objective → the intervention is aligned with the Gambia Transport sector policy 2018-2027                    I1.1.2 - Degree of alignment of the initial expected results of each action with the NDP, the sector strategy, the action plans and the investment program of The Gambia                    Expected resulted → The intervention is in line with ensuring the acceleration of implementation processes of the National Development priorities identified in the National Development Plan (NDP) 2018-2021. The maintenance and completion of the national road networks and expansion of secondary feeder roads for improved access in the rural areas is a key component of the NDP priority 5. "Strategic Priority 5: Building our infrastructure..." with outcome "Enhanced land, river, sea and air transport for affordability, accessibility, and competitiveness" and key results "514 kms of Rural feeder roads built" Completion of the national road network, its maintenance and expansion of the secondary feeder roads network to improve access in rural areas are key priorities of government under the plan.</p>
<p><b>CJ1.2</b></p>	<p><b>The objectives of the Project correspond to the expectations and needs of the respective beneficiaries</b>  <b>Notation: excellent</b></p>
<p><b>Indicators</b></p>	<p>I1.2.1 - Degree of retrospective relevance of the identification of beneficiaries' priorities and needs in the funding agreement                    The priorities of the beneficiaries are clearly expressed both by the Government (statement by the President in May 2021 on the poor state of the Rural roads on about 2,000 kms), by the beneficiaries themselves during field meetings with the village communities, priority also evident in the GBO statistics and in the GNTP 2018 document The level of poverty is increasing in rural areas and the deterioration of the RIF network is very significant and has a strong impact on the movement and economic development of these agricultural regions                    The population of The Gambia as at April 2013 was 1,857,181 persons, comprising 943,426 females and 913,755 males. 783,354 persons live in the rural areas. Poverty still remains a rural phenomenon: the poverty rate of the rural areas increased from 64.2 percent in 2010 to 69.5 per cent in 2015 (8.3 per cent increase), the poor in rural areas accounting for about 64 percent of the total poor in the country. (source Gambia National Transport Policy GNTP 2018-2027)                    I1.2.2 - Existence in interim and final reports of an ongoing analysis of the priorities and needs expressed by beneficiaries taken into account during project implementation                    The 2018-2027 GNTP reports on the challenges faced in rural transport and provides a very clear summary of the situation and analysis of priorities. UNOPS provided interim (monthly) and final reports (annual) describing the priorities and needs expressed by the beneficiaries, which were well taken into account during the implementation of the project.</p>
<p><b>CJ1.3</b></p>	<p><b>The intervention logic of the Project is appropriate</b>  <b>Notation: excellent</b></p>
<p><b>Indicators</b></p>	<p>I1.3.1 - The expected results of the Project are well identified and result from the needs analysis</p>

The challenge to improve road management and have an impact on socio-economic development in The Gambia is to ensure that the roads are, and stay, in good condition. Taking into account the fact that a large part of the trunk road network is in good condition and the basis of the road management organisation is already in place, the strategy selected for the project is the following:

- Select feeder roads in rural areas where the impact on socio-economic indicators are the greatest
- Ensure ownership and sustainability of the feeder roads by enrolling communities into the works and maintenance through labour intensive methods.
- Address the necessity of improving technical capacities at local and national level with a focus on maintenance and on the management of road barriers.
- Ensure, through active dialogue and awareness-raising with the government, that the maintenance programme has the financial means to be implemented.
- Address the necessity of avoiding premature damage on the primary road network due to overloaded trucks thus reducing maintenance expenses and increase available funds.

I1.3.2 - The two specific objectives of the project contribute to the achievement of the global objective

The overall objective of the project is to enhance socio-economic development around road network in The Gambia. The two specific objectives of the project respond perfectly to this global objective: The first Specific Objective (SO1) is the Improvement of Access to social facilities and markets in targeted rural areas.

The second Specific Objective (SO2) is the Improvement of road network management in the Gambia.

I1.3.3 - The expected results allow to reach the two specific objectives

the project was designed with three expected results (ER)

Expected Result 1 (ER1) Roads to access the targeted rural areas in good condition is well designed to meet SO1

ER2 and ER3 are well designed to answer SO1

Expected Result 2 (ER2) Improved Maintenance of Road Network and

Expected Result 3 (ER3)Reduced overloading of trucks on trunk Road Network

I1.3.4 - The activities defined allow the necessary achievements to reach the expected results

each ER includes main activities that have been thoroughly studied to arrive at these expected results  
ER1

Main activity 1 : Reconstruction / rehabilitation and supervision of works of about 104.4km of feeder roads. (The works activity is divided into 3 lots: 2 "classic" work contracts defined with geographical criteria and 1 for works using labour based techniques.)

Er2

Main activity 2 : Maintenance works using labour intensive methods with labour sourced exclusively from the communities.

Main activity 3 : UNOPS supports road maintenance management with technical assistance and trainings to the involved stakeholders and targeted communities.

Main activity 4 : Provide specific Technical Assistance and trainings, through UNOPS, in material engineering, data records and road network planning, to increase its performance regarding the management of the Gambian road network

ER3

Main activity 5 : Steering the creation of axle load control regulations for The Gambia in accordance with those of ECOWAS.

Main activity 6 : UNOPS provides Technical Assistance and trainings to create/develop Axle load control unit. Sensitization of road users and truck drivers is an important part of their mandate.

Main activity 7 : UNOPS provides Technical Assistance to evaluate and identify locations for 2 fixed weighing stations and 4 mobile weighing devices according to the draft axle load control master plan.

I1.3.5 - The logical framework has been revised during the life of the project

The project's logical framework has been reviewed and supplemented by UNOPS on an ongoing basis, and the latest annual report produced in July 2020 presents updated indicators (see annex)

I1.3.5 - Degree of quality of the logical framework at the end and after the implementation of the project

	<p>Fifteen indicators of the logical framework were fully completed in July 2020, allowing for an assessment of the evolution of the specific objectives and outputs of the project</p>
<b>CJ1.4</b>	<p><b><i>The activities implemented under the project have substantially supported the regional and national integration needs of the Gambia's transport sector</i></b>  <b><i>Notation: satisfactory</i></b></p>
<b>Indicators</b>	<p>I1.4.1 - Macroeconomic assessment of transport sector policies and financial management in relation to regional/national integration</p> <p>This project fits perfectly with the Gambia's macroeconomic policy of improving the road transport network (NDP 2018) at the national and regional levels and with the objective of improving financial management related to road maintenance. The improvement of rural roads through this project is part of a real effort to increase connectivity between the primary and secondary networks</p> <p>I1.4.2 - Status of Economic and Sectoral Reforms / Regional Integration</p> <p>The Gambian government has called for significant improvements in its 2018 NDP, but these are still far from being achieved, particularly in terms of better governance in maintenance and related budgets, as well as in the fight against axle overload.</p> <p>I1.4.3 - Contribution of the project to national and regional integration over the period considered</p> <p>The project has contributed to the national integration objectives with its SO1 by enabling better accessibility via improved rural roads (104.4 km of Feeder Rural Roads out of the 514 km prioritized in the Gambian government's NDP)</p> <p>It has also contributed to the regional integration effort (and to the ECOWAS guidelines) in terms of combating axle overloading and for better governance in the management of road maintenance on rural roads</p> <p>I1.4.4 - Changes in national/regional integration trends and indicators over the period</p> <p>Taking into account the indicators reported in July 2020 in the updated logical framework, it is observed that many indicators in 2020 show the efforts still to be made in many areas related to the road. While accessibility to social facilities has improved significantly as a result of the work on the rural roads targeted by the project, other indicators deserve special attention in order to identify future action plans to be implemented by the Government to resolve the remaining difficulties</p>
<b>EQ 2 EFFICACY</b>	<p><b>To what extent have the project objectives and outcomes been achieved, including differentiated outcomes among populations?</b>  <b>Notation: satisfactory</b></p> <p>Documents : Gambia Transport Sector Policy 2018-2021 - National Development Plan (NDP) 2018-2021 – GNTP 2018 – Delegation Agreement and addendum – GBO statistics – UNOPS monthly and annual reports</p>
<b>CJ2.1</b>	<p><b><i>The quality of deliverables (including capacity building support) was satisfactory</i></b>  <b><i>Notation: satisfactory</i></b></p>
<b>Indicators</b>	<p>I2.1.1 - Evidence that the Project has contributed to the implementation or development (or evolution) of the Gambian partner's policy/actions</p> <p>The project has contributed to the construction of 20% of the rural road network planned for rehabilitation in the government document (104.4 km of Feeder Rural Roads - out of the 514 km prioritized in the Gambian government's NDP)</p> <p>I2.1.2 - Evidence that the deliverables (including capacity development) were likely to produce the expected results</p> <p>The UNOPS reports and technical documents as well as the field mission to The Gambia showed that the work is 100% completed and that the work meets the expected results:</p>

**Final Evaluation of CTR 386022 – UNOPS Feeder Roads – SIEA-2018-1935**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi / Lot 2: Infrastructure, sustainable growth and jobs

	Main activity 1 : Reconstruction / rehabilitation and supervision of works of about 104.4km of feeder roads. (The works activity is divided into 3 lots: 2 "classic" work contracts defined with geographical criteria and 1 for works using labour based techniques.)							
<b>CJ2.2</b>	<b>The expected progress in terms of project deliverables and activities was noted</b> <b>Notation: excellent</b>							
<b>Indicators</b>	I2.2.1 - Effectiveness of the control and monitoring of the works and equipment  UNOPS has carried out excellent monitoring of the works and equipment (until the monthly report in May 2021)							
	<b>LOT</b>	<b>FEEDER ROAD</b>	<b>DNP START</b>	<b>DNP END</b>	<b>DNP VISIT June 2021</b>	<b>DNP VISIT July 2021</b>	<b>DNP VISIT August 2021</b>	<b>COMMENT</b>
	3	Alkali Kunda-NB Trunk Road	21-Jan-20	30-Jul-20	-	-	-	Final Certificate issued
	9	Kerewan-Njawara	31-Jan-20	23-Sep-20	-	-	-	Final Certificate issued
	1	Soto Masamba-Numuyel-Trunk Road	24-Mar-20	12-May-21	-	-	-	Final Certificate issued
	6	Illiassa Road	12-Nov-20	13-May-21	-	-	-	Final Handover achieved 28 May 2021
	4	Suduwol Nyamanarri Earthworks	13-Nov-20	13-May-21	-	-	-	Final Handover achieved 28 May 2021
	4	Suduwol Nyamanarri Drainage	13-Nov-20	13-May-21	-	-	-	Final Handover achieved 28 May 2021
	2	Chamoi Road	24-Dec-20	26-Jun-21	24-Jun-21	-	-	Final Inspection June 2021
	8	Baja Kunda - Boro Kande Kasse	26-Jan-21	27-Jul-21	23-Jun-21	28-July-21	-	Final Inspection July 2021
	7	Samba Kunda - Kulari	27-Jan-21	29-Sep-21	24-Jun-21	28-July-21	-	Final Inspection July 2021
	5	Galla Manda	29-Mar-21	21-Sep-21	25-Jun-21	29-July-21	26-Jul-21	



**Final Evaluation of CTR 386022 – UNOPS Feeder Roads – SIEA-2018-1935**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi / Lot 2: Infrastructure, sustainable growth and jobs

10	Fass Ker Jane	31-Mar-21	31-Sep-21	23-Jun-21	29-July-21	26-Jul-21	
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I2.2.2 - The activities were carried out in accordance with the forecasts (in quantity and quality, in execution time, in resources to be engaged) and with the technical standards

UNOPS teams and engineers supervised all operations and technical standards were met. The visit to the 10 work sites confirmed the monthly reports and allowed to visualize the quality of the work done. Some observations were made on some technical defects, which were recorded by the Evaluation Team and by UNOPS engineers.

Each monthly report submitted to the document review includes the essential elements on the management of the project work

- Progress (Community Liaison and Communication / Feeder Roads / Capacity Building to NRA)
- Health, Safety, Social and Environmental Systems
- Programme Going Forward ( Activities for Next Reporting Period / Feeder Roads / Capacity Building / Monitoring on Payments to workers on LB sites
- Project Personnel (Person power Days )
- Meetings and Reporting (Meetings / Reporting )
- Challenges and Issues
- Project Financial Status

I2.2.3 - Absence or presence of reservations in the reports of the control missions, of the technical assistants and/or in the acceptance reports and/or validation workshops

From 2017 to 2020, ten reports were produced on the Steering Committee meetings with validations corresponding to the implementation periods of the project work, and on the 10 program activities.

**CJ2.3**

***The actions have been designed and formulated to produce the expected results and achieve the specific objectives (SO) mentioned in the financing agreement***  
***Notation: excellent***

**Indicators**

I2.3.1 - Degree of production of outputs/expected results (may 2021)

Lot	Contract	District	Region	Length (km)	Method of Construction	Physical Progress to date (%)
1	Rehabilitation of Soto Masamba – Trunk Road	Fulada East	U.R.R	4.26	Labour Based	100%
2	Rehabilitation of Chamoi – Dampha Kunda – Tamba Sansang Road	Fulada East	U.R.R	7.8	Machine Based	100%
3	Rehabilitation of Alkali Kunda – North Bank Trunk Road	Upper Baddibu	N.B.R	2.35	Labour Based	100%
4	Rehabilitation of Suduwol – Nyamanari – Fatoto	Kantora	U.R.R	21.6	Machine Based	100%
5	Rehabilitation of Main Road – Galleh Manda	Fulada West	C.R.R	7.4	Labour Based	100%
6	Rehabilitation of Illiasa – Katchang Road	Upper Baddibu	N.B.R	6.7	Labour Based	100%
7	Rehabilitation of Sambar Kunda – Kulari Ndimba	Tumana/ Kantora	U.R.R	17.4	Machine Based	100%

**Final Evaluation of CTR 386022 – UNOPS Feeder Roads – SIEA-2018-1935**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi / Lot 2: Infrastructure, sustainable growth and jobs

8	Rehabilitation of Baja Kunda – Boro Kanda Kase	Wulli	U.R.R	7.6	Machine Based	100%
9	Rehabilitation of Kerewan – Njawara Road	Lower Baddibu	N.B.R	9.6	Machine Based	100%
10	Fass-Kerr Jane	Lower Niumi	N.B.R	17.15	Machine Based	100%
<b>Cumulative Physical Progress across all Lots</b>						<b>100%</b>

The field visit showed that the works are in accordance with the presentation table of the monthly report of May 2021.

However, some imperfections were observed in the works on the ten rural roads targeted by the project. These observations were described in a technical report submitted to the EU Delegation, along with a set of photos as evidence of the works to be reinforced (Draft Visual Feeder Roads Inspection Report.doc - august 2021)

I2.3.2 - Degree of achievement of the SOs mentioned in the funding agreement

The specific objectives have been reached at 100% with three expected results:  
 100% for works (SO1) : Improvement of Access to social facilities and markets in targeted rural areas.  
 100% for capacity building (SO2) : the Improvement of road network management in the Gambia.

I2.3.3 - Degree of contribution to the overall objective

The two specific objectives and their three expected results have been achieved at 100% and thus contribute to the overall objective: “The overall objective of the project is to enhance socio-economic development around road network in The Gambia”

**Criteria scoring**      **satisfactory**

**EQ 3  
EFFICIENCY**

**To what extent has the Project produced results in a cost-effective and timely manner?**

**Notation : excellent**

Documents : Gambia Transport Sector Policy 2018-2021 - National Development Plan (NDP) 2018-2021 – GNTF 2018 – Delegation Agreement and addendum – GBO statistics – UNOPS monthly and annual reports

**CJ3.1**

**The project activities were implemented in accordance with the planned schedules**

**Notation: excellent**

**Indicators**

I3.1.1 - Existence of a detailed initial programming of the project, for each component and for each contract

The day-to-day technical and financial monitoring of the implementation of this action has been an ongoing process and has been part of UNOPS responsibilities. To this end, UNOPS has put in place a permanent system of internal technical and financial monitoring of the action. This financial monitoring is provided in each of the UNOPS annual reports (2017- 2018 – 2019)

I3.1.2 - Existence of monitoring and updating of the provisional schedule during the implementation of the Project

The project was regularly monitored by UNOPS and monthly and annual reports were systematically prepared to monitor all 10 project lots

The day-to-day technical and financial monitoring of the implementation of the project is a continuous process and part of UNOPS’s responsibilities. To this end, UNOPS has established a permanent internal, technical and financial monitoring system for the action. These monitoring systems have been meeting on a quarterly or if need-be basis to review progress, challenges and map out solutions.

For external reporting, UNOPS elaborates regular Monthly Highlight Reports, Annual Reports and will provide a Final Report at the completion of the project.

The Monthly Highlight Reports provide a narrative to the activities carried out in the month and proposed for the next month.

13.1.3 - Degree of respect of the deadlines by action, by component and by contract

3 amendments were accepted for this project to extend the duration of the work from 36 to 50 months. The UNOPS annual reports provided a precise account of the implementation of the action, the difficulties encountered, the changes introduced, as well as the degree of achievement of its results (outputs and outcomes) measured by the corresponding indicators, using the logical framework as reference. The reports are presented in such a way as to allow monitoring of the means envisaged and implemented and of the details of the action's budget.

These reports have been accompanied by the management statement as required.

**CJ3.2**

**Project activities were implemented within the projected budget**  
**Notation: average to satisfactory**

**Indicators**

13.2.1 - Existence of a detailed initial budgeting of the Project, for each component and each contract  
 Delay

(Monthly report 2021) : The project consists of the rehabilitation of 10 feeder roads in the North Bank Region, Central River Region and Upper River Region in The Gambia. Contracts were signed for the rehabilitation of nine (9) of the ten (10) roads on 4 January 2019. The contract for the tenth road was signed on 11 December 2019. The delay was partly due to initial quotations received for this road being higher than the available budget.

13.2.2 - Existence of monitoring and updating of the estimated budget during the implementation of the project

UNOPS effectively supervised the financial part of the Project and intervened in some payment transactions:

Ex rapport annuel 2019-2020 : Following complaints of delays and irregularities in the monthly wage payments to local workers on labour-based contracts for Lot 5 & 6, UNOPS has been supporting collection and verification of wage bills in consultation with the contractor to ensure all outstanding wages owed to workers are properly documented and submitted to UNOPS for payment following the activation of the clause on direct payments to vendors and suppliers. After the wage bills are collected and verified by the contractor, the bills are sent to UNOPS to make the payments directly to the workers and evidence of payments are documented. The direct payment to workers is anticipated to continue through to the end of the project following the activation of the direct payment clause as the contractor repeatedly defaults in payment workers.

13.2.3 - Degree of respect of the estimated budget, by component and by contract

The project's budget was generally respected and there were no delays in disbursements

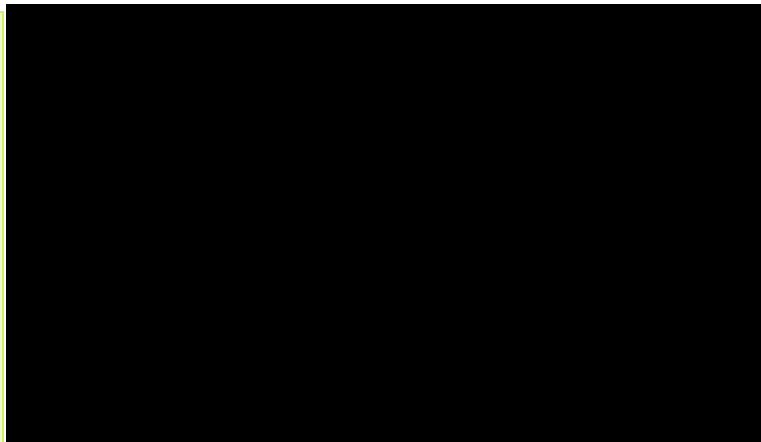
Budget and Cash Status (Euro)					
Budgeted (A)	Expenditures (B)[1]				Uncommitted Budget Balance (C=A-B)
	-	-	-	-	
	Actual	Commitments	Pre-encumbrances	Total	
10,346,746	10,000,052	295,994	-26,053	10,269,993	76,753

The amount committed as of May 2021 represents a rate of 99.3% of the initial global budget, which demonstrates an excellent degree of compliance with the budget initially allocated to this project

- These financial figures are indicative at the end of the reporting period and may not capture all commitments and reconciliations, nor expenses which are yet to be reflected in the financial management system at the date of reporting. For this reason, there may be some variance

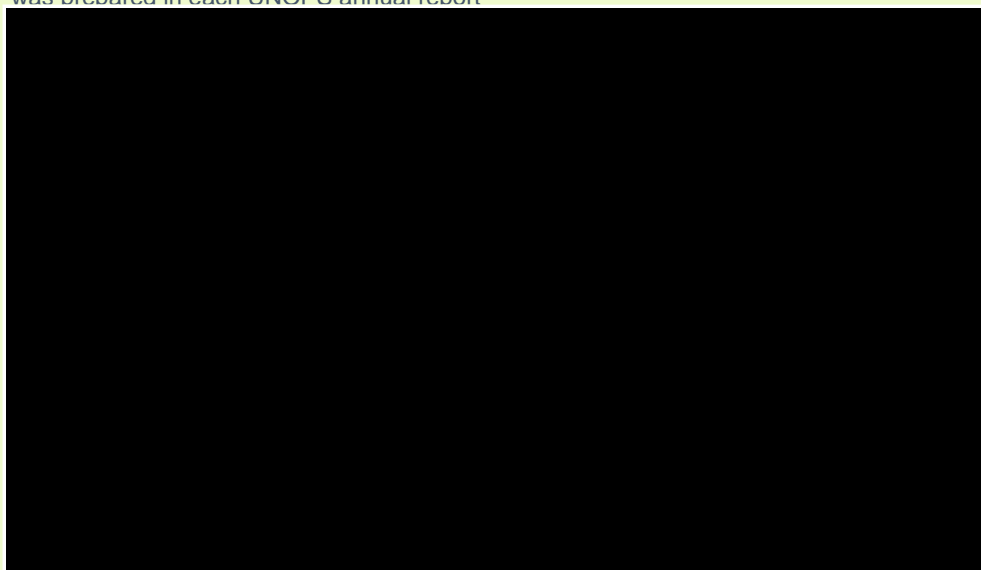
	<p>between the figures shown above and those reported in the Interim Financial Statement for the period.</p> <ul style="list-style-type: none"> <li>■ Commitments represent operations costs, transactional services, and HR costs, as well as management fees and contracts captured in the financial management system as of date.</li> <li>■ Pre-encumbrances include the budget allocations for outstanding obligations and forecasted expenses including outstanding operations costs, transactional services, fees, and HR costs which have not been posted and captured in the financial reporting system.</li> <li>■ The pre-encumbrance figure is negative because it has been reduced by the amounts of expected savings on works contracts and delayed damages applied.</li> <li>■ Pre-encumbrances above, do not consider the 6%-8% contingency for variation on the ongoing construction contracts</li> <li>■ The balance of Euros 76,753 indicated in the above table is being programmed and would be reflected in subsequent period(s) expenditures and/or commitments</li> <li>■ The cost for the civil works per km of feeder roads on average is Euros 51,000.00. It is with the normal range of cost for feeder roads in the Gambia.</li> </ul> <p>I3.2.4 - Degree of availability of counterpart resources in time and quantity agreed upon According to UNOPS monthly and annual reports:</p> <p>The Village Road maintenance Committee (VRMC):</p> <ul style="list-style-type: none"> <li>■ Provide and manage labour for feeder road maintenance to ensure that the road is maintained all year round to ensure the benefits are sustained,</li> <li>■ Carry out community mobilization and sensitization meetings to make sure the community understands their responsibilities</li> <li>■ Provide management, care and safety of the rehabilitated borrow pits for the benefits of the community members,</li> <li>■ Liaise with the local authorities and NRA on ways to mobilize resources to ensure the sustainability of the road maintenance.</li> <li>■ Upon provision by the NRA of the equipment to maintain the road, continue to undertake proper care and management of the equipment to allow for the ongoing maintenance.</li> <li>■ Provide monthly reports that include activities carried out, financial expenditure and equipment utilization to LGA/NRA.</li> </ul> <p>The National Roads Authority (NRA)</p> <ul style="list-style-type: none"> <li>■ Provide technical support to the VDC/VRMC during the road maintenance period, including ensuring that they adhere to technical standards.</li> <li>■ Seek additional funds from both Local and National governments including donors to support the road maintenance being undertaken by the VRMC.;</li> <li>■ Provide further training to the VRMC as needed for effective maintenance of the road based on needs assessments.</li> <li>■ Provide oversight on the management and maintenance of the equipment.</li> <li>■ Recommend the VRMC to other clients for additional work as part of resource mobilization.</li> <li>■ Coordinate with other ministries to mobilize more funds to make sure the sustainability of the road.</li> </ul> <p>The Local Government Authorities shall support the VRMC by undertaking the following:</p> <ul style="list-style-type: none"> <li>■ Provide unreserved and uninhibited access to the locally available materials for road maintenance.</li> <li>■ Waive all charges associated with the use of the locally available construction materials as part of their contribution to the project,</li> <li>■ Support community mobilization during the road maintenance period being implemented by the VRMC.</li> <li>■ Manage all disputes and provide a dispute resolution mechanism among local community members with regard to road maintenance.</li> <li>■ Overall responsible for carrying out periodic audits on road maintenance equipment and tools.</li> <li>■ Support the external mobilization of funds for road maintenance.</li> </ul>
<p><b>CJ3.3</b></p>	<p><b>The works, supplies and services of the Project have been performed in accordance with the contractual provisions</b> <b>Notation: satisfactory</b></p>
<p><b>Indicators</b></p>	<p>I3.3.1 - The number of amendments to works, supply and service contracts, content and justification; consistency with the provisions of the contract</p>

	<p>Three amendments to the Delegation Agreement made it possible to grant an extension on the period of execution of the contract, which led to finalize the project within a reasonable timeframe for the completion of the work</p> <p>I3.3.2 - The percentage of cost overrun by item and justification</p> <p>N/A</p> <p>I3.3.3 - The percentage of overrun of the basic period and allocation of responsibilities</p> <p>N/A</p> <p>I3.3.4 - The degree of anticipation of problems and contentious situations</p> <p>The different components of the project (works and capacity building) were followed with precision by UNOPS staff. The engineers and communication officers were very active in the implementation of the components</p> <p>I3.3.5 - The material resources mobilized were sufficient</p> <p>The material resources were necessary and sufficient to achieve the rural road works (and well controlled by the Consultants and UNOPS staff) - Similarly, the material resources needed for the capacity building components were provided on time (e.g. KAH road management software, and computer equipment from NRA)</p> <p>I3.3.6 - The human resources mobilized were sufficient</p> <p>The field visits to the work sites and the reports provided demonstrate that the human resources mobilized were well aligned with the needs of the project in each of the components (work and capacity building)</p> <p>I3.3.7 - The contracting procedures were efficient</p> <p>The EU and UNOPS procedures allowed the project to be managed in the best conditions. These procedures have sometimes been restrictive in the case of disbursements for the works, but this has allowed to set up an excellent monitoring of the project, even if it has sometimes caused some delays for the contractors</p> <p>I3.3.8 - The technical contractual specifications were respected</p> <p>UNOPS, together with the Consultant in charge of supervising the works, were able to ensure compliance with the technical contractual specifications of the road works It should be noted that the technical specifications did not foresee the filling of quarries after the end of the works</p>
<p><b>CJ3.4</b></p>	<p><b>The institutional and monitoring mechanism of the project has allowed to reach the expected results</b> <b>Notation: excellent</b></p>
<p><b>Indicators</b></p>	<p>I3.4.1 - Level of project resource mobilization</p> <p>All UNOPS monthly and annual reports include an extensive summary table on human resource mobilization (by project and gender)</p>



#### 13.4.2 - Level of commitment of project expenditures

The overall project was appropriately monitored for expenditures. A summary table of project expenditures was prepared in each UNOPS annual report



#### 13.4.3 - existence of a functional monitoring and evaluation system

A Steering Committee has been set up to oversee and guide the overall direction and policy of the project (or other responsibilities to be specified in the future) with an emphasis on providing updates from the project and collecting information to facilitate the smooth operation of the project. The project steering committee meets at least 2 times a year.

A project governance structure in line with the Prince 2 Project Management methodology has been set up and will be maintained for project direction and decision making. The Project Board will include:

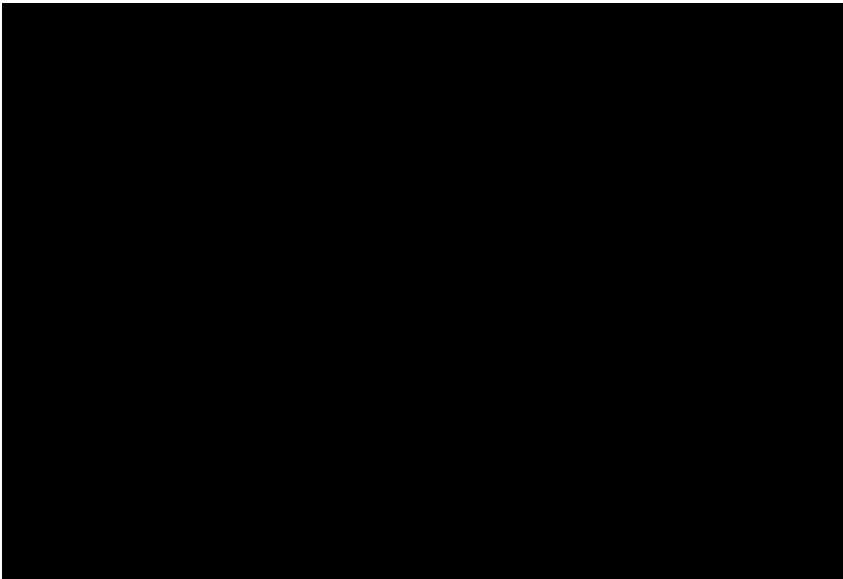
- Executive – Ministry of Transport, Works and Infrastructure (MOTWI)
- Senior User – National Road Authority (NRA)
- Senior Supplier – UNOPS, European Union and NAOSU

The Project Board meets quarterly or more often if urgent decisions need to be made

#### 13.4.4 - Rate of staff stability

There is an excellent stability rate of personnel related to project implementation. UNOPS annual reports provide accurate information on this indicator. Example - Annual report 2019-2020:

	<p>Capacity Building - Labour Based works</p> <ul style="list-style-type: none"> <li>➤ Field training conducted in Illiasa and Alkali Kunda in April 2019</li> <li>➤ 16 people (F-4 and M-12) were trained in setting out of road centreline, horizontal curves and side drains using labour-based methods</li> <li>➤ On the job training of consultant, contractor field staff and group leaders on-going in each site visit.</li> <li>➤ Two (2) sessions of training planned to take place in September and October 2019.</li> <li>➤ The target group will be staff from NRA, MLG and LGA in the areas where Labour Based activities are taking place</li> </ul>
<b>Criteria scoring</b>	<b>satisfactory</b>
<b>EQ 4 Impact</b>	<p><b>To what extent has the Project produced significant and far-reaching effects, positive or negative, intended or unintended?</b></p> <p><b>Notation: excellent</b></p>
<b>CJ4.1</b>	<p><b>The activities implemented contributed to the achievement of the overall objective (OG) of the project</b></p> <p><b>Notation: excellent</b></p>
<b>Indicators</b>	<p>I4.1.1 - rate of contribution of the project to the overall project objective</p> <p>The overall objective of the project is to enhance socio-economic development around road network in The Gambia. Each of the 7 main project activities contributed to the overall objective and improved socio-economic development in the project areas, as well as at the national level with the capacity building components (maintenance and axle loading)</p> <p>Main activity 1 : Reconstruction / rehabilitation and supervision of works of about 104.4km of feeder roads. (The works activity is divided into 3 lots: 2 "classic" work contracts defined with geographical criteria and 1 for works using labour based techniques.)</p> <p>Main activity 2 : Maintenance works using labour intensive methods with labour sourced exclusively from the communities.</p> <p>Main activity 3 : UNOPS supports road maintenance management with technical assistance and trainings to the involved stakeholders and targeted communities.</p> <p>Main activity 4 : Provide specific Technical Assistance and trainings, through UNOPS, in material engineering, data records and road network planning, to increase its performance regarding the management of the Gambian road network</p> <p>Main activity 5 : Steering the creation of axle load control regulations for The Gambia in accordance with those of ECOWAS.</p> <p>Main activity 6 : UNOPS provides Technical Assistance and trainings to create/develop Axle load control unit. Sensitization of road users and truck drivers is an important part of their mandate.</p> <p>Main activity 7 : UNOPS provides Technical Assistance to evaluate and identify locations for 2 fixed weighing stations and 4 mobile weighing devices according to the draft axle load control master plan.</p>
<b>CJ4.2</b>	<p><b>The activities implemented contributed to the two specific objectives (SO) of the project</b></p> <p><b>Notation: excellent</b></p>
<b>Indicators</b>	<p>I4.2.1 - rate of contribution of the project to the achievement of objective OS1 of the project</p> <p>The first Specific Objective (SO1) is the Improvement of Access to social facilities and markets in targeted rural areas. Activities 1 &amp; 2 contributed very well to this specific objective</p> <p>I4.2.2 - rate of contribution of the project to the achievement of the objective OS2 of the project</p> <p>The second Specific Objective (SO2) is the Improvement of road network management in the Gambia. Activities 3 to 7 have effectively contributed to this objective</p>
<b>CJ4.3</b>	<p><b>The project had unforeseen impacts</b></p> <p><b>Notation: excellent</b></p>
<b>Indicators</b>	<p>I4.3.1 – OS1 - Expected Result 1: Roads to access the targeted rural areas in good condition : identification of unintended impacts and their effects</p> <p>No unexpected negative or positive impacts observed or mentioned during the field visits</p>

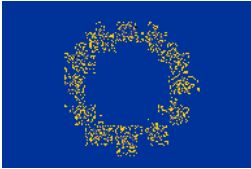
	<p>I4.3.2 – OS2 - Expected Result 1: Improved Maintenance of Road Network : identification of unintended impacts and their effects</p> <p>With the road management software provided by UNOPS in the component, the management of the road network in The Gambia will be improved</p> <p>I4.3.3 – OS2 - Expected Result 2: Reduced overloading of trucks on trunk road network : identification of unintended impacts and their effects</p> <p>Through the training provided by the project, the management of axle overload control will be improved. The creation of a management unit will also be an important element for the respect of the legislation. No data provided on axle overload with respect to the equipment provided by the project</p>
<p><b>EQ 5 SUSTAINABILITY</b></p>	<p><b>To what extent will the net benefits of the Project endure or be likely to endure?</b>  <b>Notation: average</b></p>
<p><b>CJ5.1</b></p>	<p><b>The durability of the equipment is acquired</b>  <b>Notation: average</b></p>
<p><b>Indicators</b></p>	<p>I5.1.1 - Existence of annual maintenance budgets for equipment acquired for this project</p> <p>According to desk review, documentations and interviews, There's no evidence of annual maintenance budgets for this project. The equipment acquired during the project is currently at the NRA headquarters in Banjul. During the visit to the NRA headquarters, it was noted that the equipment is present and appears to be in working order.</p> <p>Inflows for the Road Fund 2008-2017</p> 
<p><b>CJ5.2</b></p>	<p><b>Human and institutional capacities are strengthened over time</b>  <b>Notation: excellent</b></p>
<p><b>Indicators</b></p>	<p>I5.2.1 - Existence of strengthened human and institutional capacities within the structures having benefited from the Project to ensure the follow-up or the implementation of activities</p> <p>The field visit revealed good maintenance of the trails by the population. The interviews with the NBR and URR governors gave indications of the willingness of the regions and communities to put in place the necessary human resources to maintain the network of new tracks.</p> <p>Observation: Within the framework of the project, UNOPS still needs to provide training to the populations in order to continue to train them in the techniques of trail maintenance. The communities have expressed their desire to continue the collaboration with the project and if possible to obtain financing to pay the local population for maintenance work.</p>
<p><b>CJ5.3</b></p>	<p><b>Financial sustainability: a financial relay is assured for the implementation of the principles and activities promoted by the Project</b></p>



	<b>Notation: poor</b>
<b>Indicators</b>	<p>I.5.3.1 - Sustainable and sufficient funding mechanisms are in place to ensure road maintenance</p> <p>In an interview with the Gambian press, the Gambian President spoke in May 2021 about the poor condition of nearly 2,000 km of rural roads. Official documents indicate that funds are available. However, there is no official autonomous Road Fund institution. The fund is integrated into the NRA institution. The theoretical mechanism is therefore in place but there is no official evidence of available funds specifically earmarked for the 10 Feeder rural roads of the project</p> <p><i>GNTP 2018-2027 page 39 chap 4.7</i>  <i>The construction and rehabilitation of the rural roads is necessary if the agricultural transformation agenda and the all-inclusive growth agenda of the new Government are to be achieved. In addition, it will be recommended that in the planned program of work for the rural road network, local communities are involved to build expertise in rural areas in maintenance of roads as part of Government's labor-based approach in road maintenance works. Inadequate funding for maintenance of rural roads has resulted in almost total collapse of the rural road network. Local Area Councils have seen, over the years their sources of revenue whittled away to GRA, GTB, etc. to a point where they cannot carry out simple road maintenance work within their jurisdiction. In certain districts, the Local Area Councils have been able to construct or repair only one or two culverts (under emergency circumstances) in three to five years. Other subventions from Government to offset the deficit in their budgets (equalization budget, conditional budget) have not been forthcoming; even the annual payment of 25 per cent of their development budgets have not been paid for more than 20 years. Clearly, without support from NRA the rural roads under the Area Councils will continue to deteriorate</i></p>
<b>EQ 6</b> <b>Cohérence</b> <b>Complementarity</b> <b>EU added value</b>	<b>To what extent is the Project compatible with other interventions carried out by the EU (internal coherence), the government and other development partners (external coherence)?</b>
<b>CJ6.1</b>	<b>The project is consistent with the EU strategy and the national policies of The Gambia</b>
<b>Indicators</b>	<p>I6.1.1 – Actions are fully consistent with the EU strategy (internal coherence)</p> <p>The construction and rehabilitation of 104.4 km of rural roads is consistent with other actions implemented by the EU in The Gambia, in particular the financing of the bridge over the Gambia River in the transport sector and the financing granted by the EU in terms of regional integration</p> <p>I6.1.2 – Actions are consistent with Gambia's national policies (external coherence)</p> <p>The GNTP 2018-2027 document has a strategic component based on improving the rural road network in The Gambia, and the EU's actions on this financing of 104.4 kms of rural roads is fully consistent with the Gambian government's national policy</p> <p>I6.1.3 – Les actions sont en cohérence avec la stratégie d'intégration régionale UEMOA et CEDEAO</p> <p>The project integrates several components that are linked to the ECOWAS strategy, including the one related to axle overload and compliance with UEMOA regulations</p>
<b>CJ6.2</b>	<b>There is complementarity and coherence between the EU strategy and other interventions</b>
<b>Indicators</b>	<p>I6.2.1 - Evidence of the identification of complementary initiatives of other donors during the Project preparation phase</p> <p>In the road sector, the EU is co-financing the Gambia River Bridge, which will improve traffic on the Trans-Gambia transit corridor. This financing is complementary to the Rural Roads project, the subject of this final evaluation</p> <p>I6.2.2 - Evidence of the consideration of these initiatives during the implementation of the Project</p> <p>N/A</p>
<b>CJ6.3</b>	<b>The project fits into the Gambian institutional context and relies on official structures to strengthen the existing ones</b>
<b>Indicators</b>	I6.3.1 - Evidence of the project's integration into the existing Gambian institutional context

	<p>The project is now almost complete, and the institutions have appropriated the lessons learned from the program</p> <p>The local institutions (LGAs) have recorded the level of satisfaction of the rural populations following the improved accessibility to socio-economic facilities. NRA is better equipped today with capacity building in road network management, works equipment, road management software and training and organization on the issue of axle overloading</p>
<b>CJ6.4</b>	<p><b>EU funding has added value to the project that it would not have had if it had been implemented solely from the Gambian government's budget</b></p> <p><b>Notation: excellent</b></p>
<b>Indicators</b>	<p>I6.4.1 - Evidence that the Project would not have been implemented without the EU contribution</p> <p>The Gambian government's strategy mentions projects for 514 km of rural roads, but only the EU has funded 104.4 km of rehabilitated rural roads. The documentary databases reviewed show that this network of rural roads is generally in poor condition, but there are no new rural road rehabilitation/construction programs yet.</p> <p>I6.4.2 - Evidence that EU funding has helped to attract other sources of funding</p> <p>There are no other donor projects on rural roads yet. However, the projects are included in the government's strategy</p>
<b>CJ6.5</b>	<p><b>The EU contribution has enabled the implementation of a project with replicability or leverage potential</b></p>
<b>Indicators</b>	<p>I6.5.1 - Existence of follow-up by other donors in The Gambia to the Project or one of its components</p> <p>No indication to date of other rural road funding</p>
<b>EQ 7</b> <b>Cross cutting issues</b>	<p><b>How well have the cross-cutting aspects been taken into account in the Project?</b></p> <p><b>Notation: excellent</b></p>
<b>CJ7.1</b>	<p><b>The practical and strategic aspects related to gender have been adequately taken into account in the Project strategy</b></p> <p><b>Notation: excellent</b></p>
<b>Indicators</b>	<p>I7.1.1 - there is a differentiated approach to beneficiaries in terms of gender</p> <p>The first component of the project includes an important component for women's work in rural road construction. The documents consulted and the field visits clearly demonstrate the differentiated approach in terms of gender</p> <p>I7.1.2 - If yes, this gender approach has led to a better impact and sustainability for the project</p> <p>The work component of the project has enabled the employment and training of women in rural road construction techniques. The impact on village communities and women is very strong, allowing them to increase their income in return for this work. Awareness of the role of women was affirmed during field interviews in The Gambia during meetings with village communities</p> <p>I7.1.3 - Gender equality has increased since the end of the project</p> <p>Gender equality is a theme that has been achieved since the end of the work, as women have demonstrated their level of capacity to work on road projects</p>
<b>CJ7.2</b>	<p><b>Environment and climate change</b></p> <p><b>Notation : excellent</b></p>
<b>Indicators</b>	<p>I7.2.1 - there is an environmental and climate change approach in the project</p> <p>UNOPS produced a 78-page report edited in October 2018, which serves as the basis for the environmental and gender project (UNOPS Project Social and environment management plan EM01)</p> <p>I7.2.2 - If yes, this environmental approach has led to a better impact and sustainability for the project</p>

	<p>This guide has had an impact on the development of the project in the different themes such as gender mainstreaming, waste management, erosion control, air quality degradation, etc.</p> <p>17.2.3 - Awareness of environmental/climate change standards has increased since the end of the project</p> <p>It was noted in the field during interviews with village communities and implementing agencies that these environmental and gender concepts are understood by the various project stakeholders</p>
<p><b>CJ7.3</b></p>	<p><b>Good governance has been integrated into the project and the principle of Leave No-One Behind and the rights-based approach methodology was followed in the identification/formulation documents</b></p> <p><b>Notation: excellent</b></p>
<p><b>Indicators</b></p>	<p>17.3.1 - there is a "good governance" approach</p> <p>The project was monitored and managed by UNOPS, which scrupulously applied a good governance approach.</p> <p>17.3.2 - This approach has led to greater impact and sustainability of the project</p> <p>This rigorous approach on the part of UNOPS ensured the sustainability of the project and had an impact on the target populations (contractors, NRA executing agency, beneficiaries and rural populations)</p> <p>17.3.3 - Good governance has increased since the end of the project</p> <p>Good governance is a concept that has developed throughout the project for all stakeholders. For example, rural populations have become aware that good governance in the management of rural roads has a beneficial impact on the economic development of their region</p> <p>17.3.4 - The project takes into account the differential impact of poverty by disadvantaged group</p> <p>The purpose of this project takes well into account this aspect:” Reinforced access of the most vulnerable populations to markets and socio-economic facilities through a feeder road rehabilitation programme”</p> <p>17.3.5 - The project regularly produces transparent, widely distributed and understandable financial reports</p> <p>All reports produced by UNOPS have been prepared in full transparency and shared with the Steering Committee. The financial statements follow international Prince 2 standards.</p> <p>17.3.6 - The project has effective anti-corruption monitoring tools</p> <p>UNOPS has rigorous anti-corruption procedures and the project was monitored with this approach</p> <p>17.3.7 - the principle of Leave No-One Behind and the rights-based approach methodology was followed</p> <p>the overall objective of this project was to respect the principle of “Leave No-One Behind” and according to the principles of “rights-based approach methodology”</p>



# Technical defects of the Feeder Rural Roads

30/08/2021

Framework contract services for the implementation of external aid (SIEA)  
2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

**Final Evaluation of CTR 386022 - UNOPS Feeder Roads –  
SIEA-2018-1935**

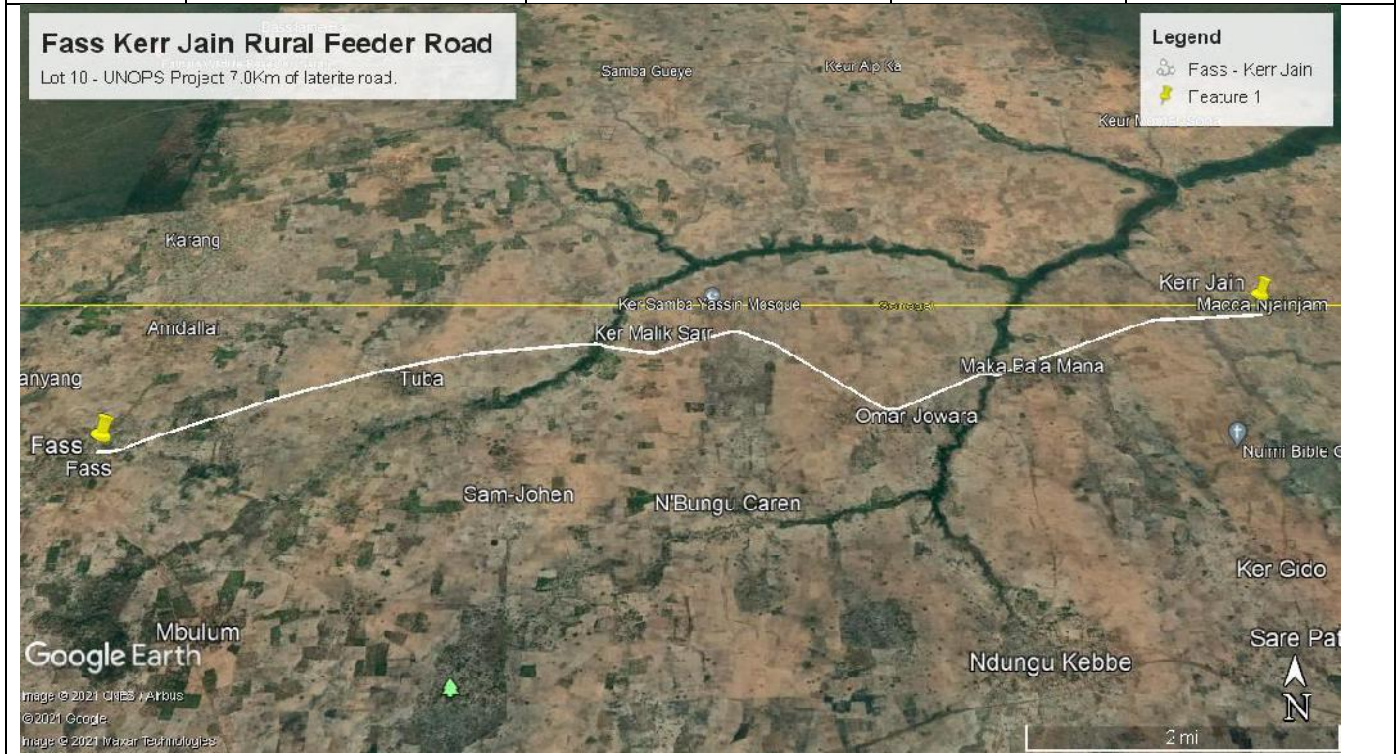


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# 1 Fass – Kerr Jain Rural Feeder

<b>Lot 10</b>	<b>Location:</b> North Bank Region	<b>Design length:</b> 17.1 Km <b>Built Length:</b> 17.1 Km	<b>Road Type:</b> Laterite Road	<b>Date:</b> 12/08/2021
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<p><b>General Comments:</b></p> <p><b>Road Furniture:</b> Satisfactory</p> <p><b>Road Concrete Structures:</b> Average</p> <p><b>Road Drains (Side Ditches, Box Culverts &amp; Drifts):</b> average</p> <p><b>Road Built Level:</b> Satisfactory</p>	<p><b>Motorable Speed:</b> Excellent</p> <p><b>Bends/Curves:</b> Excellent</p> <p><b>Road Built length:</b> Excellent</p> <p><b>Road Material:</b> Excellent</p> <p><b>Road Compaction:</b> Satisfactory</p> <p><b>Road through Settlement:</b> Satisfactory</p>
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**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi  
Lot 2: Infrastructure, sustainable growth and jobs

Item No.	Photo	Comments
1.		Stone pitching Outstanding Depression due to poor compaction just after Culvert
2.		Community effort to fill the depression just after Culvert. Fill material poorly compacted
3.		Air pockets on the sides indicate poor vibration of Concrete structure

## 2 Kerewan – Njawara Rural Feeder



Lot: 9	Location: North Bank Region	Design length: 9.9 Km Built length: 9.9 Km	Type of Road: Laterite Road	Date of Visit: 12/08/21
<div style="display: flex; justify-content: space-between;"> <div data-bbox="183 519 699 593"> <p><b>Kerewan Njawara Rural Feeder Road</b>                      Lot: 9 - UNOPS Project 9.9Km of laterite road.</p> </div> <div data-bbox="1268 519 1476 638"> <p><b>Legend</b></p> <ul style="list-style-type: none"> <li><span style="color: yellow;">★</span> Feature 1</li> <li><span style="color: blue;">★</span> Kerewan - Njawara</li> <li><span style="color: red;">★</span> Mosque</li> </ul> </div> </div>  <p data-bbox="167 1097 351 1187">Google Earth  <small>Image © 2021 CNES / Airbus                      © 2021 Google</small></p>				
<p><b>General Comments:</b></p> <p><b>Road Furniture:</b> Satisfactory</p> <p><b>Road Concrete Structures:</b> Average</p> <p><b>Road Drains (Side Ditches, Box Culverts &amp; Drifts):</b> average</p> <p><b>Road height above ground:</b> Satisfactory</p>		<p><b>Motorable Speed:</b> Excellent</p> <p><b>Bends/Curves:</b> Excellent</p> <p><b>Road Built length:</b> Excellent</p> <p><b>Road Material:</b> Excellent</p> <p><b>Road Compaction:</b> Excellent</p> <p><b>Road within Settlements:</b> Average</p>		



**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

Item No.	Photos	Comments
1.		Poor side ditch without the need stone pitch
2.		Poor Side ditch – with no protection for the road for the volume water that flows here.

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Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

3.		As above
4.		Concrete drift without a proper Toe (edge beam) a Box Culvert would have

### 3 Alkali Kunda Rural Feeder

<p><b>Lot: 3</b></p>	<p><b>Location:</b> North Bank Region</p>	<p><b>Design length:</b> 2.6 Km <b>Built length:</b> 2.3 km</p>	<p><b>Type of Road:</b> Laterite Road</p>	<p><b>Date of Visit:</b> 13/08/21</p>
<p><b>General Comments:</b></p> <p><b>Road Furniture:</b> Satisfactory</p> <p><b>Road Concrete Structures:</b> Satisfactory</p> <p><b>Road Drains (Side Ditches, Box Culverts &amp; Drifts):</b> Average</p> <p><b>Road Built height:</b> Satisfactory</p>			<p><b>Motorable Speed:</b> Excellent</p> <p><b>Bends/Curves:</b> Excellent</p> <p><b>Road Built length:</b> Satisfactory</p> <p><b>Road Material:</b> Excellent</p> <p><b>Road Compaction:</b> Satisfactory</p> <p><b>Road through Settlement:</b> N/A</p>	

**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

Item No.	Photos	Comments
1.		<p>No Major Issues with this road. Ditches are full of vegetation. Boulders left in ditches.</p>
2.		





## 4 Illiassa – Katchang Rural Feeder

<p><b>Lot: 6</b></p>	<p><b>Location:</b> North Bank Region</p>	<p><b>Design length:</b> 6.7 Km <b>Built length:</b> 6.6 km</p>	<p><b>Type of Road:</b> Laterite Road</p>	<p><b>Date of Visit:</b> 13/08/21</p>
<p><b>General Comments:</b></p> <p><b>Road Furniture:</b> Satisfactory</p> <p><b>Road Concrete Structures:</b> Satisfactory</p> <p><b>Road Drains (Side Ditches, Box Culverts &amp; Drifts):</b> Average</p> <p><b>Road Built height:</b> Average</p>			<p><b>Motorable Speed:</b> Excellent</p> <p><b>Bends/Curves:</b> Excellent</p> <p><b>Road Built length:</b> Excellent</p> <p><b>Road Material:</b> Excellent</p> <p><b>Road Compaction:</b> Satisfactory</p> <p><b>Road through Settlement:</b> Poor</p>	

**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi





Lot 2: Infrastructure, sustainable growth and jobs

	Photos	Comments
1.		No stone pitching
2.		Huge volume of water crossing the road. Sand deposited on the road. There is a need for a drift. However, sand covering the road would give the road surface some protection from erosion
3.		Community cutting road to allow water to cross the road – Either a drift or deep enough side canals to channel water to near by drift is required
4.		No proper side ditch to accommodate the volume of water coming to the road. Sand deposit on the road.


**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

5.		Drift required to accommodate the volume of water crossing the road. Sand deposit on the road
6.		As above
7.		Drift required to accommodate the volume of water crossing the road. Sand deposit on the road
8.		Poor Compaction or stagnant water on the road caused the base to soak and soften.

## 5 Baja Kunda Rural Feeder





Lot: 8	Location: North Bank Region	Design Length: 7.6 Km Built Length: 7.1 Km	Type of Road: Laterite Road	Date of Visit: 14/08/21
				
<p><b>General Comments:</b></p> <p><b>Road Furniture:</b> Average</p> <p><b>Road Concrete Structures:</b> Satisfactory</p> <p><b>Road Drains (Side Ditches, Box Culverts &amp; Drifts):</b> Average</p> <p><b>Road Built height:</b> Average</p>			<p><b>Motorable Speed:</b> Excellent</p> <p><b>Bends/Curves:</b> Excellent</p> <p><b>Road Built length:</b> Satisfactory</p> <p><b>Road Material:</b> Excellent</p> <p><b>Road Compaction:</b> Satisfactory</p> <p><b>Road through Settlement:</b> Average</p>	



**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi





Lot 2: Infrastructure, sustainable growth and jobs

Item No.	Photos	Comments
1.		<p>No Stone pitching. Road side eroding Guard rail not yet install (applies to all box culverts)</p>
2.		<p>Water over flowing over the road at speed (volume is huge) causing erosion. Ditch shallow and width small due to vegetation</p>
3.		<p>No ditch visible for the volume of water that comes to the road, water forced on to the road deposit its load as its forced to slow down and turn.</p>
4.		<p>Drifts inlets and outlet are not clear and open for the volume of water that crosses (this is common to most of the drifts on this road. Exacted material form drift can be seen at both inlets and outlets.</p>

**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

5.		As above. No stone pitches to side of culvert.
6.		As Above; Outlet and inlets not cleared
7.		Outlet and Inlets not cleared roadside ditches not properly connected to drift. This is a common issue with most of the drifts on this road.
8.		As above.

**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

9.	 A photograph showing a dirt road with a drainage ditch on the left side. A white and red marker post is visible in the foreground. The background shows a green field and trees under a cloudy sky.	As Above
10.	 A photograph showing a dirt road with a drainage ditch on the left side. A white and red marker post is visible in the foreground. The background shows a green field and trees under a cloudy sky. The road surface appears to have some water flow or erosion.	As above. Water forced on to road (deposits sand and grass on the road) due to poor inlet of nearby drift





## 6 Chamoi – Dampha Rural Feeder

<b>Lot: 2</b>	<b>Location:</b> North Bank Region	<b>Design Length:</b> 7.8 Km <b>Built Length</b> 7.1 Km	<b>Type of Road:</b> Laterite Road	<b>Date of Visit:</b> 14/08/21
<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p><b>Chamoi - Dampha Kunda- Tamba Sansang Rural Feeder Road</b>                      Lo: 2 - UNOPS Project 7.4 Km of laterite road.</p>  </div> <div style="width: 35%; border: 1px solid black; padding: 5px;"> <p><b>Legend</b></p> <ul style="list-style-type: none"> <li><span style="color: yellow;">★</span> Feature 1</li> <li><span style="color: white;">—</span> Feeder Road</li> </ul> </div> </div>				
<p><b>General Comments:</b></p> <p><b>Road Furniture:</b> Average</p> <p><b>Road Concrete Structures:</b> Satisfactory</p> <p><b>Road Drains (Side Ditches, Box Culverts &amp; Drifts):</b> Average</p> <p><b>Road Built height:</b> Satisfactory</p>			<p><b>Motorable Speed:</b> Excellent</p> <p><b>Bends/Curves:</b> Excellent</p> <p><b>Road Built length:</b> Average</p> <p><b>Road Material:</b> Excellent</p> <p><b>Road Compaction:</b> Satisfactory</p> <p><b>Road through Settlement:</b> Average</p>	

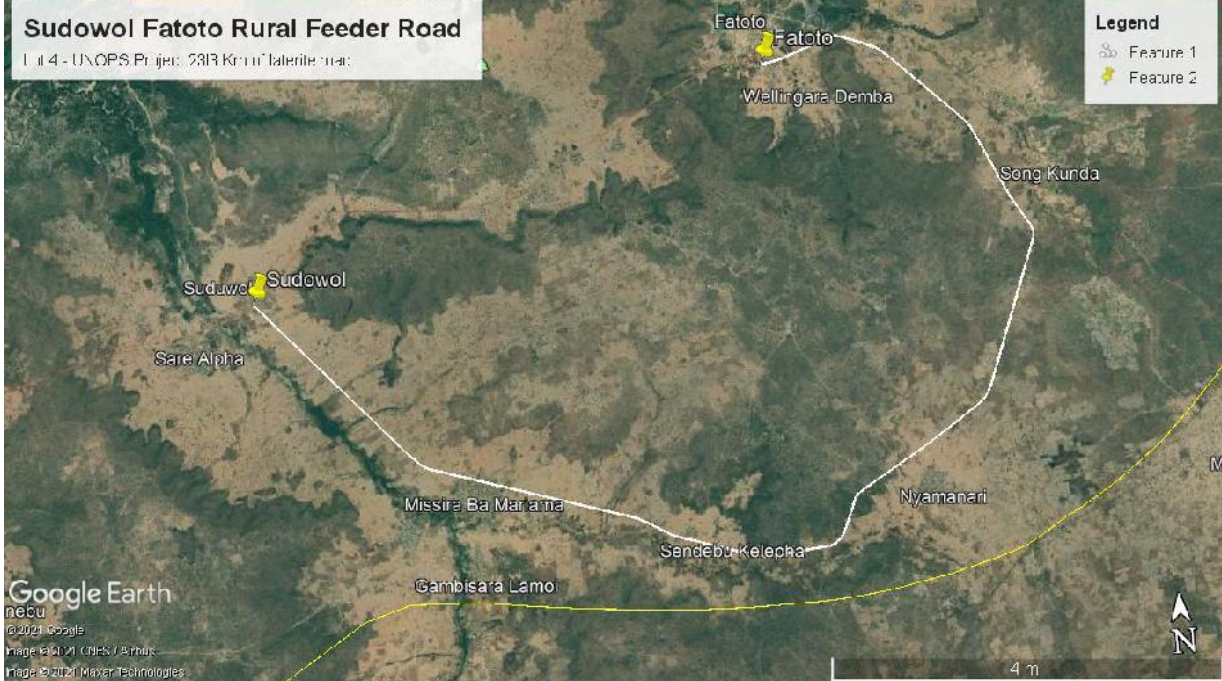
**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

Item No.	Photos	Comments
1.		Community Road cutting to allow water to cross the road
2.		Community Road cutting to allow water to cross the road
3.		Yellow painted drift sign board – colour fainting
4.		Drift Inlets and Outlets outlet not cleared

## 7 Suduwol – Fatoto Rural Feeder

Lot 4	Location: Upper River Region	Design length: 23.4 Km Built length: 23.4 Km	Type of Road: Laterite Road	Date of Visit: 14/08/21
				
<p><b>General Comments:</b></p> <p><b>Road Furniture:</b> Satisfactory</p> <p><b>Road Concrete Structures:</b> Satisfactory</p> <p><b>Road Drains (Side Ditches, Box Culverts &amp; Drifts):</b> Average</p> <p><b>Road Built height:</b> Satisfactory</p>			<p><b>Motorable Speed:</b> Excellent</p> <p><b>Bends/Curves:</b> Excellent</p> <p><b>Road Built length:</b> Excellent</p> <p><b>Road Material:</b> Excellent</p> <p><b>Road Compaction:</b> Excellent</p> <p><b>Road through Settlement:</b> Satisfactory</p>	

**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

Item No.	Photos	Comments
1.		Sign of heavy Traffic and overloaded trucks.
2.		As Above
3.		Ring Culvert failed due to heavily loaded traffic. NRA constructing and new bigger Box Culvert.
4.		Water forced on to road due to poor inlet and outlet of Drift.

**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**


Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

5.		Ring Culvert too small – huge quantities of water stagnant for a period time couple with vibration caused by overloaded trucks; road side embankment collapsed
6.		Water crossing road – volume huge – server erosion evident. A drift is need here with good outlet to take water away from the road.
7.		No Stone pitching





## 8 Samba Kunda Rural Feeder

<b>Lot: 7</b>	<b>Location:</b> Upper River Region	<b>Design length:</b> 17.4 Km <b>Built length:</b> 17.0 Km	<b>Type of Road:</b> Laterite Road	<b>Date of Visit:</b> 14/08/21
				
<p><b>General Comments:</b></p> <p><b>Road Furniture:</b> Satisfactory</p> <p><b>Road Concrete Structures:</b> Satisfactory</p> <p><b>Road Drains (Side Ditches, Box Culverts &amp; Drifts):</b> Average</p> <p><b>Road Built height:</b> Excellent</p>			<p><b>Motorable Speed:</b> Excellent</p> <p><b>Bends/Curves:</b> Excellent</p> <p><b>Road Built length:</b> Satisfactory</p> <p><b>Road Material:</b> Excellent</p> <p><b>Road Compaction:</b> Satisfactory</p> <p><b>Road through Settlement:</b> Average</p>	



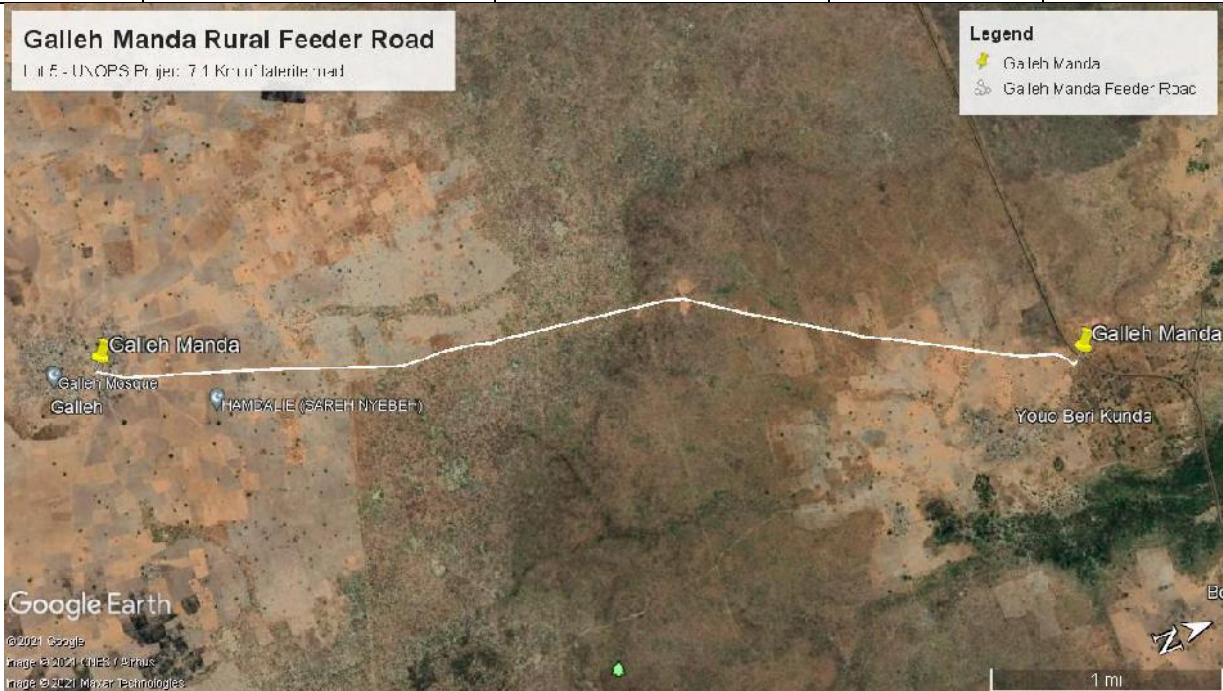
**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

Item No.	Photos	Comments
1.		<p>Stone pitch incomplete in most of the drifts</p> <p>Insufficient passage for out flows from the drift.</p> <p>Drift excavation material still on outlet and inlet side of the drift</p>
2.		<p>As above.</p>





## 9 Galleh Manda Rural Feeder

<b>Lot: 5</b>	<b>Location:</b> Upper River Region	<b>Design length:</b> 7.4 Km <b>Built length</b> 7.2 Km	<b>Type of Road:</b> Laterite Road	<b>Date of Visit:</b> 16/08/21
<div style="display: flex; justify-content: space-between;"> <div data-bbox="215 521 660 591"> <p><b>Galleh Manda Rural Feeder Road</b> Lot 5 - UNOPS Project: 7.4 Km of laterite road</p> </div> <div data-bbox="1166 521 1430 613"> <p><b>Legend</b>   Galleh Manda   Galleh Manda Feeder Road</p> </div> </div>  <p>Google Earth © 2021 Google Image © 2021 CNES / Airbus Image © 2021 Maxar Technologies</p>				
<p><b>General Comments:</b></p> <p><b>Road Furniture:</b> Satisfactory</p> <p><b>Road Concrete Structures:</b> Poor</p> <p><b>Road Drains (Side Ditches, Box Culverts &amp; Drifts):</b> Average</p> <p><b>Road Built height:</b> Satisfactory</p>			<p><b>Motorable Speed:</b> Satisfactory</p> <p><b>Bends/Curves:</b> Satisfactory</p> <p><b>Road Built length:</b> Satisfactory</p> <p><b>Road Material:</b> Problem</p> <p><b>Road Compaction:</b> Problem</p> <p><b>Road through Settlement:</b> N/A</p>	

**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

Item No.	Photos	Comments
1.		<p>Poor compaction and poor base material</p>
2.		<p>Poor Base material – too clayey with very little gravel. Clayey material on drift.</p>
3.		<p>Poor Compaction and poor base material</p>
4.		<p>Drift inlet and outlet not cleared – drift holding water</p>

**Final Evaluation of CTR 386022 - UNOPS Feeder Roads – SIEA-2018-193**

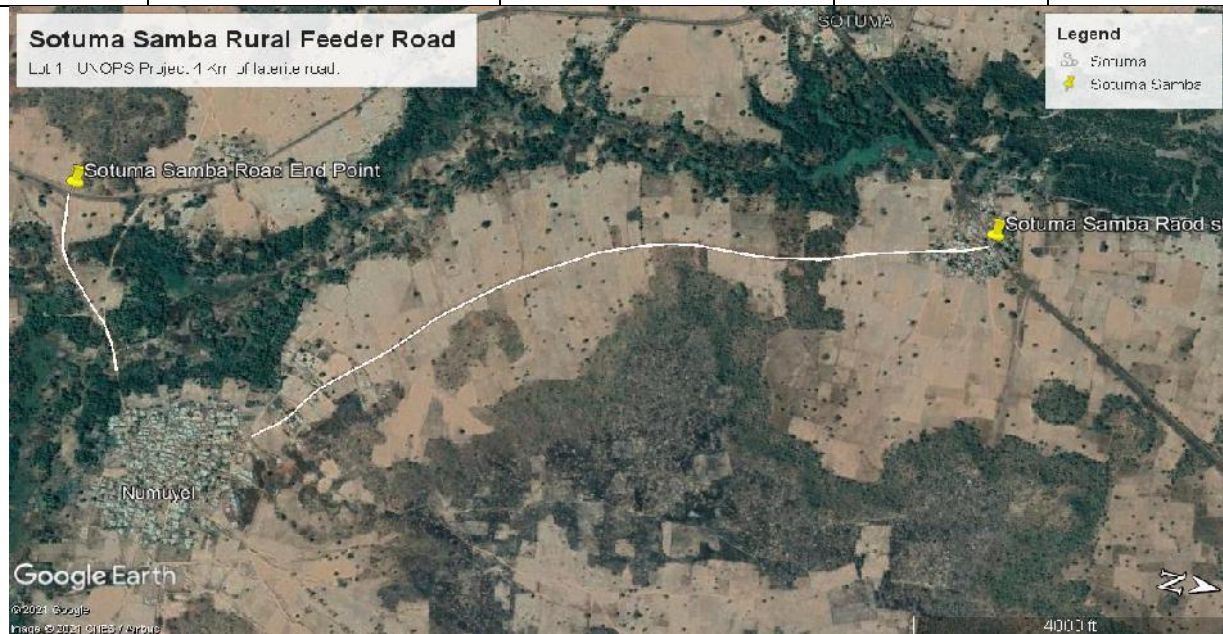
Framework contract services for the implementation of external aid (SIEA) 2018 – EuropeAid/138778/DH/SER/Multi

Lot 2: Infrastructure, sustainable growth and jobs

5.		Poor Concrete works. Concrete surface disintegrating.
6.		Poor base materials – too clayey
7.		Poor compaction: Sign of compaction under traffic.
8.		Drift outlet not cleared. Water ponding on drift

## 10 Sutoma – Ma Samba Rural Feeder

<b>Lot: 1</b>	<b>Location:</b> Upper River Region	<b>Design length:</b> 4.9 Km <b>Built length:</b> 4.0 Km	<b>Type of Road:</b> Laterite Road	<b>Date of Visit:</b> 16/08/21
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<p><b>General Comments:</b></p> <p><b>Road Furniture:</b> Satisfactory</p> <p><b>Road Concrete Structures:</b> Satisfactory</p> <p><b>Road Drains (Side Ditches, Box Culverts &amp; Drifts):</b> Average</p> <p><b>Road Built height:</b> Satisfactory</p>	<p><b>Motorable Speed:</b> Excellent</p> <p><b>Bends/Curves:</b> Excellent</p> <p><b>Road Built length:</b> Satisfactory</p> <p><b>Road Material:</b> Excellent</p> <p><b>Road Compaction:</b> Satisfactory</p> <p><b>Road through Settlement:</b> Average</p>
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Item No.	Photos	Comments
1.		<p>Community road cutting to allow water to cross. Drift needed. There are 3 such cuttings, one of them has a concrete surface</p>