



**PROJECT DOCUMENT
OF THE UN FUND FOR RECOVERY, RECONSTRUCTION AND DEVELOPMENT IN DARFUR**

Rehabilitation/Construction of Access Roads and Crossing Points

Khartoum, 10 February 2016

United Nations Office for Project Services (UNOPS)

Signature Page

Contributes to 2013-2019 Darfur Development Strategy (DDS) Pillar(s):	Pillar II. Reconstruction Objective 1: Improved physical access to goods, markets and administrative and social services
Contributes to UNOPS Strategic Goal(s):	I. Focus on national capacity and sustainability II. Contributes to operational excellence
Project Title:	Rehabilitation/Construction of Access Roads and Crossing Points
Project Output(s):	Output 1: 50 road drainage structure (crossing points) constructed to open and ease access in the 5 states of Darfur

Lead Agency	UNOPS
Participating Agency(ies)	UNOPS
Project Duration:	18 Months
Anticipated start/end dates:	January 2016 – June 2017
Total estimated budget:	\$11,503,178

Signature of authorisation:

UN organisations	National Coordinating Authorities
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Contents

1.	Executive Summary	1
2.	Situation Analysis	1
3.	Project strategies, including lessons learned and the proposed programme	2
3.1	Target areas & beneficiaries	2
3.2	Background/context	3
3.3	Lessons learned	3
3.4	The proposed project.....	3
	Table 1: Expected Project results and Impact	4
3.5	Environment.....	5
3.6	Gender.....	5
4.	Feasibility, value for money, risk management and sustainability of results	5
4.1	Feasibility	5
4.2	Value for Money	5
4.3	Sustainability of Results.....	5
4.4	Risk management.....	6
	Table 2: Risk Assessment	7
5.	Results Framework	9
	Table 3: Results Framework	9
6.	Management and Coordination Arrangements	11
	Figure 1: Project Board Structure	11
7.	Funds allocation and Cash Flow Management	11
7.1	Transfer of cash from the fund to participating agencies, and to national Implementing Partners.....	12
8.	Monitoring, Evaluation and Reporting	12
8.1	Monitoring.....	12
	Table 4: Project Monitoring Framework (PMF)	12
8.2	Annual/Regular reviews:	13
8.3	Evaluation.....	14
8.4	Reporting.....	14
9.	Work plans and budgets	14

Annexes

Annex I:	Work Plan	15
	Table 5: Work plan (Duration: 18 months): Rehabilitation of Choke Points on Feeder Roads in the five States of Darfur Project	15
Annex II:	Budget Sheet, United Nations Office for Project Services (UNOPS).....	17
Annex III:	List of Prioritised Localities for Assessment of Choke Points and Consideration for Choke Point Rehabilitation Works (determining the final location of the crossing points is subject to assessment output).	18
Annex IV:	Project Team Structure chart.....	19
Annex V:	Identification of additional crossing points and roads for rehabilitation	20

Abbreviations & Acronyms

AA	Administrative Agent
AAC	Administrative Agent Cost (1% MPTF)
CDC	Community Development Council
CEB	Chief Executives Board for Coordination
DDPD	Doha Document for Peace in Darfur
DDS	Darfur Development Strategy
DRA	Darfur Regional Authority
EBA	Equipment-Based Approach
FaST	Foundational and Short-Term
HLMC	High Level Committee on Management
HRBAP	Human-Rights Based Approach to Planning
ISC	Indirect Support Costs (7%)
LBA	Labour-Based Approach
LMDC	Locally Managed Direct Costs
CMDC	Centrally Managed Direct Costs
MMR	Maternal Mortality Rate
MOSS	Minimum Operating Security Standards
MOU	Memorandum of Understanding
PMF	Project Monitoring Framework
PRSD	Poverty Reduction Strategy Document
RBM	Results-Based Management
SDG	Sudanese Pound
TOR	Terms of Reference
U5MR	Under-Five Mortality Rate
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
USD	United States Dollar

1. Executive Summary

Since 2003, the ongoing conflict in Darfur continues to generate enormous humanitarian and recovery needs. While there have been recent improvements in security and important political developments, their impact on the overall level of development needs has not been significant. The region has a long history of severe food shortages and cyclical episodes of drought, which have affected the livelihood of the rural population and determined their coping mechanisms – including migration. Food insecurity is prevailing across Darfur and reinforced as a consequence of intra-community conflict causing human displacement, destruction of villages, rupture of agricultural activities, damage of harvests, loss of livestock, and blocking of access and supply roads.

Much of the road infrastructure in Darfur remains badly damaged as no maintenance has been undertaken, thereby depleting the barely existent road network. In addition, the rainy season brings significant water flows and flash floods in valleys cutting off key access routes to the population requiring basic services. For humanitarian assistance to be able to reach out to the population most in need, it is dependent on security and administrative access but also the physical infrastructure such as rural roads, bridges and drainage systems. An improved road network will also benefit communities to access essential services such as hospitals/health centres, markets and schools. During the rainy seasons which normally culminate in flooding, the existing road network becomes inaccessible by the local population thus exacerbating the need for improved road structures as well as bridges. These access issues have hindered vulnerable civilians, in particular women, children and youths who are disproportionately affected by limited access to social services and markets for their goods. Maternal and under five mortality rates are higher in Darfur¹ and access to education is lower than in other regions of Sudan. In the newly established states such as East and Central Darfur, the main road network consists of a track made by the various means of transportation. The seasonal and ephemeral valleys block roads in cities particularly disconnecting rural areas during the rainy season.

Guided by the Darfur Development Strategy, UNOPS Sudan is embarking on an intervention to rehabilitate the choke points on feeder roads in selected areas in the five states of Darfur. This project is expected to provide over half a million inhabitants in Darfur access to improved basic services through the rehabilitation of the choke points on feeder roads in five rural states road infrastructure. Choke points are road blocks where vehicles are unable to pass due to high volumes of water during the rainy season or severe damage. It is envisaged that this intervention to rehabilitate these choke points will also contribute to achieving Pillar II: *Reconstruction*, of the 2013-2019 Darfur Development Strategy as well as contributing to the strategic goals of the Government of Sudan's National Five-year Development Plan [2012-2016]. The project will fall under the Basic Services pillar and contribute to achieving Outcome 4² of the 2013-2016 United Nations Development Assistance Framework for Sudan.

The International Donor Conference for Reconstruction and Development in Darfur, held in Doha on 7-8 April 2013 reaffirmed the world's commitment to the people of Darfur and to the stability of the region. The Government of Qatar has confirmed an amount of USD 88 million to support the realisation of the DDS. UNOPS intends to leverage this support to implement the following project to contribute to realising the DDS goals in reconstruction and recovery by complementing the DDS projects through ensuring year-round access to project sites.

2. Situation Analysis

Darfur has long been a land riven by conflict, misunderstanding and insecurity. The underlying causative factors are complex and exist in local, regional, national and international theatres simultaneously. Simmering tensions through the 1990s exploded in 2003, as self-defence groups militarised into armed resistance and initiated a significant conflict that would ravage Darfur over the next three years. This resulted in the internal displacement

¹ MMR 334/100,000 in South Darfur, 332/100,000 in WD and 177/100,000 in ND according to the 2010 SHHS. U5MR 95/1000 in North Darfur, 138/1000 in West Darfur, 98/1000 in South Darfur according to the 2006 SHHS.

² Outcome 4 of the 2013-16 Sudan UNDAF: People in Sudan, with special emphasis on populations in need, have access to equitable and sustainable quality basic services

of an estimated 1.7 million people, as well as a flood of 280,000 refugees, particularly non-Arabs from Western Darfur, into Chad as refugees.

Virtually the entire population of Darfur - an estimated 8 million - is arguably affected by the conflict. Apart from the 2 million that are still displaced, including refugees - 80% of whom lost everything they owned – every community, whether they are sedentary rural farmers, nomadic pastoralists, public sector workers or urban dwellers, have seen their livelihoods disintegrate and their freedom of movement and personal security severely threatened or compromised. The conflict damaged and destroyed infrastructure, seriously curtailed markets and disrupted trade and employment. As confidence eroded, investment in much-needed development of the region diminished.

In addition to the massive conflict-driven disruption of Darfur's economy over the last ten years, Sudan's economy now also faces hurdles. Following the large economic shock caused by the loss of oil revenue due to secession of South Sudan, which led the economy to contract by 3.3% in 2011 and by a further 11.1% in 2012, the overall fiscal deficit was expected to increase to 3.7% in 2012. In the 2013 budget the funding gap stands at SDG10 billion (USD 2.27 billion), a full one-third of the budget. Both policy reforms adopted by the Government in June 2012 that incorporate necessary austerity measures and the implementation of the recent agreement with South Sudan on oil-related issues, should create a gradual improvement in Sudan's economic and financial conditions in 2013 and 2014. Nonetheless, Sudan's recovery will depend critically on continued fiscal discipline, especially a careful prioritisation of recurrent and development spending.

Both the macro and regional context are cause for concern. Poverty levels in Darfur are among the highest in the country, with almost two thirds of the population falling below the poverty line. Human development indicators are among the worst in Africa. The delivery of essential services of health, education and water are severely constrained, not just by the conflict but by the limited human and financial resources available to the region. Prior to the conflict and over the last ten years, the Darfur states have received less than half of the fiscal transfers allocated to states with comparable population and administration. The region is strikingly dependent on these federal transfers, as state revenues - hampered as they are by insecurity – contribute less than 20% of the fiscal resources available. The situation is expected to be further aggravated since the formation of two additional Darfur states at the beginning of 2012. Finally, development spending within Darfur states is comparatively less than half of other states in Sudan.

The Government of Sudan has reconfirmed its commitment over the next six years to the financial pledges stated in the DDPD. In early 2013, it provided a Letter of Credit for USD 165m to the DRA in an effort to meet its initial obligation, as well as in-kind contributions to support the establishment of the DRA. Measures are underway to ensure that its additional financial obligations to Darfur are met.

The six-year plan to meet both social and infrastructural needs totals USD 7.2 billion. The Government of Sudan has committed USD 2.7 billion to the DDPD over the next six years, leaving a donor requirement of USD 4.5 billion to be pledged within the same timeframe. Of this total contribution, it is imperative that, in order to initiate and secure broad-level FaST activities within each of the three pillars, an estimated cash sum of USD 177.4 million is deposited in the funding mechanism immediately, to ensure that the foundations for the longer term development within *Governance, Justice and Reconciliation, Economic Recovery and Reconstruction* are well-laid.³

3. Project strategies, including lessons learned and the proposed programme

3.1 Target areas & beneficiaries

It is envisaged that over half a million civilians including returnees to the five states of Darfur will have improved access to basic services including education, health services and markets due to a rehabilitated and upgraded feeder road network with proper consideration of the environment. This is important for especially women and children who make greater use of these services. This project aims to conduct a two-staged detailed assessment

³ Extracted from the DDS

of transport needs and priorities in the five states of Darfur, including an assessment of trade infrastructure and flows; feasibility studies and design of priority programs increasing the access to markets and market infrastructure and improving access to return sites and rural villages. After the first stage is completed, choke points on feeder roads to returnee sites will be selected in consultation with the DRA, UN agencies, and partners working to realise the Darfur Development Strategy. The selected choke points will then be rehabilitated through this project to open year-round access for returnee sites. Selection for rehabilitation work will be made based on the needs of the beneficiaries, consultations with stakeholders, best value for money, and facilitation of DDS projects. After the Stage I-Assessment, UNOPS will be able to better estimate the number of beneficiaries.

3.2 Background/context

The project will contribute to achieving the outcomes of the DDS Pillar II: *Reconstruction*, Objective 1⁴. The project will be managed by UNOPS which will also act as the implementing agency in close cooperation and coordination with the DRA and local authorities at the State Ministry of Planning & Public Utilities in Darfur. UNOPS will employ local contractors for the detailed assessment and rehabilitation work to address the crossing points, as well as directly employing local labourers and communities as needed. UNOPS will also engage other stakeholders including community leaders, vulnerable groups and local citizens to support the initial stages of the construction process. The road drainage structures design and implementation will adhere to the National Highway Authority standards and specifications, which are in line with the environmental protection measures for feeder roads. In addition, UNOPS will also coordinate activities with other UN agencies working in the same areas and relevant stakeholders in achieving the goals and objectives of the Darfur Development Strategy outcomes. It is estimated that within the five Darfur States, a total of 507,000 civilians including returnees, majority of these being female headed households, will benefit from the rehabilitation of the choke points.

Improved connectivity will bring great benefits for women, children and vulnerable groups such as the elderly and disabled. Transport services will increase travel faster and more convenient for women and girls who will be able to travel further from home. The quality of rural health, education and other services will improve with better accessibility. Girls will have a better chance of attending secondary school. Markets will be easier to reach and trading opportunities for women will increase. Better roads bring more customers to the area, improving opportunities to expand women's small enterprises. Choke point construction and maintenance will generate jobs for women and provide cash income for returnees to stimulate the local economy and assist in re-establishment of livelihoods.

3.3 Lessons learned

UNOPS has extensive experience working in Darfur and therefore has learned how to respond to the many challenges of such a complex environment. UNOPS has worked with several local/national contractors in the Darfur area and have identified the level of capacity available to conduct assessment and rehabilitation works. Understanding that finding the capacity necessary to undertake such an initiative may be difficult for Darfur unless enough funding is allocated to attract competitive bidders, UNOPS has allocated a higher amount of the budget for contractual works to ensure that the project can get the best value for money. Secondly, UNOPS is aware of seasonal challenges that must be taken into account when traveling through Darfur and implementing works. Thus UNOPS has reviewed the timeline necessary to achieve the outputs and will schedule activities accordingly. Finally, UNOPS has in-depth knowledge of security constraints that can hinder project deliverables. To respond to these constraints, UNOPS will identify secure locations based on all available security-related data for project implementation and base its selection of worksites with this due consideration.

3.4 The proposed project

The DDS represents a transitional programme that aims to deliver immediate tangible peace dividends to the returnees and civilians of the five states of Darfur and pave the way for substantial groundwork necessary for lasting development. This project falls under the DDS Reconstruction Pillar II under *Objective 1.2: Rehabilitate and*

⁴ DRA Pillar II: Reconstruction, Objective 1: Improved physical access to goods, markets and administrative and social services

upgrade existing roads network through spot improvement (crossing points rehabilitation or construction) and will contribute to national priorities as stated in the 2013-16 UNDAF for Sudan. The project aims to improve access to basic services including education, increased access to basic health services and to enhance the daily economic activities through better access to local markets. This intervention will also contribute to improving year-round humanitarian access to vulnerable groups and returnees in Darfur through rehabilitation of crossing points and construction of culverts on feeder roads to returnee sites.

UNOPS will manage the implementation of the project while working closely with the DRA and State local authorities in Darfur and coordinating activities with UN agencies and other development partners on the ground. UNOPS will employ engineers to survey and assess and design the crossing points, construct the culverts as needed for the crossing points and supervise the national contractors employed to conduct the operations on the roads according to the agreed environmentally friendly designs and specifications. UNOPS will submit official reports to the DRA and UNDF Steering Committee outlining progress and fund utilisation. Furthermore, UNOPS will take into consideration capacity gaps in local institutions and partners and will adopt capacity development strategies during project implementation. In addition, UNOPS will monitor and control the project by utilising various RBM tools and HRBAP techniques with particular consideration for human rights, gender issues and key environmental concerns.

The following table highlights the project’s expected deliverables as agreed with the DRA and in line with the DDS Pillar II priorities.

Table 1: Expected Project results and Impact

Results	Impact
<p>Detailed Assessment:</p> <ul style="list-style-type: none"> i. Stage I: Quick assessment of selected feeder roads serving the returnee population and complementary to DDS projects implemented by sister UN agencies such as WHO, UNDP, UNICEF, UN-Habitat, UNHCR and IOM ii. Stage II: Detailed Assessment of transport needs and priorities throughout the five Darfur States <p>Rehabilitation of:</p> <ul style="list-style-type: none"> i. Selected choke points (50 crossing points⁵) in five states of Darfur that will enable access to markets, hospitals, schools, and other town for beneficiaries and enable DDS partners to access project sites 	<p>Improved access to basic services for:</p> <p>Over half a million vulnerable men, women, boys, and girls throughout five Darfur states</p>

This project falls under the DDS Foundation and Short-Term (FaST) activities which are defined in the DDS as immediate initiatives that can, and should, be either completed within 12 months or largely established and executed during this timeframe. Most importantly, they identified those activities that are essential pre-cursors and pre-requisites for the start of longer term development programmes.

These FaST activities will serve a few key purposes, all of which enhance the speed of transition from relief to development. FaST activities are the initial and immediate actions that kick start the longer term objectives of the DDS. This project is expected to kick start the infrastructural reconstruction of Darfur with plans to address challenges related to transport for returnee sites.

⁵ Actual number of crossing points will be determined based on the results of the Stage I assessment. The reasoning is that there may be more than one choke point on each road which will affect the costs.

3.5 Environment

Environmental protection is one of UNOPS core values and considered throughout the design and implementation of projects. The improvement of crossing points is anticipated to improve water flow and conveying water in the natural stream.

As per UNOPS policies, UNOPS will conduct an environmental screening to identify and address any environmental impacts through planning and mitigation techniques. Any environmental protection costs will be included in the bill of quantities after the technical survey and design of each choke point rehabilitation. Moreover, an environmental baseline will be developed accordingly in order to monitor and address any significant environmental impacts as needed.

3.6 Gender

UNOPS will also develop a gender action plan that will list specific gender-related activities to be integrated into the detailed activities of the project.

4. Feasibility, value for money, risk management and sustainability of results

4.1 Feasibility

After assessing the potential risks of implementing this project, UNOPS has considered that the risks are minimal. Through the assessment component of the project, UNOPS will take into account an analysis of the security situation, potential conflicts, and accessibility for staff to possible project areas. With the outcome of the assessment, UNOPS will be able to further select specific sites for rehabilitation of crossing points that are in secure areas, thus facilitating efficient implementation.

4.2 Value for Money

UNOPS will adopt the 3E (economy, efficiency, and effectiveness) framework in analysing value for money to ensure optimal use of resources during the project. Moreover, UNOPS will use its well-established procurement practice to engage contractors for rehabilitation works in which best value for money (BVM) is one of UNOPS's procurement principles. BVM implies a trade-off between price and performance to ensure the best use of funding. The assessment of technical, organisational, pricing, and environmental and social considerations is part of the evaluation for best partners. Moreover, UNOPS has an advanced human resources system with a pool of experts that enable UNOPS to quickly and efficiently recruit experts that best fit the specific needs of any particular projects. Thus, the fair competitive recruitment policies and contract modalities enable UNOPS to provide the best value for money in human resources for any given project.

4.3 Sustainability of Results

The ultimate objective of this project is the provision of year round access to basic services through an improved road infrastructure and road network for the inhabitants of Darfur. None of this infrastructure will be sustained without sound maintenance so it is very important to consider post-project requirements, such as maintenance for sustainability. It is proposed that the most effective delivery mechanism for rural road drainage structures (crossing points) constructions/maintenance is the involvement and participation of the rural communities through well-established community institution such as a Community Development Council (CDC). During project implementation, UNOPS will advocate for the establishment of CDCs, since government line departments are responsible for establishing CDCs or community centres, based on the location's customary practice or customary law of a locality. This will further enhance the capacity of local authorities to be responsible for the continuous monitoring and reporting and maintenance of the roads. Advocacy for CDC will include workshops and trainings on how the CDC can be effective. UNOPS will also engage NGOs through a grant system to help facilitate the advocacy work plan.⁶ It is anticipated that each CDC will be responsible for the rehabilitated road drainage

⁶ With the acceptance of this proposal, UNDF and UNOPS agree to incorporate grant support as a funding modality, in the context of the Parties' collaboration in the implementation of the project and in accordance with the relevant UNOPS

structure within its geographical region. UNOPS will further discuss the composition of the CDCs to include community leaders, prominent community members, returnees, women’s groups, youth societies and vulnerable groups such as elderly and the disabled as a way of ensuring that all members of society are involved in the process. This participatory approach will guarantee local ownership that will hopefully sustain the roads after the rehabilitation is completed. Road security is necessary to alleviate the choke points in the various locations that may pose a hindrance to the movement of women, children and vulnerable groups. UNOPS will coordinate with the state police departments and state ministries of transport to get their commitment to provide security booths along choke points on the rehabilitated roads and crossing points.

4.4 Risk management

This project is categorised as a high-risk intervention due to the numerous perceived risks most of which are extremely likely to have a direct impact on a tight project schedule. The following matrix summarises the anticipated risks and proposed response actions.

Financial Rules and Regulations, policies and procedures. Grant related activities shall be carried out under specific grant support agreements concluded between UNOPS and the beneficiaries/implementing partners and in accordance with the applicable UNOPS regulations, rules, and procedures.

Table 2: Risk Assessment

Risk	Risk Category	Like-lihood	Impact	Mitigating Actions	Residual Risk
1. The bureaucratic process of endorsing the project document and transferring the funds will affect the planned schedule for the project	Management	High	Moderate	<ol style="list-style-type: none"> UNDF Steering Committee and Secretariat should develop an efficient mechanism of reviewing and endorsing the project documents so as not to delay fund transfer UNOPS to ensure flexibility defining the activity schedules taking into consideration anticipated delays during the project initiation process 	Low
2. Security issues and accessibility challenges will affect operations and project schedule	Security	Medium	High	<ol style="list-style-type: none"> DRA to assure UNDF Steering Committee of its commitment to ensuring projects sites will be secured and personnel movements will be uninterrupted UNDF Steering Committee to lobby for a MOU with the DRA and State officials to authorise work in selected project sites 	Low
3. Low state civil capacity will mean UNOPS must provide necessary training to government officials and civilians who will participate in the operational work	Capacity	High	Moderate	<ol style="list-style-type: none"> UNOPS to develop a capacity-building plan for local state government and civilians involved in the operational work 	Low
4. Bureaucracy in staffing project personnel, transporting staff to the field and ensuring UN MOSS-compliant accommodation and security standards for these personnel	Management	High	High	<ol style="list-style-type: none"> UNOPS to development a staffing management plan once the project is authorised UNDF Steering Committee to explore mechanisms to promote joint operations amongst UN agencies operating in the same sites. These may include streamlining transportation services to sites and joint accommodation facilities for project personnel 	Moderate
5. The cumbersome and bureaucratic procurement of local contractors will delay implementation and adversely affect the schedule	Procurement	High	High	<ol style="list-style-type: none"> UNOPS to develop a procurement management plan once the project is authorised to streamline the process Ensure the DRA is involved in the procurement and selection process of local contractors 	Moderate

Cont'd

Risk (Cont'd)	Risk Category	Like- lihood	Impact	Mitigating Actions	Residual Risk
6. Deterioration of security situation may deter vulnerable groups such as women from participating in the project workforce.	Security	Low	Low	<ol style="list-style-type: none"> 1. DRA to assure UNDF Steering Committee of its commitment to ensuring projects sites will be secured and personnel movements will be uninterrupted 2. In accordance with UN security rules/regulations, UNOPS will work to ensure the safety and security of the workforce. 	Low
7. Adverse impact on the environment	Environment	High	High	<ol style="list-style-type: none"> 1. UNOPS to conduct environmental impact analysis of the road in the pre-feasibility study describing possible significant environmental impacts of the project such as impact on air, water, soil, noise, vibrations, heat and radiation, flora and fauna, population migration, natural goods and cultural heritage and landscape. 	Moderate
8. Local authorities may not accept the establishment of Community Development Councils and related cost recovery schemes	Management	Medium	High	<ol style="list-style-type: none"> 1. UNOPS will develop and implement a comprehensive advocacy strategy for garnering the support and action of local authorities in establishing CDCs 	Moderate

5. Results Framework

This project aims to rehabilitate 50 of the identified urgently needed road drainage structures (crossing points) in the 5 states of Darfur. As a result of this intervention, it is envisaged that approximately 507,000 civilians will utilise an improved road network meaning they will have better access to schools, health centres and local markets. This project is composed of one Output that caters to the construction of the road drainage structures (crossing points). This Output result will contribute to achieving Objective 1 of the DDS Rehabilitation pillar and correspond to DDS Pillar priority 1.2. The Results Matrix below illustrates the logical framework for the project.

Table 3: Results Framework

JP/ Project Title	Rehabilitation of Rural Roads and Drainage Structures in the five States of Darfur					
DDS Pillar	Pillar II: Reconstruction					
DDS Objective	Objective 1: Improved physical access to goods, markets and administrative and social services					
Relevant DDS Pillar Priority: 1.2. Rehabilitate and upgrade existing roads network through spot improvement (crossing points rehabilitation or construction)						
JP/ Project Outputs	UN Organisation	Other Implementing partner(s)	Performance Indicators	Base line	Target	Means of Verification
Output 1: Quick assessment of choke points in feeder roads to returnee sites throughout the five states of Darfur completed of environment-friendly 50 road drainage structures constructed to ease crossing points in the 5 states of Darfur	UNOPS	To be contracted through a formal procurement process	<ol style="list-style-type: none"> 1. Assessment report on choke points in feeder roads to returnee sites including recommendation of sites for rehabilitation 2. Environmental Screening and plan 	0	<ol style="list-style-type: none"> 1. Assessment of target areas for DDS project and feeder roads development plan 	<ol style="list-style-type: none"> 1. UNOPS report 2. Field visits 3. Consultations with local government authorities, communities, UN agencies, and stakeholders

Cont'd

JP/ Project Outputs (Cont'd)	UN Organisation	Other Implementing partner(s)	Performance Indicators	Base line	Target	Means of Verification
<p>Output 2: Rehabilitation of selected choke points in feeder roads to make returnee sites more accessible for development</p>	UNOPS	To be contracted through a formal procurement process	<p>1. # of choke points rehabilitated 2. # of male population with improved access to basic services 3. # of female population with improved access to basic services 4. # of female and male locally employed (sex-disaggregated)</p>	0	<p>1. At least 50 choke points rehabilitated on feeder roads 2. Number of male and female population with improved access to basic services to be determined at the end of the quick assessment 3. At least 30% of the locally employed workers are female (where possible, given security situations)</p>	<p>1. UNOPS reports including environmental considerations and Contractor's Log. 2. Census data/Government of Sudan reports. 3. Focus Group Discussion with local population, including women only discussion groups, to monitor needs, concerns and impact on community, particularly vulnerable groups and gender equal employment provision by contractors 4. Environmental-screening report</p>
<p>Output 3: Detailed assessment of transport needs and priorities conducted</p>		In partnership with DRA, local government authorities and community groups	<p>1. Detailed Assessment report 2. Feeder roads development plan</p>	0	<p>1. Detailed assessment of transport needs and priorities including assessment of trade infrastructure and flows, and feasibility of studies and design of priority programs (i.e. increasing access to markets and market infrastructure and improving access to return sites and rural villages)</p>	<p>1. UNOPS assessment report 2. Field visits 3. Consultations with local government authorities, DRA, and communities</p>
<p>Output 4: Advocacy for the establishment of Community Development Councils (CDC) to ensure sustainability of the road infrastructure⁷</p>		Local government authorities, community groups including women and returnees	<p>1. Established terms of reference for the CDC including provisions to ensure both female and male representation 2. Number of CDC members disaggregated by sex</p>	0	<p>1. Terms of Reference for each established CDC in place 2. Advocacy for at least 50% of CDC members are female</p>	<p>1. UNOPS reports 2. CDC Terms of Reference</p>

⁷ The establishment of the CDCs are the responsibility of the local government authorities but UNOPS will encourage and provide advice as needed on the development of these committees.

6. Management and Coordination Arrangements

The project will be implemented by UNOPS in consultation with the Darfur Regional Authority, Ministry of Planning and Public Utilities in each of the five states in Darfur, and communities.

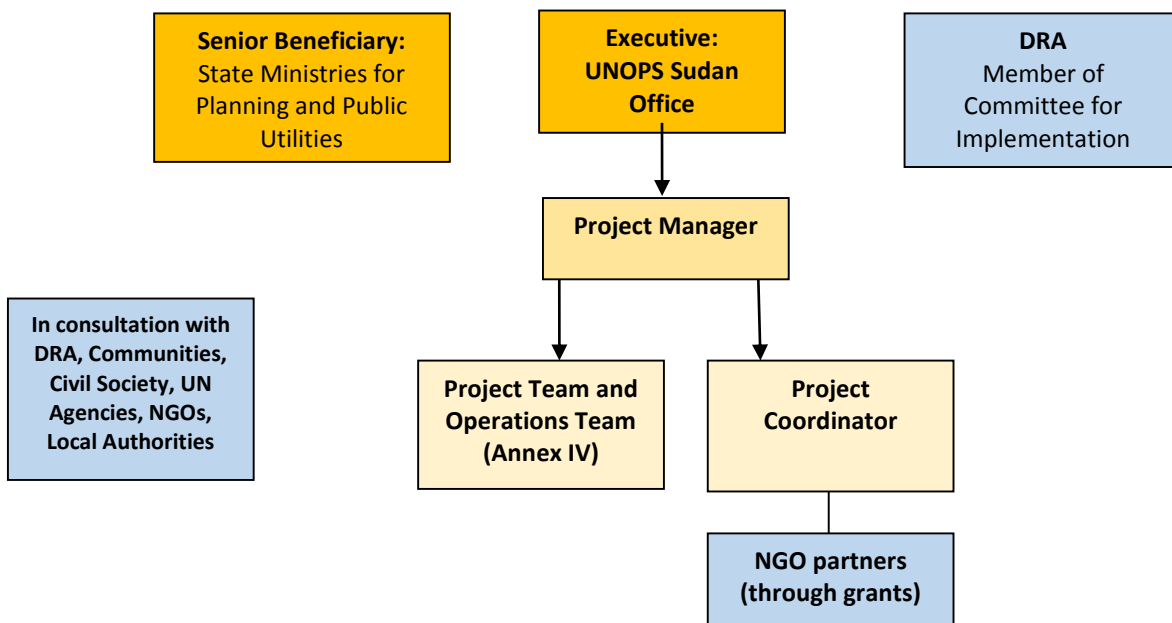
The Project Manager will coordinate activities with DRA and the State Ministry of Planning and Public Utilities in the five States in Darfur in addition to liaising with unions for vulnerable groups such as women, youth and children to ensure that all stakeholders are informed of the operations occurring in the regions and to leverage support in terms of labour as well as to empower local citizens to support operations. The Project Manager will also liaise with civil society, UN agencies and NGOs for matters regarding coordinating joint operations and activities.

The Project Team will be deployed across the 5 States of Darfur. Each State will have one Site Engineer and one Supervisor all of whom will report to a Senior Engineer and the Project Manager. An operations team composed of Administrative, Procurement and M&E staff will be recruited to support the project management functions. Annex IV illustrates the structure of the Project Team.

The DRA is expected to take the necessary measures to facilitate the execution of the project activities and assist FAO and UNOPS in carrying out their duties.

The *Monitoring, Evaluation and Reporting* section of this project document defines the mechanism of coordinating meetings and reviews within the Project Board.

Figure I: Project Board Structure



7. Funds allocation and Cash Flow Management

The United Nations Fund for Recovery Reconstruction and Development in Darfur (UNDF) is established to support the effective implementation of the DDS in pursuit of the overall objective of the DDPD “to support the transition from humanitarian assistance to recovery and development.”

Fund allocation of the project will be conducted in accordance with the UNDF Terms of Reference and the rules and procedures approved by the UNDF Steering Committee.

7.1 Transfer of cash from the fund to participating agencies, and to national Implementing Partners

UNOPS will conclude a MOU agreement with the UNDP Multi-Partner Trust Fund office, which has been designated as the Administrative Agent for the administration, management and transfer of the funds to UNOPS headquarters. The UNDP MPTF office charges a 1% administrative fee of all received contributions, pursuant to the standard UNDF MOU regulations. UNOPS HQ charges a management fee, according to the organisations policies and regulations, that will not exceed 7% of the total project operational budget. The details of the transfer amounts and schedule will be outlined in the MOU agreement between UNDP MPTF and UNOPS according to the donor financial policy agreed between the donor and UNDF in a separate Administrative Agreement.

Once the funds have been transferred, UNOPS Sudan Office will liquidate funds based on their weekly or monthly project expense requirements. The allocation of funds for the national implementing partners will be subject to a procurement process that is based on a competitive bidding process that includes advertising a RFP and selecting the contractor through a competitive bidding process according to UNOPS procurement policies and procedures including environment guidelines and specifications for the products. The fund or cash transfer to the national implementing partners will be pursuant to the contract between UNOPS and the selected implementing partner.

8. Monitoring, Evaluation and Reporting

8.1 Monitoring

The following table provides the Project Monitoring Framework which is consistent with the DDS Monitoring and Evaluation Plan.

Table 4: Project Monitoring Framework (PMF)

Expected Results	Indicators	Means of verification	Collection methods	Agency Responsible
Output 1: Quick assessment of choke points (CPs) in feeder roads to returnee sites throughout the five states of Darfur completed	Baselines: 0 CPs rehabilitated Targets: 1. Quick assessment of choke points on selected feeder roads 2. Selection of at least 50 of these choke points for rehabilitation. Indicators: 1. Quick Assessment Report on choke points on selected feeder roads completed 2. Selection of at least 50 choke points in the report	1. UNOPS reports including environmental considerations and recommendations	1. Field visits 2. Focus Group Discussions 3. Desk review of information provided by DDS partners, DRA, local authorities and other stakeholders	UNOPS
Output 2: Rehabilitation of selected choke points in feeder roads to make returnee sites more accessible for development	Baseline: 0 Target: 1. At least 50 choke points rehabilitated on feeder roads 2. Length of selected feeder roads to be determined at the end of the quick assessment 3. Number of male and female population with improved access to basic services to be determined at the end of the quick assessment	1. UNOPS reports 2. Census data/Government of Sudan reports.	1. UNOPS quarterly and final reports 2. Field visits	

Cont'd

Expected Results (Cont'd)	Indicators	Means of verification	Collection methods	Agency Responsible
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<p>Output 2 (Cont'd): Rehabilitation of selected choke points in feeder roads to make returnee sites more accessible for development</p>	<p>4. At least 30% of the locally employed workers are female (where possible, given security situations) Indicators: 1. # of choke points rehabilitated 2. # of male population with improved access to basic services 3. # of female population with improved access to basic services 4. # of female and male locally employed (sex-disaggregated)</p>	<p>3. Focus Group Discussion with local population, including women only discussion groups, to monitor needs, concerns and impact on community, particularly vulnerable groups and gender equal employment provision by contractors</p>	<p>3. Meeting Minutes/Reports from focus group discussions including women's groups, community groups, local authorities, DRA, and stakeholders</p>	
<p>Output 3: Detailed assessment of transport needs and priorities conducted</p>	<p>Baseline: 0 Target: 1. Detailed assessment of transport needs and priorities including assessment of trade infrastructure and flows, and feasibility of studies and design of priority programs (i.e. increasing access to markets and market infrastructure and improving access to return sites and rural villages) Indicators: 1. Detailed Assessment report 2. Feeder roads development plan</p>	<p>1. UNOPS assessment report 2. Field visits 3. Consultations with local government authorities, DRA, and communities</p>	<p>1. Field visit reports 2. UNOPS reports 3. Meeting Minutes/Reports from focus group discussions including women's groups, community groups, local authorities, DRA, and stakeholders</p>	UNOPS
<p>Output 4: Advocacy for the establishment of Community Development Councils (CDC) to ensure sustainability of the road infrastructure⁸</p>	<p>Baseline: 0 Target: 1. Terms of Reference for each established CDC in place 2. At least 50% of CDC members are female Indicators: 1. Established terms of reference for the CDC including provisions to ensure both female and male representation 2. Number of CDC members disaggregated by sex</p>	<p>1. UNOPS reports</p>	<p>1. Field visits 2. UNOPS reports 3. Meeting Minutes/Reports from focus group discussions including women's groups, community groups, local authorities, DRA, and stakeholders</p>	

8.2 Annual/Regular reviews:

UNOPS Sudan Office will develop a TOR for conducting Quarterly and Annual Reviews which will be presented to the DRA and UNDF for endorsement and subsequent adoption. The TOR will define the frequency and agenda of

⁸ The establishment of the CDCs are the responsibility of the local government authorities but UNOPS will encourage and provide advice as needed on the development of these committees.

these meetings and how decisions will be made. It will also define the roles of the members of the project review meetings and the procedure for documenting these meetings.

8.3 Evaluation

A project performance evaluation including impact on environment will be conducted by UNOPS in partnership with key stakeholders including the DRA and State government departments at the closing stages of the project. An evaluation TOR will be developed by UNOPS and presented to the DRA for endorsement. The TOR will define how the evaluation will be conducted, who will participate and the reporting format that will be used, as agreed with the UNDF Steering Committee.

8.4 Reporting

UNOPS will submit quarterly progress reports based on the agreed reporting format of the UNDF Steering Committee to all relevant stakeholders. These reports will highlight, *inter alia*, progress made during the reporting quarter, shortfalls, challenges and risks encountered, and a funding utilisation report. Progress will be recorded against the work-plan and PMF indicators and targets. These reports will inform the agenda of the regular review meetings.

A final project report will be submitted by UNOPS at the close of the project. The final financial report will be submitted by UNOPS three months after project closure.

9. Work plans and budgets

The annual work plan is attached as Annex I to this project document. The work plan is composed of only one Output which includes six activities. UNOPS will contract local engineering firms to rehabilitate the selected and construct the drainage structures. The procurement of these contractors will follow UNOPS procurement policies and procedures. The selected firm will enter into a *Short Form Construction Contract* with UNOPS to implement the specific activity in the work-plan. The provisions of the agreement include standard UNOPS legal and operational policies. UNOPS will ensure employment and funding to returnees and aid in the formation of CDCs for future maintenance. UNOPS will integrate this as requirements to the contracts with the contractors, based on the availability of the labour force in the target areas. Job opportunity should also consider the host community where possible.

The basis for all financial disbursements to the local contractors will be according to the activity description and budget in the work plan in addition to the requirements of the contract.

The work plan is subject to amendment through the review process and the change control procedure of the project board. This will be detailed in the review process TOR. The work plan may be amended by the project board through a formal process that must be endorsed by the members and Chair of the project board with justification for the change. Any significant modification to the scope of work or financial allocations will require the endorsement of the board including the clearance of the UNDF Steering Committee.

In addition, the UNOPS Budget Sheet is attached as Annex II to this document. This budget sheet breaks down the costs of the project into specific categories for clarity purposes. This budget sheet template is based on the UNDG Harmonised Budget Categories as approved by the High Level Committee on Management (HLCM) and Chief Executives Board for Coordination (CEB). It is also consistent with the provisions specified in the UNDF TOR, MOU and SAA, Section II- Financial Matters.

Annex I: Work Plan

Table 5: Work plan (Duration: 18 months): Rehabilitation of Choke Points on Feeder Roads in the five States of Darfur Project

Specific Objectives of the Fund: DSS Pillar II: Reconstruction, Objective 1: Improved physical access to goods, markets and administrative and social services										
Expected products of the project	Key activities	Calendar						Geographic area	Responsible Participating Organisation	Planned budget (USD)
		Q1	Q2	Q3	Q4	Q5	Q6			
Output 1: Quick assessment of choke points in feeder roads to returnee sites throughout the five states of Darfur completed	Activity 1.1 Conduct Quick assessment of choke points in feeder roads to returnee sites throughout five states of Darfur including a feeder road plan (4 weeks)							Darfur (5 states)	UNOPS/Local Contractors	150,000
	Activity 1.2 Selection of choke points for rehabilitation throughout five states of Darfur (2 weeks)									10,000
Output 2: Rehabilitation of selected choke points in feeder roads to make returnee sites more accessible for development	Activity 2.1 Initiate sustainable procurement process as per UNOPS rules and regulations to identify contractors for rehabilitation works, i.e. releasing the request for proposals/tenders, evaluation of bids, selection of contractors (4 weeks)									5,000
	Activity 2.2 Mobilisation of contractors (2 weeks)									100,000
	Activity 2.3 Rehabilitate at least 50 selected choke points on feeder roads to make returnee sites more accessible for development (approximately 20 weeks to complete all selected spot tasks) ⁹									9,510,634

Cont'd

⁹ While infrastructure works will be completed at the end of this project, it should be noted that the defects liability period will continue for up to 12 months after the completion of the infrastructure in order to ensure that any defects are corrected during this period.

Expected products of the project	Key activities	Calendar						Geographic area	Responsible Participating Organisation	Planned budget (USD)
		Q1	Q2	Q3	Q4	Q5	Q6			
Output 3: Detailed assessment of transport needs and priorities conducted	Activity 3.1 Conduct a detailed assessment of transport needs and priorities including assessment of trade infrastructure and flows; feasibility studies and design of priority programs to increase access to market and market infrastructure and improve access to return sites and rural villages (approximately 20 weeks)							Darfur (5 states)	UNOPS/Local Contractors	590,000
Output 4: Advocacy for the establishment of Community Development Councils (CDC) to ensure sustainability of the road infrastructure	Activity 4.1 Develop an advocacy plan for the establishment of CDCs with proposed cost recovery mechanism for the maintenance of crossing points through desk review of similar councils, consultations with local authorities/focus groups including women's groups and community groups, and stakeholders (4 weeks)									25,000
	Activity 4.2 Implement advocacy plan including awareness campaigns, workshops, meeting with relevant authorities and community groups, grants to NGOs to help facilitate									270,000
M & E – Evaluation										
Project Team and government partners	Regular monitoring							Darfur (5 states)	UNOPS, State authorities, DRA	65,000
	Final Evaluation including impact on environment								UNOPS, DRA, Ext. evaluators	25,000
Total Operational Costs										10,750,634
ISC 7%										752,544
Project Total										11,503,178

Annex II: Budget Sheet, United Nations Office for Project Services (UNOPS)

UN FUND FOR DARFUR PROJECT BUDGET(USD)				
CATEGORIES	Total	UNOPS	ILO	Remarks
1. Staff and other personnel costs	1,055,228	745,358	309,870	Direct project staffing costs.
2. Supplies, Commodities, Materials	0	0	0	
3. Equipment, Vehicles and Furniture including Depreciation	447,850	235,000	212,850	All direct project equipment costs.
4. Contractual Services	8,848,974	8,430,524	54,450	Cost of contracts to contractors who will carry out the project work.
5. Travel	131,550	45,600		Direct travel and DSA costs for staff
6. Transfers and Grants to Counterparts	0	0	0	
7. General Operating and Other Direct Costs	631,031	665,244		Direct project operating costs for the UNOPS-HQ/ ILO-HQ and country office including cost of support team.
Sub-Total Project Costs	10,750,634	10,025,868	724,765	
Indirect Support Costs	752,544	701,811	50,734	UNOPS/ILO Management Fee
TOTAL	11,503,178	11,502,000	775,499	Total Project Allocation

Annex III: List of Prioritised Localities for Assessment of Choke Points and Consideration for Choke Point Rehabilitation Works (determining the final location of the crossing points is subject to assessment output).

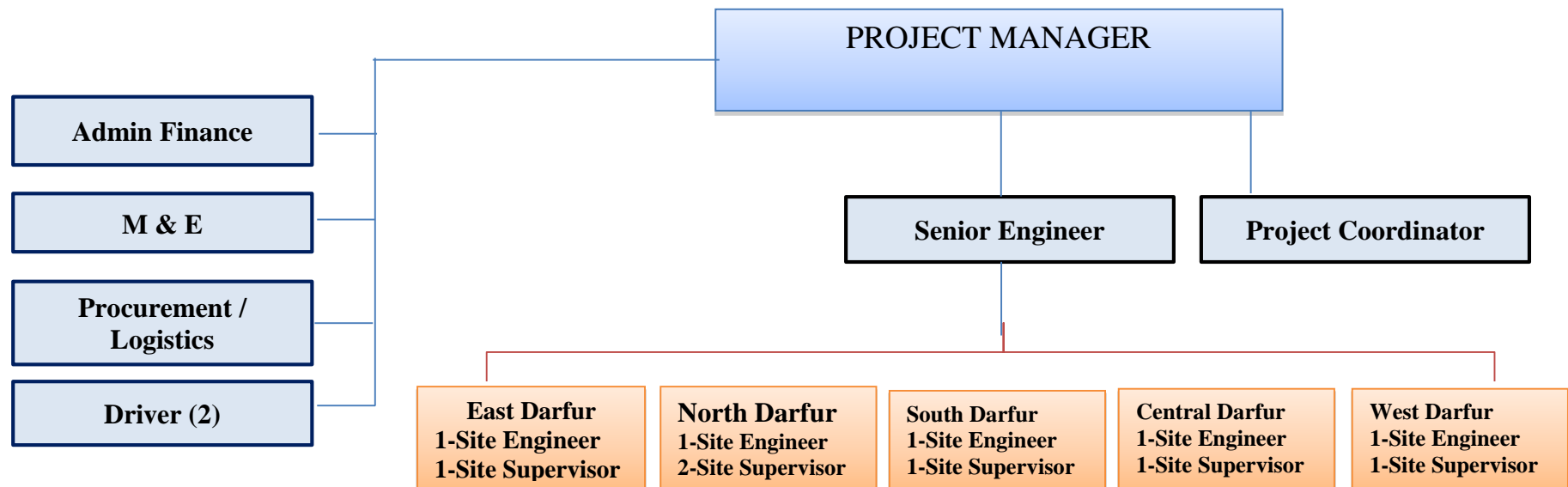
No.	State	Locality	Number of Priority Villages	Priority for DDS Partners	Estimated Beneficiaries
1	Central Darfur	Wadi Salih	3	UNICEF/UN Habitat/WHO/UNFPA/UNHCR/UNDP	
2		Mukgr	1	UNDP/UNHCR	
3		Azum	3	UNICEF	
4		Bandisi	1		
5		Umm Dokon	1		
6	West Darfur	Sarba	2	UNICEF/UNHABITAT/WHO/UNFPA	
7		Klbs	2	UNICEF	
8		Habila	10	UNICEF/UN Habitat/WHO/UNFPA/UNHCR/UNDP	
9		Baida	4	UNICEF/UN Habitat/WHO/UNFPA/UNHCR/UNDP	
10		Jebel Moon	2	UNICEF	
11		Furbaranga	5		
12		El Geneina	8	UNICEF/UN Habitat/WHO/UNFPA/UNHCR/UNDP	
13		Kereinik	1	UNICEF	
14	South Darfur	El Sunta	2	UNICEF	
15		Shattai	1	UNDP/UNHCR	
16		Nyala	1	UNICEF/UN Habitat/WHO/UNFPA/UNHCR/UNDP	
17		Geraida	2	UNICEF	
18		El Radum	2		
19		Beleil	2		
20		Kass	2		
21		El Salam	2		
22		Mershenge	1		
23		El Wehde	1		
24		Meleit	2		
25		Sharg El Gabel	1		

Cont'd

No.	State (Cont'd)	Locality	Number of Priority Villages	Priority for DDS Partners	Estimated Beneficiaries
26	North Darfur	El Fashir	1	UNHCR	
27		El Seref	3	UNICEF	
28		Dar El Salam	3	UNICEF	
29		Tawilla	1	UNICEF	
30		Ambro	2	UNICEF	
31		Kabkabia	2	UNICEF	
32		Sarf Omara	2	UNICEF	
33		El Malha	1	UNICEF	
34		Kalmndo	1	UNICEF	
35		Meleit	1	UNICEF	
36		East Darfur	Abu Karanka	1	UNICEF
37	Yassin		2	UNICEF/UN Habitat/WHO/UNFPA/UNHCR	
38	Asalaia		1	UNICEF/UN Habitat/WHO/UNFPA/UNHCR	
Total			83		

Annex IV: Project Team Structure chart

United Nations Office for Project Services (UNOPS)



Annex V: Identification of additional crossing points and roads for rehabilitation

United Nations Office for Project Services (UNOPS)

THE UN FUND FOR RECOVERY RECONSTRUCTION AND DEVELOPMENT IN DARFUR

1. Future Priority Road Drainage (determining the final location of the road drainage structure (crossing points) is subject to the assessment)

S/no	State	Name of Road	Category (Tertiary/ Secondary or Urban)	Length (km)	Number of Culverts/ Crossing Points	Estimated Cost USD	Current situation of road	Distance to available Natural gravel	Community population including returnees
1	Ed Da'ein	City ring road	Urban	15	5 culverts	2,025,000	very bad (sandy and earthen surface)	160 km	200,000
2	El Fashir	El Fashir to Golog village	Tertiary	7	4 Box culverts	805,000	bad (sandy and earthen surface)	15 km	15,000
3	El Fashir	Noman to Geldat	Tertiary	5	3 Box culverts	575,000	poor (sandy and earthen surface)	15 km	8,000
4	Nyala	Nuhza to Salam	Urban	3	1 Box culverts	345,000	poor (sandy and earthen surface)	5 km	5,000
5	Nyala	Fania road	Urban	5	4 Box culverts	575,000	poor (sandy and earthen surface)	5 km	4,000
6	Nyala	Wadia Gharb road	Urban	2	1 Box culverts	230,000	poor (sandy and earthen surface)	6 km	2,000
7	Nyala	Shabul fania	Urban	2	1 Box culvert	230,000	poor (sandy and earthen surface)	5 km	2,000
8	Nyala	From airport crossing to Al mawshi	Urban	2	3 Box culverts	230,000	poor (sandy and earthen surface)	5 km	46,000
9	El Geinena	Alengoz to Almatar	Secondary	11	20 Box culverts	1,485,000	poor (sandy and earthen surface)	12 km	200,000
10	Zalingei	El Hasahisa	Urban	4	2 Box culverts	496,000	Bad	7 km away	8,000
11	Zalingei	Danbker	Urban	1	1 Box culverts	124,000	very Bad	6 km	5,000
12	Zalingei	El Jama	Urban	7	5 Box culverts	868,000	very Bad	7 km	12,000
Sub-total				64	50	7,988,000			507,000
TOTAL						8,627,040			

Note: The above roads have been officially identified by the State Governments and DRA.

2. Future Priority Crossing Points (determining the final location of the crossing points is subject to the assessment output)

S/No.	State	Crossing point Name	Valley Name	Connection		Length in metres	Valley Depth	No. of Beneficiaries
1.	North Darfur	Haloof	Haloof	Malit	El Fashir	40	4	100,000
2.		Al-Moashi	El Fashir valley	South El Fashir Neighbourhoods	North El Fashir Neighbourhoods	100	4	1,500,000
3.		Taposs	Taposs valley	West El Fashir and Korma	El Fashir City	80	4	100,000
4.		Shagra	Shagra valley	El Fashir	Shagra Areas	130	5	100,000
5.	West Darfur	Southern Kaja	Kaja	Al Geneina	Southern Areas	200	5	100,000
6.		Kaja Um Dorien	Kaja	Al Geneina	Eastern Areas	250	5	200,000
7.		Ratii	Ratii	Al Geneina	Southern Areas	300	5	250,000
8.		Dorti	Dorti	Al Geneina	Northern Areas	100	5	100,000
9.		Babanoos	Khoor Babanoos	Al Geneina	North-Western Areas	75	5	100,000
10.	Central Darfur	Azoam	Azoam	Zalingei	Saraf Omra	400	6	100,000
11.		Garsila	Dabri	Zalingei	Bandasi	400	6	100,000
12.		Wadi Salih	Wadi Salih	Om Dukhon	Wadi Salih	300	6	1,000,000
13.		Kabar	Wadi Kabar	Om Dukhon- Bandas	Nyala	350	6	100,000
14.		Dalieg	Dalieg	Dalieg locality	Southern Zalingei	70	6	100,000
15.	East Darfur	Algamiaa	Wadi Albrosh	Ed Da'ain Northern neighbourhoods	Ed Da'ain Southern neighbourhoods	50	5	300,000
16.		Almatar	Khor Alshorta	Al Matar and the Southern Parts	The main market	40	5	500,000
17.		Alnimir	Khor Alnimir	Asalaia – Ed Da'ain	Nyala	130	6	100,000
18.		Abu Saida	Abu Saida	Ed Da'ain	Nyala	150	5	100,000
19.	South Darfur	Almolaga	Wadi Almolaga	Katila	Khoor Shamam	45	5	200,000
20.		Natiga	Wadi Natiga	Natiga	Natiga	45	6	200,000
21.		Srambanga	Wadi Shataia	Shataia	Siranmbanga	20	7	300,000
22.		Wadi Almalm	Wadi Almalam	Alwihda	Almalam	50	6	300,000
23.		Wadi Algaish	Alsalam	Alsalam	Gasngmet	40	6	250,000
24.		Wadi Goraa	Wadi Goraa	Kaas	Kaas	140	7	500,000
25.		Alsrief	Alsrief	Nyala Municipality	Nyala	160	6	300,000
26.		Wadi Mirshange	Wadi Mirshange	Alwihda	Mirshing	100	5	250,000
27.		Amroog	Amroog	Omdafog	Omdafog	7,000	5	700,000

3. Future Priority Roads

S/No.	State	Name of Road	Category (Tertiary/ Secondary or Urban)	Length (Km)	Number of Drainage structures (Culvert, crossing points)	Current situation of road	Natural gravel availability (Yes/No)	Population
1	Nyala - South Darfur	Nyala- Kubum	Secondary	120	20	Bad	Yes	110,000
2		Nyala- Abuajura	Secondary	60	12	Bad	Yes	20,000
3		Kas- Shattaya	Tertiary	60	18	Bad	Yes	100,000
4		Manawashy- Mershing	Tertiary	30	7	Very bad	Yes	30,000
5		Manawashy- Nittaiga	Tertiary	70	15	Very bad	Yes	15,000
6		Mershing- Malam	Tertiary	50	17	Very bad	Yes	30,000
7		Buram- Assunta	Tertiary	70	6	Very bad	No	70,000
8		Tulus-Dimsu	Tertiary	30	5	Bad	No	25,000
9		Alnahda- Elsalam District	Tertiary	3	1	Bad		5,000
10		Alwheda	Tertiary	2	1			200
11		Airport till Muashi	Tertiary	2	3			3,000
12.	North Darfur	El Fashir- Nowara	Tertiary	7	3	Bad	Yes 8 Km	7,000
13.		Ban Gadid- AwdaTaweiya	Urban	3	3	Bad	Yes 10Km	8,000
14.		Abushouk-Gelidat	Urban	3	4	Bad	Yes 10Km	10,000
15.		Altlowra-Al Salam Camp	Urban	3	2	Bad	Yes 8 Km	8,000
16.	El Geneina – West Darfur	Morny- Habila	Tertiary	60	44	Very Bad	Yes	700,000
17.		ForoBaranga-Habila	Tertiary	89	150	Very Bad	Yes	140,000
18.		Habila- Baida	Tertiary	90	150	Very Bad	Yes	120,000
19.		El Geneina- Gokak	Secondary	17	30	Bad	Yes	25,000
20.		ELGeneina- Krenik	Secondary	40	50	Very Bad	Yes	120,000
21.		ELGenena- Serba	Secondary	85	30	Very Bad	Yes	750,000
22.		Sirba- Kulbus	Tertiary	65	25	Bad	Yes	400,000
23.	Zalingei – Central Darfur	El Hasahisa- Road	Urban	4	2	Bad	Yes	8,000
24.		Kanjomia Road	Urban	3	2	Very Bad	Yes	6,000
25.		Danbker	Urban	10	1	Very Bad	Yes	5,000
26.		El Jama Road	Urban	7	—	Bad	Yes	12,000