



## Activity Sheet 11

### Yemen's rural access road project – Case Study # 3a

#### Purpose

The purpose of this activity is to deepen participants' knowledge of the features of an effective rural transport project. This activity provides participants with an opportunity to compare and contrast the lessons from the Yemen rural access road project with their own country situations and experiences.

A summary of the key lessons are summarised on the sheet attached.

#### Group Activity

1. Read the case study sheet provided (pages 2 - 3).
2. Drawing on the lessons from the case study discuss:
  - A. *How do the lessons from the Yemen case study compare with the experiences of rural roads projects in your country - in terms of similarities and differences?*
  - B. *What are the reasons for the similarities and differences?*
3. Note your similarities and differences, and reasons, on a flipchart.
4. Elect a person to present your findings to the plenary.



## **Lessons from Yemen's rural access road project**

### **1. Contracting**

#### *Contract management*

- Main weakness of local contractors - extends implementation
- Environment very difficult for contractors - small works in isolated rural areas unlikely to be financially attractive, because of high mobilization, administrative costs, risks

#### *Designs*

- Limit use of *preliminary* designs (as opposed to *final* designs)
- 2/3rds of designs were preliminary = too many?

#### *Local consultation & participation*

- Highly effective for relevant designs implementation

#### *Set targets case-by-case*

- Need careful analysis of potential improvements, because of setting specific targets is highly complex

### **2. Institutional performance**

Institutional performance can be substantially improved if it:

- Takes place within a transparent framework of well-defined procedures & technical guidelines
- Staff are recruited based on merit, adequately motivated & remunerated, offered sound work conditions
- Institution can perform daily tasks without outside interference

### **3. Maintenance & construction**

Yemeni road maintenance & construction industry + consulting profession can develop fast with satisfactory quality if: -

1. selection process is competitive + transparent
2. professional supervision



But - capacity is expected to remain a constraint as RAP's size greatly expands to include more donors.

As a result - in RAP2 (Phase 2)

- Develop local contractors and consultants
- Offer some contracts in larger packages to attract international contractors.

#### **4. Access and costs**

1. Access is more important for rural people
2. High technical standards give marginal benefits
3. Appropriate design + implementation = lower costs of improving rural roads

As a result - RAP2 will focus on appropriate standards, taking into account future road maintenance costs.

#### **5. Social framework agreements**

Social framework agreements are

- Signed agreements between RAP + local beneficiaries
- Significant community participation in project design

Social framework agreements have:

- High practical value in maximizing net benefits
- Avoid conflict
- Greatly reduced work stoppages

As a result - in RAP2 social framework agreements will be strengthened.